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Human Resources Annual Performance Report - 2007-08

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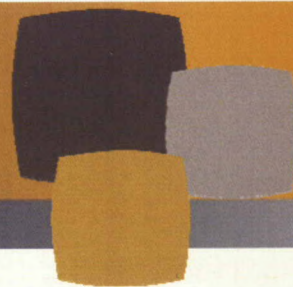
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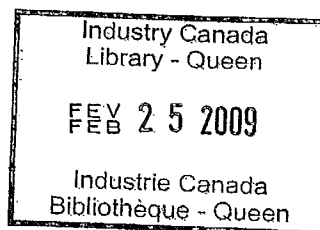
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Aussi offert en français sous le titre Rapport annuel sur le rendement de la gestion des ressources humaines 2007-08.



FOREWORD

I am pleased to share our 2007-08 Human Resources Management Report¹ with you. This year, as a concrete contribution to our public service renewal effort, we have shifted the report's focus from an accounting of human resources (HR) data and activities to a more dynamic emphasis focusing on risks and opportunities within this renewal challenge. We hope this work will speak to and direct your efforts towards workforce and workplace renewal.

Canadian statistics show that the workforce is steadily aging. Employment growth is expected to outpace labour force growth across all skill levels, resulting in further unemployment rate declines. Nearly four million positions will be freed up by retirements between 2006 and 2015 with resultant shortages in human resources expected to persist as employers continue to emphasize recruitment and retention of their employees.

At Industry Canada, the statistics are compelling. Thirty-four percent of the workforce is over 50 and should current trends continue, five years from now 51 percent of the workforce will be over 50 and close to one third will be eligible to retire. The rate of departure has exceeded recruitment rate for the last four years, leaving the possibility that IC's actual workforce could decrease through to 2013.

Industry Canada is mobilizing to meet this renewal challenge. Managers need to assess how these trends will affect their short and long term needs. This involves the identification of areas at greatest risk and the deployment of a coordinated array of measures to mitigate employee shortages, retain corporate memory and ensure that older employees remain satisfied with their working conditions. The approach taken in this annual report will assist managers in both understanding Industry Canada's recent performance and in setting up tailored recruitment, development, retention, and talent management strategies for their functional communities.

A key element in any Human Resources strategy formulation is data quality, as decision making requires reliable, accurate and timely data. A wide variety of initiatives at various levels target this issue. The development phase of the Human Resources Performance Analytics System (HRPAS) project is expected to begin in the first quarter of 2009-10 and the Human Resources Management (PeopleSoft) System is presently being upgraded to version 8.9. Supporting both of these initiatives will be a human resources data quality program, expected to be launched in the Fall of 2008.

Should you have any comments, suggestions or questions on the information in this report, please address your enquiries to Nathalie Kachulis, Deputy Director General and Director, Strategic Human Resources Management, Human Resources Branch by email or by telephone (613) 990-2785.

Mitch Davies
Director General
Human Resources Branch

¹ The statistics presented in this report come primarily from the Human Resources Management (PeopleSoft) System



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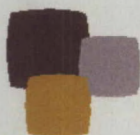
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EXECUTIVE SUMMARY



As of March 31, 2008, Industry Canada's (IC) total population reached 5,875, which represented a gain of 13 employees (or 0.2 percent) from the previous fiscal year. This small rate of growth is primarily a result of an increase in the number of casual employees, from 78 in 2006-07 to 143 in 2007-08. For the fourth consecutive year, the number of indeterminate and term employees fell, with decreases of 0.6 percent in 2006-07 and 18.5 percent in 2007-08, respectively.

Industry Canada's diverse workforce includes among its professional categories: Economists, Engineers, Scientists, Commerce Officers, Inspectors, Meteorologists, Statisticians, Accountants, Lawyers and Patent Officers. Similar to other federal organizations, its workforce is steadily aging with the baby boomers making up almost half of the total population. Currently, 500 employees (representing nine percent of total indeterminate employees) are eligible to retire without penalty and this amount is expected to triple in the next five years. Approximately 77 percent of the Department's employees work in the National Capital Region (NCR), in contrast to the public service where 54 percent are in the NCR.

Industry Canada has continued to meet its employment equity representation goals. As of March 31, 2008, the overall representation of the four designated groups exceeded workforce availability, even though significant under-representation still exists in some occupational classifications and levels. In 2007-08, the additional hiring of 38 visible minority employees resulted in this group surpassing the WFA by ten employees, from last year's shortage of 28 employees. It is expected that new data from the 2006 census will reflect a growing visible minority population, likely increasing their workforce availability.

Past surveys have indicated that lack of access to second language training has a negative impact on career progress. In a survey conducted in 2007, 22 percent of EX and feeder group employees identified difficulty meeting second language requirements as a barrier to advancement to the EX level. Thirty-one percent of feeder group employees considered language requirements to be the greatest challenge for EX work and 21 percent of EXs agreed with this view. As well, the proportion of expired Second Language Evaluation (SLE) results has risen from 32 percent to 36 percent in the past three years. All of these issues have a direct impact on the provision of bilingual services and language of work within IC.

Training is an area of concern as less than half of new employees have attended orientation, only one-third of new functional specialists attended required training and less than half of new supervisors, managers and executives attended required training.

The combination of the ageing of several functional communities, along with their shrinking labour market availability poses recruitment and retention challenges. Half of the Executive Group fall within the 50 plus years of age range, and almost half of them will be eligible to retire in the next three years. The CO group, representing the highest feeder group for EX appointees and comprising 18 percent of IC's population, is experiencing a higher departure rate than IC. ESs are the second largest EX feeder group within IC and pose a major recruitment challenge, both from within and outside of the public service.

Employee movement is also a concern, particularly within the following groups: Personnel Administration (PE), Financial Management (FI), Purchasing and Supply (PG), Information Services (IS) and, Economics and Social Science Services (ES). The extensive movement of these groups has a direct impact on the operational capacity of the Department to deliver services and can result in an extensive loss of corporate memory.

Given these challenges and issues, comprehensive strategic workforce planning must be at the core of IC's ongoing efforts to identify, develop and sustain the skills necessary to execute business processes and strategies while fostering employee career development. To be fully consistent with the Clerk's priorities, this approach must be pursued in the context of improved alignment of business, financial and human resources planning. Success in these measures requires the sharing of responsibility among senior managers, human resources representatives and employees.



KEY DRIVERS



Industry Canada is a multi-faceted and complex department mandated with helping make Canadians more productive and competitive in the current knowledge-based economy. Within this environment, the public service is renewing itself in light of the complex and ever changing business and human resource challenges ranging from globalization to an aging population and from the complexities of running government programs to a competitive labour force.

Renewal is about making sure that the federal public service preserves and strengthens its capacity to contribute to Canada's successes through the delivery of excellent public services and policy advice.*

* Clerk of the Privy Council, 15th Annual Report to the Prime Minister on the Public Service of Canada, March 31, 2008

The changing demographic mix of Canadians poses a challenge in recruiting the next generation of public servants which, along with the need for adaptability and agility in fulfilling the public service mandate has made HR planning an extremely important tool in meeting governmental business goals.

As stated in the 15th Annual Report to the Prime Minister on the Public Service of Canada, the renewal of the public service is an ongoing responsibility. There are four priority action areas that have been identified by the Clerk:

1. integrated business and HR planning;
2. recruitment;
3. employee development; and
4. enabling infrastructure.

Industry Canada's renewal challenges include the commitment to ensure that within the short term, its business and HR planning, which outline current and future business objectives, are integrated into its operations. Other key renewal components include the recruitment of senior level employees to meet existing shortages, new external recruitment for post-secondary graduates and specialized recruitment strategies for vulnerable communities. The Department will ensure that individual learning plans, developmental programs for functional communities and talent management initiatives are implemented within Industry Canada. The improvement of the Department's human resources management system will be a key element within this renewal.

In fulfilling its mandate and planning its workforce needs, Industry Canada contends with business challenges that impact its human resources management priorities. Among these are the Department's relationship with the external business community, regular contact with industries and universities across the country, as well as the ongoing need to enhance dialogue with individuals ranging from Bay Street to the Organization for Economic Co-operation and Development (OECD). This outreach is dependent upon the Department's capacity to provide sound policy advice as well as retain and recruit talented, creative and dedicated employees.



KEY DRIVERS



Industry Canada has shifted its focus from specific sector programs to programs that encourage world-class research and training at Canadian universities as well as marketplace policies that promote innovation and competition, along with policies and programs that enable businesses to innovate and grow.

While this shift continues, Industry Canada must develop an overall and integrated corporate brand that supports and promotes the “raison d’être” of the organization. Effective branding speaks to future and current employees, consumers, clients, and citizens. To begin this process, Industry Canada has initiated its own employer brand to support 2008-09 recruitment. In addition, a web-branding process has begun that is based on the government’s “Common Look & Feel” standards and will provide a single access point to all departmental information.

Industry Canada is governed by legislative pieces and drivers that direct Deputy Heads and senior managers to encourage good management practices through integrated planning in order to meet corporate objectives.

These include the *Accountability Act*, which outlines the direction for the management of the organization’s human resources, and the *Public Service Modernization Act*, which confirms the need to identify current and future public service needs as well as provide for the effective management of HR resources – all of which are key to the integrated planning process. Other drivers are the Guidance for Deputy Ministers, which sets out the responsibilities and accountabilities of Deputy Ministers, including the management of human and financial resources and the [Management Accountability Framework](#) (MAF), which establishes the framework of accountability for Deputy Heads. This latter includes the [People Component](#). Relating to the management of people, this component aims at measuring an organization’s human resources capacity by ensuring that a workforce is renewable and affordable over time. Additional staffing accountabilities are outlined in the [Staffing Management Accountability Framework](#) which establishes the Deputy Minister’s accountabilities to the Public Service Commission with regard to staffing systems and delegated staffing authorities. Together, these drivers provide a baseline for developing good management practices through integrated planning, which helps Industry Canada meet its corporate and business objectives.

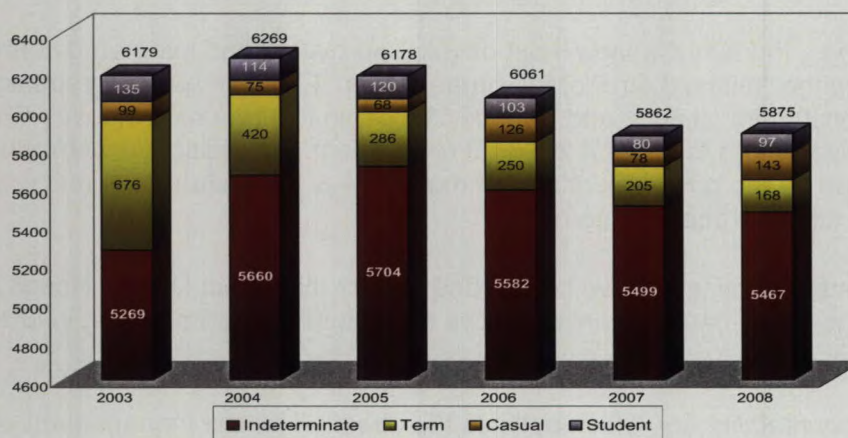




Industry Canada Workforce Size

Figure 1

Changes in Employee Population at Industry Canada 2003-2008



For the fourth straight year, 2007-08 saw a decline in both term and indeterminate populations. Historically, these declines were rooted in government restructuring, such as trade related employees moving to the Department of Foreign Affairs and International Trade in 2005 and Aboriginal Business Canada going to Indian and Northern Affairs in 2006. Fiscal year 2007-08 had a different dynamic, due to accelerated retirement and departure rates along with the restructuring of regional programs resulting in a substantial population decline. Excluding government restructuring, hires have not kept pace with retirements and departures, ending the year with 40 fewer indeterminate employees at IC.

Due to the constant entry, exit and re-entry of student and casual employees, their contribution to Industry Canada's workforce is difficult to analyze. Consequently, their contribution to the term and indeterminate workforce has been calculated over a three-year period.

Students 2005-08 - Tenure at March 31, 2008					
Year	Count	Departed	Casual	Term	Indeterminate
2005-06	338	303	3	7	25
2006-07	119	109	0	0	10
2007-08	307	277	13	3	14
Total	765	689	16	10	49

Table 2

Since 2005, 765 students have worked at Industry Canada through various programs such as FSWEF and COOP with about eight percent of them now employed at Industry Canada in an indeterminate or term capacity.

Casuals 2005-08 - Tenure at March 31, 2008					
Year	Count	Departed	Casual	Term	Indeterminate
2005-06	236	160	8	18	50
2006-07	170	108	16	11	35
2007-08	221	63	118	6	34
Total	627	331	142	35	119

By contrast, of the 627 persons who have been employed casually at Industry Canada over the same period, 24 percent are now indeterminate or term employees. Former students have been largely hired into CR, IS, CO and EL jobs while casual recruitment has been primarily in the CR, AS, ES, CO and IS groups. Further analysis of casual and student employment as recruitment gateways would provide insight into hiring practices and possible retention strategies.





Industry Canada Workforce* by Region and Working Level

More than half of Industry Canada's workforce distribution is represented in the support/technical and intermediate working levels. In addition, the intermediate level has grown by 0.7 percent, while the support/technical, developmental and EX minus 1 working levels have declined by 0.5 percent.

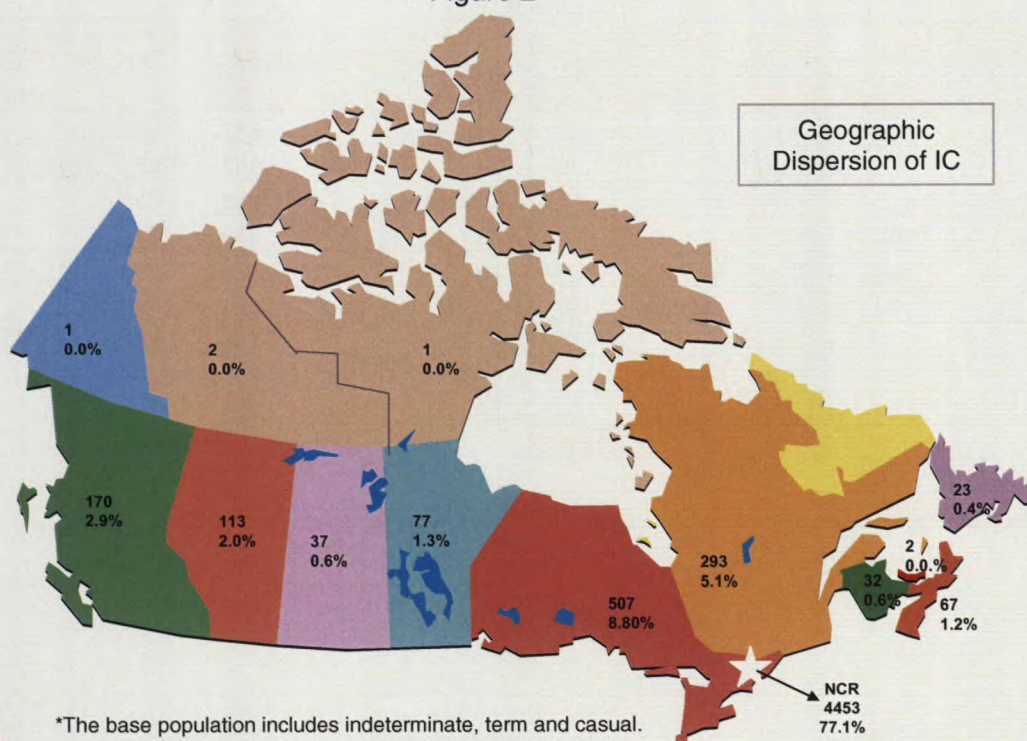
On March 31, 2008, the proportion of Industry Canada employees in the National Capital Region (NCR) stood at 77 percent, up nearly three percent over the last five years. Among the contributing factors were last year's relocation of Aboriginal Business Canada, a largely regional program, to Indian and Northern Affairs Canada and the ongoing attrition due to retirement among the aging population in the regions, where the average employee is 2.7 years older than in the NCR. The 2007-08 realignment of regional program delivery also contributed to the consolidation of resources in the NCR. Further, for several years regional employees have not been hired in sufficient numbers to offset departures.

The public service as a whole has more geographic dispersion than Industry Canada with the NCR accounting for 42.6 percent of the public service population. Nonetheless, there is more concentration in the NCR, with a one percent increase from the 2006 level.

