

- (c) Where the position is occupied and is deemed to be incorrectly classified as to category and group, but not as to level (in that the correction will not affect the pay range), the category and group shall be changed to that specified by the Board on a date to be determined by the Board.
- (d) Where an occupied position is deemed for any reason to be overclassified, the department shall be allowed 60 days, following the determination of the new classification, in which to transfer the incumbent or to alter the duties and responsibilities of the position in order to avoid placing the incumbent in a holding range. If such actions are not possible, the position shall be assigned the appropriate lower classification and the incumbent is to be recertified to the new classification of the position and retained in the range of rates of his old classification with retroactive effect to the beginning of the 60-day period of grace.

A further section of the Memorandum stipulates the records and procedures that are to be maintained and followed by departments in support of classification activities.

The ultimate objective of delegation is not to substitute departmental centralization for service wide centralization. The full benefits of delegation will only be realized when decision making authority in classification and pay administration is delegated within departments to the lowest practical level of departmental management. This objective is consistent with the principle of managerial responsibility and accountability. It will, however, take time, resources and training to be realized.

If total management is the business of getting things done with money, materials and people, and is a clear responsibility of the line manager, then personnel management can only be regarded as the utilization of human resources in accomplishing programme goals, and is equally the responsibility of the line manager. Position classification as a personnel function is, therefore, an integral part of the total management responsibility.

The purpose of delegating classification authority is, therefore, not taken just to decentralize a system which would otherwise be impractical. It is primarily to provide managers with another resource to aid them in the efficient organization and administration of their programmes.

The manner in which classification is to be administered by departments is implicit in the Memorandum of Understanding. It is to be consistent with the policies and procedures laid down by Treasury Board and in accordance with the classification standards. In effect then, the degree of discretionary judgement implied by delegation is limited to that which is inherent in the standards.

Departmental Classification Procedures

The implementation of an ongoing classification programme in the Department will be accomplished initially by establishing committees in Ottawa to evaluate all requests for classification changes as well as establish classifications for new positions. The committees will normally consist of an officer representing the Division sponsoring the classification action, another officer who is familiar with the programme in which the position is engaged or is knowledgeable of the classification to be considered, and, as well, one or more Classification Officers.

Requests for the classification of a position or job should be made by the Head of the Division or Post in which the position is situated whenever, as a result of an organizational or work change, a new position is to be established or the duties of an existing position are substantially altered.

Classification requests should take the form of a completed questionnaire (these are available in the Personnel Branch), an organization chart showing the relationship of the position concerned to others in the same organizational unit and a commentary regarding the reason for the proposed change and the effective date required. These should be forwarded to the appropriate Programme or Branch Director at headquarters who should concur in the request before it is submitted to the Classification Committee.

The Classification Officers in the Personnel Branch may be consulted on all classification proposals and will provide advice and assistance to management if it is required.

The principles, procedures and uses of the classification standard are outlined in the remaining chapters of the manual.