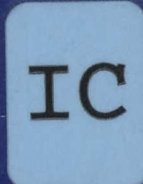


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**PUBLIC SERVICE 2000 - THE ISTC WAY**

**DOCUMENT I**

**PS 2000**

**SUMMARY OF RECOMMENDATIONS**

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**SUMMARY OF RECOMMENDATIONS**

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## **PS 2000**

### **SUMMARY OF RECOMMENDATIONS**

**The recommendations of the Task Forces of Public Service 2000 have been divided into three categories. This document presents the recommendations in accordance with the categorization as follows:**

- 1. Those recommendations which departments have the authority to fully or partially implement now.**
- 2. Those recommendations whose implementation rests upon decisions by Treasury Board, PSC, PCO, Common Services Agencies or a combination of thereof.**
- 3. Those recommendations whose implementation will most likely require amendment to current legislation.**

## **DEPARTMENTAL INITIATIVES**

### **STAFFING**

### **RECRUITMENT**

6.
  - . Recruitment officers should have direct contact with hiring managers. Currently in many departments this relationship is carried on through the mediation of departmental staffing officers. In addition to weakening communications, this arrangement dilutes accountability for timely service.
  - . Resource needs should be predicted more often and recruits hired in anticipation of those needs.
  - . The use of inventories of pre-screened candidates should be increased at both the parliamentary agency and departmental level.
  - . Simultaneous open and closed competitions can be held where appropriate.
  - . Response times in advertisements could be shortened provided that candidates have reasonable opportunity to respond.
  - . Generic statements of qualifications can be used more often.
  - . Documentation can be reduced to the minimum.
  - . Various steps in assessing candidates can be conducted simultaneously.
  - . Eligibility lists can be used more extensively.
11. Part-time employees should be selected in accordance with normal recruitment processes and standards and they should be eligible for deployment and to enter closed competitions.
20. Casual employees may be hired on an hourly basis or for continuous periods up to six months.

### **Deployment**

21. In order to ensure the flexibility necessary for service to the public and for the development of staff, the permanent or temporary deployment of staff should be (subject to the other considerations described below) a responsibility of management.
22. Managers will be expected to exercise their responsibility in this area fairly and to take the initiative in being open and explaining their deployment decisions to their staff.
23. Managers will be expected to continue to respect the relevant Treasury Board Secretariat policies such as those dealing with the language and security requirements.
25. In all situations where deployability is not a condition of employment the deployment decision should be through the normal consensual relationship between management and employees.

26. With the exception of those situations where acting assignments and acting pay provisions apply, deployment of individuals, whose personal classification is lower than the level of the job should not be included in the increased flexibility to managers. (except for management category)
27. To facilitate lateral movement, departments should establish assignment offices which will facilitate deployment across organizational units and the central agency should establish an office to facilitate interdepartmental lateral movement. (also TB/PSC)
29. Managers should make use of the variety of assessment instruments available when conducting promotional competitions. Their choice of instrument should be made reflecting a reduced reliance on interviews and a concentration on those instruments that will assist them in determining future potential.
30. The promotion process should be competitive except in those circumstances where it can be demonstrated that the candidate who best meets the statement of qualifications can be identified without a competition.
34. The use of lengthy acting appointments is seen by employees as a major source of unfairness in the system and should be avoided.

### **Probation**

39. Managers should be trained and supported in the use of rejection on probation following recruitment. (Assistance from TB)

### **Recourse**

45. Managers should offer post-board feedback in all staffing actions.

### **Employment Equity**

53. The parliamentary agency should develop, in consultation with departments and the employer, recruitment strategies that respond to these needs. (with PSC)
54. The increased ease of deployment recommended in this report should be actively used to promote the development of the public servants who are members of employment equity target groups.

## **ADMINISTRATIVE POLICY AND COMMON SERVICES**

### **COMMON SERVICES (GENERAL)**

#### **Departmental Management**

10. Deputy Heads should ensure that increased delegations and policy flexibilities provided by central agencies are well communicated and that they are matched by equivalent delegations, and flexibility and accountability for managers.
11. Deputy Heads should review internal delegations, procedures and accountability structures to ensure that managers have the maximum possible authority and flexibility to manage programs and provide services to the public or department clients.

## **Central Agencies**

14. Treasury Board Secretariat and Departments should develop extensive communication programs to ensure that all employees are familiar with new or changed policies, their authority levels and the implications of these policies for their responsibilities. (and TB)

## **Departments**

17. Departments should give high priority to developing a consistent internal communications thrust to complement government-wide communications initiatives. This will ensure that all departmental employees are aware of and understand the basics of the new or modified administrative policies, their authority levels, where to go for assistance and the implications of the changes for delivering departmental programs.
18. Departments should provide or support the required training to ensure that all employees are able to take full advantage of increased authorities provided.

## **WORK FORCE ADAPTIVENESS**

### **RECRUITMENT**

2. Across the service, especially at officer entry level and on hiring executives from outside, selection criteria should include a careful consideration of the several dimensions of adaptiveness. (also PSC)
5. Experience gained by trainees should include service in the regions on the front lines of program delivery.
6. Once running costs are in place, trainee pools should be constituted solely on the basis of the aggregate of departmental commitments to hire.
10. Selection boards for recruitment, promotion, and developmental opportunities should include women, men and minorities. (also PSC)
16. Large departments, and TBS on behalf of the whole Public Service should annually publish reports showing the number of jobs by category and level expected to open up for each of the next five years. (also TB)
19. Access to developmental opportunities is a cornerstone of employment equity, which means that preferential access should be given on the basis of the employee's adaptiveness and future value to the Public Service, as opposed to specific work experience. (also TB)
20. All training curricula for supervisors and managers should include training on how to operate effectively in a Service that rejoices in multiple cultures and values equal opportunity. (also TB)

### **Empowerment**

23. There should be no mass, system-wide approach to delayering, or to dispensing with the services of many of the present SM-EX category.



24. Delayering should be seen as a consequence of decentralization and empowerment. (also TB)

### **Appraisals**

36. The roles and reasonable expectations of both parties in the PREA process should be made clear during orientation programs for new employees.
37. Core coursework for supervisors and managers should include PREA skills.
38. For all members of the Executive Category, and starting with deputy ministers, the views of subordinates on the quality of leadership supplied over the appraisal period should be taken into account by those responsible for the evaluation. (also PCO & TB)

### **Dealing with Poor Performers**

39. Supervisors should be trained in the proper use of probationary periods, coaching, interviewing in sensitive situations, identification of performance deficiencies and techniques for handling problem employees.

## **STAFF RELATIONS**

### **Training of Managers**

30. Managers should receive effective, formal training in Staff Relations. (also TB)
31. The employer should make available to managers full interpretations of new collective agreements, together with any necessary training. (also TB)
32. Departmental and service wide consultation should be improved by enlarging the scope of consultation and ensuring that it occurs early in the policy development process. Senior management should demonstrate a willingness to consult. (also TB)

## **COMPENSATION AND BENEFITS**

12. The principles for both departmental and corporate Incentive and Recognition Awards should be:
- . flexibility, tailor-made and managed by Deputy Heads to meet organizational goals,
  - . implementation delegated, wherever possible, to managerial levels to ensure motivational success, simplicity, timeliness and widespread use,
  - . quick turn around between event and award, whenever possible,
  - . designed to recognize and reward individual employees and groups,
  - . publicize the event to obtain optimum benefits in terms of impact on peers,
  - . recognize "un-sung heroes" as well as "high profile employees", and
  - . provide for many small awards in addition to a few large awards.
- (also TB)

13.
  - b) The Departmental Award programs should be supported:
    - . Suggestion Award,
    - . Merit Award,
    - . Special Award, and
    - . Long Service Award.
  - c) The Corporate Award programs should be supported:
    - . Senior Officer Retirement Certificates
    - . Award of Excellence, and
    - . Outstanding Achievement Awards.
  - d) Deputy Heads should make full use of the new "Special Award" program and develop for their organization "special" incentive awards to respond to specific concerns or goals.
  - f) Departmental managers should be reimbursed for reasonable out-of-pocket expenses related to special celebrations recognizing group and team contributions.
19. Future policies, directives and guidelines, whether emanating from Central Agencies (also TB) or from Deputy Heads, should recognize:
  - . the dual responsibilities of employees to work and to their families, and
  - . the necessity for the employer to support employees in balancing work and family responsibilities.
21. The base of the existing departmental Employee Assistance Program (EAP) should (also TB) be expanded to include information and counselling on child and elder care resources in the community.
- 31a) Deputy Heads should make greater use of existing assignment programs as a means of responding to unique recruitment situations;
- b) Deputy Heads should explore use of electronic communications to permit increased working at home to reduce daily commuting; and
- 33d) Managers should be urged to deal with cases of poor performance through proper use of performance review, reassignment and training and to resort to Separation Pay only in situations where all other approaches have been explored and found wanting.
34. Treasury Board Secretariat and departmental personnel should embark on an information campaign directed to both management and employees to facilitate part-time employment.
35. There should be a communications initiative which should focus on these themes:
  - . advantages of part-time employment for managers as a means of efficiently achieving their operational and human resource objectives, e.g. higher productivity, higher quality of work, operational and organizational flexibility (achieve a better balance in resources required to handle peak and slack load situations; adapt or extend services to the hour, extent and frequency of local



demand, etc.), improved employee morale, retention of skilled and experienced staff who would otherwise have left the Public Service, or not joined it on a part-time basis in the first place, lessened use of sick and family responsibility leave, etc.

- . advantages of part-time employment for the employee, e.g., flexibility to pursue personal goals (education, social, etc.), resulting self-esteem and job satisfaction, facilitate the demands of equal opportunities for women, provide older individuals with a means for a more gradual transition to final retirement, permit handicapped individuals to meet their needs and aspirations, provide on-the-job training to students to fit them for future careers in the Public Service, to learn skills and to finance their education, etc.
  - . rights and obligations of the employees and his or her manager when entering into a part-time employment arrangement.
36. a) Managers should identify opportunities for job-sharing and part-time work within the department which lend themselves to job sharing and part-time work, and then invite employees to consider these jobs.
- b) Departments should develop career paths for part-time work which would include training and development, and
- c) Staffing officers should be encouraged to develop an inventory of those desiring job sharing or part-time work.
39. Employees proceeding on leave without pay should be fully informed of their options prior to proceeding on leave.

