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# Industry Canada

## Human Resources Management Annual Report 2002/2003

Human Resources Branch  
July 2003





## Forward

Strategic human resource planning is about finding, keeping and developing the right people. Industry Canada needs to achieve its mandate as well as the goals of the Public Service. The purpose of this report is to provide senior departmental managers and human resource professionals in Industry Canada with comprehensive human resource information as of March 31, 2003, as an aid in decision making in human resource planning, program development and performance issues. This information will also help employees and managers to better understand who we are and where we are going demographically as an organization.

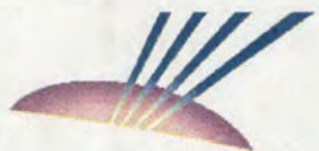
Industry Canada's strategy of improving the health of our workplace, of investing in the learning and career development of our people and of recruiting a skilled and representative workforce, is critical to our continued success in achieving our business goals and mandate. Managing our performance in these areas underscores the need for timely access to accurate human resource information.

Some broad observations drawn from this year's information are:

- The number of Industry Canada employees continues to grow at a rapid pace. As of March 31, 2003 there were 6017 indeterminate, term and casual employees versus 5723 and 5301 at the end of fiscal 2002 and 2001 respectively.
- Progress in visible minority representation continues. Our visible minority representation reached 8.7% of our total workforce last year up from 7.8% and 7.4% in fiscal 2002 and 2001 respectively.
- Employee retirement rates are expected to surge above 200 per year starting in 2008-2009.

Competition among employers for scarce skills is increasing. Industry Canada must continue to manage its human resources strategically. Your questions, comments and suggestions on the content of this report are most welcome. In this regard, please contact Dave Morgan, Manager, Human Resource Planning and Analysis at (613) 952-0807 or at [morgan.dave@ic.gc.ca](mailto:morgan.dave@ic.gc.ca), at any time.





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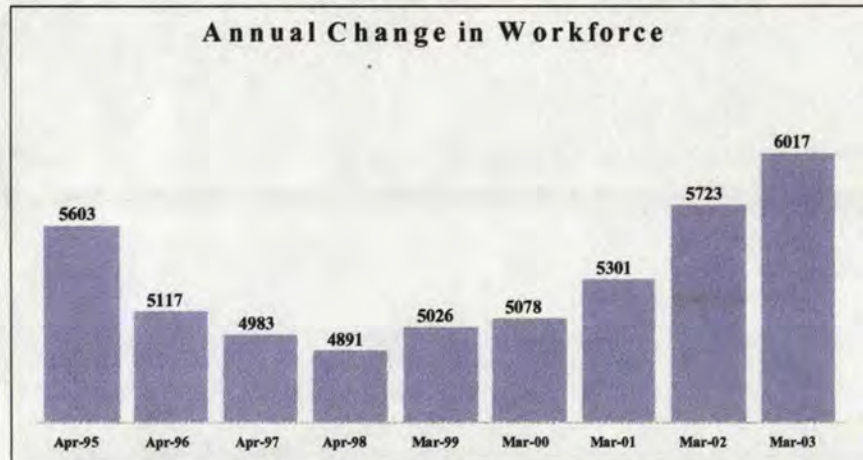
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# Industry Canada Workforce

This section provides an overview of the distribution and composition of Industry Canada's workforce.



As of March 31, 2003, Industry Canada had 6,017 employees. Unless otherwise indicated, indeterminate, determinate and casual employees in their substantive positions (including 229 employees on leave without pay) were considered "employees" in this report and are included in the calculations. Excluded are students, exempt staff in the ministers' office, and Governor-in-Council appointees. Employees on secondment are reported under their home organization.

The Department's workforce increased by 294 employees (5.1%) since March 31, 2002. At 6,017 employees Industry Canada is no longer below its pre-program review level (5603), on March 31, 1995. Significant growth is noted for the Communications Branch (37.1%), Technology Partnerships Canada (28.3%), Investment Partnership Canada (20.5%), Canadian Intellectual Property (12.0%), Office of the Superintendent of Bankruptcy (9.7%), and Chief Information Officer (11.0%).

The table to the right shows the distribution and composition of the workforce by sector. The largest number of employees, 2,671 (44.4%), are under the Operations sector. More than 50% of employees in this sector work in one of three organizations: the Canadian Intellectual Property Office - CIPO (809 employees), Measurement Canada - MC (342 employees) and Office of the Superintendent of Bankruptcy - OSB (284 employees).

Other sectors account for 39.4% of the workforce, which is consistent with past years. Corporate Services account for 16.3% of the workforce compared to 15.7% on March 31, 2002. 87.0% of departmental employees occupy indeterminate positions, while the other 13.0% are term/casual employees. However, compared with the Public Service as a whole (16.0%), there are fewer term/casual jobs at Industry Canada. The majority of term/casual positions are occupied by women

(58.6%).

There was significant growth in the indeterminate population (6.2%) this past year (4964 indeterminate employees) and in the determinate population (28.4%).

Workforce Distribution by Employment Status					
Sectors	Indeterminate %	Term %	Casual %	March 2003 Total	March 2002 Total
CA	95.5	4.5	0.0	22	22
CB	93.3	6.0	0.7	436	453
CRC	81.9	17.8	0.2	426	423
IPC	89.4	8.5	2.1	47	39
POL	88.8	8.3	2.9	278	281
TPC	88.3	6.5	5.2	77	60
IS	96.2	2.6	1.2	423	410
SITT	77.4	19.6	3.0	659	618
Operations					
Atlantic	97.0	3.0	0.0	99	102
Ontario	96.1	2.2	1.8	228	212
Pacific	92.7	6.4	0.9	110	108
Prairies/NWT	91.1	7.6	1.3	157	157
Quebec	92.9	3.8	3.3	182	179
ABC	94.7	5.3	0.0	76	73
FedNor	64.3	35.7	0.0	115	109
CIPO	85.5	14.5	0.0	809	722
MC	98.0	2.0	0.0	342	341
OSB	82.4	17.3	0.4	284	259
OPS-HQ*	85.9	11.9	2.2	269	257
OPS Total	88.6	10.6	0.8	2671	2519
Corporate Services					
CIO	88.5	11.2	0.3	392	353
CMB	83.5	11.8	4.7	85	62
HRB	94.1	3.7	2.1	188	175
FIN	91.5	5.2	3.3	153	154
Min/Other*	79.4	15.6	5.0	160	154
IC March 2003	87.8%	10.9%	1.4%	6017	5723
IC March 1995	95.6%		4.4%		
Public Service					
March 2003	84.0%	13.2%	2.8%	n/a	n/a

Source: Unless otherwise indicated all IC information has been taken from PeopleSoft and is as of March 31, 2003.

\* Annex 1 defines the organizations included in OPS-HQ and Min/Other.



# Industry Canada Workforce By Province and Working Level

Workforce Distribution by Province and Sector

	AB	BC	MAN	NB	NS	NCR	NFLD	NWT	ONT	PEI	QC	SASK	Total
<b>Sector</b>													
CA						22							22
CB	5	12	7		6	350	1		33		21	1	436
CRC						426			0				426
IPC						47							47
POL						278							278
TPC						77							77
IS	1	7		1	3	387	1		11		10	2	423
SITT		3			1	651			3		1		659
<b>Operations</b>													
Atlantic				40	35		24						99
Ontario						17			211				228
Pacific		110											110
Prairies/NWT	64		57					3				33	157
Quebec											182		182
ABC	7	9	7		5	26			9		7	6	76
FedNor						7			108				115
CIPO					2	805			1		1		809
OSB	25	22	8		12	83			61		69	4	284
MC	34	28	18	1	15	87	6		89		51	13	342
OPS-HQ						269							269
OPS Total	130	169	90	41	69	1294	30	3	479		310	56	2671
<b>Corporate Services</b>													
CIO						392							392
CMB						85							85
HRB						188							188
FIN						152			1				153
Min/Other						160							160
IC Total	136	191	97	42	79	4509	32	3	527	0	342	59	6017

This section provides a regional view of Industry Canada's workforce as well as the distribution of employees by working level.

The table to the left indicates the Department's strong presence in the National Capital Region (74.9%).

An examination of Industry Canada's workforce distribution by working level shows that the support/technical working level has the greatest number of employees (29.4%), similar to the previous year (30.0%).

Workforce Representation by Working Level

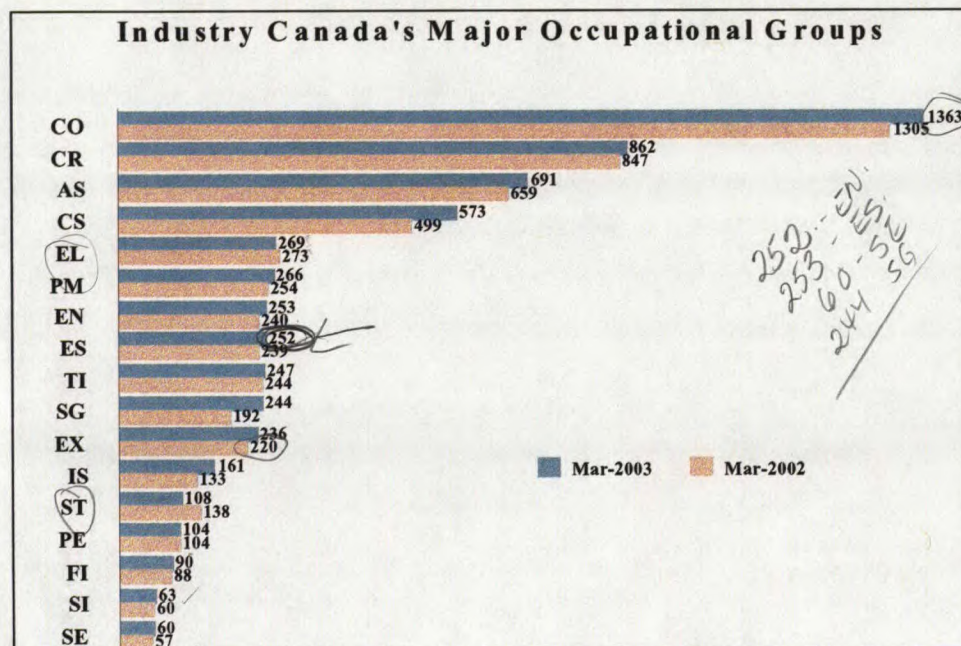
Working Level	Total	% of IC Total
EX	236	3.9
EX equivalent	79	1.3
EX minus 1	702	11.7
EX minus 2	1020	17.0
Intermediate	1386	23.0
Support/Technical	1771	29.4
Developmental	823	13.7
IC Total	6017	100.0

Please refer to annex 2 for the definitions of each working level.



# Workforce Breakdown by Occupational Group

This section provides information on the distribution of Industry Canada's workforce by occupational group as of March 31, 2003 and March 31, 2002.



After slow declines in numbers in recent years, the EL and TI groups have stabilized.

The table below indicates the two largest occupational groups within each of Industry Canada's organizations.

**The Two Largest Occupational Groups Per Organization**

Sectors	Group	%	Group	%
CA	ES	31.8	CO	27.3
CB	CO	58.9	AS	10.1
CRC	EN	28.4	SE	14.1
IPC	CO	51.1	AS	17.0
POL	ES	38.8	CO	27.0
TPC	CO	55.8	AS	15.6
IS	CO	58.6	ES	11.3
SITT	CO	31.0	EN	15.3
<b>Operations</b>				
Atlantic	CO	24.2	EL	23.2
Ontario	EL	29.8	CR	20.2
Pacific	EL	32.7	CR	27.3
Prairies	CR	26.1	EL	24.8
Quebec	EL	26.4	CO	19.8
ABC	CO	59.2	AS	14.5
FedNor	CO	29.6	CR	21.7
CIPO	CR	33.1	SG	30.2
MC	TI	72.2	AS	8.2
OSB	CO	46.8	CR	22.2
OPS-HQ	CO	34.9	CR	21.6
<b>Corporate Services</b>				
CIO	CS	53.6	CR	14.5
CMB	IS	76.5	AS	10.6
HRB	PE	41.0	AS	26.6
FIN	FI	35.3	CR	20.3
Min/Other	AS	40.6	CR	16.3

\* Percentage is for each group

The Department's workforce is spread over 35 different occupational groups. This reflects the broad scope of the Department's mandate and strategic objectives.

The CO, CR, AS and CS are the dominant groups at Industry Canada, accounting for 58.0% of the total workforce.

The CO group remains the largest group, with 1,363 employees (22.7%); this population has increased by 4.3% (+ 58 employees) in the last year and 13.9% over the past two years. For the third year in a row, the CS group had the highest growth rate (12.9%), reflecting the trend towards greater use of IT systems and electronic delivery of programs and services. Over the past two years the CS group increased in size by 27.9%. Other significant growth was observed in the SG (21.3%), IS (17.4%) and ES (5.2%) groups.

The second largest group is the CR group, with 862 employees representing 14.3% of the total workforce. The ST group has continued its decline in numbers, down 27.8% since March 31, 2002 and 50% since March 31, 2001.



# Workforce Breakdown by Gender

Workforce Distribution by Gender			
Sectors	Women	Men	% Women
CA	13	9	59.1
CB	193	243	44.3
CRC	111	315	26.1
IPC	28	19	59.6
POL	145	133	52.2
TPC	36	41	46.8
IS	214	209	50.6
SITT	339	320	51.4
<b>Operations</b>			
Atlantic	48	51	48.5
Ontario	125	103	54.8
Pacific	50	60	45.5
Prairies	88	69	56.1
Quebec	78	104	42.9
ABC	36	40	47.4
FedNor	72	43	62.6
CIPO	450	359	55.6
OSB	180	104	63.4
MC	80	262	23.4
OPS-HQ	167	102	62.1
OPS Total	1374	1297	51.4
<b>Corporate Services</b>			
CIO	184	208	46.9
CMB	50	35	58.8
HRB	151	37	80.3
FIN	96	57	62.7
Min/Other	106	54	66.3
IC Total	3040	2977	50.5

This section discusses the representation of women and men across departmental organizations.

