



Directive on Executive (EX) Group Organization and Classification

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1. Effective date

- 1.1 This directive takes effect on April 1, 2021.
- 1.2 This directive replaces the *Directive on Executive (EX) Group Organization and Classification* dated April 1, 2020.

2. Authorities

- 2.1 This directive is issued pursuant to the authorities indicated in section 2 of the *Policy on the Management of Executives*.

3. Objectives and expected results

- 3.1 The objectives of this directive are as follows:
 - 3.1.1 To ensure that organizational design and classification activities in the Executive (EX) Group are well managed; and
 - 3.1.2 To safeguard the integrity of EX Group classification.
- 3.2 The expected results of this directive are as follows:
 - 3.2.1 Executive organizational structures are designed and managed to support the delivery of organizational mandates; and

3.2.2 EX Group positions are classified consistently across the core public administration.

4. Requirements

- 4.1 Heads of human resources are responsible for complying with standards and mandatory procedures associated with the requirements set out in Appendices A, B, C, D and E of this directive, and:
 - 4.1.1 Approving classification actions on behalf of the deputy head;
 - 4.1.2 Providing recommendations to the deputy head on the creation and classification of positions in the EX Group;
 - 4.1.3 Ensuring that classification decisions are documented promptly, accurately and completely in:
 - 4.1.3.1 Classification files;
 - 4.1.3.2 Organizational human resources information management systems; and
 - 4.1.3.3 Information management systems identified by the Chief Human Resources Officer;
 - 4.1.4 Ensuring that employees in the EX Group are notified each time a classification decision is rendered for the position they occupy;
 - 4.1.5 Ensuring that human resources advisors who provide advice on EX Group classification have experience in classification and have completed the required training on the *Executive Group Job Evaluation Standard*;
 - 4.1.6 Consulting the Office of the Chief Human Resources Officer when a classification decision may impact inter-organizational relativity;
 - 4.1.7 Ensuring that positions that have assistant deputy head status are classified in accordance with Appendix D;
 - 4.1.8 Ensuring that the Office of the Chief Human Resources Officer is informed of changes related to EX-04 and EX-05 positions; and
 - 4.1.9 Ensuring that associate assistant deputy minister positions are classified in accordance with Appendix E.
- 4.2 The Office of the Chief Human Resources Officer is responsible for:
 - 4.2.1 Maintaining records of the organizational baselines of EX-04 and EX-05 positions; and

- 4.2.2 Reviewing requests and providing advice regarding increases and decreases to the baseline of EX-04 and EX-05 positions.

5. Roles of other government organizations

- 5.1 The roles of other government organizations in relation to this directive are described in section 5 of the *Policy on People Management*.

6. Application

- 6.1 This directive applies to the organizations described in section 6 of the *Policy on the Management of Executives*.
- 6.2 This directive applies to positions classified in the EX Group in the core public administration.
- 6.3 This directive does not apply to persons appointed by the Governor in Council, to members of the RCMP, or to members of the Canadian Armed Forces.

7. References

- 7.1 Legislation
- *Canadian Human Rights Act*
 - *Financial Administration Act*
 - *Public Service Employment Act*
- 7.2 Related policy instruments
- *Policy on the Management of Executives*
 - *Policy on People Management*
 - *Directive on Classification Oversight*
 - *Directive on Classification Grievances*
- 7.3 Other
- *Executive Group Job Evaluation Standard*
 - *Executive (EX) Group definition*

8. Enquiries

- 8.1 Human resources advisors should direct enquiries about this directive to their departmental human resources office.

8.2 For interpretation of any aspect of this directive, contact [Treasury Board of Canada Secretariat Public Enquiries](#).

Appendix A: Standard on Classification for Executive (EX) Group Positions

Appendix A: Standard on Classification for Executive (EX) Group Positions

A.1 Effective date

A.1.1 This standard takes effect on April 1, 2021.

A.1.2 This standard replaces the following Treasury Board policy instrument:

- [Directive on Executive \(EX\) Group Organization and Classification](#)
(April 1, 2020)

A.2 Standards

A.2.1 This standard provides details on the requirements set out in section 4.1 of the *Directive on Executive (EX) Group Organization and Classification*.

A.2.2 Standards are as follows:

A.2.2.1 The classification file must include the following:

Job descriptions

A.2.2.1.1 Job descriptions must:

A.2.2.1.1.1 Describe the duties and responsibilities of the job concisely, using bias-free language that respects the requirements of the *Canadian Human Rights Act*;

A.2.2.1.1.2 Contain the information required to evaluate the job using the *Executive Group Job Evaluation Standard*, including:

- General accountability;
- Organization structure;
- Nature and scope of duties;
- Dimensions; and
- Specific accountabilities;

A.2.2.1.1.3 Contain the following identifying information:

- Position title;
- Position group and level;
- Organization;
- Branch/division;
- Position number;
- Geographic location; and
- National Occupational Classification (NOC) code;

A.2.2.1.1.4 Be updated and evaluated within one year when affected by significant changes, including but not limited to mandate, organizational structure, dimensions or reporting relationships;

A.2.2.1.1.5 Be authorized, signed and dated by the immediate manager (when the position reports to the deputy head, the deputy head must authorize, sign and date the job description); and

A.2.2.1.1.6 Indicate the effective date.

