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Human Resources Management 2006-07 Performance Report

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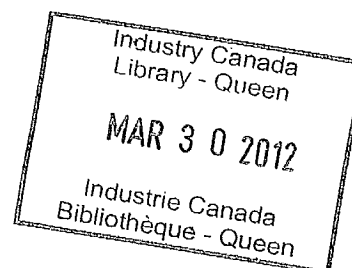
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Foreword

The *Human Resources Management 2006–07 Performance Report* presents an annual snapshot of Industry Canada's workforce demographics, recruitment, retention and attrition statistics and forecasts as of March 31, 2007.

The information in this report is intended to help executives, managers and human resources professionals understand Industry Canada's recent workforce performance along such measures as size, skills mix, age, gender, employment equity group representation, official languages capacity and movement.

A good understanding of Industry Canada's workforce performance information will help support management decisions about the right employee recruitment, retention and development priorities and strategies to achieve business goals.

Integrated business and human resources planning is the primary means through which we can establish and monitor execution of strategies to respond to the environment and to departmental and public service wide business and human resources management priorities. This integration provides a framework for managers to enable the achievement of the organization's overall strategic and operational goals while having a positive impact on employee's effectiveness.

The statistics presented in this report come primarily from the Human Resources Management (PeopleSoft) System. The Human Resources Branch, in cooperation with the Chief Information Office Branch, has recently initiated an 18-month Human Resources Business Intelligence project to provide improved user access to current workforce statistics, forecasts and performance monitoring information. Stay tuned for more news on this project.

In the meantime, should you have any comments, suggestions or questions on the information in this report, please address your enquiries to Bertin Dadaille, A/Manager Demographics and Human Resources Planning, Human Resources Branch by email <mailto:dadaille.bertin@ic.gc.ca> or by telephone (613-946-7296).

Mitch Davies
Director General
Human Resources Branch

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1 Executive Summary

1.1 Demographic Trends

Industry Canada's (IC) workforce continued to decline during 2006–07, down 199 (3.4 percent) indeterminate, term, student and casual employees from a year earlier, to a total of 5862 employees. This trend also continues to reflect structural changes such as the transfer of Aboriginal Business Canada employees to Indian and Northern Affairs last year.

Positive employment equity progress was evident again this year. The representation of visible minorities reached 10.4 percent of the departmental workforce, up 0.5 percent since the previous year-end. Approximately one in nine indeterminate recruits was a visible minority last year. Visible minority retention performance remains relatively good with only 7.3 percent of indeterminate employees leaving the department last year.

Women now represent 51.1 percent of Industry Canada's workforce and exceed workforce availability in most job categories except technical, scientific and commerce officer. In 2006-07, 59.6 percent of employees hired were women.

In the public service (PS) as a whole, women make up 54.2 percent of the workforce.

At IC, 92 percent of employees and 95 percent of executives meet or exceed the language requirements of their position based on their most recent second language evaluation (SLE) test results. However, one in three bilingual employees has remained in the same position beyond five years and technically has expired SLE results.

Other demographic and employee movement trend highlights for 2006–07 include:

- Average employee age remained constant at 44.1 years.
- 437 indeterminate employees were hired.
- 164 (37.6 percent) indeterminate employees were recruited from outside the public service.
- 486 employees transferred out or left the department for other employment or reason.
- 175 employees (3.1 percent) retired, which is on the high side of the predicted range.
- 93 percent of Industry Canada's starting workforce population was retained at year-end.
- 80 percent of FI, 85 percent of PE and 89 percent of ES starting workforce populations were retained at year-end, indicating slightly lower employee mobility for these groups.
- 97 percent of CS, 95 percent of AS and 93 percent of CO starting workforce population were retained.
- EX population continued to decline slowly, down 11 (5.1 percent) to 205 at year-end.
- 289 indeterminate employees (5.3 percent) are forecast to leave the department for other employment opportunities or reason during 2007–08.
- 176 indeterminate employees (3.2 percent) are expected to retire during 2007–08.

1 Executive Summary

1.2 Conclusions and Recommendations

Statistics Canada reported that in July 2007, Canada's unemployment rate had fallen to 6 percent, its lowest rate since 1974. Canadians on average were making 3.6 percent more earnings than they were the previous July while inflation was running at 2.2 percent. Consequently, the labour market is fast becoming a "seller's market."

In contrast to 1974, there will be far fewer young Canadian men and women entering the labour market, as a result, creating an imbalance between the demand and the supply in the labour market world.

What does this mean to the public service as a whole and Industry Canada in particular? It is no longer business as usual. IC must cope successfully with these new human resources supply environment or risk potential business continuity problems. In resourcing and maintaining its workforce, Industry Canada must become a nimbler more adaptable employer willing to take measured risks to attract and retain the best. Industry Canada managers must know who they are looking for, where to find this talent and how to motivate, develop and retain people like never before in order to manage the looming succession challenge successfully.

Another emerging issue from this year's analysis is the challenge of sustaining workforce productivity in an environment of rapid demographic, social and technological change. With one in five of the department's most experienced employees set to retire during the coming five years, and one in four employees having left the department over the previous three years,¹ the speed and effectiveness of transfer of corporate know-how, knowledge and responsibility, from senior to junior ranks, can have an enormous effect on workforce productivity. Energetic highly educated new recruits need to be given the tools, support, respect, work assignments and work-life balance support in order to be healthy innovative leaders who add value to Industry Canada's bottom line. In this equation, management skill does matter and supervisors at all levels are important determinants of departmental performance — specifically with their raw presence in the workforce and their skilled management performance.²

Finally, continued progress towards better integration of business, financial and human resources planning and improved execution of those plans and strategies is a priority. Is Industry Canada hiring the right people to fill identified gaps in the department? How can the department know they hired the right people? These questions are becoming more and more critical to sustaining business results.

It is important that senior management pay close attention to recruitment, retention, development, learning and workforce productivity issues by monitoring key performance indicators. The Human Resources, Chief Information Office and Comptrollership and Administration branches are working in partnership to provide a better integrated workforce information access environment to support managers in this activity. Supervisory managers at all levels must have the necessary skills and focus to understand the workforce analytics information in order to manage the workforce to maximum productivity. The emergence of a seller's job market signifies a new human resources management business environment.

¹ 454 retirements and 856 non-retirement departures, combined for an overall departure rate of 25 percent of employee population over past three fiscal years.

² *All measures of performance are subjective: more evidence on US federal agencies*, Gene. A. Brewer in *Public Service Performance*, G. A. Boyne et al., Cambridge University Press, 2006

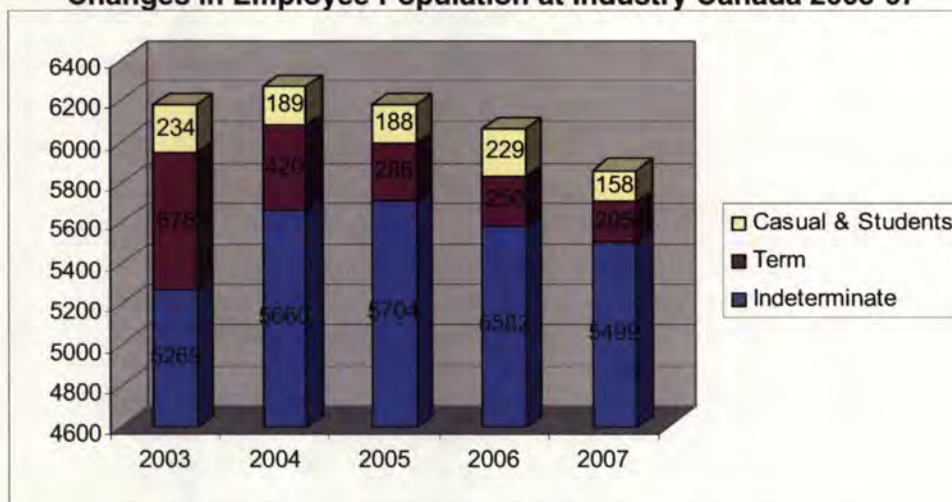
2 Workforce Demographics

2.1 Industry Canada Workforce Size

Last year (November 2006) saw the departure of Aboriginal Business Canada to Indian and Northern Affairs. This move contributed to Industry Canada's indeterminate population decline by about 1.5 percent from March 31, 2006 to March 31, 2007. Similarly, the decline in size observed from 2005 to 2006 is tied to the departure of employees to the Department of Foreign Affairs and International Trade.

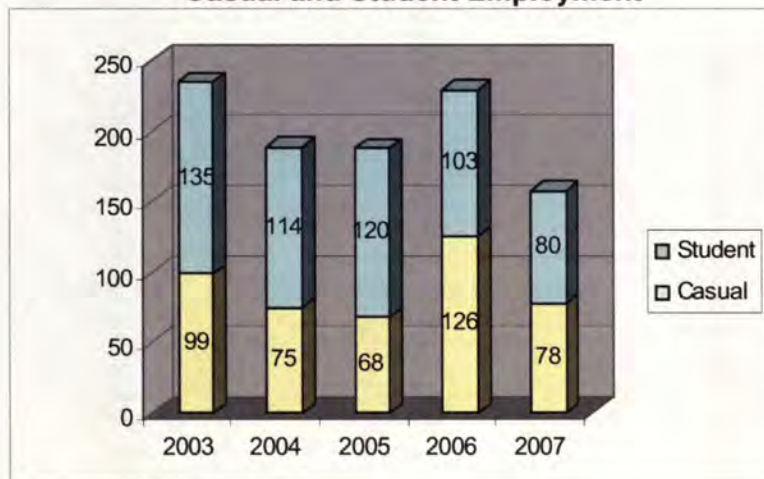
Indeterminate recruitment has actually outpaced attrition due to retirement and those departures unrelated to government restructuring. Use of term employees has declined steadily over time with a large group being converted to indeterminate status in 2003 and 2004. This was due in part to the introduction of automatic conversion for many term employees following three consecutive years of service (see Figure 1).

Figure 1
Changes in Employee Population at Industry Canada 2003-07



Casual and student populations are in constant flux due to the short-term nature of their work cycles (see Figure 2). This makes it difficult to recognize a pattern over the years. However, managers are more aware that using 'student bridging' for entry level hiring, can be a very effective strategy for recruiting post secondary educated talent in today's tightening labour market. We expect to see steady and possibly increased interest in hiring students under the Federal Student Work Experience Program (FSWEP) or Co-operative Employment Program (COOP) student employment programs in the coming years.

Figure 2
Casual and Student Employment



2 Workforce Demographics

2.2 Industry Canada Workforce by Region and Working Level

Industry Canada's workforce distribution by working level indicates that the support/technical and intermediate working levels have the greatest number of employees (27.3 percent and 27.2 percent respectively) (see Table 1). The intermediate working level has continued to grow from: 24.5 percent in 2003–04, to 26.5 percent in 2005–06, and to 27.2 percent in 2006–07.

Table 1

Workforce Representation by Working Level				
Working Level*	Total**	Current % of IC Total	% of IC Total 2006	Current % of PS Total
EX	205	3.5	3.6	2.3
EX equivalent	73	1.3	1.3	3
EX minus 1	679	11.7	11.6	5.2
EX minus 2	1020	17.6	18.1	8.9
Intermediate	1574	27.2	26.5	n/a
Support/Technical	1577	27.3	27.7	n/a
Developmental (Entry Level)	653	11.3	11.1	n/a
IC Total	5782	100.0	100	-

*Refer to Appendix III for definitions of each working level.

**Industry Canada figures include indeterminate, determinate and casual employees.

Table 2 indicates the department's continued strong presence in the National Capital Region (76.1 percent), an increase of 1 percent since 2005–06 fiscal year.

Table 2

Workforce Distribution by Province			
Province	Total	% of IC current	% of IC 2006
AB	121	2.1	2.3
BC	175	3.0	3.2
MB	85	1.5	1.6
NB	36	0.6	0.7
NCR	4401	76.1	75.0
NL	24	0.4	0.5
NS	71	1.2	1.3
NT	2	0.0	0.1
NU	1	0.0	0.0
ONT	524	9.1	9.1
PE	3	0.1	0.0
QUE	299	5.2	5.4
SK	39	0.7	0.9
YT	1	0.0	0.0
IC Total	5782	100.0	100.0

2 Workforce Demographics

2.3 Workforce Breakdown by Gender

There are slightly more women than men in the department, totaling 2956 (51 percent). This number is up marginally from 50.7 percent at March 31, 2006. Representation of women at Industry Canada is less than that observed in the public service as a whole (54.2 percent — March 31, 2007).

The highest representation of women in the department is in the AS functional group (82.8 percent). Women are also have high representation (greater than 70 percent) in the CR, FI, PE and SI group. Representation of women is lowest at the EL, SE, TI and EN functional groups (see Table 3).

Table 3

Workforce Distribution by Gender and Major Occupational Group				
Classification*	Women	Men	% of Women 2006-07	% of Women 2005-06
AS	661	137	82.8	84.0
CO	472	572	45.2	41.4
CR	531	158	77.1	77.2
CS	171	346	33.1	32.9
EL	37	226	14.1	12.1
EN	52	198	20.8	19.2
ES	138	198	41.1	37.9
EX	82	123	40	38.8
FI	69	29	70.4	70.3
IS	131	72	64.5	64.4
PE	83	21	79.8	79.5
PM	236	112	67.8	69.3
SE	8	55	12.7	10.2
SG	140	241	36.7	34.1
SI	47	15	75.8	70.7
TI	32	209	13.3	11.6
Total	2956	2826	51.1	49.7
Public Service- March 2007	101 807	86 031	54.2	

* Refer to Appendix II for definitions of each major occupational category and group

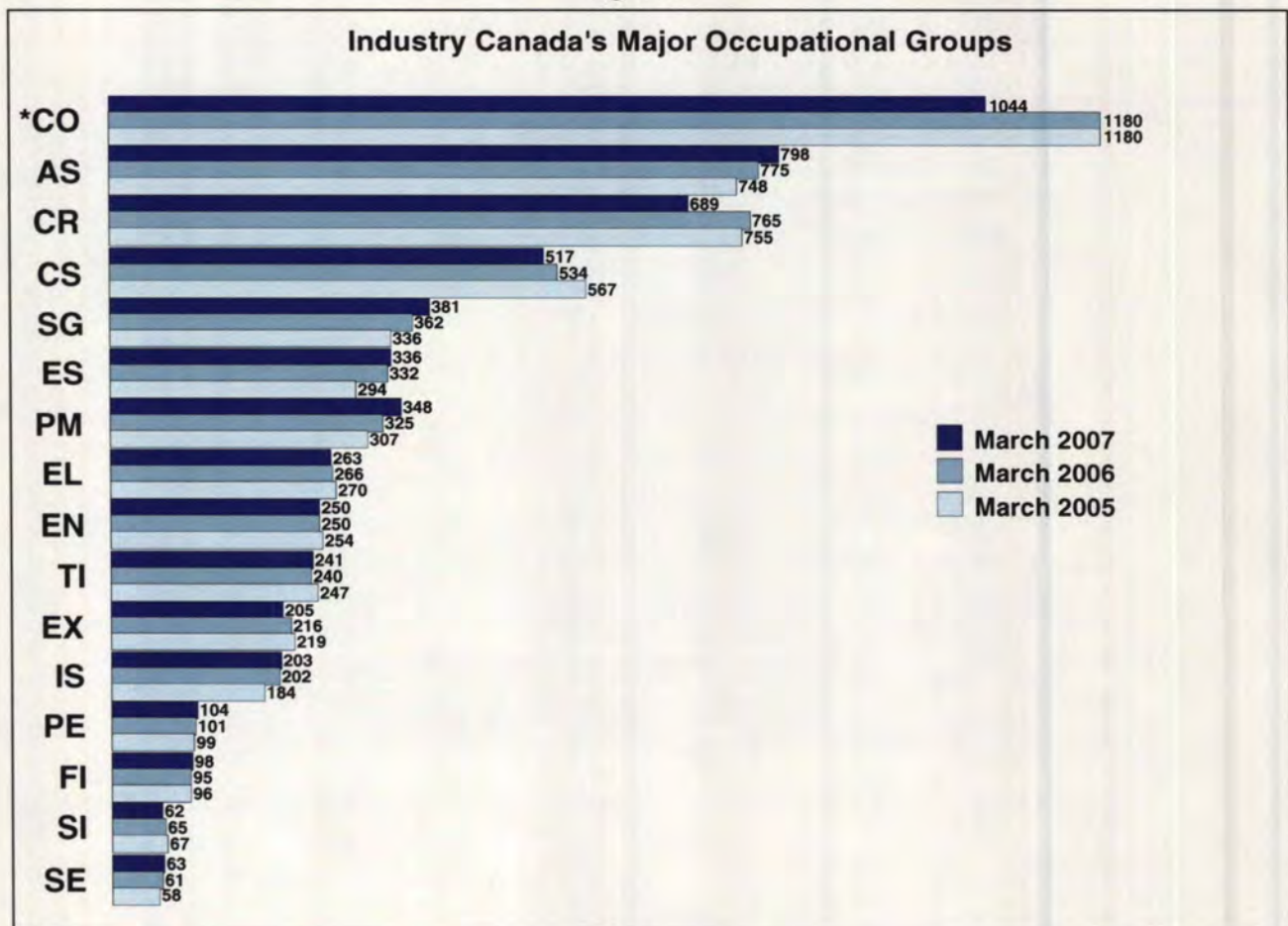
2 Workforce Demographics

2.4 Workforce Breakdown by Occupational Groups

The department's workforce is spread over 30 different occupational groups. These groups reflect 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 52.7 percent of the total workforce.

The CO group remains the largest occupational group at 1044 employees (18.1 percent) even after a 13 percent decline in size since 2005–06. This decline partially reflects the results of classification group review. The second largest occupational group is the AS group, with 798 employees representing 13.8 percent of the total workforce, a slight increase over last fiscal year (0.8 percent). The AS, SG and PM occupational group population continued their recent growth since last year (see Figure 3).

Figure 3



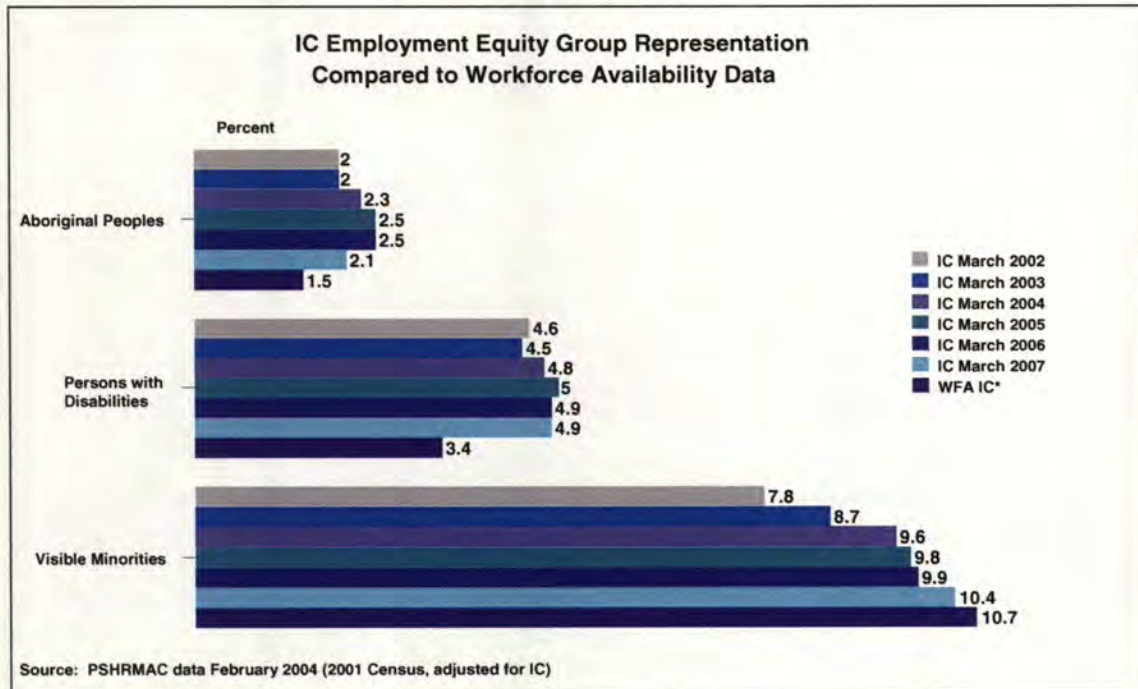
* Refer to Appendix II for definitions of each major occupational category and group

2 Workforce Demographics

2.5 Employment Equity Group Representation

Industry Canada's employment equity groups include: persons in a visible minority group, aboriginal people, persons with disabilities and women. This group is compared to workforce availability data³ (WFA) for the mix of positions at Industry Canada (See Figure 4). The employment equity⁴ groups in Industry Canada are as follows: 10.4 percent are persons in a visible minority group, 2.1 percent are aboriginal people, 4.9 percent are persons with disabilities and 49.8 percent are women.