At 3,040, women are a slight majority (50.5%) in the Department, up very slightly from 50.1%, March 31, 2002. Representation of women at Industry Canada is slightly less than that observed in the Public Service as a whole (52.9% - March 2003).

The highest representation of women in the Department is in the Human Resources Branch (80.3%). Women are also represented at levels greater than 60% in Investment Partnership Canada (IPC), Office of the Superintendent of Bankruptcy (OSB), Headquarters of the Operations sector (Ops-HQ), Comptrollers Branch (FIN), FedNor and the cluster of smaller organizations, Min/Other.

On the other hand, representation of women is lowest at Measurement Canada (23.4%) and CRC (26.1%).

Consistent with last year, women are well represented throughout the provinces of Canada with a range of 27.6% in Newfoundland to 53.6% in Manitoba (not considering PEI, currently with no employees or NWT which has only three Industry Canada employees).

## Representation of Gender in the Provinces

Provinces	Women	Men	% Women
Alberta	57	79	41.9
British Columbia	86	105	45.0
Manitoba	52	45	53.6
New Brunswick	20	22	47.6
Nova Scotia	37	42	46.8
National Capital Region	2342	2167	51.9
Newfoundland	8	21	27.6
North West Territories	1	2	33.3
Ontario	263	264	49.9
Prince Edward Island	0	0	0.0
Quebec	149	193	43.6
Saskatchewan	24	35	40.7
IC Total	3040	2977	50.5



## Breakdown by Gender (cont'd)

**Representation of Gender by Major Occupational Groups**

Major Occupational Groups	Women	Men	IC % Women	PS % Women
<b>Executive</b>				
EX	82	156	34.5	32.0
<b>Sc. and Prof.</b>				
EN	47	206	18.6	12.7
ES	90	162	35.7	43.2
SE	7	53	11.7	16.1
SG	76	168	31.1	42.9
<b>Adm. and FS</b>				
AS	569	122	82.3	73.3
CO	592	771	43.4	40.0
CS	205	368	35.8	30.5
FI	56	34	62.2	48.8
IS	104	57	64.6	67.9
PE	82	22	78.8	71.9
PM	190	76	71.4	63.1
<b>Technical</b>				
EL	24	245	8.9	2.9
SI	46	17	73.0	62.6
TI	26	221	10.5	9.5
<b>Adm. Support</b>				
CR	693	169	80.4	82.2
ST	106	2	98.1	98.1

Source: TBS - March 31, 2002 and PeopleSoft March 31, 2003

A further breakdown of gender is provided by occupational group and working level. Women are represented at the EX and EX minus one levels at approximately 32.6%. However, there is a greater presence of women at the EX minus two (41.4%) and developmental levels (52.7%). If we take into account the distribution by age of men and women in each of the working levels (see page 14-15) and promotion rates (page 28) we can deduce that the proportion of women at the EX minus one and EX levels will increase over time. In fact, an increase has been observed from March 31, 2002 to March 31, 2003. Representation at the EX level increased from 31.8% to 34.5% and at the EX minus one from 31.3% to 31.9% and the EX minus two from 39.6% to 41.4%.

**Representation of Gender by Working Level**

Working Level	Women	Men	% Women
EX	82	154	34.5
EX equivalent	8	71	10.1
EX minus 1	224	478	31.9
EX minus 2	422	598	41.4
Intermediate	485	901	35.0
Support/Technical	1385	386	78.2
Developmental	434	389	52.7
IC Total	3040	2977	50.5
PS Total	82,663	74,847	52.9

Please refer to annex 2 for the definitions of each working level.

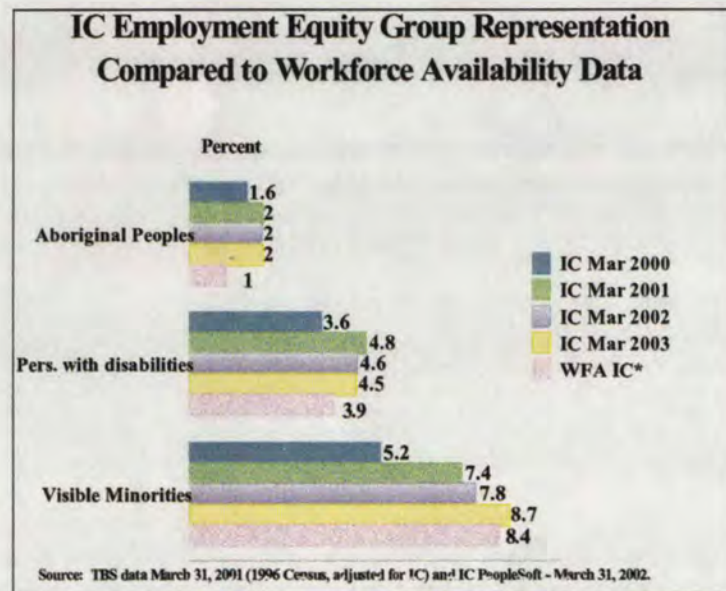
In the past year the representation of women increased in the EX, EN, ES, SE, SG, CO, PE, CR, EL and TI job categories..



# Employment Equity Groups

This section reports on the representation of the employment equity designated groups: Aboriginal People, Persons in a Visible Minority group, Persons with Disabilities and Women compared to the workforce availability data\* (WFA) for the mix of positions at Industry Canada. A further explanation of WFA is noted at the bottom of this page.

Industry Canada's Employment Equity groups are represented as follows: 2.0% are Aboriginal, 4.4% are persons with disabilities, 8.7% are persons in a visible minority group and 49.4% are women\*\*.



Overall, departmental representation exceeds WFA in all employment equity groups. However, the following tables identify in more detail where progress could be made. The under-represented areas are Aboriginal Peoples in the EX and the scientific and professional categories, Visible Minorities in all categories except the scientific and professional category, Persons with Disabilities in operational, technical and scientific and professional categories, and women are better represented in all categories except the operational category.

Representation of Employment Equity Group Members by Occupational Categories

Occupational Category	# of Emp. **	Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority Group			Women		
		#	%	IC WFA %	#	%	IC WFA %	#	%	IC WFA %	#	%	IC WFA %
Executive	230	2	0.9	2.2	10	4.3	4.2	9	3.9	7.3	76	33.0	33.0
Sc. and Prof.	797	6	0.8	1.7	25	3.1	3.7	162	20.3	11.6	212	26.6	26.0
Adm. and FS	3111	69	2.2	0.7	128	4.1	2.8	213	6.8	7.5	1683	54.1	42.3
Technical	601	13	2.2	0.8	30	5.0	5.5	46	7.7	11.5	99	16.5	15.9
Adm. Support	909	25	2.8	1.4	63	6.9	5.3	65	7.2	7.6	747	82.2	73.6
Operational	54	1	1.9	1.4	0	0.0	8.9	2	3.7	3.9	2	3.7	12.3
IC Total	5702	116	2.0	1.0	256	4.5	3.8	497	8.7	8.4	2819	49.4	41.9
PS Total	157,510	5,980	3.8	1.7	8,331	5.3	4.8	10,772	6.8	8.7	82,663	52.5	48.7

Source: TBS - March 31, 2003 and PeopleSoft March 31, 2003

\*Note: **Workforce availability** refers to the distribution of people in a designated group as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based on Canadian citizens in occupations within the Canadian workforce that correspond to the occupational groups in the federal public service. For the purposes of this report, workforce availability figures are adjusted according to the current composition of Industry Canada's population.

\*\* The Department's **employment equity population** is determined as follows: indeterminate employees, term employees and seasonal employees are all included in these calculations. Not included are casual, employees on leave without pay, students, exempt staff in ministers' offices, and Governor-in-Council appointees. Employees on secondment are reported under their home department. The significant population difference in these analyses compared to those earlier in the report are due to the exclusion of employees on leave and casual employees.



## Employment Equity Groups (cont'd)

The table below compares the representation of all employment equity groups in the Department with the workforce availability for our department for each occupational group.

Aboriginal Peoples are significantly under represented in the EX, ES and SE groups, equitably represented in the EN, SG, FI, PE, PM, and ST categories, and well represented in the other categories. Persons with disabilities are generally well represented across all classifications except the SE, IS and TI groups. Persons in a visible minority group are equitably or better represented in the EN, ES, SE, SG, CO, FI, IS, PE, TI, CR and ST categories. They are under represented in all other categories: EX, AS, CS, PM, EL, SI and ST groups. Women are generally well represented across all classifications except the ES, SE and EL.

Representation of Employment Equity Group Members by Major Occupational Group													
Major Occupational Groups	# of Employees	Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority Group			Women		
		#	%	IC WFA %	#	%	IC WFA %	#	%	IC WFA %	#	%	IC WFA %
Executive													
EX	230	2	0.9	2.2	10	4.3	4.2	9	3.9	7.3	76	33.0	33.0
Sc. and Prof.													
EN	247	2	0.8	0.4	8	3.2	3.7	74	30.0	14.4	46	18.6	8.9
ES	235	3	1.3	4.2	6	2.6	3.3	42	17.9	7.8	80	34.0	53.8
SE	58	0	0.0	1.5	1	1.7	4.3	16	27.6	13.3	5	8.6	20.3
SG	237	1	0.4	0.7	10	4.2	4.0	28	11.8	12.3	72	30.4	14.6
Adm. and FS													
AS	647	13	2.0	0.9	31	4.8	4.2	24	3.7	7.4	532	82.2	50.9
CO	1285	28	2.2	0.6	53	4.1	1.9	102	7.9	7.0	538	41.9	40.0
CS	555	14	2.5	0.4	19	3.4	2.4	51	9.2	11.6	198	35.7	28.1
FI	86	0	0.0	0.4	4	4.7	3.1	7	8.1	7.2	52	60.5	43.8
IS	142	5	3.5	0.9	6	4.2	6.4	8	5.6	4.2	91	64.1	58.6
PE	101	2	2.0	1.2	6	5.9	3.0	8	7.9	4.3	79	78.2	57.9
PM	249	3	1.2	1.0	6	2.4	2.3	11	4.4	6.0	174	69.9	45.7
Technical													
EL	260	4	1.5	0.8	11	4.2	3.6	13	5.0	12.7	22	8.5	10.5
SI	58	2	3.4	1.3	4	6.9	3.8	2	3.4	8.3	41	70.7	59.8
TI	238	7	2.9	0.5	13	5.5	7.8	25	10.5	11.6	24	10.1	10.9
Adm. Support													
CR	804	25	3.1	1.5	57	7.1	5.5	60	7.5	8.0	645	80.2	70.8
ST	103	0	0.0	0.7	5	4.9	3.9	5	4.9	4.6	101	98.1	92.1
Source: TBS - March 2003 and PeopleSoft March 31, 2003													



## Employment Equity Groups (cont'd)

The following tables allow a comparison of the distribution of all employment equity groups across regions and working levels.

Industry Canada's visible minority representation meets or exceeds workforce availability (WFA) in four regions; NCR, British Columbia, Alberta and the Atlantic provinces.

Both Aboriginals and Persons with Disabilities are well represented in all but one region; Saskatchewan and Quebec respectively.

Women are well represented in all regions.

Representation of Employment Equity Group Members by Region

	All Employees				Aboriginal Peoples				Persons with Disabilities				Persons in a Visible Minority Group				Women			
	#				#	%	IC WFA %		#	%	IC WFA %		#	%	IC WFA %		#	%	IC WFA %	
Alberta	131				6	4.6	1.5		9	6.9	4.5		15	11.5	11.1		53	40.5	34.5	
Atlantic Prov.*	147				2	1.4	0.5		10	6.8	4.0		4	2.7	2.6		60	40.8	35.4	
British Columbia	184				4	2.2	1.1		14	7.6	4.0		34	18.5	17.1		81	44.0	36.5	
Manitoba	96				9	9.4	2.7		9	9.4	4.1		6	6.3	7.7		51	53.1	44.9	
NCR	4262				71	1.7	1.1		169	4.0	3.7		360	8.4	7.5		2167	50.8	39.0	
Ontario	501				15	3.0	0.6		32	6.4	4.2		65	13.0	14.5		247	49.3	38.8	
Quebec	322				8	2.5	0.3		9	2.8	3.9		12	3.8	5.5		136	42.2	34.0	
Saskatchewan	56				0	0.0	2.6		4	7.1	4.2		1	1.8	3.1		23	41.1	35.6	
IC Total	5702				116	2.0	1.0		256	4.5	3.8		497	8.7	8.4		2819	49.4	42.5	

Source: TBS - March 2003 and PeopleSoft March 31, 2003

\*Atlantic provinces include: NB, NS, NFLD and PEI. NWT is not included due to its small population.

Representation of Employment Equity Group Members by Working Level (WKL)\*

Working Level	All Employees			Aboriginal Peoples (AB)			Persons with Disabilities (PWD)			Persons in a Visible Minority Group (PVM)			Women		
	#	% of total pop.		#	% of AB	% of WKL	#	% of PWD	% of WKL	#	% of PVM	% of WKL	#	% of Women	% of WKL
EX	230	4.0		2	1.7	0.9	10	3.9	4.3	9	1.8	3.9	76	2.7	33.0
EX equivalent	74	1.3		0	0.0	0.0	1	0.4	1.4	8	1.6	10.8	7	0.2	9.5
EX minus 1	676	11.9		9	7.8	1.3	29	11.3	4.3	51	10.3	7.5	207	7.3	30.6
EX minus 2	981	17.2		23	19.8	2.3	52	20.3	5.3	99	18.1	10.1	394	14.0	40.2
Intermediate	1328	23.3		24	20.7	1.8	54	21.1	4.1	131	26.4	9.9	456	16.2	34.3
Support/Technical	1653	29.0		42	36.2	2.5	90	35.2	5.4	106	21.3	6.4	1289	45.7	78.0
Developmental	760	13.3		15	13.8	2.1	20	7.8	2.6	93	18.7	12.2	390	1.4	51.3
IC Total	5702	100.0		112	100	2.0	256	100	4.5	497	100	8.7	2819	100	49.4

\*Please refer to annex 2 for the definitions of each working level.