Organizational charts

A.2.2.1.2 Organizational charts must:

A.2.2.1.2.1 Depict the organizational location of the position and its relationship to the other positions in the same work unit;

A.2.2.1.2.2 Represent the organizational structure described in the job description; and

A.2.2.1.2.3 Be authorized, signed and dated by the immediate manager (when the position reports to the deputy head, the deputy head must authorize, sign and date the organizational chart).

Job evaluation rationale

A.2.2.1.3 The job evaluation rationale must:

- A.2.2.1.3.1 Provide the justification for occupational group allocation;
- A.2.2.1.3.2 Identify and justify the degrees and points chosen for each factor and sub-factor;
- A.2.2.1.3.3 Include a comparative analysis of the position to the benchmarks in the Executive Group Job Evaluation Standard; and
- A.2.2.1.3.4 Include an analysis of the relevant organizational and inter-organizational relativity used to confirm the decision; and
- A.2.2.1.3.5 Be signed and dated by the evaluator(s).

Classification action form

A.2.2.1.4 The classification action form must:

- A.2.2.1.4.1 Describe the nature of the action or decision;
- A.2.2.1.4.2 Identify the ratings and effective date; and
- A.2.2.1.4.3 Be signed and dated by the deputy head or, in the case of classification actions, be signed and dated by the head of human resources.

Other items

A.2.2.1.5 Other items included in the classification file may include the following:

- A.2.2.1.5.1 Information that substantiates the selection of the effective date; and
- A.2.2.1.5.2 Any other data, reports or information that substantiate the classification decision.

Appendix B: Mandatory Procedures for Executive (EX)

Group Classification Actions and Decisions

B.1 Effective date

- B.1.1 These procedures take effect on April 1, 2021.
- B.1.2 These procedures replace the following Treasury Board policy instrument:
 - Directive on Executive (EX) Group Organization and Classification (April 1, 2020)

B.2 Procedures

- B.2.1 These procedures provide details on the requirements set out in section 4.1 of the *Directive on Executive (EX) Group Organization and Classification*.
- B.2.2 Mandatory procedures are as follows:
 - B.2.2.1 For each classification action and decision, the following actions must be completed:
 - B.2.2.1.1 Each classification action and decision must be documented in the classification file in accordance with Appendix A;
 - B.2.2.1.2 Data on the classification action and decision must be entered into the organizational human resources information management system; and
 - B.2.2.1.3 Data on the classification action and decision must be submitted to the information management systems identified by the Chief Human Resources Officer.
 - B.2.2.2 In addition to the procedures described in subsection B.2.2.1, for each reclassification, the following actions must be completed:
 - B.2.2.2.1 Job descriptions must be updated and evaluated within one year of changes that result in the reclassification of a position;
 - B.2.2.2.2 The evaluation rationale must include a justification for the reclassification of the existing position versus the creation of a new position, and the effective date;
 - B.2.2.2.3 A statement must be included in the classification file that summarizes the evolution of the work when a reclassification is being proposed; and

- B.2.2.2.4 Classification decisions on the reclassification of occupied positions must be proactively disclosed.
- B.2.2.3 For each classification decision or change of title relating to EX-04 and EX-05 positions, the following action must be taken:
 - B.2.2.3.1 The updated classification file must be provided to the Office of the Chief Human Resources Officer within 60 days of the decision being taken.

Appendix C: Mandatory Procedures for Changes to the Organizational Baseline of EX-04 and EX-05 Positions

C.1 Effective date

- C.1.1 These procedures take effect on April 1, 2021.
- C.1.2 These procedures replace the following Treasury Board policy instrument:
 - Directive on Executive (EX) Group Organization and Classification (April 1, 2020)

C.2 Procedures

- C.2.1 These procedures provide details on the requirements set out in section 4 of the *Policy on the Management of Executives*.
- C.2.2 In support of deputy head responsibilities for EX Group organization and classification, heads of human resources are responsible for complying with mandatory procedures related to proposals for changes to the baseline of EX-04 and EX-05 positions. The mandatory procedures are as follows:
 - C.2.2.1 Seeking advice from the Chief Human Resources Officer:
 - C.2.2.1.1 When developing proposals to increase the baseline of EX-04 and EX-05 positions; or
 - C.2.2.1.2 When developing proposals to increase the number of EX-05 positions within the baseline of EX-04 and EX-05 positions; or
 - C.2.2.1.3 When establishing a new baseline for EX-04 and EX-05 positions;

