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Canada

# Human Resources Annual Performance Report 2008-09

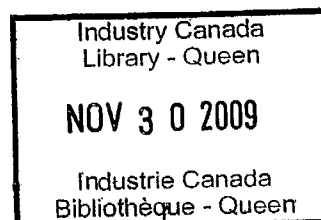


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## FOREWORD



I am pleased to present the 2008-09 Human Resources Annual Performance Report which reflects our Department's commitment to cultivate and encourage people management practices as part of its core organizational activities. This report provides a demographic snapshot of Industry Canada's workforce as of March 31, 2009 and serves as a strategic tool to strengthen its human resources management.

The reality of public service demographics, the aging demographic profile and rising retirement rates, along with increasing competition from the private sector for today's young knowledge-based workers, are key factors to ensure that people management is on the forefront of the Department's public service renewal efforts.

Given that only 10 percent of its employees are under 30 years of age and 34 percent are over 50, Industry Canada is endeavouring to focus on people management in terms of recruitment, retention, work-life balance, career development and succession planning.

In response to these challenges, Industry Canada has implemented a People Management Strategy to foster a workplace culture which promotes employee growth and development, ongoing feedback on performance, and leadership at all levels.

To this end, the annual report promotes people management excellence by providing comprehensive information on the characteristics of the Industry Canada workforce and identifying critical workforce segments.

I hope that all of you, in your respective roles as managers, planners, analysts, and employees, will find this information useful and relevant to support you in your human resources planning activities.

I invite you to pose any questions or provide any comments pertaining to this report to Nathalie Kachulis, Deputy Director General and Director, Strategic HR Management, Human Resources Branch by email at [nathalie.kachulis@ic.gc.ca](mailto:nathalie.kachulis@ic.gc.ca) or by telephone at (613) 990-2785.

Thank you,

Bill James  
Director General  
Human Resources Branch



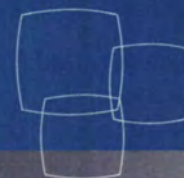
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### Employee Population and Movement

As of March 31, 2009, Industry Canada had a population of 6,010 employees, amounting to a growth of 135 employees from March 31, 2008. Indeterminate employees not only constitute the bulk of the population (90 percent), but also increased by 71 employees over last year, in contrast to the decline they had experienced over the four previous years. The remainder of the population is almost evenly divided between casuals, term employees and students. Departmental employees were 43.8 years old, on average, with over three-quarters of them in the National Capital Region.

The fact that the number of students showed a dramatic increase over 2007-08, rising by 59 to 156, is a positive result since the bridging of graduates into indeterminate positions can contribute to the renewal of the workforce. However, the similarity in numbers of indeterminate employees joining Industry Canada (556) and leaving the Department (550) over 2008-09 is of concern. Particularly high departure rates were noted for the PE, ES and EX groups. In addition, approximately 30 percent of departmental employees will be eligible to retire in the next five years, thus emphasizing the importance of renewal and retention.

### Employment Equity and Official Languages

Last year, Industry Canada surpassed workforce availability (WFA) for all four designated groups. This year, using the new 2006 census data, the Department continued to exceed the WFA rates for women, aboriginal peoples and persons with disabilities, but was 1.1 percent short of meeting the WFA rate for visible minorities. Despite an overall increase in visible minority representation over the last three years, their departure rate exceeded the hiring rate.

The departmental population is almost evenly divided between women and men. There is also a fairly closer split of men and women in the ES group and the CO group (the latter constitutes the largest occupational group in the Department). Both COs and ESs were the main feeder groups to the executive complement. However, significant differences occur in the population of certain other occupational groups, with women predominating in the AS, CR, PE, PM and SI groups, and men being more dominant in the EL, EN, SE and TI groups.

The first official language of 60 percent of the Department's employees is English, while that of the other 40 percent is French. As of March 31, 2009, more than half of Industry Canada's positions were designated bilingual, with 90 percent of the incumbents meeting their linguistic profile. However, a significant proportion of the feeder groups do not have the CBC level required by EX positions, thus posing a potential obstacle for movement into the EX cadre.