Table 3

Workforce Representation by Working Level			
Working Level	2007-08 Total	% of 2006-07	% of 2007-08
EX	211	3.5	3.7
EX equivalent	79	1.3	1.4
EX minus 1	648	11.7	11.2
EX minus 2	1049	17.6	18.2
Intermediate	1612	27.2	27.9
Developmental	630	11.3	10.9
Support/Technical	1549	27.3	26.8
IC Total	5778	100.0	100.0

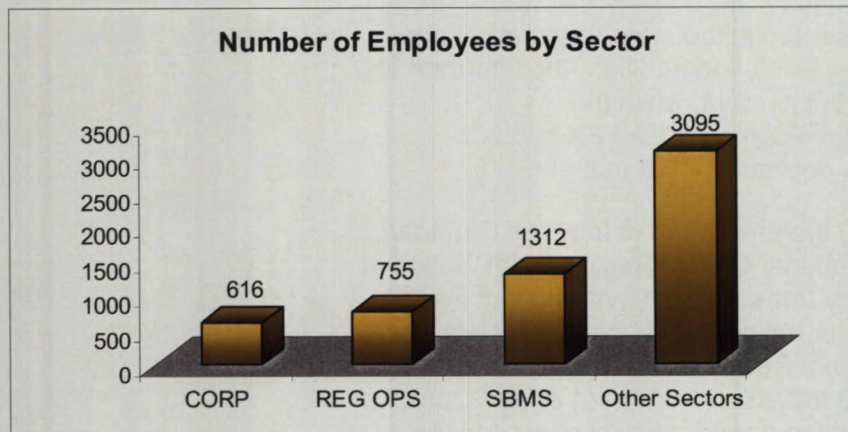
Figure 2





Industry Canada's Workforce by Sectors

Figure 3



* Refer to Appendix I for a detailed list for the breakdown of the Organizations within IC

As a result of government restructuring, Industry Canada's overall population has shrunk by four employees in 2007-08. Reflective of the multiplicity of business lines and the complex mandate of the Department there has been population variations among the sectors. Corporate Service sectors have experienced some gains over the last year, notably in CAS (13 percent) and HRB (11 percent). SBMS has held its population steady over 2007-08 with a difference of only one employee between the years. By contrast, regional program review has caused decline in SITT's employee count (13 percent) as well as the Regional Operations' sector (six percent) over the last year. CIPO's headcount has increased again, this year by four percent.

Table 4

Sector	# of Employee
REG OPS	
ATL	68
COIP	23
FEDNOR	113
ONT	160
PAC	94
PCARC	10
PRA	109
QUE	130
REGOPS	30
SSG	8
SSIP	10
Total	755

Sector	# of Employee
SBMS	
CIO	256
CORPS	87
IMB	128
INVREV	13
IO	93
MC	301
OSB	325
SBMS	2
SBPB	107
Total	1312

Sector	# of Employee
Other	
SITT	832
CB	462
CIPO	1068
IS	339
MGPO	9
OCA	21
SIS	156
SPS	208
Total	3095

Sector	# of Employee
CORP	
AEB	31
CAS	192
CMB	92
CPO	52
HRB	219
MINO	30
Total	616

IC Total	5778
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Workforce Breakdown by Gender and Major Occupational Groups

Table 5

Workforce Distribution by Gender and Major Occupational Group				
Classification*	Women	Men	% of Women	% of Men
AS	673	149	81.9	18.1
CO	460	539	46.0	54.0
CR	527	159	76.8	23.2
CS	171	350	32.8	67.2
EL	37	215	14.7	85.3
EN	52	190	21.5	78.5
ES	157	206	43.3	56.7
EX	86	125	40.8	59.2
FI	64	41	61.0	39.0
IS	126	70	64.3	35.7
PE	77	27	74.0	26.0
PM	241	99	70.9	29.1
SE	10	58	14.7	85.3
SG	149	254	37.0	63.0
SI	42	20	67.7	32.3
TI	33	203	14.0	86.0
IC Total	2971	2807	51.4	48.6

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

Women are well represented within Industry Canada's workforce, accounting for 51.4 percent of the total population. They continue to comprise 77 percent of the Administrative and Support category and 58.6 percent of the Administrative and Foreign Service category. Accordingly, they are significantly concentrated in the AS (81.9 percent), CR (76.8 percent), PE (74 percent) and PM (70.9 percent) groups.

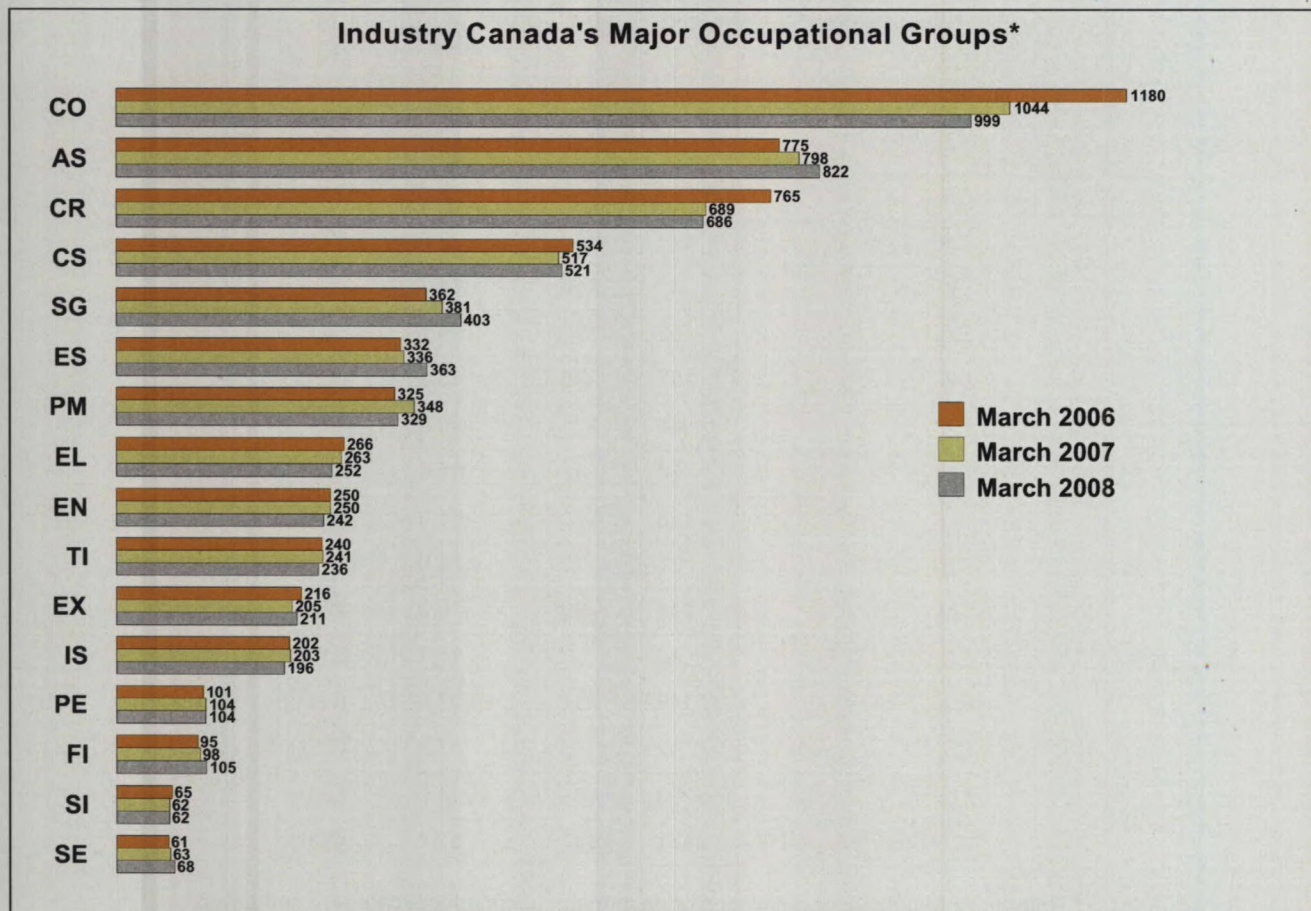
On the other hand, men represent 48.6 percent of the total workforce, and are concentrated in the TI (86 percent), EL (85.3 percent), EN (78.5 percent), CS (67.2 percent) and EX (59.2 percent) groups.





Workforce Breakdown by Major Occupational Groups

Figure 4



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

Among the major occupational groups, over the last three years, the CO and CR populations have seen the largest decline at 17.0 percent and 16.6 percent respectively. This is partly related to government restructuring with the departure of Aboriginal Business Canada in 2006 accounting for more than half of the 180 CO departures over the period. SGs have grown the most at 11 percent, followed by FIs at 6.3 percent. Industry Canada has experienced volatility in the corporate functional sectors where FI, PE and AS employees have been retiring and moving to other departments at rates well beyond previous levels. Rapid rates of employee movement among corporate functions and the consequent loss of corporate memory, creates challenges for business line managers, who rely heavily on corporate services for human resources, financial and administrative direction and support.





Age of the Department's Workforce

Table 6

Age Distribution by Sector*							
Sector	<35 Years %	35-44 %	45-49 %	50-54 %	55+ %	Average Age 2006-07	Average Age 2007-08
Corporate	31.1	24.1	14.3	16.3	14.2	43.0	43.2
Regional Operations	15.7	20.3	20.3	21.9	21.7	44.5	42.0
Small Business & Marketplace Services (SBMS)	15.9	28.3	19.3	19.1	17.4	46.2	46.7
Other Sectors	25.7	28.1	14.7	15.2	16.3	43.4	45.2
Industry Canada	22.7	26.7	16.4	17.1	17.0	44.1	44.0

* Refer to Appendix I for a detailed list for the breakdown of the Organizations within IC

Yearly sectoral comparisons are difficult to extract due to recent reorganizations. For example, the significant decline in average age in Regional Operations from 44.5 to 42 is largely due to Measurement Canada's move to SBMS from Regional Operations. TI employees, the primary business line at Measurement Canada, are among the oldest at IC, younger only than EX and SE employees, whereas SGPATs at CIPO are the youngest employees at Industry Canada. The Corporate sector, relatively stable in terms of structure, has a retirement rate of 5 percent, compared to Industry Canada's overall rate of 3.7 percent. This attrition of older employees, largely in the PE and FI groups, coupled with the external hiring of employees averaging 36.7 years of age has brought the average age down by one year since 2006-07.

Almost all occupational groups outside the NCR are older than the average for their respective groups by nearly three years, with an average age of 46.9 years. The exceptions are CS, EX and SI employees in the regions who are 0.6, 1.9, and 3.9 years younger than their NCR counterparts. For several years, CS employees have been younger in the regions, while the EX and SI average age has shifted only in the last year. Outside the NCR, the average hire age for EX employees was slightly younger at 45.1 (46.2 in NCR) and departing EXs in the regions were substantially older at 58 years of age compared to 52.6 in the NCR. In contrast, the young age of SI hires in the regions (36.5 years) was the primary reason for their relative drop in age outside the NCR.





Table 7

Age Distribution by Major Occupational Group								
Classification	<35 Years %	35-44 %	45-49 %	50-54 %	55+ %	Average Age 2007-08	Average Age NCR	Average Age Outside NCR
AS	17.4	23.3	19.6	23.6	16.1	45.4	44.7	48.2
CO	20.4	23.9	15.6	17.5	22.7	45.3	43.8	48.5
CR	23.9	23.5	15.0	19.1	18.4	43.9	43.9	46.4
CS	19.0	35.9	20.5	14.4	10.2	43.1	43.1	42.5
EL	15.9	21.4	27.0	23.0	12.7	45.4	42.5	46.3
EN	26.4	28.1	12.0	12.4	21.1	43.9	43.5	47.3
ES	34.8	35.1	8.6	8.3	13.3	40.2	39.9	44.7
EX	0.9	27.0	22.3	19.4	30.3	49.7	49.9	48.6
FI	38.5	24.0	10.6	14.4	12.5	40.6	40.2	43.1
IS	35.4	29.2	12.3	12.3	10.8	40.2	40.0	41.9
PE	37.3	16.7	12.7	20.6	12.7	41.9	41.0	46.6
PM	21.8	30.6	15.3	18.2	14.1	43.5	42.9	45.3
SE	5.9	36.8	19.1	14.7	23.5	47.4	47.4	N/A
SG	43.9	31.3	9.7	6.7	8.4	38.6	38.6	N/A
SI	27.4	21.0	14.5	19.4	17.7	43.5	44.6	39.6
TI	11.5	23.0	25.1	20.9	19.6	46.8	45.3	47.2
IC Total	22.9	26.7	16.4	17.0	17.0	44.0	43.1	46.9

With just under 45 percent, the SG group has the most representation in the under 35 age band while FIs are next with nearly 40 percent, followed closely by PE and IS employees. The large number of SGs under 35 is likely due to CIPO's recruitment campaigns at post secondary institutions, which, along with a longstanding employee development program, has helped attract and keep younger employees in the SG category. The relatively young age of SG employees has the net effect of increasing the average age slightly each year as they are not yet losing older employees to retirement.

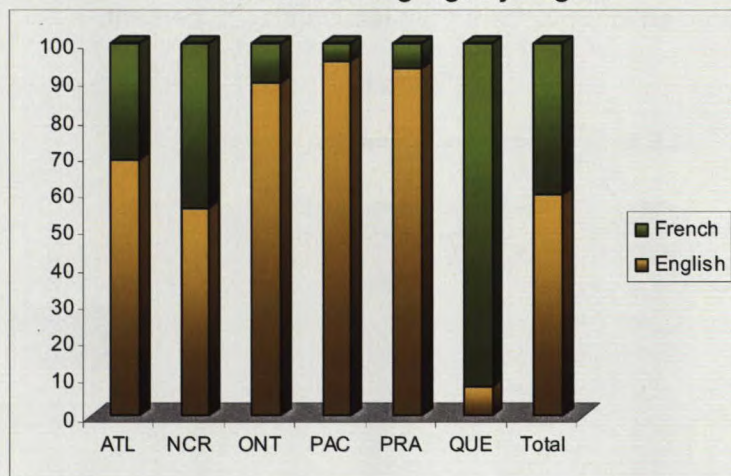




Linguistic Profile

Figure 5

First Official Language by Region



Approximately 40 percent of IC positions require the use of both official languages. Among those in positions with a bilingual requirement, 91.0 percent meet their linguistic profile, 7.2 percent have incomplete results and 1.9 percent do not meet these requirements. The decline in those meeting and not meeting may be a function of increased rates of movement, especially in corporate environments, where significant numbers of new employee records have not yet been transferred to Industry Canada. Little change has occurred in the representation of First

Official Language by region since last year. (See Figure 5).

Bilingualism

Table 8

Supervisory and EX Bilingual Capacity					
Supervisory			EX		
Year	Meet	Do not meet	Incomplete	Meet	Do not meet
2008	92.0%	2.2%	5.7%	99.0%	1.0%
2007	91.4%	5.5%	5.5%	95.0%	5.0%
2006	90.2%	3.4%	3.4%	87.5%	4.6%
2005	89.0%	4.8%	4.8%	90.0%	1.8%
2004	82.3%	6.7%	6.7%	88.2%	1.8%
PS 2008	92.0%	5.2%	2.8%		

Table 9

First Official Language of Employees and Bilingual Capacity by Major Occupation Group

Class.	English %	French %	Meet Bilingual Requirement %
AS	42.3	57.7	90.3
CO	66.3	33.7	94.4
CR	44.3	55.7	80.5
CS	55.1	44.9	94.8
EL	67.6	32.4	91.8
EN	63.2	36.8	93.4
ES	77.2	22.8	93.2
EX	68.3	31.7	92.3
FI	56.6	43.4	90.6
IS	57.3	42.7	93.0
PE	38.2	61.8	88.0
PM	53.1	46.9	91.8
SE	83.8	16.2	90.0
SG	76.4	23.6	90.8
SI	52.5	47.5	90.0
TI	68.8	31.2	87.1
Other	68.8	31.2	87.1
IC	59.4	40.7	91.0



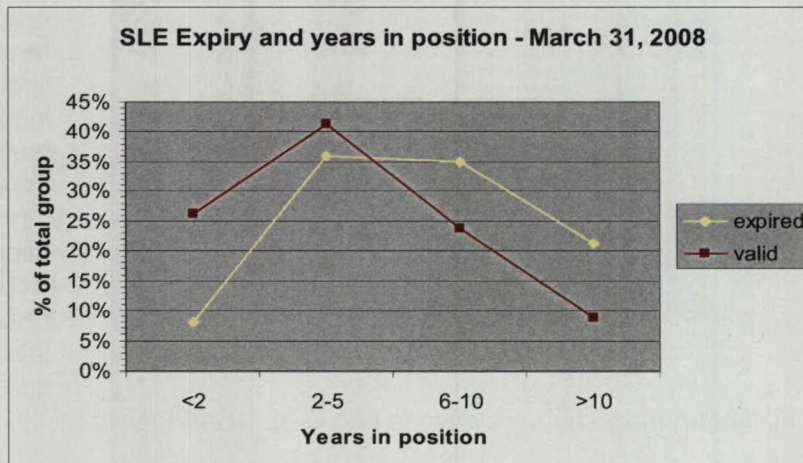


Second Language Evaluation (SLE) Results

On March 31, 2008, two percent of Industry Canada employees encumbering bilingual positions do not meet the language requirements for their position, an improvement from last year's 2.5 percent.