## **RESOURCE MANAGEMENT**

2. All government departments and agencies, if they have not done so, should implement an integrated accountability regime focused on personal accountability for the achievement of results, as described in the Task Force report.
10. In the interest of optimizing the use of Government resources, particularly equipment and facilities, departments should be encouraged to share these assets. However, resulting productivity gains should benefit the department. also TB

## **MANAGEMENT CATEGORY**

### **Building a Cohesive Management Cadre**

10. Departments should review their internal sub-delegation patterns to ensure that authority is placed where decisions have the most impact, and that authorities granted managers are commensurate with their responsibilities.
11. Efforts to improve communication among managers should be continued, including extension of the Senior Executive Network to Executive Group members below the ADM level and managers outside the Executive Group.

### **Staffing the Executive Group**

13. Deployment should be used to develop and motivate employees, as well as to meet

operational needs. We believe that in the Executive Group, deployment should be the sole responsibility of management if the deployment is within the same commuting region. If the executive would have to move to another city or region as a result of the deployment, his or her consent would be required, unless the department had previously specified deployability as a condition of employment.

16. We support the recommendations of the Task Force on Barriers to Women. In addition, we recommend that departments review their selection processes to ensure that they are not biased against women, capture the views of women in focus groups and surveys to help ensure that policies and practices are sensitive to their needs, and increase their efforts to identify qualified women in the private sector who would be suitable for appointment to all executive levels and to the feeder group level. We concur with the Task Force on Workforce Adaptiveness that women should be over-represented in developmental programs and assignments, and that recruitment and promotion boards, and developmental assignment committees should include women. Likewise, women should be fairly represented on assessment centre evaluation teams.
17. Meaningful strategies should be developed to ensure that the public service is representative of the Canadian population and able to benefit from the diversity of views and talents of Canadians. We believe that fundamentally the issue is one of changing corporate culture and management values. We recommend that statistics on representation by natives, persons with disabilities and visible minorities be improved. We concur with the Task Force on Workforce Adaptiveness that minorities, and other target groups, should be fairly represented on selection boards and over-represented in development programs. In addition, they should be fairly represented on assessment centre evaluation teams.

### **Training and Development of Executives**

18. The training and development needs of managers should be reviewed at least annually. Departments should clearly specify the skills and attributes, and training and developmental requirements for all three levels of the Executive Group. We look forward to the guidance of the Task Force on Staff Training and Development on this and other training issues.

### **TRAINING AND DEVELOPMENT**

1. Individual employees should continue to be responsible for the planning and management of their own careers but in a way that is consistent with the needs of the organization and the Public Service at large. This includes participating with his/her supervisor to determine training and development needs; demonstrating a willingness to grow and learn through work experience; and taking full advantage of the training and development opportunities provided.
2. Determination of career aspirations and training and development needs should be done separate from the performance appraisal process, although reflecting performance-based needs. A separate "Personnel Planning and Development Record" should be completed by the individual and his/her supervisor, reflecting past education, training and experience and future needs, and updated yearly. Data from it should be captured and analyzed as part of the department's training assessment and planning process.
3. Individual supervisors and managers should be made responsible for ensuring that their employees are provided with training and development consistent with the

employees' needs and the needs and priorities of the organization. The role of the supervisor as mentor, trainer and counsellor should be explicitly stated in the job descriptions and provided for in supervisory training.

4. Departments should continue to be responsible for the training of their staff within a framework of policies, co-ordinating mechanisms and support services as set out in this document. They should recognize that there are few obstacles in existing corporate policies preventing them from putting in place excellent training and development programs and that resource constraints can be minimized by innovation and good management. Departments can learn much from one another's successes.
5. Departments should review their internal policies, structures, practices and resource allocations against the guiding principles, concepts and recommendations of this report.
6. Departments must ensure that their training needs and priorities are assessed as an integral part of human resources management, which in turn must be part of their strategic planning process.
7. Departments should explore a variety of ways to meet needs and to vigorously evaluate the cost-effectiveness of the means chosen to ensure that scarce resources cover the priorities as much as possible. Means to be considered would include:
  - . in-house, formal classroom training
  - . on-the-job training
  - . developmental assignments
  - . self-instructional (including computer-assisted) learning
  - . distance learning via satellite and other means
  - . full-time or part-time training by outside institutions
  - . training and educational courses pursued by the individual outside office hours with costs reimbursed in whole or in part by the employer (N.B. this is a low-cost and potentially effective activity which is under-utilized and often actually discouraged at present).
8. Training and development must be monitored by departments and by Treasury Board to ensure equitable access in relation to need. In the case of employment equity target groups, equitable access should be interpreted as more than a proportionate share of opportunities in programs which are identified as having the potential to make a significant and rapid change in the representativeness of the Public Service. As a starting point and until there is evidence of substantial improvement, efforts should be made to ensure that employment equity target group members make up at least double their proportion of the public service in such developmental programs.
12. Specific policy changes which are recommended include the following:
  - . the policy should acknowledge that training and development incorporates a variety of tools all valuable and appropriate to meet a continuum of needs

throughout an employee's career in the Public Service. Training and development is defined as an activity whereby employees learn and acquire new skills, knowledge or aptitudes. Research suggests that this takes place through work experience (50%); through interpersonal relationships with bosses, peers, subordinates and the professional community (30%); and through formal education and training (20%). Training and development needs to take place:

- . before or at the time of appointment the individual must have acquired the minimum of core knowledge and skills to meet the job's initial requirements
- . after appointment skills and knowledge must be improved to optimal levels required for fully effective performance
- . the individual should be retrained or upgraded to adapt to changed technology or job requirements including workforce adjustment training
- . as much as possible the individual should be equipped to adapt to future change
- . the individual's responsibility for personal career development should be recognized and supported through the provision of information, counselling and the reimbursement of personally financed education and training which appears likely to support realistic career plans in the public service.
- . the totality of training and developmental needs should be provided for to the extent possible in the priorities of departments.

13. Treasury Board and/or departments should prepare separate "model" guides for individual employees, supervisors and managers explaining training and development objectives and policies in laypersons terms and describing individual departmental and corporate responsibilities and resources available to help them. Those for employees generally, supervisors and middle managers, should be issued by departments as adapted to their particular environments. Those for senior managers and executives should be issued by Treasury Board. (also TB)
20. In the view of the Task Force, the best way to deal with training issues which are common to many departments is through a collaborative approach by those responsible for the delivery of training. The Task Force recommends therefore, that the Inter-departmental Committee of Heads of Training be strengthened to facilitate the following on behalf of the government as a whole. It may be that some of these functions which are of a more operational character can be assigned to a lead department or agency to arrange on behalf of the government as a whole. (also TB)
- . training of trainers
  - . elimination of duplication in course development
  - . sharing the development and use of training technology
  - . sharing the use of the federal training facilities (to optimize their utilization for training purposes as their first priority)
  - . provision of training to those agencies without their own training capability
  - . maintaining a central clearing house of training materials, course outlines, methodology, etc.
  - . assessing the quality of outside courses, facilities and consultants
  - . examining the feasibility of maintaining a central course registration
  - . monitoring the response of such services to departmental requirements.

## **SERVICE TO THE PUBLIC**

(Draft Sept. 27, 1990)

1. Each department should undertake an appraisal of its own culture to determine to what extent its own organization manifests a service orientation. (Rec. 3.1)
2. Each department should develop a vision or statement articulating its organizational goals and the kind of management environment it wishes to create or reinforce. (Rec. 3.2)
3. Deputy Ministers should be accountable for their department's quality of service to the public; this should be reflected in the accountability framework and reward structure for public servants in their departments. (Rec. 3.3)
4. For both conventional service transactions and regulatory programs, departments which have not done so should require their managers to establish client-oriented service standards. Such standards should provide the basis for setting annual and longer term performance objectives for service improvement. (Rec. 3.4)
5. Senior management should take steps to reconcile resources with the level of service expected and reflect this in the service standards established. (Rec. 3.5)
9. Departments and agencies should review their program operations as well as their orientation, training and development to ensure effective consultation becomes a part of their department's practices. Deputy Ministers should be held accountable for their department's consultative performance (Rec. 4.4) (and PCO)
13. The following principles should govern a change in organizational culture:
  - a) Deputy Minister's through policy and personal conduct should provide leadership and visible evidence of the importance of people in their departments and should be held accountable for the quality of their management in this area.
  - b) Proven ability to manage people effectively should be an essential factor in recruitment and promotion decisions for supervisory and managerial positions. (and PCO)
  - c) Departments should require their managers and supervisors to deal more effectively with poor performers. (Rec. 5.1)
15. Performance appraisals at all managerial levels should take into account the importance of good people management practices. (Rec. 5.3) (and TB)
18. Departments should expand the training provided to their staffs in all areas related to service to the public, and should in particular ensure that they accord appropriate priority to front line jobs. More specifically:
  - a) there should be a high priority given to training in interpersonal skills for those required to deal with the public;
  - c) new recruits to front line positions should be given an orientation program which provides a knowledge base of departmental services and program, including those of related departments. (Rec. 5.6)
20. a) Departments should design monitoring practices to link with service standards related to both tangible and intangible aspects of service.

