

Acting Appointments and Subsequent Promotions in the Federal Public Service

A Statistical Study by the Public Service
Commission of Canada

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Highlights

This study examines issues concerning the fairness of public service appointments related to acting appointments. The *Public Service Employment Regulations* define an acting appointment as “temporarily perform[ing] the duties of another position, if the performance of those duties would have constituted a promotion had the employee been appointed to the position.”

Acting appointments provide managers with flexibility, enabling them to deal with short-term human resources needs such as maternity leave, illness, language training, maintaining operations while staffing a vacant position, etc. Acting appointments also offer developmental experience for employees and assist in determining their suitability for substantive promotion.

The objective of the study was to explore whether an acting appointment gives an employee an advantage in terms of gaining a subsequent promotion. The study looked at the initial acting appointment of greater than four months, the duration of this appointment and the relationship to subsequent promotion.

The main conclusions of this study, which spanned the period from April 1, 2002 to March 31, 2004, were the following:

- In the public service as a whole, the rate of promotion within the first four months following the end of an acting appointment was estimated at 41.3%. The percentage over the same period for non-acting employees was about 6%.
- Sixty-three percent of promotions following an acting appointment took place almost immediately (less than a month) after the end of the acting appointment, a period short enough to indicate that the promotion decision was in progress (if not actually made) before the end of the acting appointment.
- Acting appointments ending in promotion lasted 15 months on average, about two months longer than acting appointments ending without promotion. This minor difference cannot be associated with human capital accumulation and/or on-the-job training or learning.
- The chance of promotion following an acting appointment depended primarily on job classifications. Also, there were significant differences within job classifications. For example, it was estimated that each additional four months of an acting appointment in the first level of an Executive (EX-1) position would increase the likelihood of promotion by 13.1%. This finding did not hold true for all levels within the EX classification. The increased likelihood of promotion associated with increased duration for acting Administrative Services (AS) and Economics, Sociology and Statistics (ES) appointments were estimated to be less than 5%.

- For members of employment equity designated groups other than women, the chance of obtaining an acting appointment was statistically significantly lower than for substantive public servants in general. However, a more in-depth analysis of the EX, AS and ES groups showed that once such persons were selected for an acting appointment, they had no distinct advantage or disadvantage in obtaining a subsequent promotion.
- Female employees, employees with French as their first official language and bilingual employees had a higher representation in acting positions than in non-acting positions. However, the analysis of the EX, AS and ES groups showed that gender, first official language and bilingualism played no systematic role in determining subsequent promotion outcomes.

Over the study period, one out of every ten term or indeterminate employees was in an acting position. The classifications with the greatest number of employees appointed to positions on an acting basis on March 31, 2004 were Administrative Services (3,542), Program Administration (2,495) and Clerical Support (1,322). The departments with the greatest number of employees appointed to positions on an acting basis were Human Resources and Social Development Canada (2,533), Public Works and Government Services Canada (1,397), Fisheries and Oceans Canada (1,129) and Correctional Service Canada (1,078).

The Public Service Commission's role in staffing

The Public Service Commission (PSC) is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country. The PSC develops policies to ensure that appointments are made according to the principle of merit and respect the staffing values. The PSC conducts audits, studies and investigations to confirm the effectiveness of, and make improvements to, the staffing system.

Background

The *Public Service Employment Act's* core fundamental values of merit and non-partisanship are the cornerstones of appointments to and within the public service, resulting in a public service that is representative, able to serve the public with integrity and in the official language of their choice. As well, the guiding PSC appointment values of fairness, transparency, access and representativeness guide managerial decision-making in the appointment process. Fairness means that decisions are made objectively and free from personal favouritism; policies and practices reflect the just treatment of persons.

Acting appointments potentially raise concerns about fairness. According to human resources practitioners, an employee appointed on an acting basis for a long period of time has the opportunity to develop higher-level skills. The concern is that the employee may have an advantage when the position is permanently filled - an advantage not available to other candidates who did not have the same opportunity.

Data sources and methodology

This study used the Job-Based Analytical Information System (JAIS) to analyze acting appointments in the federal public service during the period from April 1, 2002, to March 31, 2004.¹ We identified 33,720 employees in JAIS who were appointed on an acting basis for a period of greater than four months at some time during this period. Some acted more than once in the same position, or changed their substantive group and level and were appointed on an acting basis to other positions.² A total of 39,929 acting appointments occurred. The substantive classification³ of each employee appointed on an acting basis within the reference period was traced back to March 1990 and forward to November 30, 2004.

The objective of the study was to determine whether an acting appointment gives an employee an advantage in terms of gaining a subsequent promotion. The research methodology was divided into three components. First, we compared socio-demographic characteristics of acting and non-acting employees. Next, we examined the differences in the distribution of duration of acting appointments with and without promotion. Finally, we estimated the potential impact of duration of the acting appointment on the likelihood of subsequent promotion.

¹ Based on the "Acting Appointments and Subsequent Promotions in the Federal Public Service—A Statistical Study by the Public Service Commission of Canada – Technical Report", by Haldun Sarlan, Appointments Information and Analysis Directorate, November 2005. Copies are available on request.

² In this report, an acting appointment is defined as the cumulative duration of all acting appointments to a specific group and level. "Same position" in this document means "same group and level."

³ The substantive classification refers to the classification of the employee prior to an acting appointment.

Acting appointments

This section summarizes data to provide basic information on the use of acting appointments. Next, it presents measures relating to the career histories of acting appointees, experience gained at the substantive level or in the organization, mobility within classifications and organizations, etc. These measures are used later in the study, along with duration, as factors that might explain the subsequent promotion.

Institutional factors: job classifications and departments/agencies

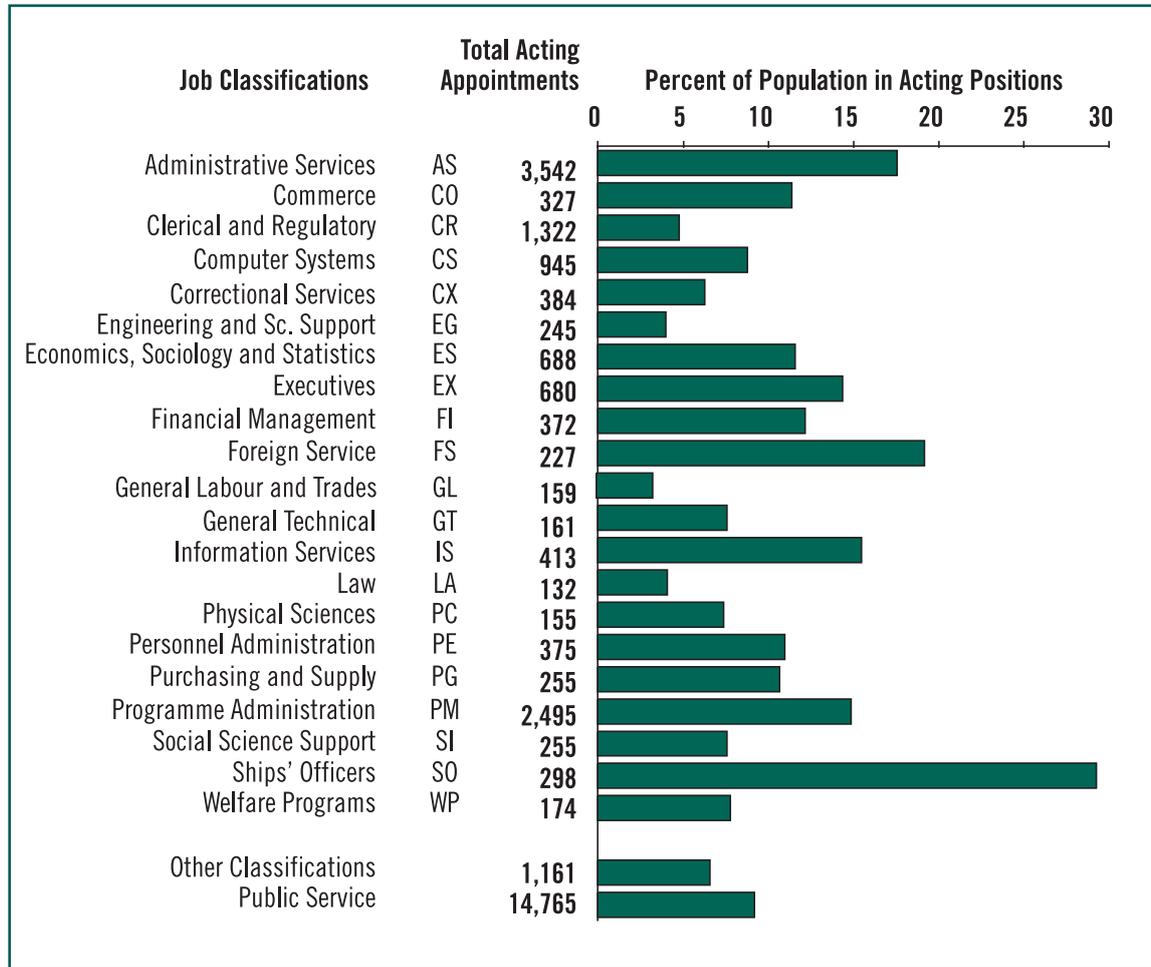
From April 2002 to March 2004, 14,765 positions were filled on an acting basis. Although the proportion of positions occupied on an acting basis remained stable across the public service at roughly one out of every 10 positions over the study period, there were significant differences across job classifications.