Figure 6

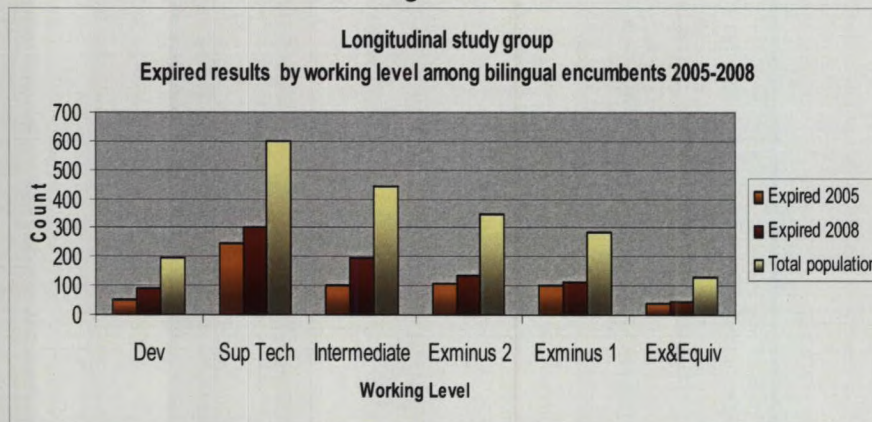
Figure 6 represents data from a longitudinal study of 2000 employees in bilingual positions at Industry Canada from 2005 to the present. A significant relationship exists between expiry of results and years in position, with 56 percent of those with expired results in their positions for more than six years compared to only 33 percent of those with valid results. It is unclear whether expired results implies loss of second language capacity but the study at least highlights the need to keep SLE results current.



The study also indicated that the volume of expired results within the EX Feeder groups has grown from 33 percent in 2005 to 40 percent in 2008.

Figure 7

A census of EX and feeder groups in the public service conducted in 2007² identifies difficulty meeting second language requirements as a barrier to advancement to the EX level for 22 percent of those in the feeder groups. Thirty-one percent of feeder group employees considered language requirements to be the greatest challenge for EX work and 21 percent of EXs agreed with this assessment. Twenty-eight percent of those in feeder groups identified lack of access to second language training as having significantly impeded their career development.



² The full report of this census can be found online at: http://www.psagency-agencefp.gc.ca/rp/exr02-eng.asp#s2_5

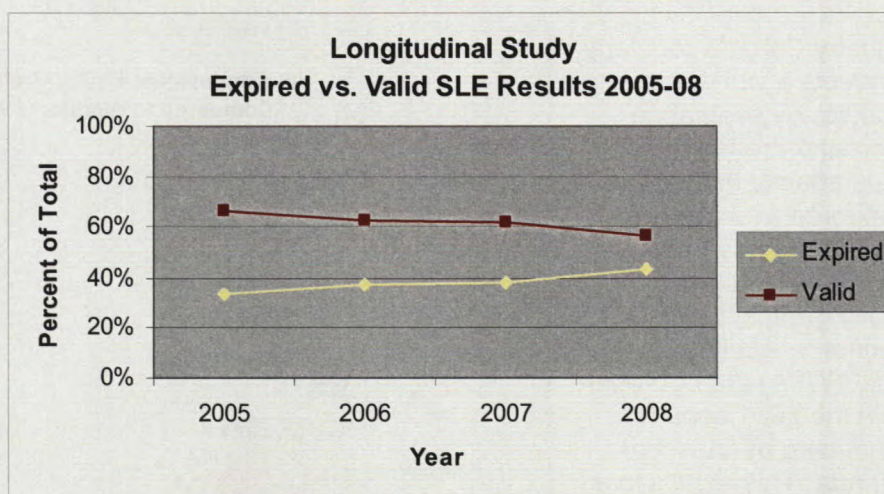




In the Industry Canada longitudinal study group of those encumbering bilingual positions, the proportion of expired results has risen from 32 percent on March 31, 2005 to 36 percent three years later. Over this period, SLE expiries were nearly double the number of renewals (459 expiries versus 251 renewals).

New employees with valid SLE results have been sufficient to keep the proportion of expired results from increasing by a greater amount over the years. Approximately one in three of Industry Canada's EX minus 1 and EX minus 2 employees have expired results in 2007-08. This may result in the reduction of the pool of qualified candidates for senior positions requiring bilingual qualifications.

Figure 8



Should current patterns continue, there will be substantially fewer intermediate and supervisory employees with up to date SLE results. In 2007-08, just over 70 percent of hires into bilingual positions came from elsewhere in the public service and for EX feeder groups, this number was 90 percent. Such a situation may lead to corporate memory loss and the possible over-promotion and burnout of inexperienced employees. All of these factors would have a bearing on program development, delivery and maintenance.





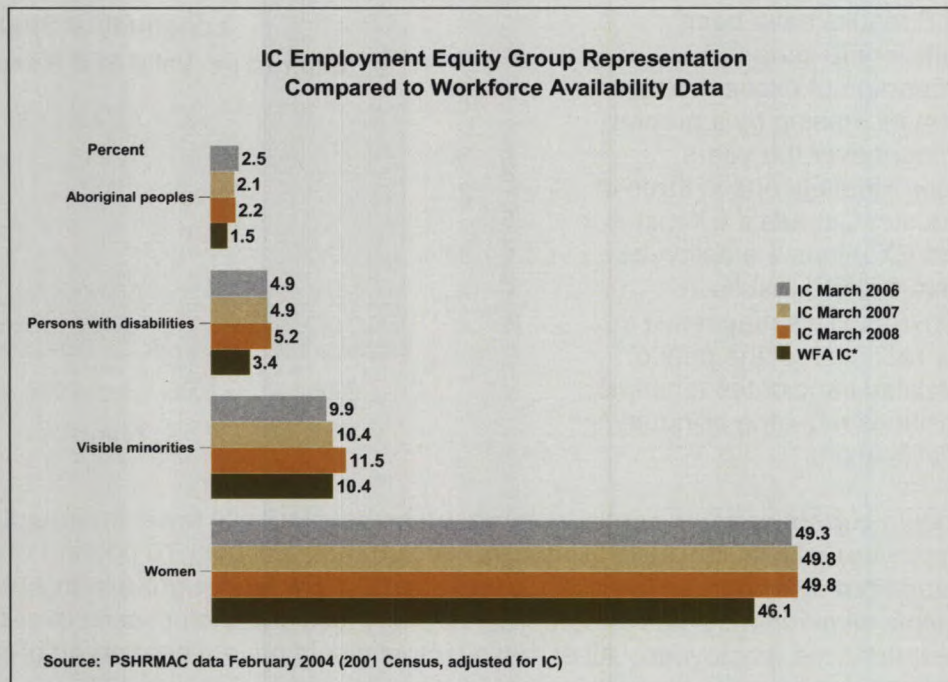
Overview of Employment Equity³ Group Representation

Under the *Employment Equity Act*, all departments of the Federal Government are required to analyse their workforce in order to develop appropriate representation of persons from four designated groups: women, Aboriginal peoples, persons with disabilities and visible minorities.

Figure 9

Industry Canada regularly conducts a workforce analysis by evaluating internal representation rates against the external workforce availability to identify representation gaps for employment equity groups. The workforce availability data⁴ (WFA) are obtained from the 2001 census conducted by Statistics Canada. This results in a time lag in measuring representation gaps.

In 2007-08, Industry Canada's overall representation of all designated employment



equity groups is above the labour market availability; confirming that the Department is bringing about the changes needed to build a representative workforce. Even though the representation of the four designated groups has improved, significant under-representation still exists in some occupational groups and categories such as CO, ES, AS, EL and TI. In addition, it is expected that new data from the 2006 census will reflect a growing visible minority population, thus increasing their workforce availability.

³ 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.

⁴ 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.





Table 10

Overview of Employment Equity Group Representation and Mobility Fiscal Year 2007-08					
	Representation %	WFA %	Hires %	Departures %	Promotions %
Women	50	46.1	60.2	57.1	57.6
Aboriginal peoples	2.1	1.5	1.3	3	2.4
Persons with disabilities	5	3.4	2.5	6	3.4
Visible minorities	11.1	10.7	11.4	10.3	15.5

The following section provides a statistical portrait of employment equity from 2005-06 to 2007-08 and depicts highlights of age, representation, hiring, promotion and retention of the four groups.

Age of Employment Equity Groups

Table 11 indicates that half of Industry Canada's employment equity employees are 45 years of age and older, a decrease of about two percent from last year. Among all designated groups, persons with disabilities have the highest percentage of employees aged 45 and older - 69.9 percent - an increase of four percent from last year. Employees in this group also have the highest average age (48.1 years of age), while visible minority employees have the lowest average age (42 years of age). 52.5 percent of Aboriginal employees were 45 years of age and older, an increase of 2.4 percent from last year, while the percentage of women 45 years of age and older is stable at 51 percent.

Table 11

Age Distribution by Employment Equity Group 2007-08 (Percentages are within their respective groups)					
Employment Equity Group	<35 years %	35-44 %	45-49 %	50+ %	Average Age
Women	21.9	26.6	17.6	33.6	43.9
Aboriginal peoples	13.6	36.4	16.4	33.7	44.9
Persons with disabilities	9.0	21.1	19.9	50.0	48.1
Visible minorities	29.1	32.8	13.7	24.5	42.0
IC Total	22.7	26.7	16.4	34.1	44.0

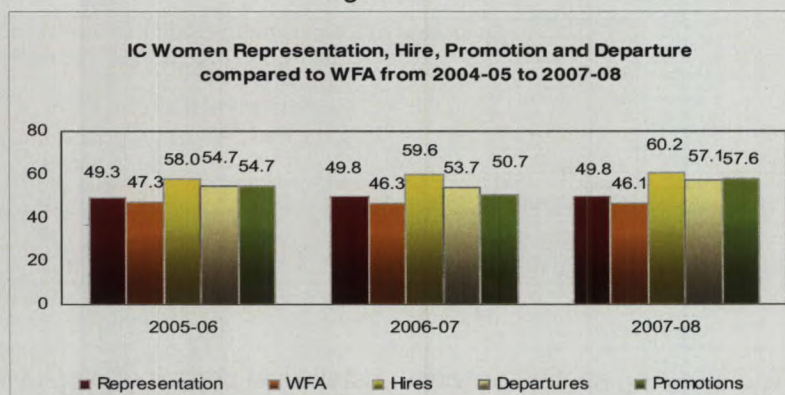




Women

Women are well represented within Industry Canada with a stable rate of 50 percent*, exceeding the workforce availability of 46.1 percent. This designated group accounts for half of Industry Canada's workforce and continues to comprise 57.8 percent of the Administrative and Foreign Service category. Accordingly, they are significantly concentrated in the administrative support (82 percent) and clerical (76.5 percent) positions.

Figure 10



In 2007-08, women continue to constitute the bulk of all new hires into Industry Canada at 60.2 percent. Nevertheless, their share of total departures is the highest among all designated groups, increasing by 3.4 percent since last year.

Table 12

Overall, women received approximately six out of ten promotions and the Administrative and Foreign Service (70 percent) was the leading category with respect to the promotion of this designated group.

Patterns by Occupational Category

Table 12 compares the representation of women in the Department against their workforce availability for major occupational groups.

Representation is above the corresponding workforce availability in all categories except for the Technical group, with a shortage of 28 employees.

* See note 3 on page 14

Representation of Women by Major Occupational Category and Group					
Occupational Category & Group	All Employees	Women			Ratio of hires to WFA
		Representation	IC WFA	Difference	
	#	#	#		
Executive	199	82	73	9	1.1
EX	192	76	71	5	1.1
Sc. And Prof.	1,011	327	270	57	1.2
EN	227	45	29	16	1.6
ES	322	136	108	28	1.3
SE	66	9	10	-1	0.9
SG	371	125	121	4	1.0
Adm. And FS	2,878	1,663	1,496	167	1.1
AS	755	619	575	44	1.1
CO	921	412	428	-16	1.0
CS	490	159	144	15	1.1
FI	101	60	51	9	1.2
IS	177	112	106	6	1.1
PG	31	16	12	4	1.3
PE	92	66	59	7	1.1
PM	309	219	159	60	1.4
Technical	567	111	139	-28	0.8
EL	242	34	44	-10	0.8
TI	231	31	45	-14	0.7
Adm. Sup.	617	474	466	8	1.0
CR	599	458	444	14	1.0
IC Total*	5,313	592	582	10	1.0





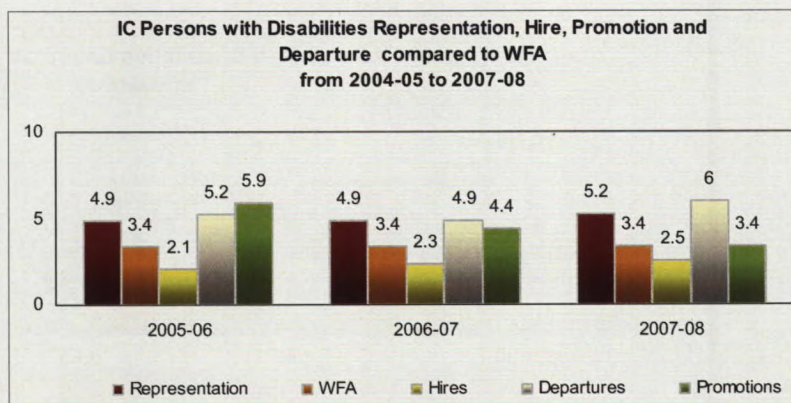
Progress was observed for women in the Executive category where their representation has increased from 31.2 percent to 32.3 percent in 2007-08. Despite progress in recent years, under-representation of women continues to exist for some occupational groups such as TI (shortage of 14), EL (shortage of 10) and CO (shortage of 16).

Persons with Disabilities (PWD)⁵

Overall, persons with disabilities are well represented at Industry Canada with a rate of 5.2 percent over the last three fiscal years, surpassing their workforce availability of 3.4 percent.

In 2007-08, a downward trend of promotion and an increase in departure were observed for persons with disabilities. Overall, the share of hires at 2.5 percent remains below the workforce availability. Further, the proportion of departures increased from 4.9 percent to 6 percent, where reasons for departure were largely interdepartmental transfer (52.6 percent) and retirement (42 percent). Finally, the share of promotions for persons with disabilities has decreased from 4.4 percent to 3.4 percent. This could result in difficulties retaining these employees.

Figure 11



⁵ Unlike the data for women, Aboriginal peoples and visible minorities, the workforce availability data for persons with disabilities was estimated from 2001 Participation and Activity Limitation Survey (PALS)





Patterns by Occupational Category

Table 13 compares the representation of persons with disabilities in the Department against their workforce availability for major occupational groups. Their representation is above the corresponding workforce availability in all categories with the exception of the Scientific and Professional category, where the most notable shortfalls are in the ES and SG groups.

Table 13

Representation of Person with Disabilities Group by Major Occupational Category and Group					
Occupational Category & Group	All Employees	Persons with disabilities			Ratio of hires to WFA
		Representation	IC WFA*	Difference	
	#	#	#		
Executive	199	8	5	3	1.6
EX	199	8	5	3	1.6
Sc. And Prof.	1,011	25	36	-11	0.7
EN	227	8	8	0	1.0
ES	322	5	11	-6	0.5
SE	66	NA ⁶	NA	0	1.0
SG	371	10	13	-3	0.8
Adm. And FS	2,878	146	95	51	0.8
AS	755	51	25	26	2.0
CO	921	40	30	10	1.3
CS	490	19	16	3	1.2
FI	101	5	3	2	1.7
IS	177	8	6	2	1.3
PE	92	12	3	9	4.0
PM	309	11	10	1	1.1
Technical	567	41	20	21	2.1
EL	242	13	8	5	1.6
TI	231	22	8	14	2.8
Adm. Sup.	617	45	25	20	1.8
CR	599	43	24	19	1.8
Total	5,313	266	182	84	1.5

* The provincial WFA for persons with disabilities is used for individual occupational groups

⁶ Due to confidentiality, these numbers are too small for publication



Aboriginal Peoples

In 2007-08, the 2.2 percent representation of Aboriginal peoples exceeded their workforce availability and was similar to the previous year.

