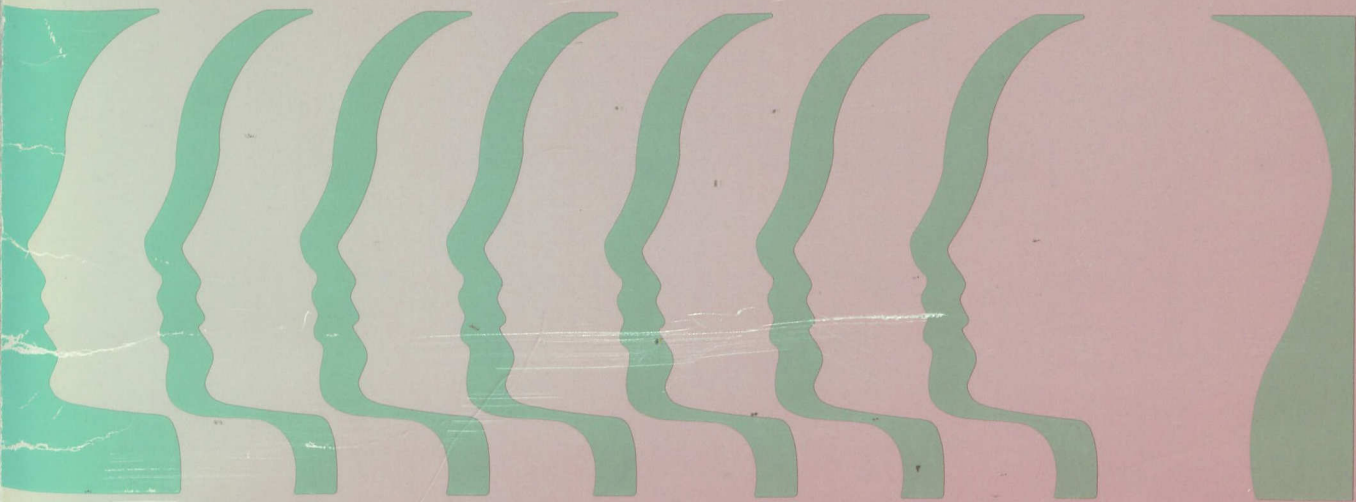




Communications
Canada



Multi-year
human resource plan
1988-1991

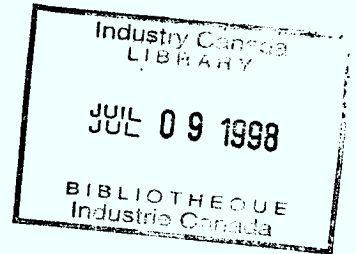
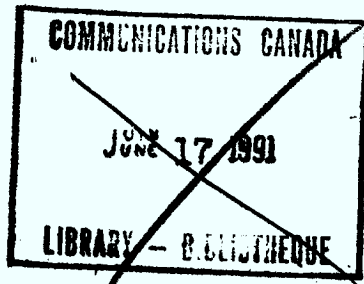
JL
103
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1988

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Communications
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2.
Multi-year
human resource plan,
1988-1991

*Plan pluriannuel des
ressources humaines
1988-1991*

11. Canada. Communications Canada.

Human Resources Planning and
Development Division

1991

DD 1054586
DL 10599527

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103
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1988

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INTRODUCTION

The Multi-Year Human Resources Plan is an integral part of overall resource planning within Communications Canada. It recognizes that people are the most important factor influencing the ability of the Department to achieve its objectives.

The management of human resources in the Department conforms to the following framework: productivity, employee competence and job satisfaction. These elements are the focus of the following objectives:

1. attracting and maintaining the best possible person for each job;
2. creating a working environment which allows workers to achieve their full potential; and
3. providing opportunities for personal growth and development in anticipation of evolving Departmental human resources requirements.

Communications Canada's Multi-Year Human Resources Plan addresses our senior management's human resources concerns and identifies specific issues and actions to be carried out.

PART I

Both an environmental analysis, and the dynamic nature of our organization's mandate, have convinced senior management to undertake a reformulation of this mandate.

The various sectors must constantly readjust their positions in the face of the current situation that places increasing demands on operations and on human resources. This reality presents itself at a time when the Department must implement the readjustment of its work force, as well as increasing its involvement in the environment and its visibility.

Strategies

A) Environmental Overview

The underlying environmental factor shaping the Department's strategic approach to policy development is the accelerating convergence of communications and computer-based technologies with content, which includes information and cultural products. This convergence, coinciding with steep worldwide growth in demand for cultural and information products, has significant implications for the competitiveness of industrial economies.

Fostering a fertile climate in Canada for creativity and the growth of the new information industries involves a complex set of interrelated policy considerations. First, our communications systems -- both telecommunications and cable networks -- must evolve in a manner that encourages development of these new services. Second, our cultural institutions and industries must be sufficiently strong to seize these new opportunities, which involve the production of cultural content in a variety of electronic formats. Communications Canada's continuing objective during the next several years is to develop policies and programs that foster innovation and entrepreneurship in both the technological and cultural sectors, thereby enhancing their contribution to the achievement of the nation's social and economic goals.

The goal that underlies and unifies the Minister's diverse initiatives in the cultural domain is to strengthen Canada's capacity for cultural expression. This involves the development of complementary policies designed, on the one hand, to promote creativity by recognizing, promoting and rewarding the contribution of artists to Canadian society and, on the other hand, to strengthen the capacity of our cultural industries to provide audiences with access to the works of Canadian artists. Because the cultural industries are the crucial connection between the creator and the public, the immediate strategic focus for the next year or two will be the development of initiatives in support of the revitalization of Canada's broadcasting system and cultural industries.

B) Resource Constraints

The other salient environmental factor affecting the Department is that its operational and human resources plans, like those of other departments, will be greatly influenced by the government's continuing efforts to control the deficit and reduce expenditures. Budgetary pressures on the department, the appropriations of which have declined from \$ 304.5M in 1984-85 to \$ 286.6M in 1987-88, and on the Communications portfolio as a whole, will increase in the short term because of new commitments that must be met in addition to on-going operational responsibilities.

C) Strategic Thrusts

The Minister's major initiatives are grouped under three themes -- Access (Information Technology, Telecommunications Policy, Radio Spectrum Policy), Revitalization of Canada's Broadcasting and Cultural Industries, and Creators and Heritage Initiatives -- that establish the framework for the Department's major activities in the next year or so. A fourth thematic area -- Operations and Portfolio Management -- encompasses several internal initiatives.