Figure 4



³ Workforce availability data 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 classified by the National Occupational Classification (NOC) system that correspond with the NOC codes assigned to federal public service jobs. For the purposes of this report, workforce availability data figures are adjusted for Industry Canada according to the geographic location of its workforce and NOC code assigned for each position.

⁴ 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 casuals, employees on leave without pay, students, exempt ministerial staff 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 this report is due to the exclusion of employees on leave and casual employees in the employment equity figures.

2 Workforce Demographics

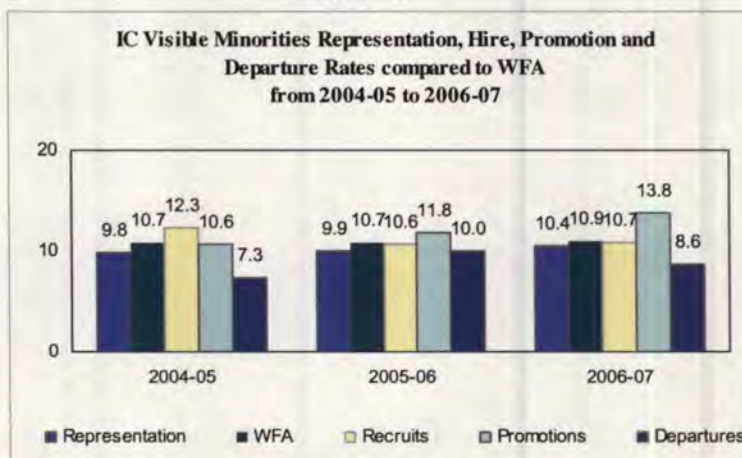
2.5.1. Visible Minority Employee Flows

There is a slight increase of visible minority representation, recruitment, promotion and departure rates against workforce availability ratio from 2004–05 to 2006–07 (see Figure 5). The visible minority representation gap has decreased from minus 48 to minus 28 persons since 2005–06.

Furthermore, visible minority groups are promoted at a higher rate than their representation and they are leaving at a lower rate than they are recruited at.

In 2006–07 visible minority employee representation increased to 10.4 percent of the workforce. However, this level remains below their workforce availability adjusted for Industry Canada use based on 2001 Census data. It is expected that the 2006 Census data, when released, will raise the bar.

Figure 5



2.5.2 Visible Minority Representation by Occupational Category

Table 4 on the following page compares the representation of visible minority employees in the department against the workforce availability for each occupational group and the ratio of hires relative to workforce availability.

In all categories, representation is above the workforce availability except for the Administrative and Foreign Service groups (a shortage of eighty employees). Moreover, most of the Administrative and Foreign Service groups had recruitment less than workforce availability. As a result, this category represents a significant area for improvement in recruiting members of visible minority groups. The appointment drop-off rate⁵ of 13.2 percent for visible minority groups at Industry Canada was significant, as the application rates averaged 27.1 percent from 2000–01 to 2004–05 and the appointment rates averaged 13.9 percent (vs. 25.7 percent averaged application rates and 10.5 percent averaged appointment rate at the Public service as a whole). These findings are according to a study done in December 2006 by Hara Associates Inc. prepared for Equity and Diversity Public Service Commission.

⁵ Drop-off is the difference between share of applications and share of appointments. A high drop-off for employment equity groups is an important issue to be examined and addressed by the Government of Canada in its efforts to close under-representation gaps under the *Employment Equity Act*.

2 Workforce Demographics

Table 4

Representation of Visible Minorities Group by Major Occupational Categories and Group							
Category	All Employees ⁶	Visible Minorities					Ratio of hires ⁸ to WFA
		Representation		IC WFA ⁷		Gap	
	#	#	%	#	%		
Executive	192	16	8.3	12	6	4	0
EX	192	16	8.3	12	6	4	0
Sc. and Prof.	974	201	20.6	168	17.2	33	1.3
EN	232	69	29.7	57	24.6	12	1.5
ES	305	44	14.4	40	13.2	4	1.4
SE	60	21	35	17	29.1	4	2.1
SG	356	64	18	43	12	21	1.4
Adm. and FS	2918	209	7.2	289	9.9	-80	0.7
AS	739	30	4.1	50	6.8	-20	0.6
CO	968	78	8.1	107	11.1	-29	0.7
CS	492	52	10.6	66	13.5	-14	1.5
FI	96	10	10.4	10	9.9	0	0.7
IS	179	16	8.9	12	7	4	0.4
PE	89	6	6.7	7	7.6	-1	0.5
PM	322	15	4.7	28	8.8	-13	1.6
Technical	586	68	11.6	56	9.6	12	3.1
EL	255	30	11.8	26	10.4	4	1.9
TI	231	28	12.1	19	8.3	9	6.4
Adm. Support	635	59	9.3	56	8.7	3	0.6
CR	617	56	9.1	56	9	0	0.4
IC Total	5352	555	10.4	583	10.9	-28	1
PS Total	176 630	15 112	8.6		10.4		

⁶As defined for employment equity purposes, see page 6 of this report.

⁷The term workforce availability (WFA) is the percentage of individuals working in the relevant occupation who are also members of the employment equity group as of the 2001 census. Workforce availability estimates are those calculated for the department by Canadian Public Service Agency in 2004, using 2001 census data. Results from the 2006 Census results are not available yet.

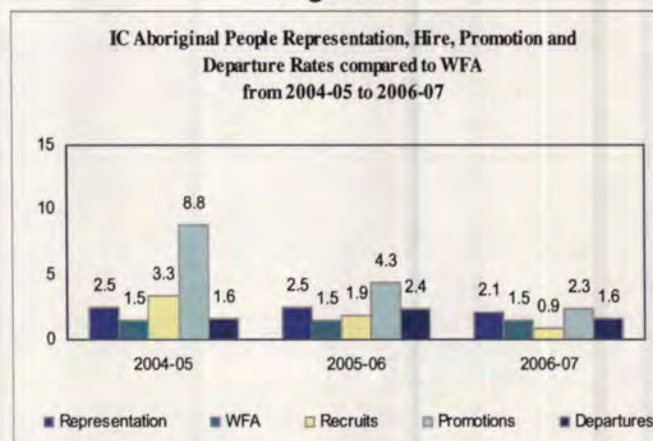
⁸Hires to WFA ratio (Hire divided by WFA). A ratio of less than one indicates under-representation. The lower the number, the worse the proportional under-representation. A ratio of exactly 1.0 would indicate that internal representation was equal to external workforce.

2 Workforce Demographics

2.5.3 Aboriginal People Employee Flows

Aboriginal people representation is compared against workforce availability ratio from 2004-05 to 2006-07. This comparison took a close look at hire, promotion and departure rates (see Figure 6). Notably, Aboriginal people group members are promoted at a higher rate than their representation; however, they are leaving at a higher rate than they are recruited (reason for leaving due to a transfer to another department within the public service).

Figure 6



2.5.4 Aboriginal People Employee Representation by Occupational Category

Table 5

Aboriginal peoples representation continues to exceed workforce availability over time. Table 5 compares the representation of Aboriginal peoples in the department against the department's workforce availability for each occupational group, as well as the ratio of hires relative to workforce availability. In all categories, representation is above the corresponding workforce availability except for the Executive and Scientific and Professional groups (a shortage of four employees and three employees respectively). Drop-off did not affect Aboriginal peoples as application to WFA ratio at the public service averaged -1.2 from 2000-01 to 2004-05 (3.9 percent applications and 5.1 percent appointments).

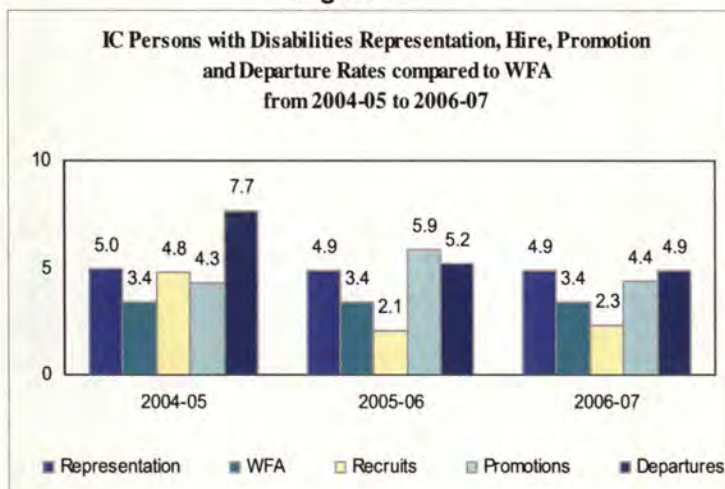
Representation of Aboriginal Peoples by Major Occupational Categories and Group							
Category	All Employees	Aboriginal Peoples					Ratio of hires to WFA
		Representation		IC WFA		Gap	
	#	#	%	#	%		
Executive	192	2	1	6	3.2	-4	N/A
EX	192	2	1	6	3.2	-4	N/A
Sc. and Prof.	974	4	0.4	7	0.7	-3	N/A
EN	232	1	0.4	1	0.4	0	N/A
ES	305	0	0	2	0.8	-2	N/A
SE	60	0	0	0	0.4	0	N/A
SG	356	3	0.8	4	1.1	-1	N/A
Adm. and FS	2918	69	2.4	42	1.4	27	0.5
AS	739	18	2.4	1.3	1.7	5	0.8 N/A N/A N/A N/A 1.9 N/A
CO	968	19	2	12	1.3	7	
CS	492	14	2.8	5	1	9	
FI	96	0	0	1	0.8	-1	
IS	179	5	2.8	4	2	1	
PE	89	2	2.2	2	2	0	
PM	322	11	3.4	6	1.8	5	
Technical	586	13	2.2	9	1.5	4	
EL	255	4	1.6	2	1	2	N/A
TI	231	9	3.9	5	2	4	N/A
Adm. Support	635	21	3.3	13	2.1	8	0.9
CR	617	21	3.4	13	2.2	8	0.9
IC Total	5352	110	2.1	78	1.5	32	0.6
PS Total	176 630	7381	4.2		2.5		

2 Workforce demographics

2.5.5 Persons with Disabilities Employee Flows

Persons with disabilities representation is compared against workforce availability ratio from 2004–05 to 2006–07. This comparison took a close look at hire, promotion and departure rates (see Figure 7). The chart below shows a stable representation over time. Persons with disability groups are promoted at a lower rate than their representation and they are leaving at a higher rate than they are recruited mainly due to retirement reason (62.5 percent of termination is due to retirement and 33.3 percent is due to a transfer to another department in the public service).

Figure 7



2.5.6 Persons with Disabilities by Occupational Category

Table 6

Table 6 compares the representation of persons with disabilities group in the department against the department's workforce availability for each occupational category. In all categories, representation is above the corresponding workforce availability except for the Scientific and Professional groups (a shortage of 11 employees). Drop-off did not affect persons with disabilities as application to WFA ratio at the public service averaged zero from 2000–01 to 2004–05 (3.8 percent applications and 3.8 percent appointments).

Representation of Persons with Disabilities Group by Major Occupational Categories and Group						
Category	All Employees	Persons with Disabilities				
		Representation		IC WFA *		Gap
	#	#	%	#	%	
Executive	192	8	4.2	5	2.6	3
EX	192	8	4.2	5	2.6	3
Sc. and Prof.	974	23	2.4	34	3.5	-11
EN	232	6	2.6	N/A	N/A	N/A
ES	305	7	2.3	N/A	N/A	N/A
SE	60	1	1.7	N/A	N/A	N/A
SG	356	9	2.5	N/A	N/A	N/A
Adm. and FS	2918	146	5	96	3.3	50
AS	739	45	6.1	N/A	N/A	N/A
CO	968	45	4.6	N/A	N/A	N/A
CS	492	22	4.5	N/A	N/A	N/A
FI	96	4	4.2	N/A	N/A	N/A
IS	179	8	4.5	N/A	N/A	N/A
PE	89	11	12.4	N/A	N/A	N/A
PM	322	11	3.4	N/A	N/A	N/A
Technical	586	42	7.2	20	3.5	22
EL	255	16	6.3	N/A	N/A	N/A
TI	231	20	8.7	N/A	N/A	N/A
Adm. Support	635	41	6.5	25	4	16
CR	617	39	6.3	N/A	N/A	N/A
IC Total	5352	261	4.9	183	3.4	78
PS Total	176 630	10 169	5.8		3.6	

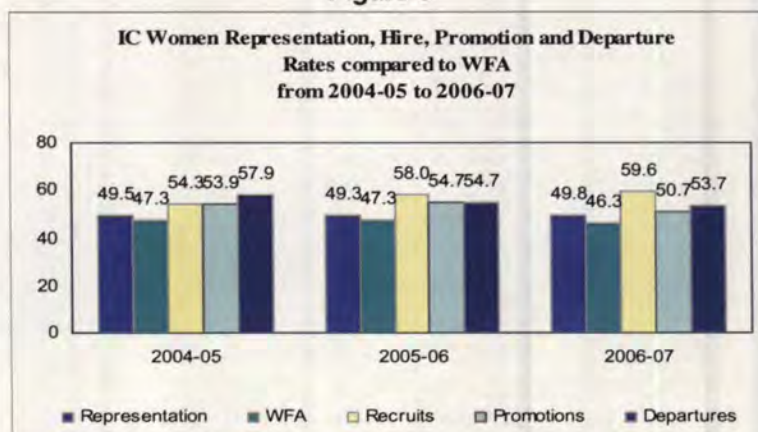
* IC WFA for persons with disabilities is not available for individual occupational groups.

2 Workforce Demographics

2.5.7 Women Employee Flows

Women representation is compared against workforce availability ratio from 2004–05 to 2006–07. This comparison took a close look at hire, promotion and departure rates (see Figure 8). The chart below shows a stable representation of women over time (women's representation exceeds WFA). Women are promoted at a higher rate than their representation and they are leaving at a lower rate than they are recruited.

Figure 8



2.5.8 Women Employee Representation by Occupational Category

Table 7

Table 7 compares the representation of women in the department with the department's workforce availability for each occupational group and the ratio of hires relative to workforce availability. In all categories, representation is above the corresponding workforce availability except for the Technical groups (a shortage of 30 employees). Drop-off did not affect women, application to WFA ratio as the public service averaged -7.6 from 2000–01 to 2004–05 for women (50.1 percent applications and 57.7 percent appointments).

Representation of Women by Major Occupational Categories and Group							
Category	All Employees	Women					Ratio of hires to WFA
		Representation		IC WFA		Gap	
	#	#	%	#	%		
Executive	192	76	39.6	71	36.8	5	1.2
EX	192	76	39.6	71	36.8	5	1.2
Sc. and Prof.	974	304	31.2	260	26.7	44	1.6
EN	232	42	18.1	30	12.9	12	3.9
ES	305	121	39.7	103	33.7	18	1.2
SE	60	7	11.7	9	14.9	-2	0
SG	356	125	35.1	116	32.5	9	1.5
Adm. and FS	2918	1676	57.4	1517	52	159	1.3
AS	739	613	82.9	563	76.2	50	1
CO	968	421	43.5	450	46.5	-29	1.4
CS	492	162	32.9	145	29.4	17	0.9
FI	96	67	69.8	49	50.9	18	1.3
IS	179	113	63.1	107	60	6	1.2
PE	89	70	78.7	57	64.4	13	1.2
PM	322	215	66.8	166	51.6	49	4.6
Technical	586	114	19.5	144	24.5	-30	1.1
EL	255	37	14.5	47	18.3	-10	0.4
TI	231	27	11.7	45	19.3	-18	1.6
Adm. Support	635	495	78	479	75.5	16	1.1
CR	617	478	77.5	457	74.1	21	1.1
IC Total	5352	2666	49.8	2476	46.3	190	1.3
PS Total	176 630	95 013	53.8		52.2		

2 Workforce Demographics

2.6 Age of the Department's Workforce

The average age of Industry Canada employees remained stable at 44.1 years on March 31, 2007 versus a year earlier. The department's regional workforce is generally older than that of the National Capital Region (NCR). The NCR has 24.8 percent of its workforce under the age of 35 compared with only 14.9 percent in regions, indicating the bulk of new Industry Canada hires are in the NCR (see Table 8).

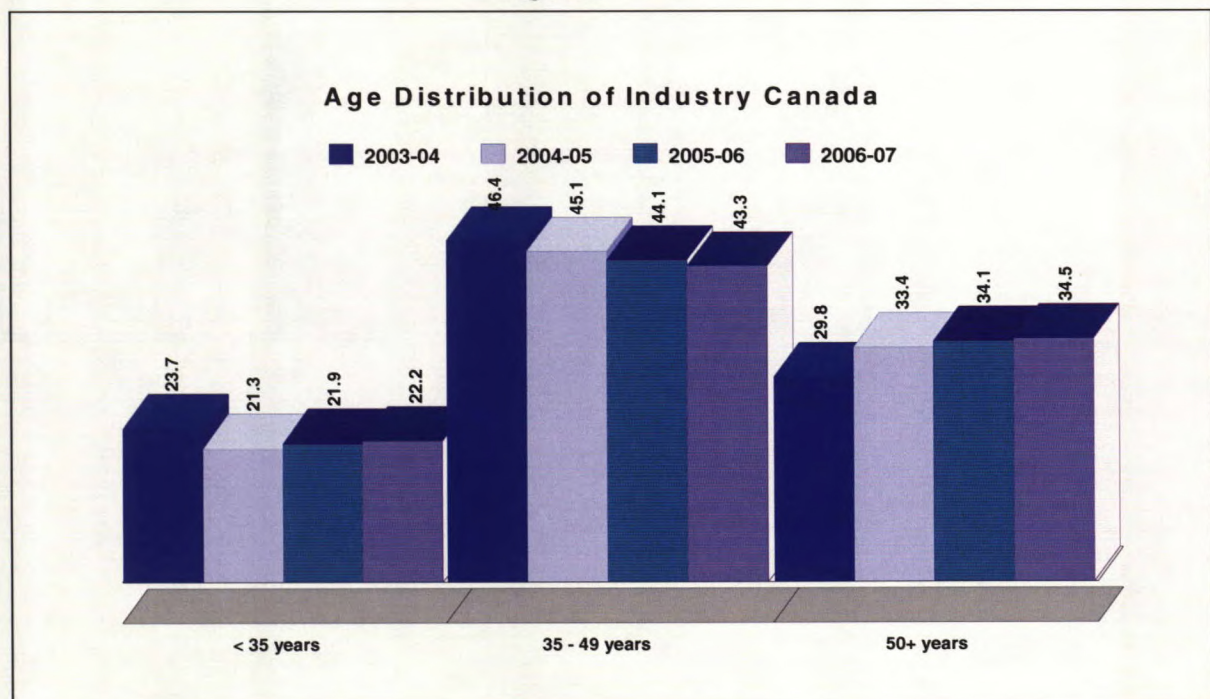
The proportion of employees 50 or over saw a continued increase in 2006–07, to 34.5 percent from 34.1 percent last year and 33.4 percent two years earlier (see Figure 9). This represents the

demographic bulge of those hired 25 to 35 years ago, who are progressing to retirement in the next 5 to 10 years.