- b) Front line staff and others directly engaged in service delivery should be involved in the development of standards. Consideration should be given to involving clients in the process as well.
  - c) Service standards should be made public. (Rec. 6.1)
21. Departments should review their current internal and external monitoring procedures (including program evaluation) to determine how to capture information about client satisfaction and suggestions to improve service from both clients and employees. (Rec. 6.2)
22. Internal communications on client satisfaction data should be reviewed to ensure that staff are better informed about client perceptions of service. Trends should be tracked and progress routinely communicated. (Rec. 6.3) (and PCO)
23. Departments should have clear complaint-management procedures and guidelines, including follow-up on how well complaints have been handled. (Rec. 6.4)
24. Senior managers have a responsibility to become familiar with information technology and its potential. (Rec. 7.1)
25. a) Managers should approach the issue of technological introduction as a process of a change in organizational culture, and recognize there are likely to be significant implications for people, morale, and organizational structures, and that "soft" issues need to be managed in addition to "hard" technological issues and decisions.
- b) Higher priority should be given to employee training and orientation in the use of information technology.
- c) Departments should conduct a comprehensive review of their services with a view to determining how technology can be used to enhance the quality of these services. (Rec. 7.2)
26. Departments should introduce work simplification measures to enable staff to spend more time serving the public and less time on internal information and reporting requirements. (Rec. 8.1)
27. Managers and staff should be empowered to make more on-the-spot service-related decisions. (Rec. 8.2)
28. With a view to identifying savings which could be invested in improved service to the public, managers should undertake service delivery reviews. Such reviews would:
- . set appropriate service levels, bearing in mind client expectations;
  - . identify improved work processes, including the use of technology;
  - . get rid of red tape, promote better training, development and career planning;
  - . ensure physical and organizational arrangements are designed as far as possible from an "outside-in" or client-centred perspective. (Rec. 8.3)
29. Departments and central agencies should accept, to the extent possible, the principle that savings realized by managers in the service delivery reviews should be retained and reinvested in improved service to the public. (Rec. 8.4) (and TB)



## **TB, PSC, CSO, PCO, CCMD INITIATIVES**

### **CLASSIFICATION**

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| 3a) | A common job rating plan should apply to all occupational groups except for the Executive, Research, Law and Foreign Service and Printing Operations groups. The plan should be based on the equity principles contained in the Canadian Human Rights Act. | TB |
| b)  | This rating plan should use 4 factors.   |    |
| c)  | A 3-page format should be adopted for all job descriptions.  |    |
| d)  | The job rating plan should be automated as much as possible.   |    |
| 6.  | Conversion to the new structure should be in accordance with these principles:   | TB |
| a)  | Employees in positions at current salary-ranges which are higher than the maximum of the new range shall be salary protected.  |    |
| b)  | employees who are not at the maximum of their old salary range would remain in that range until they reach the current maximum.  |    |
| c)  | employees at the maximum of their range would be placed in the new range at a rate of pay equal to their current rate of pay (the maximum of their old rate) or at the next higher rate in the new range.  |    |

### **STAFFING**

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| 1.  | Limiting recruitment to the entry level should be recognized in policy as the norm.  | TB/PSC |
| 3.  | Recruitment from outside the public service at all levels should continue to be the responsibility of a parliamentary agency which is required in law to conduct recruitment in a manner that supports the political neutrality of the public service. (The possibility of delegating recruitment should however, not be precluded in the new act.)  | PSC    |
| 4.  | Recruits should be selected not just on their ability to perform the duties of the first position to which they are recruited but also on the extent to which they respond to the long term human resource needs of the public service.  | TB/PSC |
| 5.  | Recruitment from outside the public service should be managerially driven, not appealable and not burdened with procedural detail. Recruitment strategies that enhance speed and efficiency and that are conducted in a manner that is responsive to the individual circumstances of each recruitment action or campaign should be the norm. Where appropriate, the successful techniques of the private sector should be adopted. | PSC    |
| 8.  | Policy should require that recruitment be done on an indeterminate basis unless it can be clearly shown to be of limited duration.   | TB     |
| 13. | Policy should limit the hiring of term employees to situations in which work is of limited duration. In hiring term employees, managers will be expected to describe   | TB     |

the specific task for which a term employee is required. Term employment should normally be for periods of less than two years.

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| 24. | In those jobs where the freedom to deploy staff is necessary for operational efficiency, Treasury Board Secretariat should have the authority to deem deployability a condition of employment.   | TB              |
| 27. | To facilitate lateral movement, departments should establish assignment offices which will facilitate deployment across organizational units and the central agency should establish an office to facilitate interdepartmental lateral movement. | TB (and Depts.) |
| 32. | The promotion process should be the responsibility of the parliamentary agency but should continue to be delegated to departments to the maximum extent possible.  | PSC             |
| 33. | The parliamentary agency should monitor and, as required, audit departmental promotional practices.  | PSC             |
| 35. | In keeping with the commitment to a career public service, the area of competition for promotion should be as wide as practical circumstances permit.  | TB/PSC          |
| 36. | Promotions should be appealable up to and including entrance to the management category.   | PSC             |
| 37. | The employer should set policies which define what constitutes a promotion.  | TB              |
| 38. | The employer should prepare selection standards for each level of each occupational group.   | TB/PSC          |

### **Employment Equity**

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| 40. | There should continue to be no appeal rights for rejection on probation nor should the parliamentary agency investigate rejection on probation.   | PSC |
| 41. | Unsuccessful completion of probation following a promotion should not result in release but rather should involve either deployment to another job at the same level or reinstatement at the individual's previous level. | PSC |
| 52. | The employer should define the needs of the Public Service in terms of representation and set objectives for the redress of particular imbalances.  | TB  |

### **Appointments to Level**

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| 56. | The conversion of any group to a promotion to level system would require substantial adjustment and the decision on the conversion of promotion to level should not be taken until the implications of such change have been fully studied and discussed with those who would be effected. | TB |
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## **ADMINISTRATIVE POLICY AND COMMON SERVICES**

### **COMMON SERVICES (GENERAL)**

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| 1. | In order to provide employees with sufficient incentive to carry out programs and provide services to the public, all common services should be made optional wherever possible. To this end, four mandatory services (ie., Crown Assets | TB |
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Disposal, Central Travel, Translation and the Art Bank should be made optional.

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| 2. | TBS undertake a review, in conjunction with the CSO's and departments, of how to make these four common services optional in a cost effective manner. | TB/CSA |
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### **Supply Services Canada**

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| 3. | The Government and SSC should make a firm commitment to provide, on a progressive basis, more purchasing delegation to departments, by commodity type and by client. Therefore, by April 1, 1991, the basic delegation level to client departments should be increased from \$1000 to \$2500. In the event that the system referred to in the following cannot be implemented for whatever reason, then the increased delegation is to reach \$10,000 by April 1, 1994.   | TB     |
| 4. | Over the next four years, SSC should establish a method of procurement in which SSC provides departments with unlimited access to a technology-based system that permits clients to do much of their own purchasing. As a minimum, the system is to provide electronic access to standing offers and other basic contractual transactions as well as information gathering sufficient for SSC to carry out its functions and responsibilities. In effect, this would provide departments with virtually unlimited delegation to carry out their own transactions using information and pre-approved contractual arrangements provided by SSC.   | TB/SSC |
| 5. | SSC should consider a number of short term initiatives aimed particularly at reorienting SSC much more sharply towards client service and satisfaction. These initiatives should, inter alia, include: <ul style="list-style-type: none"> <li>a) For highly specialized or relatively unique requirements, SSC should immediately provide more meaningful and selective delegation to client departments, based on the commodity type and the client.</li> <li>b) A credit card system should be established to eliminate requisitioning and billing paperwork and to facilitate data collection.</li> <li>c) Client portfolios should be established, at least for extensive users.</li> <li>d) A streamlined approach to deal with low dollar value procurement or stock item procurement should be established.</li> </ul> | SSC    |
| 6. | SSC should establish and maintain a centre of expertise from which departments can draw to carry out acquisitions as required, acquire advice and receive assistance with problems.   | SSC    |
| 7. | SSC should develop proposals, within a one year period, for a new approach to replace the existing revenue dependency system to provide more flexibility to departments and to reduce internal billing costs. Any new system must take into account the new role and function of SSC under the regime proposed above.   | TB/SSC |

### **Public Works Canada**

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| 8. | The operations of the Real Property Program should be revised to provide greater flexibility and autonomy to tenants within the landlord/tenant relationship by: <ul style="list-style-type: none"> <li>a) developing the bilateral tenant specific standards which give priority consideration to tenant location requirements for those functions which provide</li> </ul> | PWC |
|    |  | PWC |

direct service to the public;

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| b) | providing tenants the option of carrying out tenant services either directly with contractors or through PWC, subject to PWC retaining the minimum level of control essential to protect the structural integrity of its buildings;            | PWC    |
| c) | redefining tenant services to include as many activities as possible under this category and transferring funds for these additional areas from PWC to tenants;  | TB/PWC |
| d) | retaining ACCORD (Administration and Control of Contracts and Regional Data) as a mandatory system for small construction and service contracts but adapting it so that tenants have access to the system when they wish to contract directly. | PWC    |
9. The operations of PWC A&E services should be designated as "optional" under the Treasury Board Common Services policy as of April 1, 1992 subject to:
- . PWC's SPEC (Selection Prequalification and Evaluation of Consultants) system being the sole method for engaging private sector A&E professionals;
  - . the government ensuring that departments do not use the "optional" status to recreate internal A&E organizations.

### **Central Agencies**

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| 12. | The federal government should adopt new principles for administrative policies based on maximum incentives, authority and commensurate accountability for managers at all levels and that central agencies and departments review their administrative policies and common services in this light. This will ensure that administrative policies and common services achieve a better balance between government wide management requirements and the need for departmental and managerial flexibility. | TB/PCO         |
| 13. | The Treasury Board Secretariat should work with the Staff Training Agency and the Centre for Management Development and other appropriate institutions to develop the necessary training programs to implement these recommendations.   | TB             |
| 14. | Treasury Board Secretariat and Departments should develop extensive communication programs to ensure that all employees are familiar with new or changed policies, their authority levels and the implications of these policies for their responsibilities.  | TB (and Depts) |

### **Common Services Agencies**

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| 15. | All common services should be reviewed periodically by a series of TBS-led interdepartmental program evaluations with study team representation by Treasury Board Secretariat/Office of the Controller General, CSO's and client departments. | TB  |
| 16. | CSO's should review all their operations on a regular basis to revise levels of delegations to departments and to ensure their services are being provided in a manner sensitive to the needs of clients.                                     | CSA |

### **Accountability for Implementation**

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| 19. | In order to implement these recommendations, it is further recommended that an | TB |
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evaluation report be prepared for the Treasury Board on an annual basis for the next three years.