- C.2.2.2 Providing the Office of the Chief Human Resources Officer (OCHRO) with the following documents to assess the proposal:
 - C.2.2.2.1 Job descriptions signed and dated by the deputy head;
 - C.2.2.2.2 Evaluation rationales for the proposed positions;
 - C.2.2.2.3 Organizational charts signed and dated by the deputy head;
 - C.2.2.2.4 A business case that describes the changes in organizational mandate, program transfer or any other change that impacts responsibilities or accountabilities that result in the need for the proposed position(s);
- C.2.2.3 Consulting OCHRO on matters related to the baseline of EX-04 and EX-05 positions in the following circumstances:
 - C.2.2.3.1 When changes to the organizational mandate necessitate a review of the existing baseline EX-04 and EX-05 positions;
 - C.2.2.3.2 When program transfers between organizations involve or affect existing baseline EX-04 and EX-05 positions in either organization; and
 - C.2.2.3.3 When a Governor in Council position is created that impacts the responsibilities, accountabilities or authority of an existing EX-04 or EX-05 position.

Appendix D: Standard on Positions That Have Assistant Deputy Head Status

D.1 Effective date

- D.1.1 This standard takes effect on April 1, 2021.
- D.1.2 This standard replaces the following Treasury Board policy instrument:
 - *Directive on Executive (EX) Group Organization and Classification* (April 1, 2020)

D.2 Standards

- D.2.1 This standard provides details on the requirements set out in subsection 4.1.7 of the *Directive on Executive (EX) Group Organization and Classification*.

D.2.2 Standards are as follows:

D.2.2.1 Classified positions that have assistant deputy head status:

- D.2.2.1.1 Report directly to the deputy head or the associate deputy head;
- D.2.2.1.2 Sustain classification at the EX-04 or EX-05 level;
- D.2.2.1.3 Are delegated a significant part of the deputy head's authority;
- D.2.2.1.4 Hold accountability for the results and outcomes of their programs, including the means and resources employed;
- D.2.2.1.5 Reflect full responsibility for advising the deputy head and the Minister on policies for areas they direct;
- D.2.2.1.6 Reflect participation on the organization's senior management committee;
- D.2.2.1.7 Are delegated a level of signing authority that is second only to the deputy head's for particular areas of organizational operations and priorities;
- D.2.2.1.8 Have the authority to communicate publicly on their programs and, as required, on all the organization's activities; and
- D.2.2.1.9 Have titles that reflect the organization's operating mode and the deputy head's own title. Such titles include Assistant Deputy Minister, Vice-President, Deputy Commissioner, Deputy Secretary or Assistant Secretary.

D.2.2.2 Classified positions that have senior assistant deputy minister or other senior assistant deputy head titles:

- D.2.2.2.1 Sustain classification at the EX-05 level and direct an operation that is a major program or function of the organization;
- D.2.2.2.2 Do not impact the deputy head's delegation of authority to other assistant deputy heads or their accountability to the deputy head; and
- D.2.2.2.3 May, in exceptional circumstances or to resolve cross-jurisdictional issues, coordinate the work of other

assistant deputy heads to reduce the burden on the deputy head.

Appendix E: Standard on Evaluating Associate Assistant Deputy Minister Positions

E.1 Effective date

- E.1.1 This standard takes effect on April 1, 2021.
- E.1.2 This standard replaces the following Treasury Board policy instrument:
 - Directive on Executive (EX) Group Organization and Classification (April 1, 2020)

E.2 Standards

- E.2.1 This standard provides details on the requirements set out in subsection 4.1.9 of the *Directive on Executive (EX) Group Organization and Classification*.
- E.2.2 Standards are as follows:
 - E.2.2.1 An associate assistant deputy minister position:
 - E.2.2.1.1 Must sustain classification at the EX-04 level;
 - E.2.2.1.2 Shares the mandate, delegated authority and accountability of an existing EX-05 position of exceptional size and complexity where both positions report to the same deputy head or associate deputy head and comprise a single shared point of accountability in a program or policy sector that cannot feasibly be subdivided;
 - E.2.2.1.3 Does not constitute an additional hierarchical level below the deputy head or associate deputy head;
 - E.2.2.1.4 Is normally limited to a specified period; and
 - E.2.2.2 The EX-05 position is ultimately accountable for all program and policy decisions within the mandate.

Appendix F: Definitions

Definitions to be used in the interpretation of this directive can be found in this appendix, Appendix D of the *Policy on People Management*, and Appendix C of the *Policy on the Management of Executives*.

classification action (Action de classification)

A classification activity that does not require a new classification decision and does not have an impact on the position's surrounding organizational structure.

classification decision (Décision de classification)

A decision made by the deputy head, a senior official designated by the deputy head for classification grievances purposes, or an accredited person exercising classification authority, which establishes or confirms the occupational group, subgroup (if applicable), level, or ratings assigned to a job.

Job evaluation rationale (justification de l'évaluation de l'emploi)

A document that substantiates a classification decision as a result of a detailed analysis and evaluation of duties using the appropriate job evaluation standard.

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