

The Health of the Organization



Consumer and Corporate Affairs

MAY 1991

LKC
JL
103
.C6
C3634
1991

IC

JL1033
 C6
 C36344
 1391
 M...
 C.1
 C1

TABLE OF CONTENTS

| <u>SUBJECT</u> | <u>PAGE</u> |
|---|-------------|
| <u>INTRODUCTION</u> | 2 |
| WORKFORCE OF THE 1990s | 3 |
| <u>WHO AND WHERE ARE OUR EMPLOYEES</u> | 4 |
| COMPOSITION | 4 |
| AGE PROFILE | 5 |
| REPRESENTATION | 6 |
| BILINGUALISM | 8 |
| <u>HOW DO WE RECRUIT, RECOGNIZE, TRAIN, AND DEVELOP OUR EMPLOYEES</u> | 10 |
| STAFFING | 10 |
| RECOGNITION | 13 |
| TRAINING AND DEVELOPMENT | 14 |
| <u>OTHER CORE PERFORMANCE INDICATORS</u> | 20 |
| CLASSIFICATION ACTIVITY | 20 |
| REORGANIZATIONS | 21 |
| PERFORMANCE REVIEW AND EMPLOYEE APPRAISALS | 22 |
| OVERTIME | 23 |
| SICK LEAVE | 24 |
| ACCIDENTS | 24 |
| REDRESS MECHANISMS | 25 |
| COUNSELLING OF EMPLOYEES | 26 |
| <u>FUTURE CONCERNS</u> | 27 |
| Index by subject | 28 |

Industry Canada
 Library - LKC
 AVR 28 2017
 APR
 Industrie Canada
 Bibliothèque - BCS

INTRODUCTION

In 1990, the Personnel Directorate was asked by the Deputy Minister to provide an analysis of the "health of the organization" -- to use its privileged view of human resource management in the Department to provide some feedback to managers on the organizational health of CCAC with a particular focus on the management of people. The following report is the second edition of this analysis. It gives a general overview of the workforce of today and of concerns that will develop in the 1990s.

Through these reports, we will continue our search for a variety of indicators that will provide feedback to managers on the successes and the possible areas for concern in human resources management in the Department, to assist them as they plan for the next fiscal year. At the same time, each year this report will also analyze a core set of indicators related to programs like official languages and employment equity to allow managers to evaluate progress from one year to the next.

This Department has made a commitment, through its management agenda as set out in the strategic planning document, DIRECTIONS AND PRIORITIES 1991-1993, to the development of CCAC employees. The Health of the Organization is one means of assessing our success in pursuing that commitment, this year and in years to come.

Finally, there are some aspects of human resource management where we should be concerned about the Department's performance and where managers may want to consider the need for a course correction or adjustment. For example, while the Department is making progress in increasing the participation of women at all levels in the Department, a review of the Department's performance in the recruitment and retention of native people suggests a need for a more proactive management investment.

In summary, the findings of this report support the belief that CCAC is well-managed, with a workforce that is relatively stable, competent and motivated. At the same time, it should be helpful in confirming that the challenge remains for further investment in the management of our human resources.

WORKFORCE OF THE 1990s

The climate is one of insecurity. Existing systems are seen to be disintegrating and the Public Service of Canada is moving to adapt to the new composition of the workforce and its changing values.

Half of post-secondary school graduates are women. The workforce is rapidly growing older, in 1986 51.9% of the Public Service was between 35 and 54. In the year 2000, this group will make up 67.3%; visible minorities will account for half the annual growth of the labour force; an increasing number of aboriginal people will be seeking employment. Improvements in technical aid and equipment will enhance educational opportunities for persons with disabilities and provide the technology necessary for them to be able to opt for work at home.

Management expectations have evolved under the impact of information technology. Managers need and expect a workforce that is better educated and more highly trained. Their workforce, however, is aging and investment in retraining and development will be essential. There is a steady decline in the younger age groups and recruitment from the outside is minimal. At the same time, in the society at large, illiteracy is becoming a more prominent concern.

A continuing concern for the 1990s will be reduction of size and costs without reducing efficiency. This tendency has a direct effect on the expectations of employees towards career opportunities. The baby boomers are the majority and they have accepted that the pyramidal structure can no longer accommodate their needs and ambitions.

Workers' expectations are increasingly oriented to a balance between their professional and family life. The composition of the family has changed drastically. By the year 2000, most families will be two-career families, or single-parent families. This and longer life expectancy will place additional strain on employees who need to care for aging parents. They will want more flexible working conditions within a system that is more adaptable. More of them may opt for working at home. They will also seek opportunities for lateral career changes as a means of meeting their needs for fulfilling and interesting work.

The scope and variety of forecasted changes will provide challenges and choices to all parties.

WHO AND WHERE ARE OUR EMPLOYEES

COMPOSITION

The availability and distribution of Human Resources within Consumer and Corporate Affairs is not significantly different from last year. There has been a shift, mainly in the Consumer Affairs Bureau, of employees from the Technical to the Administrative and Foreign Service Category, a shift accounted for in large part by the reclassification of Consumer Products Officers from PIs to PMs.

The employee figures in Table 1 represent only the number of indeterminate employees of CCAC. Term employees represent 10% of the total of employees at CCAC.

The workforce has a present distribution between Regions and Headquarters of 45% and 55% respectively.

INDETERMINATE EMPLOYEE FIGURES

| BY BUREAU | December 1989 | December 1990 |
|--------------------|---------------|---------------|
| CPSP | 137 | 135 |
| Competition Policy | 201 | 245 |
| Consumer | 999 | 964 |
| CALP | 568 | 557 |
| Admin/ADRG | 214 | 215 |
| TOTAL | 2119 | 2116 |

| BY CATEGORY | December 1989 | December 1990 |
|-------------------|---------------|---------------|
| Management | 80 | 78 |
| Scient. & Profes. | 227 | 247 |
| Admin. & F.S. | 616 | 754 |
| Technical | 509 | 374 |
| Admin. Support | 658 | 637 |
| Operational | 29 | 26 |
| TOTAL | 2119 | 2116 |

Table 1

AGE PROFILE

The age profile of the Department is similar to that of the Public Service in general. (See Table 2). A study of all the principal Groups in CCAC revealed the following.

The Department has a slightly higher number of employees in the younger than 35 age group. These employees are found mostly in the Technical and Administrative Support Categories. Employees between the ages of 25 to 45 represent 66.9% and employees 45 years of age or more represent 29% of the workforce.