D) Portfolio Priorities

The Minister of Communications is responsible for national policies encompassing communications and culture. Communications policy seeks to foster an environment that favours increased exchange of information and better access by all Canadians to communications services and technology. Cultural policy seeks to foster an environment that enhances the capacity of Canada's artists and creators to communicate to their fellow citizens and the world at large the works that express distinctively Canadian vision of the human experience.

In cultural policy, the primary goal remains to strengthen the links between Canadian creators and their audiences. A series of fundamental reviews of all aspects of Canada's cultural policy will be completed, and a number of legislative initiatives pursued.

The broadcasting system is vital to Canadians' sense of nationhood. A priority in 1988-89 will be to **advance proposals for revision of the Broadcasting Act**, drawing on consultations with the provinces and the industry, the work of the Caplan-Sauvageau Task Force on Broadcasting and Reports of the House of Commons Standing Committee on Communications and Culture.

A central consideration in cultural policy is the enhancement of the status of the artist within Canadian society. Crucial to this goal will be the task of **completing the revision of Canada's copyright laws**, which govern economic relations among creators, the cultural industries and consumers of cultural products. A second phase of Copyright Act revisions will be proposed for Parliament's consideration, advancing the work begun in the first phase of revisions, which addressed a number of priority issues related to, among other things, computer programs, anti-privacy remedies, creators' moral rights, the role of the Copyright Board and collective administration of copyright.

In the domain of film policy, a continuing priority will be the development and implementation of measures aimed at **promoting a more viable domestic film industry and better access** by Canadians to Canadian films.

Work on revision of national museums policy, programs and legislation will be carried forward along the lines indicated in the Government's response in May 1987 to the report on federal museums policy by the House of Commons Standing Committee on Communications and Culture. A new museums policy will be articulated and legislation introduced to establish the four national museums as autonomous institutions.

Communications services and technologies are commodities increasingly crucial to sustained, long-term growth and industrial competitiveness. In an era of sharply increasing competition in trade, more effective use of communications resources by Canadian industries, institutions and individuals will be a key factor in shaping strategies for achieving the nation's economic and social goals.

Three priorities will be pursued in communications policy.

The first will be **the legislative implementation of the telecommunications policy framework** announced in July 1987, the principal elements of which include: designation of categories of telecommunications carriers and telecommunications service providers; a regulatory regime for the construction of telecommunications facilities; ownership policy; and national telecommunications technical standards. Discussions are also continuing with the provinces with the aim of reaching and implementing agreements on interconnection policy and government responsibilities.

Second, within the framework of the Government's Science and Technology Policy, **the communications and information technology strategy will be further developed, refined and implemented.** In addition to the telecommunications priorities outlined above, the main elements of the strategy are: revitalization of the Department's research and development capacity in conjunction with a renewed emphasis on partnerships with industry and universities; policy and program initiatives to accelerate the application of information technology in the pursuit of social goals, improved productivity and economic growth; and the development of initiatives that promote Canadian industry's capacity to produce and distribute the expanding range of products and services based on electronic information and value-added networks.

The third communications policy priority will be **the development and introduction of legislative proposals that envisage a comprehensive revision of the Radio Act.** The aim is to enhance the effectiveness of management of the radio spectrum, a resource essential to the functioning of the nation's entire communications infrastructure. In keeping with the government's emphasis on regulatory reform, changes to this legislation will be designed to streamline its application.

These priorities will be pursued within the context of the Government's management of the fiscal framework. In light of this, the Department will continue during the 1988-89 fiscal year to combine program initiatives with legislative and other measures to achieve portfolio objectives.

PART II

PLAN

The Department's human resources planning activities will focus specifically on six major components: human resources planning, employment equity, training, work force adjustment, staffing and classification and internal communication.

A) Human Resources Planning

The management of Human Resources remains a high priority for the Deputy Minister as well as the senior management of this Department.

Since 1985, mechanisms have been developed for the purpose of integrating the Multi-Year Human Resources Plan into the departmental planning system. These initiatives have strengthened the ties between management and the Human Resources Branch permitting us to promote the value of human resource management in the Department. This management effort is characterized by four factors: the increasing complexity of responsibilities, the Regional Development Strategy of the Department, the updating of the research program, and finally the implementation of the recommendations of all the various task forces on different cultural questions.

Increasing Complexity of Responsibilities

An important aspect of the changing environment is Work Force Adjustment activity. At a time when greater and more complex demands are being placed on the Department, our personnel is being reduced to meet Treasury Board requirements. The Public Service has not developed an effective reward system and gestures of gratitude are still too feeble. We cannot continue to count on voluntary overtime and a continued sense of loyalty and commitment. The Department is concerned about the problems of fatigue and potential burn out.

Regional Development Strategy of the Department

The proposed regional development strategy will reinforce the presence of departmental activities and programs, and will allow the Department to achieve increased efficiencies. The regions will be further involved in program activities, and resources devoted to program delivery, as well as to the implementation of this strategy will be delegated to the regions, according to their respective needs.

Updating of the Research Program

Research programs were recently reorganized to refocus Departmental efforts on applications of communications and information technology, and on the conduct of generic R & D, in response to national requirements and client groups. New initiatives are required to develop and market applications in areas such as manufacturing, the delivery of government services, as well as health, education and service sectors. Attention must be paid to increasing public awareness of the Department's capabilities and achievements by developing a higher profile for our programs.

Follow-up Required to the Recommendations of the Task Forces

During 1986-87 all the task forces set up to study the various components of Canadian culture submitted their reports. The Department undertook to follow-up their recommendations and in many cases the proposals were taken to Cabinet. The decisions to be taken or already taken will give rise to the creation of new activities within the Department or even to numerous programmes. These programmes or changes in responsibility for complex issues such as arts funding, publication, or the film industry could require the creation of new organizational entities or at any rate the modification of present structures or policies of the Department.

Objective

To identify, evaluate and define the needs, aspirations and potential of Departmental human resources in conjunction with objectives, action plans and short-, mid-and long-term developments.

Goal

Ensure that each sector of the Department has obtained in a timely fashion the appropriate human resources necessary for achieving the global objectives of the organization.

Ensure that the Departmental Employee Performance Review and Appraisal Program, as well as the Succession planning, meet both the needs of employees and of management.