Figure 1 shows the number and the share of positions occupied on an acting basis within classifications on March 31, 2004. Public service-wide, the AS group accounted for 23.9% of all positions occupied on an acting basis; followed by the PM, CR and CS groups. The proportion of positions occupied on an acting basis was highest in the SO group, at 29.3%; next were the FS, AS, IS, PM and EX groups. The proportion of FS positions occupied on an acting basis has grown rapidly in recent years, from 0.7% of the FS population on March 31, 2000 to 19.2% on March 31, 2004. (Data for the years 2000, 2002 and 2004 can be found in Table 1 of Appendix 2.)

Some 61.2% of total acting appointments were within the same group as the employee's substantive group; employees whose substantive classifications were in the CR, AS, PM and ST⁴ groups made up the majority of cross-group appointments. Two groups had proportionately fewer within-group acting appointments: WP and EX.

⁴ ST is not included in Table 1 because there are few employees acting in Secretarial, Stenographic and Typing (ST) positions.

Figure 1: Positions Occupied on an Acting Basis on March 31, 2004 by Group

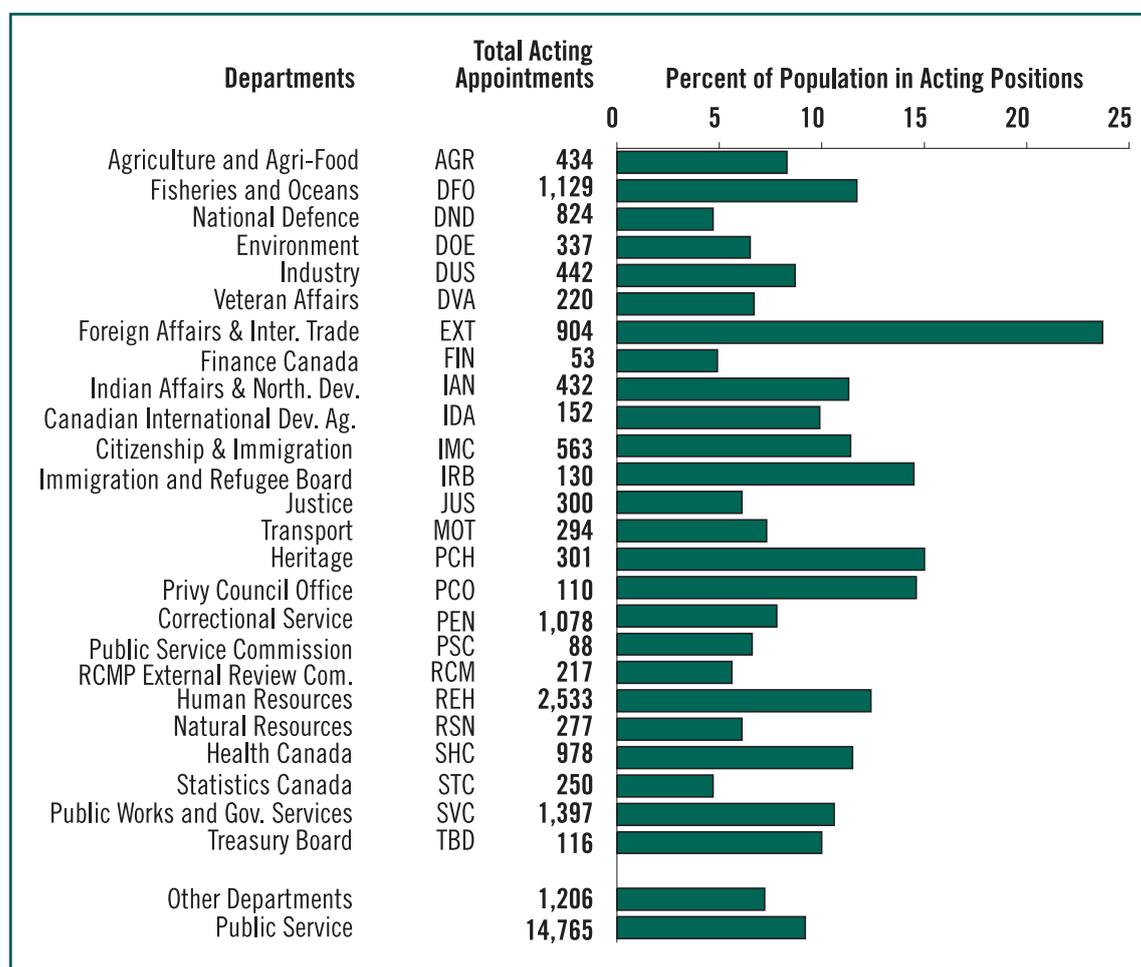


Source: JAIS

Figure 2 shows the number and share of positions occupied on an acting basis on March 31, 2004 within 25 federal departments/agencies, representing 91.8% of all such positions. As might be expected, organizations that predominately employed groups that had a high proportion of positions occupied on an acting basis, had themselves a high proportion of positions occupied on an acting basis.

For example, Foreign Affairs and International Trade Canada had an estimated 23.7% of its workforce occupying positions on an acting basis. However, 77.4% of these positions were concentrated within four groups: AS (26.4%), CS (20.6%), FS (17.5%) and EX (12.9%). With the exception of the CS group, in the public service as a whole, all of these groups made higher than average use of acting appointments.

Figure 2: Positions Occupied on an Acting Basis on March 31, 2004 by Department



Source: JAIS

Specifics of acting appointments

Employment history

The employment history of an employee appointed on an acting basis was summarized as the number of substantive job changes (into or within organizations subject to the *Public Service Employment Act*) during the individual's public service career before the start of the acting appointment.⁵ Two types of job change were considered:

- a career move identified as a promotion; and
- a career move not involving a promotion, such as a lateral career move with or without a change in classification, or a downward move (demotion).

Both were expressed in terms of continuous service years.

As shown in Table 3 in Appendix 2, on average, employees appointed on an acting basis were promoted every 5.3 years public service-wide. Employees appointed on an acting basis in groups such as ES, FI, IS, LA and PE were promoted every 4.2 years or less, while employees appointed on an acting basis in CR, CX, EG, FS, GL, GT and SO groups were promoted every 6.8 years or more. Other groups fell between these values. For instance, employees appointed on an acting basis in the EX group were promoted every 5.8 years on average. These findings demonstrate that employees appointed on an acting basis in some groups had faster promotion tracks than others.

Non-promotional mobility varied among classifications as well. Public service-wide, employees appointed on an acting basis moved every three years on average. Employees appointed on an acting basis in AS, CR, CX, FI, GL, IS, LA, PE and WP positions changed their substantive positions after 2.9 years or less. Employees appointed on an acting basis in EG, EX and PG positions changed their substantive positions less frequently.

There were similar variations according to department/agency. As shown in Table 4 of Appendix 2, Industry Canada, Finance Canada, Indian Affairs and Northern Development Canada, the Privy Council Office and the Treasury Board Secretariat appointed employees on an acting basis who had a history of being promoted every 4.3 years or less. Fisheries and Oceans Canada, Veterans Affairs Canada, Foreign Affairs and International Trade Canada, the Canadian International Development Agency, the Immigration and Refugee Board, the Correctional Service of Canada, the Royal Canadian Mounted Police (public service employees) and Public Works and Government Services Canada appointed employees on an acting basis who had a history of being promoted every 5.8 years or more.

⁵ Career mobility outside the public service is not captured in the longitudinal data.

Experience at level and in organization

The amount of time the employee spent in their substantive job and the amount of time spent in the department/agency are shown in Table 3 (by classification) and Table 4 of Appendix 2 (by department) respectively. These measures are used as proxies for the experience and skills specific to the substantive level and the department/agency.