The average age of the Management Category is 47.7 years in comparison to last year when the average age was 48.2.

Those Groups which were found to vary from the general pattern were the following:

- The SG-PAT Group where employees 45 years of age or more represent 62.6%.
- The PI Group which has since been reclassified to PM is fairly young with only 16.9% over age 50.
- The Department is a prime user of TI's who are concentrated mainly in the 25 to 45 age group (62.2%).
- Most of the employees in the less than 25 age groups are in the Administrative Support Category and the TI Group.

| Comparison with the Public Service at Large | | | | | |
|---|-----|-------|-------|-------|-----|
| | <25 | 25-34 | 35-44 | 45-54 | 55+ |
| DEPARTMENT | 4.2 | 27.8 | 37.1 | 21.2 | 8.4 |
| PUBLIC SERVICE | 3.0 | 26.7 | 37.7 | 21.8 | 9.1 |

Table 2

REPRESENTATION

Both Genders in the Workforce

Women represent 46.2% of CCAC's workforce. Of the 804 positions in non-traditional occupations in the Department, 123 (16%) are occupied by women. As shown in Figure 1, women represent 84% of the Administrative Support Category; and 40% of the Administrative and Foreign Service Category. There are no women in the Operational Category.

In the Management Category, the number of women has increased from 14.3% in 1989/1990 to 19.0% in 1990/1991 in comparison to a government representation of 14.1% in 1989. However, there is only one female executive in the Bureau of Competition Policy.

Female representation including acting appointments at the SM-1 is 16.9% and SM-2 is 29.9% compared to 15.9% and 21.3% for the Public Service at large. Compared to last year, four more women were appointed to the SM-1 and five more to the SM-2 levels.

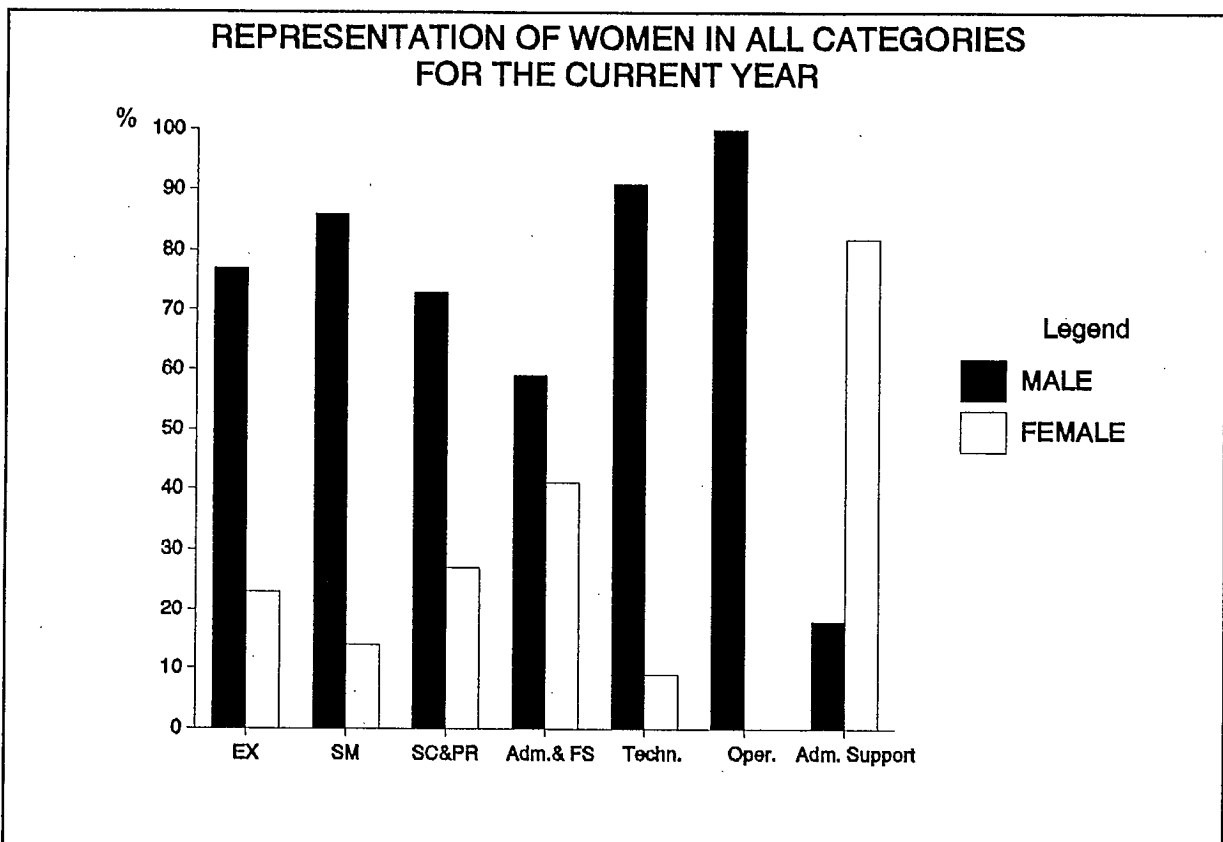


Figure 1

Representation of Other Target Groups

Visible Minorities:

The representation of visible minorities is at 3.2% in comparison to a target of 4%. While 3 are in the Management Category, 25 (33%) are in the Administrative Support Category.

Disabled Persons:

Representation of disabled persons is at 3.1% in comparison to a target of 3.4%. This is only 4 under the target of 79.

Aboriginal Peoples:

There are 22 aboriginal people in indeterminate positions and one in a term position of more than six months. This is less than 50% of the target set for March 31, 1991 of 2.1%.

There has been a slight increase in the representation in the feeder levels to the Management Category of disabled persons which increased by 2, visible minorities by 1 and aboriginal people by 1.

BILINGUALISM

In CCAC, 52% of the positions are identified bilingual and 88% of incumbents meet the language requirements of their bilingual positions in comparison to the Public Service average which is 29.2% and 85.6% respectively. This distribution of bilingual positions explains the favourable comments in the Annual Report of the Commissioner of Official Languages on CCAC's service to the public and progress made towards a work environment conducive to the use of both official languages.

Francophone and Anglophone Representation

The overall representation of francophones within the Department is higher (39%) in comparison to the Public Service in general where representation is at 28% and to the global francophone representation in Canada which is 23%. The anglophone representation within the Department is lower at 61% versus 72% for the Public Service and 77% for the global representation across Canada.