Aboriginal Peoples are not well represented at the EX and EX minus one levels. Representation of Aboriginal Peoples at the developmental level improved to 2.1% of the working level from 1.4% as of March 31, 2002.

Persons with Disabilities appear to be equitably represented and distributed at all levels except the developmental level.

Persons in a Visible Minority group are distributed in a way that shows under representation at the EX level and EX minus one level and favourable weighting at the EX minus two and developmental levels.



# Linguistic Profile

This section presents the linguistic profile of employees by organization and occupational category.

61.0% of Industry Canada employees have identified English as their first official language, while 39.0% have identified French. This level of representation is almost identical to that observed in the past four years.

First Official Language of Employees by Organization		
	English %	French %
<b>Sectors</b>		
CA	68.2	31.8
CB	55.0	45.0
CRC	76.8	23.2
IPC	76.6	23.4
POL	68.3	31.7
TPC	71.4	28.6
IS	73.0	27.0
SITT	63.3	36.7
<b>Operations</b>		
Atlantic	66.7	33.3
Ontario	90.4	9.6
Pacific	96.4	3.6
Prairies	89.8	10.2
Quebec	3.8	96.2
ABC	78.9	21.1
FedNor	86.1	13.9
CIPO	49.8	50.2
MC	69.9	30.1
OSB	56.0	44.0
OPS-HQ	38.7	61.3
OPS Total	59.5	40.5
<b>Corporate Services</b>		
CIO	57.4	42.6
CMB	58.8	41.2
HRB	37.2	62.8
FIN	52.9	47.1
Min/Other	40.6	59.4
IC Total	61.0	39.0
Public Service 2002	69.0	31.0

Representation of those with French as their first official language at Industry Canada is higher than in the Public Service as a whole (30.5%).

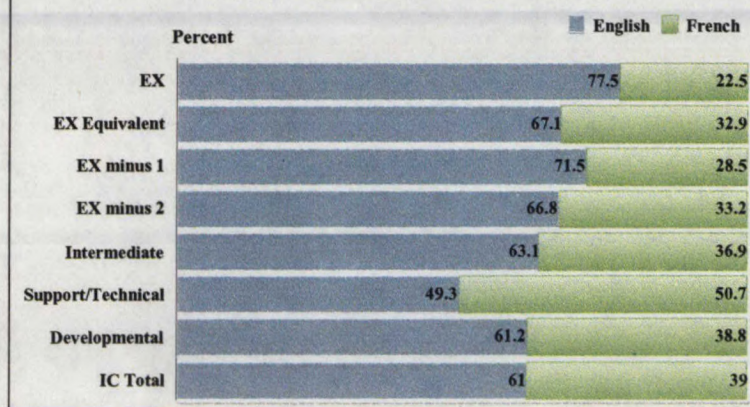
While those with English as their first official language represent a majority in most Industry Canada organizations, those with French as their first official language are a majority in the Quebec region (96.2%), Operations - OPS-HQ (61.3%), Human Resources - HRB (62.8%), Min/Other (59.4%), and CIPO (50.2%).

First Official Language of Employees by Major Classification		
	English %	French %
<b>Executive</b>		
EX	77.5	22.5
<b>Sc. &amp; Prof.</b>		
EN	66.4	33.6
ES	73.8	26.2
SE	85.0	15.0
SG	73.4	26.6
<b>Adm. &amp; FS</b>		
AS	45.6	54.4
CO	69.8	30.2
CS	55.7	44.3
FI	52.2	47.8
IS	64.6	35.4
PE	45.2	54.8
PM	52.3	47.7
<b>Technical</b>		
EL	66.9	33.1
SI	49.2	50.8
TI	74.9	25.1
<b>Adm. Support</b>		
CR	47.7	52.3
ST	39.8	60.2

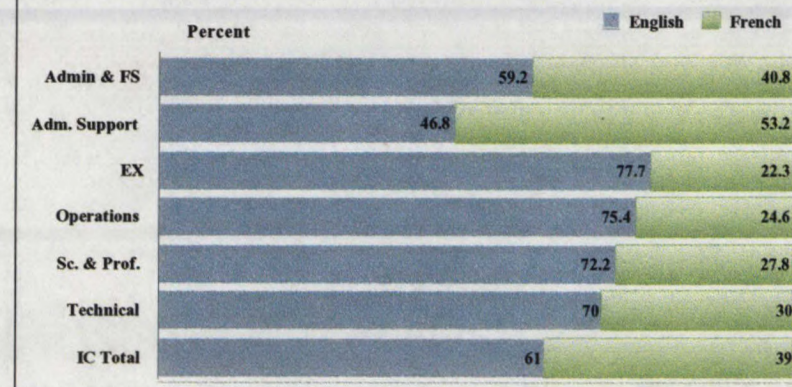


## Linguistic Profile (cont'd)

**First Official Language  
of Employees by Working Level**

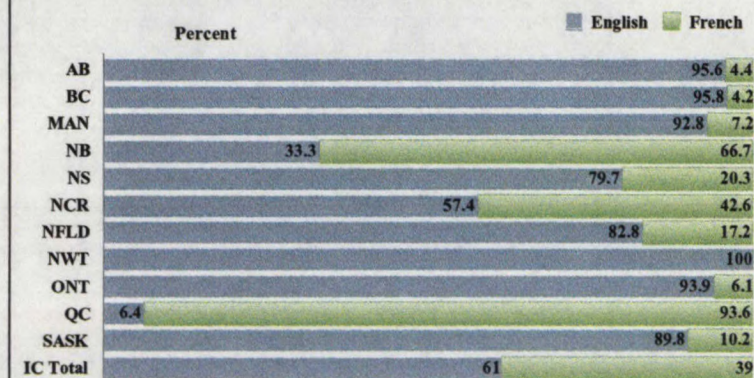


**First Official Language of Employees  
by Occupational Category**



Over all representation and the relative representation of the two first official languages across working levels and occupational categories groups has changed little over the fiscal year.

**First Official Language of Employees  
by Province**



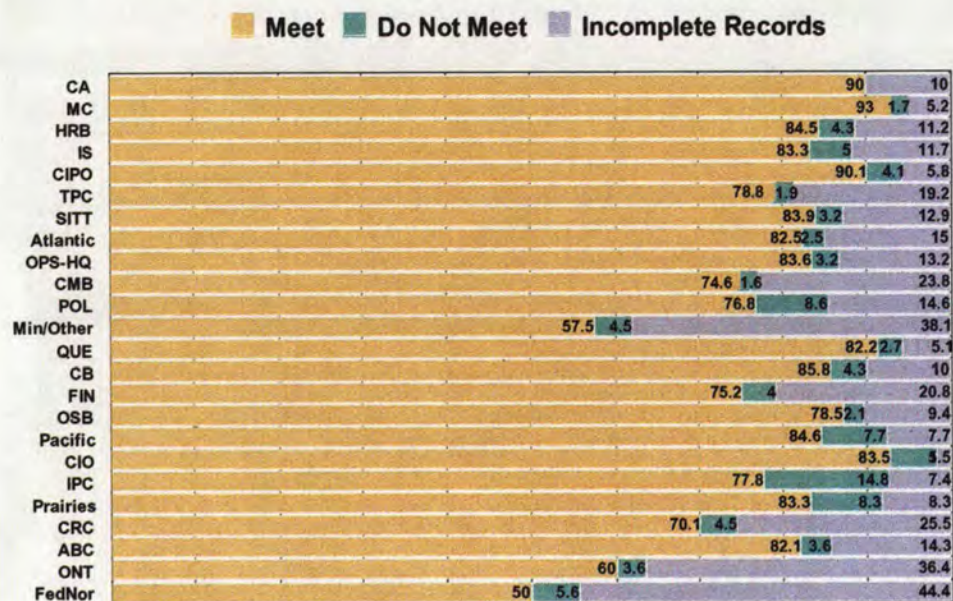


# Bilingualism

This part of the profile devotes special attention to the issue of bilingualism at Industry Canada.

## Incumbents Meeting Bilingual Language Requirements by Organization

Industry Canada: 78.7% of employees meet



Only 7.4% can be identified as not meeting the language requirements. Records for 14.0% of employees are incomplete in this area. Incomplete records could mean that results have expired, employees are in the two year period before having to meet the requirements of their position (e.g. bilingual non-imperative appointment) or there could be an error.

## EX Incumbents Meeting the Bilingual Requirements

	Meet	Do Not Meet
IC March 2003	97.4%	2.6%
IC March 2002	85.7%	14.3%
IC August 2001	74.0%	26.0%
IC March 2000	70.1%	29.9%
IC March 1999	61.4%	38.6%
PS March 2003	94.7%	5.3%*

Sources: TBS 2003 and Executive Group Services and Development Programs, Industry Canada.

Currently, 97.4% of EXs in Industry Canada meet the language requirements of their position, an improvement over the August 2001 figure (74.0%).

80.0% (an increase of 1% in the past three years but down from 86% last year) of Industry Canada employees holding supervisory positions meet their language requirements, against 82% for the Public Service (March 2002) as a whole.

## Linguistic Status of Employees in Bilingual Positions with Supervisory Roles

Year	Meet	Do not meet	Incomplete Records
IC 2003	80.1%	8.9%	11.0%
IC 2002	86.0%	8.0%	6.0%
IC 2001	84.5%	8.2%	7.3%
IC 2000	79.0%	11.9%	9.1%
Public Service 2002	82%	6%	5%

\*There are an additional 7% of supervisor's in the PS that are exempt from meeting the language requirements of their position.

Source: TBS 2002

Slightly under 60% of Industry Canada positions are designated bilingual, a significantly higher percentage than that of the Public Service as a whole (37% - March 2002); about half of Industry Canada bilingual positions are in the National Capital Region.

78.6% of employees meet the language requirements of their position, a lower proportion than that observed in the Public Service as a whole (84% - March 2002). There is a significant decrease over last year (87.2%).



## Age of the Department's Workforce

Industry Canada's average age of 43.2 years is similar with the whole of the Public Service (March 2002) at 43.3 years, and is essentially unchanged from the previous year. The average age has remained essentially steady since March 31, 1999 (43.2) despite turnover and growth in the population. The average age varies across organizations from a low of 40.2 years in Consumer Affairs to 46.7 years in the Quebec region.

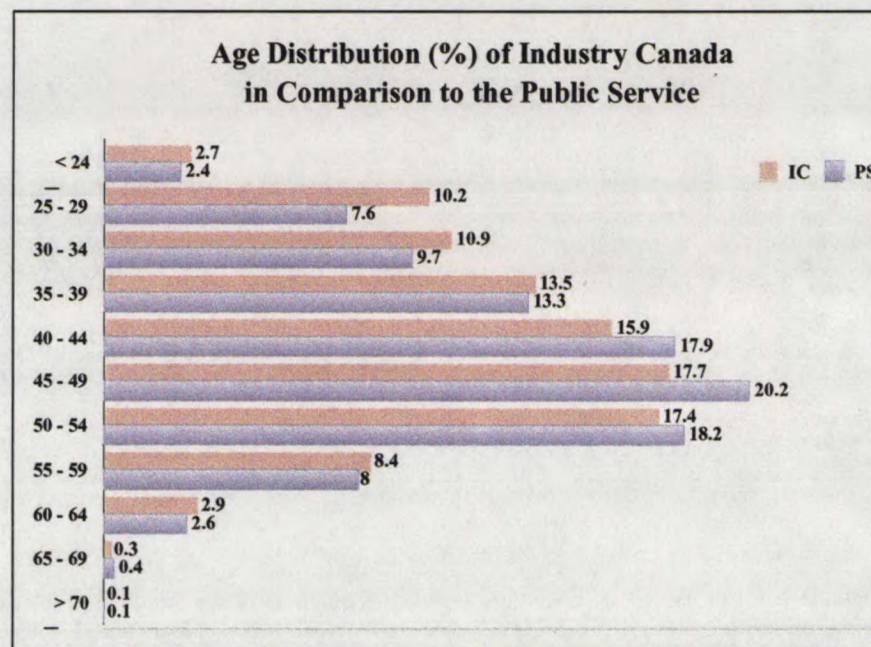
**Age Distribution by Organization**

	< 35 years %	35-49 %	50+ %	Average Age
<b>Sectors</b>				
CA	36.4	40.9	22.7	40.2
CB	29.6	47.0	23.4	41.4
CRC	26.5	45.5	27.9	42.9
IPC	31.9	40.0	27.7	42.4
POL	30.6	38.8	30.6	42.5
TPC	24.7	49.4	26.0	42.7
IS	21.7	37.4	40.9	45.3
SITT	30.7	40.2	29.1	42.4
<b>Operations</b>				
Atlantic	5.1	56.6	38.4	46.7
Ontario	20.2	50.0	29.8	43.7
Pacific	16.4	44.5	39.1	45.6
Prairies/NWT	15.9	52.9	31.2	45.0
Quebec	7.1	55.5	37.4	46.7
ABC	19.7	36.8	43.4	45.2
FedNor	20.0	55.7	24.3	43.1
CIPO	30.8	47.8	21.4	41.5
OSB	16.5	50.4	33.1	44.7
MC	14.6	55.8	29.5	44.5
OPS-HQ	19.3	48.7	32.0	44.1
OPS Total	20.3	50.4	29.2	43.8
<b>Corporate Services</b>				
CIO	26.0	54.8	19.1	41.6
CMB	29.4	35.3	35.3	43.4
HRB	16.0	50.5	33.5	44.5
FIN	23.5	48.4	28.1	42.7
Min/Other	23.1	46.3	30.6	43.4
<b>IC Total</b>	<b>23.9</b>	<b>47.1</b>	<b>29.1</b>	<b>43.2</b>
<b>Public Service*</b>	<b>19.6</b>	<b>51.4</b>	<b>28.9</b>	<b>43.3</b>

\*Source: TBS March 2002

Most (47.0%) of the Department's employees fall within the intermediate age group, which is between 35 and 49 years of age. The 50 years and over group represents 29.1%, an increase of 0.4% from the previous fiscal year, while those below 35 years of age represent 23.9% of employees (an increase of 3.7% over the past two years).