There was modest progress in the proportion of Aboriginal recruitment from 0.9 percent to 1.3 percent. The Administrative and Foreign Service category remains the major entry point for new Aboriginal employees at 57 percent.

Overall, the share of Aboriginal departure from IC has increased from 1.6 percent in 2006-07 to three percent in 2007-08. Consequently, the Department has lost eight percent of this designated group population. The main cause of this reduction was the interdepartmental transfers at 58 percent. Given that the departure trend of Aboriginals continues to exceed its recruitment rate, the Department might anticipate challenges in the representation of this group in the coming years.

The proportion of Aboriginal promotion was fairly stable at 2.4 percent compared to last year, and higher than its representation. Most of the promotion activities were allocated to AS, CO, PM, TI and EN categories.

Figure 12



Table 14

Representation of Aboriginal Peoples by Major Occupational Category and Group					
Occupational Category & Group	All Employees	Aboriginal Peoples			Ratio of hires to WFA
		Representation	IC WFA	Difference	
	#	#	#		
Executive	199	NA	NA	-4	0.3
EX	199	NA	NA	-4	0.3
Sc. And Prof.	1,011	7	7	0	1.0
EN	227	NA	NA	2	3.0
ES	322	NA	NA	0	1.0
SE	66	NA	NA	0	0.0
SG	371	NA	NA	-2	0.5
Adm. And FS	2,878	71	42	29	1.7
AS	755	22	13	9	1.7
CO	921	17	12	5	1.4
CS	490	16	5	11	3.2
FI	101	NA	NA	0	1.0
IS	177	NA	NA	0	1.0
PE	92	NA	NA	-1	0.5
PM	309	9	6	3	1.5
Technical	567	10	8	2	1.3
EL	242	NA	NA	1	1.5
TI	231	7	5	2	1.4
Adm. Sup.	617	19	13	6	1.5
CR	599	19	13	6	1.5
Total	5,313	110	78	32	1.4



Patterns by Occupational Category

Table 14 compares the representation of Aboriginal peoples against their workforce availability for major occupational groups.

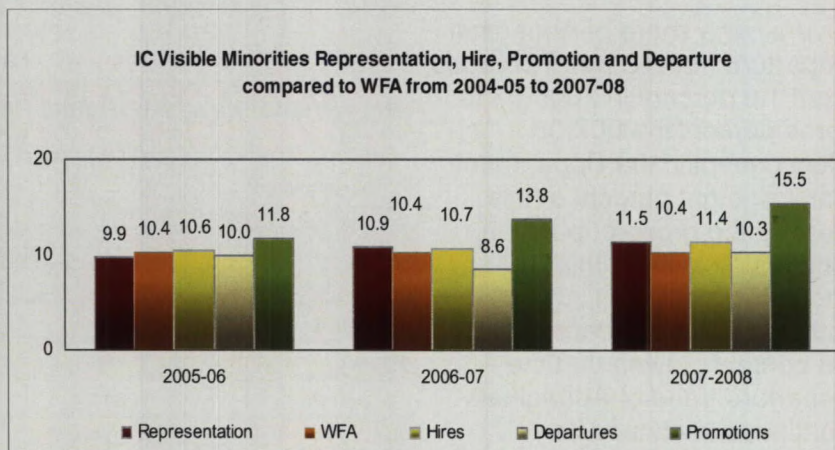
As a percentage of the workforce, Aboriginal peoples' representation has increased in several occupational categories and groups. The most notable progress was in the Scientific and Professional Category, where representation increased significantly in ES and EN. However, Aboriginal representation in the Executive Category remains unchanged compared to the last fiscal year at a shortfall of four employees.

Visible Minorities

In 2007-08, Industry Canada continued to increase its representation of visible minorities from 10.9 percent in 2006-07 to 11.5 percent in 2007-08.

New visible minority employees continued to enter the Department workforce primarily through the Scientific and Professional category, which contributed to closing the overall gap in the Department's workforce.

Figure 13





The share of visible minority hires and promotions has been on an upward trend since 2005-06.

Patterns by Occupational Category

Table 15 compares the representation of visible minority employees against their workforce availability for major occupational groups.

Visible minorities remained over-represented compared to availability in the Scientific and Professional category, increasing almost two percent over last year. On the other hand, their representations in the Administrative and Foreign Service and Administrative Support groups continued to be below their corresponding workforce availability with a shortage of 50 and six employees respectively. The most notable shortfalls in the above categories continue to exist for AS (short by 14 employees), CO (short by 14), CS (short by 15), PM (short by seven) and CR (short by eight).

Table 15

Representation of Visible Minorities Group by Major Occupational Category and Group					
Occupational Category & Group	All ⁷ Employees	Visible Minorities			Ratio of hires to WFA
		Representation	IC WFA	Difference	
	#	#	#		
Executive	199	16	12	4	1.3
EX	199	16	12	4	1.3
Sc. And Prof.	1,011	227	174	53	1.3
EN	227	77	56	21	1.4
ES	322	49	42	7	1.2
SE	66	30	19	11	1.6
SG	371	69	45	24	1.5
Adm. And FS	2,878	235	285	-50	0.8
AS	755	37	51	-14	0.7
CO	921	88	102	-14	0.9
CS	490	51	66	-15	0.8
FI	101	11	10	1	1.1
IS	177	13	12	1	1.1
PE	92	12	7	5	1.7
PM	309	20	27	-7	0.7
Technical	567	65	54	11	1.2
EL	242	27	25	2	1.1
TI	231	27	19	8	1.4
Adm. Sup.	617	48	54	-6	0.9
CR	599	46	54	-8	0.9
IC Total	5,313	592	582	10	1.0

⁷ As defined for employment equity purposes see page 17 of this report.





Industry Canada Employment Equity Accomplishments and Initiatives

In the Fifteenth Annual Report, the Clerk of the Privy Council reinforced promoting a greater diversity of backgrounds, linguistic and ethnic heritage among public service employees. In 2007-08, the Department has implemented initiatives to improve its corporate culture and inclusiveness.

These initiatives include:

- diversity celebrations and events;
- Diversity Corner - a regular column in the newsletter dedicated to discussing diversity related issues;
- access to an on-line diversity publication;
- workshops delivered through the Joint Learning Program on respecting differences and anti-discrimination;
- development of guidelines on Workplace and Employment Accommodations which were revised in 2006 to include all 11 grounds of discrimination;
- duty to accommodate workshops for managers and employees across Canada;
- harassment training;
- information sessions delivered to HR Advisors;
- quarterly EE statistical reports to EE Action Plan Delegates, ADMs and HR managers, highlighting areas of representation requiring improvement;
- six sectors launched an internal ID campaign;
- a new departmental Employment Equity and Diversity Advisory Committee was established in 2007. This Committee acts as a consultative body and provides views to senior management on matters related to employment equity and diversity.





Industry Canada Net Employee Flows

Table 16 illustrates the flow of indeterminate employees into and out of Industry Canada; including, for the first time, flow between occupational groups. While 89 percent of all major occupational group employees at Industry Canada were retained over the past year, there is substantial variability between groups. Lower retention rates were in the following groups: PEs at 73 percent, FIs at 79 percent, PGs at 81 percent and EXs and ISs at 82 percent. By contrast, 97 percent of Engineers (EN, SE and SG), 95 percent of CSs and 92 percent of SIs were retained over the year. Further analysis of the reasons for higher retention rates, including an exit interview program and a careful review of previous and upcoming PSES results, would be of benefit in determining retention and separation factors for occupational groups at Industry Canada.

Table 16

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 31-2007	1016	761	589	506	380	325	324	258	240	219	204	189	101	97	61	60	31	22	5383
Inflows																			
Hires and Rehires	55	67	73	13	32	8	53	8	7	1	15	21	20	25	5	2	9	1	415
Conversions	7	8	18	1	0	9	3	2	0	6	0	3	0	0	0	0	0	0	57
change to group	35	52	5	4	1	22	12	1	1	0	23	10	14	2	1	2	2	0	187
Total	97	127	96	18	33	39	68	11	8	7	38	34	34	27	6	4	11	1	659
Inflow rate	9.5%	16.7%	16.3%	3.6%	8.7%	12.0%	21.0%	4.3%	3.3%	3.2%	18.6%	18.0%	33.7%	27.8%	9.8%	6.7%	35.5%	4.5%	12.2%
Outflows																			
Public	62	69	51	14	0	14	47	0	1	1	15	25	23	15	3	1	6	0	347
Resignation	5	2	0	0	5	1	2	0	2	1	0	2	1	0	0	0	0	0	21
Retirement	52	33	21	9	3	12	5	17	8	4	21	7	6	2	4	1	2	0	207
Other	4	3	6	2	0	2	1	0	1	0	1	0	1	0	0	0	0	0	21
change from group	25	26	66	3	0	21	11	7	0	2	0	8	0	4	8	0	0	0	181
Total	148	133	144	28	8	50	66	24	12	8	37	42	31	21	15	2	8	0	777
Outflow rate	14.6%	17.5%	24.4%	5.5%	2.1%	15.4%	20.4%	9.3%	5.0%	3.7%	18.1%	22.2%	30.7%	21.6%	24.6%	3.3%	25.8%	0.0%	14.4%
Current Indeterminate population Mar 31-2008	963	784	586	498	402	319	344	246	236	219	209	182	99	103	57	62	33	23	5365
2006-07 employees remaining at Industry	891	662	525	483	369	297	269	240	227	212	168	155	74	77	56	58	25	22	4810
Retention rate	88%	87%	89%	95%	97%	91%	83%	93%	95%	97%	82%	82%	73%	79%	92%	97%	81%	100%	89%

=decreased population over 2007-08 by 5% or more

=increased population over 2007-08 by 5% or more

=stable population 2007-08 (change less than +/- 5%)





Employee Movement between Occupational Groups

The analysis of mobility across occupations can support talent management and allow for insight into internal employee career development opportunities.

Part of the tendency to move from one job to another might be explained by the nature of the occupation itself with certain occupational categories having greater chances for internal mobility within the Department. On average, employees in Administration Support and Administration and Foreign occupations experience more internal movement than people working in the Scientific and Professional, Technical, or Operational categories.

The mobility of term and indeterminate employees across occupations was analyzed this year. To be included in the analysis, employees must have worked year-round within a two-year period. Table 17 summarizes the most frequent mobility patterns across occupational groups for the last three years.

In 2007-08, the most mobile groups were the CRs and PMs. A total of 48 employees occupying clerical positions, representing 7.3 percent of the CR workforce, moved to other occupations within the Department. CR represents the major feeder group for the AS category, where a total of 31 CR employees transferred to this group. This demonstrates an increase of 55 percent since 2006. In addition, for the past two years, the CR group has been a growing feeder group for the PM community, with a total of 16 (2006-07) and 11 (2007-08) CR movements to PM occupations.

With the CO occupational group being the largest group in the Department, the PM community remains its major feeder group. In 2007-08, 11 PMs, representing 3.2 percent of the total PM workforce, moved to the CO group; which represents an increase from eight transfers since 2006-07.

The Department continued to leverage leadership talent within its workforce by promoting employees into the EX community. The executive category's major feeder groups were the CO and ES communities. On average, 57 percent of internal appointments to EX were from the CO group, followed by the ES at 17 percent.

Communicating internal opportunities and identifying potential feeder groups might serve as a basis for identifying strategic approaches for those communities with an aging workforce and a high turnover rate (such as the PE group).

Table 17

Mobility between Occupational Groups			
Movement to CO from Feeder Groups			
Group	2006	2007	2008
ES	5	1	4
PM	8	0	11
Movement to AS From Feeder Groups			
CR	14	6	31
Movement to ES From Feeder Groups			
CO	5	0	3
Movement to EX From Feeder Groups			
CO	1	5	9
ES	0	0	6
Movement to PM From Feeder Groups			
AS	0	0	6
CR	2	16	11





Hires

Table 18

Indeterminate Hires by Gender for Major Occupational Groups April 1, 2007 – March 31, 2008									
Classification	Women Hired	Men Hired	Total Hired	Total IC Women	% of Women Hired	Total IC Men	% of Men Hired	2006-07 Total Population	% of Hires
AS	52	15	67	634	8.2	127	11.8	761	8.8
CO	29	26	55	463	6.3	553	4.7	1016	5.4
CR	57	16	73	462	12.3	127	12.6	589	12.4
CS	7	6	13	171	4.1	335	1.8	506	2.6
EL	1	7	8	34	2.9	224	3.1	258	3.1
EN	0	1	1	46	0.0	173	0.6	219	0.5
ES	25	28	53	134	18.7	190	14.7	324	16.4
EX	3	12	15	82	3.7	122	9.8	204	7.4
FI	9	16	25	68	13.2	29	55.2	97	25.8
IS	14	7	21	125	11.2	64	10.9	189	11.1
PE	12	8	20	82	14.6	19	42.1	101	19.8
PM	6	2	8	222	2.7	103	1.9	325	2.5
SE	1	1	2	8	12.5	52	1.9	60	3.3
SG	12	20	32	140	8.6	240	8.3	380	8.4
SI	3	2	5	46	6.5	15	13.3	61	8.2
TI	2	5	7	31	6.5	209	2.4	240	2.9
IC Total	244	174	418	2808	8.7	2691	6.5	5499	7.6

The indeterminate hire rate at Industry Canada has been under eight percent for the last three years while the departure rate has climbed from 8.2 percent in 2005-06 to 11.3 percent in 2007-08, a 28 percent increase from 2006-07. The hire rate dipped by four percent over the same period.





Departures

While the public service indeterminate population increased by two percent during 2006-07 and a further 4.3 percent over the 2007-08 period, Industry Canada has declined by two percent since March 31, 2006. Industry Canada employees retired at about the same rate as the public service in 2007-08. The retirement and non-retirement departure rates increased by 35 percent and 23 percent respectively in 2007-08 with almost all occupational groups losing more employees than in 2006-07, numerically and proportionally. The notable exception was the FI group where the departure rate decreased to 17.5 percent, a decline of one-third. Departure rates were highest in the PE (30.7 percent), IS (19 percent), EX (18.1 percent), FI (17.5 percent) and ES (17.3 percent) groups. AS employee movement, always in flux, showed nearly double the departure rate from 2006-07's figure of 7.7 percent.

Table 19

Indeterminate Departure Reasons by Occupational Groups April 1, 2007 – March 31, 2008						
Classification	Other	Personal	Private Sector	Public Sector	Retirement	Total
AS	3	1	2	69	33	108
CO	4	3	5	62	52	126
CR	6	1	0	51	21	79
CS	2	0	0	14	9	25
EL	0	1	0	0	17	18
EN	0	1	1	1	4	7
ES	1	1	2	47	5	56
EX	1	0	0	15	21	37
FI	0	0	0	15	2	17
GL	0	0	0	0	4	4
GT	0	1	0	2	2	5
IS	0	2	2	25	7	36
LS	0	0	0	0	1	1
PC	0	1	0	0	0	1
PE	1	0	1	23	6	31
PG	0	0	0	6	2	8
PL	0	0	0	1	0	1
PM	2	0	1	14	12	29
SE	0	0	0	1	1	2
SG	0	3	5	0	3	11
SI	0	0	0	3	4	7
ST	0	0	0	2	6	8
TI	1	0	2	1	8	12
Total	21	15	21	352	220	629



EMPLOYEE MOVEMENT



Gender patterning has been consistent for the last two years with women accounting for about 60 percent of hires and non-retirement departures in both years. Men are retiring faster than women, accounting for just over 60 percent of retirements over the period. While only one year older than women on average at IC, men tend to have two to three more years of public service, thus arriving at retirement eligibility sooner.

Among the reasons for the disproportionate hiring and departure of women is their dominance in the volatile groups of FI, PE and IS where waves of retirement and trends in public service wide policy have brought their functions into demand at a time of labour scarcity. Women outnumber men three to one among PE's, nearly two to one in the FI group and three to two in the IS community. This is generally the case in the public service as well, with all four groups having better than 25 percent under 35 years of age and women outnumbering men in similar or greater ratios within these groups.