The fact that Headquarters is located in Hull and employs 55% of the workforce with a further 25% approximately employed in the Quebec Region, are factors influencing the high percentage of francophone employees in CCAC.

Francophone representation in all categories is the following:

- The majority of francophones are in the Administrative and Foreign Service Category (39.4%) and the Administrative Support Category (51.4%). These two categories constitute 68% of the Department's workforce.
- The Operational Category is comprised of only 29 positions, 44.8% of the incumbents are francophones.
- Francophone representation is more equitably distributed in the Management (21.7%), the Scientific and Professional (22.3%) and the Technical (26.1%) Categories.

Language Training

• General

Other than statutory training, 95 employees took advantage of departmental courses offered in the autumn session, 120 participated in the winter session and 95 are enrolled for the spring session. These courses for employees were also offered in the regions. Participation was the following: in the Atlantic Region, 7; in the Quebec Region, 54 and in the Ontario Region 24 participants.

Although the Department has always offered various courses to help employees improve their level of proficiency in their second language, this new structured approach with three sessions was implemented last September and is highly successful. The increasing number of employees who avail themselves of these courses will be a direct benefit to the Department's mandate of serving the public.

• Management Category

Sixty-six percent of EX's in bilingual positions in bilingual regions must attain the C level of proficiency in reading and in oral interaction (CBC) by 1994 and all must meet these requirements by 1998 as stipulated in the Treasury Board policy.

Presently, 16 of the 34 incumbents (47%) have valid results at the CBC level or better with regards to the second language evaluation test (SLE). The Management Category employees benefit from a special training program implemented to help them achieve the above-mentioned objectives. There are presently 12 EX's participating in this program. Therefore, the Department will, in all likelihood, meet its objectives. The program is very successful and is enthusiastically supported by all participants.

Although the SM Group is not affected by this policy, the language situation of this group is comparable to that of the EX Group. Twelve incumbents of bilingual positions out of 32 (37%) have already attained the level CBC.

Supervisors' Linguistic Capacity

In accordance with the Official Languages Act, incumbents of supervisory positions must be able to communicate with their employees in the language of their choice. Of the 308 bilingual supervisory positions, 44 of the incumbents (14.3%) do not currently meet the language requirements of their positions as compared to 19.4% for the Public Service in general.

HOW DO WE RECRUIT, RECOGNIZE, TRAIN AND DEVELOP OUR EMPLOYEES

STAFFING

In 1990, CCAC recruited 129 employees. Of these, 61 (47.3%) were recruited from outside the Public Service. They include 23 indeterminate employees, and 38 terms.

The remaining 68 (52.7%) were recruited from within the Public Service. They include 53 indeterminate employees and 15 terms.

The recruitment of 23 indeterminate employees from outside the Public Service, which represents only 5% of the 427 staffing activities, may warrant renewed interest and planning in respect to representation and demographic issues.

Terms

Terms represent 10% of the workforce and 41% of all staffing activity. For a Department the size of CCAC this represents a large proportion of the total activity. Term employees see their terms renewed approximately every nine months. Some of them have been on staff 17 months and in Finance and Administration for 24 months. Extension requests totalled 200 at Headquarters only for 1990. In 1990, 72 term employees became indeterminate and in 1989, 103.

The above facts raise the following questions. In some cases, are we using term employment contracts for functions which are effectively indeterminate and conversely, are we stringing together a series of consecutive short terms rather than using a single term appointment of longer duration? Is the use of term employees ensuring that we are attracting the best qualified individuals?

Students

Student employment programs have been used successfully over the last two years. Since January 1989, 27 students were recruited into CCAC. The distribution of students hired by program is given in Table 3.

An evaluation by the Coordinator of Student Activities for the summer of 1990 was favourable. The structure and information sessions developed for the student program at CCAC were seen as successful and innovative by the students who expressed their support for the continued commitment of CCAC in these activities.

They recommended that particular attention be given to better planning and closer supervision to ensure that the student is fully occupied, knows the functioning of the Bureau and what is expected of him/her and that more care be given in selecting students according to their fields of study in relation to the work anticipated.

| | Headquarters | | Regions | |
|-----------|--------------|------|---------|------|
| | 1989 | 1990 | 1989 | 1990 |
| COOP | 23 | 23 | 5 | 4 |
| COSEP | 39 | 40 | 20 | 17 |
| NON-COSEP | 33 | 20 | 1 | 2 |
| TOTAL | 95 | 83 | 26 | 23 |

Table 3

Promotions

Based on the trend of previous years, CCAC has a higher rate of internal promotions than the Public Service in general. However, this data includes promotions associated with Departmental underfill training programs, e.g., Patent Examiners (16); Technical Inspectors (57); Consumer Products Inspectors (195); Bankruptcy Officers (4); and entry level CO's in Bureau of Competition Policy (5).

An adjustment to the reporting system will ensure that in future the two different types of promotions are reported separately.

In respect to the Management Category, in 1990, there were six managers appointed to the Department with a promotion and one appointment from outside the Public Service and two redeployments to the Department. Within CCAC, four managers were promoted and four were redeployed.

In comparison, in 1989 there were two appointments to the Management Category from outside the Public Service. Within CCAC seven managers were promoted to the Category, whereas four were promoted and seven were redeployed within the Category.

Acting Appointments

During 1990/1991 there were 473 requests for acting appointments. If one includes acting pays and extensions of acting, the figure rises to 600. Of the 473 acting appointments, 32% were for more than one level and 29% for a period of more than four months.

In the context of the cap on salaries for the next three years management may elect to monitor the utilization of actings more closely.

Distribution of acting appointments by Bureau is illustrated in Table 4.

| | Total | More than one level | More than 4 months |
|--|------------|----------------------------|----------------------------|
| A.D.R.G. | 1 | 1 | 1 |
| Finance and Admin. | 44 | 13 | 24 |
| D.S.O. | 7 | 2 | 3 |
| Minister's Office | 4 | 1 | 4 |
| C.P.S.P. | 25 | 8 | 11 |
| B.C.P. | 39 | 7 | 14 |
| **C.A.L.P. | 124 | 45 | 51 |
| Consumer (NCR) | 36 | 6 | 11 |
| Atlantic | 30 | 7 | 5 |
| Ontario | 33 | 16 | 3 |
| Pacific | 34 | 13 | 2 |
| Prairie | 47 | 15 | - |
| Quebec | 49 | 10 | 8 |
| Total | 473 | 154 (32%) | 137 (29%) |
| ** A number of these appointments are still effective. | | | |

Table 4

Workforce Adjustment

During the financial restraint of 1989/90, CCAC declared 58 employees affected, 13 surplus and 9 were given lay-off status. During 1990/91, 41 were declared affected, 7 surplus and 7 were given lay-off status. In addition to the integration of some of its own priorities, CCAC has integrated 19 priorities from other areas of the Public Service during the period covering January to December 1990. An excellent track record, indicative of a strong corporate commitment to the principles of Workforce Adjustment in the Public Service as a whole.