Table 8

Age Distribution by Province				
Provinces	<35 years %	35-44 %	45-49 %	50+ %
Newfoundland	4.2	20.8	20.8	54.2
Nova Scotia	5.6	35.2	15.5	43.7
New Brunswick	0.0	16.7	36.1	47.2
Prince Edward Island	33.3	0.0	66.7	0.0
Quebec	10.7	21.7	20.4	47.2
National Capital Region	24.8	27.7	15.6	31.9
Ontario	17.4	26.0	16.6	40.1
Manitoba	14.1	14.1	22.4	49.4
Saskatchewan	5.1	25.6	30.8	38.5
Alberta	21.5	21.5	17.4	39.7
British Columbia	12.6	26.3	17.1	44.0
Northwest Territories	0.0	0.0	50.0	50.0
IC Total	22.2	26.8	16.4	34.5
Note: Nunavut and Yukon Territories were not included due to their small numbers.				

Figure 9



2 Workforce Demographics

2.7 Age of Occupational Group and Equity Employment Group

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. This trend assumes hiring and promotions will occur in equitable numbers but may shift if rates of departure for reasons other than retirement are higher for women than men (see Figures 10, 11, 12 and 13)

Figure 10

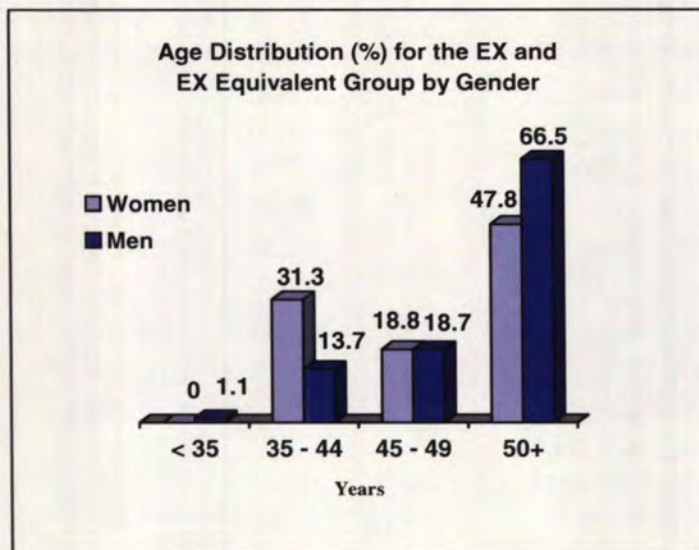


Figure 11

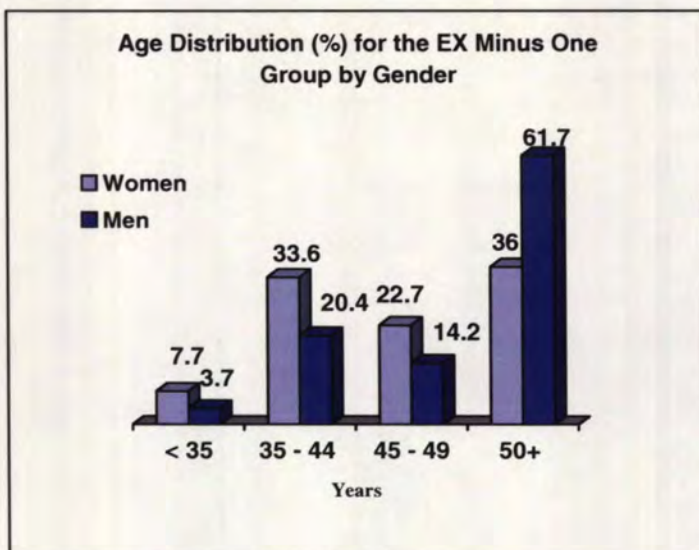
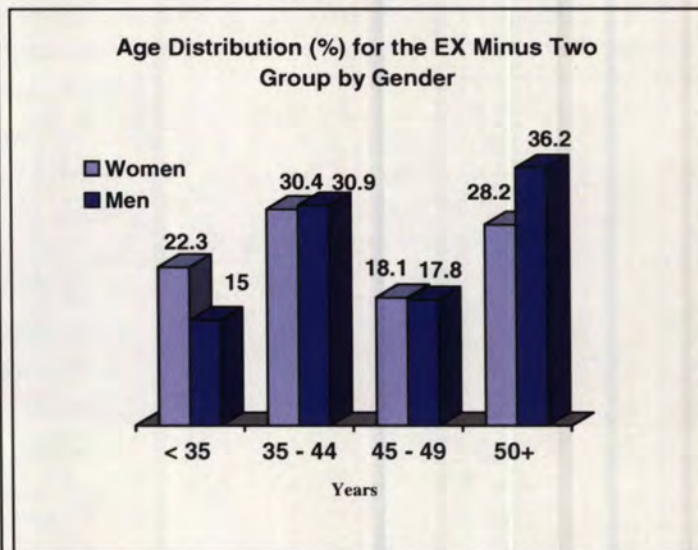


Figure 12

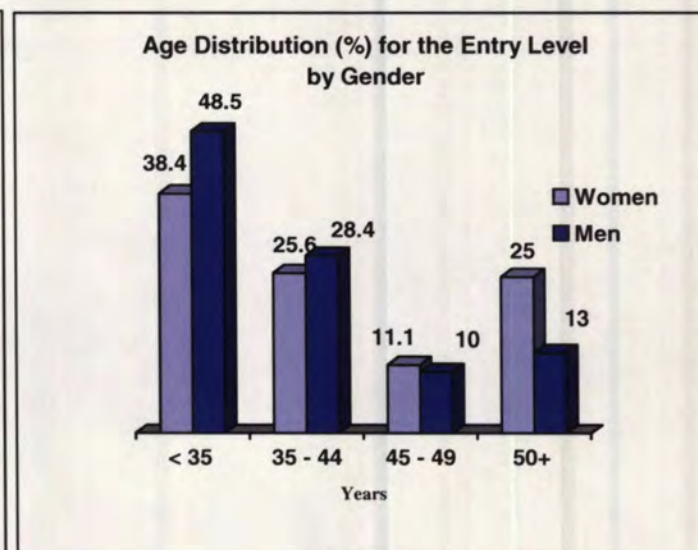


Figure 13

2 Workforce Demographics

The majority of Industry Canada's employees are between 40 and 50 years old. Table 9 outlines employee age distribution by occupational group. STs (50.9 years) are the oldest group on average followed by EXs (50.5 years). ISs (40.4 years) and ESs (40.9 years) continue to be the second and third youngest groups, only the SGs (38.0 years) are younger.

Table 9

Age Distribution by Occupational Group					
	<35 years %	35-44 %	45-49 %	50+ %	Average Age
Executive					
EX	1.0	23.4	17.1	58.5	50.5
Science and Professional					
EN	30.8	25.6	10.8	32.8	43.2
ES	34.4	30.2	10.5	24.9	40.9
SE	7.9	36.5	14.3	41.3	47.4
SG	46.2	29.9	10.0	13.9	38.0
Administration and Foreign Services					
AS	14.3	26.4	20.3	39.0	45.8
CO	19.6	24.3	16.2	39.8	45.5
CS	20.5	38.9	17.2	23.4	42.6
FI	34.7	25.5	13.3	26.5	41.0
IS	35.6	28.2	12.4	23.8	40.4
PE	27.2	23.3	12.6	36.9	43.3
PM	22.8	28.2	16.1	32.9	43.4
Technical					
EL	16.0	22.8	24.3	36.9	45.4
SI	22.6	21.0	21.0	35.5	43.8
TI	11.2	24.9	24.5	39.4	46.6
Administrative Support					
CR	23.1	23.3	16.9	36.8	44.2
ST	7.7	3.8	26.9	61.5	50.9

2 Workforce Demographics

Male employees are about a year older (44.9 years) on average than female employees within Industry Canada. Women under the age of 35 represent 21.6 percent of the department's population, while women over the age of 50 represent 33.5 percent. Women in the age band 35 to 49 represent 44.9 percent (see Table 10).

Persons with disabilities are on average older employees of Industry Canada and have the greatest proportion of their population over 50 (47.8 percent). This trend might be explained because some disabilities come on later in life.

Members of visible minorities are the youngest group on average (42.1 years) and have the flattest age distribution profile in comparison with all other groups.

Table 10

Age Distribution by Gender and Employment Equity Group (Percentages are within their respective groups)					
	<35 years %	35-44 %	45-49 %	50+ %	Average Age
Gender					
Women	21.6	26.9	18.0	33.5	43.9
Men	20.4	26.4	16.0	37.1	44.9
Employment Equity Group					
Aboriginal Peoples	21.2	26.3	17.0	35.5	44.2
Persons in a Visible Minority Group	30.5	29.7	13.5	26.3	42.1
Persons with Disabilities	8.8	25.7	17.6	47.9	47.8

2 Workforce Demographics

2.8 Linguistic Profile

Figure 14
First Official Language by Major Sector

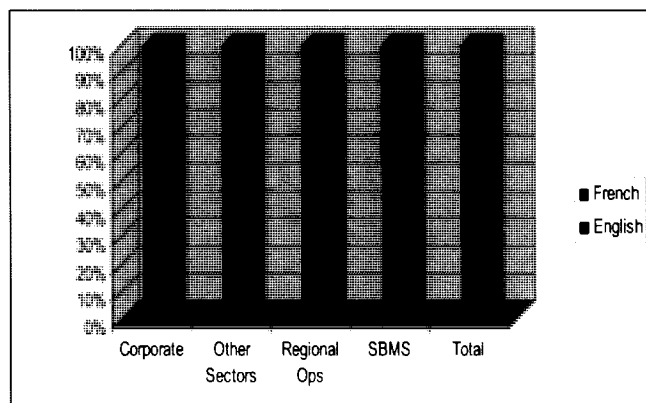
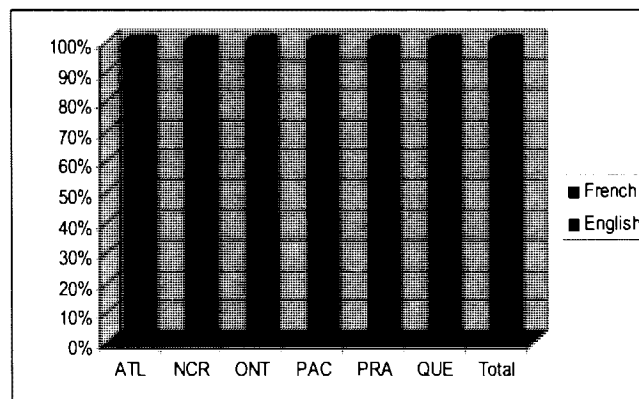


Figure 15
First Official Language by Region



Little change has occurred in representation of First Official Language (FOL) for Industry Canada employees since last year (see Figure 14 and Figure 15). The current level of 59.5 percent with English as FOL is just 0.8 percent lower than last year. For detailed breakdown of FOL and bilingual data by sector and functional community refer to the Appendix V or Industry Canada's intranet website where complete detailed workforce profiles may be found.

2.9 Bilingualism

Table 11

First Official Language of Employees by Major Classification			
Classification	English	French	Meet Bilingual Requirement
AS	42.7%	57.3%	93.4%
CO	66.2%	33.8%	96.5%
CR	44.0%	56.0%	88.2%
CS	54.9%	45.1%	94.4%
EL	67.7%	32.3%	91.7%
EN	64.0%	36.0%	94.2%
ES	76.2%	23.8%	93.5%
EX	68.3%	31.7%	91.0%
FI	55.1%	44.9%	97.1%
IS	59.6%	40.4%	89.0%
PE	39.4%	60.6%	93.6%
PM	53.7%	46.3%	92.2%
SE	82.5%	17.5%	80.0%
SO	76.9%	23.1%	96.5%
SI	50.0%	50.0%	94.6%
TI	72.2%	27.8%	91.0%
Other	68.0%	32.0%	85.7%
Total	59.3%	40.7%	92.0%

Industry Canada employees who hold bilingual positions meet or exceed the language requirements (92 percent). The majority of these positions at Industry Canada are in the AS, CO, CR and CS categories, comprising nearly 60 percent of bilingual positions (see Table 11). Incomplete SLE results are most common for CR positions as these employees are often term employees from outside the public service or have recently migrated from other departments with incomplete file transfers (see Figure 16). These same incomplete results may be observed in the Support/Technical working level (see Figure 17 on following page).

2 Workforce Demographics

Figure 16
Bilingual Capacity by Major Classification

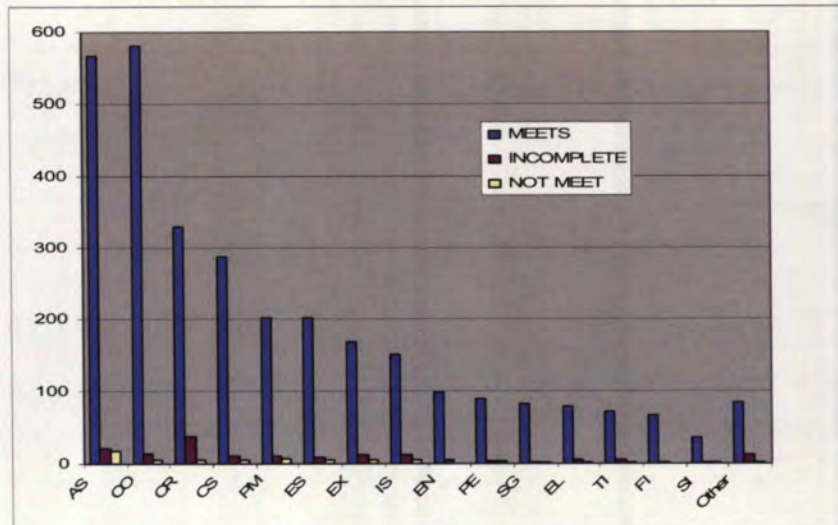
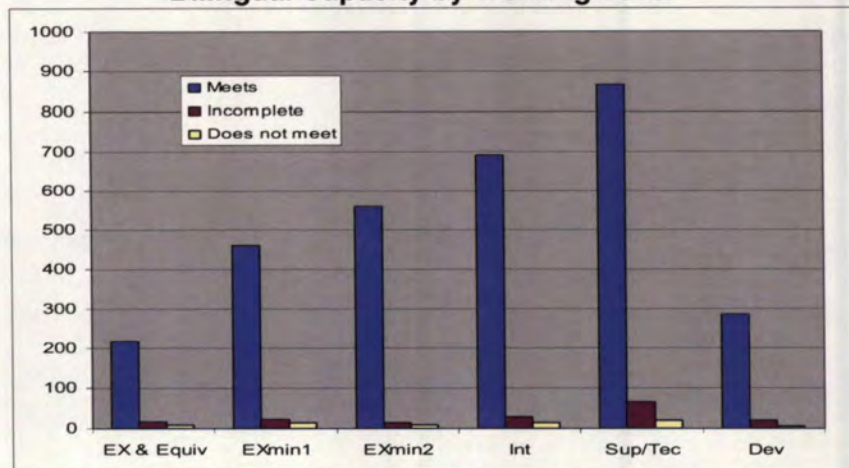


Figure 17
Bilingual Capacity by Working Level



2.9.1 Supervisory and Executive Bilingualism Capacity

Over 95 percent of Executives at Industry Canada currently meet the language requirements of their position (see Table 12). The level is similar to the public service benchmark of 2007 and nearly 8 percent higher than at March 31, 2006.

Table 12

Supervisory and EX Bilingual Capacity

Year	Supervisory		
	Meet	Do not meet	Incomplete
2007	91.4%	5.5%	3.1%
2006	90.2%	3.4%	6.4%
2005	89.0%	4.8%	6.2%
2004	82.3%	6.7%	11.0%
PS 2007	91.2%	5.5%	3.3%

EX	
Meet	Do not meet
95.0%	5.0%
87.5%	4.6%
90.0%	1.8%
88.2%	1.8%
95.8%	4.2%

2 Workforce Demographics

2.9.2 Second Language Evaluation Results — Relationship to Employee Career Progression and Promotion Readiness

At 92 percent Industry Canada meets or exceeds encumbering bilingual position language requirements (up 0.6 percent over last year and better than the 89 percent level public service wide). One in three of these employees, however, has expired SLE results. The average number of years in a position for this group is (6.8 years) nearly twice that of those with valid results (3.5 years) (see Figure 18). These findings are repeated in the results for employees in positions with no current bilingual requirement, with 5.6 years in a position for those with expired results versus 2.9 years for those with valid results. Those with no SLE results at all have been in their positions an average of 5.3 years.

About one third (32 percent) of Industry Canada employees at the EX minus 1 working level have expired SLE results, somewhat reducing the readiness of the feeder group for the EX community with nearly all EX positions have a bilingual requirement (see Figure 19). Additionally, those who make up the bulk of this working level at Industry Canada, COs and ESs, are more likely to state than their counterparts in the public service that there is insufficient opportunity for second language learning. *

Figure 18

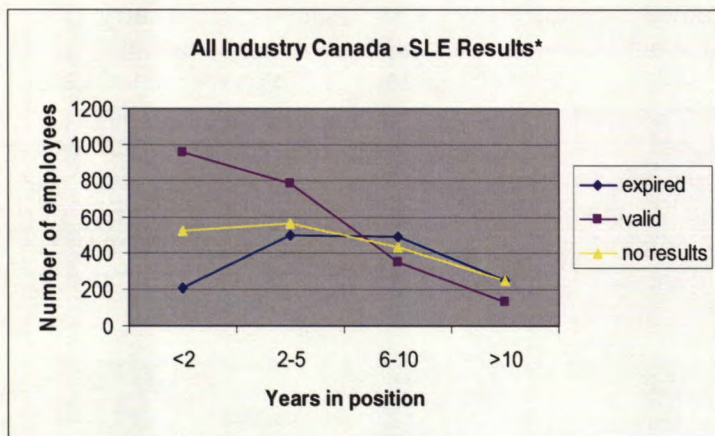
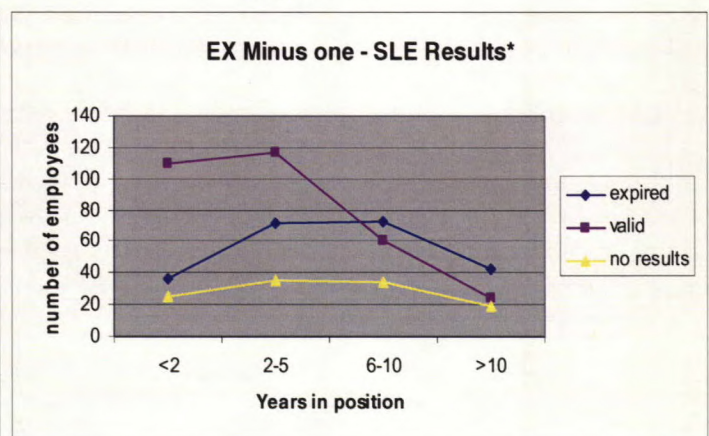


Figure 19



*Public Service Employee Survey: 40 percent of ES respondents at Industry Canada felt lack of second language training impeded career development vs. 33 percent of ESs public service wide. For COs, the numbers are 32 percent and 29 percent respectively.