### Accomplishments

Major accomplishments of the Human Resources Branch over 2008-09 included the following:

- Staffing and Classification Service Standards were implemented, leading to improved service delivery; and
- Efforts to increase the speed of staffing, combined with the launching of a new Web site featuring "Work that Matters," led to surpassing of the departmental targets for post-secondary recruitment.

Several initiatives were also undertaken to encourage the appointment of students upon graduation, including the implementation of a Bridgeable Students Database, a Student Network and a Student Exit Questionnaire. The Orientation Program was revamped so that dynamic Orientation Sessions are now being provided to all new employees to the Department. Employees also have access to a variety of learning and training opportunities, as well as career counselling.

### Major Challenges

The issue of employee retention has been problematic in Industry Canada over the last few years, particularly as a result of rising retirement rates and high turnover in certain occupational groups. Taking these factors into account, as well as the reality of increasing labour market pressures, it is essential that attracting, developing and managing talent be of primary importance to the Department. Particular emphasis also needs to be placed on such groups as visible minorities, new graduates and potential entrants to the executive community. Industry Canada's People Management Strategy for Renewal and Results will be a major driver in dealing with these challenges by focusing on recruitment, retention, work-life balance, career development and leadership. This strategy will be supported by integrated human resources planning combined with heightened succession planning.





## Introduction

Industry Canada's business success depends upon its workforce. The current challenges of an aging demographic profile combined with rising retirement rates and an increasingly competitive labour market put pressure on Industry Canada's ability to attract and retain a skilled and diverse workforce. These factors also highlight the critical need for a comprehensive, long-term departmental strategic plan and present a rare opportunity to shift the culture of people management across the Department.

Industry Canada's People Management Strategy for Renewal and Results sets the departmental direction and vision for how it manages people and talent strategically. As a result, this strategy is a key component in the successful delivery of longer term departmental priorities and objectives, by fostering employee growth and development, ongoing feedback on performance, and leadership at all levels.

These people management goals are structured around four key elements: employee engagement, leadership development, human resources service excellence, and accountability.

The Department's desired future state for each of these people management elements, to be achieved by 2012, is outlined below.

## Employee Engagement and Renewal

- New employees are recruited into developmental career streams to meet the challenges of increasing retirement numbers and to create a workplace that emphasizes the diversity of its employees;
- Employees progress through career development programs that support competency development with systematic and rigorous performance feedback, as well as integrated learning opportunities;
- Employees develop a growing sense of affiliation with the Department through exploration of varied work assignments. This occurs within a culture that supports strong relationships among peer groups, regular mentoring, knowledge transfer and feedback from senior leaders;
- As ambassadors of Industry Canada, employees understand its key strategic objectives, where they fit in the organization and how they might seek work opportunities to further their development within the Department; and
- Management and human resources professionals work jointly on achieving value-added people management outcomes such as workplace improvement, reducing time to hire, supporting employee development, and effective performance management.





### Leadership Development

- Executive talent is actively managed to ensure the development and retention of senior managers within the organization;
- Next generation executives are developed and nurtured from within the organization;
- High-performing mid-career executives are attracted to Industry Canada by opportunities to be challenged, to develop and to grow in their careers; and
- Managers at all levels receive leadership development opportunities, and are well equipped to lead and engage their employees.

### Human Resources Service Excellence and Performance Improvement

- Speed of service and client satisfaction are seen as key enablers of the Human Resources Branch's (HRB) success in delivering business value;
- HRB is recognized for its client-centred approach and performance-based culture;
- HRB's knowledge of client business needs ensures value in recruitment and organizational design, and seamlessly offers compliance and other risk management advisory services;
- Staffing resources are focused externally on the recruitment challenge;
- Productivity is improved through the use of automated workflow technology and increased self-service; and
- A single system of record holds information on all of the Department's people, thus increasing efficiency and multi-functionality.