Departures

For the Fiscal Year 1990/1991, transfers to other Public Service departments represent 20.2% of 382 departures. If the Administrative Support Category is excluded, 26 men and 24 women have left the Department for work in other Public Service departments.

Resignations represent 65.7% of departures and include:

- terms not renewed (39% of total departures);
- pay in lieu of unfulfilled surplus period; and
- resignations for work outside the Public Service.

Retirements represent 10.2% of departures. While the resignations of TI's in the Ontario Region had been of concern this situation has stabilized in 1990/1991.

Fifteen employees were given lay-off status of whom eight were accelerated lay-offs.

RECOGNITION

The achievements of employees continue to be recognized through various award programs. In fiscal year 1990/91, Merit Awards were given to forty employees; seventeen Suggestion Awards were approved and sixty-five individuals were given Instant Awards.

TRAINING AND DEVELOPMENT

CCAC has 2,116 indeterminate employees and 189 employees in terms for more than six months. A total of 2,520 formal training courses were reported during the period of April 1st, 1990 to March 31st, 1991 which represents 1.09 course per employee. This represents a decrease of 9% from last year when courses reported represented 1.18 course per employee.

The majority of all technical training and health and safety training is done in the regions. All other training activities are distributed evenly in the regions and in the National Capital Region.

As shown in Table 5 the Bureaux of Consumer Affairs, Corporate Policy and Strategic Planning and Administration (Finance, Office of the ADRG, Minister's Office and Secretariat) are above the Departmental average of 1.09 course per employee. The Bureaux of Competition Policy and Corporate Affairs and Legislative Policy are well below the average.

COURSES PER EMPLOYEE BY BUREAU 1990/1991

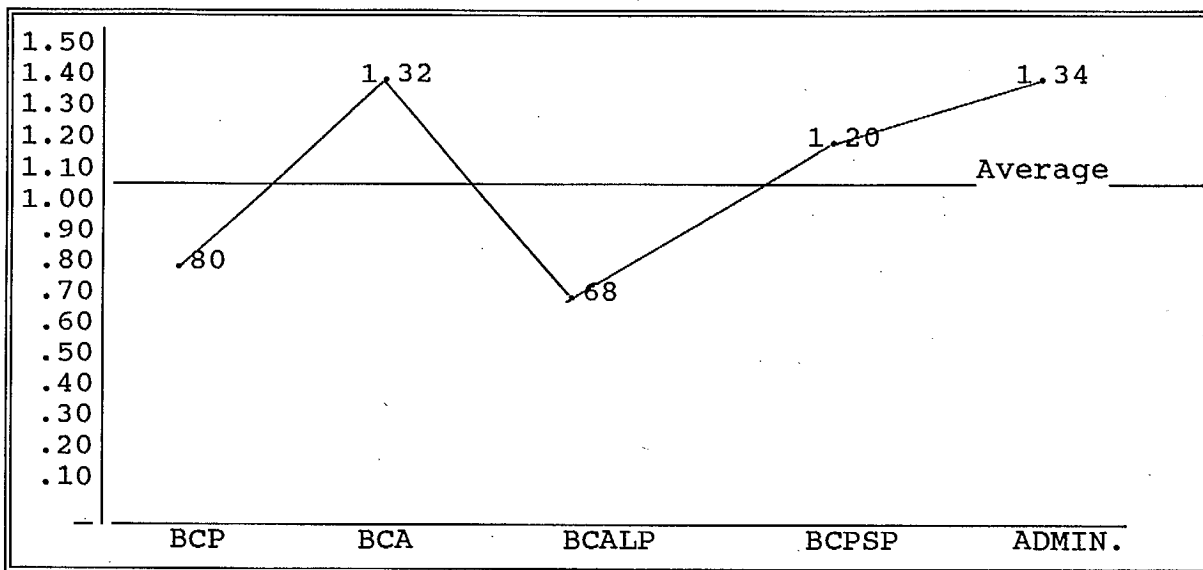


Table 5

The total training budget for 1990/1991 was \$875,870 compared to \$981,559 last year which represents a decrease of 11%. This does not include in-house informatics training, departmental courses with no tuition costs, on-the-job training, conferences and seminars.

As seen in Figure 2, the highest expenditure is for informatics training, followed by technical training. The highest percentage of training activities is for health and safety. Its costs are the lowest at 3% of the entire budget. This includes courses such as Preventive Driving, First Aid, Cardiac and Pulmonary Resuscitation, WHMIS and Care and Conditioning for the Back.

Expenditures are equivalent to activities for personal development training which includes such courses as time management, management of stress, oral and written communications, and professional development for Administrative Support employees.

Figure 2 does not reflect university and college courses. Eighty courses under this category were refunded for a total of \$18,000. This represents only 2% of the total training budget. The return however is high, i.e., better qualified staff given the low investment.