A wave of retirements among EXs has reduced their average age from 50.5 at March 31, 2007 to 49.7 percent at March 31, 2008. New EX hires were younger, averaging 46 years of age. There is still a substantial EX population eligible for retirement, as 30 percent of EXs at IC are 55 or older with 10 to 15 EXs expected to retire in 2008-09.

Table 20

Indeterminate Departure by Gender for Occupational Groups April 1, 2007 – March 31, 2008									
Classification	Women Depart	Men Depart	Total Depart	Total IC Women	% of Women Depart	Total IC Men	% of Men Depart	2006-07 Total Population	% of Total Employee Depart
AS	89	19	108	634	14.0	127	15.0	761	14.2
CO	53	73	126	463	11.4	553	13.2	1016	12.4
CR	62	16	78	462	13.4	127	12.6	589	13.2
CS	9	16	25	171	5.3	335	4.8	506	4.9
EL	2	16	18	34	5.9	224	7.1	258	7.0
EN	0	7	7	46	0.0	173	4.0	219	3.2
ES	26	30	56	134	19.4	190	15.8	324	17.3
EX	15	22	37	82	18.3	122	18.0	204	18.1
FI	10	7	17	68	14.7	29	24.1	97	17.5
IS	23	13	36	125	18.4	64	20.3	189	19.0
PE	25	6	31	82	30.5	19	31.6	101	30.7
PM	19	10	29	222	8.6	103	9.7	325	8.9
SE	0	2	2	8	0.0	52	3.8	60	3.3
SG	2	9	11	140	1.4	240	3.8	380	2.9
SI	5	2	7	46	10.9	15	13.3	61	11.5
TI	1	11	12	31	3.2	209	5.3	240	5.0
IC Total	359	270	629	2808	12.8	2691	10.0	4599	11.4



EMPLOYEE MOVEMENT



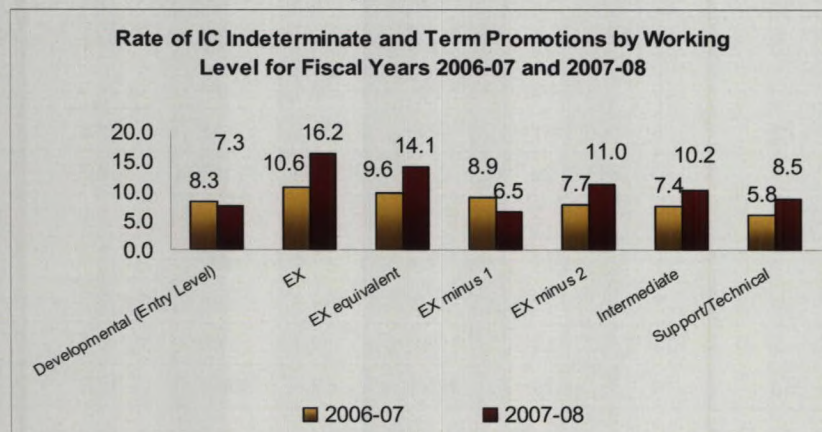
Promotions

Table 21

Promotions by Gender for Occupational Groups April 1, 2007 – March 31, 2008*									
Class.	Women Prom	Men Prom	Total Prom	Total IC Women	% of Women Promoted	Total IC Men	% of Men Promoted	2006-07 Total Population	% of Total Employee Promoted
AS	84	13	97	646	13.0	133	9.8	779	12.5
CO	43	35	78	469	9.2	568	6.2	1037	7.5
CR	12	8	20	510	2.4	147	5.4	657	3.0
CS	5	10	15	171	2.9	346	2.9	517	2.9
EL	6	19	25	37	16.2	226	8.4	263	9.5
EN	7	16	23	50	14.0	197	8.1	247	9.3
ES	15	33	48	138	10.9	195	16.9	333	14.4
EX	21	12	33	82	25.6	122	9.8	204	16.2
FI	9	7	16	69	13.0	29	24.1	98	16.3
IS	16	9	25	130	12.3	70	12.9	200	12.5
PE	16	7	23	82	19.5	20	35.0	102	22.5
PM	39	10	49	233	16.7	111	9.0	344	14.2
SE	1	7	8	8	12.5	55	12.7	63	12.7
SG	16	23	39	140	11.4	241	9.5	381	10.2
SI	3	0	3	47	6.4	15	0.0	62	4.8
TI	5	10	15	31	16.1	209	4.8	240	6.3
IC Total	298	219	517	2843	10.5	2684	8.2	5527	9.4

* Population includes indeterminate and Term Employees

Figure 14



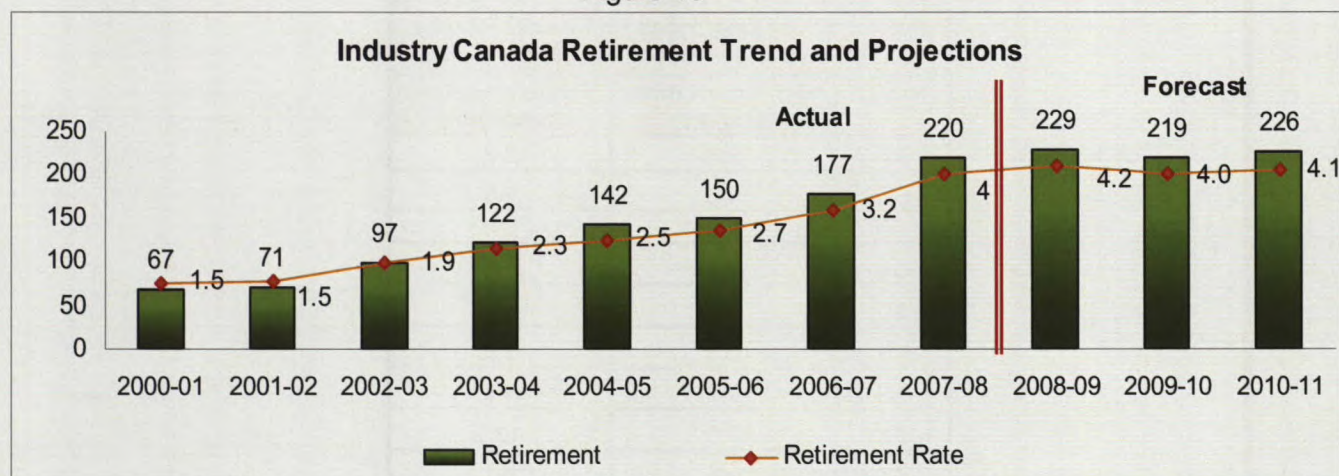


Employee Retirement⁸ Forecasts

The increase in retirement is significantly greater in the public service than the labour market as a whole. In 2006-07, one-quarter of the existing public service workforce was eligible to retire within the next five years.

Likewise at Industry Canada, since 2000-01, the number of retirements has tripled and retirement rate has doubled. It is projected that the retirement trend will continue to increase in the next three years.

Figure 15



In 2007-08, the average age at retirement was 58.9 years and employees retiring with 28.8 years of public service. On average, men retired a year older than women and accumulated 2.5 more years of public service. However, the gap in years of public service between men and women has narrowed from 6 years to 2.5 years since 2000-01. Furthermore, the proportion of women retirees increased from 34.3 percent in 2000-01 to 43.7 percent in 2007-08. Nearly 60 percent of early retirements were women.

Full pension is reached when employees have at least 30 years of public service and are 55 years of age or are 60 years of age with at least two years of public service. The number of employees with full pension has risen in the last eight years. The proportion of those who retired with full pension went from 58.2 percent in 2002-01 to 79.7 percent in 2007-08.

This year, 487 IC employees are eligible to retire without penalty, accounting for 8.9 percent of the indeterminate workforce. However, eligibility to retire is not equivalent to actual retirement. Empirical evidence suggests that between 20 percent and 30 percent of those eligible to, in a given year, will retire in that year. Consequently, 72.5 percent of those eligible to retire are still in the workforce.

⁸ The population of the analysis on retirement is indeterminate only.





Over the next five years, 1383 employees will be in a position to retire without penalty. Some sectors may be vulnerable to corporate memory loss. Sectors with a high percentage of eligible employees include CIPO (12.2 percent), SITT (9.0 percent), IS (8.3 percent), MC (8.1 percent), CRC (7.7 percent) and CB (6.4 percent).

Approximately one-third of the EX group could opt for retirement without penalty by 2010-11, and the retirement rate for this community has significantly increased from 7.9 percent in 2006-07 to 10.3 percent in 2007-08. The retirement rate is also accelerating for several other major occupational groups and exceeding the Departmental rate, i.e. CO (5.1 percent), EL (6.6 percent), PE (5.9 percent) and SI (6.6 percent).

Table 22

Indeterminate Employees Retirement Rate by Major Occupational Group for 2007 and 2008		
Group	Retirement Rate 2006-07	Retirement Rate 2007-08
AS	2.7	4.3
CO	4.5	5.1
CR	2.9	3.6
CS	1.3	1.8
EL	5.7	6.6
EN	2.3	1.8
ES	2.2	1.5
EX	7.9	10.3
FI	1.1	2.1
IS	3.9	3.7
PE	4.3	5.9
PM	1.7	3.7
SG	0.8	0.8
SI	1.8	6.6
TI	3.3	3.3

The baby boomers⁹ are the driving force behind the current retirements at IC. In 2007-08, they represented 53 percent of the indeterminate workforce. On average, baby boomers tend to retire younger, at 57.4 years of age, and have accumulated 29.4 years of public service.

This retirement wave will create some challenges to the continued delivery of Industry Canada's mandate. Forty-five percent of the total retirees in 2007-08 were in middle to senior management positions. (i.e. EX minus 1 to EX).

⁹ A baby boomer is a person born between 1946 and 1964.





Forecast Methodology

The modeling and forecasting of workforce retirement is part of the Department's on-going efforts in demographic analysis. The purpose of forecasting is to provide more in-depth demographic analysis of human resources and present input to succession and business planning processes at IC.

Unlike previous years, due to a recent increase in the variability of retirements and for more accurate prediction, this year, the retirement probability estimate is based on data over a three-year period. This forecasting is set under certain assumptions. The population used to forecast includes indeterminate with minimum age of 45 and two years of service, and it held stable throughout the forecasting period at the same level as of March 31, 2008. It is assumed that there will be no growth in the size of the workforce over the years of forecasting and the projection was adjusted based on historical probability of retirement, (i.e., the probability of those eligible to retire versus those who actually retired).

The retirement scenarios presented in Figure 16 are based on an expected range for high and low projection to allow the HR planners to explore different possibilities of retirement and set goals accordingly to determine what practices are required to meet their objectives.

Figure 16

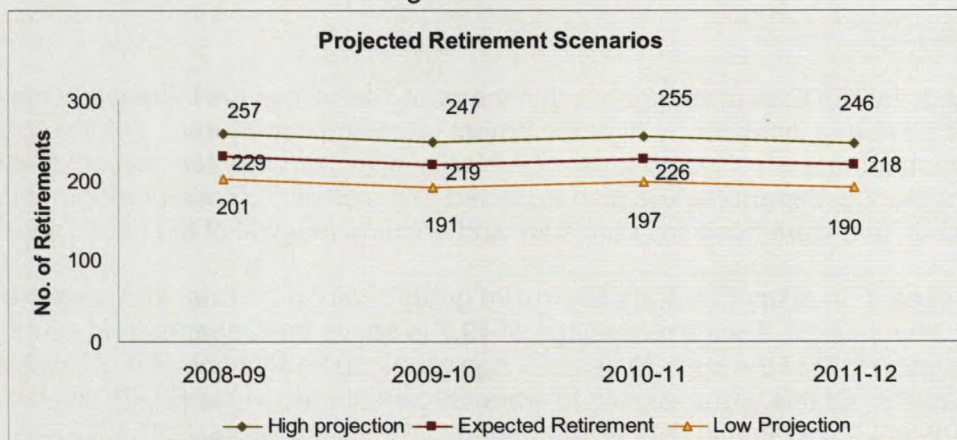


Table 23

Table 23 examines the accuracy of the forecasting model over the last three years for Industry Canada as a whole, where actual retirements have fallen between the expected ranges except for year 2007-08. Noting the variability in retirement trends and the impact of uncontrollable environmental factors on retirement behaviour, it is critical to perform more frequent analyses and a shorter projection period to generate more accurate information and proactive workforce planning.

Retirement: Forecast and Actual 2005-09				Forecast 2008-09
Year	2005-06	2006-07	2007-08	2008-09
Expected	144	155	176	229
Expected Range	(120-168)	(131-179)	(161-215)	(201, 257)
Actual	147	175	220	





Workforce Planning for Targeted Functional Communities

Changes in Canada's demographics are increasing the tension between the demand and supply of labour. Growth is occurring most rapidly in professional occupations, increasing the competition for qualified recruits. As the economy shifts to knowledge and research-based enterprises, shortage pressures will continue. Industry Canada, with its high concentration of professional knowledge-based employees, will face recruitment and retention pressures on specific communities.

With these challenges in mind, strategic workforce planning becomes a critical activity for Industry Canada to identify, develop and sustain workforce skills necessary to execute business processes and strategies while satisfying the career and satisfaction levels of its employees.

This section, based on a series of human resources indicators, assesses the long term needs of ten targeted functional communities at Industry Canada. The data, unless specifically indicated, includes both indeterminate and term employees. The analysis is based on the assumption that the Department's total population base must remain constant in order for IC to deliver its mandate.

Targeted communities

Executive Group (EX)

The greatest issue for the Executive group within the public service is the increase in staffing of senior level EX vacancies due to increasingly high retirement rates and departures. For the core public service, the retirement rate is projected to reach a high of approximately ten percent in 2008-09. During this same period, departures are also expected to increase.¹⁰ These demographic factors point to a need for action to ensure business continuity and ongoing renewal of the public service.

For the last four years, Industry Canada's Executive group's departure rate, including retirement, has exceeded recruitment rates. Their average age of 49.7 is above the Departmental average of 44 years. Half of the population falls in the over 50 years of age range and about one fifth of these are eligible to retire without penalty. Of this group eligible to retire, 90 percent are at the EX-01, EX-02 and EX-03 levels and 48 percent have been in their position for more than two years.

Based on current trends continuing, a slight increase in recruitment rate is projected over the next few years; however, this projected recruitment rate will still be considerably lower than the projected departure rate, thus causing shortages. Targeted feeder group recruitment strategies will be required due to similar demographic profiles (age, number of years eligible to retire and years of service) between the EX and the EX equivalent and EX minus 1 level groups. In addition, the EX minus 2 level group, with an average age of 44 years, can be viewed as a suitable default feeder group; however, their lower years of managerial experience and service could present challenges for program delivery and management. The EX minus 2 group represents 18.2 percent of Industry Canada's employees with 70 percent of them at the CO-02, CS-03 and ES-05 levels.

The above-mentioned challenges indicate that targeted recruitment, retention and development strategies are needed to avoid shortages in this critical functional community.

¹⁰Tenth Report: Advisory Committee on Senior Level Retention and Compensation : April 15, 2008





Commerce Group (CO)

One third of all CO employees in the public service are at Industry Canada, which constitutes its largest public service concentration. COs represent 18 percent of Industry Canada's population. Over the past four years, Industry Canada's indeterminate and term CO population has declined by 16 percent, from 1,166 employees as of March 31, 2005 to 979 as of March 31, 2008.

The departure rate, including retirement, increased from 7.2 percent in 2004-05 to 13.4 percent in 2007-08 while the hiring rate averaged only 6.8 percent over the latter period. The departure rate is highest at the CO-01 entry level (16 percent) compared to 13 percent for other levels. With the majority of COs under age 50, retirement accounts for only five percent of total separations, while departure from Industry Canada to work in other departments accounts for 81 percent of indeterminate CO employee departures.

On average, COs provide the highest internal share of EX appointees (57 percent). Within the CO population, CO-02s are of particular interest in terms of succession planning, constituting half of the CO community, and 42 percent of the EX minus 2 population. This makes them the primary EX feeder group as CO-03 and CO-04 employees, comprising 33 percent of all COs, have nearly the same average age as EXs (50). The promotional rate for CO-02s is averaged at 9.7 percent over this four-year period but their acting rate is half that of Industry Canada's (13 percent versus 28 percent) and considerably lower than the 24 percent overall for all COs. These conditions suggest that CO-02s may not be getting sufficient managerial experience and leadership training to prepare them for the EX level.