2 Workforce Demographics

2.10 Demographics of selected leadership feeder groups (indeterminate employees)

Table 13

		Working Level						Total
Group		Dev	Int	EXmin2	EXmin1	EXeqv	EX	
CO	Employees	194		495	347	8	N/A	1044
	Avg Age	39.5		44.7	49.7	51.0		45.5
CS	Employees	83	221	139	61	13	N/A	517
	Avg Age	38.7	41.5	44.4	46.3	50.8		42.6
EN	Employees	17	76	70	58	29	N/A	250
	Avg Age	30.6	35.4	44.3	50.2	54.6		43.2
ES	Employees	30	96	94	104	10	N/A	334
	Avg Age	29.0	35.3	40.9	48.5	51.8		40.9
EX	Employees	N/A	N/A	N/A	N/A	N/A	205	205
	Avg Age						50.5	50.5
Total	Employees	324	393	798	570	60	205	2350
	Avg Age	37.9	38.8	44.2	49.2	52.8	50.5	44.4

Four working groups, ES, EN, CO and CS, comprise 84 percent of the EX minus 1 population while only representing 37 percent of the Industry Canada population. This ratio is observed as well at the EX Equivalent level where they make up 82 percent of that population. CS's and EN's have the majority of the EX Equivalent employees and relatively fewer EX minus 1s. CO's and ES's carry the bulk of the EX minus 1 population, accounting for 2 out of 3 employees at that working level at Industry Canada (see Table 13). This may bode well for leadership continuity at Industry Canada as labour market indicators identify only moderate recruitment and retention pressures from outside government for these employees. (See section 6.2 of this report for more detailed description of labour market conditions). Movement to other departments and retirements are creating some pressure, with outward migration (including retirements) reaching 10.3 percent and 13.9 percent for CO and ES employees respectively compared against an 8.7 percent overall departure rate at Industry Canada in 2006–07. This is a marked increase from 8.3 percent and 12.6 percent in 2005–06 when the Industry Canada rate was 8.3 percent.

Table 14

CO employee movement was split evenly between public sector and retirement with only a few employees moving to the

		Working Level						Working Level			
Retirements		EXmin2	EXmin1	EX	Total	Departures		EXmin2	EXmin1	EX	Total
CO	Employees	20	25		45	CO	Employees	28	12		40
	Avg Age	57.3	59.3		58.4		Avg Age	40.7	48.7		43.1
ES	Employees		5		5	ES	Employees	10	8		18
	Avg Age		59.9		59.9		Avg Age	39.8	44.5		41.9
EX	Employees			17	17	EX	Employees			23	23
	Avg Age			58.1	58.1		Avg Age			50.5	50.5
Total	Employees	20	30	17	67	Total	Employees	38	20	23	81
	Avg Age	57.3	59.4	58.1	58.4		Avg Age	40.4	47.0	50.5	44.9

private sector. ES movement was largely inside the public service as well with only a few retirements this year, which enforces the fact that ES's are younger by 4.5 years on average than CO's at Industry Canada (see Table 14).

		Working Level			
Total Outflow		EXmin2	EXmin1	EX	Total
CO	Employees	48	37		85
	Avg Age	47.6	55.8		51.2
ES	Employees	11	13		24
	Avg Age	43.1	50.4		47.1
EX	Employees			40	40
	Avg Age			53.7	53.7
Total	Employees	59	50	40	149
	Avg Age	46.8	54.4	53.7	51.2

3 Employee Movement

3.1 Industry Canada Net Employee Flows

Industry Canada has a good retention performance with 93 percent of Industry Canada's starting indeterminate workforce last year remaining in the department at the end of 2006–07. Table 15 illustrates the movement of indeterminate employees into, around and out of the department during 2006–07 by major occupational group. The relative stability figures in the bottom row indicate the percent of the indeterminate employee population working at Industry Canada on April 1, 2006 that were still working in the department, in each major occupational group.

However, performance continues to vary significantly by group. Departmental retention level last year for FIs was 80 percent and for PEs was 84 percent reflecting the high on-going mobility of these employees in the public service. Conversely, the retention rate for ENs and TIs, both highly specialized groups, was 99 percent and 95 percent respectively. CSs retention was 97 percent, which also indicates excellent retention performance.

Table 15
Movement of Indeterminate Employees by Major Occupational Group

		CO	AS	CR	CS	SG	PM	ES	EL	TI	EN	EX	IS	PE	FI	SI	SE	PG	EG	Total
Base Indeterminate Population Mar 31-2006		1078	728	616	518	360	298	307	263	239	219	211	175	93	94	55	59	31	25	5369
Inflows	Hires & Re-hires	50	59	58	11	29	31	55	13	13	2	23	32	22	26	3	2	8	0	437
	Conversions	10	7	15	4	0	7	11	1	0	6	0	3	2	2	7	1	0	0	76
	Total	60	66	73	15	29	38	66	14	13	8	23	35	24	28	10	3	8	0	513
Inflow Rate		6%	9%	12%	3%	8%	13%	21%	5%	5%	4%	11%	20%	26%	30%	18%	5%	26%	0%	10%
Outflows	Public Sector	50	34	30	13	2	13	33	1	1	2	20	14	20	25	1	0	6	2	267
	Resignation	4	1	1	0	1	2	1	0	2	0	1	1	0	0	0	0	0	0	14
	Retirement	51	20	18	7	3	5	7	15	8	5	17	7	4	1	1	2	2	0	173
	Other	6	1	4	0	3	2	3	1	3	1	2	0	0	0	0	0	0	0	26
	Total	111	56	53	20	9	22	44	17	14	8	40	22	24	26	2	2	8	2	480
Outflow Rate		10%	8%	9%	4%	3%	7%	14%	6%	6%	4%	19%	13%	26%	28%	4%	3%	26%	8%	9%
Internal Movement (between sectors)	Voluntary	25	28	2	4	0	4	14	1	0	0	10	3	5	2	0	0	0	0	98
	Reorg	94	48	5	13	0	2	43	0	0	0	17	4	0	1	3	0	0	0	230
	Total	119	76	7	17	0	6	57	1	0	0	27	7	5	3	3	0	0	0	328
Internal Movement Rate		11%	10%	1%	3%	0%	2%	19%	0%	0%	0%	13%	4%	5%	3%	5%	0%	0%	0%	6%
Current Indeterminate Population Mar 31-2007		1016	761	589	506	380	325	324	258	240	219	204	189	101	97	61	60	31	22	5383
2005-06 Employees Remaining at Industry		971	706	539	496	350	299	282	246	229	217	189	160	81	76	59	58	25	22	5005
Relative Stability		93%	95%	89%	97%	95%	96%	89%	94%	96%	99%	91%	88%	84%	80%	100%	97%	81%	94%	93%

	=decreased population from 2006-07 by 5% or more
	=increased population from 2006-07 by 5% or more
	=stable population 2006-07 (change less than +/-5%)

Note: Totals will not equal population totals found elsewhere in this publication, as only indeterminate employees of major occupational groups are included in this table. Also, occasional double counting of employees who left and returned in the same fiscal year and some administrative overlap will keep the current population from being a straight summation of previous population plus hires minus departures.

3 Employee Movement

3.2 Hires

In 2006–07, 431 indeterminate employees were hired, with 37.6 percent coming from outside the public service. The following two pages outline hires by gender, employment equity group and occupational group. In 2006–07, 10.7 percent of Industry Canada indeterminate hires went to visible minority group members in comparison to 10.6 percent in the previous year (see Table 16). Women represented 59.6 percent of indeterminate hires compared with 58.0 percent and 54.3 percent in the two previous fiscal years respectively.

Table 16

Indeterminate Employment Equity Group Hires		
Group	Total	% of all indeterminate hires
Persons in a Visible Minority Group	46	10.7
Aboriginal Peoples	3	0.7
Persons with Disabilities	10	2.3

Table 17 analyzes the proportions of each gender hired for each classification group and the relative impact on the gender made up of the populations of each group.

Table 17

Indeterminate Hires by Gender for Occupational Groups April 1, 2006 - March 31, 2007									
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	44	15	59	634	6.9	127	11.8	761	7.8
CO	32	18	50	463	6.9	553	3.3	1016	4.9
CR	46	12	58	462	10.0	127	9.4	589	9.8
CS	3	8	11	171	1.8	335	2.4	506	2.2
EL	1	12	13	34	2.9	224	5.4	258	5.0
EN	1	1	2	46	2.2	173	0.6	219	0.9
ES	22	33	55	134	16.4	190	17.4	324	17.0
EX	6	8	14	82	7.3	122	6.6	204	6.9
FI	17	9	26	68	25.0	29	31.0	97	26.8
GT		2	2	1	0.0	11	18.2	17	11.8
IS	23	9	32	125	18.4	64	14.1	189	16.9
PE	17	5	22	82	20.7	19	26.3	101	21.8
PG	4	4	8	15	26.7	16	25.0	31	25.8
PM	19	12	31	222	8.6	103	11.7	325	9.5
SE		2	2	8	0.0	52	3.8	60	3.3
SG	14	15	29	140	10.0	240	6.3	380	7.6
SI	3		3	46	6.5	15	0.0	61	4.9
ST	1		1	24	4.2	1	0.0	25	4.0
TI	4	9	13	31	12.9	209	4.3	240	5.4
IC Total	257	174	431	2808	9.2	2691	6.5	5499	7.8

3 Employee Movement

3.3 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 section highlights some of the promotion data. The rates of promotion have increased for all working levels since 2005–06 except for the intermediate and developmental levels, which have exhibited a decrease by 4.8 percent and 1.6 percent respectively (see Figure 20).

Figure 20

% of IC Indeterminate and Term Promotions by Working Level for Fiscal Years 2005-06 and 2006-07

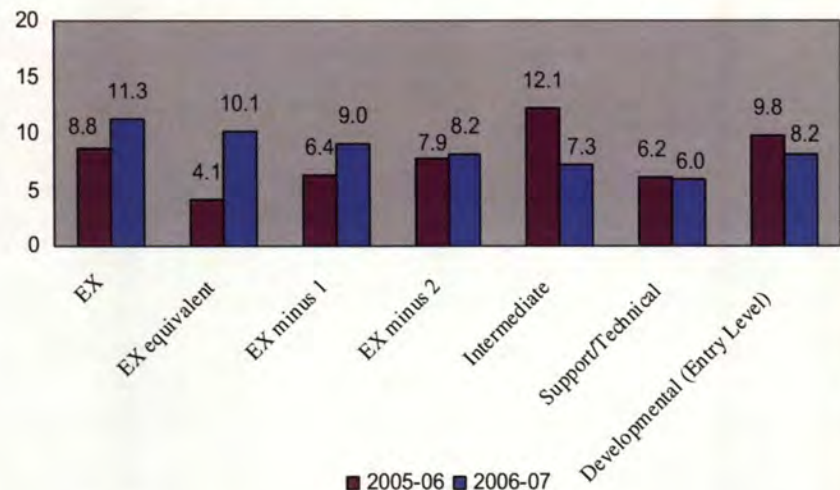


Table 18

Rates of promotion for employment equity groups were also analysed. Of aboriginal employees, 2.3 percent were promoted in fiscal year 2006–07, lower than the 4.3 percent in the previous year. Of visible minorities, 13.8 percent received promotions compared to 10.8 percent in fiscal year 2005–06. The rate of promotion for visible minorities has been higher than the Industry Canada average in each of the last six years because visible minorities are younger on average (42.1 years) than Industry Canada (44.2 years). Persons with disabilities were promoted at a rate of 4.4 percent, compared to 5.9 percent during the last fiscal year (see Table 18).

Indeterminate Employment Equity Group Promotions		
Group	Total	% of Promotions
Persons in a Visible Minority Group	60	13.8
Aboriginal Peoples	10	2.3
Persons with Disabilities	19	4.4

3 Employee Movement

During fiscal year 2006–07, 434 Industry Canada term and indeterminate employees (7.6 percent) were promoted. PE group had the highest promotion rate of 26.5 percent, an increase of 15.2 percent since 2005–06. The promotion rate for the ES, IS, PM and SG groups had significantly decreased since last year (ranged between 4.7 percent and 11.2 percent). The highest promotion rates for women in major groups such as EL, PE and TI may reflect the relatively higher numbers of women at younger ages and in lower levels within classifications, where there are more opportunities for promotion (see Table 19).

Table 19
Promotion by Gender for Occupational Groups April 1, 2006 – March 31, 2007

Classification	Women Prom.	Men Prom.	Total Prom.	Total IC Women	% of Women Promoted	Total IC Men	% of Men Promoted	Total IC Population	% of Total Employee Promoted
AS	54	15	69	646	8.4	133	11.3	779	8.9
CO	29	44	73	469	6.2	568	7.7	1037	7.0
CR	10	4	14	510	2.0	147	2.7	657	2.1
CS	4	6	10	171	2.3	346	1.7	517	1.9
EG		3	3	2	0.0	24	12.5	26	11.5
EL	9	19	28	37	24.3	226	8.4	263	10.6
EN	4	10	14	50	8.0	197	5.1	247	5.7
ES	13	17	30	138	9.4	195	8.7	333	9.0
EX	7	16	23	82	8.5	122	13.1	204	11.3
FI	5	5	10	69	7.2	29	17.2	98	10.2
GL		1	1	0	0.0	30	3.3	30	3.3
IS	11	4	15	130	8.5	70	5.7	200	7.5
PE	24	3	27	82	29.3	20	15.0	102	26.5
PG	2	3	5	15	13.3	16	18.8	31	16.1
PL	1		1	1	100.0	1	0.0	2	50.0
PM	14	8	22	233	6.0	111	7.2	344	6.4
SE	3	3	6	8	37.5	55	5.5	63	9.5
SG	25	48	73	140	17.9	241	19.9	381	19.2
SI	2		2	47	4.3	15	0.0	62	3.2
TI	2	4	6	31	6.5	209	1.9	240	2.5
Total	220	214	434	2906	7.6	2798	7.6	5704	7.6

*Includes both indeterminate and determinate employees

3 Employee Movement

3.4 Departures

The following pages outline departures by gender, occupational group and reasons for departure. During the fiscal year 2006–07, 486 indeterminate employees left the department: a rate of 8.8 percent, which is slightly higher than the previous year. For 2006–07 the category "other" includes: two deaths, one discharge for misconduct, one incompetence, one return to school and seven end of specified term.

The retirement departure rate is 3.2 percent and continues to grow from the previous year, which was 2.6 percent. The retirement departure rate is expected to increase steadily over the next ten years based on current trends in the number of employees eligible and those actually retiring in a given year.

Table 20 presents the distribution of indeterminate employee departures by occupational group. Of total departure in each major group, over 70 percent of public sector departure reasons were for the FI, ES and PE groups. Of all employees leaving to the private sector, many (53.3 percent) were between the ages of 35–49. Similarly, of those leaving for other departments, many (47.8 percent) were between the ages of 35–49.

Table 20

Indeterminate Departure Reasons by Occupational Group April 1, 2006 - March 31, 2007							
Classification	Other	Personal	Private Sector	Public Sector	Retirement	Total	% of Departures for PS Reasons
AS	1		1	34	20	56	60.7
CO	4	2	4	50	51	111	45.0
CR	1	3	1	30	18	53	56.6
CS				13	7	20	65.0
EG				2		2	100.0
EL	1			1	15	17	5.9
EN		1		2	5	8	25.0
ES		3	1	33	7	44	75.0
EX	2		1	20	17	40	50.0
FI				25	1	26	96.2
GL					1	1	0.0
GT					1	1	0.0
IS			1	14	7	22	63.6
LS			1			1	0.0
PE				20	4	24	83.3
PG				6	2	8	75.0
PL				2		2	100.0
PM	1	1	2	13	5	22	59.1
SE					2	2	0.0
SG		3	1	2	3	9	22.2
SI				1	1	2	50.0
ST				1		1	100.0
TI	2	1	2	1	8	14	7.1
Total	12	14	15	270	175	486	55.6

3 Employee Movement

Relatively high departure rates were observed for the following larger groups: FI (26.8 percent); PE (23.8 percent); EX (19.6 percent) and ES (13.6 percent). A significant increase of departure rate since 2005–06 was observed for the FI and EX groups (7.7 percent and 7.1 percent respectively). Conversely, a significant decrease of departure rate was noted for the PE groups (6.3 percent). The departure rate for women (9.3 percent) is slightly higher than last year (9.0 percent) and for men (8.4 percent vs. 7.5 percent) (see Table 21).

Table 21

Indeterminate Departures by Gender for Occupational Groups									
April 1, 2006 - March 31, 2007									
Classification	Women Depart.	Men Depart.	Total Depart.	Total IC Women	% of Women Depart.	Total IC Men	% of Men Depart.	Total IC Population	% of Total Employee Depart.
AS	50	6	56	634	7.9	127	4.7	761	7.4
CO	41	70	111	463	8.9	553	12.7	1016	10.9
CR	45	8	53	462	9.7	127	6.3	589	9.0
CS	7	13	20	171	4.1	335	3.9	506	4.0
EG		2	2	2	0.0	20	10.0	22	9.1
EL		17	17	34	0.0	224	7.6	258	6.6
EN	1	7	8	46	2.2	173	4.0	219	3.7
ES	16	28	44	134	11.9	190	14.7	324	13.6
EX	14	26	40	82	17.1	122	21.3	204	19.6
FI	17	9	26	68	25.0	29	31.0	97	26.8
GL		1	1			30	3.3	30	3.3
GT	1		1	6	16.7	11	0.0	17	5.9
IS	16	6	22	125	12.8	64	9.4	189	11.6
LS		1	1	8	0.0	5	20.0	13	7.7
PE	20	4	24	82	24.4	19	21.1	101	23.8
PG	4	4	8	15	26.7	16	25.0	31	25.8
PM	16	6	22	222	7.2	103	5.8	325	6.8
SE		2	2	8	0.0	52	3.8	60	3.3
SG	4	5	9	140	2.9	240	2.1	380	2.4
SI	2		2	46	4.3	15	0.0	61	3.3
ST	1		1	24	4.2	1	0.0	25	4.0
TI	4	10	14	31	12.9	209	4.8	240	5.8
Total	261	225	486	2808	9.3	2691	8.4	5499	8.8

Departure rates for indeterminate employment equity group members are similar to the Industry Canada average of 8.8 percent (see Table 22).