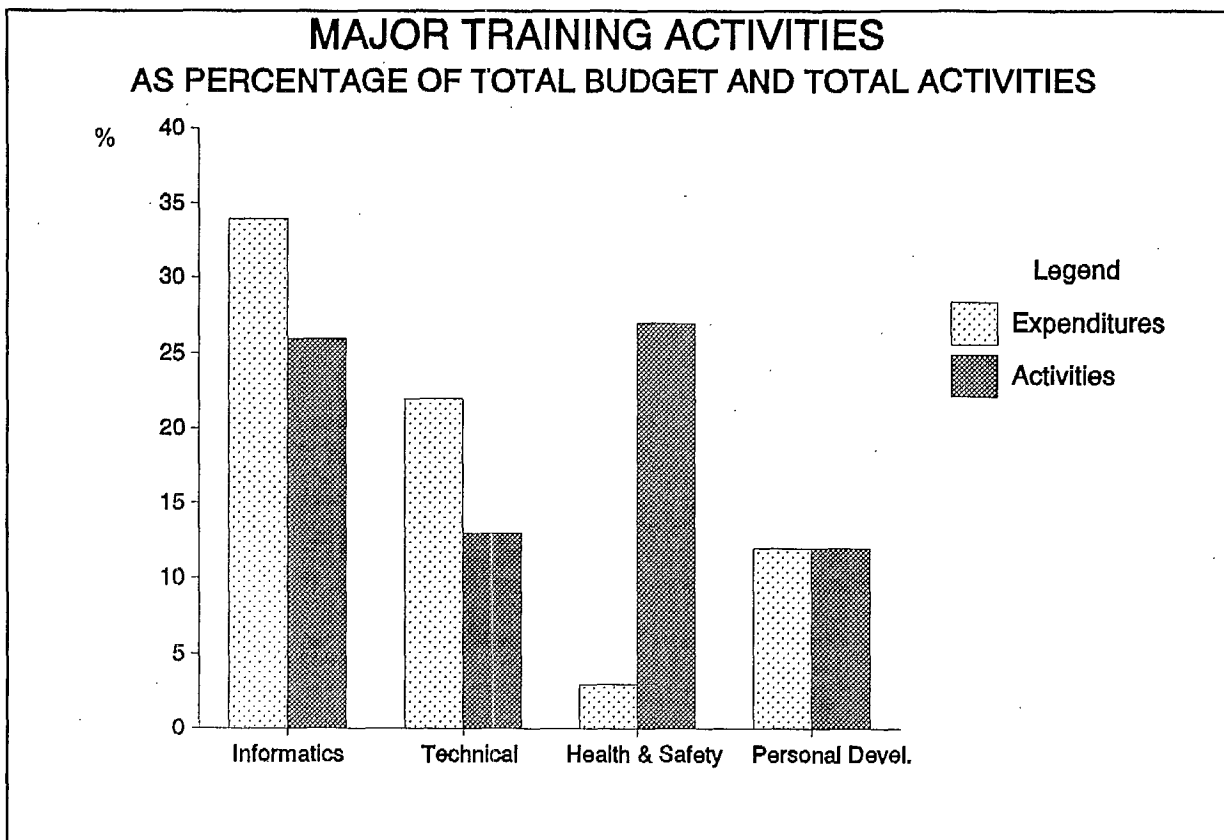


Figure 2

The average number of training days per employee is 2.9 a year for the whole of the Public Service. Last year CCAC had an average of 2.6 days of training per employee. The training budget per employee for the Public Service is estimated at \$570 in comparison to \$380 in CCAC. This could be explained by the large number of training activities (27%) in the health and safety area which represent only 3% of the training budget. The orientation sessions, which are also recorded as training activities do not have any costs attached.

Although it is understandable that training expenditures were marginally affected by the 1990/1991 fourth quarter O&M cuts, managers may want to ensure that the Department's investment in T&D is protected in the longer term.

Training for EX and SM

This year, training for the Management Category has increased. Seventy-three training activities were provided to the 75 EX/SM in the Department for an average of .93 activity per manager compared to the Departmental average of 1.09.

Out of these 73 activities, 54 or 74% were related to management courses. The other training activities fall into the following areas: pre-retirement planning, communications for departmental spokespersons, informatics, personnel and finance.

Training as a Continuing Priority

Major accomplishments were made in the area of training last year. The Orientation Program for New Employees was successfully introduced and delivered to 43 new employees. Senior managers are committed to a set of objectives and priorities for the next three years.

A new planning system was put into place for the year 1991/1992 and changes were introduced in the reporting system to ensure a better information base to monitor progress and trends in the Department. In future this will allow managers to better plan and allocate funding for training and development based on Departmental objectives and priorities.

A study was conducted to identify the training needs of middle managers and courses will be developed this year in response to the needs expressed. Employees will be surveyed during the year to identify their participation on a wide range of training activities in order to measure the achievement of the objectives and priorities set for the next three years.

The ability to monitor training activities and trends in CCAC is made difficult by several factors. Planning for training is done on a decentralized basis; training funds are not managed through separate budgets; and finally, many training activities are not reported in the Departmental Information System. Among these are in-house informatics training, departmental courses with no tuition costs, on-the-job training, conferences and seminars. Although the monitoring capacity will be greatly improved next year as a result of the new planning system, the training activity reflected in this year's report must be treated as an under-estimation of the total training activity in CCA.

Career Assignment Program

A review of the participation in CAP by CCAC employees suggests that this program may not have been used as much as it could have, as illustrated in Table 6.

Management may want to consider the program for developing employees with the potential to occupy senior management positions 4 and 5 years from now.

| | Candidates considered | | Participants | |
|------|-----------------------|--------|--------------|--------|
| | Male | Female | Male | Female |
| 1987 | 0 | 1 | 0 | 1 |
| 1988 | 4 | 2 | 1 | 0 |
| 1989 | 4 | 3 | 0 | 0 |
| 1990 | 1 | 0 | 1 | 0 |

Table 6

Departmental Assignment Program

In 1990/1991, 73 employees registered with DAP for a first or second time. Of these, 45 obtained secondments, including 7 who were seconded outside the Department. Of the 45, 28 were in the Administrative Support Category; 13 in the Administrative and Foreign Service Category; 1 in the Technical Category and 3 in the Scientific and Professional Category. Of the number of employees who have completed their secondments, 42.8% returned to their position.

Applications were more numerous in the first year of operation (103) due to a high level of publicity and employee interest. This has stabilized in this second year of operation, however, current requests are still substantial at 73. DAP has proven effective for those employees with limited networking opportunities.

Over the last quarter, there has been a slight shift in the population served. DAP had an increase in requests for information and applications from professionals and from men in the Department.

Do managers perceive the program as creating an additional burden for them, i.e., having to replace an employee on assignment, being robbed of their best performing employee? Could this program be further enhanced and more widely used by CCAC managers in the context of developing employees and offering them a wider range for on-the-job training?

Figure 3 illustrates the use of the program over the last year. Secondment opportunities exist however, many assignment projects are subsequently withdrawn. More women than men are registered with DAP and projects submitted as well as assignees accepted vary by bureau. The Bureau of Corporate Policy and Strategic Planning submitted the most projects and accepted more assignees followed by the Bureau of Corporate Affairs and Legislative Policy. The Bureau of Competition Policy had more employees registered than they had projects submitted and, overall, had the least number of projects submitted.

This would seem to indicate that the potential of this program exceeds its present use.