Activities

Analyze the requirements for human resources primarily in the areas of technological research, the elaboration of policy (copyright), and the required specialties of the Canadian Conservation Institute

Define the needs of human resources for the programs specified above or for all other needs

Develop an action plan adapted to each sector according to its specified needs and ensure the implementation of the action plan

Continue to review and monitor the Performance Review and Employee Appraisal Program

All these activities constitute the responsibilities and current tasks of the Human Resources Management Branch

B) Employment Equity

Women

Management Category: It is anticipated that the Department will not achieve the overall Public Service objective of 12% by 1988. This is due to the fact that, in the last year of the implementation of the Action Plan, the Department has lost an inordinate amount of women to other Federal Government Departments. Despite this setback, the Department fully intends to meet this 12% target by 1991. Communications Canada, in collaboration with the Public Service Commission, has already completed a detailed analysis of potential candidates who could interest the Department in anticipation of possible future nominations. This inventory, as well as previously identified candidates, should assist the Department to achieve its representational targets for women at the senior level.

In the Scientific & Professional and the Technical Categories, no objectives have been set. The percentage representation of women in occupational groups within these categories, however, exceeds the external availability indicators for women in the labour force and the overall percentage representation figure for the Public Service. No mobility is expected in the Operational Category.

Objectives have been set in the Administrative and Foreign Service Category, in particular at the senior levels, to increase the population of the Department's feeder groups for the Management Category.

Non-Traditional Occupational Groups

Communications Canada's objectives as specified in table 4 are directly related to the Electronic Technician (EL), Engineering (EN-ENG) and General Services (GS) occupational groups. The departmental total objective of 8% by 1991 exceeds the availability indicators of the present Canadian population.

Disabled Persons

Objectives set in the 1985-88 Action Plan will not be attained. The Department's intention is to reach this objective of 4% by 1991. (see table 6)

Aboriginal People

Objectives set in the 1985-88 Action Plan indicate a representation of 2% of the total population by March 31, 1988. The Department's intention is to achieve this objective by 1991. (see table 5)

Visible Minorities

The Department's representation as of March 31, 1987 is 2.7% of its work force. The 1991 objective is to obtain a 3% representation of members of visible minority groups. (see table 7)

Equitable Representation and Participation

During the last 12 months, the representation and participation of francophones and anglophones within the Department's population have become more equitable. A study of all employment categories revealed that francophone representation has increased in 5 of 6 employment categories reviewed. The only reduction was found in the operational category with francophone representation falling from 20.6 % in December 1986 to 20.3 % in December 1987. Participation also increased at all hierarchical levels during 1986, although remaining weak at some levels.

The Department will continue its efforts toward achieving a ministerial population that is more representative of Canadian Society. Special efforts must be generated in 1987-1988 to increase the anglophone representation of personnel in Quebec, as it currently fails to reflect the linguistic composition of the Quebec population.

The Official Languages plan, now before the Senate and House of Commons Joint Standing Committee on Official Languages, and submitted to Treasury Board Secretariat, describes in greater detail the situation which currently exists, and measures to be taken in order to alleviate the situation.

Objective

To increase the representation of women, disabled persons, aboriginal people and members of visible minorities in various occupational groups and levels.

To achieve an equitable representation of all anglophones and francophones in all employment categories, at all hierarchical levels and in all departmental organizations.

Goal

To increase the representation of target group members in the Department as outlined in tables 4 to 7.

That francophone representation in the management category increase from 24.4 % to 30 % during the next year; in the scientific and professional category increase from 22.1 % to 24 % during the year; in the technical category increase from 22 % to 23 % during the year; in the operational category increase from 20.3 % to 25 %; at the Direction and equivalent levels pass from 22.6 % to 26 %; at the senior hierarchical level pass from 20.1 % to 23 %; that anglophone representation among employees situated in Quebec increase from 5.8 % to 8 %.

Activities

Ensure that target group members are considered for all staffing activities and other employment opportunities

Provide target group members with developmental opportunities at lower level positions so that they may acquire the necessary experience to compete in future competitions

Continue supporting educational leave opportunities for target group members

Increase participation in the special measure activities offered by Treasury Board Secretariat and the Public Service Commission

All these activities will be included in the responsibilities of the Human Resources Management Branch during 1988-1989

The Deputy Minister, after consultation with his assistant deputy-ministers, authorizes the staffing of EX and SM positions

Consultant firms study the employment market in order to identify the availability of francophone and female candidates technically qualified in various areas and recommend qualified candidaties

The Program for the Development and Promotion of French-language Centres of Excellence is consulted during the process involving the identification and recruitment of francophones for the Department

Qualified francophone and female candidates are identified during each staffing activity

Qualified anglophone candidates are identified while staffing all positions in Quebec

All these activities are included as part of the current responsibilities of the Human Resources Management Branch in 1988-1989

C) Training

The Department must ensure that qualified staff is available to meet future requirements. To this end, training initiatives respecting the application of service-wide policies will be undertaken. These initiatives include: mandatory management orientation training offered by the Staff Development Branch (PSC), Communications Training, Orientation for New Employees, Training on the Implementation of Technological Change, Retirement Planning, Qualification Improvement Training, Training in Support of Employment Equity, and Retraining in Support of Work Force Adjustment.

Objective

To develop an awareness program and provide employees with developmental opportunities to improve skills.

Goal

To familiarize employees of the potential available through automation, high tech developments and management techniques.

Activities

Communicate technological changes and availability of equipment to employees

Conduct retraining program

Encourage the use of exchange of employees, secondments or other assignment mechanisms to ensure a sustained rotation of employees and the attainment of employment equity objectives

In collaboration with universities or other organizations develop programs aimed at preparing candidates able to meet the needs of the Department

All these activities will be included in the work plan of the Human Resources Management Branch during 1988-1989

Develop managers to ensure training relevant to their new duties

- . 15 courses for SMA, EX and SME
- . 27 courses for intermediate categories
- . 40 courses for supervisors
- . 1 orientation course for new employees
- . 10 sabbatical leaves, CAP, PSFL
- . 1 meeting of departmental management (by sector)

All these activities will be included in the work plan of the Human Resources Management Branch for 1988-1989

Improve communications and further sensitize employees to the following issues

- . Employee Assistance Program: information session
- . 3 pre-retirement sessions: (80 employees)
- . 3 succession planning sessions (100 employees)

D) Work Force Adjustment

The Department's share of the Government's reduction policy amounted to a 208 PY decrease between fiscal years 1986-87 and 1990-91. This apportionment was broken down as follows:

<u>86/87</u>	<u>87/88</u>	<u>88/89</u>	<u>89/90</u>	<u>90/91</u>	<u>TOTAL</u>
84	23	34	34	33	208

Once the proposed reduction plan had been elaborated, senior management endorsed the following principles for implementing the anticipated reductions:

- Commitment to minimize the impact of Work Force Adjustment situations on indeterminate employees;
- Identification and redeployment of affected employees as a joint responsibility of the Human Resources Branch and line management;
- Commitment to retrain affected employees and to make necessary funds available where such retraining will facilitate the redeployment of affected employees;
- Commitment to provide, whenever possible, twelve (12) months notice of surplus status to affected employees in order to facilitate their redeployment. Under no circumstances will less than six (6) months surplus notice be given.