Without a coordinated retention and development strategy, the risk of shortages in this core EX feeder group is high. This would increase substantially with an unexpected increase in departures.

Economics and Social Science Services Group (ES)

With the shift in the Canadian economic sector towards knowledge, research and development, economists and those capable of filling a position in the Economics and Social Science Services (ES) group are in high demand.

The base population of Industry Canada's ES group has increased slightly by five percent. This group has an average age of 40 years, which is below the Departmental average of 44 years. Employees at the ES-05 and ES-06 levels constitute the bulk of this community at 29 percent, followed by ES-04s at 21.4 percent, with average age of 47.9 years and 40.4 years respectively. 58.3 percent of ESs have been in their position for less than two years.

For the last four years, the departure rate for all ESs, including retirement, has increased from 12 percent in 2004-05 to 17.4 percent in 2007-08. During the same four-year period, the hiring rate increased from 10.9 percent to 23.7 percent. The highest ES departure rate is at the ES-05 level, at 31.4 percent, followed by the ES-06 level which is at 29.4 percent. Transfer out to another department represents 88 percent of all ES departures.





The ES group is the second highest internal feeder group for EXs, representing 17 percent of total EX appointments. On March 31, 2008, seven percent of ES employees were eligible to retire without penalty. From this group, 62.5 percent are at the ES-06 level and 25 percent have been in their position for more than five years.

Targeted recruitment and retention strategies are necessary to avoid potential shortages due to external and internal competition for this knowledge-based population.

The need for a stable population along with training and knowledge acquisition are key drivers toward good retention and development strategies for this community.

Patent Examiners (SG-PAT) Group

Patent examination and patent classification are highly specialized and unique professions. The Canadian Intellectual Property Office (CIPO) is the prime employer of Patent Examiners (SG-PAT).

To respond to an increased demand for intellectual property services and products, SG-PAT workforce has grown from 244 employees in 2002 to 403 employees in 2008 (an increase of 39.5 percent). Indeterminate employees represent 99.7 percent of the total population, while term and casual employees represent less than one percent of the total population. The vast majority of SG-PAT employees are located in the National Capital Region.

At Industry Canada, the Patent Examiners are the youngest community in the Department with an average age of 38.5 years. SG-PAT-04 constitutes the bulk of this community at 56 percent.

For the last five years, recruitment rate has decreased significantly from 31.6 percent in 2002-03 to 8.7 percent in 2007-08, while the departure rate, including retirement, has remained stable with an average of four percent.

Forty-four percent of the population falls under the 35 year range, followed by the 35-44 year range with 31.3 percent. The 45-49 year range represents 9.7 percent of the population and the over 50 group represents 15 percent, where only 3.2 percent are eligible to retire today without penalty. From this group eligible to retire, 53.8 percent are at the SG-PAT-05 level. While a good proportion of the population is young and represents an opportunity to renew the workforce, this situation also reinforces the retention challenge in view of the increase in competition among knowledge economy employers. The latest data indicates a departure rate of up to three percent, half of which are retirements.

A developmental program is in place to prepare the SG-PAT-02 level for advancement to the SG-PAT-04 working level for Patent Examiners. The promotion rate for SG-PAT-04 is lower than IC rate. Given that SG-PAT-05 constitutes the majority of the employees who are eligible for retirement, succession planning and an increased rate of promotion for SG-PAT-04 is required.





Engineering and Land Survey Group (EN)

Labour market analysis show that individuals with an education and work experience background in engineering are in high demand.

Within the core public service, the EN group consists of approximately 3000 employees and is employed in 29 departments and agencies. Approximately 90 percent of this group is located in nine departments. With a share of approximately eight percent of all EN employees in the public service, Industry Canada ranks as the fourth highest department that employs ENs.

On March 31, 2008, out of a total of 239 EN employees, 219 were indeterminate and 20 were term. The indeterminate EN population has remained fairly stable in the past four years, while the term population has decreased from 14 percent of the total EN population in 2004-05 to eight percent in 2007-08. The average age of an EN employee is 44 years, similar to the departmental average. However, at the EN-05 and EN-06 levels, where 35 percent of the total Industry Canada EN population is clustered, the average ages are higher at 50.6 and 54.9 years, respectively.

EN employees are departing at rates well below Industry Canada's average rate. Sixty-four percent of departing ENs have been in their position for more than five years and only 20 percent have been in their position for less than 2 years. Both promotion and acting rates are low and EN employees have a higher than average conversion rate from term and casual to indeterminate status.

During the 2007-08 year, Industry Canada lost three indeterminate ENs, two of which went to the private sector. While this group has a low level of movement across Industry Canada, they may be vulnerable because of the demand for their skill set in the labour-market and substantially higher salaries in the private sector.

Computer Systems Group (CS)

Employees in the Computer Systems (CS) group are in demand not only in the federal government, but in the private sector as well. While the CS group has a low level of turnover across Industry Canada, it is a concern due to the level of demand for their skill set in the labour market.

The base population of Industry Canada's CS group has decreased by nine percent from 567 employees in 2005 to 515 employees in 2008. Their average age is 43.3 years, which is slightly below the departmental average of 44 years. Employees at the CS-02 level constitute the bulk of this community at 43.8 percent, with an average age of 42 years. In addition, 57.5 percent of the CS workforce has been in their position for between two to five years and 27 percent for more than five years. The overall rate of departure, including retirements, for the CS group has increased by one percent since last year, reaching at a rate of five percent. A notable increase in retirements was observed specifically for CS-05 level employees, from zero to 15 percent in 2007-08. In contrast, the hiring rate has decreased from nine percent in 2006-07 to four percent in 2007-08.

In the private sector, salaries can be substantially higher than in the federal government. As a result, the pool of potential recruits becomes smaller; and, many CS positions are being filled through contracts with consultants and temporary personnel.





Technical Inspection Group (TI)

Measurement Canada is the sole user of Technical Inspectors (TI) at Industry Canada. The TI community is characterized by increased departure rates, due primarily to its aging population. They are above the Industry Canada average employee age with an average age of 46.8, and 66 percent of all departures in 2007-08 were due to retirement, a major factor shaping the demographic profile of the TI Group. Retirement is expected to continue to play a major role in the departure of TI employees since 40 percent of this group is over the age of 55 and have at least 25 years of federal public service. A targeted strategy is also necessary to increase the representation of women since they have historically been under-represented in this group.

Personnel Administration Group (PE)

The Personnel Administration Group (PE) comprises employees who are directly involved in the provision of human resources advice and services to management and employees. As the public service continues to evolve into a complex and dynamic institution, the role of this group will become increasingly more important in helping management to meet these challenges.

At Industry Canada, although the size of the PE community has remained fairly stable for the past four years, the high levels of turnover and movement have been a concern. In the last four years, 84 indeterminate PEs, from a total population of 101, left Industry Canada. This group experienced the highest departure rate (36 percent), almost three times higher than the departmental average. While retirement is not a major contributor to PE departures (it accounts for only six percent of the total separations), transfer out to another department remains the main reason for departures (68 percent). In order to ensure a stable population over the next three years, an additional 22 to 25 annual new hires will be required.

About half (51 percent) of PEs are clustered at the PE-03 and PE-04 level, and have highest departure rates of 29 percent and 47 percent respectively. The promotional rate of the PE-01 and PE-02 levels is significantly higher than the remaining other PEs. The higher number of acting appointments at the PE-05 level may be an indicator of instability and flux in the PE community within Industry Canada. As of March 31, 2008, 63 percent of PE employees have been in their current position for less than two years. These conditions suggest that PE employees may not have had the time to acquire sufficient experience and service delivery knowledge.

Financial Management Group (FI)

An aging Canadian population increasingly requires financial services such as retirement planning, asset management and investment assistance. This puts a large amount of demand on members of the Canadian labour market with financial education and skills.

The base population of Industry Canada's Financial Management (FI) group has increased slightly by 5.6 percent, with an average age of 40.8 years, which is below the departmental average of 44 years. Employees at the FI-03 level constitute the bulk of this community at 36.5 percent, with an average age of 45.5 years. 62.5 percent of FI workforce has been in their position for less than two years. This indicates that FI employees may not have had the time to acquire sufficient experience and service delivery knowledge.



FIs remain a concern to IC as their departure rate has increased considerably in the past three years, and now stands at 17.3 percent. While retirement is not a major contributor to FI departures, transfer out to another department remains the main reason for departures at 88 percent. The rate of departures has been partly compensated by continuous recruitment activities.

Continuance of these recruitment initiatives would be of benefit to the Department.

Information Services Group (IS)

At Industry Canada, the Information Services (IS) group is fairly young, with an average age of 40 years, less than the departmental average of 44 years. As of March 31, 2008, only four percent of IS employees were eligible to retire without penalty.

Although Industry Canada's base population has increased slightly by four percent over a four year period, the high level of turnover in 2007-08 is of concern. The IS group experienced a significant departure rate (22 percent) within all major classification groups, second only to the Personnel Administration group (PE). This rate is evident in the following statistics: 29 indeterminate IS employees left Industry Canada during 2007-2008, compared to 15 the previous year. With retirement not being a major contributor to IS departures, almost all were the result of a transfer out to another department. The departure rate is highest at the IS-05 level, with 30.3 percent, followed by the IS-06 level at 28.6 percent.

Special attention to this trend of transfer out is essential as approximately 47 percent of IS employees have been in their position for less than two years. A focus on retention, including an attraction and development strategy, is required in order to ensure a more stable population.

Challenge and Strategy

Industry Canada's key HR challenge is its ability to fulfill core mandates on an on-going basis given projected functional communities' issues and trends. Succession planning to meet future business needs must take into consideration forecasted departure and retirement rates and the need for specialized recruitment, retention and development programs would need to be considered.

A comprehensive strategy is required based on these needs. Potential strategies include:

- Succession management within the Executive group
- Succession planning for top talent with early identification and effective leadership development
- Recruitment with an increase in recruitment levels and strategies
- Collective staffing
- Second language training
- Development and retention programs





Introduction

The Human Resources Branch supports departmental management in achieving business objectives by providing strategic advice, services and support in areas such as Labour Management Relations, Staffing and Classification, Executive Group Services, Compensation and Benefits, workforce analysis, HR planning renewal, Informal Conflict Resolution, Employee Assistance, Mentoring, Learning and Development, Career Planning and Development and Awards and Recognition.

Human Resources management results are reported on a yearly basis through the People Component of the Management Accountability Framework (PCMAF).

Labour Management Relations

Performance management, coaching and providing employee feedback continue to be areas where managers are looking for support and guidance. The Labour Management Relations team continues to be called upon to deal with increasingly complex and multi-faceted situations, especially in the areas of performance management, employee misconduct and accommodation in the workplace.

In 2007-08 Labour Relations (LR):

- published 23 editions of the LMR Round-up containing up-to-date resources and insights into the labour relations environment in both the public and private sectors.;
- one National Labour Management Consultation Steering Committee was held in 2007-08 where it was resolved to create a separate joint committee to deal with HR issues on a more frequent basis. There has been a continued willingness on the part of employees and managers to consider informal resolution to resolve workplace conflict.
- participated in regular HR issue debriefs with branch and sector heads in conjunction with HR Operations Services;
- worked in conjunction with all sectors and branches to establish their essential service requirements for various bargaining groups;
- provided regular updates on collective bargaining negotiations status to senior management through the HR teams;
- reminders concerning employee participation in elections were regularly communicated through This Week @ IC.





Staffing Services

Table 24 below provides information on the type and number of advertised, non-advertised, deployment and casual staffing processes completed by occupational group within Industry Canada. Overall, AS, CO and CR processes accounted for 50 percent of all processes completed.

Only three functional groups staffed more positions through non-advertised processes than advertised. Twenty-five non-advertised processes and 14 advertised processes were conducted for ELs; ENs accounted for 15 and 13 processes respectively, while CSs had 18 and 17.

Among casual employee hiring processes, CRs represented 36 percent, COs 14 percent and ASs 13 percent. In sum, CRs, COs and ASs accounted for 63 percent of all casual processes.

It is important to note that managers at Industry Canada hired 123 new public service employees through post-secondary recruitment efforts in 2007-08. These efforts were in direct support of the Clerk of the Privy Council's Public Service Renewal Action Plan objective to hire 3,000 post-secondary graduates. The majority of graduates were hired into the CO, ES and SG groups.

Table 24

Type of Staffing Processes by Classification – Type of appointments by staffing processes					
Classification	Adv.	Casual	Depl.	NA	Total
AS	118	53	87	50	308
AU	1		1		2
CO	104	56	54	51	265
CR	114	145	48	37	344
CS	17	10	11	18	56
EG	1				1
EL	14	4	5	25	48
EN	13	10	4	15	42
ES	88	35	43	20	186
EX	33	3	29	17	82
FI	20	4	22	11	57
GS				1	1
GT	3	1	1	1	6
IS	27	26	22	15	90
LS	4	2	1	1	8
PE	21	9	14	25	69
PG	10		5	1	16
PM	47	26	13	19	105
SE	3		1	3	7
SG	36			34	70
SI	7	12	2	3	24
ST	4	3	1	1	9
TI	13	2	6	11	32
Grand Total	698	401	370	359	1828
*Adv. = Advertised, NA = Non-Advertised, Depl. = Deployment					



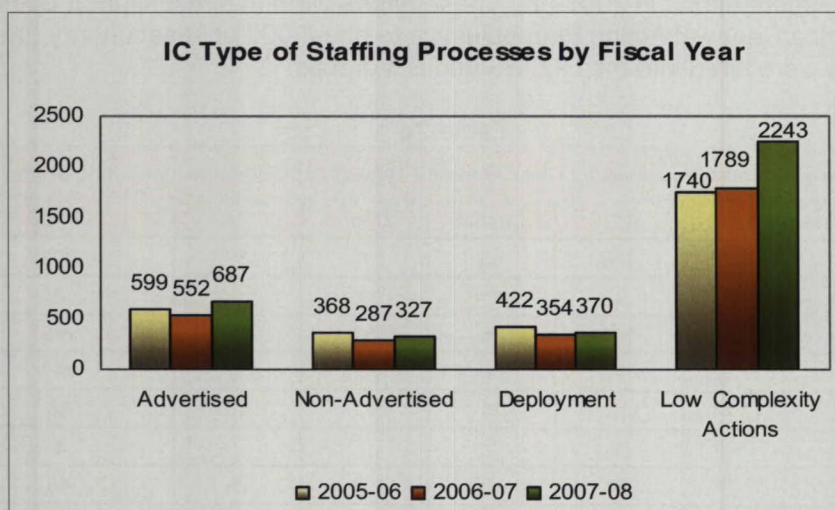


Departmental Staffing Activity Trends

Figure 17 represents the volume of staffing processes at Industry Canada including low complexity actions. Low complexity actions include acting (more than four months), acting extensions, term extensions, student hires, assignments, secondments, and casuals.

Although the total number of advertised, non-advertised and deployment processes have fluctuated over the last three years, the 2007-08 fiscal year demonstrates a rise in advertised processes and a slight decline in deployments and non-advertised processes. There was also an increase of low complexity actions over the past three years, and notably, a 25 percent increase from 2006-07 to 2007-08.

Figure 17





Classification Services

From 1 April 2007 to 31 March 2008, the Classification Division of the Human Resources Branch completed a total of 1,297 actions involving 377 classification decisions. These included: creation of 681 new positions, review (cyclical/update) of 482 positions, 130 position reclassifications, and a grievance resolution applicable to four positions. The overall total volume of classification activity, including administrative actions (such as change in title, security level, linguistic profile, etc.), was 4,432.

Major organizational change activities included: a regional restructuring; a realignment of the Human Resources Branch; and the initial phase of implementation of CS generics using the organizational model from the Organizational Readiness Office (an Information Management/Information Technology (IM/IT) community-led initiative sponsored by the Canada Public Service Agency). In all organizational realignments and major projects/initiatives, the use of generic work descriptions continues to contribute to the streamlining of the classification process.

In addition to this volume of classification activity, there were several major projects such as: the evaluation of 150 work descriptions, applicable to 447 encumbered ES and SI positions, using the new EC (Economics and Social Science Services) classification standard in preparation for EC conversion, requiring training and participation of departmental managers as Committee members; the implementation of a pilot project delegating classification authority to senior departmental management; the classification monitoring of 138 FI positions as a follow-up to a central agency study; and the implementation of official service standards covering all aspects of classification service delivery.