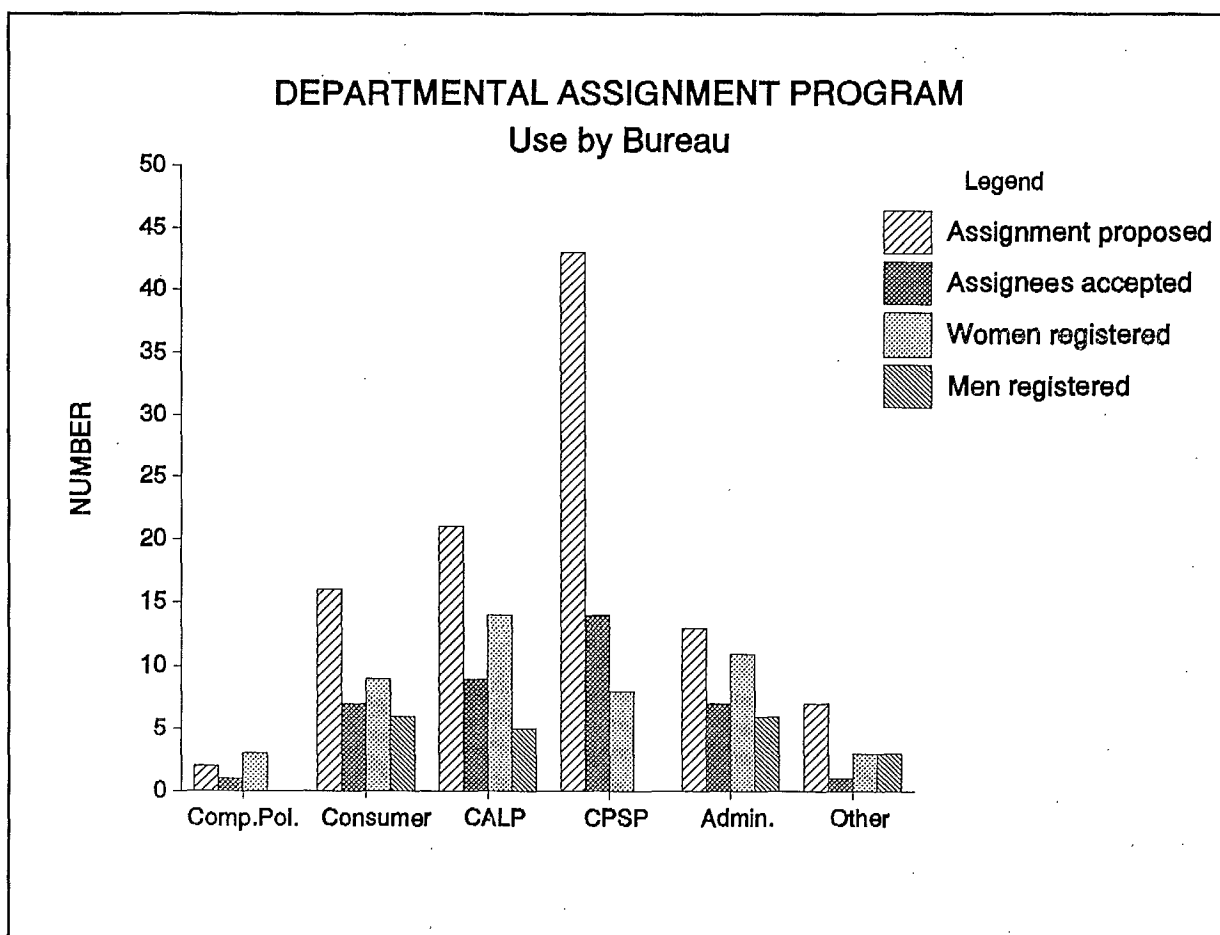


Figure 3

OTHER CORE PERFORMANCE INDICATORS**CLASSIFICATION ACTIVITY**

CCAC presently holds a fully satisfactory rating from the Treasury Board Secretariat which gives the Department some flexibility in the use of classification committees, on-site audits with incumbents of reclassified positions and also provides for administrative classification delegation.

The Department has 2,239 authorized person years; there are a total of 3,127 classified positions (535 term and 2,592 indeterminate).

In the fiscal year 1990/1991, 3,181 classification actions were processed. The actions represent all types of classification activity:

- 296 positions abolished
- 132 positions changed
i.e., administrative change to position number, etc.
- 439 positions created
- 328 terms extended
- 17 positions informally reviewed
- 369 positions reclassified
- 662 positions updated/reviewed
- 938 positions verified for level, for acting pay or staffing purposes

The level of activity for positions updated and reviewed is positive in that it should ensure retention of the Department's fully satisfactory rating in the upcoming 1991/1992 Triennial Review. Nevertheless, approximately 5% of Departmental positions are out-of-date, most significantly in the CR and AS Groups. The 1990/1991 on-site monitoring activity, where 25 positions were reviewed, revealed a 16% lack of coincidence between job descriptions and the actual work being carried out.

CCAC managers are generally supportive of the Departmental classification program in terms of taking the necessary training to serve on classification committees.

Reclassifications

The following is a summary of the upward reclassification actions for 1990/1991:

| | |
|------------------------------------|----------|
| Management Category | 2 |
| Scientific and Professional | 23 |
| Administrative and Foreign Service | 250* |
| Technical | 57 |
| Administrative Support | 32 |
| <u>Operational</u> | <u>5</u> |
| Total | 369 |

* These include reclassification of 195 Consumer Products Inspectors from the PI to the PM Group.

Several factors other than those resulting from reorganizations influenced the number of reclassifications; i.e., changes to classification standards; assignment of new functions, additional authority and change to the focus of the program mandate.

A number of reclassification actions were associated with the underfill training programs within Weights and Measures and Electricity and Gas as well as the program in Patent Examination.

REORGANIZATIONS

Reorganizations involving approximately 159 positions resulted in 46 positions being upgraded. Of this number, 23 classification decisions were retroactive beyond one year, which would suggest problems of timeliness in implementing some of the reorganizations.

Managers have spent over \$152,000 in the fiscal year 1989/1990 on consultants engaged in job description writing and/or providing organizational assistance. From April 1 to October 1, 1990, over \$60,000 had been spent on consultants. The costs for the remainder of the fiscal year have not yet been determined but it is likely an amount similar to the previous fiscal year will be spent.

PERFORMANCE REVIEW AND EMPLOYEE APPRAISAL

In Figure 4, a comparison of PREAs for the last two years shows an increase for the fully satisfactory, fully satisfactory plus and superior ratings with corresponding decreases in the outstanding and less than satisfactory ratings. There is also an increase in the number of employees who were not assessed and thus may warrant a closer review by managers. Are all exemptions reasonable, or are some employees not given the opportunity to discuss their concerns and interests with their supervisors?