## **WORK FORCE ADAPTIVENESS**

### **RECRUITMENT**

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| 1.  | The PSC should enlist departmental leaders and role models in an aggressive, long-term campaign aimed at producing a steady stream of highly adaptive applicants from Canada's universities.  | PSC (and Depts) |
| 2.  | Across the service, especially at officer entry level and on hiring executives from outside, selection criteria should include a careful consideration of the several dimensions of adaptiveness.   | PSC (and Depts) |
| 3.  | The PSC should develop methods of measuring personal adaptiveness.  | PSC             |
| 4.  | Special entry pools offering accelerated developmental opportunities should be set up for the new Administration and Analysis Group.  | TB              |
| 5.  | Experience gained by trainees should include service in the regions on the front lines of program delivery.   | TB              |
| 6.  | Once running costs are in place, training pools should be constituted solely on the basis of the aggregate of departmental commitments to hire.   | TB (and Depts)  |
| 7.  | The new training programs should be centrally managed by TBS, under a "board of directors" composed of senior officers of departments guaranteeing the positions.   | TB              |
| 9.  | TBS, as manager of the pools, should monitor their composition with a view to ensuring their graduates will make a substantial contribution to the future representativeness of the Public Service.   | TB              |
| 10. | Selection boards for recruitment, promotion, and developmental opportunities should include women, men and minorities.  | PSC (and Depts) |
| 11. | <p>A fully professional career counselling service should be set up within the Public Service Commission which will:</p> <ul style="list-style-type: none"> <li>a) identify to management appropriate candidates for specific competitions and developmental assignments;</li> <li>b) assist individuals to set realistic career objectives and establish a personal development plan; and</li> <li>c) be made available to all employees in the Public Service with priority attention being given to affirmative action target groups at entry levels and at the feeder levels into the Management Category.</li> </ul> | TB/PSC          |
| 12. | CCMD should establish, on an experimental basis, an inventory of Executives -- not all of them women -- willing to spend an hour or two a week counselling women.   | CCMD/TB         |
| 13. | An assessment centre program should be available once, at the employee's discretion, to all career employees with at least seven years' experience. Assessment centres should be chosen not on the basis of whether they are in the   | TB              |

private or public sectors, but rather on whether they deal effectively with adaptiveness in an overall program of high repute.

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| 14. | There should be no variable reimbursement based on regional differentials in costs of housing.  | TB             |
| 15. | Treasury Board should delegate to deputy heads the latitude to make one-time top-ups of normal reimbursements in individual cases.  | TB             |
| 16. | Large departments, and TBS on behalf of the whole Public Service should annually publish reports showing the number of jobs by category and level expected to open up for each of the next five years.  | TB             |
| 18. | The present distinction in the incidence of costs between training and development should be lessened so that more of the total cost of development is borne by the employer.   | TB             |
| 19. | Access to developmental opportunities is a cornerstone of employment equity, which means that preferential access should be given on the basis of the employee's adaptiveness and future value to the Public Service, as opposed to specific work experience. | TB (and Depts) |
| 20. | All training curricula for supervisors and managers should include training on how to operate effectively in a Service that rejoices in multiple cultures and values equal opportunity.   | TB (and Depts) |

### **Empowerment**

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| 24. | Delaying should be seen as a consequence of decentralization and empowerment.   | TBS (and Depts) |
| 29. | The collective bargaining process should allow for supplements to the agreements to be worked out between major bargaining rounds to cover particular productivity schemes.   | TB              |
| 30. | The awards policy should be incorporated in the Treasury Board's Incentive Award Plan (Chapter 365 of the Administrative Policy Manual) be revised to provide deputy heads with discretion to establish recognition and reward programs tailored to their departments. Operational restrictions and award criteria currently included in the Incentive Award Policy should be eliminated. | TB              |
| 31. | The Bureau of Real Property Management and the Department of Public works undertake as a matter of urgency a comprehensive reassessment of their standards for materials, air, heat and lighting in federal buildings, and that they take the healthiest and most effective private sector examples as the norm for new buildings and the model for retrofitting existing ones.           | TB/DPW          |

### **Resources**

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| 32. | When a redistribution of Hay points during decentralization increases the number of Executive category positions, TBS should be prepared to adjust the complement. | TB  |
| 33. | More generally, the Executive complement should automatically be adjusted to match the number of jobs classified at the level, plus the normal flex.               | TB  |
| 35. | The advent of a new classification system provides a unique opportunity to do away   | TBS |



with rules, which make nonsense out of departmental career ladders.

### **Appraisals**

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| 38. | For all members of the Executive Category, and starting with deputy ministers, the views of subordinates on the quality of leadership supplied over the appraisal period should be taken into account by those responsible for the evaluation. | PCO/TB (and Depts) |
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### **Dealing with Poor Performers**

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| 42. | Parties are encouraged to utilize more fully the existing authority under the PSSRA to employ private arbitrators.        | TB/PSSRB/<br>PSSRA |
| 44. | Deputy Ministers should have authority to negotiate cash settlements to avoid formal termination and redress proceedings. | TB                 |

## **STAFF RELATIONS**

### **Departmental role in Collective Bargaining**

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| 1.  | Employees should retain the right to organize in their own best interests following any significant change in Occupational Categories and classification structures as a result of PS 2000.                            | TB       |
| 6.  | The overriding objectives of dispute resolution processes should be to help the parties to settle disputes themselves.   | TB/PSSRB |
| 22. | The number of "confidential" exclusions is excessive and should be substantially reduced. "Confidential" exclusions for positions beyond those involved in the operations of Staff Relations, should be re-considered. | TB/PSSRA |
| 26. | The Departmental role in bargaining should be enhanced especially in the development of the employer's mandate and in trade-off decision-making.   | TB       |
| 27. | The government should give careful consideration to two-tier bargaining.   | TB       |
| 28. | Departments should handle most grievance adjudication cases except those with public service wide effects.   | TB       |

### **Public Service Staff Relations Board (PSSRB)**

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| 29. | Bargaining agents should be consulted on the nomination of the Chairperson, Vice-Chairperson and Deputy Chairpersons of the PSSRB. | PCO |
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### **Training of Managers**

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| 30. | Managers should receive effective, formal training in Staff Relations.   | TB (and Depts) |
| 31. | The employer should make available to managers full interpretations of new collective agreements, together with any necessary training.  | TB (and Depts) |
| 32. | Departmental and service wide consultation should be improved by enlarging the scope of consultation and ensuring that it occurs early in the policy development process. Senior management should demonstrate a willingness to consult. | TB (and Depts) |

## **COMPENSATION AND BENEFITS**

1. A "strategic rewards management approach" designed to motivate employees to achieve their full potential and a high level of performance through performance-linked awards and rewards should be adopted. TB
2. The underpinning principles of the "strategic rewards management approach" should be: TB
  - . equal pay for work of equal value;
  - . competitive levels of compensation and benefits to attract and retain the best and the brightest;
  - . performance rewards to assist departmental management in promoting high performance levels among employees;
  - . award and reward vehicles to ensure that individual employees are recognized for their contributions to the goals of the organization;
  - . flexibility to assist departmental management in meeting needs, values and objectives;
  - . flexibility for individual employees to facilitate balancing of work and family responsibilities, and
  - . quality of work life conducive to productivity and job satisfaction.
3. The goals of the "strategic rewards management approach" should be: TB
  - . to further organizational effectiveness by attracting qualified recruits and retaining competent employees; TB
  - . to encourage and promote employee commitment and involvement, and help focus employees on key governmental and departmental objectives; and
  - . to offer flexibility to departmental management and to individual employees.
4. The cornerstone of the "strategic reward management approach" should be:
  - . a comprehensive and larger "Reward System" structured on three components TB
  - . core remuneration (basic compensation and benefits),
  - . flexible benefits, and
  - . awards and rewards:
    - . incentive and recognition awards,
    - . productivity gainsharing rewards, and
    - . performance rewards.
5. The first component of the Reward System should be "Core remuneration" for all employees, i.e. a basic, fair and competitive level of compensation and benefits to compensate for work performed, irrespective of the geographical or regional location of the work performed.

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| 6.  | Bargainable aspects of "Core remuneration" and economic adjustments to the core for represented employees should be determined <u>via</u> collective bargaining, and by the government for unrepresented employees.  | TB             |
| 7.  | For represented employees, should the PS 2000 initiative lead to fewer occupational groups and levels and to broader pay bands, the current number of lock-steps should be reviewed with a view to introducing a larger number of smaller annual increments to the maximum of the group and level.   | TB             |
| 8.  | The second component of the Reward System should be a "Core Plus" approach to flexible benefits, i.e. core remuneration plus flexible benefits.  | TB             |
| 9.  | For represented employees, the "Core Plus" components should be offered <u>via</u> collective bargaining.  | TB             |
| 10. | <p>The principles for the development of the "Core Plus" component should be:</p> <ul style="list-style-type: none"><li>. there should be no incremental cost to the employee who chooses to remain with his/her current level of benefits over and above the existing benefit costs.</li><li>. any incremental cost to the government in moving to a core-plus approach should be absorbed within the existing operating budgets;</li><li>. it should respect the provisions of <u>Income Tax Act</u>,</li><li>. it should be designed to provide maximum achievable flexibility,</li><li>. it should be designed to allow changes over the lifetime of the program,</li><li>. it should be designed to permit employees to reselect as their personal circumstances change, and</li><li>. an effective communication and advisory services program should be established for employees to ensure clear and accurate information as to available benefit choices.</li></ul> | TB             |
| 11. | <p>The third component of the Reward System should be "Award and Rewards" program to be structured on three elements:</p> <ul style="list-style-type: none"><li>. incentive and recognition awards,</li><li>. productivity gainsharing rewards, and</li><li>. performance rewards.</li></ul>   | TB             |
| 12. | <p>The principles for both departmental and corporate Incentive and Recognition Awards should be:</p> <ul style="list-style-type: none"><li>. flexibility, tailor-made and managed by Deputy Heads to meet organizational goals,</li><li>. implementation delegated, wherever possible, to managerial levels to ensure motivational success, simplicity, timeliness and widespread use,</li><li>. quick turn around between event and award, whenever possible,</li><li>. designed to recognize and reward individual employees and groups,</li></ul>  | TB (and Depts) |