To date, Communications Canada has taken the necessary steps to minimize the impact of these person-year reductions on its employees as much as possible. In addition to addressing the original forecasted PY decrease, the Department has also initiated Work Force Adjustment activities to assist recently integrated "vulnerable" employees of the National Museum Corporation's Mobile Exhibit Program.

Objective

To manage all Work Force Adjustment situations and to reduce their possible consequences on affected employees.

Goal

To manage all Work Force Adjustment situations and to reduce the department's PY's by 101 by March 1991 while maintaining morale, continuing a "no-layoff" approach over the period, and minimizing the impact on Employment Equity target group members.

Activities

Continue Relocation Program for affected employees

Develop new avenues for relocating employees and provide retraining

Develop a Career Management Program, through a pilot-project, which favours increased mobility of employees belonging to various professional categories

Provide counselling services to National Museum employees affected by the dismantling of the Mobile Exhibits Program

All these activities will take place during 1988 to 1991

E) Staffing and Classification

Communications Canada experienced unprecedented improvement in Human Resources Management service with the implementation of the recommendations of the Working Group on the Staffing Administrative Reform. A recent survey of a statistically representative sample of top management demonstrated the level of satisfaction of managers as regards the help received has more than doubled since the implementation of certain of these recommendations aimed at rationalizing the process.

It is in this context that Communications Canada is presently undertaking a complete review of the internal classification system in order to evaluate the effectiveness of existing mechanisms with respect to the updating of positions, their evaluation and monitoring.

Objective

To provide on-going advice and assistance to departmental managers in the management of their human resources, specifically in the areas of organization, classification, staffing and official languages.

Goal

To continue to offer classification and staffing services to managers and counselling and advice to employees in a decentralized context especially in the Telecommunications and Technology and Spectrum Management sectors respectively. With respect to the Telecommunications and Technology sector, the Department must ensure that the range of scientific and technical research activities corresponds to its overall mandate. To ensure that managers are provided with timely, professional advice and that classification and staffing actions are completed within established, agreed-upon norms.

Activities

Develop specific recruitment programs to meet staffing demands	This is a current responsibility of the Human Resources Management Branch
Facilitate the integration of the employees of the National Museum Corporation's National Programs into the Department	This activity should be completed at the end of the fiscal year 1988-1989
Prepare plan of action to review integrated organizations	
Identify employees who may be affected due to possible reorganization	
Train and counsel managers on sub-delegated authorities over staffing and official languages to management	These activities are part of the Human Resources Management Branch current responsibilities
Review the range of scientific and Technical research activities	
Hire candidates who will ensure the revitalization of human resources in the scientific and technology domain	

F) Internal Communication

Communications Canada is presently implementing a strategy of awareness, the objective of which is the improvement of internal communication among employees at all levels of the organization. The Department has already begun to send a message by means of activities such as meetings, information sessions, departmental publications and a detailed analysis of human resource management functions. Top management strongly encourages bilateral communication amongst all employees both vertically and horizontally.

Objective

Improve Departmental efficiency, job satisfaction and the feeling of belonging of employees at all levels.

Goal

Improve the efficiency of communications between employees of the Department at every level.

Activities

Two information or planning sessions on the functioning and operation of the Department		
		This is a current activity of Human Resources Management Branch which will be added to each year
1 meeting on general interest on the mandate of the Department		
		1988-89
Review the study on the functions related to human resource management in the Department and establish an action plan		
		1988-89
Establish mechanisms to offer services such as the recently acquired instrument for analyzing communication styles		
		1988-89
Publish the Departmental Newspaper "Communications Express" regularly		

Other activities - see training

IMAA Regime

In support of the Increased Ministerial Authority and Accountability (IMAA), the Department is presently negotiating a Memorandum of Understanding (M.O.U.) with the Treasury Board Secretariat. The Department will be seeking additional delegated authority and accountability for the attainment of specified objectives for purposes of personnel administration and human resources management. The objectives all have a common denominator, that is the increased delegation of authority to managers without the imposition of control mechanisms to precede decision-making. Our philosophy is to trust our managers, our presumption is that they are competent and we ensure that they demonstrate responsibility and judgement in the exercise of their authority. Furthermore, we intend to put mechanisms into place to evaluate management quality in these areas.

All policy areas are being reviewed, along with performance indicators and targets set for each policy area. Once the negotiation of the M.O.U. is completed, the Department will provide Treasury Board Secretariat with the appropriate information through the Multi-Year Human Resources Plan (MYHRP), and the Multi-Year Operational Plan (MYOP). At the same time, control mechanisms will be identified for monitoring the achievement of these objectives.

Until the M.O.U. is signed, the Treasury Board Secretariat may refer to the accountability framework already in the present action plan.

CONCERNS

Communications Canada would like to bring several major concerns to the attention of both the Treasury Board Secretariat and the Public Service Commission.

1. First of all, Department Management acknowledges that there is a definite problem in the self-identification of employees for two of the groups included in the Employment Equity Program. These groups are: disabled persons and aboriginal people.

The concern is based on the fact that there are no appropriate mechanisms in place to ensure that an employee has effectively identified himself/herself according to his/her appropriate group and that the word "disability" is the subject of misinterpretation. These issues have an impact on the results of the Department as they relate to the attainment of the forecasted numerical objectives established for a given period of time. (see Part II, Employment Equity)

The Department believes that the self-identification of the handicapped and natives must be resolved. Without clarification of this issue, the Department is unable to evaluate its progress in concrete terms, and to verify whether its population reflects that of Canada as a whole.

Until such time, it is the Department's intention to continue to make every effort necessary to give consideration to employees of target groups and to contribute to the attainment of the overall objectives of the Government.

2. Next, Communications Canada has had great difficulty in the past few years with the performance of the employee pay office. Without attempting to present a detailed analysis of all the problems encountered, since these same problems have plagued other departments, we would like to make mention of some of our conclusions.

Thus we believe that the remuneration function is extremely complex and that it would be advantageous to attempt to simplify the process and to automate further. We believe the Department of Supply and Services should play the lead role in this area.