An average public service employee appointed on an acting basis was at his/her substantive level for 3.5 years and in his/her department for 5.6 years prior to obtaining an acting appointment. Employees appointed on an acting basis in the EG, EX, GL, GT, LA, PG and SO groups have worked, on average, at least four years or longer in their substantive positions. Appointees appointed on an acting basis in CX, ES and IS positions worked in their substantive positions 2.6 years or less. The amount of time an employee appointed on an acting basis spent within the organization was 4.5 years or less for the CR, CX, ES, FI, FS, IS and PE groups, but seven years or more for the EG, EX, GL, GT, PG, SI and SO groups.

Departments/agencies employing individuals in positions on an acting basis who had more experience within the organization were Fisheries and Oceans Canada, National Defence (public service employees), Veterans Affairs Canada, Foreign Affairs and International Trade Canada and Statistics Canada. For example, an employee appointed on an acting basis in Statistics Canada averaged 7.8 years of service within the agency and 3.5 years at his or her substantive level. The Department of Fisheries and Oceans had a similar trend: the average employee appointed on an acting basis had 9.7 years of departmental service and 4.8 years of substantive job experience prior to the acting appointment. The Department of Canadian Heritage, the Privy Council Office and the Treasury Board Secretariat appointed employees on an acting basis with, on average, the fewest years of departmental/agency and substantive job experience.

Mobility

Considering that acting appointments are made on the basis of short-term operational needs, there should be a relationship between acting appointments and mobility. A simple mobility ratio was calculated as the total number of departures and internal staffing actions over the period as a percentage of the average total number employed for each classification (group and level) in the data.

The results appear in Table 3 (by classification) and Table 4 of Appendix 2 (by department). The average public service-wide mobility rate was estimated to be 32.9%. In other words, on average, the possibility of an acting appointment in the short term and a permanent appointment later in the medium or long term was created for each position roughly every three years. The rates varied noticeably by job classification: the ES, GL, IS and PE groups had the highest

mobility rates – all over 40%; the CO, CS, CX, EG and PC groups had the lowest – all below 25%. Rates varied as well for departments/agencies, ranging from a low of 28.9% in the Correctional Service Canada to a high of 41.9% in Agriculture and Agri-Food Canada.

Pay differential

A key factor in the study of acting appointments is the level of appointment above the employee's substantive level. It might be expected that a substantive EX-1 acting for an EX-3 is less likely to be promoted to this position than a substantive EX-2. The differential between substantive and acting pay for each possible cross-classification and within-classification acting situation was calculated. The results appear in Table 3 (by classification) and Table 4 of Appendix 2 (by department). The average pay differential for acting appointments was estimated at 16.2%, ranging from 11.0% in the GL group to 45.9% in the FS group. Other classifications with high pay differentials were LA (22.6%), CO (21.3%) and FI (20.5%). Other low pay differentials were found in the CR group (11.9%) and the SI group (13.2%). The pay differential for an acting appointment averaged to 17.6% in the EX group, 16.9% in the ES group and 15.6% in the AS group.

Unionization rate

The collective bargaining status of employees as defined by the *Public Service Staff Relations Act* was used to determine the unionization level (Table 3 by classification and Table 4 by department in Appendix 2). Note that employees appointed on an acting basis are subject to the collective agreements pertaining to their acting classifications. This includes employees in positions designated essential and employees who did not have to pay union dues. A large majority of employees appointed on an acting basis (89.4%) fell under collective bargaining agreements. Differences between occupational groups were minimal; most of them were highly unionized. The exceptions were EX positions (only 16.3% of employees appointed on an acting basis were unionized), LA positions (10.3%) and PE positions (7.9%).

Location

The last columns of Table 3 and Table 4 in Appendix 2 show the share of acting appointments in the National Capital Region (NCR). More than half of all acting appointments were made in the NCR. However, proportions vary by job classification and department/agency. Acting appointments in the AS, CS, ES, EX, IS, PG and SI groups were concentrated in the NCR, while acting appointments in CX, GL, SO and WP positions were located chiefly in other regions. Federal organizations with workforces located mainly in the NCR had a proportional number of their acting appointments in the NCR. Other organizations – such as Agriculture and Agri-Food Canada, National Defence (public service employees), Environment Canada, Citizenship and Immigration Canada, the Immigration and Refugee Board, Justice Canada, Transport Canada, Human Resources and Social Development Canada and Natural Resources Canada – had a higher proportion of their total acting appointments in the NCR than the proportion of their substantive workforce in the NCR. The only exception was Statistics Canada, which appointed significantly more employees on an acting basis in areas outside the NCR.

Employment equity, age and official languages

The relationship between the duration of an acting appointment and the subsequent promotion should be analyzed in combination with the initial acting appointment. Accordingly, we start with the thematic question: Are acting appointments representative of the substantive population? If they are not, a systemic difference affects the initial selection of acting employees. To answer the question employment equity status, age, first official language (FOL) and bilingualism were considered.

Employment equity

The four groups designated in the *Employment Equity Act* are women, Aboriginal peoples, visible minorities and persons with disabilities. Table 5 (by classifications) and Table 6 (by departments) of Appendix 2 show the proportion of designated group members appointed on an acting basis compared with their proportion in the substantive population on March 31, 2004. In female-dominated jobs (e.g. AS, CR and PE), acting appointments went mainly to female employees; in male-dominated jobs (e.g. SO and GL), they went mainly to male employees. Nonetheless, female employees had significantly higher representation in positions staffed on an acting basis than in the substantive population. The gap was particularly wide for positions in the ES, EX, IS and PM groups. In the public service as a whole, women held 59.8% of positions staffed on an acting basis but represented only 52.5% of the substantive population.

Other designated groups had statistically significantly lower representation in positions staffed on an acting basis than in the substantive population. Aboriginal people held 3.7% of all positions staffed on an acting basis, compared with 4.1% of substantive positions; members of visible minorities held 7.2% of positions staffed on an acting basis and 7.8% of substantive positions; persons with disabilities held 4.9% of positions staffed on an acting basis and 5.8% of substantive positions.

Age

As noted in Table 5 of Appendix 2, the estimated average age of employees appointed on an acting basis was 40, compared with 45 for substantive incumbents. Employees appointed on an acting basis in EX positions had an estimated average age of 47, compared with 51 for substantive EX incumbents. Employees appointed on an acting basis were youngest in the FS and WP groups, with an average age of 33. Employees appointed on an acting basis in AS positions had an average age of 40, compared with 46 for substantive AS incumbents; employees appointed on an acting basis in ES positions had an average age of 37, compared with 40 for substantive ES employees.

Official languages

Employees whose first official language was French had significantly higher representation in acting appointments than those whose first official language was English. In the public service as a whole, 37.6% of employees appointed on an acting basis had French as their first official language, compared with 30.6% of non-acting employees. Part of the reason for the disproportionate representation was that French first official language employees were more likely to be bilingual than English first official language employees, and bilingualism was an asset in obtaining an acting appointment. In the public service as a whole, an estimated 49.7% of all acting employees were bilingual, compared with only 38.3% of all non-acting employees.⁶

Duration and subsequent promotion

The length of an acting appointment is typically known at the onset and depends on the short-term operational needs of the organization. The duration may be extended if circumstances warrant. What is unknown is the outcome of the acting appointment; the employee may return to his or her substantive position, or may be promoted. This raises a second thematic question: Is the duration of acting appointments ending in promotion identical to the duration of acting appointments ending without promotion?