Below is a graph identifying the Department's employees in five year age bands compared to the Public Service. Industry Canada has a greater proportion of its population under the age of 35 compared to that of the Public Service while the Public Service has a greater portion of population between the ages of 35 and 49. The growth in the population of those 50 and older is expected as the baby boom generation continues to advance into this age bracket. The departmental population growth has largely resulted from recruitment weighted to the under 35 age group resulting in a more flattened age distribution profile compared to the Public Service on



March 31, 2002.



## Age of the Department's Workforce (cont'd)

Age Distribution by Province

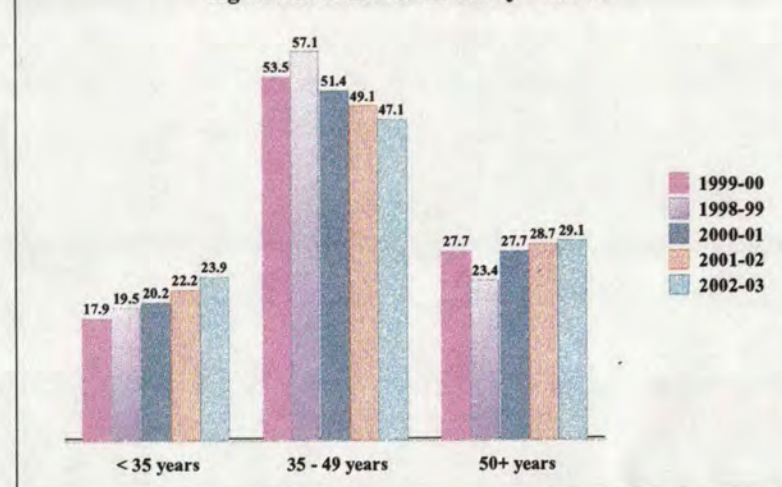
Provinces	< 35 years %	35-49 %	50+ %
Alberta	22.8	45.6	31.6
British Columbia	13.1	49.7	37.2
Manitoba	12.4	48.5	39.2
New Brunswick	4.8	57.1	38.1
Nova Scotia	7.6	58.2	34.2
National Capital Region	27.3	45.5	27.2
Newfoundland	3.4	55.2	41.4
North West Territories	0.0	33.3	66.7
Ontario	17.6	50.1	32.3
Prince Edward Island			
Quebec	8.5	56.1	35.4
Saskatchewan	6.8	54.2	39.0
IC Total	23.9	47.1	29.1

The distribution of men and women at EX, EX minus 1 and EX minus 2 levels suggests that over time, as more men than women retire the proportion of women at each of these working levels will increase, assuming hiring and promotions occur in equitable number (see pages 14 and 15). However, this trend will be offset if rates of departure for reasons other than retirement are higher for women than men.

Age Distribution by Working Level

Working Level	< 35 years %	35-49 %	50+ %
EX	0.8	38.1	61.0
EX equivalent	1.3	40.5	58.2
EX minus 1	5.6	45.7	48.7
EX minus 2	18.8	52.1	29.1
Intermediate	26.3	50.7	23.0
Support/Technical	21.3	50.1	28.6
Developmental	56.0	32.4	11.5
IC Total	23.9	47.1	29.1

Age Distribution of Industry Canada

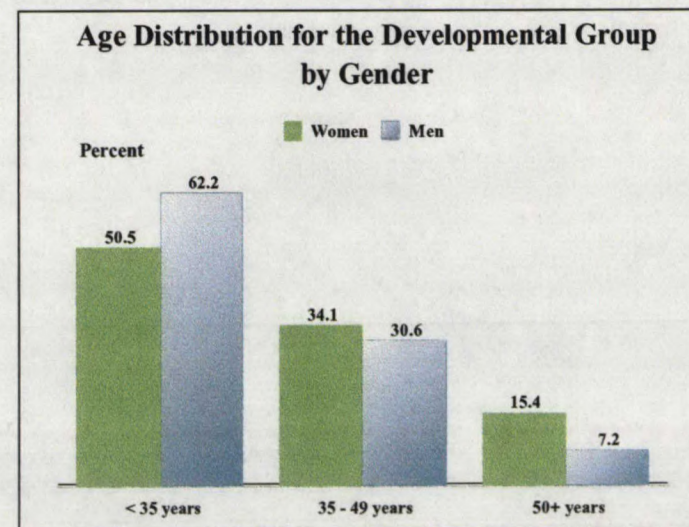
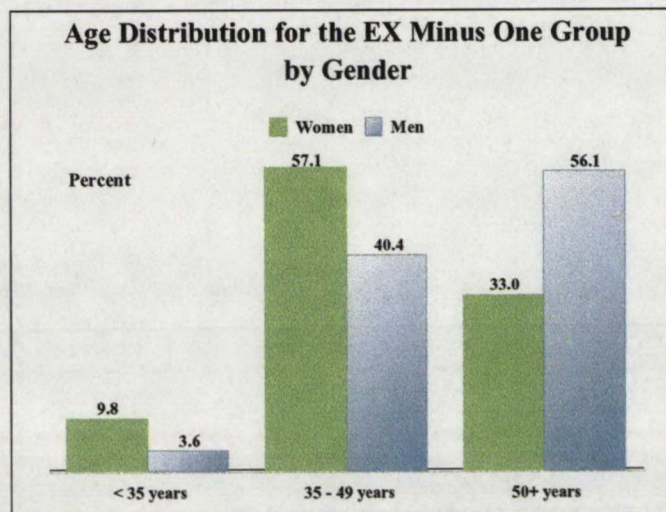
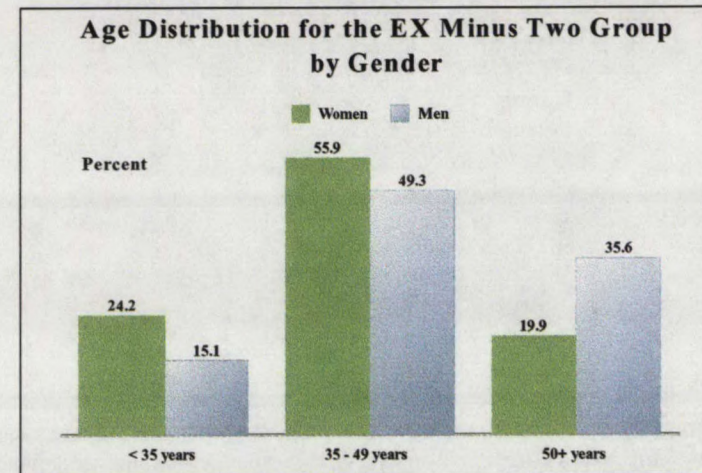
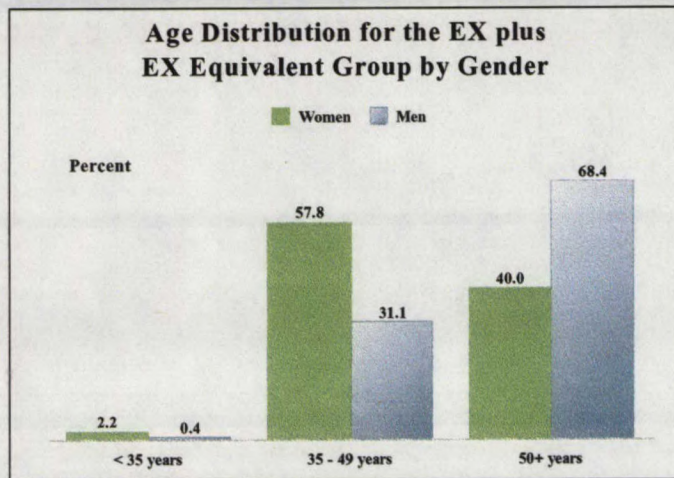


2002-2003 saw a further "flattening" of the distribution across the three age groupings <35, 35-49, and 50+ as baby boomers age into the 50+ group and those retiring are "replaced" by younger (post-secondary) recruits. This trend will continue for another 5 to 10 years.



## Age of the Department's Workforce (cont'd)

Note that on the working level age distribution graphs the percentages for each gender run to 100% showing the relative distribution, not the actual numbers of each gender in each age band.





# Age by Occupational Group, Gender and Employment Equity Group

This section reveals employee age distribution by occupational group, gender and employment equity group. Please refer to the employment equity section, page 6, for the definition of the employment equity population. Excluding EXs, on average the SE group is the oldest (46.5 years) and the CS group the youngest (38.9 years).

Age Distribution by Occupational Group

	< 35 years %	35-49 %	50+ %	Average Age
<b>Executive</b>				
EX	0.8	38.1	61.0	50.3
<b>Sc. and Prof.</b>				
EN	35.6	37.9	26.5	41.3
ES	39.7	38.9	21.4	39.9
SE	13.3	53.3	33.3	46.5
SG	43.9	35.7	20.5	39.4
<b>Adm. and FS</b>				
AS	12.7	56.2	31.1	45.3
CO	23.8	41.2	35.0	44.1
CS	35.6	53.2	11.2	38.9
FI	28.9	45.6	25.6	41.8
IS	36.0	41.6	22.4	40.6
PE	15.4	50.0	34.6	45.0
PM	26.3	50.0	23.7	42.5
<b>Technical</b>				
EL	13.8	56.1	30.1	44.6
SI	25.4	52.4	22.2	42.6
TI	14.6	58.7	26.7	44.3
<b>Adm. Support</b>				
CR	23.7	49.0	27.4	43.0
ST	18.5	41.7	39.8	44.9

Age Distribution by Gender and Employment Equity Group  
(percentages are within their respective groups)

	< 35 years %	35-49 %	50+ %	Average Age
<b>Gender</b>				
Women	23.9	50.5	25.5	42.7
Men	21.7	44.7	33.6	44.2
<b>Employment Equity Group</b>				
Aboriginal Peoples	24.1	57.8	18.1	42.1
Persons in a Visible Minority Group	34.6	40.6	24.7	41.3
Persons with Disabilities	8.2	50.4	41.4	47.4
IC Total	23.9	47.0	29.1	43.2

Men (44.2 years) are older on average than women (42.7 years of age) within Industry Canada. 23.9% of women are under the age of 35, 50.5% in the 35 to 49 age band and 25.5% are 50 or older.

Persons with disabilities are on average older employees of Industry Canada and have the greatest proportion of their population over 50 (41.4%).

Persons in a visible minority group have a greater portion of their population in the under 35 age group (34.6%) compared with the whole of Industry Canada (23.9%).



# Tenure and Mobility Indicators

This section focuses on employees' tenure in the Public Service and in their current position. It also describes their level of occupational mobility as determined by the number of years spent in the same position.

Departmental employees have spent an average of 13.7 years in the Public Service, down slightly from 14.0 years last year. Those with the most tenure work in Operations - Quebec Region (20.4 years), Atlantic Region (18.2 years) and the Pacific Region (17.5 years). On the other hand, FedNor employees (8.2 years) have less Public Service experience.

The data also show that employees worked in the same position for an average of 4.1 years, the same length as last year. Overall, 44.5% of employees have less than two years of tenure in the same position, 28.4% have between 2 and 5 years of tenure, while the other 26.4% have been in the same position for more than 5 years.

However, it is important to note that the level of mobility varies from one organization to the next.

- For example, 60% of Investment Partnership Canada, Technology Partnerships Canada, and Communications Branch staff have been in the same position for less than two years, a consequence of the recent rapid growth or turnover of these organizations.
- Employees have been less mobile in other organizations. 54.7% of Atlantic staff have been in the same position for more than 5 years; as have 54.7% of Canadian Intellectual Property office, 47.7% of Pacific employees and 46.7% of Prairies.

The table below highlights tenure within the employment equity groups. A further breakdown by occupational group is provided on pages 17, 18 and 19.

Tenure by Employment Equity Group

	Average Years in Position	Average Years in the Public Service
Visible Minorities	3.7	9.7
Persons with Disabilities	5.5	17.2
Aboriginal Peoples	3.5	11.1
Women	3.5	12.7
Men	4.6	14.6
IC Total	4.1	13.7

Tenure in the Public Service and Mobility by Organization

	Average years in Public Service	Average years in Position	Same Position			
			0-2 years %	2-5 years %	+ 5 years %	Incomplete Records
Sectors						
IPC	12.7	1.8	66.7	26.2	7.1	0.0
CA	12.5	3.7	40.0	45.0	15.0	0.0
CB	13.3	3.3	53.7	30.2	16.1	0.0
CRC	11.6	5.0	38.0	25.4	32.0	4.6
POL	12.5	3.3	48.2	29.3	22.5	0.0
TPC	11.3	2.2	61.6	26.0	12.3	0.0
IS	16.0	3.2	49.0	25.6	25.4	0.0
SITT	12.8	4.4	46.0	30.7	22.7	0.6
Operations						
Atlantic	18.2	6.8	25.3	18.9	54.7	1.1
Ontario	15.1	5.0	33.2	28.6	37.8	0.0
Pacific	17.5	6.5	26.2	16.8	47.7	9.3
Prairies	16.6	7.0	22.4	30.9	46.7	0.0
Quebec	20.4	4.3	19.9	51.8	28.3	0.0
FedNor	8.2	2.2	44.1	51.4	4.5	0.0
CIPQ	11.5	3.9	47.8	23.8	28.4	0.0
ABC	14.1	5.5	37.3	24.0	38.7	0.0
OSB	13.6	3.3	34.4	52.2	13.4	0.0
MC	16.2	4.9	37.4	23.4	39.2	0.0
OPS-HQ	14.8	3.4	53.4	24.7	21.9	0.0
OPS Total	14.3	4.4	38.8	30.3	30.5	0.5
Corporate Services						
CIO	11.9	3.7	47.9	25.5	26.6	0.0
CMB	12.2	3.1	63.2	15.8	21.1	0.0
HRB	15.1	3.5	52.9	27.6	19.5	0.0
FIN	15.0	3.7	58.6	22.8	18.6	0.0
Min/Other	13.2	3.9	57.6	15.1	27.3	0.0
Total IC	13.7	4.1	44.5	28.4	26.4	0.6



# Tenure and Mobility by Occupational Group

The following section discusses the issue of mobility in greater detail.