Table 22

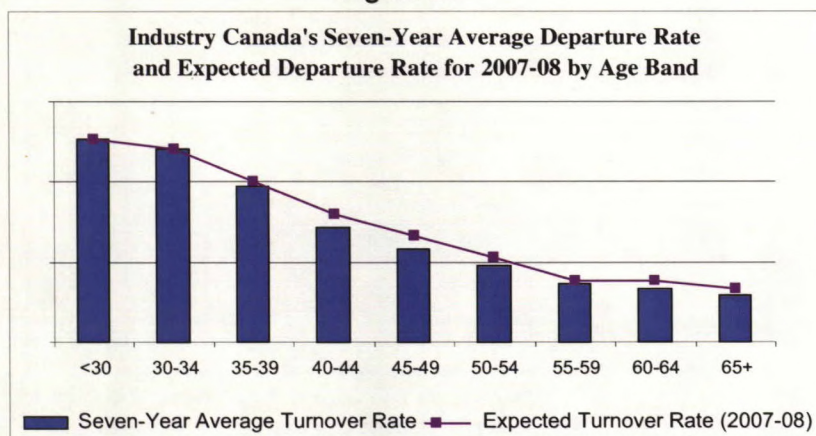
Indeterminate Employment Equity Group Departures		
Group	Total	% of Departure
Persons in a Visible Minority Group	42	7.3
Aboriginal Peoples	8	7.0
Persons with Disabilities	24	8.6
IC Total	486	8.8

3 Employee Movement

3.5 Employee Departure Forecasts Excluding Retirement

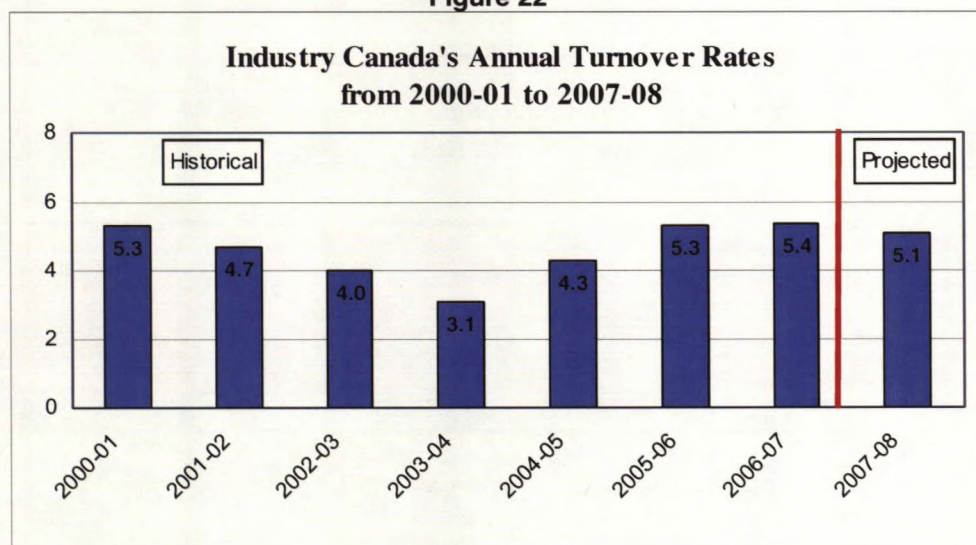
During the previous seven-year period at Industry Canada, an average of 243 employees per year departed, (average turnover rate for seven years is 4.6 percent). Of these individuals, almost 50 percent were between the ages of 25 to 44 years of age. The percentage of departures for the 50-54 age group has significantly increased since 2005-06 compared to last year (40 percent). It is worth noting that the highest expected departures for 2007-08 are in the <30 age bands, indicating higher turnover and therefore greater retention challenges with younger employees (see Figure 21).

Figure 21



The historical analysis was based on both departure and age data for the fiscal years 2000-01 through to 2006-07. Figure 22 represents Industry Canada's seven-year average turnover rate and the departure forecast for the upcoming

Figure 22



3 Employee Movement

Table 23 represents the expected departures and expected range for 2007–08 fiscal year.

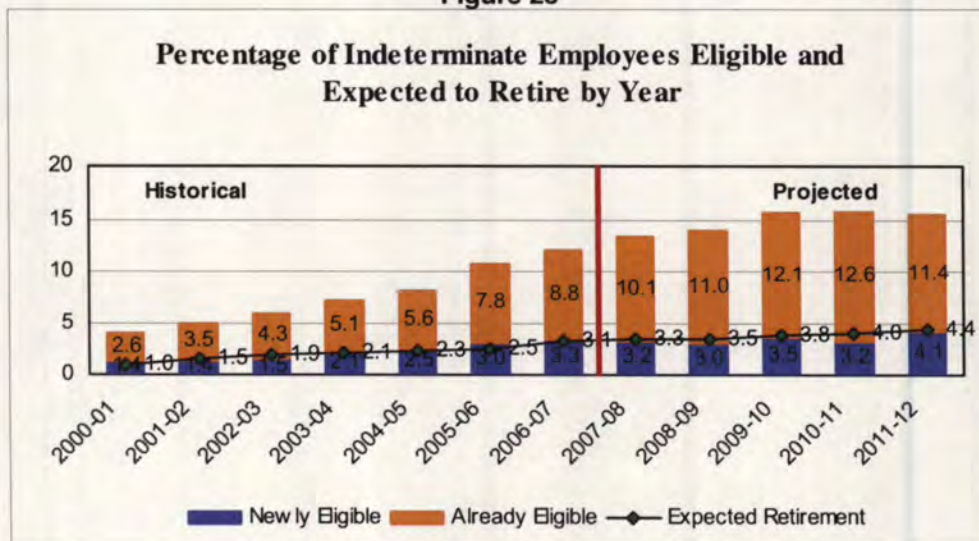
Table 23

2007-08 Expected Departures and Confidence Interval		
Age Band	Expected Departures	Expected Range
<30	36	(27, 50)
30-34	47	(34, 59)
35-39	42	(30, 55)
40-44	43	(31, 56)
45-49	41	(28, 53)
50-54	35	(23, 46)
55-59	17	(9, 24)
60-64	5	(1, 9)
65+	4	(0, 8)
Total	289	(256, 321)

3.6 Employee Retirement Forecast

The following charts show that Industry Canada's "baby-boomers" are expected to begin to retire in annual numbers exceeding 190 (3.5 percent) starting in 2009–10 (see Figure 23). Figure 24 on the following page shows the percentage of employees eligible and forecasted to retire by year until 2017–18. The size of the pool of employees eligible to retire without penalty is expected to grow significantly over the next five years to reach more than 11.0 percent of the population. Beginning in approximately 2007–08, the size of the eligible retirement population is expected to decrease because the rate of retirement is expected to exceed the rate at which employees become newly eligible for retirement. This rate difference is expected to remain constant over the 2010–18 period, but is expected to steadily reduce the size of the population eligible to retire without penalty over this time.

Figure 23



3 Employee Movement

Figure 24

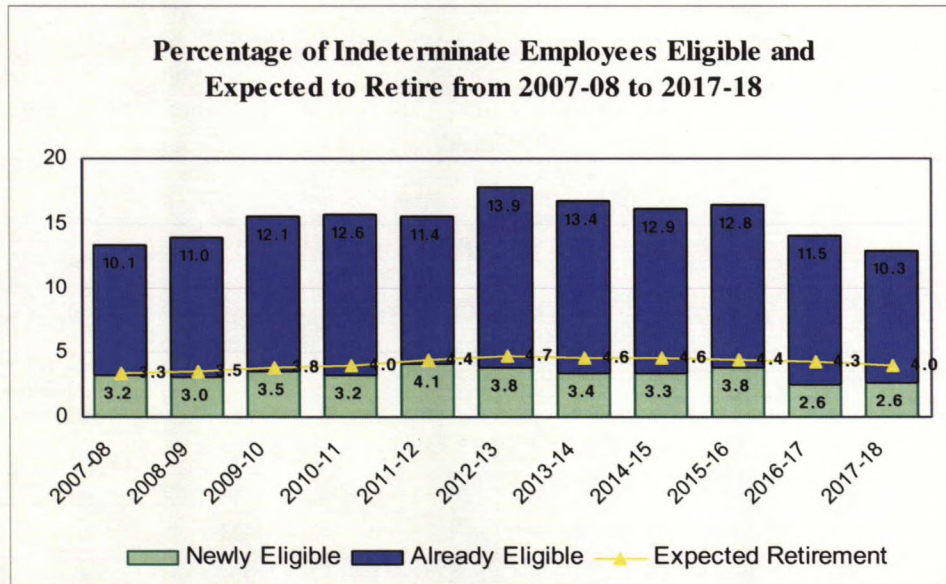
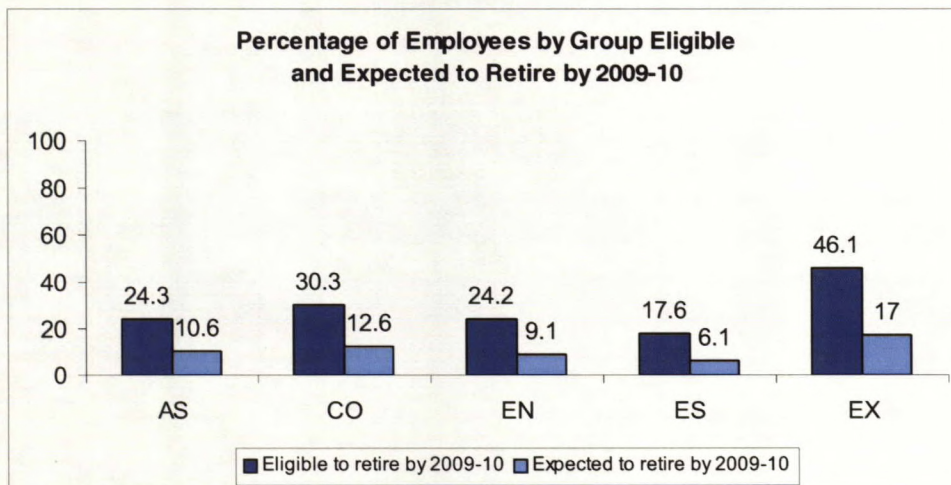


Figure 25 represents the percentages of employees eligible to retire and expected to retire in the next three years for several occupational groups. EXs have the highest proportion of employees that are eligible to retire (46.1 percent) of whom 17 percent are expected to retire over the next three years. CO and EN functional community retirements are projected to increase rapidly: with around ten percent of those employees expected to retire over the next three years.

Figure 25



3 Employee Movement

The average age profile for the EX minus 1 and EX minus 2 working levels are represented in Figure 26. It is useful to identify the aging of this population and the risk of retirements to the organization for certain groups. The EX minus 1 employees in the CO and EN groups are almost the same age as the EX group (50 years of age). Given the high eligibility for retirement in those communities (55.5 percent for CO and 42.9 percent for EN) the EX minus two level becomes the feeder group for EXs creating a corporate knowledge deficit.

Figure 26

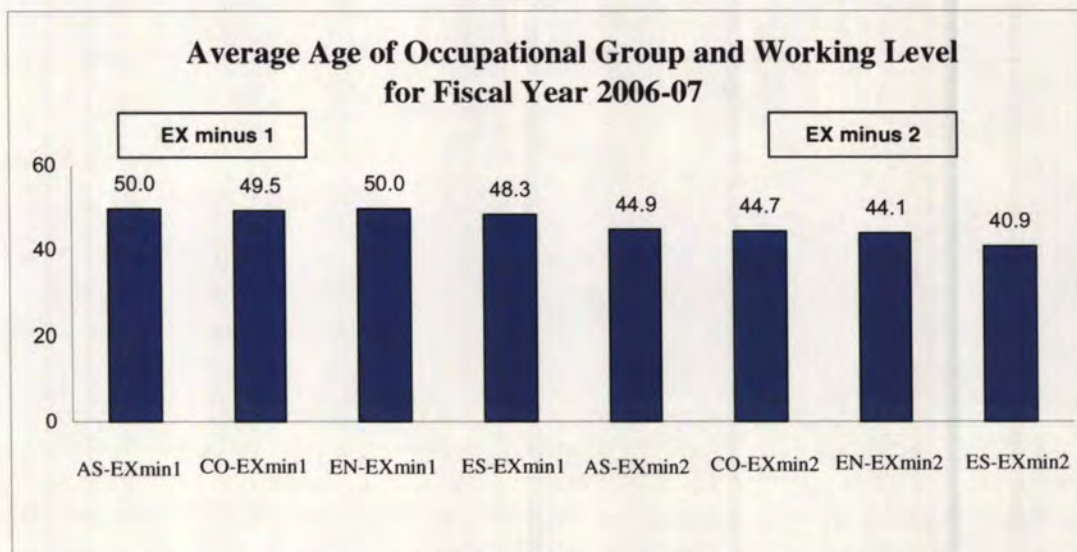


Table 24 indicates the historical accuracy of the forecasting model, developed by HRB statisticians, over the last three years for Industry Canada as a whole.

Table 24

Retirements: Forecast and Actual 2004-07							Forecast 2007-08	
Year	2004-05		2005-06		2006-07		2007-08	
Forecast	132	2.40%	144	3.20%	155	2.80%	176	3.30%
Actual	137	2.50%	147	3.00%	175	3.10%		
Difference	5	0.10%	3	0.20%	20	0.30%		

4 Workplace Practices

4.1 People Management Accountability

The People Component of the Management Accountability Framework (PCMAF) sets out the expectations and accountability for sound human resources management results in the public service. It provides a useful basis to examine, analyze and assess human resources outcomes and achievements in both departments and agencies and across the PS. The PCMAF is literally a mini-management accountability framework of the larger management accountability framework, which has ten elements overall. The PCMAF is based on seven common workforce and workplace outcomes, and a core set of indicators to measure those outcomes. The PCMAF is intended to help departments monitor their HR performance. Strong performance on the PCMAF means Industry Canada gets better ratings for the people element and for the management accountability framework overall.

The information in the following sections summarizes the research findings of an internal PCMAF assessment carried out by Human Resources Branch analysts under the two major categories of Workforce and Workplace outcomes.

4.2 PCMAF Workforce Performance Indicators

The research findings of the relevant results from the 2005 Public Service Employee Survey for Industry Canada compared to the benchmark of PS wide results, as well as human resources management data for fiscal year 2006–07 are summarized in Table 25. Industry Canada is rated overall acceptable in thematic areas of a productive, principled, sustainable and adaptable workforce.

Table 25

A Productive Workforce	
IC "Acceptable" Rating Indicators	
<ul style="list-style-type: none">• Number of sub-delegated managers and executives who validated their knowledge of legal responsibilities: All sub-delegate managers (437) had validated their knowledge.• Staffing strategies embedded in HR Plans: Each sector and corporate branch of Industry Canada prepared a 2006–07 staffing plan that identified their operational objectives and priorities for staffing their business context. Also, a new round of integrated human resources and business planning was initiated in the department in November 2006 for the planning period of 2007–10.• Number of staffing processes: During fiscal year of 2006–07, 46.3 percent of staffing appointments were done through advertised appointments, 29.7 percent through deployment and 24.1 percent through non-advised process.• IC respondents were equally or more likely than PS to indicate satisfaction in:<ul style="list-style-type: none">- their career in the PS;- having opportunities for promotion within their department or agency, given their education, skills and experience;- having a good place to work;- being committed to making their organization successful; and- hiring people who can do the job.	

4 Workplace Practices

A Principled Workforce
IC "Acceptable" Rating Indicators
<ul style="list-style-type: none">• Participation rate of Anglophones and Francophones: 59.3 percent of Industry Canada employees identified English as their first official language, while 40.7 percent have identified French (which is higher than PS as whole [32%]).• Absence of complaints for equitable participation: No complaints.• IC has achieved acceptable performance in addressing the professional, ethical and people values throughout the organization, given that:<ul style="list-style-type: none">- 81 percent of IC respondents felt the organization hires people who can do the job;- 80 percent of employees felt they can disagree with their supervisor without fear of reprisal; and- 71 percent of employees felt the unit has clearly defined client service standard.• Extent to which the organization maintains and promotes appropriate, accessible avenues for disclosure of wrongdoing: (MAF 1.3)<ul style="list-style-type: none">- 88 percent of IC respondents believe they are treated with respect (5 percentage points above PS).
IC "Opportunity for Improvement" Rating Indicators
<ul style="list-style-type: none">• Employment equity group representation, hiring and gaps:<ul style="list-style-type: none">- IC met its employment equity representation in three of the four groups (women, aboriginal peoples and persons with disabilities).- visible minorities representation slightly increased from 9.9 percent in 2006 to 10.4 percent at March 31, 2007. The representation gap decreased from -48 to -28 persons.• IC respondents were less likely or equal to PS respondents to indicate that:<ul style="list-style-type: none">- training was available in the official language of their choice,- resolving ethical dilemmas or conflict between values in the workplace was plausible,- initiating a formal redress process could be done without fear of reprisal,- explaining the direction of the organization to others was doable, and- senior management would try to resolve concerns raised in the survey.
A Sustainable Workforce
IC "Acceptable" Rating Indicators
<ul style="list-style-type: none">• Is there a process in place to integrate HR and business planning?<ul style="list-style-type: none">- Yes.• Does the department have a HR plan?<ul style="list-style-type: none">- Yes. The 2006–07 HR plans were developed at the sector and/or branch level. Once approved by the sector senior management, these HR plans will be published on the Human Resources Branch internet website, ensuring the access to the plans by all IC employees.- A corporate roll-up of sector branch HR plans for 2007–10 will be prepared, analysed and discussed with senior departmental management and posted for employees awareness during 2007–08

4 Workplace Practices

An Adaptable Workforce	
IC "Acceptable" Rating Indicators	
<ul style="list-style-type: none"> IC respondents were more likely than PS respondents to indicate that: <ul style="list-style-type: none"> - opportunity existed to develop and apply skills needed to advance their career, - their work unit periodically takes time out to rethink the way it does business, - training they need to do their job was available, - their department does a good job of supporting their career development, and - they can get on-the-job of supporting their career development. 	
IC "Opportunity for Improvement" Rating Indicators	
<ul style="list-style-type: none"> IC respondents were less likely than PS respondents to feel that: <ul style="list-style-type: none"> - they are encouraged to be innovative and creative (55 percent, one percentage point below PS average) 	

4.3 PCMAF Workplace Performance Indicators

The assessment of Industry Canada's performance for the PCMAF Workplace Indicators in 2006-07 is summarized in Table 26.

Table 26

A Fair Workplace	
IC "Acceptable" Rating Indicators	
<ul style="list-style-type: none"> Number of founded complaints related to staffing: <ul style="list-style-type: none"> - There were no founded complaints related to staffing during the reporting period. Number of classification grievances: <ul style="list-style-type: none"> - The classification grievance rate of IC was lower than one percent. The extent of the development, promotions or adoptions of the PSMA practices: <ul style="list-style-type: none"> - A new staffing delegation and accountability framework was developed. - The department has also created the Conflict Prevention and Early Resolution Service (CPEP). Effective labour relations: <ul style="list-style-type: none"> - Informal conflict management system (ICMS) is in place. - Effective labour management consultation committee (LMCC) in place (meet on regular basis, effectiveness rated by both management and union). The results of PSES on fairness of staffing, classification and workload distributions suggest that IC employees were more satisfied than PS respondents. 	
IC "Opportunity for Improvement" Rating Indicators	
<ul style="list-style-type: none"> Number and pattern of promotions in 2006-07: All employment equity groups are promoted at a higher rate than their representation except for persons with disabilities who are promoted at a lower rate (4.4 percent vs. 4.9 percent) Extent to which the department fosters a culture of respect: (MAF 12)] <ul style="list-style-type: none"> - The department is encouraged to focus on creating a workplace that prevents harassment and discrimination (5 points less than PS respondents) 	

4 Workplace Practices

An Enabling Workplace

IC "Strong" Rating Indicators

- IC demonstrated strong language capacity to provide personnel and central services in both official languages (OL) (92.4 percent).
- 91.2 percent of IC employees holding a supervisory position meet their language requirements (90 percent in 2005–06 and 89 percent in 2004–05). This exceeds the PS as a whole (82 percent, March 2004).
- 91.6 percent of IC employees meet the language requirement of their positions, which is a two percent increase over the last fiscal year and the highest this has been in at least eight years (PS results in 2005–06 is 89 percent).