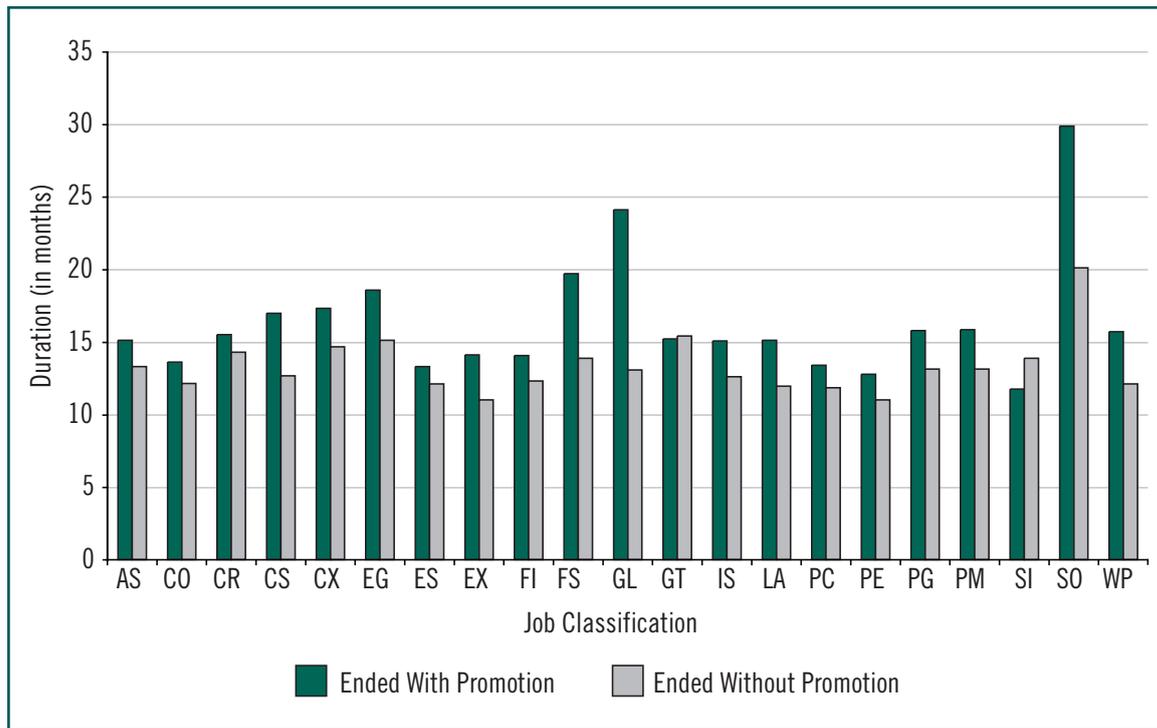
To answer this question, we recompiled data to provide a measure of the duration and a measure of the termination status of appointments made on an acting basis. First, we identified the current classification of employees who had been appointed on an acting basis at any time in the study period. Next, we identified the start and end dates of acting appointments to the same group and level in or outside the study period, and we computed their cumulative duration. Third, up to 120 calendar days after the termination of an acting appointment, we checked the employees' substantive career paths for promotion. Acting appointments ending with a promotion to the same group and level were considered "subsequently promoted." They were considered "not promoted" in the case of other outcomes, such as a return to their substantive position, a demotion, a lateral move, a departure from the public service (e.g. retirement or resignation), or a promotion into another group and level.

A statistical test was used to compare the duration of acting appointments ending with and without promotion. It tests the null hypothesis, that is, that there is no difference in duration between acting appointments ending with promotion and those ending without promotion; findings that reject the hypothesis would indicate that long acting appointments were more likely to end with promotion.

⁶ A proxy for bilingualism was created by classifying all employees who occupied a bilingual imperative or non-imperative position and who met the language requirements of the position as bilingual, classifying Foreign Affairs and International Trade Canada rotational positions and similar bilingual positions as bilingual, and classifying reclassified bilingual positions as bilingual. Employees in language training were also considered to be bilingual.

On average, employees who were promoted had served in an acting capacity for just over 15 months, while those not promoted had served in an acting capacity for close to 13 months. As shown in Figure 3, in most cases, the duration of acting appointments ending in promotion was only a few months longer than that of acting appointments ending without promotion.

Figure 3: Duration of Acting Appointments, by Job Classification



Source: JAIS



Evidence was mixed at the level of individual organizations. As indicated in the right panel of Table 7 of Appendix 2, the duration of acting appointments ending with promotion and those ending without promotion were statistically the same for the employees of Industry Canada, Foreign Affairs and International Trade Canada, Finance Canada, the Canadian International Development Agency, the Immigration and Refugee Board, Justice Canada, the Department of Canadian Heritage, the Privy Council Office, the Public Service Commission, the Royal Canadian Mounted Police (public service employees), Natural Resources Canada, Statistics Canada and the Treasury Board Secretariat.

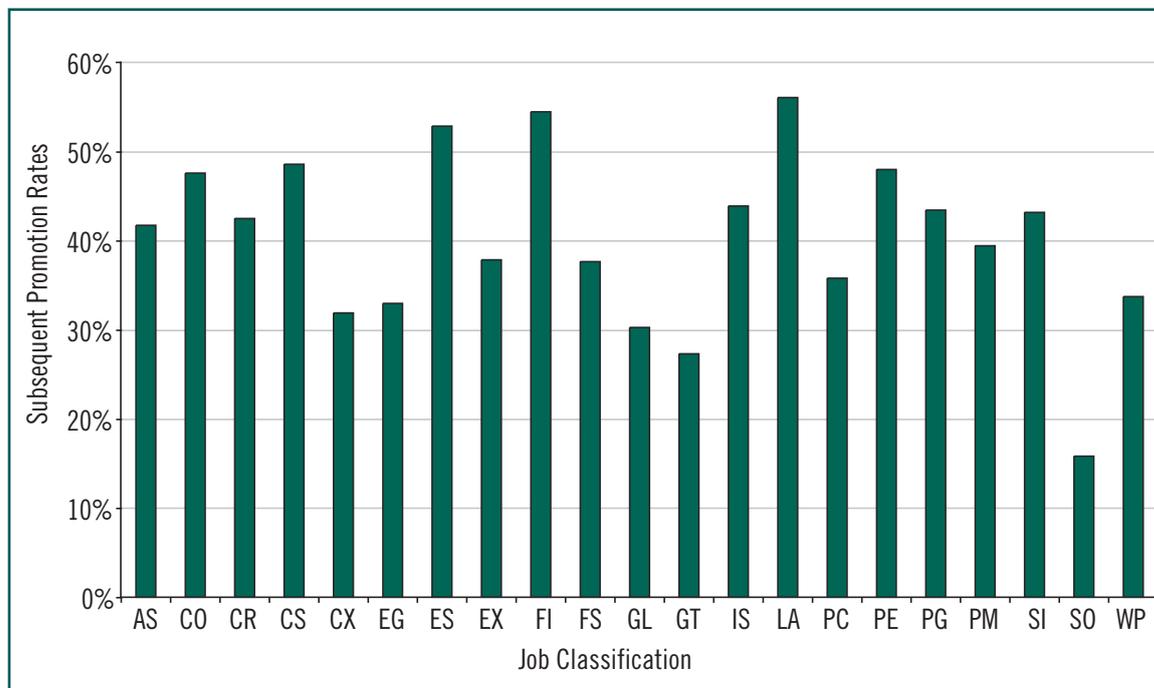
However, differences in duration were statistically significant for employees appointed on an acting basis in Agriculture and Agri-Food Canada, Fisheries and Oceans Canada, National Defence (public service employees), Environment Canada, Veterans Affairs Canada, Indian Affairs and Northern Development Canada, Citizenship and Immigration Canada, the Correctional Service of Canada, Human Resources and Social Development Canada, Health Canada and Public Works and Government Services Canada. These small though statistically significant differences between the duration of acting appointments ending with and without promotion suggest that other factors operating before the appointment phase may have contributed to the post-appointment outcomes.

Timing and rate of subsequent promotion

Sixty-three percent of promotions following an acting appointment took place almost immediately (less than a month) after the end of the acting appointment, a period short enough to indicate that the promotion decision was in progress (if not actually made) before the end of the acting appointment.

The public service-wide rate of promotion following an acting appointment was estimated at 41.3%. As shown in Figure 4, the promotion rates varied from one classification to another. Subsequent promotion rates ranged from 15% in the SO group to over 50% in the ES, FI and LA groups. Of acting appointments to EX positions, 37.8% ended in promotion—nearly the same rate as for FS and PM positions.

Figure 4: Subsequent Promotion Rates, by Job Classification



Source: JAIS

Key observations

- The promotion probability increased substantially when the employee began an acting appointment. The rate of promotion following an acting appointment was estimated at 41.3% public service-wide, dramatically above the comparable rate of promotion for non-acting employees (6% approximately).⁷
- Sixty-three percent of promotions following an acting appointment took place almost immediately (less than a month) after the end of the acting appointment, a period short enough to indicate that the promotion decision was in progress (if not actually made) before the end of the acting appointment.
- The average duration of acting appointments ending in promotion was only a few months longer than that of appointments ending without promotion. This minor difference cannot be associated with human capital accumulation and/or on-the-job training or learning.

Duration effect for selected job classifications

The conclusions reached thus far about the significance of the differences between the duration of acting appointments ending with promotion and those ending without promotion are mixed. In certain job classifications, longer-lasting acting appointments may be associated with higher promotion rates; in others, the duration and subsequent promotion are not related.