Tenure and Mobility by Occupational Group

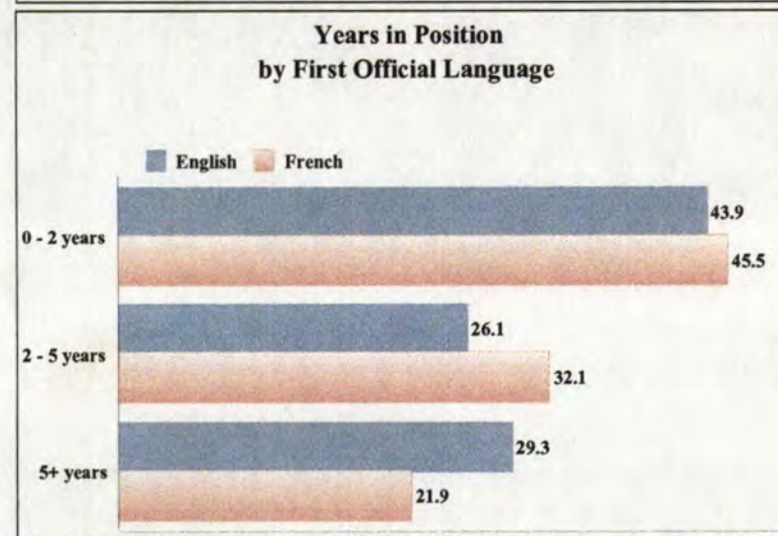
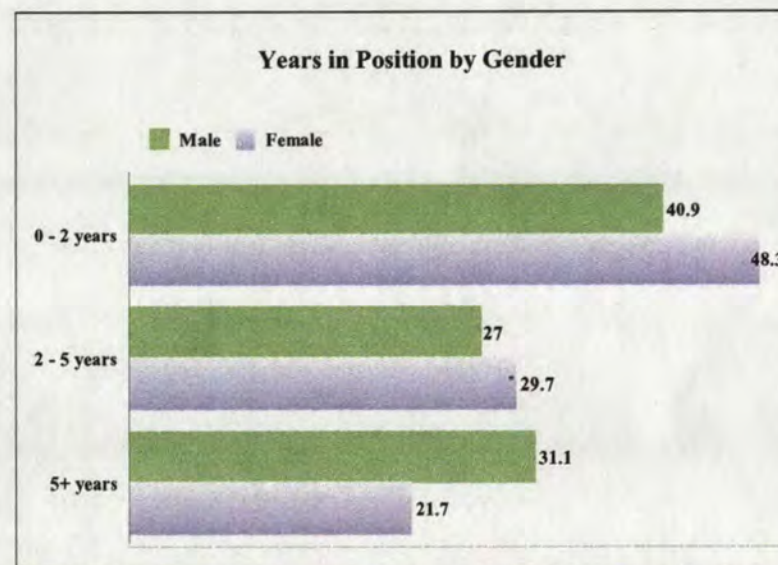
Major Occupational Groups	Average Years In the Public Service	Average Years In Position	Position 0 to 2 years %	Position 2 to 5 years %	Position + 5 years %	Incomplete Records
<b>Executive</b>						
EX	21.8	2.9	47.4	32.2	20.0	0.4
<b>Sc. and Prof.</b>						
EN	11.6	4.6	49.4	23.1	23.9	3.6
ES	10.5	2.7	57.9	26.4	15.3	0.4
SE	11.4	5.9	41.4	8.6	41.4	8.6
SG	8.5	3.5	59.1	15.6	25.3	0.0
<b>Adm. and FS</b>						
AS	17.1	4.6	40.5	28.9	30.1	0.5
CO	14.9	3.4	45.9	33.4	20.5	0.2
CS	8.9	2.8	54.8	28.1	16.8	0.4
FI	14.6	2.6	60.5	26.7	12.8	0.0
IS	9.6	2.4	67.6	19.0	13.4	0.0
PE	15.5	3.7	50.5	28.7	20.8	0.0
PM	13.9	3.8	45.0	32.5	22.5	0.0
<b>Technical</b>						
EL	18.6	8.9	14.6	18.8	63.1	3.5
TI	16.6	5.1	34.0	24.8	41.2	0.0
<b>Adm. Support</b>						
CR	11.4	4.4	38.2	31.0	30.6	0.2
ST	11.3	4.4	41.7	25.2	33.0	0.0
<b>Total IC</b>	<b>13.7</b>	<b>4.1</b>	<b>44.5</b>	<b>28.4</b>	<b>26.4</b>	<b>0.6</b>

Executives have, on average, the most years of service within the Public sector (21.8 years) and are the oldest employees in the Department.

Other employees who have worked for the Public Service for long periods are members of the following groups: PE (15.5 years), AS (17.1 years), EL (18.6 years) and TI (16.6 years).

Groups with less tenure in the Public Service include: IS (9.6 years) and CS (8.9 years). Certain groups have demonstrated greater position mobility than others. At least half of the employees in the ES, FI, CS, IS, PE, and SG groups have been in the same position for less than two years.

Members of the EL group have been the least mobile in recent years; the average time in the same position is almost 9 years. This group is followed by the TI and SE groups where average time in the same position is 5.1 and 5.9 years.





# Tenure and Mobility for Women and Persons in a Visible Minority Group

Tenure and Mobility by Occupational Group  
for Persons in a Visible Minority Group

Major Occupational Groups	Average Years In the Public Service	Average Years In Position	Position 0 to 2 years %	Position 2 to 5 years %	Position + 5 years %	Incomplete Records
<b>Executive</b>						
EX	17.0	4.1	55.6	0.0	44.4	0.0
<b>Sc. and Prof.</b>						
EN	9.5	3.9	59.5	18.9	18.9	2.7
ES	8.2	2.4	64.3	21.4	14.3	0.0
SE	6.3	4.5	50.0	12.5	31.3	6.3
SG	7.7	4.1	57.1	17.9	25.0	0.0
<b>Adm. and FS</b>						
AS	15.1	5.7	29.2	33.3	37.5	0.0
CO	9.6	2.9	57.8	26.5	15.7	0.0
CS	7.4	2.6	60.8	21.6	13.7	4.0
FI	14.1	3.0	57.1	28.6	14.3	0.0
IS	3.5	0.4	100.0	0.0	0.0	0.0
PE	8.6	3.2	62.5	25.0	12.5	0.0
PM	9.9	3.9	63.6	9.1	27.3	0.0
<b>Technical</b>						
EL	15.8	8.8	15.4	15.4	61.5	7.7
TI	12.4	4.7	52.0	16.0	32.0	0.0
<b>Adm. Support</b>						
CR	9.5	4.2	41.7	28.3	30.0	0.0
ST	16.1	4.6	20.0	40.0	40.0	0.0
<b>Total IC</b>	9.7	3.7	53.5	22.5	22.7	1.2

In all categories, except ST, persons in a visible group have less average tenure than for the same categories in the Department overall. Overall, mobility data is similar to the population overall.

Tenure and Mobility by Occupational Group  
for Women

Major Occupational Groups	Average Years In the Public Service	Average Years In Position	Position 0 to 2 years %	Position 2 to 5 years %	Position + 5 years %	Incomplete Records
<b>Executive</b>						
EX	17.9	1.9	63.2	30.3	6.6	0.0
<b>Sc. and Prof.</b>						
EN	6.1	2.5	69.6	15.2	13.0	2.2
ES	8.9	2.2	61.3	26.3	11.3	1.3
SE	5.6	5.0	40.0	20.0	40.0	0.0
SG	5.0	3.0	70.8	9.7	19.4	0.0
<b>Adm. and FS</b>						
AS	16.8	4.4	42.1	28.9	28.6	0.4
CO	12.4	2.7	51.9	35.5	12.6	0.0
CS	10.2	3.0	53.0	27.3	19.2	0.5
FI	14.3	2.3	63.5	26.9	9.6	0.0
IS	10.3	2.1	69.2	17.6	13.2	0.0
PE	14.6	3.5	51.9	29.1	19.0	0.0
PM	14.7	3.5	46.0	33.3	20.7	0.0
<b>Technical</b>						
EL	11.7	6.6	45.5	4.5	50.0	0.0
TI	10.2	2.3	58.3	33.3	8.3	0.0
<b>Adm. Support</b>						
CR	11.5	4.3	38.9	31.8	29.0	0.3
ST	11.3	4.4	41.6	25.7	32.7	0.0
<b>Total IC</b>	12.7	3.5	48.3	29.7	21.7	0.3

For comparison men have been in the same position for an average of 4.6 years and employed with the Public Service for an average of 14.6 years.



# Tenure and Mobility for Persons with Disabilities and Aboriginal Peoples

**Tenure and Mobility by Occupational Group  
for Persons with Disabilities**

Major Occupational Groups	Average Years In the Public Service	Average Years In Position	Position 0 to 2 years %	Position 2 to 5 years %	Position + 5 years %	Incomplete Records
<b>Executive</b>						
EX	24.3	3.4	30.0	50.0	20.0	0.0
<b>Sc. and Prof.</b>						
EN	20.6	12.5	12.5	0.0	75.0	12.5
ES	18.4	4.3	33.3	33.3	33.3	0.0
SE	30.7	7.6	0.0	0.0	100.0	0.0
SG	17.3	8.5	30.0	10.0	60.0	0.0
<b>Adm. and FS</b>						
AS	16.1	4.2	45.2	25.8	29.0	0.0
CO	18.8	5.2	24.5	39.6	35.8	0.0
CS	15.0	4.4	36.8	31.6	26.3	5.3
FI	24.7	4.1	50.0	25.0	25.0	0.0
IS	11.4	5.8	33.3	16.7	50.0	0.0
PE	18.1	3.2	50.0	33.3	16.7	0.0
PM	15.4	4.6	50.0	16.7	33.3	0.0
<b>Technical</b>						
EL	21.2	10.3	18.2	9.1	63.6	9.1
TI	19.2	7.3	23.1	7.7	69.2	0.0
<b>Adm. Support</b>						
CR	13.5	4.8	36.8	31.6	31.6	0.0
ST	21.8	10.5	0.0	60.0	40.0	0.0
<b>Total IC</b>	17.2	5.5	32.0	29.3	37.5	1.2

In all categories, except AS, persons with disabilities have on average more tenure than for the same categories in the Department overall. As well, they tend to be in the same position 1.4 years longer.

**Tenure and Mobility by Occupational Group  
for Aboriginal Peoples**

Major Occupational Groups	Average Years In the Public Service	Average Years In Position	Position 0 to 2 years %	Position 2 to 5 years %	Position + 5 years %	Incomplete Records
<b>Executive</b>						
EX	7.5	1.5	100.0	0.0	0.0	0.0
<b>Sc. and Prof.</b>						
EN	3.3	1.8	100.0	0.0	0.0	0.0
ES	8.1	0.9	100.0	0.0	0.0	0.0
SG	5.5	0.7	100.0	0.0	0.0	0.0
<b>Adm. and FS</b>						
AS	11.7	2.8	61.5	23.1	15.4	0.0
CO	12.3	3.9	39.3	35.7	25.0	0.0
CS	8.5	2.7	50.0	35.7	14.3	0.0
IS	3.9	0.9	100.0	0.0	0.0	0.0
PE	23.6	3.4	0.0	100.0	0.0	0.0
PM	11.6	3.2	33.3	66.7	0.0	0.0
<b>Technical</b>						
EL	10.3	9.5	0.0	25.0	50.0	25.0
TI	17.3	4.1	14.3	71.4	14.3	0.0
<b>Adm. Support</b>						
CR	10.0	4.3	36.0	28.0	36.0	0.0
<b>Total IC</b>	11.1	3.5	44.8	32.8	21.6	0.9

In all categories, except PE and TI, Aboriginal Peoples have less average tenure than for the same categories in the Department overall. Overall, mobility data is similar.



# Corporate Training

Corporate training and renewal provided services to a total of 7,534 participants through their various programs with an average of 2.0 days per session. A total 598 calendar days of training were organized for Industry Canada employees. The total number of participants was increased from last year (7,005 to 7,534). 525 employees participated in one-on-one career counselling consultations and 72 mentor/protégés relationships were created.

The data provided understates the extent to which Industry Canada employees have participated in professional development opportunities, as the data does not capture developmental activities provided directly to staff by their work units, such as continuing education, attendance at conferences and seminars and other training courses.

Course Participation by Major Occupational Group		
Categories	*Total Number of IC Employees	**Course Participation
<b>Executive</b>		
EX	238	68
<b>Sc. and Prof.</b>		
EN	253	186
ES	252	137
SG	244	103
<b>Adm. and FS</b>		
AS	691	626
CO	1363	1028
CS	573	325
FI	90	78
IS	161	108
PE	104	95
PM	266	172
<b>Technical</b>		
EL	269	193
TI	247	215
<b>Adm. Support</b>		
CR	862	696
ST	108	179
<b>Others</b>	287	315
<b>Total</b>	<b>6,017</b>	<b>4,524</b>
*Source: PeopleSoft as of March 31, 2003 (Number of employees only)		

## Participation by departmental employees:

4,524 employees attended at least one training activity during the year. It represents 75% of the population and an increase of 2% from last year. The curriculum of courses is revised and planned on a regular basis according to the corporate needs of the organization. As a result, more employees attended one or more training sessions in the fiscal year 2000-01.

## Participation at French sessions:

28% of participants attended training sessions in French while 39% of departmental employees are identified as Francophone. However, this does not mean that they attended the course in their first language. It represents an increase of three percent from last year.

## Duration of training:

In fiscal year 2002-03 the average duration per course was 2.0 days per session, similar to the previous year average of 1.81 days.

## Career Counselling:

With the addition of a second career counsellor, there were 525 days of one-on-one career counselling consultations.

## Work/Life Program:

A total of 1,605 employees attended 52 sessions of the work-life program. Sixteen sessions were added to the program this year and 412 additional participants attended the sessions.