IC "Acceptable" Rating Indicators

- Availability of work, information and communication tools in both OL:
 - According to the PSES, IC respondents were more likely than PS respondents to indicate that the materials and tools provided for their work are available in the OL of choice (94 percent).
- Absence of complaints related to language of work:
 - Three lodged complaints. All still under investigation by IC

IC "Opportunity for Improvement" Rating Indicators

- Department representation exceeds WFA in each employment equity group except for visible minorities: 10.4 percent in fiscal year 2006–07 vs. WFA of 10.9 percent.
- Aboriginal People and Persons with Disabilities are leaving the department at a higher rate than they are recruited.
- PSES results indicated that IC respondents were less satisfied than PS respondents in experiencing a cooperation and teamwork at their work place (77 percent, four percentage points below PS average) and using their OL of their choice in communication and writing materials.

A Healthy and Safe Workplace

IC "Acceptable" Rating Indicators

- EAP:
 - Almost 9 percent of IC employees used the EAP service in fiscal year 2005–06, a noticeable increase 2004 when it was 2.0 percent.
- IC respondents were more likely than PS respondents to indicate satisfaction in:
 - completing their assigned workload during regular working hours,
 - balancing personal, family and work needs,
 - having a say in the decisions and actions that have an impact on their job, and
 - getting adequate recognition from their immediate supervisors when they do a good job.

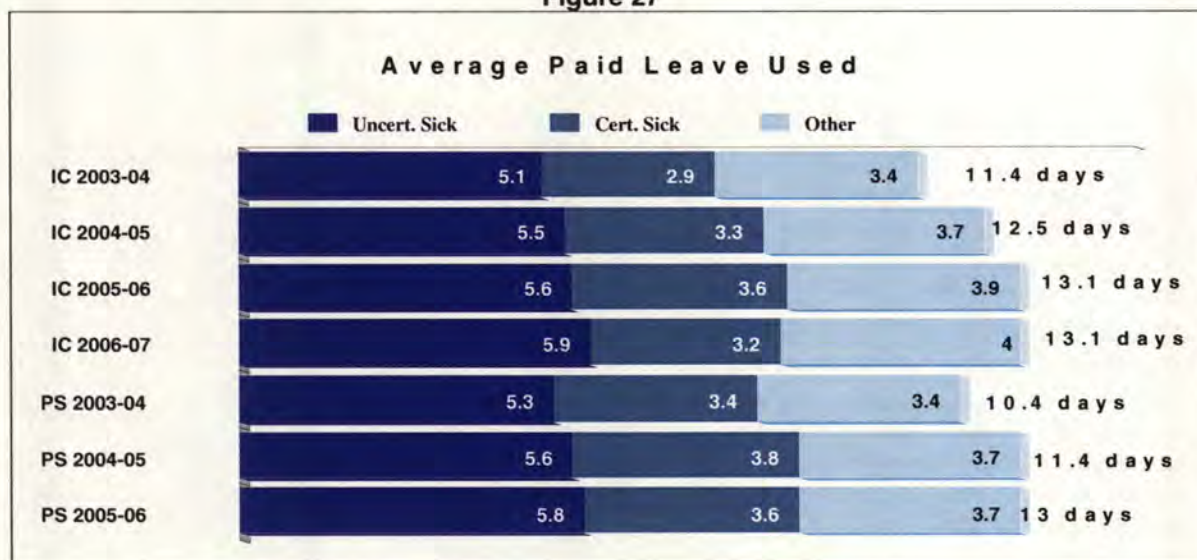
4 Workplace Practices

4.4 Paid Leave

Paid leave refers to certified sick leave, uncertified sick leave and other paid leave (which includes family-related leave and personal leave). Annual vacation leave is not considered here.

In 2006–07, Industry Canada employees used an average of 13.1 days of paid leave, broken down as follows: uncertified sick leave (5.9 days), certified sick leave (3.2 days), and other paid leave (4.0 days). The apparent increase of sick leave and other (non-vacation) leave over the last few years may be a consequence of more assiduous recording following the introduction of the on-line leave system. Volunteer day and personal day is now included as two extra days in many collective agreements (see Figure 27).

Figure 27



Differences between Industry Canada leave usage and the public service in general are partly due to differences in how the data are compiled to determine the base population of reference. While public service data reflects days per employee using all public service employees, Industry Canada excludes employees on leave, retired, terminated and those deceased within the fiscal year from the population defined for leave usage purposes.

Table 27

Used Paid Leave by Working Level Days per Employee		
	2005-06	2006-07
EX	7.3	6.6
EX equivalent	10.3	8.1
EX minus 1	11.2	10.8
EX minus 2	11.7	11.8
Intermediate	13.5	13.3
Support/Technical	15.9	16.4
Developmental	12.2	11.7
IC Total	13.1	13.1

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.

4 Workplace Practices

4.5 Labour Management Relations

4.5.1 Labour Management Cooperation

Good cooperation between Industry Canada management and bargaining agent representatives continued in 2006–07. This was evident on both the local and national scene by stakeholder's willingness to find solutions to resolve issues. This is often reflected in the collaborative interest in exploring alternative dispute resolution methods to resolve grievances, where practicable. The department held the national level consultation committee meeting, as required by the *Public Service Labour Relations Act* (PSLRA) and established labour-management consultation committees at the sector and agency level last year.

4.5.2 Respect in the Workplace

Industry Canada continued efforts to foster a respectful workplace last year. While the number of founded harassment and discrimination complaints remains relatively low in the department, in the Employee Survey results revealed that Industry Canada employees expressed a decreased level of satisfaction when asked if the department works hard to create a workplace that prevents harassment and discrimination. Interesting to note, of the 14 complaints that were filed, two were founded (see Table 28). This could indicate that a clear understanding of what constitutes harassment in the workplace is needed. Over the year, 125 managers and 301 employees attended harassment awareness sessions and informal conflict resolution sessions. There will be

additional emphasis placed on prevention awareness sessions with the launch of the revised Treasury Board Secretariat (TBS) policy expected in early 2008. The Canadian Intellectual Property Office also established a Harassment Prevention and Awareness Program. Other sectors of Industry Canada are considering this strategy as well. One discrimination complaint — due to a disability — was lodged in 2006–07. It was redirected to another more appropriate redress mechanism.

Table 28
Labour Management Relations

Some Key Performance Trends		
	2005-06	2006-07
- Total number of grievances	43	30
- Upheld grievances	8	4
- Harassment complaints	4	14
- Founded harassment complaints	0	2
- Discrimination complaints		1
Employee Survey Results		
	2002	2005
- % saying senior management engages in meaningful consultation	29	31
- % saying my immediate supervisor respects my collective agreement	76	78
- % saying the department works hard to create a workplace that prevents harassment or discrimination	69	60

4.5.3 Labour Management Relations Training Results

The Canadian Intellectual Property Office has incorporated the IC Labour Relation Training program for managers, into their leadership development-learning program. These sessions remain available to all managers and efforts to deliver sessions and develop tools for managers will continue to be a priority.

4.5.4 Public Service Modernization Act Progress

The new PSLRA formalized the requirement for union/management consultation in the legislation, however this was a common practice prior to *Public Service Modernization Act* (PSMA). As well, mediation or informal conflict resolution was often used to resolve workplace issues. So even though the principles of informal conflict management system (ICMS) existed prior to PSMA, it is beneficial to have it recognized as an integral part of any recourse process, but because PSMA is still at its early stage of implementation, it may take several years before the benefits are realized.

4.6 Informal Conflict Resolution

4.6.1 Conflict Prevention and Early Resolution

The Conflict Prevention and Early Resolution (CPER) program was established in April 2005, to meet the requirements of Section 207 of the *Public Service Labour Relations Act*, which mandated that deputy heads in consultation with bargaining agents, establish an ICMS within their organizations.

As its name suggests, CPER focuses on the prevention and early resolution of conflict and workplace disputes. More broadly, the program seeks to influence and promote a cultural shift around the way conflict is viewed and handled in an organization; in effect to create a "conflict competent organization." This approach emphasizes the need to resolve conflict and workplace issues informally, at the lowest possible level and at the earliest possible time before the situation escalates. This in turn, reduces the costs (tangible and intangible) of workplace conflict, improves productivity and strengthens the health of the organization.

4.6.2 CPER : Building Relationships

A CPER network, consisting of bargaining agents, managers and HR professionals, has been created to assist in the advancement of CPER's objectives. All have demonstrated interest and support in working with CPER.

Network members have also participated in training workshops to acquire basic conflict coaching skills to assist them in more effectively dealing with workplace conflict.

4.6.3 CPER: Providing Services

The services provided by CPER focus on building conflict management capacity and competence throughout the department by offering workshops and learning opportunities on workplace conflict, and providing services such as mediation, facilitation, conflict coaching and group interventions to deal with specific workplace issues.

Since its inception on April 1, 2005, CPER has provided services to 80 clients from all sectors. Most services involved conflict coaching (56). Fifteen conflict management workshops have been provided across the department.

4.6.4 CPER: Looking Ahead

In 2007–08, there will be an increased emphasis on the promotion of CPER services in Industry Canada across the country through marketing and communication activities, and the offering of a series of workshops and learning events on workplace conflict management.

CPER will also work with Labour Relations to develop training approaches on the prevention of harassment and discrimination in the workplace.

It is anticipated that these activities will lead to an increased demand for services from CPER.

4 Workplace Practices

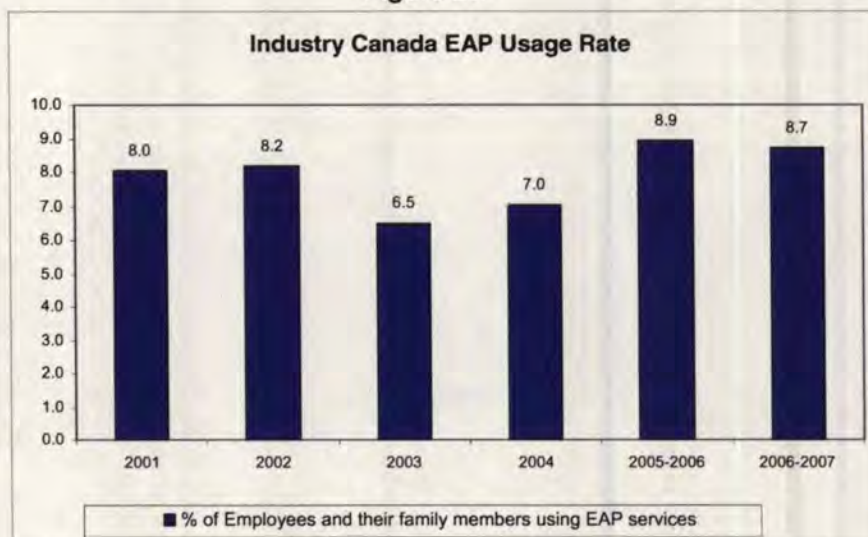
4.7 Employee Assistance Program

The employee assistance program (EAP) continues to provide confidential counseling services to assist employees and family members with personal and work-related problems to help them be more healthy and productive. Ongoing dialogue and a high level of cooperation between Industry Canada and its EAP service provider ensure that EAP policies, procedures and services are approved by Industry Canada and the strictest confidentiality is maintained.

The average usage rate based on the number of eligible

employees who used the service during the 2006–07 fiscal year has slightly decreased (8.7 percent) from 2005–06 (8.9 percent). This utilization rate was below the public administration benchmark of 9 percent but above the world book of business standard of 7.5 percent. The usage rate for family members has shown an increase from 10 percent in 2005–06 to 12.8 percent in 2006–07. Figure 28 illustrates EAP usage rate across IC over the last six years.

Figure 28



4.7.1 Usage by Themes

A breakdown of work-related issues shows an increase in the usage rate for work-life balance matters by 15 percent compared to last year. Workplace conflict, organizational changes and workload/time management have all decreased by 3 percent.

Training and wellness workshops assist Industry Canada employees in managing issues that matter to them, while remaining focused on their specific roles and responsibilities. This year, there were four training and wellness sessions, held in Gatineau, Quebec, on parenting and nutrition with total participants of 120 employees.

4.7.2 EAP Program Service Delivery Quality

Industry Canada clients are asked to fill out a client satisfaction questionnaire anonymously after their counseling session (see Table 29). This questionnaire assesses client satisfaction with the case manager, the waiting period for services, the counselor, and the overall services received from the EAP service provider. Over 95 percent of Industry Canada clients who returned the satisfaction survey responded "Excellent" or "Good" for the quality of assistance and services. For fiscal year 2006–07, promotional materials including literature, brochures and letters accounted for 24.4 percent in the methods of informing IC employees about the services, while being a previous client accounted for 39.8 percent.

Table 29

Some EAP Key Performance Trends

	2005/06	2006/07
- Employees satisfied with EAP services	99%	98%
- Success rate of EAP Counselling	65%	68%
- Estimated productivity/ absenteeism savings due EAP investment	\$2.2M	\$2.6M

Footnote: Percent is based on total number of closed cases year-to-date. Total percent can be greater than 100 percent as clients can present more than one issue.

4 Workplace Practices

4.8 Mentoring Program

Mentoring can be a powerful relationship, a way to ensure that the insights and wisdom of the people in an organization are shared and continue to contribute to the growth of an organization. This initiative is an essential component of Industry Canada's recruitment and retention strategy.

Industry Canada's Mentoring Program addresses employee needs such as work issues, learning needs and career pathing in an environment of trust and learning. Based on the success of this program, Industry Canada been approached by other government departments, as well as central agencies to share this best practice. Table 30 outlines an increase in the number of employees using the mentoring program for each consecutive year.

Table 30
Industry Canada's Mentoring Program

2001-02	2002-03	2003-04	2004-05	2005-06	2006-07
Mentors 50 Mentees 60	Mentors 55 Mentees 75	Mentors 80 Mentees 130	Mentors 100 Mentees 140	Mentors 125 Mentees 210	Mentors 150 Mentees 300

4.9 Career Planning and Development

The Career Planning and Development Program at Industry Canada continues to offer workshops and individual services for all IC employees interested in exploring their career options and seeking assistance in identifying goals and career strategies. The service includes one-on-one career counseling and group sessions on matters related to self-assessment, goal setting and employment search techniques such as writing resumes, preparing for interviews and self-marketing.

A total of 475 counseling sessions took place in 2006–07. Due to unit downsizing, this number represents a 36 percent decrease from the previous year when the total counseling sessions was 726. While the number of one-on-one counseling sessions has decreased, the number of group sessions offered and number of participants increased significantly from the previous year. A total of 144 participants attended the 15 group sessions, which included Career Strategies for Today; Effective CV Writing; Effective Interview Techniques and How to Prepare for Selection Processes.

The dominant occupational groups who used the services, from 2005–06 through to 2006–07 were the CO, AS, CS, CR and ES. This program provides a valuable service to employees and compliments Industry Canada's efforts to recruit and retain talented employees.

4 Workplace Practices

4.10 Awards and Recognition Program

For many years, Industry Canada has recognized and rewarded teams of employees, individual contributors and managers for excellence in leadership and results achieved. Such extrinsic awards visibly express management's commitment to the importance of employees and appreciation for the business results achieved. Table 31 summarizes this activity over the past two fiscal years.

Table 31
Industry Canada Awards and Recognition

Departmental Awards	2006-07	2005-06
	Number of Recipients	Number of Recipients
Deputy Minister and Associate Deputy Minister Merit Award	12	60
Sector Head Merit Award	83	413
Director General Awards	329	385
Instant Merit Award	329	264
Excellence in Leadership Award	4	3
Michelle Comeau Scholarship	1	1
Retirement Certificates	170	121
Inventor and Innovator Awards	70	55
Long Service Award (15 years/25 years/35 years)	317	378
Total	1245	1680
External Awards		
Head of Public Service Award and Award of Excellence	0	6

5 Environment and Business Processes

5.1 Public Service Renewal Priorities

In the *Fourteenth Annual Report to the Prime Minister on the Public Service of Canada* for the year ending March 31, 2007, Kevin Lynch, Clerk of the Privy Council and the Secretary to the Cabinet, outlined why public service renewal is urgently needed. It is needed because the public service:

- is aging faster than the Canadian population;
- is becoming more diverse but still needs to better reflect Canada's diversity;
- must better react to the changing nature of work driven by technology;
- is facing the most competitive national labour market in over 30 years;
- must adapt to changing public expectations towards better financial management, greater accountability and improved core public services; and
- is less clear and less positive in the public's mind.

The report outlined strategies and short and medium term tactics recommended to the Prime Minister and Deputy Heads, in order to renew the public service (see Table 32).

Table 32
Industry Canada Public Service Renewal Priorities

Strategy	Short Term Tactics	Medium Term Tactics
Improve Planning	<ul style="list-style-type: none">• enhance integrated human resources and business planning• develop a human resources plan as an integrated part of every department and agency business plan	<ul style="list-style-type: none">• develop new planning tools for simpler, more effective HR planning• develop a unified Public Service Human Resources Plan
Focus on Recruitment	<ul style="list-style-type: none">• focus on department specific recruitment involving senior leaders• target development programs for current executives and new external recruitment efforts for senior leadership positions• design pilot recruitment programs for specialized needs	<ul style="list-style-type: none">• develop and articulate a "Public Service Brand"• coordinate the recruitment activities of departments and the Public Service Commission• review and renew our suite of leadership development programs
Support Employee Development	<ul style="list-style-type: none">• implement Canada Fellows Program• ensure both individual and organisational learning plans• implement ADM Talent Management Initiative	<ul style="list-style-type: none">• develop programs for functional communities• ensure performance management to explicitly include people management• expand ADM Talent Management Initiative to other executive levels
Create Enabling Infrastructure	<ul style="list-style-type: none">• streamline human resources business processes and systems across government• provide best practices data base to departments and agencies• develop platforms for learning, networking and sharing best practices	<ul style="list-style-type: none">• implement the streamlining of human resources business processes; invest in renewing the skills and leadership of the HR community• introduce new tools to support recruitment

The drivers for change and the priorities for public service renewal serves as a lens to focus human resources planning and analysis in the department in the coming years. Progress in improving integration of Industry Canada's human resources and business planning processes is underway.

5 Environment and Business Processes

5.2 Labour Market Conditions — ES, EN, CS, CO, PE

Due to increased public service priority for external recruitment of post secondary educated men and women, Human Resources Branch (HRB) initiated research on labour market supply and demand for selected occupational groups of importance to Industry Canada. The following sections outline the results of this research. Senior management and hiring managers must become more knowledgeable about the sources and conditions for finding and retaining key talent if they are to succeed in executing their organisation's business strategies.

5.2.1 Canadian Economy Unemployment Rate Trend

The unemployment rate is an invaluable tool for making a labour market analysis. The unemployment rate is defined as the number of unemployed divided by the total labour force. This rate is used to describe labour market conditions because it captures information about the supply and demand for labour, as well as the optimism of the labour force. The higher the unemployment rate, the harder it is for workers to find a job, and the more candidates will apply for a given job posting. In times of low unemployment, such as at present, expect fewer applications for a given position, and expect more difficulty in finding the perfect candidate, which results in more time and energy to find qualified candidates (see Figure 29).