Nevertheless, a duration effect was found in many classifications. This raises another question: How much does the duration of an acting appointment increase the probability of subsequent promotion? To provide an answer, a logistic regression model was used to estimate the promotion likelihood and the effects of employee and institution specific covariants. The model was based on classifications rather than departments, as most of the variation in the outcome of subsequent promotions was accounted for by the job classifications. For practical purposes, the model was estimated only for acting appointments to positions in Executive (EX), Administrative Services (AS) and Economics, Sociology and Statistics (ES) classifications.⁸ A summary of the effects of each co-variant is provided in Table 8 of Appendix 2.

⁷ This measure refers to promotions within a period of 120 days.

⁸ Because the statistical tables supporting the analysis in this section are technical in nature, they have not been included in this report. They are included in the technical report which is available upon request.

Executives (EX)

The duration effect was significant for acting appointments at the EX-1 level. However, the size was small: an additional four months in an acting capacity at the EX-1 level increased the probability of promotion by 13.1%. There was no indication that duration affected the likelihood of promotion to EX-2 positions. The evidence was somewhat ambiguous for EX-3 appointments. The model clearly rejected the duration effect for EX-4 appointments.

Administrative Services (AS)

The duration of an acting AS appointment had little effect on the subsequent promotion probability. An additional four months of AS-1 acting experience increased the probability of promotion by up to 3.9%. The duration effect became insignificant for levels above AS-3.

Economics, Sociology and Statistics (ES)

The duration of an acting ES appointment had no impact on the likelihood of subsequent promotion. An exception was seen at the ES-6 level, where the promotion probability increased marginally with duration.

Two conclusions can be drawn from these estimates:

- The high promotion probabilities were created at the onset, not during the acting appointment.
- The duration effect, where it exists, can vary for different levels of a particular job classification.

Subsequent promotions – other effects

Besides the main duration effect, various factors were tested for their impact on the subsequent promotion. The results were as follows.

Executives (EX)

- Departments/agencies had a weak effect on the subsequent promotion likelihood after an acting Executive (EX) appointment. Nonetheless, employees were more likely to be promoted in Justice Canada and less likely to be promoted in Public Works and Government Services Canada.
- The substantive classification of an acting employee had an impact on the likelihood of promotion after an acting EX appointment. The likelihood was lower for employees from ES and PC feeder groups, but higher for employees from PG feeder groups.
- While geographic location had little effect overall, an acting EX appointment outside Canada was less likely to result in a promotion. The promotion likelihood was somewhat higher for employees acting in EX positions in Quebec.
- A percentage point increase in the differential between acting and substantive pay reduced the likelihood of subsequent promotion by 5.6%. This suggests that the higher the acting EX position is above the substantive level, the less likely is the employee to be promoted.
- A key determinant of the probability of subsequent promotion was the average number of promotions during the public service career. For instance, an employee promoted every four years had a subsequent promotion probability 13.5% higher than someone promoted every five years.
- The employment time in the substantive, e.g. non-acting, position prior to the acting appointment had a positive effect on the promotion likelihood. In other words, the longer the employee was in the substantive level before the acting appointment, the more likely he or she was to be promoted. However, the length of time employed in the department/agency prior to the acting appointment had no impact on the subsequent promotion likelihood.
- Age played a significant role. Older employees had a higher chance of subsequent promotion.
- Female employees were more likely to be appointed to acting EX positions than their male colleagues but gender was not a significant determinant of subsequent promotion to EX positions. The gender effect in favour of female employees during the selection for an acting appointment subsequently disappeared. In effect, female employees had an advantage only at the selection stage for an acting appointment.

- There was nothing to suggest that members of employment equity designated groups were systematically disadvantaged in decisions on subsequent promotion to EX jobs. The findings showed that males with a disability had a better chance of being promoted.
- The first official language (English or French) of the employee had no impact on the likelihood of promotion. Bilingual employees had no significant advantage either.

Administrative Services (AS)

- In organizations such as Public Works and Government Services Canada, Fisheries and Oceans Canada, Foreign Affairs and International Trade Canada and Transport Canada, Administrative Service (AS) appointments made on an acting basis were less likely to result in subsequent promotion. In contrast, in organizations such as National Defence (public service employees), the Correctional Service of Canada and Human Resources and Social Development Canada, employees appointed on an acting basis in AS positions were more likely to be subsequently promoted.
- AS employees appointed on an acting basis from the ST group had a significantly higher likelihood of subsequent promotion.
- Geographic location matters. The subsequent promotion probability after being appointed on an acting basis as an AS was highest for employees in the National Capital Region.
- Subsequent promotion probability was not affected by the differential between acting and substantive pay, the turnover of the indeterminate AS population, the length of time employed at the substantive level or the length of time employed in the organization.
- Career history played a major role. Employees with a faster promotion pattern in the past were more likely to be subsequently promoted. However, this effect was not as strong as in the case of EX appointments.
- Age was an important factor. Older employees were more likely to be subsequently promoted. Women appointed on an acting basis had a 23.7% greater chance of subsequent promotion than men appointed on an acting basis.
- The gender effect was reversed in the case of members of other employment equity designated groups. Males who were members of visible minorities or were persons with disabilities had a greater chance of subsequent promotion than female members of those groups. No gender effect was seen for Aboriginal peoples.
- First official language and bilingualism were irrelevant to subsequent promotion probability following an AS appointment on an acting basis.

Economics, Sociology and Statistics (ES)

- Institutional effects were strong but varied widely. In Foreign Affairs and International Trade Canada and the Canadian International Development Agency, the likelihood of subsequent promotion after an ES appointment on an acting basis was lower than in other organizations.
- ES employees appointed on an acting basis as ESs were more likely to be subsequently promoted. The PM group – the largest group cross-acting in ES positions – had no significant advantage in subsequent promotions.
- The geographic location of the ES acting appointment had no impact.
- The pay differential also had no impact. If all other factors remain constant, an employee appointed on an acting basis at two levels above their substantive position in an ES position had the same promotion potential as an employee appointed on an acting basis at one level above their substantive position.
- Higher turnover seemed to increase the subsequent promotion probability but the effect was weak.
- As with other groups, past promotions played a significant role but had a weaker effect on subsequent promotion than on subsequent promotion following an acting appointment in EX and AS positions. Career mobility not involving a promotion had no impact on the likelihood of subsequent promotion.
- Employment history – specifically, the length of time spent at the substantive level – increased the likelihood of subsequent promotion. However, the length of time spent in the organization had no impact on ES promotions subsequent to ES acting appointments.
- Whether or not the incumbent was a union member had no significant impact on subsequent promotion probability following an ES acting appointment.
- Age was an important factor in determining subsequent promotion probability. An employee who was one year older had a 17.9% higher chance of promotion following an ES acting appointment. However, the age effect was non-linear, diminishing progressively.
- Employment equity status, first official language and bilingualism were irrelevant to subsequent promotion probability following an ES acting appointment.

Conclusion

The objective of the study was to explore whether an acting appointment gives an employee an advantage in terms of gaining a subsequent promotion. The study looked at the initial acting appointment of greater than four months, the duration of this appointment and the relationship to subsequent promotions.

The rate of promotion following an acting appointment was estimated at 41.3% in the public service as a whole. This was dramatically higher than the comparable promotion rate for non-acting employees (approximately 6%). When they occurred, subsequent promotions took place almost immediately after the end of the acting appointment, within less than a month. This period is short enough to indicate that the promotion decision was in progress, if not actually made, before the end of the acting appointment.

A preliminary analysis was carried out to test the hypothesis that the duration of acting appointments ending in promotion was systematically longer than that of acting appointments ending without promotion. On average, the duration of acting appointments ending in promotion was 15 months – only two months longer than acting appointments ending without promotion.

A more in-depth analysis was carried out to test whether this increase in duration was sufficient to boost the promotion potential of an acting employee. Results indicate that, once the original appointment was made, duration increased the probability of promotion only marginally and unevenly at the various levels of job classification.