## Departmental Infrastructure:

There has been a considerable increase in the number of participants (874 to 1648) in this category of training, due mostly to the implementation of the new financial system (IFMS).

## Informatics Training:

There were 43 sessions in informatics training for Industry Canada employees, a total of 310 participants.

The corporate training budget covers informatics training for the departmental platform, however other courses were offered on a cost-recovery basis. These represent 53% of all informatics training. It is also interesting to note that most of these additional courses are related to website design and development.



## Corporate Training (cont'd)

Corporate Courses	Total Sessions	English Sessions	English Session Participants	French Sessions	French Sessions Participants	Total Participants
Departmental Infrastructure	99	64	1101	35	547	1648
Management Development	11	8	117	3	45	162
Informatics *	43	27	198	16	112	310
Mandate Related	35	29	978	6	90	1068
Career and Self Mgt	73	46	564	27	324	888
Communication Skills	38	25	292	13	156	448
Official Languages**	86	18	144	68	589	733
Work/Life Program	52	36	1191	16	414	1,605
<b>TOTAL</b>	<b>437</b>	<b>253</b>	<b>4,585</b>	<b>184</b>	<b>2,277</b>	<b>6,862</b>

One-on-one Career Counselling Consultations	525
Mentoring Program - Mentor/Protégé Relationships	72

Sectors	* Departmental Representation	** Course Participation
Communications Research Centre	426	384
Competition Bureau	436	393
Corporate Services – Min/Others, CIO, CMB, HRB, FIN	978	655
Policy Sector	278	230
Industry Sector	423	350
Investment Partnerships Canada	47	1
Consumer Affairs	22	22
Operations Sector – Including regions	2,671	1,782
Spectrum, Information Technologies and Telecommunications	659	637
Technology Partnerships Canada	77	70
<b>TOTAL</b>	<b>6,017</b>	<b>4,524</b>

\* Source: Training and Renewal Directorate  
PeopleSoft as of March 31, 2003 (Departmental representation only)

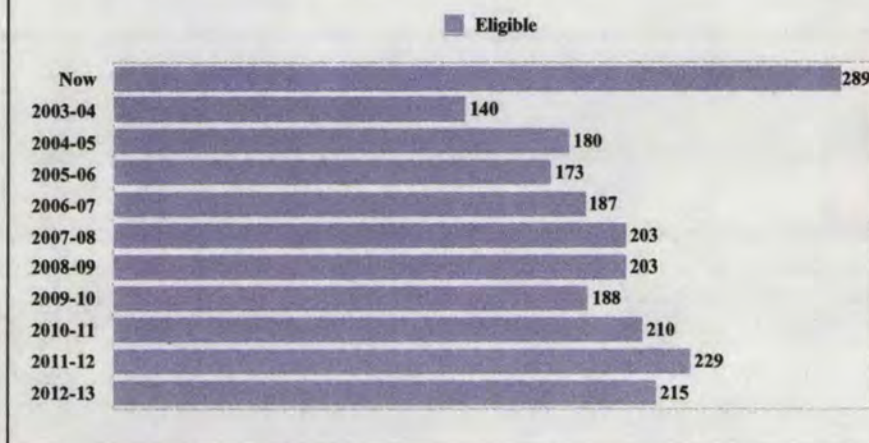


## Retirement Departure Scenarios

This section provides a picture of the potential for retirement departures for indeterminate employees until the year 2011-12. By comparing the number of retirement-eligible employees with actual departure rates, future numbers of retirement departures can be estimated.

### Indeterminate Employees Eligible to Retire Without Pension Penalties Until 2011-12

Total: 2217 Employees



Employees eligible for retirement are those 55 years of age or older with at least 30 years in the Public Service or those 60 years of age with at least 2 years in the Public Service. Purchase of past service is not accounted for in this data.

As of March 31, 2003, 289 employees were eligible for retirement; 48.7% of those employees do not have 30 years of service but are at least 60 years old.

Another 140 employees will be in a position to leave in 2003-04, and 180 in 2004-05. Over the next ten years, 2217 employees (42.0%) will be in a position to retire without pension penalties.

The table on the right identifies the number and percentage of the workforce eligible to retire between now and in the more immediate future (up to 2007-08) in each of the Department's organizations.

Note, however, that eligibility to retire without pension penalties is not equivalent to actual retirements (see page 23 for retirement rate predictions). Recent empirical evidence suggests that between 20% and 30% of those eligible plus those who become eligible during the year, will retire in each current year.

The departure of 15-20% of the workforce over five years due to retirement would be a normal rate. Some organizations face a potential greater loss of corporate memory from potential retirements. This is true of Aboriginal Canada - ABC (35.2%) and the Industry Sector-IS (33.1%). A substantial number of employees could leave the Quebec (33.3%), Atlantic (26.4%), Pacific (31.7%) regions and Operations-HQ (26.%). The development of career/succession plans in each of these organizations may be required.

This issue is less significant in CA (9.5%) and Chief Information Officer (14.1%).

### Indeterminate Employees Eligible To Retire By Organization Until 2007-08

	Total	%
<b>Sectors</b>		
IPC	10	23.8
CA	2	9.5
CB	71	17.4
CRC	72	20.6
POL	50	20.2
TPC	13	19.1
IS	136	33.4
SITT	132	25.9
<b>Operations</b>		
Atlantic	27	28.1
Ontario	50	22.8
Pacific	33	32.4
Prairies	28	19.6
Quebec	57	33.7
FedNor	13	17.6
ABC	26	36.1
CIPO	105	15.2
OSB	59	25.2
MC	64	19.1
OPS-HQ	62	26.8
<b>Corporate Services</b>		
CIO	48	13.8
CMB	16	22.5
HRB	38	21.5
FIN	28	20.0
Min/Other	32	25.2
<b>Total</b>	<b>1172</b>	<b>22.2</b>



## Retirement Departure Scenarios (cont'd)

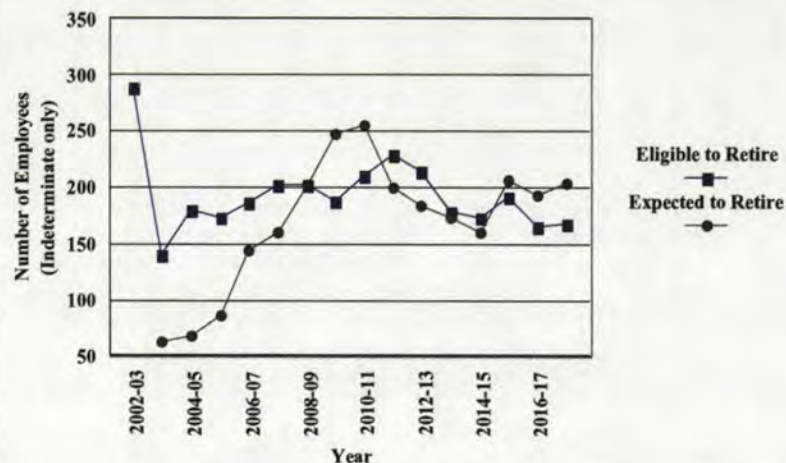
The simplest way to predict future retirement rates is to base the likelihood of retirements in a certain year on how many employees (indeterminate) are eligible to retire in that year. We know however from recent retirement history, only about 22% of employees actually retire as soon as they become eligible. The reasons for this are often, but not exclusively, financial. As an employee continues to increase their annual pension income post retirement until they've reach 35 years of service, many opt to continue working for a few more years. Specifically, those employees who do not reach 35 years of service before age 65, tend to work past their earliest eligibility date by a few years and retire between age 60 and 65. Based on these patterns, a predicted retirement date was calculated to give the earliest of two dates: 35 years of service or 62 years of age. Moreover, some people retire before they are eligible, just as some people retire long after the calculation predicts. These "outliers" cancel each other out in the present analysis.

As you can see in the chart at left below, Industry Canada's "baby-boomers" are expected to begin to retire in annual numbers exceeding 200 starting in 2008-2009. This lag provides human resource planners with a bit of leeway in their recruitment effort and succession planning. The graph to the right below plots the number of employees eligible and expected to retire by year until 2019-2020. The difference in the two streams is quite apparent in the onset to peak retirement rates. Under this forecast, peak retirement rates exceed the number of employees newly becoming eligible for retirement during each year for only about 3 years. Then there is another surge of predicted retirements starting in 2015-16 that seems to be an "echo". We wish to credit HR Planners in the Department of National Defence for developing this predictive model of retirement, which we have applied to Industry Canada for the first time this year.

**Indeterminate Employees Eligible to Retire  
Without Penalties Plus Expected Number  
of Retirements Until 2003-18**



**Number of Employees Eligible and Expected  
to Retire by Year**



In future analyses we will introduce a more statistically accurate way of predicting retirement rates by incorporating actual past patterns of retirement. Such an analysis will take into better account, the behaviours of the population of employees who are expected to work beyond their eligibility date as well as those who are expected to retire before their eligibility date.



## Retirement Departure Scenarios (cont'd)

The table below identifies potential departures among the major occupational groups at Industry Canada until 2007-2008.

**Indeterminate Employees Eligible To Retire  
Without Penalties By Occupational Group Until 2007-2008**

	Number	%
<b>Executive</b>		
EX*	119	50.2
<b>Sc. &amp; Prof.</b>		
EN	48	22.1
ES	37	15.4
SE	15	30.6
SG	32	13.1
<b>Adm. &amp; FS</b>		
AS	131	20.2
CO	345	27.6
CS	36	8.0
FI	16	18.2
IS	19	14.8
PE	24	24.0
PM	41	18.1
<b>Technical</b>		
EL	70	26.6
SI	9	15.8
TI	44	17.9
<b>Adm. Support</b>		
CR	121	20.4
ST	28	33.7

\* Supplied by Executive Services and includes EX's on leave of absence

50.2% of employees in the EX group could opt for retirement without penalty by 2007-08. Efforts to address this issue have been made. The Leadership Development Program is a two-week learning program designed to develop selected candidates with demonstrated executive potential through formal training, special projects, and job shadowing. A prequalified pool staffing competition for filling 40 anticipated EX positions was initiated in 2002/03.

Retirements also have the potential to affect turnover rates in the SE, EN, and CO professional groups. The potential retirement rate is lower for employees in the CS (8.0%) and IS (14.8%) groups.

**Indeterminate Employees Eligible to Retire without Penalties  
for Employment Equity Groups Until 2007-2008**

	Number	%
<b>Persons in a Visible Minority Group</b>	87	19.3
<b>Persons with Disabilities</b>	77	30.7
<b>Aboriginal Peoples</b>	11	10.2
<b>Women</b>	432	16.7
<b>Men</b>	740	27.4
<b>IC Total</b>	1172	21.9

For comparison purposes, retirement numbers for men were calculated using the employment equity populations criteria (see page 6 for definitions).

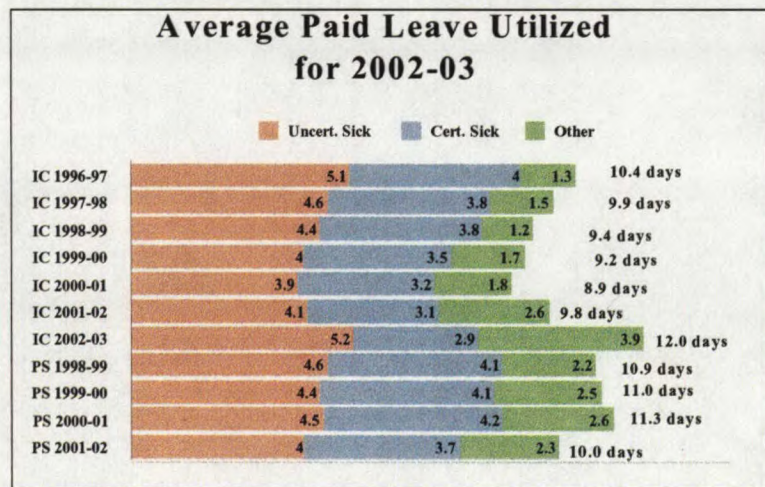
There is little difference between the proportion of persons in a visible minority group eligible to retire by March 31, 2008 and the proportion of all other employees. Departure rates of visible minorities are not expected to have an impact (either positive or negative) on visible minority representation. There is a significant difference in potential retirement rates between men and women. As retirements occur over the next five years, the proportion of women in the Department will increase if both men and women continue to be recruited in equal numbers, as was the case in 1999/00 and 2000/01, or in greater numbers as was the case in 2001/02 and 2002/03.



## Paid Leave at Industry

This section presents information on the utilization of paid leave in the Department. Paid leave refers to certified sick leave, uncertified sick leave and other paid leave (which includes family-related leave and personal leave). Annual leave is **not** considered here.

In 2002-2003, Industry Canada employees used an average of 12.0 days of paid leave, broken down as follows: uncertified sick leave (5.2 days), certified sick leave (2.9 days), and other paid leave (3.9 days).



Comparison of the use of leave among organizations and for inferring employee morale or job satisfaction should only be done with considerable caution. Extended periods of illness by one or two people in an organization can significantly alter average use. As well, the different leave provisions in collective agreements may affect sector averages depending on the number of employees subject to a particular collective agreement in a given sector.

**Used Paid Leave by Working Level**

	Days
EX	4.2
EX equivalent	5.7
EX minus 1	8.4
EX minus 2	11.0
Intermediate	11.8
Support/Technical	16.7
Developmental	9.6
IC Total	12.0

Average utilization of paid leave (12.0 days) is higher than the previous fiscal year (9.8 days). Compared to the Public Service as a whole (10.8 days in 2001-02), Industry Canada employees take more leave. The apparent increase in the use of sick leave and other (non-vacation) leave may be a consequence of more assiduous recording following the introduction of the on-line leave system. Reported leave has increased at all working levels compared to 2001-2002 data. The use of paid leave in the Department varies from one organization to another. The range is 12.6 days, from a low of 7.9 days in Technology Partnership Canada to 20.5 days in Operations-Quebec.