- . publicize the event to obtain optimum benefits in terms of impact on peers,
  - . recognize "un-sung heroes" as well as "high profile employees", and
  - . provide for many small awards in addition to a few large awards.
- 13e) The Treasury Board Secretariat should develop a case-book highlighting successful incentive and recognition awards in large and small organizations. TB
- 13f) Departmental managers should be reimbursed for reasonable out-of-pocket expenses related to special celebrations recognizing group and team contributions. TB (and Depts)
14. The principles for a Productivity Gainsharing Reward program should be: TB
- . no unilateral implementation by the employer; TB
  - . program proposal to be discussed with and agreed to by employee representatives;
  - . program objectives, standards, measurement criteria and level of awards to be discussed with affected employees;
  - . employees must be assured that they have the option of transferring to another work unit in the same department with no productivity gainsharing program;
  - . employees must be assured that job security will not be affected by the productivity gainsharing savings;
  - . productivity gains are measured against the group and not against individual employees; and
  - . work standards are not "ratcheted-up" as gains are achieved.
15. The concept of productivity gainsharing should be supported, and: TB
- . the design, implementation and measurement of a productivity gainsharing reward program should be delegated to Deputy Heads, and
  - . the funding of productivity gainsharing rewards should be from within departmental operating budgets.
16. a) Current performance pay plans should be phased out. TB
- b) Performance rewards, i.e. a cash-based approach to support and reward high performance levels, should be phased in. TB
17. a) Performance rewards should be phased in and launched initially for excluded and unrepresented groups and for the Management Category; TB
- b) Performance rewards for represented employees be phased-in via collective bargaining. TB
18. The principles for the design of the Performance Rewards element should be: TB

- . the performance reward may be awarded to individual employees or to a group of employees.
  - . performance rewards are to be based on actual performance for that year, i.e. not potential;
  - . performance rewards are to recognize strong and consistent performance, in addition to superior and outstanding ratings;
  - . generally speaking performance rewards are not to become part of basic compensation;
  - . performance rewards are to be re-earned annually, i.e. not a right or an entitlement;
  - . the cash value of the performance reward must, if it is to be an effective financial motivator, be of a significant amount;
  - . a percentage of the annually-earned performance reward, should the PS 200 initiative lead to fewer occupational groups and to broader pay bands, may be applied to basic compensation to allow some career progression within the pay range of those occupational groups that have no lock-step increases;
  - . the cash value of the performance reward and the percentage to apply to basic compensation is to be discretionary, i.e. at the discretion of the Deputy Head; and
  - . the cash value of performance rewards should be limited by performance budgets only and not by quotas or restrictions on performance ratings.
  - . a pre-requisite for departmental management will be to understand and espouse the goals of award and reward programs, and introduce "award and rewards planning" as part of the strategic corporate planning process.
  - . a pre-requisite for departments will be the establishment of adequate and accepted performance appraisal and feedback mechanisms.
19. Future policies, directives and guidelines, whether emanating from Central Agencies or from Deputy Heads, should recognize: TB (and Depts)
- . the dual responsibilities of employees to work and to their families, and
  - . the necessity for the employer to support employees in balancing work and family responsibilities.

### **Day Care in the Workplace**

20. a) The proposed Treasury Board "Workplace Day Care Centre Policy" should be supported; TB
- b) The "Workplace Day Care Centre Policy" should be reviewed and updated, if necessary, every three years; and TB
- c) The "Workplace Day Care Centre Policy" should be expeditiously promulgated by the Treasury Board. TB

### **Child and Elder Care Support**

21. The base of the existing departmental Employee Assistance Program (EAP) should be expanded to include information and counselling on child and elder care resources in the community. TB (and Depts)

### **Family-Related Leave**

22. An employee should be able to take the 5-day allowance for family-related responsibilities consecutively, if required, to meet a particular family situation. TB

### **Integration of Leave**

23. The existing "family-related leave" should be integrated with paid sick leave to allow employees flexibility in using accumulated leave time to meet their unique needs. TB

### **Leave Without Pay for Care and Nurturing of Pre-School-Aged Children**

24. There should be flexibility in the application of this entitlement to permit employees to take leave without pay to care for a chronically ill child or parent. TB

### **Personal Leave Without Pay**

25. There should be greater flexibility in allowing personal leave. Current regulation allows for only a one-time use of personal leave under 3 months and a one-time use of personal leave for up to one year. TB

### **Travel Directive - Child Care Assistance**

26. a) The Treasury Board Travel Directive provision regarding Child Care Assistance should be reviewed and amended to allow for the reimbursement of legitimate child care expenses; and TB (NJC)
- b) The assistance should vary with the number of children to be cared for (current assistance provides for a flat fee whether one child or five children). TB (NJC)

### **Relocation Directive - Relocation Assistance**

27. The Treasury Board Relocation Directive should be reviewed and amended to: TB (NJC)
- recognize "dual-career families";
  - provide payment of employment agency fees for the relocating spouse employed outside the Public Service;
  - pay for a designated number of trips to look for a job for the spouse in the proposed location, and
  - provide assistance and flexibility for commuter marriages, e.g. increased number of long distance telephone calls, reimbursement for commuting expenses.
28. Deputy Heads should be empowered to provide physical fitness facilities and programs within their organizations. TB



29. The Treasury Board Secretariat should develop, with the assistance of Deputy Heads, a Mobility Policy to: TB
- . meet the operational and efficiency needs of departmental management;
  - . better develop employees, and
  - . better serve the public.
30. a) Deputy Heads should be empowered to design special allowances to meet special recruitment, retention, and relocation needs; and TB
- b) Special allowances, whether knowledge or skilled based, or designed to attract to high cost urban areas, should be determined outside of the collective bargaining realm but in consultation with unions (as the Isolated Posts Allowance and the Foreign Service Allowance are determined at the National Joint Council). TB (NJC)
31. c) The Treasury Board should increase, for a specific period of time, the allocation of Special Assignment Pay Plan (SAPP) positions for departments with offices in extreme high cost areas. TB
32. The Treasury Board Secretariat should conduct further studies to determine if incentives are required and conduct pilot projects as necessary to reduce sick leave in a cost effective manner that is equitable to all employees without endangering the levels of income protection from illness. TB
33. a) The current Separation Pay Policy should be extended to apply to all public servants; TB
- b) The terms of the current Separation Pay Policy should be expanded to include a special category of compensation designed specifically to offset some or all of the actuarial pension penalty which could be suffered by the affected employees; TB
- c) Authority to negotiate Separation Pay settlements should be delegated to Deputy Heads in accordance with established policy guidelines and subject to appropriate accountability mechanisms; and
34. Treasury Board Secretariat and departmental personnel should embark on an information campaign directed to both management and employees to facilitate part-time employment. TB (and Depts)
35. There should be a communications initiative which should focus on these themes: TB (and Depts)
- . advantages of part-time employment for managers as a means of efficiently achieving their operational and human resource objectives, e.g. higher productivity, higher quality of work, operational and organizational flexibility (achieve a better balance in resources required to handle peak and slack load situations; adapt or extend services to the hour, extent and frequency of local demand, etc.), improved employee morale, retention of skilled and experienced staff who would otherwise have left the Public Service, or not joined it on a part-time basis in the first place, lessened use of sick and family responsibility leave, etc.
  - . advantages of part-time employment for the employee, e.g., flexibility to pursue personal goals (education, social, etc.), resulting self-esteem and job satisfaction,

facilitate the demands of equal opportunities for women, provide older individuals with a means for a more gradual transition to final retirement, permit handicapped individuals to meet their needs and aspirations, provide on-the-job training to students to fit them for future careers in the Public Service, to learn skills and to finance their education, etc.

rights and obligations of the employees and his or her manager when entering into a part-time employment arrangement.

## **RESOURCE MANAGEMENT**

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| 1.  | Treasury Board should promulgate the Government's philosophy of management which would contain the principles and objectives of the Resource Management Framework.  | TB             |
| 3.  | The government should eliminate person-year controls and adopt single "Operating Budgets" starting in 1992-1993 to foster a more productive use of resources to focus on the real costs of delivering government programs.  | TB             |
| 4.  | The Treasury Board should provide more flexibility to departments and their managers by approving automatic carry-forward to the next fiscal year of up to 2% of the "Operating Budget" set out in the Main Estimates.  | TB             |
| 5.  | The purpose orientation of spending should be maintained, and the thresholds raised to \$250 million for the establishment of separate Capital Votes, and \$100 million for separate Transfer Payment Votes within a given program.   | TB/OCG         |
| 6.  | Treasury Board should review the question of annuality of the budget cycle, in consultation with Parliament and the Auditor-General, and should look at specific options for multi-year budgeting proposed by the Task Force.   | TB             |
| 7.  | Responsibility centres that realize savings as a result of productivity improvements should normally be allowed to keep them.   | TB             |
| 8.  | For joint initiatives where, for example, one organizational unit has provided initial funding that allows another to improve or increase its productivity, the savings should be equitably shared. Sharing would not only provide an incentive for productivity improvement, but would promote the practice of collaborative management. | TB             |
| 9.  | If a department carries out activities to recover costs or generate revenues, it should keep those revenues, or as a minimum, a share of those revenues.  | TB             |
| 10. | In the interest of optimizing the use of Government resources, particularly equipment and facilities, departments should be encouraged to share these assets. However, resulting productivity gains should benefit the department.  | TB (and Depts) |
| 11. | Treasury Board should encourage the development of an asset management policy that includes sharing of resources as described in the Task Force Report.   | TB             |
| 12. | The incentives for better resource management announced by the Treasury Board President on Dec. 15, 1989 should apply automatically. Applying incentives universally would eliminate the need to consider each case individually.   | TB             |