Appendix 1: Acronyms

Job Classifications			
AS	Administrative Services	GL	General Labour and Trades
BI	Biological Sciences	GS	General Services
CO	Commerce	GT	General Technical
CR	Clerical and Regulatory	IS	Information Services
CS	Computer Systems Administration	LA	Law
CX	Correctional Services	MT	Meteorology
DA	Data Processing	PC	Physical Sciences Group
DD	Drafting and Illustration	PE	Personnel Administration
EG	Engineering and Scientific Support	PG	Purchasing and Supply
EL	Electronics	PM	Program Administration
EN	Engineering and Land Survey	SC	Ships' Crews
ES	Economics, Sociology and Statistics	SI	Social Science Support
EX	Executive Group	SO	Ships' Officers
FI	Financial Administration	ST	Secretarial, Stenographic and Typing
FS	Foreign Service	WP	Welfare Programs

Departments/Agencies

AGR	Agriculture and Agri-Food Canada	MOT	Transport Canada
DFO	Fisheries and Oceans Canada	PCH	Canadian Heritage
DND	National Defence Canada (public service employees)	PCO	Privy Council Office
DOE	Environment Canada	PEN	Correctional Service Canada
DUS	Industry Canada	PSC	Public Service Commission
DVA	Veterans Affairs Canada	RCM	Royal Canadian Mounted Police (public service employees)
EXT	Foreign Affairs and International Trade Canada	REH	Human Resources and Social Development Canada
FIN	Finance Canada	RSN	Natural Resources Canada
IAN	Indian Affairs and Northern Development Canada	SHC	Health Canada
IDA	Canadian International Development Agency	STC	Statistics Canada
IMC	Citizenship and Immigration Canada	SVC	Public Works and Government Services Canada
IRB	Immigration and Refugee Board	TBD	Treasury Board Secretariat
JUS	Justice Canada		

Other

EE	Employment equity	JAIS	Job-Based Analytical Information System
FOL	First official language	NCR	National Capital Region

Appendix 2: Statistical tables

**Table 1 : Positions Occupied on an Acting Basis,
by Job Classification (March 31, 2004)**

Job Classification	Acting Appointments in Group Population (%)			Total Acting Appointments 2004	Substantive Classification (2004)				
	2000	2002	2004		Within (%)	Major Cross-Classification (%)			
AS	22.6	21.7	17.6	3,542	45.3	37.5 (CR)	6.9 (ST)	2.8 (PM)	1.2 (WP)
CO	10.7	12.2	11.4	327	56.9	13.2 (PM)	7.3 (AS)	5.8 (ES)	3.7 (IS)
CR	7.7	6.8	4.8	1,322	91.0	3.2 (ST)	2.4 (GS)	1.4 (DA)	
CS	12.0	10.6	8.8	945	75.9	11.7 (EL)	5.4 (AS)	2.9 (CR)	1.0 (PM)
CX	7.4	9.0	6.3	384	98.4				
EG	3.7	5.0	4.0	245	62.4	22.5 (GL)	3.7 (AS)	3.3 (DD)	3.3 (GT)
ES	12.3	13.8	11.6	688	62.9	15.8 (PM)	5.2 (AS)	4.8 (CO)	2.7 (SI)
EX	9.9	13.1	14.4	680	27.9	15.4 (FS)	12.8 (ES)	9.1 (AS)	8.8 (PM)
FI	14.8	14.5	12.2	372	77.4	14.2 (CR)	5.7 (AS)	1.6 (PM)	
FS	0.7	4.6	19.2	227	54.2	25.1 (PM)	8.8 (CO)	2.6 (ES)	
GL	4.0	4.1	3.3	159	90.6	2.5 (CR)	2.5 (GS)		
GT	7.8	7.8	7.6	161	48.4	14.1 (CR)	9.9 (SO)	8.1 (GL)	3.7 (SC)
IS	16.9	16.7	15.5	413	69.5	9.4 (AS)	8.7 (CR)	7.3 (PM)	
LA	11.3	4.9	4.1	132	74.2	11.4 (PM)	4.5 (ES)	3.8 (CO)	3.0 (SI)
PC	6.7	6.9	7.4	155	67.1	10.4 (EG)	3.9 (AS)	3.2 (ES)	3.2 (BI)
PE	14.5	12.2	11.0	375	71.2	10.4 (AS)	9.6 (CR)	4.0 (PM)	
PG	14.3	14.6	10.7	255	65.1	23.9 (CR)	7.1 (AS)		
PM	17.9	17.9	14.9	2,495	51.3	31.9 (CR)	7.4 (AS)	4.2 (GT)	
SI	10.2	9.3	7.6	255	48.2	32.2 (CR)	7.5 (PM)	4.7 (AS)	
SO	22.2	34.3	29.3	298	71.8	27.5 (SC)			
WP	8.4	9.0	7.8	174	25.3	55.2 (CX)	8.1 (CR)	4.6 (AS)	
Other classifications	7.6	7.7	6.6	1,161	81.6	5.4 (CR)	1.6 (AS)	1.6 (PM)	
Public service	10.5	10.7	9.2	14,765	61.2	17.3 (CR)	3.7 (AS)	3.4 (PM)	2.1 (ST)

**Table 2: Positions Occupied on an Acting Basis,
by Department/Agency (March 31, 2004)**

Department/ Agency	Acting Appointments in Population of Department/Agency (%)			Total Acting Appointments 2004	Major Acting Classifications as a Percentage of Total Appointments (2004)			
	2000	2002	2004					
AGR	7.5	7.1	8.3	434	25.3 (AS)	11.5 (CO)	9.9 (EX)	8.1 (ES)
DFO	12.8	14.3	11.7	1,129	26.3 (SO)	14.6 (AS)	14.1 (PM)	7.3 (SC)
DND	4.9	5.7	4.7	824	20.6 (AS)	15.7 (CR)	9.7 (CS)	8.9 (GL)
DOE	8.9	6.7	6.5	337	23.4 (AS)	14.5 (PC)	8.3 (ES)	7.1 (MT)
DUS	10.0	10.9	8.7	442	26.0 (CO)	19.2 (AS)	11.3 (PM)	7.7 (ES)
DVA	11.8	9.5	6.7	220	28.6 (CR)	22.7 (AS)	13.2 (PM)	
EXT	13.6	16.7	23.7	904	26.4 (AS)	20.6 (CS)	17.5 (FS)	12.9 (EX)
FIN	5.2	8.1	4.9	53	34.0 (AS)	17.0 (EX)	9.4 (LA)	
IAN	11.7	12.4	11.3	432	30.3 (AS)	25.5 (PM)	8.3 (SI)	7.6 (ES)
IDA	7.4	10.2	9.9	152	31.6 (AS)	17.1 (PM)	13.2 (EX)	
IMC	12.3	12.8	11.4	563	45.5 (PM)	10.7 (AS)	10.5 (FS)	10.1 (CR)
IRB	16.6	16.9	14.5	130	36.9 (PM)	20.0 (AS)	20.0 (CR)	
JUS	10.8	8.0	6.1	300	30.3 (LA)	21.3 (AS)	10.3 (PM)	
MOT	7.3	8.8	7.3	294	32.6 (AS)	9.9 (CS)	8.8 (PM)	
PCH	16.2	21.2	15.0	301	39.2 (PM)	32.2 (AS)	7.0 (CO)	4.6 (ES)
PCO	13.9	16.3	14.6	110	30.9 (AS)	18.2 (ES)	14.5 (EX)	
PEN	9.5	10.1	7.8	1,078	35.5 (CX)	18.3 (AS)	14.4 (WP)	9.7 (CR)
PSC	10.5	10.2	6.6	88	29.6 (PE)	25.0 (AS)		
RCM	6.2	5.7	5.6	217	43.3 (AS)	26.3 (CR)		
REH	15.9	14.9	12.4	2,533	43.1 (PM)	18.3 (AS)	15.2 (CR)	6.9 (CS)
RSN	6.3	7.0	6.1	277	24.6 (AS)	9.4 (ES)	8.7 (PC)	8.3 (EN)
SHC	13.5	14.4	11.5	978	25.1 (AS)	17.4 (ES)	10.5 (PM)	7.1 (CS)
STC	5.6	6.5	4.7	250	23.2 (SI)	20.4 (CR)	14.8 (ES)	11.6 (IS)
SVC	11.6	10.7	10.6	1,397	41.1 (AS)	8.2 (CS)	8.9 (PG)	7.6 (EG)
TBD	15.2	14.3	10.0	116	31.0 (AS)	26.7 (EX)	14.7 (ES)	11.2 (PE)
Other departments/ agencies	9.3	8.3	7.2	1,206	27.4 (PM)	20.9 (AS)	10.1 (CR)	6.8 (CO)
Public service	10.5	10.7	9.2	14,765	24.0 (AS)	16.9 (PM)	8.9 (CR)	6.4 (CS)