Sooner or later we will have to raise the level of the remuneration advisor. As long as we continue to entrust this role to the clerical level we will have difficulty recruiting and training competent personnel and the service we offer to employees will continue to be uneven and will often leave something to be desired. The Treasury Board Secretariat is considering the question at this time and we hope that conclusions will be forthcoming rapidly, and that they will be in agreement with our own.

3. Finally, we would like to raise the question of the delay being experienced in most departments in the automation of the personnel function and the computerization of human resources data. It is amazing after all these years we have not risen to the challenge of computerization adequately. Recent initiatives in this area, by means of inter-departmental committees, are cause for optimism, but we must reiterate the urgency and the necessity of equipping ourselves with flexible systems to automate the procedures linked to the management of human resources and especially all the data on our employees. Without automatization we limit the management of our employees to the simplest level and we fall well below the level expected of us by our managers.

TABLE 1: STRENGTH FORECAST *
TABLEAU 1: PRÉVISIONS-EFFECTIF *

* FULL TIME INDETERMINATE EMPLOYEES AS AT MARCH 31ST. PLEASE IDENTIFY SIGNIFICANT NUMBER OF PART-TIME EMPLOYEES SEPARATELY.
EMPLOYÉS NOMMÉS POUR UNE PÉRIODE INDETERMINÉE, À TEMPS PLEIN, AU 31 MARS. VEUILLEZ INDIQUER SEPARÈMENT TOUT NOMBRE
SIGNIFICATIF D'EMPLOYÉS À TEMPS PARTIEL.

REPORT ONLY THOSE GROUPS OR SUB-GROUPS FOR WHICH GROWTH OR CONTRACTION IS FORECAST TO EXCEED 2 % PER YEAR (A MINIMUM OF 5 EMPLOYEES).
NE TENEZ COMPTE QUE DES GROUPES OU SOUS-GROUPES DONT LES PRÉVISIONS DE CROISSANCE OU DE CONTRACTION DÉPASSENT 2 % PAR ANNÉE (UN MIN. DE 5 EMPLOYÉS).

Occupational category/group Catégorie professionnelle/groupe	Prior year 1986-1987 Année antérieure	Current year 1987-1988 Année en cours	Upcoming year 1988-1989 Année à venir	Planning year 1 1989-1990 Année de planification 1	Planning year 2 1990-1991 Année de planification 2
DM	01				
EX	52				
SM	38				
ED	01				
ENG	256				
ES	26				
LS	04				
PC	05				
REM	48				
AS	227				
CO	18				
CS	63				
FI	33				
IS	25				
OM	05				
PE	31				
PG	21				
PM	130				
DD	13				
EGESS	49				
EL	480				
GT	03				
PY	04				
SI	14				
CM	05				
CR	414				
DACON	01				
DAPRO	18				
STOCE	50				
STSCY	131				
STSTN	02				
GL	37				
HP	10				
GS	16				
AUTRES		64	154		
Occupational category and department totals Totaux des catégories professionnelles et du ministère	2,231	2,295	2,449	2,416	2,382

TABLE 2: WORK FORCE ADJUSTMENT FORECAST
FISCAL YEAR 1987 - 1991

TABLEAU 2: PRÉVISIONS CONCERNANT LE RÉAMÉNAGEMENT DES EFFECTIFS
EXERCICE 1987 - 1991

SEE COMPLETION INSTRUCTIONS ON REVERSE
VOIR LA MARCHÉ À SUIVRE AU VERSO

1	2	3	4	5
Occupational group only (Indeterminate employees) Groupe professionnel uniquement (Employés nommés pour une période indéterminée)	Number affected Nombre d'employés touchés 2 = (3+5) *	Number to be redeployed within department Nombre de personnes à réaffecter au sein du ministère		Number of employees to be placed in another department Nombre d'employés à placer dans un autre ministère
		Total	With retraining Moyennant recyclage	
S/O N/A				
<p>NOTA: The Department maintains its commitment to absorb all the employees affected by these measures. (Refers to Part "D" of the Plan)</p> <p>Le Ministère maintient son engagement d'absorber tous les employés affectés par ces mesures. (Se réfère à la partie "D" du plan)</p>				
Department total Total du ministère				

* IT IS IMPORTANT TO NOTE THAT WHEN THE NUMBERS IN COLUMNS 3 AND 5 ARE ADDED TOGETHER, THE TOTAL SHOULD BE EQUAL TO THE NUMBER IN COLUMN 2.
* REMARQUER QUE L'ADDITION DES NOMBRES DES COLONNES 3 ET 5 DOIT EGALER LE NOMBRE DE LA COLONNE 2.

TABLE 3-a - TRAINING *
TABLEAU 3-a - FORMATION *

NOTE: ALL SECTIONS OF THE TABLE ARE TO BE COMPLETED. PLEASE SHOW NIL (-) OR NOT APPLICABLE (N/A) AS APPROPRIATE.
NOTA: TOUTES LES COLONNES DU TABLEAU DOIVENT ÊTRE REMPLIES. VEUILLEZ INSCRIRE NÉANT (N) OU SANS OBJET (S.O.) SELON LE CAS.

Public Service-wide training Formation dans l'ensemble de la fonction publique	Prior year 1986 - 1987 Année antérieure 19 - 19			Current year 1987 - 1988 Année en cours 19 - 19			Upcoming year 1988 - 1989 Année à venir 19 - 19			
	Number of Nombre de		Cost (\$ 000) ** Coût (en milliers de dollars)	Number of Nombre de		Cost (\$ 000) ** Coût (en milliers de dollars)	Number of Nombre de		Cost (\$ 000) ** Coût (en milliers de dollars)	
	Participants	Participant days *** Jours-participants		Participants	Participant days *** Jours-participants		Participants	Participant days *** Jours-participants		
A. Management orientation training Formation d'orientation en gestion										
- Senior executives (EX 4.5) - 5 days - Hauts fonctionnaires (EX 4.5) - 5 jours	--	--	--	1	5	2	1	5	2	
- Executives (EX 1.2.3) - 10 days - Membres de la direction (EX 1.2.3) - 10 jours	7	70	25	4	40	15	5	50	19	
- Senior managers (SM) - 15 days - Cadres supérieurs (SM) - 15 jours	8	120	38	10	150	48	9	135	43	
- Middle managers - min. 15 days - Cadres intermédiaires - min. 15 jours	24	360	83	20	300	70	20	300	72	
- Supervisors - min. 10 days - Superviseurs - min. 10 jours	39	390	84	40	400	87	20	200	44	
B. Communications training Formation en communications	s/o	--	--	42	42	8	s/o	--	--	
C. Orientation for new employees Orientation pour les nouveaux employés	40	40	5	150	150	20	40	40	6	
D. New technology Nouveaux technologies	s/o	--	--	s/o	--	--	s/o	--	--	
E. Retirement planning Planification de la retraite	75	225	27	20	60	7	20	60	8	
F. Qualification improvement program Programme d'amélioration des qualifications	6	18	1	s/o	--	--	s/o	--	--	
Major departmental training programs (Table 3b) Principaux programmes de formation du ministère (Tableau 3b)	62	858	206	24	540	168	s/o	--	--	
All other training Toutes autres formations	Departmental Au sein du ministère	20	40	3	94	284	50	94	284	53
	Non-departmental À l'extérieur	2 050	4 900	1 219	2 050	4 900	1 279	2 050	4 900	1 343
Training organization costs Coûts d'organisation de la formation			119			123			128	
TOTAL	2 331	7 021	1 810	2 455	6 871	1 877	2 259	5 974	1 718	

