

We will have to create a process for converting employees to the new level structure. In the mid-1980s, when FS-3s were converted to the EX group, we converted everyone to the EX-1 level and then ran promotion boards to fill the EX-2 positions available. If the FS level is split into three levels, then conversion will become much more challenging and labour-intensive.

Second, as for all other groups affected by the UCS, new rates of pay are to be negotiated between the Treasury Board as employer and the responsible bargaining agents, in this case PAFSO. It is impossible to predict how this process will resolve the pay inequities between groups who do work of equal value. Consequently, we do not know at this time to what degree the UCS will resolve our own internal equity concerns about different rates of pay for work of equal value performed by a CO and a FS, for example.

5.3.1.4 Progress to Date

5.3.1.4.1 Foreign Service Development Program (FSDP)

The compensation elements of the FSDP, a version of the Management Trainee Program tailored to departmental requirements described in the first HR strategy, were negotiated with PAFSO and now form part of the FS collective agreement. The agreement was signed on April 24, 1998. The remaining details of the program are currently being developed in consultation with central agencies, CIC and PAFSO. The first FSDP recruits were hired in June, 1998. The FSDP brings higher recruitment salaries and faster progression through the range. The ab initio language training component ensures that all new officers will be fully bilingual on entry to the pool. The partnership between CFSI and CCMD as well as central agency assignments will provide improved training and development. In addition, the automatic promotion provisions of the FSDP will apply to existing FS-1s. (Key components of this program are outlined in annex E).

5.3.1.4.2 UCS

The UCS team is creating generic job descriptions for the FS, targeting to cut in half the number of positions that need to be individually documented in the conversion process. Nonetheless, all aspects of FS work will be described.

5.3.1.4.3 FS Attrition Study

In 1997, we completed the FS attrition study promised in the first HR strategy. As this study revealed a serious attrition problem attached to a select group of FSs, those who receive expensive/extensive training in certain difficult foreign languages, we did a further study of this group. Solutions to the business problems identified may involve a series of short and long-term measures. These include recruiting people who bring the required languages with them, rewarding those who use and maintain the special language skills developed at such great expense, and reviewing whether junior FSs should even be trained in these languages. The attrition study is attached as Appendix D.