**Table 3: Specifics of Acting Appointments,
by Job Classification (April 1, 2002 – March 31, 2004)**

Job Classification	Average Years of Continuous Service Prior to the Acting Appointment				Mobility Rate	Average Rate of Acting-Substantive Pay Differential	Unionization Rate	Ratio of Appointments in the NCR
	Per Promotion	Per Non-promotion Mobility	In Substantive Level	In Department/ Agency				
AS	5.0	2.7	3.2	5.8	0.380	0.156	0.935	0.702
CO	4.6	3.9	3.4	5.2	0.217	0.213	0.983	0.650
CR	7.0	2.0	2.8	3.5	0.361	0.119	0.992	0.360
CS	5.2	3.5	3.4	5.3	0.239	0.200	0.977	0.725
CX	14.9	2.8	2.5	4.5	0.231	0.187	0.946	0.000
EG	7.7	4.4	4.9	8.5	0.230	0.179	1.000	0.320
ES	3.2	3.2	2.6	4.0	0.424	0.169	0.936	0.921
EX	5.8	6.9	4.4	7.8	0.354	0.176	0.163	0.746
FI	4.1	2.7	3.1	4.2	0.319	0.205	0.967	0.663
FS	7.1	3.4	2.9	3.8	0.269	0.459	0.983	0.455
GL	8.3	2.6	5.0	8.3	0.460	0.110	1.000	0.069
GT	6.8	3.9	4.3	9.7	0.376	0.185	0.967	0.336
IS	4.2	2.9	2.3	3.6	0.439	0.171	0.954	0.746
LA	4.1	2.9	4.1	6.5	0.257	0.226	0.103	0.686
PC	5.6	3.6	3.6	5.6	0.248	0.174	0.996	0.549
PE	3.6	2.7	2.9	4.5	0.422	0.149	0.079	0.670
PG	6.0	5.7	4.0	7.1	0.252	0.173	0.978	0.774
PM	5.1	3.1	3.8	5.4	0.300	0.165	0.962	0.379
SI	4.6	3.4	3.6	7.1	0.270	0.132	0.987	0.818
SO	9.6	3.1	5.7	12.1	0.279	0.179	0.956	0.000
WP	4.5	2.6	3.0	6.1	0.267	0.196	0.957	0.017
Public service	5.3	3.0	3.5	5.6	0.329	0.162	0.894	0.546

**Table 4: Specifics of Acting Appointments,
by Department/Agency (April 1, 2002 – March 31, 2004)**

Department/ Agency	Average Years of Continuous Service Prior to the Acting Appointment				Mobility Rate	Average Rate of Acting-Substantive Pay Differential	Unionization Rate	Ratio of Appointments in the NCR
	Per Promotion	Per Non-promotion Mobility	In Substantive Level	In Department/ Agency				
AGR	5.4	2.9	3.2	6.1	0.419	0.160	0.872	0.643
DFO	6.1	3.1	4.8	9.7	0.321	0.169	0.934	0.186
DND	5.7	3.1	4.1	8.4	0.300	0.155	0.939	0.439
DOE	4.9	3.7	3.5	6.3	0.306	0.153	0.928	0.561
DUS	4.3	3.3	3.3	3.8	0.312	0.168	0.893	0.827
DVA	7.2	2.9	3.8	7.5	0.343	0.164	0.924	0.050
EXT	6.5	3.5	3.8	7.5	0.320	0.209	0.889	0.694
FIN	3.4	4.2	2.7	6.3	0.368	0.155	0.747	0.994
IAN	4.2	3.2	2.8	6.1	0.350	0.164	0.897	0.536
IDA	5.8	3.3	3.7	6.7	0.360	0.151	0.830	0.984
IMC	5.4	3.1	3.2	3.8	0.321	0.165	0.923	0.412
IRB	5.8	2.5	3.5	4.3	0.328	0.152	0.873	0.330
JUS	4.5	2.4	3.0	4.6	0.320	0.166	0.650	0.661
MOT	5.0	3.6	3.5	7.1	0.331	0.160	0.841	0.677
PCH	5.0	2.2	2.5	3.2	0.347	0.165	0.910	0.892
PCO	3.6	2.5	2.2	3.4	0.366	0.147	0.787	0.996
PEN	7.3	2.7	3.3	6.1	0.289	0.176	0.909	0.111
PSC	5.1	2.6	3.2	5.2	0.353	0.145	0.681	0.825
RCM	6.2	2.8	3.7	6.8	0.359	0.154	0.943	0.534
REH	4.5	2.7	3.4	3.9	0.330	0.156	0.921	0.444
RSN	5.6	4.1	3.4	3.9	0.324	0.155	0.914	0.897
SHC	4.6	2.6	2.6	4.6	0.352	0.160	0.923	0.744
STC	5.2	3.6	3.5	7.8	0.332	0.138	0.983	0.877
SVC	6.1	3.8	3.9	5.0	0.314	0.163	0.915	0.743
TBD	4.2	2.5	2.3	2.4	0.379	0.141	0.018	0.993
Public service	5.3	3.0	3.5	5.6	0.329	0.162	0.894	0.546

Table 5: Employment Equity Status, Age and Linguistic Profile, by Job Classification (March 31, 2004)

Job Classification	Women (%)		Aboriginal Peoples (%)		Visible Minorities (%)		Persons With Disabilities (%)		Age		First Official Language French (%)		Bilingual (%)	
	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.
AS	77.7 ^a	74.3	4.2	4.0	5.2	5.4	5.4	5.9	40	46	50.5 ^a	43.2	67.4 ^a	61.1
CO	51.7 ^a	39.5	3.1	3.5	8.3	7.9	2.8 ^b	4.7	41	46	33.9	31.8	54.1	54.1
CR	81.0	82.5	3.8 ^b	5.4	11.0	9.3	6.3 ^b	8.1	39	45	36.3 ^a	31.3	31.3	30.0
CS	30.4	29.7	1.9	2.0	6.5 ^b	11.6	3.4 ^b	5.1	39	41	35.9 ^a	31.0	48.4 ^a	39.5
CX	22.4	24.3	8.9	9.8	5.2	5.1	2.9	3.9	35	39	45.3 ^a	26.9	22.9 ^a	11.2
EG	17.6 ^b	28.9	2.5	2.3	2.9 ^b	5.8	4.5	4.2	42	45	24.5 ^a	18.5	20.0 ^a	14.6
ES	55.1 ^a	45.2	3.3	2.2	9.0 ^b	13.7	4.4	4.5	37	40	24.9	23.0	57.8	57.4
EX	40.0 ^a	34.1	2.5	3.0	5.3	4.8	4.7	4.9	47	51	32.8 ^a	27.5	78.8 ^b	81.9
FI	57.8 ^a	50.5	1.3 ^b	2.9	17.2 ^a	13.1	3.0	4.7	37	42	46.0 ^a	39.8	57.0	53.5
FS	41.0	36.2	1.3	1.7	11.5	10.4	3.5	3.4	33	41	24.2	28.1	82.4	85.7
GL	2.5	4.5	2.5	3.2	0.0	2.2	4.4	5.3	43	48	31.4 ^a	23.0	8.8	6.7
GT	31.1	27.2	1.9 ^b	5.0	3.7	2.6	6.2	4.7	42	45	23.0	25.1	26.1	27.7
IS	78.0 ^a	66.8	2.4	3.1	5.8	6.3	5.1	5.2	35	41	38.3	38.8	67.3	70.0
LA	62.1 ^a	50.5	1.5	2.8	9.1	8.8	5.3	5.2	39	41	37.1	29.0	57.6 ^a	46.2
PC	47.1 ^a	37.0	3.2	2.2	7.1	9.7	3.2	2.9	37	42	22.6	21.3	36.8 ^a	29.2
PE	76.8	73.6	5.3	4.7	8.3	9.0	8.5	10.0	43	47	47.5	44.6	70.7	68.9
PG	62.8 ^a	51.1	3.5	3.2	3.9 ^b	7.3	6.3	6.4	43	47	40.0 ^a	30.4	49.4	44.1
PM	71.3 ^a	63.5	5.1 ^b	6.3	8.3 ^a	7.1	5.3 ^b	7.1	40	46	32.1 ^a	28.8	40.1 ^a	35.4
SI	66.3	63.0	3.9	4.0	5.9	7.4	4.3	6.2	39	44	40.0 ^a	33.2	53.3 ^a	46.6
SO	4.7 ^b	7.9	1.3 ^b	2.7	1.3	1.1	3.0	1.7	40	45	28.2 ^a	17.1	5.4 ^b	8.2
WP	57.5	53.3	6.3	7.1	8.1	5.3	2.3 ^b	7.0	33	44	26.4	26.9	21.8	20.4
Public service	59.8 ^a	52.5	3.7 ^b	4.1	7.2 ^b	7.8	4.9 ^b	5.8	40	45	37.6 ^a	30.6	49.7 ^a	38.3

Notes: ^a The estimated proportion is above the resources available in the particular classification, significant at 95%.

^b The estimated proportion is below the resources available in the particular classification, significant at 95%.