Figure 29



Source: Statistics Canada Table 282-0010

The current strength of the Canadian economy has led to an increased demand for all types of workers, lowering the unemployment rate. In 2006–07, the unemployment rate has been at or near 30-year lows. For many functional communities, the unemployment rate is a very low at 2.5 percent to three percent.

Salaries for entry to mid-level employees in the public service are competitive with the private sector. However, the most talented and experienced public servants may find that more lucrative opportunities await them in the private sector. This could exacerbate the challenge of replacing the many baby-boomers who will be retiring in the coming years.

Note: The following are the occupational work prospects rating definitions for good, limited and fair:

Good: Opportunities for finding work are relatively strong, changes of employment loss are relatively weak, and earnings are relatively attractive as compared to those of other occupational groups.

Limited: New workers and those re-entering the work force will have difficulty finding stable work and/or that earnings are not attractive compared to those in other occupations. For new workers, such as school-leavers (i.e. graduates and drop-outs) and immigrants, "Limited" will often mean a higher probability of loss of work, a higher probability of experiencing unemployment spells, and lower earnings.

Fair: Falls between "Good" and "Limited." For example, jobs may be more difficult to find, the probability of unemployment may be higher, or earnings may be lower than in comparable occupational groups that are rated "Good." Conversely, jobs may be easier to find, unemployment less likely, and earnings higher than in comparable occupational groups that are rated "Limited."

5 Environment and Business Processes

5.2.2 Labour Market Conditions for Economists in Canada

The unemployment rate in the labour market for the economists (EC) proxy group⁹ is lower now than it has been at any time in the past 20 years (2.6 percent). It should be noted that this figure could possibly be biased downward by particularly low unemployment in government service and religion-related occupations (see Figure 30).

Service Canada rates the work prospects for Policy and Program Officers, Researchers and

Consultants as "Fair," and despite an older workforce with an elevated retirement rate, the number of job seekers should keep pace with the number of job openings.

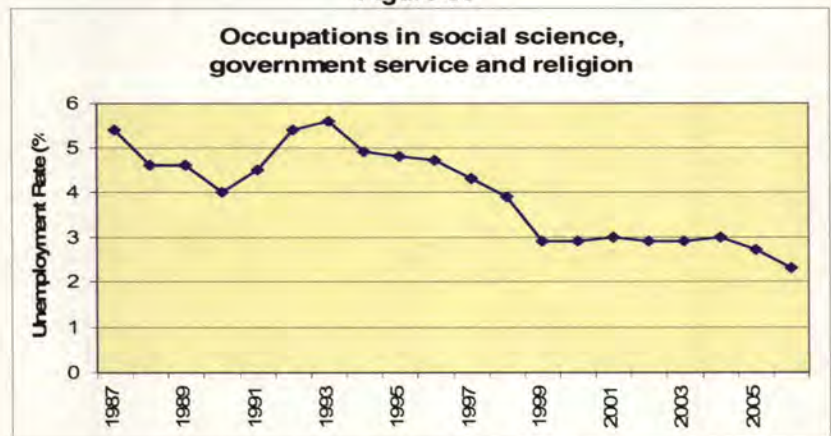
According to the United States Bureau of Labour, from 2004–14, employment of economists and sociologists is likely to grow more slowly than average (0-8 percent). In some fields within these professions there are few opportunities outside of government, which should help public service recruitment and retention.

Conclusion: Hiring managers can expect to experience recruitment, retention, and wage inflation pressures similar to those experienced at the turn of the decade. Unlike the markets for COs and CSs however, this likely means only moderate pressures.

5.2.3 Labour Market Conditions for Engineers in Canada

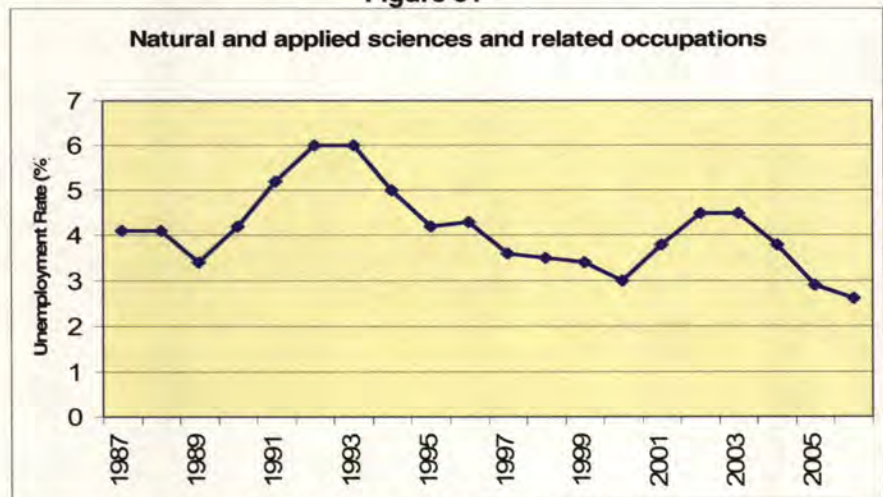
The unemployment rate in the labour market for the engineers (EN) proxy group is lower now than it has been at any time in the past 20 years (2.6 percent). Service Canada rates the work prospects for civil, mechanical, electrical and chemical engineers as "Good," based especially on the expectation that the retirement rate will be above average, and will contribute significantly to the number of job openings (see Figure 31).

Figure 30



Source: Statistics Canada Table 282-0010

Figure 31



Source: Statistics Canada Table 282-0010

⁹For this exercise the data set obtained from Statistics Canada included government service and religion-related occupations as well as social science occupations.

5 Environment and Business Processes

Hiring managers can expect to experience recruitment, retention, and wage inflation pressures similar to or even greater than those experienced during the boom at the turn of the decade. The public service has to compete for engineers with the oil sector in Alberta, and private companies throughout the world.

Labour market tightness combined with the availability of well-paying private sector jobs means hiring managers may find it increasingly difficult to recruit engineers at all levels of experience.

Conclusion: As opposed to most functional communities, hiring managers seeking ENs may find that even at entry-level positions, pay in the public service may not compare favourably with the private sector. An EN starting out in the private sector may already make more than the top of the EN-02 scale. Similarly, an engineer with 7–10 years experience may not find even an EN-06 pay scale attractive. Therefore recruitment of engineers may indeed have to focus on quality of life issues such as work-life balance that the public sector can offer.

5.2.4 Labour Market Conditions for Computer Scientists in Canada

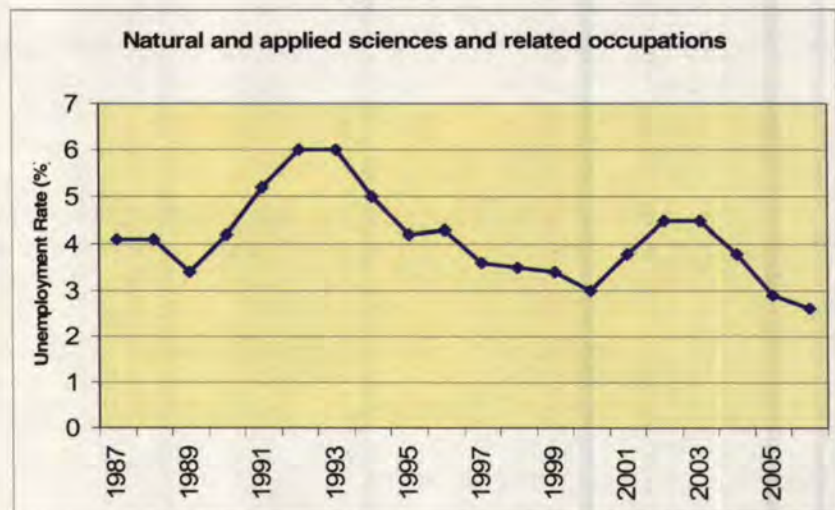
Figure 32

The unemployment rate in the labour market for computer scientists (CS) proxy group is lower now than it has been at any time in the past 20 years (2.6 percent) (see Figure 32). Service Canada rates the work prospects for many CS-type occupations as "Good." Such occupations include computer and information systems managers (NOC 0213), computer systems analysts (NOC 2162) and computer engineers (NOC 2147).

Unlike most occupations expecting a retirement crunch, the retirement rate for CSs is expected to be below average.

According to research carried out by the Canadian IT Labour Market Initiative, the IT industry has a young workforce, and as of 2005 approximately 46 percent of IT workers were less than 35 years of age. The "Good" work prospects for CSs are due to continued growth in the use of computers by businesses and individuals, likely creating more new job openings in this field than new job seekers.

Conclusion: Hiring managers can expect to experience recruitment, retention and wage inflation pressures similar to those experienced during the boom at the turn of the decade.



Source: Statistics Canada Table 282-0010

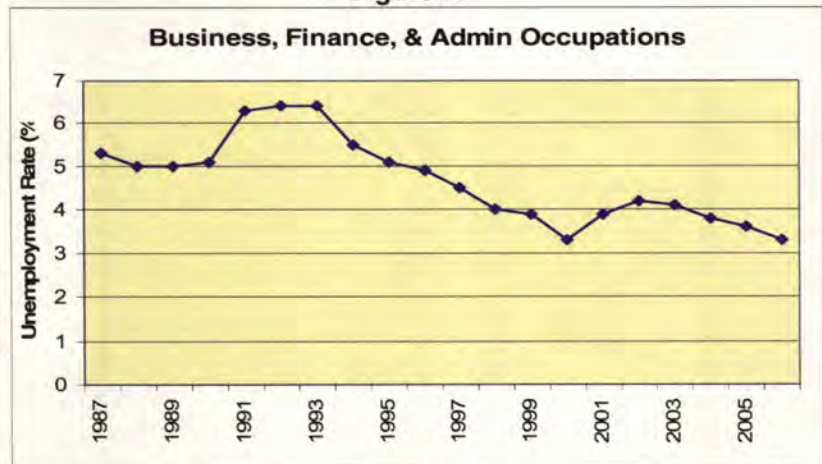
5 Environment and Business Processes

5.2.5 Labour Market Conditions for Commerce Officers in Canada

Figure 33

The unemployment rate in the labour market for the commerce officer (CO) proxy group is now 3.3 percent, as low as it has been for 20 years (see Figure 33). Service Canada currently rates the work prospects for COs as "Fair."

Conclusion: Hiring managers can expect to experience recruitment, retention, and wage inflation pressures similar to those experienced during the boom at the turn of the decade (circa 1999-2000).



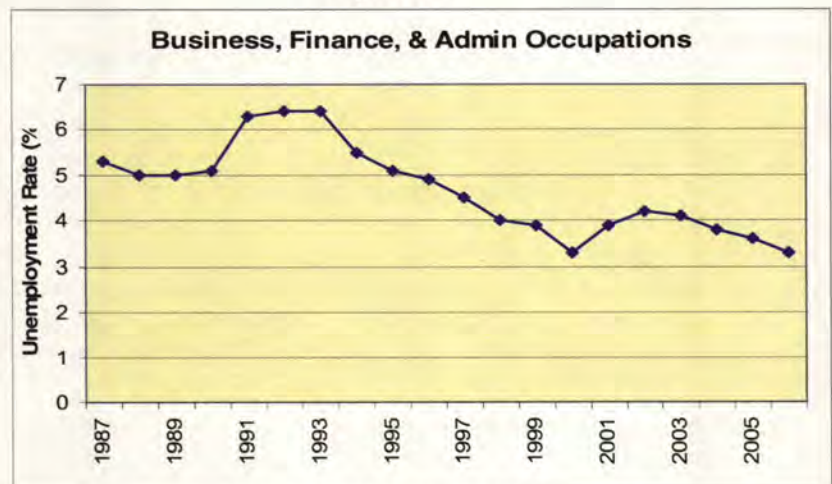
Source: Statistics Canada Table 282-0010

5.2.6 Labour Market Conditions for Human Resource Professionals in Canada

Figure 34

The unemployment rate in the labour market for human resources professionals (PE) is as low now as it has been in the last 20 years (3.3 percent) (see Figure 34). Service Canada currently rates the work prospects for PEs as "Good" because "organizations are placing greater emphasis on recruitment/retention of good employees, the retirement rate will be above average and the number of job openings will likely exceed the number of job seekers."

Conclusion: Hiring managers can expect to experience recruitment, retention, and wage inflation pressures similar to and perhaps even greater than those experienced during the boom at the turn of the decade.



Source: Statistics Canada Table 282-0010

5.3 Human Resources Planning

In 2005-06, Human Resources Planning was introduced to Industry Canada because of the new *Public Service Employment Act*. A planning cycle and model were introduced and followed throughout the fiscal year. Although many challenges were overcome, further improvements and additions have been made upon completion of its second year and further adjustments are to be expected in the upcoming cycle.

5 Environment and Business Processes

Discussions as to the integration of the HR planning cycle with the business planning cycle continues to remain an issue as some managers feel the cycles should be more aligned while others feel it is a good fit. Due to the differences of timing regarding business planning within organizations, some HR plans were not received by the expected deadline. Furthermore, the reassigning of HR planning delegates delays the process resulting in requests to extend the deadline to complete the plans.

The HR planning and business cycles will be reviewed again in 2007–08 to ensure the best fit possible to avoid delays in the retrieval of plans. Meeting the deadline is extremely important as review, analysis and reporting needs to be completed within a deadline as well.

The largest causal factor in the delay of plans, however, is constant and sometimes unexpected re-organizations. Industry Canada is continuously evolving largely due to changing priorities and budgetary constraints. Managers at times find it difficult to complete planning while awaiting information, which will directly impact the organization. Many people are shuffled around so demographic data is affected, which in turn makes workforce data changes difficult to capture. This creates a challenge for managers when identifying gaps in their respective area. Overall, the plans are well done in identifying the gaps and HR issues, although solutions and strategies are limited especially in regards to succession planning. Further improvements are desirable in the 2008–11 planning cycle.

In addition, the performance monitoring aspect of HR planning will be reviewed. Currently, sectors monitor their own HR plans on a regular basis. However for reporting purposes, HRB's HR Planning Team, with the support of key stakeholders, will look into developing a monitoring/measuring tool or process to monitor execution of plans and performance issues.

In reviewing the HR plans from 2006–07 and comparing results to the actual staffing actions from the PeopleSoft data, there is high indication of overplanning in 50 percent of the plans (i.e. planning for more staffing actions than are actually executed). Although it is difficult to plan for the unforeseeable future, in the next planning cycle, a focus will need to be on developing more realistic plans. For example, during plan development, one of the reasons for overplanning is the level of uncertainty for predicting the number of needed staffing actions and the weak link with financial planning, which can have a direct effect on intended resourcing plans and strategies.

Within the last year, many improvements were introduced to the planning cycle, such as: the development of the Human Resources Planning Toolkit based on the Canada Public Service Agency (CPSA) requirements; a formatted HR plan outline to increase consistency; and the integration of staffing, employment equity, official languages, learning, training and development, and succession planning. Although the HR plans have improved because of these developments, further changes are needed such as: further integration of HR planning with business planning; better knowledge of succession planning; meeting performance indicators through monitoring mechanisms; increase direct communications with managers; and obtaining support and commitment from senior management.

5 Environment and Business Processes

Although, two years have passed since HR planning was introduced to Industry Canada, resistance to planning human resources still lingers due to scepticism about the need and value of this activity. "HR Planning will help organizations determine the nature of the staffing program and approaches that are appropriate for them and develop more proactive staffing processes. Good HR planning will help organizations take full advantage of the flexibilities in the new legislation." (Canada Public Service Agency) An increase in support of senior management in the integration of HR and business planning can aid greatly to reduce resistance by "leading, overseeing, communicating, resourcing, and championing integrated human resources and business planning." (CPSA) In the *Fourteenth Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk of the Privy Council lists planning as the first priority:

"By integrating business planning with human resources (HR) planning, we will develop a better sense of our strengths and of the gaps we will need to fill, whether through recruitment or development or by bringing in specialized skills at mid-career. We will use the planning process in every department and agency to engage employees in the future evolution of their organizations."

A priority needs to be placed on HR planning across the department to illustrate the importance of integrated HR and business planning to all stakeholders.

5.4 Recruitment and Retention

In 1992 the Human Resources Branch established the University Recruitment Development Program (URDP), which aimed to attract and retain highly qualified, professional university graduates. Various sectors within the department offered recruits a stimulating, positive work environment while promoting career fulfillment, communication and employee involvement. Industry Canada's URDP was a two-year, on-the-job training program. The program offered rotational assignments, formal training and mentoring to university graduates recruited as economists, engineers or commerce officers. A university degree was the minimum requirement for recruitment. In many cases, a master's degree was required and, sometimes, a doctorate degree.

Recruits were appointed to permanent positions and remained on probation for one year. Managers completed written Performance Feedback Reports every six months, as well as provided ongoing oral feedback and coaching. Pay increases were awarded annually in accordance with collective agreements. Approximately 220 participants were appointed to positions in the department as permanent employees under the URDP since 1992.

The program was discontinued in 2002 due to cost and budget considerations. Since then, various sectors within the department have been conducting their own recruitment processes. The bulk of post-secondary recruitment needs and the more particular challenges are centred in three organizations: the Competition Bureau (CB); the Canadian Intellectual Property Office (CIPO); and, the Spectrum, Information Technologies and Telecommunications Sector (SITT), including the Communications Research Centre (CRC).

To ensure that IC remains competitive in the quest for the best university recruits, a series of initiatives have been linked to CB, CIPO and SITT/CRC. The following section describes on-going recruitment efforts by these organizations.

5 Environment and Business Processes

5.4.1 Some Recent Departmental Recruitment Activities

In 2005–06, as part of the Competition Bureau's outreach program, information sessions were held in ten universities across the country to promote opportunities within the Competition Bureau for filling Commerce Officer positions. Business, economics and law students were targeted. Approximately 20 employees were recruited.

In 2005–06, representatives from the Canadian Intellectual Property Office attended career fairs to recruit patent examiners (SG-PAT) from universities located in Quebec and Ontario. Within the last 6 months, 4 career fairs were attended in order to promote the Patent Examiner Developmental Program and CIPO's recruitment website. The chemical, biotechnology, electrical, and mechanical engineering disciplines were targeted. As a result, 15 positions were staffed indeterminately.

SITT Sector is formalizing a development program for engineers and initiating a Student Recruitment COOP program supported by a budget close to one million dollars to help replenish entry-level engineers. Similar analyses and initiatives are under active consideration in CRC. During the past two fiscal years these organizations hired six engineers indeterminately and nine on a term employment basis.