* TABLE 3-a IS A SUMMARY OF ALL DEPARTMENTAL TRAINING ACTIVITIES.
LE TABLEAU 3-a RECAPITULE TOUTES LES ACTIVITÉS DE FORMATION DU MINISTÈRE.

** TOTAL COST INCLUDES SALARY COSTS AND NON-SALARY COSTS FOR TUITION, TRAVEL, ACCOMMODATION, TEXT BOOKS, COURSE MATERIALS, ETC. TOTAL COST CORRESPONDS TO TRAINEE OCCURRENCE (TA) COSTS REPORTED THROUGH TDIS.
PLEASE SEE VOLUME 20, CHAPTER 23 FOR FURTHER INFORMATION.
LES COÛTS GLOBAUX COMPRENNENT LES COÛTS SALARIAUX ET NON SALARIAUX QUE REPRÉSENTENT LES FRAIS DE SCOLARITÉ, LE LOGEMENT, LES MANUELS, LA DOCUMENTATION, ETC. ILS CORRESPONDENT AUX COÛTS DES CAS DE FORMATION (AF) CONSIGNÉS AU MOYEN DU SFP. POUR D'AUTRES PRÉCISIONS, VEUILLEZ CONSULTER LE CHAPITRE 23 DU VOLUME 20 DU MQP.

*** PARTICIPANT DAYS - NUMBER OF PARTICIPANTS X COURSE DURATION IN DAYS.
JOURS PARTICIPANTS - NOMBRE DE PARTICIPANTS MULTIPLIÉ PAR LE NOMBRE DE JOURS QUE DURE LE COURS.

**** THIS INCLUDES TRAINING OBTAINED OUTSIDE THE DEPARTMENT THAT IS NOT SHOWN UNDER ANY OTHER HEADING ON TABLE 3-a.
CETTE RUBRIQUE COMPREND TOUTE FORMATION REÇUE À L'EXTÉRIEUR DU MINISTÈRE QUI NE FIGURE SOUS AUCUNE RUBRIQUE DU TABLEAU 3-a.

***** THESE COSTS REPORTED THROUGH TDIS AS TRAINING ORGANIZATION (TO) COSTS. PLEASE SEE PFM VOLUME 20, CHAPTER 24 FOR FURTHER INFORMATION.
IFS COÛTS CONSIGNÉS AU MOYEN DU SFP À TITRE DE DEPENSES DES ORGANISATIONS DE FORMATION (OF) POUR D'AUTRES PRÉCISIONS, VEUILLEZ CONSULTER LE CHAPITRE 24 DU VOLUME 20 DU MQP.

TABLE 3-b - TRAINING *
TABLEAU 3-b - FORMATION *

* TABLE 3-b IS A BREAK OUT OF MAJOR DEPARTMENTAL TRAINING PROGRAMS. DEPARTMENTS DETERMINE WHICH PROGRAMS THEY CONSIDER "MAJOR" BASED ON THEIR SITUATION. THE TOTALS FROM TABLE 3-b ARE TO BE BROUGHT FORWARD TO TABLE 3-a. DEPARTMENTAL TRAINING THAT THE DEPARTMENT DOES NOT CONSIDER "MAJOR" SHOULD BE SHOWN ON TABLE 3-a UNDER AN APPROPRIATE HEADING, SUCH AS "ALL OTHER TRAINING - DEPARTMENTAL".
LE TABLEAU 3-b SERAIT À VENTILER LES PRINCIPAUX PROGRAMMES DE FORMATION DU MINISTÈRE. LE MINISTÈRE DÉTERMINE LES PROGRAMMES QU'IL CONSIDÈRE «PRINCIPAUX» COMPTE TENU DE SA SITUATION. LES TOTAUX DU TABLEAU 3-b DOIVENT ÊTRE REPORTÉS AU TABLEAU 3-a. LA FORMATION QUE DISPENSE LE MINISTÈRE ET QU'IL NE CONSIDÈRE PAS COMME «PRINCIPALE» DEVRAIT FIGURER AU TABLEAU 3-a SOUS UNE RUBRIQUE PERTINENTE TELLE QUE «TOUTE AUTRE FORMATION - MINISTÈRE».

Major departmental training programs Principaux programmes de formation du ministère	Prior year 1986 - 1987 Année antérieure 1986 - 1987			Current year 1987 - 1988 Année en cours 1987 - 1988			Upcoming year 1988 - 1989 Année à venir 1988 - 1989		
	Number of Nombre de		Cost (\$ 000) Coût (en milliers de dollars)	Number of Nombre de		Cost (\$ 000) Coût (en milliers de dollars)	Number of Nombre de		Cost (\$ 000) Coût (en milliers de dollars)
	Participants	Participant days Jours-participants		Participants	Participant days Jours-participants		Participants	Participant days Jours-participants	
Formation des inspecteurs (EL)	14	378	95	24	540	168	s/o	s/o	s/o
Recyclage des inspecteurs-radio (EL)	48	480	111	s/o	s/o	s/o	s/o	s/o	s/o
TOTAL	62	858	206	24	540	168	s/o	s/o	s/o