## **MANAGEMENT CATEGORY**

### **Redefining and Restructuring the Management Category**

1. The Management Category should be renamed the Executive Group, to better reflect its composition of both managers and staff advisors and to emphasize that Senior Managers (SMs) are clearly part of the executive cadre within the public service. TB
  2. Other professional or technical specialists, such as doctors, lawyers, scientists, and engineers, should progress in separate but parallel career streams, even if the pay bands at the senior levels overlap with those of the Executive Group. As a result, in some situations, these professionals or specialists will be paid more than their managers-supervisors. This inversion of the traditional salary relationship will not be common, but it should be recognized as acceptable in certain circumstances. TB
- To simplify and streamline the structure of the Executive Group, the six classification levels currently within the Category should be collapsed into three by combining the EX-4 and 5 levels into a new EXEC-3 level, the EX-2 and 3 levels into a new EXEC-2 level, and the SM and EX-1 levels into a new EXEC-1 level. TB
4. To facilitate rapid implementation and minimize transition costs, the new classification levels should be defined by existing Hay System point boundaries and current SM and EX employees should be "grandfathered" from the present structure to the new one. Each department should be permitted to determine its own transition approach and timetable, in consultation with the Treasury Board. TB
  5. The reduction of the number of levels should be implemented in a manner that does not increase aggregate department operating costs. Deputies should be held accountable for ensuring that any rise in salary costs resulting from collapsing the levels is absorbed within their operating budgets. TB
  6. Complement control should be gradually eliminated; deputies should be responsible for managing their operations within an operating budget which would cover salaries, benefits, performance pay, goods and services, and minor capital expenditures. TB

### **Building a Cohesive Management Cadre**

8. Efforts to define a management philosophy or set of values and operating principles to guide the actions of public service managers should be continued, within departments and, at the service-wide level. These values should encourage managers to empower their employees and to foster work environments in which creativity and initiative, trust and teamwork, and excellence in the delivery of government services will flourish. PCO
9. A distinctive regime to identify, develop and recognize managers outside the Executive Group should be developed and implemented. The term "manager" should be reserved for those with managerial responsibilities, managerial positions should be reserved for those selected on the basis of a competitive process which emphasizes human resource management attitudes and abilities. A separate performance pay plan and process for annual salary adjustments should be established, as well as a flexible approach to benefits. TB
13. Deployment should be used to develop and motivate employees, as well as to meet TB (and Depts)

operational needs. We believe that in the Executive Group, deployment should be the sole responsibility of management if the deployment is within the same commuting region. If the executive would have to move to another city or region as a result of the deployment, his or her consent would be required, unless the department had previously specified deployability as a condition of employment.

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| 16. | We support the recommendations of the Task Force on Barriers to Women. In addition, we recommend that departments review their selection processes to ensure that they are not biased against women, capture the views of women in focus groups and surveys to help ensure that policies and practices are sensitive to their needs, and increase their efforts to identify qualified women in the private sector who would be suitable for appointment to all executive levels and to the feeder group level. We concur with the Task Force on Workforce Adaptiveness that women should be over-represented in developmental programs and assignments, and that recruitment and promotion boards, and developmental assignment committees should include women. Likewise, women should be fairly represented on assessment centre evaluation teams. | TB/PSC (and<br>Depts) |
| 17. | Meaningful strategies should be developed to ensure that the public service is representative of the Canadian population and able to benefit from the diversity of views and talents of Canadians. We believe that fundamentally the issue is one of changing corporate culture and management values. We recommend that statistics on representation by natives, persons with disabilities and visible minorities be improved. We concur with the Task Force on Workforce Adaptiveness that minorities, and other target groups, should be fairly represented on selection boards and over-represented in development programs. In addition, they should be fairly represented on assessment centre evaluation teams.   | TB/PSC (and<br>Depts) |

### **Training and Development of Executives**

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| 19. | We concur with the Advisory Group on Executive Compensation that relocation policies are too restrictive and rigid. Corrective action is needed to allow departments to adequately compensate executives for moving. This is essential if we are to encourage regional/headquarters and inter-regional movement.  | TB |
| 20. | The various government programs that affect the capacity of senior public servants to move easily between the public and private sectors should be examined with a view to removing barriers to mobility and, where appropriate, facilitating this movement when it is in the best interest of the public service to do so.   | TB |
| 21. | Performance appraisal should be separated from career development review, although it is recognized that there is a relationship between the two. Performance pay would be determined based on an appraisal of the manager's contribution to the organization over the past 12 months and his or her management skills. A separate document would focus on the individual's career development needs, preferences and options.  | TB |
| 22. | Given that some of the overall performance ratings are rarely if ever used, the five current ratings should be revised so as to combine Satisfactory and Unsatisfactory into a new rating that would indicate that performance is not meeting management's expectations. The other ratings could also be modified in order to provide finer but clear-cut distinctions between levels of performance. The 30% rule for performance pay should continue to be applied so that Superior and Outstanding ratings (or any new equivalent) continue to be meaningful and valued. | TB |

23. The separation process for the Executive Group should be simplified, and deputies allowed to negotiate settlement packages directly with the individual. TB

### **Compensation and Benefits**

24. The maximum salaries for the three new classification levels should be set at the salary maxima for the EX-1, EX-3 and EX-5 levels. As in the past, the salary range should be adjusted each year based on comparisons with the private sector and consideration of collectively bargained settlements for the new EXEC-1 level, and through a system of appropriate internal relativities for the new EXEC-2 and EXEC-3 levels. TB
25. Salaries would be permitted to rise within these new pay bands to levels commensurate with level of responsibilities, performance and experience, but aggregate operating costs should not rise. The normal rate of progress from the bottom to the top of these wider pay bands would be slower than in the past. TB
26. Annual economic adjustments to the salary ranges should continue to be integrated into basic pay unless an individual's performance has been very unsatisfactory and salary regression is warranted. Performance pay should be re-earned each year, although some portion could be added to the basic salary of those below the maximum salary at the discretion of senior management (and subject to the operating budget at the departmental level). Normally, some part of the performance reward would be incorporated into the salary base; to maintain some degree of comparability among departments, there should be a consensus each year on the portions to be incorporated. TB
27. Deputies should be given greater authority to design and administer customized performance reward plans as part of a strategic reward management approach. Appropriate safeguards will be required, and any alterations to the plans must be funded through the internal reallocation of management resources. TB
29. A flexible benefits approach should be designed and implemented for members of the Executive Group. These employees should be permitted to select among a menu of optional benefits over and above a basic core package. Additional optional benefits should be offered, although the total package should remain cost-neutral. TB
30. As recommended by the Advisory Group on Executive Compensation, a separate and distinctive pension plan should be developed and implemented for the Executive Group. This pension plan should be designed so as to meet the needs of a wide variety of employees, and encourage mobility between the public and private sectors. It should be managed by a board with representation from the Executive Group. The level of benefits should at least equal those currently available. TB

### **Implementation and Communications**

31. As our recommendations have been put forward as an integrated package, they should be viewed, publicized and implemented as such, as too partial an implementation may fail to achieve the desired cultural changes. We also urge rapid implementation so that managers will have concrete evidence of progress and the momentum generated by the Public Service 2000 initiative is not lost. TB
32. Sufficient resources should be made available by departments and at the service-wide level for the communication and implementation of these recommendations. In particular, senior levels of management must be committed to the reforms and TB (and Depts)



prepared to invest considerable time and effort into communicating and consulting with their staff, planning the transition, and overseeing the implementation phase.

## **TRAINING AND DEVELOPMENT**

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| 2.  | Determination of career aspirations and training and development needs should be done separate from the performance appraisal process, although reflecting performance-based needs. A separate "Personnel Planning and Development Record" should be completed by the individual and his/her supervisor, reflecting past education, training and experience and future needs, and updated yearly. Data from it should be captured and analyzed as part of the department's training assessment and planning process.  | TB (and Depts) |
| 8.  | Training and development must be monitored by departments and by Treasury Board to ensure equitable access in relation to need. In the case of employment equity target groups, equitable access should be interpreted as more than a proportionate share of opportunities in programs which are identified as having the potential to make a significant and rapid change in the representativeness of the Public Service. As a starting point and until there is evidence of substantial improvement, efforts should be made to ensure that employment equity target group members make up at least double their proportion of the public service in such developmental programs. | TB (and Depts) |
| 9.  | <p>Treasury Board's role should be re-shaped to encompass the following:</p> <ul style="list-style-type: none"><li>. overall leadership of human resource planning, development and management</li><li>. provision of resources</li><li>. identification of corporate policies and priorities</li><li>. collection of essential data</li><li>. co-ordination of activities related to corporate priorities</li><li>. evaluation and accountability</li></ul> <p>but recognizing that responsibility for delivery of training rests with departments, PSC and CCMD, within the TB policy framework.</p>  | TB             |
| 10. | Treasury Board policies should be recast to reflect the guiding principles and concepts set out in this report. The new policy should be brief and simple as possible and augmented by models or standards of good training and development practices.  | TB             |
| 11. | Material on management training recently prepared by the Management Training Board is sound and should be incorporated.   | TB             |
| 12. | <p>Specific policy changes which are recommended include the following:</p> <ul style="list-style-type: none"><li>. the policy should acknowledge that training and development incorporates a variety of tools all valuable and appropriate to meet a continuum of needs throughout an employee's career in the Public Service. Training and development is defined as an activity whereby employees learn and acquire new skills, knowledge or aptitudes. Research suggests that this takes place through</li></ul>   | TB (and Depts) |



work experience (50%); through interpersonal relationships with bosses, peers, subordinates and the professional community (30%); and through formal education and training (20%). Training and development needs to take place:

- before or at the time of appointment the individual must have acquired the minimum of core knowledge and skills to meet the job's initial requirements
  - after appointment skills and knowledge must be improved to optimal levels required for fully effective performance
  - the individual should be retrained or upgraded to adapt to changed technology or job requirements including workforce adjustment training
  - as much as possible the individual should be equipped to adapt to future change
  - the individual's responsibility for personal career development should be recognized and supported through the provision of information, counselling and the reimbursement of personally financed education and training which appears likely to support realistic career plans in the public service.
- . policies should reflect frameworks of training that have already been developed for managers. FIs and others
- . the workforce adjustment training policy should be adjusted to permit and encourage training for chronic and anticipated skill shortages, as well as current job vacancies TB (NJC)
- . the use and cost-effectiveness of existing corporate developmental programs (such as CAP, the new Management Trainee Program, L'ENA (France), L'ENAP (Quebec), National Defence College, Imperial Defence College, etc.) should be reviewed and means developed to ensure that participants are selected equitably and followed up afterwards to ensure maximum benefit from the program TB
- . Consideration should be given to new initiatives which would make development experiences "outside the job" available in response to one of the following: TB
- to encourage superior performers to pursue future excellence (i.e., similar to the Australian scholarships or fellowships offering a chance to travel and study special public administration activities in other jurisdictions)
  - to achieve employment equity objectives
  - to develop a small number of exceptional people for special responsibilities in future
  - it is recommended that a special task group reporting to the Staff Training Council be established to carry out this review of developmental programs.
- . the corporate needs analysis process recently carried out for managers at all levels should be done on a regular basis (every two years), and current processes for needs analysis for other groups of corporate interest, e.g. PEs, FIs, the communications community and others, should be enhanced and TB

continued.