**Used Paid Leave by Organization**

	2001-02 (Average Days)	2002-03 (Average Days)
<b>Sectors</b>		
CA	4.3	8.7
CB	9.2	15.3
CRC	7.4	8.0
IPC	6	10.2
POL	7.6	12.4
TPC	9.1	7.9
IS	8.9	9.4
SITT	8.8	8.4
<b>Operations</b>		
Atlantic	7.1	10.2
Ontario	8.1	15.5
Pacific	8.3	10.2
Prairies	8.2	9.9
Quebec	11.4	20.5
FedNor	7.4	9.0
ABC	7.8	9.3
CIPO	12.5	16.7
OSB	11.3	10.9
MC	10.9	12.8
OPS-HQ	13.8	10.4
<b>Corporate Services</b>		
CIO	10.7	11.1
CMB	6.7	11.2
HRB	11.4	13.5
FIN	9.8	14.5
Min/Other	9.7	10.8



# Promotions

Promotions provide employees with career progression and higher pay, elements often linked to the organization's ability to recruit and retain employees. The following three pages highlight some of the promotion data.

In 2002-2003, 667 Industry Canada indeterminate and determinate employees (11.3%) received a promotion, an increase from the previous year (9.4%) and similar to the population in 2000/2001 (11.9%).

## Employment Equity Group Promotions

Rates of promotion for employment equity groups were also analysed. However, due to their small numbers and the ability to easily identify individuals, the data table was not included. Nevertheless, an overview can be provided. 14.7% of Aboriginal employees were promoted in fiscal year 2002-03, higher than 7.3% in the previous year. 13.7% of visible minorities received promotions compared to 10.0% in fiscal 2001-02. The group of persons with disabilities were promoted at a rate of 10.5%, compared to 6.0% last fiscal year. Note that overall the rate of promotion across Industry Canada was up from 9.4% in fiscal 2001-02 to 11.3% in fiscal 2002-03. Based on the data for those who have self-identified, Aboriginal Peoples were promoted at rates higher than other employees for three of the past four years. Visible minorities were promoted at higher rates than the department overall in each of the past four years. Person with disabilities received, on average, more promotions than other employees in two of the past four years. The results for Aboriginal Peoples and Visible Minorities are, in part, accounted for by the higher distributional weighting of these two communities in lower working levels where, generally, there are more promotional opportunities.

Further details on promotions are provided over the next two pages.

Promotions by Working Level		
Working Level	Total	% of IC Employees
EX	36	15.3
EX equivalent	5	6.5
EX minus 1	91	13.0
EX minus 2	171	16.9
Intermediate	155	11.3
Support/Technical	124	7.2
Developmental	85	10.7
IC Total	667	11.3

## Promotions by Gender for Sectors\*

April 1, 2002 - March 31, 2003

Sector	# Women Promoted	# Men Promoted	# Total Promotions
CA	1	2	3
CB	38	48	86
CIO	27	19	46
CMB	7	2	9
CRC	7	10	17
Min/Other	12	4	16
FIN	21	12	33
HRB	23	3	26
IPC		2	2
IS	33	28	61
POL	19	20	39
SITT	40	26	66
TPC	8	6	14
OPS-ABC	3	1	4
OPS-ATL	0	0	0
OPS-CIPO	43	53	96
OPS-FED	3	6	9
OPS-HQ	22	12	34
OPS-MC	12	41	53
OPS-ONT	15	2	17
OPS-OSB	8	6	14
OPS-PAC	6	5	11
OPS-PRA-NWT	3	3	6
OPS-QUE		5	5
OPS TOTAL	115	134	249
IC TOTAL	351	316	667

\*Includes both indeterminate and determinate employees.



## Promotions (cont'd)

Promotions by Occupational Group for Sectors*																							
April 1, 2002 - March 31, 2003																							
Sector	AS	CO	CR	CS	EL	EN	ES	EX	FI	GS	IS	MM	PE	PG	PM	SG	SI	ST	TI	Total Prom.	IC Population*	% of Sector Prom.	% of Total Prom.
CA	1						2													3	22	13.6	0.4
CB	1	67	2	1			8	2							3		1	1		86	433	19.9	12.9
CIO	4	4	1	28				2		5				2						46	391	11.8	6.9
CMB				1						8										9	81	11.1	1.3
CRC	2		3		3	6		1					1	1						17	425	4.0	2.5
FIN	1		6	3				3	17					3						33	148	22.3	4.9
HRB	8			1				1					16							26	184	14.1	3.9
IPC		1						1												2	46	4.3	0.3
IS	9	34	1				11	3		1							2			61	418	14.6	9.1
Min/Other	6	3	2					2	2	1										16	152	10.5	2.4
POL	2	11					21	3									2			39	270	14.4	5.8
SITT	9	23		7		11	5	8	1		1	1								66	639	10.3	9.9
TPC	5	4						2		3										14	73	19.2	2.1
OPS-ABC	2	2																		4	76	5.3	0.6
OPS-ATL																				0	99	0.0	0.0
OPS-CIPO	5	1	11	23				3	1				1		10	41				96	809	11.9	14.4
OPS-FED	1	3		1				2		1				1						9	115	7.8	1.3
OPS-HQ	12	10	5					1						5			1			34	263	12.9	5.1
OPS-MC	5	1	3	5		2								1				36		53	342	15.5	7.9
OPS-ONT	4	2	1		4	2		1		3										17	224	7.6	2.5
OPS-OSB	3	9		1			1													14	283	4.9	2.1
OPS-PAC	1	2	2		3								1		2					11	109	10.1	1.6
OPS-PRA			1				1			4										6	155	3.9	0.9
OPS-QUE		1		2		1		1												5	176	2.8	0.7
OPS TOTAL	33	31	23	32	7	5	2	8	1	0	8	0	2	0	19	41	0	1	36	249	2651	9.4	37.5
IC TOTAL	81	178	38	73	10	22	51	35	20	1	26	1	19	4	24	41	5	2	36	667	5933	11.2	100.0

\*Includes both indeterminate and determinate employees.



## Promotions (cont'd)

Promotions by Gender for Occupational Groups\*  
April 1, 2002 - March 31, 2003

Classification	Women Prom.	Men Prom.	Total Prom.	Total IC Women	% of Women Promoted	Total IC Men	% of Men Promoted	Total IC Population	% of Total Employees Promoted
AS	71	10	81	559	12.7	119	8.4	677	12.0
CO	82	96	178	583	14.1	764	12.6	1347	13.2
CR	30	8	38	670	4.5	165	4.8	835	4.6
CS	26	47	73	203	12.8	366	12.8	569	12.8
EL	4	6	10	24	16.7	245	2.4	269	3.7
EN	9	13	22	47	19.1	203	6.4	250	8.8
ES	22	29	51	86	25.6	161	18.0	247	20.6
EX	13	22	35	82	16.0	154	14.3	235	14.9
FI	13	7	20	55	23.6	34	20.6	89	22.5
GS	1		1	2	50.0	13	0.0	15	6.7
IS	21	5	26	98	22.6	50	10.0	143	18.2
MM	1		1	3	33.3	3	0.0	6	16.7
PE	18	1	19	82	22.0	22	4.5	104	18.3
PG	1	3	4	14	7.1	20	15.0	34	11.8
PM	16	8	24	188	8.5	76	10.5	264	9.1
SG	14	27	41	76	18.4	168	16.1	244	16.8
SI	3	2	5	46	6.5	17	11.8	63	7.9
ST	2		2	105	1.9	2	0.0	107	1.9
TI	4	32	36	26	15.4	221	14.5	247	14.6
IC TOTAL	351	316	667	2982	11.8	2951	10.7	5933	11.2

\*Includes both indeterminate and determinate employees.

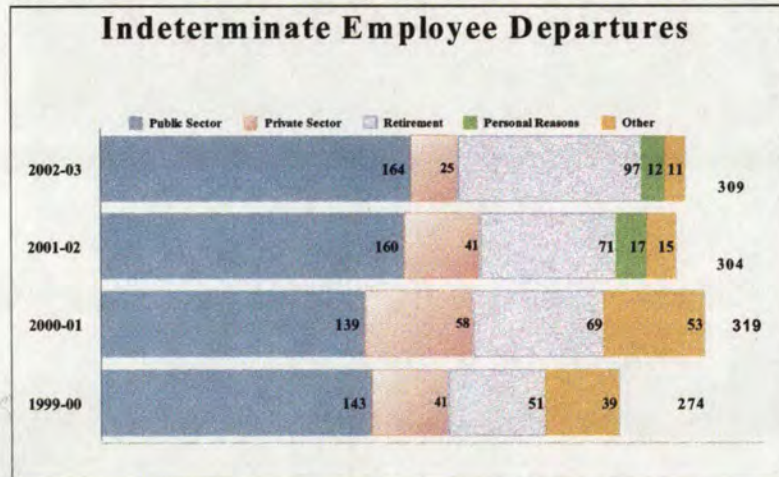
The major occupational groups with the highest percentage of promotions were FI (22.5%), ES (20.6%), PE (18.3%), and IS (18.2%). Conversely, other groups had fewer opportunities for promotion: ST (1.9%), EL (3.7%) and CR (4.6%).

The higher promotion rates for women in major groups such as ES, EN, FI and IS reflect the relatively higher numbers of women at younger ages and in lower levels within classifications, where there are more opportunities for promotion.



# Departures

In the past fiscal year, 309 indeterminate (5.9%) employees left the Department, slightly lower than last year (6.1%). The following four pages outline departures by gender, employment equity group, occupational group and reasons for departure.



For 2002-03, "other" includes 7 deaths, 1 probation rejection, 2 lay-off, and 1 returning to school. In previous years "personal reasons" was included in "other".

The retirement departure rate is 1.8%, slightly higher than last year (1.4%). Of the 97 retirements only one (1.0%) from the under 50 age group was due to illness. The retirement departure rate is expected to increase steadily over the next five years based on the numbers becoming eligible and anticipated to retire in this period.

## Employment Equity Group Departures

	Indeter.	Determ.	Total	% of Indet. & Determ.	% of Indet.
Persons in a Visible Minority Group	12	14	26	5.2	2.8
Aboriginal Peoples	6	3	9	7.8	5.9
Persons with Disabilities	15	4	19	7.4	6.3
IC Total	309	154	464	7.8	5.9

## Percentage of Retirements for Each Age Bracket

Age	IC Indet. Population	# of Retirements	% Retired
45-49	1001	1	0.1
50-54	1004	9	0.9
55-59	477	57	11.9
60-64	162	22	13.6
65+	27	8	29.6
IC Total	5280	97	1.8

The percentage of 55-59 age groups retiring jumped to 11.9% in 2002-2003 compare to 6.1% and 6.2% in the two previous years.

## Indeterminate Departures by Gender for Sectors April 1, 2002 - March 31, 2003

Sector	Women	Men	Total Departures
CA	1	1	2
CB	11	15	26
CIO	12	9	21
CMB	7	1	8
CRC	2	17	20
Min/Other	7	8	15
FIN	19	7	26
HRB	14	4	18
IPC	3		3
IS	9	14	23
POL	17	8	25
SITT	16	9	25
TPC		1	1
OPS-ABC	1	2	3
OPS-ATL	2	6	8
OPS-CIPO	11	9	20
OPS-HQ	12	2	14
OPS-MC	3	8	11
OPS-ONT	5	5	10
OPS-OSB	6	5	11
OPS-PAC	4	2	6
OPS-PRA-NWT	5	1	6
OPS-QUE	6	2	8
OPS-FED	0	0	0
OPS TOTAL	55	42	97
IC TOTAL	173	136	309



## Departures (cont'd)

### Indeterminate Departures by Occupational Group for Sectors April 1, 2002 - March 31, 2003

Sector	AS	CO	CR	CS	DD	EL	EN	ES	EX	FI	GT	IS	MM	PE	PG	PM	SE	SG	SI	ST	TI	Total Depart.	Total Pop.	Depart. Rate (%)
CA								2														2	21	9.5
CB	3	15	1					2	3							1					1	26	407	6.4
CIO	1	3	4	7				1	1			2	1								1	21	347	6.1
CMB									1			7										8	71	11.3
CRC	2		1	3	1	5	2		1		1			1			2					19	349	5.4
Min/Other	4	1	2						3			1				3					1	15	127	11.8
FIN	5		3	1					1	7					8						1	26	140	18.6
HRB	6	1	1											10								18	177	10.2
IPC	1	2																				3	42	7.1
IS	2	14						3				2									2	23	407	5.7
POL	2	9						10	1										1	2		25	247	10.2
SITT	6	10	1				2	5	1													25	510	5.0
TPC		1																				1	68	1.5
OPS-ABC		1						1				1										3	72	4.2
OPS-ATL	1	3		1		1			1			1										8	96	8.3
OPS-CIPO	2	1	7	1						2				1		2		4				20	692	2.9
OPS-FED																						0	71	0.0
OPS-HQ	3	5	3													2					1	14	74	18.9
OPS-MC	1								1												1	11	231	4.8
OPS-ONT	2	2	1	1		1		2						1							8	10	335	3.0
OPS-OSB			7		1				1		1					1						11	219	5.0
OPS-PAC		1	1			2			1		1											6	234	2.6
OPS-PRA-NWT	2	2	1											1								6	102	5.9
OPS-QUE	1		1						2			1		3								8	143	5.6
OPS TOTAL	12	22	14	14	4	4	0	3	4	4	4	0	0	0	6	0	5	0	0	2	8	97	2367	4.1
IC TOTAL	44	78	27	15	1	9	4	26	16	11	1	17	1	17	8	9	2	4	1	10	8	309	5280	5.9

Percentages are based on indeterminate populations as of March 31, 2003

For departures expressed as percentages of each classification group see page 31 and 32.