TABLE 3-c - TRAINING
TABLEAU 3-c - FORMATION

Refer to PMM Vol. 20
Renvoie au vol. 20 du MGP

Public Service-wide training Formation dans l'ensemble de la fonction publique	Planning year 1 1987-1988 Année de planification 1 19 - 19	Planning year 2 1988-1989 Année de planification 2 19 - 19
	Cost (\$ 000) Coût (en milliers de dollars)	Cost (\$ 000) Coût (en milliers de dollars)
A. Management orientation training Formation d'orientation en gestion	222	180
B. Communications training Formation en communication	8	s/o
C. Orientation for new employees Orientation pour les nouveaux employés	20	6
D. New technology Nouvelle technologie	s/o	s/o
E. Retirement planning Planification de retraite	7	8
F. Qualifications improvement program Programme d'amélioration des qualifications	s/o	s/o
Major departmental training (Table 3-b) Formation principale dans les ministères (Tableau 3-b)	168	s/o
All other training Toute autre formation	1,329	1,396
Training organization costs Coûts d'organisation de la formation	123	128
TOTAL	1,877	1,724
<p>NOTE: PROVIDE A BRIEF EXPLANATION WHERE MAJOR SHIFTS IN DEPARTMENTAL TRAINING EXPENDITURES HAVE BEEN PROJECTED FROM THE PREVIOUS YEARS. NOTA: FOURNIR UNE BREVE EXPLICATION LA OÙ DES VARIATIONS MAJEURES DANS LES DÉPENSES DE FORMATION DES MINISTÈRES ONT ÉTÉ PRÉVUES À PARTIR DES DONNÉES DES ANNÉES PRÉCÉDENTES.</p>		

TABLE 4 - AA REPORT: WOMEN
TABLEAU 4 - RAPPORT AP: FEMMES

Occupation Category Catégorie professionnelle Organizational levels Niveaux hiérarchiques	Prior year 1986-1987 Année précédente 1986-1987			Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991				
	Total population	Women Femmes		Total population	Target: Women Objectif: Femmes		Forecast vac. Vac. prévues	Total population	Target: Women Objectif: Femmes		Forecast vac. Vac. prévues	Total population	Target: Women Objectif: Femmes		Forecast vac. Vac. prévues		
	Population totale	Number Nombre	%	Population totale	Number Nombre	%		Population totale	Number Nombre	%		Population totale	Number Nombre	%			
MANAGEMENT GESTION																	
EX	52	5	9.6	52	2	9.6	0							52	4	7.6	
SM	39	3	7.6	39	5	15.8	2							39	7	17.9	
TOTAL	91	8	8.8	91	7	7.6	2							91	11	12.0	
SC. & PROF. Junior/ d'Entrée	12	3	25.0														
Interm.	275	18	6.1														
Senior/ Supérieur	45	1	2.2														
TOTAL	332	22	6.6														

(see objectives non-traditional occupational groups)
(voir objectifs groupes non traditionnels)

TABLE 4 - AA REPORT: WOMEN
TABLEAU 4 - RAPPORT AP: FEMMES

(As per annex A) (D'après l'annexe A)	Prior year 1986-1987 Année précédente 1986-1987			Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991			
	Occupation category Catégorie professionnelle	Total population Population totale	Women Femmes		Total population Population totale	Target: Women Objectif: Femmes		Forecast var. Var. prévues	Total population Population totale	Target: Women Objectif: Femmes		Forecast var. Var. prévues	Total population Population totale	Target: Women Objectif: Femmes		Forecast var. Var. prévues
			Number Nombre	%		Number Nombre	%			Number Nombre	%			Number Nombre	%	
ADMIN. & FOREIGN SERVICE/ ADMIN. ET SERVICE EXTÉRIEUR																
Junior/ d'Entrée	155	107	69.0										155	108	69.6	
Interm.	233	94	40.3										233	98	42.0	
Senior/ Supérieur	111	21	18.9										111	29	26.1	
TOTAL	499	222	44.4													
TECHNICAL/ TECHNIQUE																
Junior/ d'Entrée	234	19	8.1										(see objectives non-traditional occupational groups) (voir objectifs groupes non traditionnels)			
Interm.	271	6	2.2													
Senior/ Supérieur	27	0	0.0													
TOTAL	532	25	4.7													

TABLE 4 - AA REPORT: WOMEN
TABLEAU 4 - RAPPORT AP: FEMMES

Occupation Category Catégorie professionnelle Niveau des tâches	Prior year 1986-1987 Année précédente 1986-1987			Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991					
	Total population	Women Femmes		Total population	Target Women Objectif Femmes	Forecast var. Var. prévues	Total population	Target: Women Objectif: Femmes		Forecast var. Var. prévues	Total population	Target: Women Objectif: Femmes		Forecast var. Var. prévues	Total population	Target: Women Objectif: Femmes		Forecast var. Var. prévues
	Population totale	Number Nombre	%	Population totale	Number Nombre		%	Population totale	Number Nombre		%	Population totale	Number Nombre		%	Population totale	Number Nombre	
ADMIN. SUPPORT/ SOUTIEN ADMIN. TOTAL	541	473	87.4															
OPERATIONAL/ EXPLOIT. Support/ Soutien Junior/ d'Entrée Interm. TOTAL	50 7 6 63	0 0 0 0	0.0 0.0 0.0 0.0															
OPTL. TOTAL DU MIN. NON-TRADITIONAL GROUPS/ GROUPES NON TRADITIONNEL TOTAL	2058 236	750 13	36.4 5.5	236	14	5.9	236	16	6.7		236	18	7.6	236	19	8.0		

(see objectives non-traditional occupational groups)
(voir objectifs groupes non traditionnels)

TABLE 5 - AA REPORT: ABORIGINAL PEOPLE
TABLEAU 5 - RAPPORT AP: AUTOCHTONES

Occupational category Catégorie professionnelle	Prev. year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991										
	Total pop. Pop. totale	Aboriginal people Autochtones				Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues				
		Indeterminate Indéterminé		Term Déterminé			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%		Number Nombre	%	Number Nombre	%
		Number Nombre	%	Number Nombre	%																				
MANAGEMENT/ GESTION	91	1	1.1	-	-																				
SC. & PROF.	346	1	0.3	-	-																				
ADMIN. & FOREIGN SERVICE/ ADMIN. ET SERVICE EXTÉRIEUR	548	3	0.5	1	0.2	548	7	1.3		548	8	1.4		548	10	1.8		548	12	2.1					
TECHNICAL/ TECHNIQUE	563	5	0.9	-	-																				
ADMIN. SUPPORT/ SOUTIEN ADMIN.	609	6	1.0	-	-	609	7	1.1		609	15	2.4		609	22	3.6		609	29	4.7					