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| 13. | Treasury Board and/or departments should prepare separate "model" guides for individual employees, supervisors and managers explaining training and development objectives and policies in laypersons terms and describing individual departmental and corporate responsibilities and resources available to help them. Those for employees generally, supervisors and middle managers, should be issued by departments as adapted to their particular environments. Those for senior managers and executives should be issued by Treasury Board. | TB (and Depts) |
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### **Co-ordinating and Supporting Mechanisms**

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| 14. | Consideration should be given by the Treasury Board Secretariat to the replacement of the Staff Training Council by a Human Resources Council with a broader mandate, recognizing the integral role of training and development in human resources management.   | TB/PCO         |
| 15. | The existing Training Boards should be retained, but their mandates enlarged to include developmental activities and programs.   | TB             |
| 16. | Linkages with the Human Resources Council should be established with the various service-wide functional groupings which exist to support the professional development of groups of public servants, e.g.: <ul style="list-style-type: none"><li>. Directors of Communication</li><li>. Heads of Training</li><li>. Directors of Personnel</li></ul>   | TB             |
| 17. | Consideration should be given to establishing similar groupings for other functional areas to promote functional improvement and professional development (Their role in helping to assess training and development needs is potentially very important).  | TB             |
| 18. | The existing informal, central co-ordinating committee of representatives of TBS, CCMD and PSC should be continued and formalized as the primary working group for the Human Resources Council on training and development issues. The membership of the co-ordinating committee should be expanded to include heads of the Training Boards and others as appropriate to ensure coverage of line departments and agencies.                   | TB             |
| 19. | CCMD and PSC within the framework of the TB policy, should arrive at an arrangement to ensure that: <ul style="list-style-type: none"><li>. managers at all levels receive a continuum of consistent knowledge and skills development</li><li>. duplication in course development is avoided</li><li>. stratification by classification level of general knowledge sharing sessions among managers is avoided as much as possible.</li></ul> | CCMD/PSC       |
| 20. | In the view of the Task Force, the best way to deal with training issues which are common to many departments is through a collaborative approach by those responsible for the delivery of training. The Task Force recommends therefore, that the Inter-departmental Committee of Heads of Training be strengthened to facilitate the following on behalf of the government as a whole. It may be that                                      | TB (and Depts) |

some of these functions which are of a more operational character can be assigned to a lead department or agency to arrange on behalf of the government as a whole.

- . training of trainers
- . elimination of duplication in course development
- . sharing the development and use of training facilities (to optimize their utilization for training purposes as their first priority)
- . provision of training to those agencies without their own training capability
- . maintaining a central clearing house of training materials, course outline, methodology, etc.
- . assessing the quality of outside courses, facilities and consultants
- . examining the feasibility of maintaining a central course registration
- . monitoring the response of such services to departmental requirements

## **SERVICE TO THE PUBLIC**

(Draft Sept. 27, 1990)

PCO

6. A set of principles related to consultation should be enunciated and reviewed with a view to adoption as an operating principle within the public service. (Rec. 4.1)

7. To signal its commitment to private sector involvement in the development and implementation of public policy, a new position of Deputy Secretary (Consultation) should be created in the Privy Council Office. The Deputy Secretary would be responsible for encouraging and assisting all departments to collaborate more effectively with Canadians in developing public policy and delivering government programs. (Rec. 4.2)

PCO

8. An advisory council of private sector representatives should be selected to guide the Deputy Secretary (Consultation) in developing and implementing strategies for nurturing a "consultative culture" across the public service and in the private sector. (Rec. 4.3)

PCO

10. Consultation should be incorporated into the accountability framework and reward structure for deputy ministers. (Rec. 4.5)

PCO

11. The Canadian Centre for Management Development and/or other appropriate organizations should:

- a) ensure that effective programs for training and development are available to enhance public servants' skills in consultation;

CCMD

- b) consider the needs not only of senior Ottawa-based officials engaged in policy development work but also of officials in regional and front line positions who may consult with the public on variations in operational procedures and practices and other matters;

CCMD

- c) develop programs which give public sector executives a better appreciation of the world in which their private sector counterparts operate and of the impact

CCMD

- of public policy on the private sector;
- d) offer programs which give business, trade union and other private sector executives and managers an opportunity to improve their understanding of government operations and the political environment in which decisions are made; and CCMD
  - e) determine if there are ways to increase the volume of participants in interchange and develop and test the concept of short term mini-exchanges. (Rec. 4.6) TB/PSC
12. In staffing positions which may require public contact, departments should take account of candidate's capacity to undertake consultation as one of the important selection criteria. Classification and staffing systems should recognize consultation and the management of external relations as vital management functions. (Rec. 4.7) TB/PSC
  14. Classification standards and job descriptions should reflect the importance of serving the public by giving increased weight to the value of such jobs, particularly in the case of front line staff. (Rec. 5.2) TB
  15. Performance appraisals at all managerial levels should take into account the importance of good people management practices. (Rec. 5.3) TB (and Dept)
  16. In recruiting and selecting managers and promoting staff to management positions, greater emphasis should be placed on effective people management skills. (Rec. 5.4) PSC
  17. A simpler, quicker appeal process for staffing actions should be developed. (Rec. 5.5) PSC
  - 18.b) for management development courses, both the content and volume of training in people management skills should be upgraded; CCMD
  19. Those responsible for management development in departments central agencies and at CCMD should review their plans for executive and managerial training and development to ensure they accord priority to the enhancement of leadership and people-management skills. (Rec. 5.7) TB/CCMD
  22. Internal communications on client satisfaction data should be reviewed to ensure that staff are better informed about client perceptions of service. Trends should be tracked and progress routinely communicated. (Rec. 6.3) PCO (and Depts)
  - 25.a) the issue of technological introduction as a process of a change in organizational culture, and recognize there are likely to be significant implications for people, morale, and organizational structures, and that "soft" issues need to be managed in addition to "hard" technological issues and decisions. (Rec. 7.2) CCDM (and Depts)
  - b) Higher priority should be given to employee training and orientation in the use of information technology. TB (and Depts)
  - c) Departments should conduct a comprehensive review of their services with a view to determining how technology can be used to enhance the quality of these services. (Recommendation 8.1)
  29. Departments and central agencies should accept, to the extent possible, the principle that savings realized by managers in the service delivery reviews should be retained and reinvested in improved service to the public. (Rec. 8.4)

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| 30. | Treasury Board should ensure that public service managers fully understand the intent and application of the Official Languages program. (Rec. 8.5)  | TB |
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| 31. | Treasury Board should examine the Canada Service Bureau Program, which is responsible for Reference Canada and the Guide to Federal Programs and Services, to determine how these resources can be more effectively used on a government-wide basis to facilitate public access to federal government services. (Rec. 8.6) | TB |

## POTENTIAL LEGISLATIVE IMPACT

### CLASSIFICATION

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|----|--|--------------|
| 1. | Abolish the existing six Occupational Categories.  | PSSRA        |
| 2. | Twenty-three distinct occupation groups and 8 sub-groups should be established by combining the existing 72 groups and 106 sub-groups.                 | PSSRA - PSSA |
| 4. | The PSSRA should be modified to ensure that the determination of a "bargaining unit" is based on the definition of an occupational group or sub-group. | PSSRA        |
| 5. | The Public Service Staff Relations Act (PSSRA) should continue to define managers as being excluded from collective bargaining.                        | PSSRA        |

### STAFFING

### RECRUITMENT

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| 2.  | The responsibility for deciding when to recruit from outside the public service above the entrance level should rest with the departments. The current legislative requirement to seek PSC approval should be removed and in the context of overall human resource management policies, the employer should develop policies that will guide departments' decisions to initiate recruitment.   | PSEA |
| 7.  | The menu of options available for hiring into the Public Service should be expanded and modified within the following broad headings:<br><br>. Indeterminate employment<br>a. Full-time<br>b. Part-time (redefined)<br><br>. Term Employment<br><br>. Casual Employment (redefine)   | PSEA |
| 9.  | The definition of part-time employment should be expanded to encompass:<br><br>SEASONAL: to include any regular period during the year;<br><br>PART-TIME: to include any portion or portions of a day, week, month or year, regular or irregular;<br><br>INTERMITTENT: to provide, by mutual agreement of the employer and employee, for call-back and off-duty status corresponding to the fluctuations in workload or the employee's availability. | PSEA |
| 10. | Part-time indeterminate employees should have benefits pro-rated to their hours of work and should be allowed to count all service during a year as continuous service.  | PSSA |
| 12. | The definitions of employment options in 7 and 9 above should be standardized in all policies and employment-related legislation in addition to the Public Service Employment Act.   | PSEA |



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| 15. | Term employees should be employed under the same conditions and receive comparable benefits to those enjoyed by indeterminate employees except that their appointment is for a specified period.                        | PSEA/PSSA         |
| 16. | Departments should be able to recruit casual employees without the necessity of conforming to the normal processes and standards for recruitment.   | PSEA              |
| 17. | Casual employees should not be eligible for indeterminate employment except as external candidates through the normal recruitment process.  | PSEA              |
| 18. | To prevent them from becoming a parallel permanent labour force hired under different conditions casual employees should only be eligible to work in a particular department for six months in any twelve month period. | PSEA              |
| 19. | Casual employees should receive comparable benefits and work under comparable terms and conditions to term employees under six months in the current system.  | PSEA              |
| 20. | Casual employees may be hired on an hourly basis or for continuous periods up to six months.  | PSEA              |
| 21. | In order to ensure the flexibility necessary for service to the public and for the development of staff, the permanent or temporary deployment of staff should be a responsibility of management.                       | PSEA (also Depts) |