For the 1989/1990 exercise, CCAC reported a return of 97% to Treasury Board, which includes those evaluations that were exempted for various reasons.

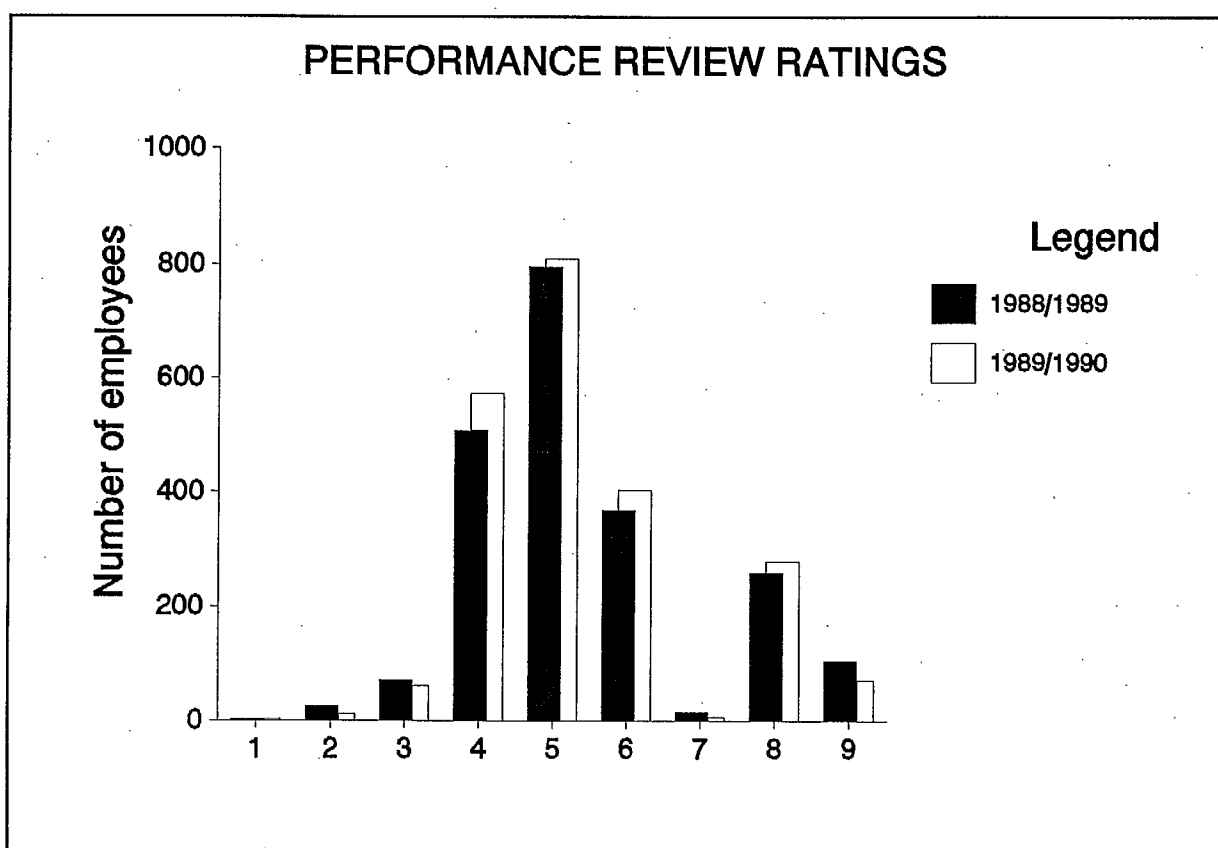


Figure 4

- | | |
|--------------------------|----------------------------|
| 1 = Unsatisfactory | 6 = Superior |
| 2 = Satisfactory | 7 = Outstanding |
| 3 = Fully Satisfactory - | 8 = Employees not assessed |
| 4 = Fully Satisfactory | 9 = Employees on probation |
| 5 = Fully Satisfactory + | |

OVERTIME

Overtime costs are comparable to last year's. Costs for 1990/1991 are set out in Table 7. They do not take into account leave taken in lieu of pay. In comparison, costs for 1989/1990 were \$2,199,000.

| OVERTIME COSTS BY BUREAU | |
|---------------------------------------|----------------------|
| April 1, 1990 - March 31, 1991 | |
| Bureau | Costs (\$000) |
| Consumer | 341,066 |
| CALP | 1,314,558 |
| Competition Policy | 43,619 |
| FAAD | 336,010 |
| CPSP | 59,064 |
| Other | 107,274 |
| TOTAL | 2,201,591 |

Table 7

As Table 8 shows, only a portion of accumulated days have been taken in leave at Headquarters. In the regions, however, the compensatory time taken is equivalent to that acquired. The budgetary restraint on salaries warrants closer monitoring by managers of the use of overtime. These are reported days of overtime and do not reflect overtime by employees as part of their workday.

| Overtime taken as compensatory leave April 1, 1990 to March 31, 1991 | | | | |
|---|--------------------------|------------------|--------------------------|------------------|
| Bureau | Headquarters | | Regions | |
| | Days acquired | Days used | Days acquired | Days used |
| Consumer | 109.4 | 53.7 | 812.6 | 812.6 |
| CALP | 169.1 | 110.3 | 1.7 | 1.7 |
| Competition | 29.0 | 16.0 | 8.1 | 8.1 |
| FAAD | 237.7 | 164.7 | ----- | ----- |
| CPSP | 221.5 | 140.5 | ----- | ----- |
| Other | 63.0 | 43.2 | ----- | ----- |
| TOTAL | 829.7 | 528.4 | 822.4 | 822.4 |

Table 8

SICK LEAVE USAGE

Although sick leave usage in CCAC was slightly higher over the last two years than the Public Service average, this was due mainly to extended sick leave of some employees, rather than the general frequency of leave taking. There is a definite trend to use more sick leave in the fourth quarter of the fiscal year.