## Departures (cont'd)

Indeterminate Departure Reasons by Occupational Group April 1, 2002 - March 31, 2003						
Classification	Other	Private Sector	Personal Reasons	Retirement	Public Sector	Total Departures
AS	1	3	1	14	25	44
CO	2	4	3	27	42	78
CR	3	2	1	9	12	27
CS	1	3	1	6	4	15
DD	1	0	0	0	0	1
EL	1	0	0	7	1	9
EN	0	1	0	2	1	4
ES	1	4	2	3	16	26
EX	0	0	1	10	5	16
FI	0	0	0	3	8	11
GT	0	0	0	0	1	1
IS	0	3	0	2	12	17
MM	0	0	0	0	1	1
PE	0	1	0	1	15	17
PG	0	0	0	0	8	8
PM	0	0	0	4	5	9
SE	0	0	1	1	0	2
SG	0	0	1	1	1	4
SI	0	0	0	0	1	1
ST	0	1	1	2	6	10
TI	0	3	0	5	0	8
IC TOTAL	11	25	12	97	164	309

Other includes: Death (7), Probation Rejection (1), Returning to School (1) and (2) Lay-Off

The table above presents the distribution of departures by occupational group. Of total departures in each group, CO (24.3%), AS (14.8%), ES (10.6%), PE (8.5%), and CR (7.4%) had the highest share of their departures to the private and elsewhere in the public sector. Similar patterns were observed in 2001-02.

42.3% of ESs who left were under the age of 35, as were 24.4% of COs and 20.0% of ENs. Of employees leaving for the private sector, 36.0% were under 35 years of age and 56.0% were under 40 years of age. Conversely, a majority (54.3%) of those who left for other departments were over the age of 40.



## Departures (cont'd)

### Indeterminate Departures by Gender for Occupational Groups April 1, 2002 - March 31, 2003

Classification	Women Depart.	Men Depart.	Total Depart.	Total IC Women	% of Women Departures	Total IC Men	% of Men Departures	Total IC Population	% of Total Employee Departures
AS	36	8	44	538	6.7	111	7.2	649	6.8
CO	36	42	78	519	6.9	729	5.8	1248	6.3
CR	22	5	27	479	4.6	113	4.4	592	4.6
CS	2	13	15	166	1.2	286	4.5	452	3.3
DD	1	0	1	0	0.0	1	0.0	1	100.0
EL	0	9	9	23	0.0	240	3.8	263	3.4
EN	1	3	4	39	2.6	178	1.7	217	1.8
ES	11	15	26	85	12.9	155	9.7	240	10.8
EX	5	11	16	81	6.2	154	7.1	235	6.8
FI	8	3	11	54	14.8	34	8.8	88	12.5
GT	0	1	1	8	0.0	7	14.3	15	6.7
IS	13	4	17	86	15.1	42	9.5	128	13.3
MM	0	1	1	3	0.0	3	33.3	6	16.7
PE	13	4	17	80	16.3	20	20.0	100	17.0
PG	5	3	8	14	35.7	20	15.0	34	23.5
PM	6	3	9	164	3.7	62	4.8	226	4.0
SE	0	2	2	3	0.0	46	4.3	49	4.1
SG	2	2	4	76	2.6	168	1.2	244	1.6
SI	1	0	1	41	2.4	16	0.0	57	1.8
ST	10	0	10	82	12.2	1	0.0	83	12.0
TI	1	7	8	26	3.8	220	3.2	246	3.3
IC TOTAL	173	136	309	2583	6.7	2697	5.0	5280	5.9

Percentages are based on indeterminate populations as of March 31, 2003

Relatively high departure rates were observed for the following larger groups: PE (15.3%), ES (12.0%), and IS (10.8%). Departures rates remained high for both ES and PE groups. Their previous year rates were PE (17.2%) and ES (10.9%). The departure rate for men is down from last year and up very slightly for women. In 2002-03 55.8% of departures were women compared to 51.0% in 2001-02 and 46.0% in 2000-2001. In some job groups key to the department's mandate (CO, ES, SG) departure rates are higher for women than men. This is more significant given women are on average younger and less likely to be eligible for retirement.



# Hires

In 2002-2003, 396 indeterminate employees were hired, of whom 61.0% came from outside the Public Service. The following three pages outline hires by gender, employment equity group and occupational group.

## Employment Equity Group Hires

Persons in a Visible  
Minority Group

Aboriginal Peoples

Persons with  
Disabilities

Indeterminate	Determinate	Total EE	Indet. as % of all Indet. Hires
44	45	89	11.1
5	7	12	1.3
7	10	17	1.8

## Indeterminate Hires by Gender for Sectors April 1, 2002 - March 31, 2003

Sector	# of Women Hired	# of Men Hired	Total Hires
CA	2		2
CB	10	14	24
CIO	10	9	19
CMB	14	4	18
CRC	3	10	13
Min/Other	12	4	16
FIN	15	4	19
HRB	19	6	25
IPC	2	1	3
IS	20	14	34
POL	6	13	19
SITT	12	19	31
TPC	9	5	14
OPS-ABC	2	5	7
OPS-ATL	3		3
OPS-CIPO	35	37	72
OPS-FED	3	3	6
OPS-HQ	7	3	10
OPS-MC	4	11	15
OPS-ONT	15	4	19
OPS-OSB	7	7	14
OPS-PAC	2	3	5
OPS-PRA-NWT	2	2	4
OPS-QUE	4		4
OPS Total	85	75	160
IC TOTAL	219	178	397



## Hires (cont'd)

### Indeterminate Hires by Occupational Group for Sectors April 1, 2002 - March 31, 2003

Sector	AS	CA	CO	CR	CS	EG	EL	EN	ES	EX	FI	GL	IS	MM	PE	PG	PM	SE	SG	SI	ST	TI	Total Hires	Total IC Indeterminate Population	% of Sector Hires
CA			1														1						2	21	9.5
CB			21	1	2																		24	407	5.9
CIO			2		13								1							3			19	347	5.5
CMB	1		1	1						2			13										18	71	25.4
CRC	2				1	1	1	2			1	2						3					13	349	3.7
Min/Other	7	1	1	1						2				1	1		1				1		16	127	12.6
FIN	1			2	2				3		7					4							19	140	13.6
HRB	9			1	2				1						12								25	177	14.1
IPC	1								1	1													3	42	7.1
IS	4		18						8	3	1												34	407	8.4
POL			3						12	2			1							1			19	247	7.7
SITT	3		3		2		1	12	5	3	1										1		31	510	6.1
TPC			5	2						2											5		14	68	20.6
OPS-ABC			5						1	1													7	72	9.7
OPS-ATL	1		1	1																			3	96	3.1
OPS-CIPO	1		1	3	4				1		1		1		1		1		59				73	692	10.5
OPS-FED	1		2										1				2						6	74	8.1
OPS-HQ			6						1	1							1				1		10	231	4.3
OPS-MC	1			1	1																	12	15	335	4.5
OPS-ONT	1		2	1	1		5		1	1			5		1		1						19	219	8.7
OPS-OSB	1		8	1					1								3						14	234	6.0
OPS-PAC				1	1		1				1		1										5	102	4.9
OPS-PRA-NWT			3	1																			4	143	2.8
OPS-QUE					1		1						1		1								4	169	2.4
OPS Total	6	0	28	9	8	0	7	0	5	3	2	0	9	0	3	0	8	0	59	0	1	12	160	2367	6.8
IC TOTAL	34	1	83	17	30	1	9	14	35	18	12	2	24	1	16	4	10	3	59	4	8	12	397	5280	7.5

Percentages are based on indeterminate populations as of March 31, 2003



## Hires (cont'd)

### Indeterminate Hires by Gender for Occupational Groups April 1, 2002 - March 31, 2003

Classification	Women Hired	Men Hired	Total Hires	Total IC Women	% of Women Hired	Total IC Men	% of Men Hired	Total IC Population	% of Hires
AS	28	6	34	538	5.2	111	5.4	649	5.2
CA	1		1	2	50.0	2	0.0	4	25.0
CO	39	44	83	519	7.5	729	6.0	1248	6.7
CR	15	2	17	479	3.1	113	1.8	592	2.9
CS	11	19	30	166	6.6	286	6.6	452	6.8
EG		1	1	1	0.0	22	4.5	23	4.3
EL	6	3	9	23	26.1	240	1.3	263	3.4
EN	5	9	14	39	12.8	178	5.1	217	6.5
ES	12	23	35	85	14.1	155	14.8	240	14.6
EX	11	7	18	81	13.6	154	4.5	235	7.7
FI	9	3	12	54	16.7	34	8.8	88	13.6
GL		2	2	0	0.0	36	5.6	36	5.6
IS	18	6	24	86	20.9	42	14.3	128	18.8
MM		1	1	3	0.0	3	33.3	6	16.7
PE	14	2	16	80	17.5	20	10.0	100	16.0
PG	3	1	4	14	21.4	20	5.0	34	11.8
PM	8	2	10	164	4.9	62	3.2	226	4.4
SE		3	3	3	0.0	46	6.5	49	6.1
SG	26	33	59	76	34.2	168	19.6	244	24.2
SI	3	1	4	41	7.3	16	6.3	57	7.0
ST	8		8	82	9.8	1	0.0	83	9.6
TI	2	10	12	26	7.7	220	4.5	246	4.9
IC Total	219	178	397	2583	8.4	2697	6.6	5280	7.5

These data allow an analysis of the proportions of each gender hired for each classification group and the relative impact on the gender make up of the populations of each group.



# The Awards and Recognition Program 2002-2003

## Departmental Awards

Award	Number of Recipients	Value*
Deputy Minister Merit Award	196	\$39,750
Sector Head Merit Award	293	\$87,677
Director General Awards	349	\$91,103
Instant Merit Award	107	\$22,433
Excellence In Leadership Award	2	\$1,000
Michelle Comeau Scholarship	1	\$24,000
Retirement Certificates	60	-
Inventor & Innovator Awards	Results Unavailable at time of Publication	
Long Service Award (15 yrs/ 25 yrs/ 35 yrs)	515	\$93,845
Total	1523	\$359,808

\*Represents the cost of either monetary and/or non-monetary awards.

## External Awards

Award of Excellence	1 recipient	-
Head of the Public Service Award	5 recipient	-



# Annex I

## Organizations within Industry Canada

We have divided the Department into three components: 1- sectors, 2- operations, and 3- corporate services.

### 1- Sectors

Consumer Affairs (CA)  
Competition Bureau (CB)  
Communications Research Centre (CRC)  
Policy Sector (POL)  
Investment Partnership Canada (IPC)  
Technology Partnerships Canada (TPC)  
Industry Sector (IS)  
Spectrum, Information Technologies and Telecommunications (SITT)

### 2- Operations

Atlantic  
Ontario  
Pacific  
Prairies  
Quebec  
FedNor  
Aboriginal Business Canada (ABC)  
Canadian Intellectual Property Office (CIPO)  
Office of the Superintendent of Bankruptcy (OSB)  
Measurement Canada (MC)  
OPS-HQ includes:  
Corporations (DG)  
Programs & Services  
Strategic Planning & Policy Branch  
Trade & Operations Branch  
Office of the ADM of Operations

### 3- Corporate Services

Chief Information Office (CIO)  
Communications Branch (CMB)  
Human Resources Branch (HRB)  
Comptroller's Branch (FIN)  
Minister's Office/Other (Min/Other) includes:  
Minister's Office  
Office of the Deputy Minister  
Office of the Associate Deputy Minister  
Corporate Secretary  
Business Law  
Office of the Ethics Counsellor  
Audit and Evaluation

## Industry Portfolio Major Occupational Categories and Groups

<b>Executive</b>	EX	Executive
	EN	Engineering and Land Survey
<b>Scientific and Professional</b>	ES	Economics, Sociology and Statistics
	SE	Scientific Research
	SG	Scientific Regulation
	AS	Administrative Services
<b>Administrative and Foreign Service</b>	CO	Commerce
	CS	Computer Systems Administration
	FI	Financial Administration
	IS	Information Services
	PE	Personnel Administration
	PM	Program Administration
<b>Technical</b>	EG	Engineering and Scientific Support
	EL	Electronics
	SI	Social Science Support
	TI	Technical Inspection
<b>Administrative Support</b>	CR	Clerical and Regulatory
	ST	Secretarial, Stenographic and Typing
<b>Operational</b>	GL	General Labour and Trades
	GS	General Services



## Annex 2

### Industry Canada's Working Levels

Support/Technical	Developmental	Intermediate/ Working Level	EX minus 2	EX minus 1	EX Equivalent	EX
AS-01, 02, 03	CO-00, CO-01	AS-04, 05	AS-06	AS-07	AS-08	EX-01
CM-02, 03, 04	CS-01	CS-02,	CA-01	CA-02	CO-04	EX-02
CR-02, 03, 04, 05	EN-02	ED EDS-02	CO-02	CO-03	CS-05	EX-03
DA-02, 04	ES-01, 02	EG-05, 06	CS-03	CS-04	EN-06	EX-04
DD-04	FI-01	EL-05, 06, 07	EL-08	EN-05	ES-07	EX-05
EG-02, 03, 04	IS-01, 02	EN-03	EN-04	ES-06	PC-05, 06	
EL-01, 02, 03, 04	LS-01, 02	ES-03, 04	ES-05	FI-04	PM-07	
GL-02 - 12	MM-01, 02, 03	FI-02	FI-03	IS-06	SE REM-01, 02	
GS-03, 04, 05, 06	PE-01, 02	GT-04, 05	HP-08	PC-04	SE RES-05	
GT-02, 03	PM-01, 02	HP-05	IS-05	PE-06	SG PAT-08	
HP-03	SE RES-01	IS-03, 04	LS-04	PG-06		
OM-02	SG PAT-02, 03	LS-03	PE-05	PM-06		
PG-01, 02		OM-04	PG-05	SE RES-04		
PR-02		PC-02	PM-05	SG PAT-07		
PY-05		PE-03, 04	SE RES-03	AU-05		
SI-01, 02		PG-03, 04	SG PAT-06			
ST-02, 03, 04		PM-03, 04	SI-06			
TI-03		PS-02	TI-07			
		SE RES-02				
		SG PAT-04, 05				
		SI-03, 04, 05				
		TI-04, 05, 06				

Note: In fiscal year 2001-02, SG PAT-08's have been placed in the EX equivalent working level instead of the EX minus one level.