### **Promotions**

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| 28. | The basis for promotion should be the determination of the "best qualified" through the relative assessment of candidates against other candidates and against a statement of qualifications that reflect the specific requirements of the job, the requirements of the group and level of the job and the needs of the organizations. | PSEA              |
| 30. | The promotional process should be competitive except in those circumstances where it can be demonstrated that the candidate who best meets the statement of qualifications can be identified without a competition.  | PSEA (also Depts) |
| 31. | In development programs the relative assessment of candidates (i.e. the competition) should occur at entry. Promotion within the program should be on the basis of meeting a selection standard for the level.   | PSEA              |

### **Recourse**

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| 43. | Recourse should be available to unsuccessful candidates competing for promotion or in non-competitive processes, to persons who believe that they should have been considered for promotion to that position. | PSEA |
| 44. | The basis for review should be the extent to which the process followed reflects the policies and principles that are supposed to guide the promotion process.  | PSEA |
| 46. | Appellants and their representatives should be required to seek post-board feedback before launching an appeal.   | PSEA |
| 47. | Disclosure should be required in all cases where an appeal has been launched.   | PSEA |
| 48. | The provision of recourse and decisions regarding individual corrective actions should be the responsibility of an independent parliamentary agency.  | PSEA |

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| 49. | The role of any review body appointed by the parliamentary agency for this purpose should be to operate within the framework of the parliamentary agency policies and include making recommendations to the parliamentary agency for corrective action. | PSEA |
| 50. | The parliamentary agency should be empowered to direct the appropriate corrective action. This power would not include directing the actual choice of the successful candidate.   | PSEA |

### **Employment Equity**

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| 51. | The legislation should reflect the provisions of Section 15 of the <b>Charter of Rights and Freedoms</b> and permit recruitment and promotion processes to redress representational imbalances. | PSEA |
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### **Appointments to Level**

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| 55. | The legislation be amended to permit promotion to be based on either individual job requirements (appointment to position) or service-wide level standards (appointment-to-level). | PSEA |
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### **Other**

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| 42. | Section 2 (2) to be removed from the Act. | PSEA |
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## **WORK FORCE ADAPTIVENESS**

### **Incentives**

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| 21. | Requiring deputy ministers to sign WFA cash-out forms, or to personally petition the Secretary of the Treasury Board for a waiver of pension reduction should be eliminated.   | PSSA                 |
| 26. | Employees returning from leave without pay should be able to elect longer superannuation payback periods, while being responsible for the time value of money, or to elect to forego both payment and benefit.   | PSSA and regulations |
| 28. | At the discretion of the employer, either (a) the maximum entitlement of 70 percent of the best six years' salary be increased up to 80 percent, with the employee still paying into the fund as before, or (b) the employer have discretion to offer a separate contributory pension. | PSSA                 |
| 40. | Section 31 of the Public Service Employment Act be deleted and all causes for termination, excepting only rejection on probation and political interferences which should remain under the Public Service Employment Act, should come under the Financial Administration Act.          | PSEA - FAA           |
| 41. | For any FAA discharge, there should be a single redress procedure specified under the Public Service Staff Relations Act.  | PSEA - FAA           |
| 42. | In those instances of termination for cause, a time limit should be included in the PSSRA, perhaps along the lines of the Ontario Labour Relations Act, Section 45.  | PSSRA                |
| 43. | Where reappointment to the Public Service is deemed appropriate by an arbitrator, the arbitrator should have the authority either to reinstate to the original job or to   | PSSRA - PSEA         |

grant priority for appointment to an equivalent position.

## **STAFF RELATIONS**

### **Bargaining Unit Organizations**

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| 2. | Following the classification restructuring, there should be a transition period followed by Public Service Staff Relations Board (PSSRB) certification of bargaining agents.                             | PSSRA |
| 3. | The basic right to strike should be retained, but measures should be taken to protect the public in the case of public services seen as essential.   | PSSRA |
| 4. | Criteria should be developed defining essential services and a body should be established to administer these criteria and to determine the numbers of employees designated to perform essential duties. | PSSRA |
| 5. | Designations should be determined between bargaining rounds and should be applied to positions, not persons, remaining in force until functions change.  | PSSRA |

### **Dispute Resolution**

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| 7.  | Bargaining agents should select binding arbitration or conciliation/strike at the outset of negotiations, but the parties and the PSSRB should be given flexibility to employ a <u>wider variety of techniques</u> at the appropriate times to facilitate the negotiating process.  | PSSRA |
| 8.  | The scope of arbitration should be equal to the scope of bargaining.  | PSSRA |
| 9.  | Particular Arbitrators or Boards of Arbitration should be imposed by the PSSRB only when the parties cannot agree themselves on the person or persons.  | PSSRA |
| 10. | The PSSRB should be empowered to:<br><br>a) Provide mediation, conciliation, or fact finding services upon request or to impose these when negotiations break down.<br><br>b) Supply arbitration services only when satisfied that other methods will not help and negotiations are at an impasse.<br><br>c) Supply arbitration services, including final offer selection, upon request from both parties on the Conciliation/Strike route, and when other methods do not seem likely to lead to agreement. | PSSRA |

### **Penalties for Illegal Strikes**

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| 11. | Penalties should be revised to the levels contained in the Canada Labour Code. | PSSRA |
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### **Strike Votes**

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| 12. | There should not be a mandatory, secret ballot process. However, the PSSRB should investigate and rule on employee complaints of unfair process. | PSSRA |
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### **Duty of Fair Representation**

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| 13. | The PSSRA should impose a duty of fair representation on the unions similar to that in the Canada Labour Code. | PSSRA |
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### **Grievances and Adjudication**

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| 14. | Subject to the results of a review of experience in other Public Service jurisdictions, the application of the employer's classification plan should be grieveable and adjudicable. If major changes to the present occupational group and classification structure occur, this recommendation should be implemented following an appropriate vestibule period. | PSSRA      |
| 15. | There should be consolidation of redress provisions. In particular, release for incompetence and incapacity and demotion should be grieveable and adjudicable just as is discharge for disciplinary reasons.  | PSSRA-PSEA |
| 17. | Mediation services requested by the parties jointly should be provided by the PSSRB prior to adjudication.  | PSSRA      |

### **Mass Grievances**

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| 18. | The PSSRB should be empowered to hear one grievance (or a representative number) at the request of either party instead of a large number of similar grievances. The decision taken should apply to all. (NJC (Montebello) suggest allowing union grievances) | PSSRA |
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### **Review of adjudication decisions**

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| 19. | The PSSRB should be empowered to review adjudication decisions for consistency and equity across issues.   | PSSRA |
| 20. | Positions, not individuals, should be excluded.  | PSSRA |
| 21. | The main basis of exclusion should be the performance of significant management duties.  | PSSRA |
| 22. | The number of "confidential" exclusions is excessive and should be substantially reduced. "Confidential" exclusions for positions beyond those involved in the operations of Staff Relations, should be re-considered.         | PSSRA |
| 23. | Exclusions should be deemed to be in effect when proposed until the PSSRB renders a contrary decision. (NJC (Montebello) suggest creating an escrow account to hold union dues pending decision on a challenge to exclusions.) | PSSRA |

### **National Joint Council**

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| 24. | The important policy consultation role of NJC should continue, but grievances of NJC policies should follow the departmental/PSSRB route. (NJC (Montebello) suggests retaining current grievance route) | PSSRA |
| 24. | a. The government may wish to include in any general legislation a section defining the role of the NJC.  | PSSRA |

## **Notice to Bargain**

25. The notice to bargain period should be extended to 90 days from 60. (NJC (Montebello) suggest 120 days)

PSSRA

## **COMPENSATION AND BENEFITS**

### **Relocation Directive - Relocation Assistance**

37. The Public Service Superannuation Act (PSSA) should be amended:
- . to permit employees to ease into retirement through reduced hours of work without adversely affecting future pension benefits; and
  - . to permit retired employees to return to work for short period of time without losing pension benefits.

PSSA and  
regulations

## **MANAGEMENT CATEGORY**

### **Staffing the Executive Group**

12. An appointment to level staffing process should be implemented for the Executive Group. The Public Service Employment Act should be amended to clearly state that all lateral movement is the prerogative of management and that deployments from one job to another where no promotion is involved will not constitute an appointment in law.

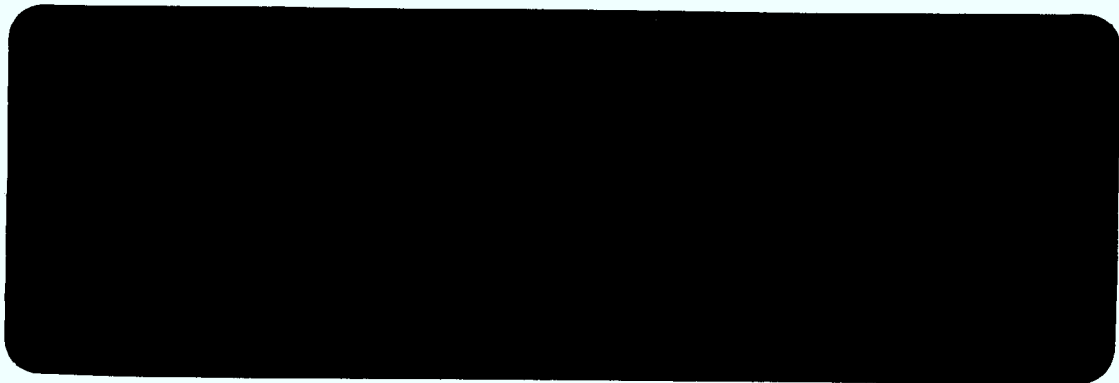
PSEA

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