Table 9 shows that usage is higher in the regions for the Bureaux of Competition Policy and Consumer Affairs. These are explained by situations of injury on duty in the Bureau of Consumer Affairs, and by extended usage of sick leave in the case of three employees in particular in the Bureau of Competition Policy.

| Sick Leave Usage | | | | |
|------------------|--------------|---------------------------|----------|---------------------------|
| Bureau | Headquarters | | Regions | |
| | Employees | Average days per employee | Employee | Average days per employee |
| Consumer | 234 | 6.0 | 776 | 10.4 |
| CALP | 500 | 8.7 | 104 | 7.2 |
| Competition | 199 | 5.6 | 69 | 11.2 |
| FAAD | 224 | 7.5 | --- | ---- |
| CPSP | 167 | 6.8 | --- | ---- |
| Other | 82 | 8.4 | --- | ---- |

Table 9

ACCIDENTS

Table 10 describes the level and impact of accidents which occurred in the Department during the last three years. The increase in days lost since April 1, 1990 is due mainly to a few accident cases which are presently covered under Worker's Compensation. These cases are under investigation so that they can be regularized either by retirement for medical reasons or by other appropriate employment termination. CCAC continues to be very proactive in health and safety at work.

| Year | # of Accidents | Days lost |
|-----------|----------------|-----------|
| 1988/1989 | 108 | 1749.5 |
| 1989/1990 | 97 | 750.0 |
| 1990/1991 | 74 | 1628.5 |

Table 10

REDRESS MECHANISMS

In general, employees are not using formal processes to address or express dissatisfaction.

Classification Grievances

In 1990/1991, out of a possible 1,031 actions on classification decisions on existing positions, only 9 gave rise to grievances.

Problems are currently being experienced regarding the scheduling of grievance hearings which is now the responsibility of the employees' representatives.

Eight grievances resulted from the introduction of new classification standards.

| <u>Year</u> | <u>Number of Grievances Received</u> | <u>Number of Grievances Processed</u> |
|-------------|--------------------------------------|---------------------------------------|
| 1988/1989 | 6 | 2 |
| 1989/1990 | 1 | 0 |
| 1990/1991 | 9 | 0 |
| TOTAL | 16 | 2 |

Table 11

Staff Relations Grievances

There has been a significant increase in the number of staff relations grievances. But this increase is the result of three separate actions: the Treasury Board's announcement of Pay Equity Adjustments for the CR and ST Groups which PSAC found unacceptable (110 grievances); the decision regarding the effective date of reclassification of Consumer Products Inspectors from the PI to the PM Group (131 grievances) and Treasury Board's announcement of the discontinuation of the Quebec Remuneration Supplement (59 grievances). Nevertheless, relations between the Department and the bargaining agents remain harmonious.

| | 1988/1989 | 1989/1990 | 1990/1991 |
|--------------|-----------|-----------|-----------|
| Regions | 88 | 46 | 305 |
| Headquarters | 14 | 8 | 6 |
| Total | 102 | 54 | 311 |

Table 12

Appeals

Of the total number of selection processes which provide for a formal recourse under the Public Service Employment Act, (i.e., competitive processes, transfers, acting appointments, reclassifications), only 13 processes were appealed. These resulted in 5 withdrawals prior to hearing; 5 dismissals after hearing and 3 dismissals on the grounds of no jurisdiction.

| | Withdrawn | Dismissed | Allowed |
|------|-----------|-----------|---------|
| 1988 | 6 | 3 | 0 |
| 1989 | 5 | 5 | 5 |
| 1990 | 5 | 8 | 0 |

Table 13

COUNSELLING SERVICES

Counselling activity over the last two years dealt with some problems of communication between supervisor and employee. However, most were work-related, supervisor/employee conflicts, stress and burnout, or dissatisfaction at work. Middle managers in particular are vulnerable in this type of situation since they tend to alleviate the burdens of their employees while still meeting deadlines.

Secondary reasons for consulting were family problems which sometimes have a strong correlation with the stress level at work. The actual economic context, the necessity to do more with less and insecurity have created an unease which has had repercussions on the morale of employees.

The decision to offer counselling services on a contract basis through Health and Welfare Canada, for headquarters employees as well as for all Regions with the exception of the Prairies, will continue to ensure the availability of personal counselling services.

FUTURE CONCERNS

- **EMPLOYER/EMPLOYEE RELATIONS**

Continue efforts to involve employees in issues relating to their work.

- **PLANNING FOR HUMAN RESOURCES AT EARLY STAGE OF OPERATIONAL PLANS**

Integration of human resource needs as part of program and budget concerns.

- **TRAINING AND DEVELOPMENT WILL CONTINUE TO BE A MAJOR CONCERN IN THE DEPARTMENT**

Monitoring of such activity is essential to ensure efficient use of operating budgets.

- **TRAINING OF MASTERS GRADUATES**

Planning for this activity should include developmental opportunities for departmental employees as well.

- **REPRESENTATION OF ALL CANADIANS IN THE PUBLIC SERVICE**

This is a renewed priority under the share setting strategy for employment equity. Use all opportunities to recruit members of the under represented groups.

- **AGING WORKFORCE**

With the projection of skills shortages and of sixty-seven percent of the workforce being between 35 to 54, by the year 2000, there will be a strong demand to upgrade and develop their skills.

- **YOUNG RECRUITS**

Minority in year 2000 and unless the structure is flexible, i.e., project work and knowledge and skills are recognized, they will have little influence and may seek alternate employment.

- **A CONTINUING CONCERN WILL BE THE IMPACT OF TECHNOLOGICAL DEVELOPMENTS WHICH ARE REPROFILING THE WORKFORCE**

Changes in organizational structures and tasks will result.

- **NEEDS AND EXPECTATIONS OF WORKERS**

Employees will seek motivation in personal achievement, participation in decision-making. Adaptable work arrangements will be needed to reflect these changes.

| INDEX BY SUBJECT | PAGE |
|--|-------|
| Accidents | 24 |
| Acting Appointments | 12 |
| Age Profile | 5 |
| Appeals | 26 |
| Career Assignment Program | 17 |
| Classification Activity | 20 |
| Classification Grievances | 25 |
| Counselling Services | 26 |
| Departmental Assignment Program | 17-18 |
| Francophone and Anglophone Representation | 8 |
| Indeterminate Employee Figures | 4 |
| Language Training | 9 |
| Overtime | 23 |
| Performance Review and Employee Appraisals | 22 |
| Promotions | 11 |
| Reclassifications | 21 |
| Reorganizations | 21 |
| Representation of Women | 6 |
| Representation of Other Target Groups | 7 |
| Sick Leave Usage | 24 |
| Staffing | 10 |
| Staff Relations Grievances | 25 |
| Students | 10 |
| Terms | 10 |
| Training | 14-15 |
| Training as a Continuing Priority | 16 |
| Training EX/SM | 16 |