During the 2007-08 fiscal period, two classification grievances were received (one of which applies to eight positions); one classification grievance decision (applicable to four positions) was rendered; three grievance hearings were scheduled (one, affecting 11 positions, having been previously held in abeyance at the request of the employees); and one grievance from a previous fiscal year continues to be held in abeyance at the request of the employee. One classification grievance (from two employees) was rejected as untimely.

Table 25

Reason Code	Total
Abolish	449
Reclassification - Approved Developmental Program	30
Change Supervisor Rating	25
Reactivation	2
Change Dept ID or Reporting Relationship and Dept ID	733
Change of status	87
Change of title	53
Change of linguistic profile/level	1199
Security change or reporting relationship only	557
Administrative actions (sub total)	3135
Reclassification or Review and update	415
Cyclical Review	197
Grievance resolution action	4
New positions	681
Higher complexity (sub total)	1297
Total Actions	4432

Reclassifications by quarter:	
Quarter 1 - April 1 - June 30, 2007	29
Quarter 2 - July 1 to September 30, 2007	20
Quarter 3 - October 1 to December 31, 2007	15
Quarter 4 - January 1 to March 31, 2008	66
Total for 2007-08 fiscal year	130





Executive Group Services

Table 26 provides a summary of the total of EX Staffing processes for the period 2005-08 both by group/level and by method of staffing (advertised, non-advertised and deployment).

Within this three year period, advertised staffing processes represented 46 percent of all staffing processes versus 19 percent non-advertised and 35 percent through deployment. Staffing of EXs within the Department has increased steadily from a total of 43 transactions in 2005-06 to 83 in 2007-08.

Among the different levels, the majority of the processes are at the EX 1 (52 percent) and EX 2 (24 percent) levels representing 76 percent of all EX staffing transactions. Of the 13 staffing processes within the EX 4 and EX 5 levels over this three-year period, seven were deployments, two were advertised processes and one was a non-advertised process. The 173 remaining combined EX 1 to EX 3 level transactions included 47 percent advertised processes, 20 percent non-advertised and 33 percent deployments.

With just under half of EXs over 50 and about one third eligible for retirement by 2010-11, EX staffing transactions are expected to increase slightly. It is expected that this increase in recruitment will be overbalanced by a greater rise in departures, resulting in a 50 percent shortage by year 2010 should current trends continue.

Table 26

Group/ Level	Type of Staffing Processes for EXs by Fiscal Year												Three year average
	2005-06				2006-07				2007-08				
	Adv.	NA	Deplo.	Total	Adv.	NA	Deplo.	Total	Adv.	NA	Deplo.	Total	
EX-01	13	2	4	19	16	2	14	32	23	10	13	46	32
EX-02	6	3	1	10	5	5	7	17	9	5	4	18	15
EX-03	5	2	3	10	2	3	4	9	2	2	8	12	10
EX-04	2			2	1			1	1		1	2	2
EX-05			2	2			1	1		1	4	5	3
Total	26	7	10	43	24	10	26	60	35	18	30	83	62
*Adv.=Advertised, NA=Non-Advertised and Deplo.=Deployment													





Compensation and Benefits

The Compensation Services Team at Industry Canada provides compensation and benefits services which 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.

Table 27

Overview of Compensation Activities for Fiscal Year 2005 - 2008						
Action type	2005-06	2006-07	2007-08	3 year average	change 2006-07 to 2007-08	% change 2006-07 to 2007-08
Acting/Assignment*	1984	2022	1945	1984	-77	-4%
Increment/Progression	1318	1415	1232	1322	-183	-13%
Leave Income Averaging	177	224	220	207	-4	-2%
Promotion	544	480	577	534	97	20%
Retirement	148	179	223	183	44	25%
Return from LWP**	789	816	800	802	-16	-2%
Revisions	3742	4168	234	2715	-3934	-94%
Terminations of Employment	1148	1227	1316	1230	89	7%
New Hires	1270	1220	1516	1335	296	24%
Start LWP	812	889	784	828	-105	-12%
Total	11932	12640	8847	11140	-3793	-30%

* Includes extensions ** Leave without pay

The 30 percent decline in total volume of transaction activities from 2006-07 to 2007-08 is largely due to the drop in revisions (94 percent), as many contracts are still in the renewal process. This means that the number of revisions will increase substantially in 2008-09 as contracts are renewed. The decline in increments is linked to the increased number of new hires, retirements and terminations. Promotion of employees to backfill after retirements and terminations has also increased over last year.

37.5 percent of current compensation 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.

Table 28

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





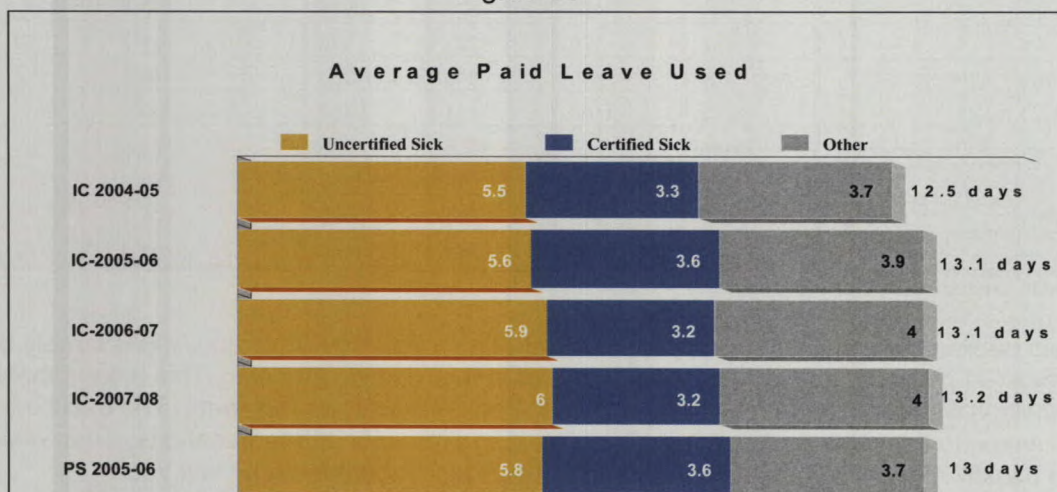
Paid Leave

Figure 18 provides an overview of sick leave utilization and other leave in 2007-08. The population considered for this analysis include active term and indeterminate employees at the end of the fiscal year.

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.

Since 2005-06, the average usage of paid leave has been relatively consistent for Industry Canada. In 2007-08, employees used an average of 13.2 days of paid leave, broken down as follows: uncertified sick leave (6 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 days are now included in many collective agreements.

Figure 18



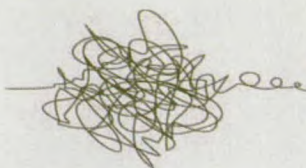
Differences between Industry Canada leave usage and the public service in general are partly due to differences in how the data is compiled to determine the base population of reference. While public service data reflects days per employee using all public service employees, Industry Canada excludes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

Table 29

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 employees in an organization can significantly alter average use. As well, the different leave provisions in collective agreements may affect sector averages depending on the number of employees subject to a particular collective agreement in a given sector.

Used Paid Leave by Working Level Days per Employee		
	2006-07	2007-08
EX	6.6	6.0
EX equivalent	8.1	6.4
EX minus 1	10.8	12.3
EX minus 2	11.8	12.4
Intermediate	13.3	13.8
Support/Technical	16.4	15.2
Developmental	11.7	12.6
IC Total	13.1	13.2





CPER

Conflict Prevention and Early Resolution

We Can Work it Out

The Conflict Prevention and Early Resolution (CPER) office was originally established in Labour Relations as Industry Canada's Informal Conflict Management System, to meet the requirements of Section 207 of the *Public Service Labour Relations Act* that came into effect in April 2005. The program was developed in consultation with IC's stakeholders, including union representatives.

CPER's focus is on the prevention and early resolution of workplace conflict and disputes. This approach emphasizes the need to resolve conflicts and workplace issues informally, at the lowest possible level, and at the earliest possible time before situations escalate. This in turn, reduces costs (tangible and intangible) of workplace conflict, improves productivity, and strengthens the organizational health of the organization. CPER seeks to influence and promote a cultural shift around the way conflict is viewed and handled in the organization; in effect to create a "conflict competent" organization.

In 2007-08, CPER continued to establish its presence within Industry Canada through the following:

- created a team of conflict management professionals;
- secured permanent accommodation which is private yet accessible for clients;
- consulted with its CPER Network (consisting of management, union representatives and human resources professionals). The CPER Network has been involved in a number of special events (i.e., workshops on Needs-based communication, speakers' series) and provided input on training needs and learning strategies for informal conflict management in IC;
- partnered with Labour Relations and union representatives to integrate CPER into rights-based processes in IC such as the Harassment Complaint process and grievances;
- provided a range of conflict management services such as coaching, facilitations, mediation and group processes (see details below);
- developed tracking system for cases;
- introduced evaluation process for casework;
- launched a communications initiative with a new look that reflects the CPER Vision and Mandate;
- marked International Conflict Resolution Day (October) with guest speakers;
- designed new input for the Intranet site;
- made presentations to management and union groups across the Department, including in the Ontario and Quebec regions;
- developed learning strategy for informal conflict management in IC;
- developed and delivered conflict management modules and workshops, including a workshop for managers within the Leadership Development Program at the Canadian Intellectual Property Office (CIPO);
- created resource centre with DVDs, books and other reference material;
- delivered 14 workshops in the areas of conflict management within IC;
- delivered five presentations to management and labour management teams; and,
- sponsored a Speaker series (six presentations delivered or scheduled to date, including "The Art of Feedback").





Table 30

Service	Total Number of Sessions
Consultations	10
Conflict Coaching	30
Mediations	1
Facilitated Discussions	0
Group Interventions	2
Referrals (internal and external)	2
TOTAL	45

In 2007-08, services were provided to a total of 52 clients.

CPER obtained specialized, temporary funding through the Strategic Initiative Fund (SIF) offered by the Canada Public Service Agency (CPSA), to strengthen the internal capacity for informal conflict management within IC. The funding extends to March 31, 2009. Through the funding, CPER will continue to enhance its communication activities, and further develop its learning and training offerings. The funding also enables CPER to strengthen its ability to address group conflict, for which there continues to be an increasing demand.

Employee Assistance Program

The Employee Assistance Program (EAP) continues to provide confidential counselling 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.

Industry Canada has a utilization rate of 10.5 percent which represents a 2.7 percent increase from last year's 8.3 percent. This percentage represents 603 new cases, of which 70 percent were for counselling. This utilization rate was over the public administration benchmark of 9.5 percent. The usage rate for family members has decreased from 12.8 percent in 2006-07 to 6.3 percent in 2007-08.

A breakdown of work-related issues shows an increase in the usage rate for work-life balance by 10 percent compared to last year. Organizational changes and workload/time management have all decreased by three percent. We note a 15 percent increase in workplace conflict.





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 and St Sauveur des Monts, Quebec, on nurturing a healthy life balance, creating balance in your life and living well with stress with a total of 260 participants.

Industry Canada clients are asked to fill out a client satisfaction questionnaire anonymously after their counselling session. This questionnaire assesses client satisfaction with the case manager, the waiting period for services, the counsellor, 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 2007–08, promotional materials including literature, brochures and letters accounted for 16.5 percent in the methods of informing IC employees about the services, while being a previous client accounted for 46.1 percent.

Mentoring

People engage in a mentoring relationship for a variety of reasons - to facilitate succession planning, learn new skills or broaden their knowledge, or to gain personal insights from the wisdom and experiences of others. This is the basis for the definition of the Mentoring Program: "A mutually beneficial relationship that promotes growth, improves personal performance, supports learning and develops people."

Industry Canada's Mentoring Program addresses employee needs such as work issues, learning needs and career-pathing in an environment of trust and learning. The Department has committed to the implementation of a Corporate Mentoring Program by:

- supporting, facilitating and encouraging the idea of developing people through a mentoring relationship;
- recognizing the importance of the role of mentors;
- creating conditions favourable to the development of mentoring relationships;
- publicizing the program to all employees;
- ensuring that the ongoing mentoring program is supported, maintained and developed.

The program was suspended temporarily in 2007-08 due to the unanticipated departure of the key program resource.

Learning and Development

Personal Learning Plans

The Clerk of the Privy Council's 2007-08 Public Service Renewal Action Plan required Deputy Ministers to ensure that at least 90 percent of their employees completed learning plans, outlining formal and informal training activities. Industry Canada met this target.





Required Training

The Government of Canada's Policy on Learning, Training and Development is intended to:

- build a skilled, well-trained professional workforce;
- strengthen organizational leadership;
- assist in the adoption of leading-edge management practices;
- encourage innovation and continuous learning improvement.

The Policy requires new employees, supervisors, managers and functional specialists in procurement, material management, real property and information management to be registered for and attend required training within set timeframes. The following graphs illustrate Industry Canada's rate of registration and attendance for orientation training (Figure 19), functional specialist training (Figure 20) and training for new supervisors and managers at all levels (Figure 21).

In addition to attending required training, managers are also required to validate their knowledge by taking a short on-line exam. Figure 21 demonstrates the proportion of managers who went on to validate their knowledge after taking the training.

Figure 19

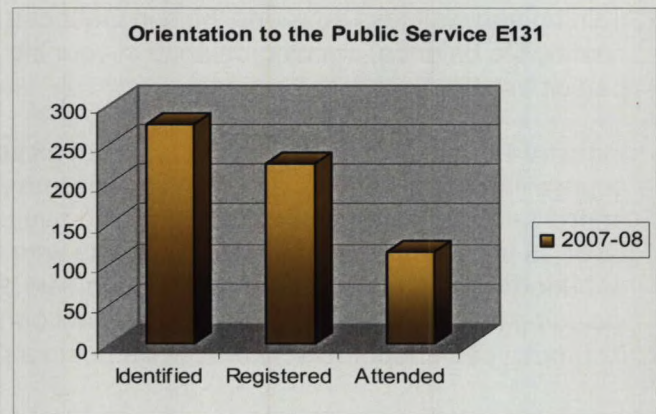


Figure 20

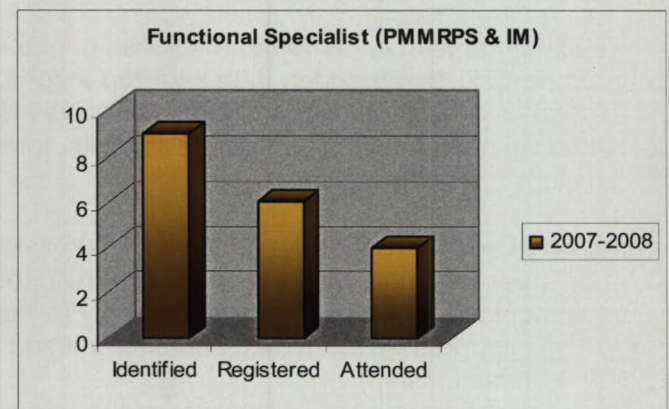
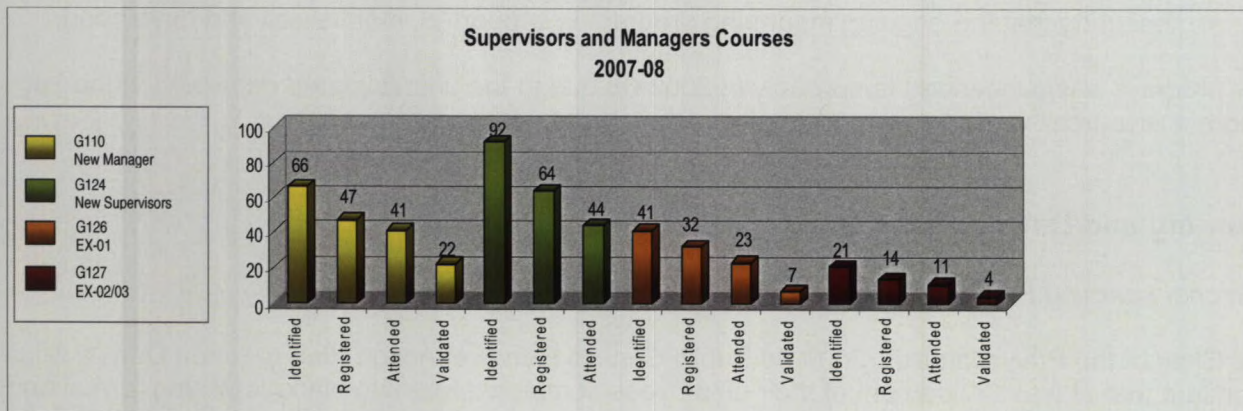


Figure 21





There are several areas of concern highlighted by these tables. Firstly, only 41 percent of new employees attended orientation in 2007-08, and only 33 percent of new functional specialists attended required training. Furthermore, only 44 percent of new supervisors, managers, and executives attended required training. While the lack of available course seats at the Canada School for Public Service was a contributing factor, it does not fully explain the low rate of attendance, given that not all employees who registered for a course attended it.