Table 6: Employment Equity Status, Age and Linguistic Profile, by Department/Agency (March 31, 2004)

Department/ Agency	Women (%)		Aboriginal Peoples %		Visible Minorities (%)		Persons With Disabilities (%)		Age		First Official Language French (%)		Bilingual (%)	
	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.	Act.	Sub.
AGR	62.4 ^a	46.2	2.3	2.7	4.6 ^b	8.3	4.2	4.3	41	45	26.3	21.1	48.4 ^a	27.5
DFO	27.8 ^b	30.7	2.7	3.2	4.3	3.6	4.8	4.5	41	46	23.3	21.1	18.6	20.4
DND	45.0 ^a	37.8	1.5	2.3	4.6	5.1	5.6	5.6	43	47	27.3 ^a	22.0	32.5	24.1
DOE	57.3 ^a	40.5	1.8	2.4	5.9 ^b	10.0	5.6	4.5	38	44	40.4 ^a	27.8	59.6 ^a	38.3
DUS	57.7 ^a	49.7	1.8	2.5	7.5 ^b	10.2	4.3	5.2	40	44	41.9	37.8	65.4 ^a	57.0
DVA	81.3 ^a	69.1	1.4 ^b	3.1	6.4	7.5	8.2	8.2	41	46	31.8	37.8	39.1	45.3
EXT	46.9	49.9	2.2	2.4	6.4 ^b	8.3	3.6	4.5	42	46	32.0	31.6	74.8 ^a	68.3
FIN	60.4	49.6	1.9	1.2	3.8 ^b	10.0	7.6	4.1	41	41	56.6 ^a	38.2	71.7	66.0
IAN	69.9 ^a	61.6	26.4 ^b	31.9	7.2	5.4	4.9	6.5	39	44	27.1 ^a	21.4	38.9 ^a	31.9
IDA	64.5	60.8	2.0	2.7	7.9	9.1	6.6	3.8	41	47	55.9	56.6	88.2	87.3
IMC	67.0	63.9	1.6	2.3	12.3	14.5	5.5	5.4	40	43	35.5 ^a	26.4	55.8 ^a	43.4
IRB	67.7	66.5	1.5	2.6	26.1	20.2	3.8	5.1	38	45	36.1	36.1	49.2	48.1
JUS	71.7 ^a	64.5	2.3	3.4	6.0 ^b	9.6	4.3	5.3	38	41	38.7 ^a	30.7	60.0 ^a	44.2
MOT	56.1 ^a	39.8	2.4	2.5	8.8	7.9	4.1	4.5	41	47	30.3	25.9	51.4 ^a	40.5
PCH	74.8 ^a	66.2	4.0	4.0	8.0	8.6	3.7	5.1	39	43	59.5	54.8	89.4 ^a	83.2
PCO	61.8	56.9	3.6	3.9	10.0	6.9	4.6	4.2	36	43	60.0 ^a	50.5	86.4	80.0
PEN	47.0 ^a	41.9	6.1	6.9	5.2	4.8	3.3 ^b	5.1	38	43	40.8 ^a	28.8	28.5 ^a	17.8
PSC	71.6	66.6	2.3	3.0	14.8	11.6	10.2	7.0	41	46	68.2	61.6	89.8 ^a	83.1
RCM	75.6	81.1	2.3 ^b	5.9	7.4	7.5	5.1	7.3	41	45	34.6 ^a	20.3	46.1 ^a	26.0
REH	73.6 ^a	69.4	3.4	3.6	7.8	8.1	5.9 ^b	8.2	40	46	37.0 ^a	32.2	43.0 ^a	29.5
RSN	52.4 ^a	37.7	2.5	2.4	8.7	9.0	5.4	4.4	42	46	35.4 ^a	28.4	56.7 ^a	36.3
SHC	69.1	66.2	4.9 ^b	6.9	10.9	12.2	5.0	5.0	40	43	28.5 ^a	22.5	49.5 ^a	38.1
STC	57.6 ^a	50.7	0.8 ^b	2.2	8.4	11.1	2.8 ^b	6.7	40	44	48.0 ^a	39.7	60.8	58.1
SVC	56.1 ^a	50.6	2.2	2.4	6.1 ^a	7.9	3.9 ^a	5.9	41	47	52.0 ^a	42.2	61.2 ^a	49.7
TBD	70.7 ^a	59.1	0.9	2.5	8.6	9.8	6.9	9.4	42	46	50.9 ^a	36.3	87.9 ^a	77.4
Public service	59.8 ^a	52.5	3.7 ^b	4.1	7.2 ^b	7.8	4.9 ^b	5.8	40	45	37.6 ^a	30.6	49.7	38.3

Notes: ^a The estimated proportion is above the resources available in the particular classification, significant at 95%.

^b The estimated proportion is below the resources available in the particular classification, significant at 95%.

Table 7: Duration of Acting Appointments, by Job Classification and Department/Agency (April 1, 2002 – March 31, 2004)

	Job Classification				Department/Agency				
	Number of Observations	Subsequent Promotion Rate	Average Duration (months)		Number of Observations	Subsequent Promotion Rate	Average Duration (months)		
			Promoted	Not Promoted			Promoted	Not Promoted	
AS ¹	6,939	0.417	15.1	13.3	AGR ¹	837	0.358	13.6	11.1
CO ²	597	0.476	13.6	12.1	DFO ¹	2,043	0.271	18.3	15.4
CR ²	3,192	0.425	15.5	14.3	DND ¹	1,897	0.434	15.6	11.9
CS ¹	1,789	0.486	17.0	12.7	DOE ¹	684	0.450	14.2	11.6
CX	671	0.319	17.3	14.7	DUS	1,091	0.509	13.6	12.3
EG ¹	434	0.330	18.6	15.1	DVA ¹	497	0.356	20.5	15.0
ES	1,319	0.528	13.3	12.1	EXT	1,082	0.360	18.7	21.2
EX ¹	1,221	0.378	14.1	11.0	FIN	154	0.403	13.6	12.5
FI ¹	766	0.544	14.1	12.3	IAN ¹	885	0.419	15.0	11.8
FS ¹	178	0.376	19.7	13.9	IDA	247	0.494	13.0	12.5
GL ¹	304	0.303	24.1	13.1	IMC ¹	1,204	0.437	13.4	10.9
GT	271	0.273	15.2	15.4	IRB	267	0.367	12.9	13.6
IS ¹	827	0.439	15.1	12.6	JUS	687	0.330	14.0	13.2
LA ²	223	0.561	15.1	12.0	MOT ²	581	0.341	12.8	11.4
PC	246	0.358	13.4	11.8	PCH	641	0.445	16.6	14.7
PE ¹	773	0.480	12.8	11.0	PCO	230	0.548	12.5	12.0
PG ¹	509	0.434	15.8	13.1	PEN ¹	2,175	0.351	17.5	12.8
PM ¹	4,522	0.394	15.8	13.1	PSC	263	0.426	12.6	11.6
SI	556	0.432	11.8	13.9	RCM	476	0.448	12.5	12.2
SO ¹	455	0.158	29.9	20.1	REH ¹	4,889	0.448	16.7	14.8
WP ¹	347	0.337	15.7	12.1	RSN	533	0.467	15.6	12.8
					SHC ¹	2,149	0.417	14.2	11.9
					STC	699	0.451	13.7	13.7
					SVC ¹	2,201	0.393	16.8	14.7
					TBD	281	0.580	13.6	12.2
Public service ¹	28,480	0.413	15.0	13.0	Public service ¹	28,480	0.413	15.0	13.0

Notes: ¹ Significance 99%.
² Significance 95%.

Table 8: Summary - Effects on Subsequent Promotion Likelihood

Effects	Acting Classification		
	EX	AS	ES
Duration of acting appointment	Weak	Weak	None
Time prior to the acting appointment			
in the substantive level	Positive	None	Positive
in the department	None	None	None
Departments	No	Yes	Yes
Substantive classifications of appointee	Yes	Yes	Yes
Geographical location	No	Yes	No
Mobility rate (in acting classifications) (90% significance level) Collective bargaining (acting classifications)	Positive None	None None	Positive None
Acting pay differential (acting vs. substantive)	Negative	None	None
Career history of appointee			
Non-promotion mobility	None	Negative	None
Promotion	Positive	Positive	Positive
Age	Positive	Positive	Positive
Employment equity			
Aboriginal person (women)	None	None	None
Aboriginal person (men)	None	None	None
Visible minority (women)	None	None	None
Visible minority (men)	None	Positive	None
Person with disability (women)	None	None	None
Person with disability (men)	Positive	Positive	None
Women vs. men	None	Positive	None
First official language (FOL) French vs. English	None	None	None
FOL English and bilingual	None	None	None
FOL French and bilingual	None	None	None

Note: 95% significance level unless otherwise indicated.



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