TABLE 5 - AA REPORT: ABORIGINAL PEOPLE
TABLEAU 5 - RAPPORT AP: AUTOCHTONES

Occupational category Catégorie professionnelle	Prior year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990				Planning year 2 1990-1991 Année de planification 2 1990-1991					
	Total pop. Pop. totale	Aboriginal people Autochtones				Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Aboriginal people Objectif: Autochtones		Forecasted vacancies Vacances prévues
		Indigenous Indigènes		Term Détachés			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%	
	Number Nombre	%	Number Nombre	%	Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%			
OPERATIONAL/ EXPLOITATION	64	0	0.0	-	-																
DEPARTMENTAL TOTAL DU MINISTÈRE	2221	16	0.7	1	.05	2371	21	0.9		2371	30	1.2		2371	39	1.6		2371	48	2.0	

TABLE 6 - AA REPORT: DISABLED PERSONS
TABLEAU 6 - RAPPORT AP: PERSONNES HANDICAPÉES

Occupation of category Catégorie professionnelle	Prior year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991										
	Total pop. Pop. totale	Disabled persons Personnes handicapées				Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues				
		Indeterminate Indéterminé		Term Déterminé			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%		Number Nombre	%	Number Nombre	%
		Number Nombre	%	Number Nombre	%																				
MANAGEMENT/ GESTION	91	3	3.3	-	-												94	3	3.1						
SC. & PROF.	346	10	2.8	-	-												347	11	3.1						
ADMIN. & FOREIGN SERVICE/ ADMIN. ET SERVICE EXTÉRIEUR	548	17	3.1	7	1.2												605	26	4.3						
TECHNICAL/ TECHNIQUE	563	17	3.0	-	-												614	19	3.0						
ADMIN. SUPPORT/ SOUTIEN ADMIN.	609	11	1.8	4	0.6												647	44	6.5						

TABLE 6 - AA REPORT: DISABLED PERSONS
TABLEAU 6 - RAPPORT AP: PERSONNES HANDICAPÉES

Occupation of category Catégorie professionnelle	Prior year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991										
	Total pop. Pop. totale	Disabled persons Personnes handicapées				Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Disabled persons Objectif: Personnes handicapées		Forecasted vacancies Vacances prévues				
		Indefinite Indéfini		Term Déterminé			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%		Number Nombre	%	Number Nombre	%
		Number Nombre	%	Number Nombre	%																				
OPERATIONAL/ EXPLOITATION	64	3	4.6	-	-																				
DEPARTMENTAL TOTAL DU MINISTÈRE	2221	61	2.7	1.1	0.5	2374	79	3.3		2374	88	3.7		2374	97	4.0		2374	106	4.4					

TABLE 7 - AA REPORT: VISIBLE MINORITY GROUPS
 TABLEAU 7 - RAPPORT AP: GROUPES DE MINORITÉS VISIBLES

Occupation of category Catégorie professionnelle	Prior year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991										
	Total pop. Pop. totale	Visible minority groups Groupes de minorités visibles				Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues				
		Indeterminate Indéterminé		Term Déterminé			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%		Number Nombre	%	Number Nombre	%
		Number Nombre	%	Number Nombre	%																				
MANAGEMENT/ GESTION	91	3	3.3																						
SC. & PROF.	345	30	8.6											346	36	10.4									
ADMIN. & FOREIGN SERVICE/ ADMIN ET SERVICE EXTÉRIEUR	548	13	2.3																						
TECHNICAL/ TECHNIQUE	563	6	1.0											563	10	1.7									
ADMIN. SUPPORT/ SOUTIEN ADMIN.	609	10	1.6																						

TABLE 7 - AA REPORT: VISIBLE MINORITY GROUPS
 TABLEAU 7 - RAPPORT AP: GROUPES DE MINORITÉS VISIBLES

Occupation of category Catégorie professionnelle	Prior year 1986-1987 Année précédente 1986-1987					Current year 1987-1988 Année en cours 1987-1988			Upcoming year 1988-1989 Année à venir 1988-1989			Planning year 1 1989-1990 Année de planification 1 1989-1990			Planning year 2 1990-1991 Année de planification 2 1990-1991										
	Total pop. Pop. totale	Visible minority groups Groupes de minorités visibles				Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues	Total population Population totale	Target: Visible minority groups Objectif: Groupes de minorités visibles		Forecasted vacancies Vacances prévues				
		Indetermined Indéterminé		Term Déterminé			Number Nombre	%			Number Nombre	%			Number Nombre	%			Number Nombre	%		Number Nombre	%	Number Nombre	%
		Number Nombre	%	Number Nombre	%																				
OPERATIONAL/ EXPLOITATION	64	0	0.0																						
DEPARTMENTAL TOTAL DU MINISTÈRE	2221	62	2.7											2371	72	3.0									

TABLE 9 - CONFLICT OF INTEREST
TABLEAU 9 - CONFLITS D'INTÉRÊTS

Prior year / Année précédente
1986-1987

SEE COMPLETION INSTRUCTIONS ON REVERSE
VOIR LA MARCHÉ À SUIVRE AU VERSO

Occupational category Catégorie professionnelle	Number of employees Nombre d'employés					
	Completed Remplis		Directed to divest assets or cease activities etc. Averti de se départir de biens ou de cesser ses activités, etc.	Did not comply with direction (see Table 9) Ne s'est pas conformé aux directives (voir tableau 9)	Subject to Part III of code and left the Public Service Assujéti à la partie III du code - A quitté la fonction publique	Had exit interviews re post-employment compliance A eu des entrevues au sujet du respect du code régissant l'après-emploi
	Certification Attestation	Confidential reports Rapports confidentiels				
MANAGEMENT/ GESTION						
EX	42	-	N/A	N/A	N/A	N/A
SM	38		S/O	S/O	S/O	S/O
SC. & PROF.	335					
ADMIN. & FOREIGN SERVICE/ ADMIN. ET SERVICE EXTERIEUR	516		-	-	-	-
TECHNICAL/ TECHNIQUE	549					
ADMIN. SUPPORT/ SOUTIEN ADMIN.	619					
OPERATIONAL/ EXPLOITATION	53					
TOTAL	2,152					

TABLE 10 - CONFLICT OF INTEREST
 TABLEAU 10 - CONFLITS D'INTÉRÊTS

SEE COMPLETION INSTRUCTIONS ON REVERSE
 VOIR LA MARCHÉ À SUIVRE AU VERSO

Prior year Année précédente
 1986-1987

Code section Section du code	Non-compliance Dérégation au code	
	Corrective measures taken Mesures correctives prises	Disciplinary actions Mesures disciplinaires
S/O N/A		

