



The common standard of the UCS and the collapse of the current 72 groups into a smaller, broader group structure of 25 to 30 groups represented by 16 bargaining agents will raise some challenging compensation problems. For the first time we will be able to see clearly the compensation differences attached to work of comparable value across occupational groups. It is not yet apparent how instances of unequal pay for work of equal value will be resolved through the collective bargaining process.

#### **4.2.3.2 Implementation**

During the past year, DFAIT began preparing for UCS implementation, which will affect some 4,000 positions in all occupational groups (excepting only EX and LES positions). Our work started with the production of a single job description for groups of positions with similar duties. Developing these "lead files" will reduce the total number of job descriptions that the department must create. We have committed funding and have established a core UCS team with 10 HR specialists and up to 20 line staff. A special office has been created to house the UCS team, and members were trained on the Standard. Beyond the core UCS team, training was provided to employees to write work descriptions in the new format required by the Standard. Evaluation committees began their work late in the summer. A final review of these new job descriptions will be undertaken in November/December to verify consistency with the Standard. Positions will be converted to the UCS between January and March 1999.

As we review each job description, we will assess whether the position described should be rotational under the rotationality policy. The information so collected will provide the foundation for improved corporate management of our rotational systems. (see section 4.2.1.2 above).

#### **4.2.4 LEARNING STRATEGY – ALIGNED TRAINING AND DEVELOPMENT**

In the first HR strategy we recognised that we must develop a comprehensive long-term training and development strategy to ensure that our learning processes will fully support our human resources strategy and therefore our business purposes. We acknowledged that our investments in training and development are substantial and we must receive full value for them. We promised to re-examine existing and alternative delivery systems against our need, and reconfigure our programs as necessary.

In early December 1997, the Executive Committee reviewed a study of the Canadian Foreign Service Institute (CFSI) conducted over the previous fall. The study reviewed CFSI's mandate and relationship with departmental managers. It looked at DFAIT's overall resourcing for training and found current initiatives (such as this strategy, the UCS, and the TCS Performance Measurement Initiative) pose training needs which exceed current allocations. The study also examined the increasing complexity of the training function arising from information management technology. Finally it assessed the need to update the Foreign Language Training Policy.