5.4.2 Recent Departmental Recruitment and Retention Performance Trends

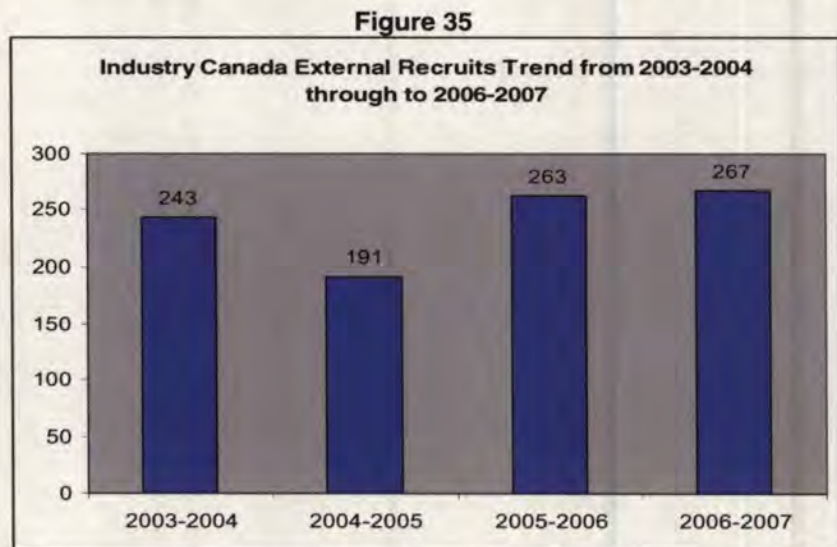
The following is an overview of Industry Canada's external recruits from 2003–04 through to 2006–07. Figure 35 indicates an increase in the number of external recruits in the past two years.

Further trend analysis of the external recruits from 2003–04 through to 2006–07 was conducted for CB, CIPO and SITT/CRC. The analysis showed a success in retaining new employees at IC and the results of a special survey revealed factors affecting recruitment and retention.

Employees, who were recruited from 2004 through to 2007, at CB and SITT/CRC exhibit similar views on what factors influence them to remain working at IC.

Among these factors are learning and developmental opportunities, enjoyable work environment, opportunities to be innovative and opportunity for promotion.

CIPO's equivalent study revealed flexible work arrangements, compensation and benefits, enjoyable work environment, job stability and security as major retention factors.



5 Environment and Business Processes

Further analysis showed the retention of university graduate recruits increases slightly with the age at which they are recruited and then falls off after age 55. Of the recruits aged 25–29 who remained at IC for over four years, 50 percent had received one or more promotions. While recruits over the age of 29 at time of recruitment, 100 percent of those who left the department had not received a promotion.

SG-PATs, at CIPO, are recruited in the greatest number and their retention rate is very high (94 percent of all those recruited in last 4 years). In contrast, ES's exhibit the lowest rate of retention (only 75 percent of all those recruited in last 4 years). CO, EN and PM exhibit rates of retention in between these two extremes.

5.5 Classification

From the period of April 1, 2006 to March 31, 2007, the Classification Division of Human Resources Branch completed 961 actions requiring actual classification decisions. From these decisions, six classification grievances were received.

Of the six classification grievances received, two could not be accepted, three were resolved and one was held in abeyance at the request of the employees. There is also one outstanding case from the previous year, which is held in abeyance at the request of the employee.

Going forward, the delegation of classification authority to senior departmental management began as a pilot project in October 2007. As well, the department is making increased use of generic work descriptions as a means to streamline the classification process (see Table 33). The new classification standard for the economists (EC) occupational group, which combines the ES and SI groups, has now been approved. The classification level of each EC position in Industry Canada will be evaluated during 2007–08 using this new classification standard, in preparation for EC conversion.

Table 33

Some Classification Key Performance Trends

2006-07

-Total volume of Classifications	3009
-Classification actions	961
-Administrative actions*	2048
-Actions cancelled	142
Service Delivery Standards	
-New position without Classification Committee	from 6 to 8 weeks
-New position with Classification Committee (depending on availability of Committee members)	from 12 to 15 weeks
-Reclassification (Classification Committee mandatory)	from 12 to 15 weeks
-Update and Review without Classification Committee	from 6 to 8 weeks
-Update and Review with Classification Committee	from 12 to 15 weeks

* Includes such activities as change of reporting relationship, security level or language requirements of a position.

5.6 Staffing

5.6.1 Departmental Staffing Activity Trends

The new *Public Service Employment Act* (PSEA) came in to effect on December 31, 2005. PSEA is designed to facilitate the hiring of the right people, when and where they are needed, while respecting the values of fairness, transparency and representation.

It is important to look at trend analysis information for the departmental staffing processes from 2004-05 to 2006-07 including advertised, non-advertised, deployments and low complexity actions. Staffing activity for the EX functional community must also be looked at. The advertised, non-advertised and deployment processes include term and indeterminate employees only. The low complexity actions include acting (more than four months) and extensions, terms extensions, student hiring, assignments/secondments and casuals.

Figure 36 represents the volume of staffing processes in Industry Canada including the low complexity actions. The volume of staffing processes in 2006-07 increased by 1.7 percent compared to 2004-05. During 2005-06, the largest volume of staffing actions (4.9 percent more than 2006-07 and 6.5 percent more than 2004-05) was observed. It is worth noting that the low complexity actions constitute the majority of staffing processes over the past three fiscal years as shown in Figure 37 (an average of over 55 percent). There was an increase of 11.1 percent of low complexity actions from 2004-05 to 2006-07. The department has been shrinking in size since 2004-05, which is likely having an impact on overall staffing activity volume. However an increasing retirement rate signals the need to recruit and promote staff. Human resource planning in the department is not yet well linked with financial planning and ongoing reorganizations may be causing reluctance among managers to staff. More analysis and research is needed to explain causality of these trends.

Figure 36

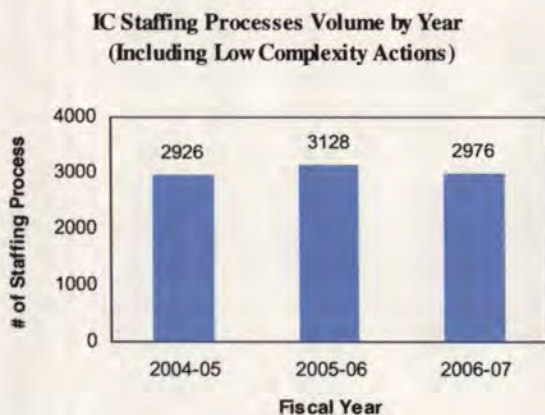
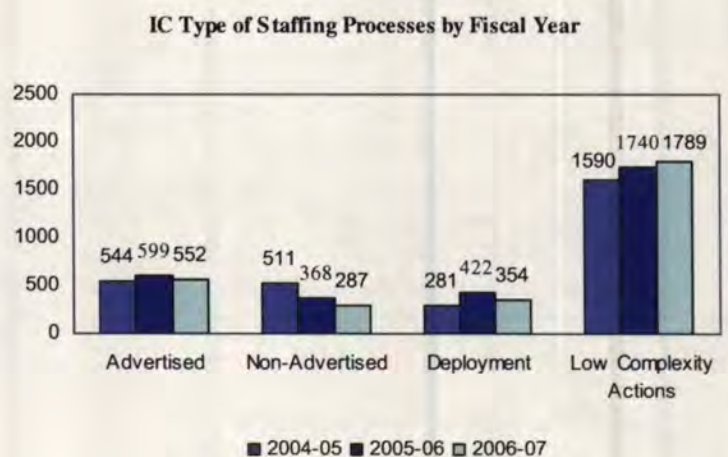


Figure 37



5 Environment and Business Processes

Staffing processes for advertised, non-advertised and deployments from fiscal year 2004–05 to 2006–07 resulted in: 43 percent of appointments made because of an advertised process; 30 percent made following a non-advertised appointment process; and 27 percent were deployments. Also, since the implementation of the *Public Service Employment Act* in January 2006, the number of advertised and non-advertised appointment processes has declined by 8.5 percent and 28.2 percent respectively; with advertised appointment retaining the largest proportion of staffing activities. Similarly, deployments have decreased by 19.2 percent since 2005–06; however, deployment usage exceeded the non-advertised processes by 18.9 percent during 2006–07.

5.6.2 Staffing Activity by Occupational Group

Table 34 provides trend information on the distribution of advertised, non-advertised, deployment and low complexity staffing processes by major occupational group at IC. Overall the use of advertised processes has declined significantly from 2004–05 to 2006–07 for the CO, CR and CS groups; and increased significantly for the AS, EN, ES and EX groups. Frequency of non-advertised processes has declined across all occupational groups except for the FI groups. Deployments were more common among the AS, ES, EX and FI groups. Globally the proportion of low complexity staffing actions has increased by 11 percent since 2004–05. Moreover, a substantial increase in low complexity actions was observed for the AS, CO, CS, EN, ES and EX functional groups.

Table 34

Classification	Type of Staffing Processes by Major Occupational Group from 2004-05 to 2006-07											
	2004-05				2005-06				2006-07			
	Adv.	NA	Depl.	LC	Adv.	NA	Depl.	LC	Adv.	NA	Depl.	LC
AS	60	53	54	166	58	40	75	200	83	37	77	267
CO	150	46	59	232	110	51	62	263	95	29	48	262
CR	59	100	43	252	85	41	57	242	49	32	48	201
CS	23	38	23	63	32	19	16	56	18	4	20	72
EL	13	22	2	18	15	16	4	7	16	25	4	19
EN	6	18	3	33	8	10	5	50	13	13	3	47
ES	46	26	23	44	44	24	46	94	59	16	40	102
EX	14	5	15	11	21	6	25	21	25	6	25	55
FI	15	6	7	23	12	7	12	18	14	6	23	25
IS	26	13	18	96	39	17	24	78	27	13	21	54
PM	51	26	14	108	52	16	11	116	48	7	19	109
SG	47	113	1	34	72	78		37	44	55	1	11
Student				311				320				382

*Adv.=Advertised, NA=Non-Advertised, Depl.=Deployment, LC= Low Complexity Process

5.6.3 Staffing Service Delivery Performance

A new staffing delegation and accountability framework was developed in consultation with stakeholders in 2005–06. The new staffing delegation framework provides sub-delegation to managers across Canada who:

- occupy a position at the EX minus 2 and higher level,
- have managerial responsibilities,
- have financial delegation, and
- have completed the necessary staffing training.

5 Environment and Business Processes

All sub-delegated managers (437) validated their knowledge of legal responsibilities during 2005–06.

Each sector and corporate branch of Industry Canada prepared a staffing plan for 2006–07 that identified their operational objectives and priorities and planned staffing actions in their business context. The second round of integrated human resources and business planning was initiated in the department in November 2006 for the planning period of 2007–10.

Table 35

Some Staffing System Key Performance Trends		
	Prior PSMA	After PSMA
-Number and % of sub-delegated managers and executives who validated their knowledge of legal responsibilities	all sub-delegated managers have validated their knowledge	
-Department has staffing strategies embedded in HR Plans	Some	Yes
Employee Survey Results	PSES 2002	PSES 2005
- % saying the process of selecting a person for a position is done fairly	64	67

In the 2005 Public Service Employee Survey (PSES), 67 percent of Industry Canada respondents reported that staffing was done fairly (3 percent more than PSES 2002 results and 3 percent higher than public service respondents) (see Table 35). While the new *Public Service Employment Act* does provide greater flexibility to managers when staffing, the benefits are not immediately apparent. Expectations of a faster, simpler staffing process were raised when the PSMA was first marketed to managers by central agencies. However, several factors including the nearly simultaneous implementation of National Area of Selection for external recruitment and a PSC appointment framework, which is somewhat more prescriptive than expected, have resulted in a slow start to staffing improvements under the new Act. The current capacity crisis in the PE community has contributed to the problem. However, employees, management and human resources personnel have a vested interest in seeing PSMA work, and efforts continue to ensure that the flexibilities inherent in the new staffing system are being used in order to ensure the hiring of the right person at the right time. Using TBS' Strategic Investment Fund, Industry Canada has obtained funding for several initiatives, which will enhance managers', HR Advisors' and employees' understanding of the new staffing régime, build the tools and systems required to use the flexibilities inherent in the new staffing régime, and measure performance in this area more accurately.

5 Environment and Business Processes

5.7 Executive Staffing

5.7.1 Overview of IC EX Staffing Processes over the Past Five Years

EX staffing processes includes recent staffing of executive positions through advertised, non-advertised and deployments from 2002–03 to 2006–07 (see Table 36).

On average, the preliminary results since the *Public Service Employment Act* show 24 percent of EX appointments were made as a result of an advertised appointment process, 10 percent of appointments were made following a non-advertised appointment process and 26 percent were deployments.

A substantial decline of Industry Canada EX staffing processes was noted in fiscal year 2004–05 by 56 percent compared to 2002–03. However, this number significantly increased by 65 percent from fiscal year 2004–05 to 2006–07.

Since the implementation of PSEA (2005–06), advertised EX appointment processes have decreased by 8 percent and non-advertised EX appointment processes have increased by 30 percent. A substantial increase of 62 percent was noted for deployments making it the largest proportion of staffing activities; deployments have exceeded the advertised processes by 8 percent.

Both external-advertised and internal-advertised EX appointments for 2006–07 remained at a constant rate compared to the previous fiscal year.

5.7.2 Staffing processes EX-01 to EX-05 from 2002 to 2007

Table 36

Group/Level	Type of Staffing Processes for Exs from 2004-05 to 2006-07								
	2004-05			2005-06			2006-07		
	Adv.	NA	Deplo.	Adv.	NA	Deplo.	Adv.	NA	Deplo.
EX-01	11		1	13	2	4	16	2	14
EX-02	1	1	1	6	3	1	5	5	7
EX-03	2	2	3	5	2	3	2	3	4
EX-04				2			1		
EX-05						2			1
Total	14	3	5	26	7	10	24	10	26
*Adv.=Advertised, NA=Non-Advertised and Deplo.=Deployment									

5 Environment and Business Processes

5.8 Compensation and Benefits

The Compensation Services Team at Industry Canada provides high quality services to its employees and managers. The services provided stem from a wide variety of complex acts, regulations, terms and conditions of employment, collective agreements, as well as Treasury Board, departmental and central agency policies and directives. The Compensation Services Team also provides administrative services on salaries, promotions, acting pays, overtime, insurance benefits, pension and leave entitlements.

5.8.1 Compensation Activities

Table 37 provides an overview of compensation activities for fiscal years 2005–06 and 2006–07.

Table 37
Overview of Compensation Activities

Action Type	Fiscal Year		Total	% of Increase/Decrease actions from 2005-06 to 2006-07
	2005-06	2006-07		
Acting/Assignment	1545	1534	3079	-0.7 %
Increment/Progression	1287	1271	2558	-1.3%
Leave Income Averaging	178	223	401	20.2%
Promotion	537	462	999	-16.2%
Retirement	144	179	323	19.6%
Return from LWP*	804	810	1614	0.7%
Revisions	3766	3683	7449	-2.3%
Termination of Employment	1177	1187	2364	0.8%
New Hires	1178	1190	2368	1.0%
Start LWP	838	886	1724	5.4%
Other	40	27	67	-48.1%
Total	11 494	11 452	20 057	-0.4%

* Leave without pay

There is a slight decrease of the volume of compensation activities from 2005–06 to 2006–07 (-0.4 percent). There is a significant increase of leave with income averaging and retirement actions (20.2 percent and 19.6 percent respectively).

In addition, the Compensation Services Team takes on a significant number of additional duties and consultation aimed at helping IC employees and managers. Triple data entry for every transaction (Pay Card, HRMS and Regional Pay System) using current legacy systems contributes to excessive workload for compensation and benefit team employees. There is also high demand for advice and consultation in conjunction with manual administrative work.

Table 38

Some Compensation and Benefits Key Performance Trends

- Excellent service to clients; team known as one of the best in the PS Pay and Benefit community
- Excessive workload will continue; 26 of 27 collective agreements coming up for renewal this year
- Pay file transfer to/from other departments often takes too long (three months to one year); new PS employee passport project to address

5 Environment and Business Processes

Furthermore, retirement could affect team productivity, as 37.5 percent of current staff will become eligible to retire over the next five years. This necessitates close attention to recruitment, knowledge transfer and succession management over the coming years for this community. The unit has been taking a proactive approach by actively recruiting and training new employees since 2002. Also, the department participated in the Compensation Trainee Collective Staffing Initiative coordinated by the CPSA and hired one new recruit initially with further recruiting offers to follow.

Appendices

Appendix I — Organizations within Industry Canada

For this report Industry Canada has been divided into four components: sectors, regional operations, small business and marketplace services and corporate services.

1 — Sectors

Canadian Intellectual Property Office (CIPO)
Office of Consumer Affairs (OCA)
Competition Bureau (CB)
Communications Research Centre (CRC)
Industry Sector (IS)
Science and Innovation Sector (SIS)
Spectrum, Information Technologies and Telecommunications (SITT)
Strategic Policy Sector (SPS)

2 — Regional Operations

Atlantic
Quebec
Ontario
FedNor
Pacific/YT
Prairies/NWT/NU
Policy and Regional Cohesion Branch (PRCB)
Ministerial Coordination and Minority Communities Branch (MCMC)
Sector Strategies and Infrastructure Programs Branch (SSIP)

3 — Small Business and Marketplace Services

Chief Information Office Branch (CIO)
Corporations Canada (CORP)
Information Management Branch (IMB)
Measurement Canada (MC)
Office of the Superintendent of Bankruptcy (OSB)
Service to Business (SBU)
Small Business Policy Branch (SBPB)

4 — Corporate Services

Communications and Marketing Branch (CMB)
Comptrollership and Administration Branch (CAS)
Human Resources Branch (HRB)
Minister's Office/Other (Min/Other) includes:
 Minister's Office
 Office of the Deputy Minister
 Office of the Associate Deputy Minister
 Audit and Evaluation Branch
 Legal Services
 Corporate and Portfolio Office

Appendices

Appendix II — Major Occupational Categories and Groups

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

Appendices

Appendix III — Industry Canada's Working Levels

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

Appendices

Appendix IV — Human Resources Branch Service Contact List

Human Resources Business Planning and Support A/Director: Dave Morgan 613-952-0807	Management Accountability Framework — Report on Plans and Priorities Business Planning and Coordination Manager: Amélie Armstrong 613-954-3697
	Demographic Trends and Forecasts, Adhoc Data Requirements Demographics and Human Resources Planning A/Manager: Bertin Dadaille 613-946-7296 Demographics: Victor Chiasson 613-954-4787 Sawsan Kobaisy 613-946-7285
	Integrated HR Planning and Risk Management HR Planning Team Head, Vacant
	Employee Assistance Program A/Director: Dave Morgan Rewards and Recognition Coordinator: Johanne Vezina 613-954-3641
	Human Resources Management Information System (PeopleSoft) Manager: Minh-Tam Nguyen 613-954-3480
Human Resources Policies and Programs Director: Nathalie Kachulis 613-990-2785	Employment Equity Representation Corporate Programs Employment Equity and Diversity Senior Advisor: Arminda Serpa 613-952-6572
	Official Languages Corporate Programs Senior Advisor: Cindy Sullivan 613-941-9423
	Learning HR Policies and Programs Manager: Vacant
Human Resources Operations Director: Nicole Langis 613-946-3377	Staffing Corporate Staffing Policy and Monitoring A/Manager: Brigitte Paris 613-957-8749
	Staffing Services Manager: Annelle Lalonde 613-954-3647 Classification Services Manager: Sylvie Leduc 613-952-0834 Human Resources Projects Manager: Mary Newell 613-941-0299
Labour Relations and Conflict Management A/Director: David Smith 613-952-6096	Compensation Services Manager: Rachelle Charlebois 613-952-4240
Executive Group Services A/Director: Diane Bertrand 613-941-5487	Classification, Staffing Operations Manager: Diane Leclair 613-954-3666
Conflict Prevention and Early Resolution Manager: Kathleen Mitchell-Jensen 613-952-1567	Conflict Prevention and Early Resolution Senior Advisor: Susan Sandul 613-954-3623