In addition, only 44 percent of managers and executives who took the training have validated their knowledge. Validation is one of the pre-requisites for exercising financial and human resources delegation and is a requirement for successful completion of required training.

Organizational Investment in Learning

In 2007-08, IC spent approximately two percent of payroll on formal learning. This includes classroom training and conferences, as well as second language training for career development.

Career Planning and Development

The Career Planning and Development Program at Industry Canada continues to offer one-on-one career counselling 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. In 2007-08, 339 counselling sessions were delivered to first-time and follow-up clients. This is a decrease in 29 percent from the previous year. Services offered included Career Guidance, Interview Coaching, Resume Preparation, Self-Assessment, Interview Simulation and Learning Plan coaching.

Table 31

Processes (per statistics provided)													
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
Career Planning	8	3	6	15	10	9	12	6	11	10	14	10	114
Interview Coaching	6	4	6	7	4	10	10	4	10	3	5	2	71
Resume Coaching	5	5	6	11	17	8	18	5	4	14	7	9	109
Exam Preparation	2	3			1	1	1				1		9
Self-Marketing	4	7	3	2	1	3	2			3			25
Interview Simulation				1		1	4	1	3				10
Learning Plan Coaching						1							1
TOTAL	25	22	21	36	33	34	47	16	28	30	27	21	339

In 2007-08, 229 participants attended 13 group sessions, compared to 144 participants of 15 group sessions in 2006-07. Session topics included: *Career Strategies for Today*, *How to prepare for a Staffing Process* and customized information sessions on Career Planning and Development delivered as Brown Bag Information Sessions (Self-Assessment & Goal Setting, Resume preparation, Interview preparation) and various Industry Canada community events (Communications and Marketing Branch Focus Day and the Junior Professional Community).

The majority of occupational groups who used the counselling sessions from 2005-06 through 2006-07 were CO, AS, CS, CR and ES. In 2007-08, the dominant groups that used the services offered were: CO (95), AS (84), ES (34), IS (23), CR (23), CS (22), FI (15), PE and PM (8), EL, EN and SG-PAT (7). Persons from the EX, SI, SE-RES and EG groups also used the services offered.





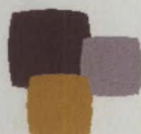
Awards and Recognition Program

For many years, Industry Canada has recognized and rewarded teams of employees, individual contributors and managers for excellence in leadership and results achieved. These awards visibly express management's commitment to the importance of employees and their appreciation for the business results achieved. Table 32 summarizes this activity over the past three fiscal years.

Table 32

Departmental Awards	2005-06	2006-07	2007-08
	Number of Recipients	Number of Recipients	Number of Recipients
Deputy Minister and Associate Deputy Minister Merit Award	60	12	22
Sector Head Merit Award	413	83	53
Director General Awards	385	329	215
Instant Merit Award	264	329	328
Excellence in Leadership Award	3	4	3
Michelle Comeau Scholarship	1	1	1
Retirement Certificates	121	170	45
Inventor and Innovator Awards	55	70	n/a
Long Service Award (15 years/ 25 & 35 years)	378	317	264
Total	1680	1245	907
External Awards			
Head of Public Service Award and Award of Excellence	6	0	0

Employee recognition should form an important part of the department's retention strategy. Given the number of departures/turnovers in the management ranks, it will be important to ensure that new managers at IC are made aware of, and encouraged to use, IC's Awards and Recognition Program in future years.





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.

PCMAF Workforce Performance Indicators

Industry Canada is rated Strong in the extent to which the workplace is fair, enabling, healthy and safe and is rated acceptable in the extent to which the workforce is productive, principled, sustainable and adaptable. Due to methodology changes, valid comparisons cannot be made between years.

Table 33

Extent to which the workplace is Fair, Enabling, Healthy and Safe	
Rating: Strong	
Fair:	<ul style="list-style-type: none"> • Industry Canada has strong labour relations expertise. • Labour relations matters are consistently and appropriately managed or addressed. • Labour-Management Consultation committee is established within the organization and meetings occur on a regular basis. • Organization is complying with labour relations policy direction. • The organization meets standards of timelines in payments to employees.
Enabling:	<ul style="list-style-type: none"> • Organization demonstrates the necessary linguistic capacity to provide personal and central services and supervision in both official languages. • Organization has made progress in comparison to the previous year's representation, recruitments and promotions of the four employment equity groups. • Promotions are greater than or equal to previous year's performance. • Separations are less than or equal to previous year's performance. • Work instruments, electronic systems and communication tools are generally available in both official languages.
Healthy and Safe:	<ul style="list-style-type: none"> • Organization has a recognition program or policy in place and it regularly communicates with its employees with regards to recognition, and celebrates employee accomplishments.





Table 34

Extent to which the workforce is Productive, Principled, Sustainable and Adaptable	
Rating: Acceptable	
Productive:	<ul style="list-style-type: none"> 70 percent to 89 percent of employees have learning plans* Participation in three or more identified leadership development programs.
Principled:	<ul style="list-style-type: none"> Communications with and services to the public in both official languages are generally available. Necessary linguist capacity is in place as is shown by the vast majority of incumbents of bilingual positions who meet the language requirements of their position. Progress against the previous year's performance on recruitment, promotion and separation for employment equity groups equal the organization's average for all employees. Organization is representative of all four employment equity designated groups. Promotions are less than representation for at least one group. Work instruments, electronic systems and communications with employees are generally available in both official languages/
Sustainable:	<ul style="list-style-type: none"> Evidence is available to show governance/organizational infrastructure generally exists to support integrated planning. Integrated planning is generally in place.
Adaptable:	<ul style="list-style-type: none"> The organization has a clearly defined organizational learning strategy.
Opportunities:	Enhance promotion opportunities for designated groups.

* Industry Canada achieved 90 percent learning plan completion by March 31, 2008.





The Department has, as part of its workforce renewal, committed to having a people focus. Industry Canada has initiated this process by endeavoring to ensure that the four priorities of the Clerk of the Privy Council are met and tailored to the Department. As a first step, these renewal activities will involve:

Integrated human resources planning

The foundation for shaping Industry Canada's workforce is to have a clear understanding of the skills and knowledge required to meet the Department's business objectives now and into the future. For example, over the past few years, Industry Canada and the public service as a whole, has seen a shift in occupational make-up toward more "knowledge-intensive" work, thus, resulting in long-term recruitment and employee development strategies that reflect this new reality. Last year, the Department produced a business plan that linked human resources plans to business goals and next year's objective is to ensure that the human resources component of this integrated business plan is strengthened.

Industry Canada's workforce analysis and HR planning capacities will be enhanced in order to:

- identify the skills and knowledge required in order to meet departmental business objectives now and in the future;
- improve integrated HR and business planning;
- identify and act upon corporate needs, approaches and potential partnerships.

Attracting talent

In order to provide Canadians with excellent service, Industry Canada must improve and augment its opportunities to attract and retain the best possible talent available. In doing so, it is vital that IC become more competitive in hiring and attracting talent at all levels of the organization.

As a result, the Department is currently launching a recruitment branding project to educate Canadians on Industry Canada and raise its profile to the Canadian population. This project will target and personalize departmental recruitment processes in order to better attract candidates who possess the best talent available and to increase the number of hires of post-secondary graduates for indeterminate positions within the next fiscal year. We will continue to partner with educational institutions, increase its use of the federal student programs and utilize inventories of pre-qualified candidates to increase its opportunity of bridging students into the workforce.

Several functional communities face greater challenges when considering availability of their skills, experience and knowledge. Consequently, targeted recruitment strategies will be critical to attracting, recruiting and retaining limited and scarce employees. Furthermore, efforts will be made to develop a new corporate recruitment website, to implement an ambassador program and generate a guide on student hiring as corporate recruitment material. Partnerships with career web sites, such as TalentEgg.ca, will be used as opportunities for promoting IC as a potential and prospective employer.





Ongoing analysis of the current labour market and IC representation levels will ensure that IC remains competitive and sensitive to current and upcoming trends and issues.

Developing and managing talent

The development of public servants at all levels as leaders, managers and empowered employees is central to a high performance institution. Careful attention to managing talent and performance is required. The Department will increase engagement with employees on their learning and development objectives, with a focus on second-language training, especially for employees whose career plans require it. As well, the Department will implement systematic best practices in talent management to proactively address employee development, retention and succession challenges.

In order to be successful in developing and retaining employees, it is essential to educate, engage and support them on their learning and career objectives. As a result, all new recruits within the public service will have an orientation and learning plan. In addition, senior executives (EXs) will be assessed on their performance in relation to their achievements under the People Component of the Management Accountability Framework (PCMAF).

Within this context, Industry Canada will develop and implement a Talent Management Strategy which focuses on attracting, recruiting, employee entry, developing, retaining and employee departure.

Organizations are now responsible, more than ever, to manage their employees and ensure that their workplace needs are met and managed.

Strengthening human resources service delivery and investing in departmental human resources systems

Industry Canada's renewal efforts include better use of technology in all aspects of planning, recruitment and management, including the support of systems and processes that are efficient and user-friendly.

In 2008-09, the Department will implement the following activities:

- An HR Service Delivery Strategy which includes client service standards for staffing, classification and compensation along with monitoring of these service standards;
- Service delivery enhancements which include a fast-track process for low-complexity staffing transactions, self-serve online tools for managers and support for collective staffing initiatives (including statement of merit criteria, rating guides and work descriptions);
- A collective staffing pool management system;
- Investment in departmental HR systems (PeopleSoft v8.9 and HR Planning and Analysis System) in order to give managers improved access to critical data to support on-going planning and management.





Employment Equity

Industry Canada is committed to Employment Equity (EE) principles which aim to achieve a more representative workforce. Specific strategies have been identified by sectors to address recruitment, retention, self-identification, and awareness issues within their EE groups. To ensure that the Department meets its obligations as specified in the *Employment Equity Act* and in the People component of The Management Accountability Framework, sectors continue to integrate the following four departmental objectives into their HR Plans:

- 1) accountability through leadership and commitment;
- 2) improve the representation of designated groups where under-representation exists within the department, sector, branch and region;
- 3) foster an inclusive culture that supports the successful integration and retention of designated group employees;
- 4) sustaining an organizational culture that embraces diversity.

This desire to maintain a diverse and representative workforce is an important part of human resources management within Industry Canada. Employment Equity challenges such as the under-representation of women in non-traditional occupations and senior level professional occupational groups (i.e., CO, ES, EN) along with the recruitment and retention of specific equity groups will need further focus and attention. Managers must work closely with HR Advisors to meet their representation targets where under-representation exists and to review their current and future representation forecasts.

As the Department continues to develop new mechanisms for the recruitment, development and advancement of EE candidates and employees, Industry Canada will be better positioned to retain its diverse, unique and specialized workforce.

Official Languages

Respect and promotion of official languages is a key component of Industry Canada's human resources workforce obligations. Industry Canada's results from the 2005 Public Service Employee Survey indicated that lack of access to second language training has a negative impact on career progress and thus, the Department has developed a corporate approach to second language training.

Industry Canada's sectors have identified strategies to address test result expiries, equality for both official languages, career mobility and professional development issues. In order to ensure that the Department meets its obligations as specified in Parts IV, V, and VI of the *Official Languages Act*, sectors integrated the following four departmental objectives into their HR Plans:

- 1) accountability through leadership and commitment;
- 2) ensuring a more proactive approach to communications with and services to the public;
- 3) encouraging a work environment conducive to the use of both official languages in regions designated for language of work purposes;
- 4) organizational capacity to provide bilingual services.

Industry Canada is dedicated to strengthening the bilingual character of the workplace by creating an atmosphere where both languages can flourish. The creation of the IC Official Languages Discussion Network and the promotion of the use of both languages in meetings are examples of how Industry Canada continues to work towards this goal. Providing opportunities for staff to upgrade their language skills will contribute to the retention and development of employees and furthering their career progression.





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)
- Competition Bureau (CB)
- Industry Sector (IS)
- Office of Consumer Affairs (OCA)
- 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
- Official Language Minority Community Directorate (OLMC)
- Regional Policy Coordination and Cohesion Branch (RPCC)
- Sector Governance and Infrastructure Programs Branch (SGIP)

3 — Small Business and Marketplace Services

- Chief Information Office (CIO)
- Corporations Canada (CORP)
- Information Management Branch (IMB)
- Investment Review and Sector Services (IRSS)
- Measurement Canada (MC)
- Office of the Superintendent of Bankruptcy (OSB)
- 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
 - Corporate and Portfolio Office
 - Legal Services





Appendix II — Methodology

The Human Resources Management 2007-08 Performance Report presents a view of Industry Canada's workforce over the fiscal year. Data is a download of Human Resources Management System (HRMS) where the base population is indeterminate, term, casual and employees on leave with and without pay, unless otherwise specified.

Employment Equity

The Department's employment equity population is determined as follows: indeterminate, term and seasonal employees. 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.

Workforce availability data refers to the distribution of people in a designated group as a percentage of the total Canadian workforce. For the 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 purpose 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.

Progress on attaining employment equity targets is measured and monitored by referring to the share of hires, departures and promotions within employment equity groups compared to Workforce Availability for Industry Canada

Forecast:

The modeling and forecasting of workforce retirement is part of on-going efforts in demographic analysis. The purpose of the forecast is to provide more in-depth demographic analysis of human resources and present inputs to the succession and business planning process in IC.

The forecast is set under some assumptions. The population used to forecast is indeterminate with minimum age of 45 and two years of service and it held stable throughout the forecasting period at the same level as of March 31, 2008. It is assumed that there will be no growth in the size of the workforce over the years of forecasting and the projection was adjusted based on historical probability of retirement.





Appendix III — Major Occupational Categories and Groups

Industry Portfolio Major Occupational Categories and Groups		
Executive	EX	Executive
Scientific and Professional	EC	Economics and Social Science Services
	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





Appendix IV — 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	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 TI-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, 08 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





Appendix V — Human Resources Branch Contact List

Human Resources Branch Director General Mitch Davies 613-954-5474	
Executive Group Services and Leadership Development Director Kanwal Davinderpaul 613-954-3659	Executive Resourcing Operations Manager: Lisa Desormeaux 613-946-5255
Operations and Programs Senior Director Nicole Langis 613-946-3377	Staffing Services Associate Director: Annelle Lalonde 613-954-3647
	Classification Services Associate Director: Sylvie Leduc 613-952-0834
	Human Resources Project Office Manager: Mary Newell 613-941-0299
	Corporate Programs Associate Director: Diane Bertrand 613-954-3671
	Employment Equity and Diversity Program Advisor: Sherley Bien-Aimee 613-941-9852
	Official Languages Program Advisor: Sharon Villeneuve 613-941-9423
Labour Management Relations and Compensation Director David Smith 613-952-6096	Career Counselling Career Management Consultant: Nathalie Le Marquand 613-954-6358
	Compensation Services Manager: Rachelle Charlebois 613-952-4240 Labour Relations Manager: Renée Leblanc 613-954-3685
Strategic Human Resources Management Deputy Director General and Director Nathalie Kachulis 613-990-2785	Staffing Policy and Monitoring A/Manager: Brigitte Paris 613-957-8749
	Compensation Policy and Monitoring Manager: Elizabeth Kirk 613-954-3643
	PS Renewal Manager: Trajan Schulzke 613-946-7297
	Demographic Trends and Forecasts and Integrated Human Resources Planning Workforce Analysis and Human Resources Planning A/Manager: Bertin Dadaille 613-946-729
	Learning HR Policies and Programs A/Manager: Gilbert Latreille 613-954-4161
	Human Resources Strategies Manager: Sonia Côté 613-954-3697
Conflict Prevention and Early Resolution Manager Kathleen Mitchell-Jensen 613-948-9076	Conflict Prevention and Early Resolution Senior Advisor: Susan Sandul 613-954-3623
Administrative Services Director Marthe René-de-Cotret 613-613-957-8776	Human Resources Management Information System HRMS (PeopleSoft) A/Manager: Christine Thibodeau 613-948-6457
	Rewards and Recognition Coordinator: Johanne Vezina 613-954-3641