### Accountability

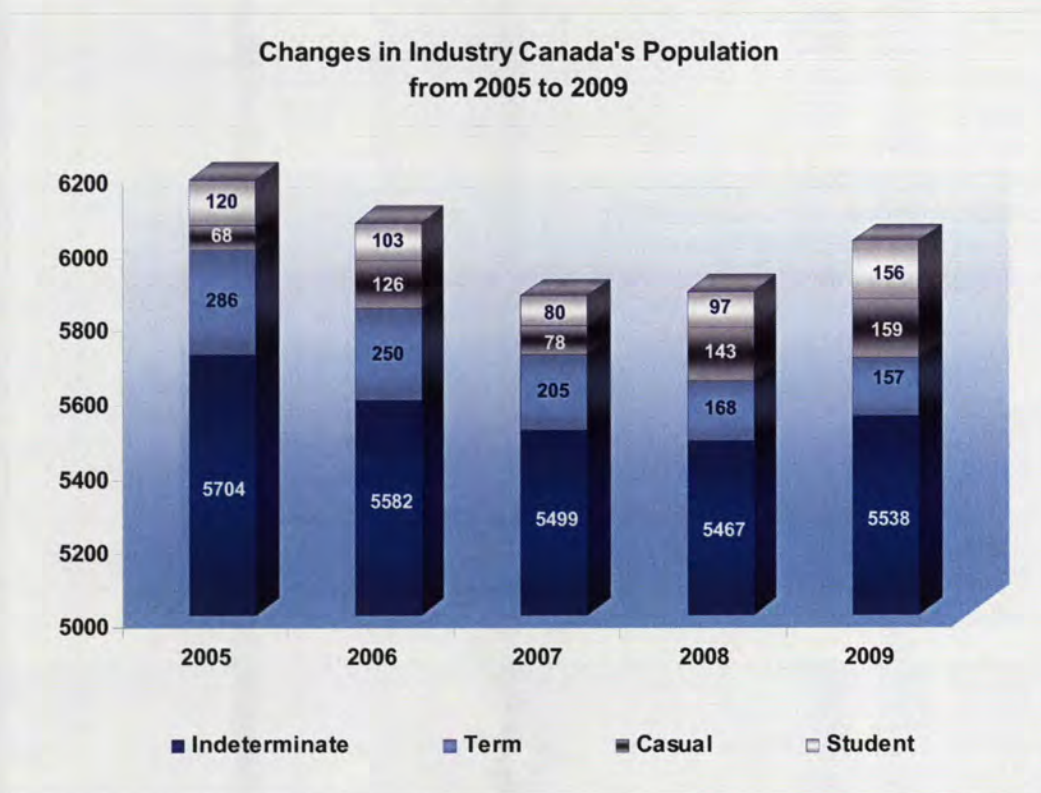
- Accountability frameworks, mechanisms and infrastructures are in place to ensure that people initiatives support the creation and maintenance of a competent, productive, sustainable, adaptable and flexible workforce; and
- Accountability is rendered to:
  - Canadians, for managing people well, in order to deliver on the Department's mandate;
  - Human resources oversight bodies, such as the Public Service Commission (PSC) and the Office of the Chief Human Resources Officer (OCHRO); and
  - Industry Canada employees.

Success criteria and actions for these elements have been identified, and will be measured and reviewed on a yearly basis. As well, a People Management Reporting and Monitoring Framework will be developed and adjustments made as required.





## Population



As of March 31, 2009, Industry Canada had an overall strength of 6,010 employees, with 92 percent made up of indeterminate employees (5,538), and the remaining 8 percent almost evenly divided between casuals (159), term employees (157), and students (156).

After experiencing a decline over the four previous years, the indeterminate population grew by 71 employees during fiscal year 2008-09. Factors such as conversion of terms and casuals to indeterminate status as well as an excess of hires to departures, have contributed to this increase.

Term employees continued the downward trend observed since 2005, from 4.6 to 2.6 percent of the population. Their average length<sup>1</sup> of employment was 1.4 years, which decreased slightly from last year's average of 1.5. Seventy percent of them were in the following groups: CR (23 percent), EN (15 percent), AS (12 percent), CS (10 percent), and CO (10 percent).

As of March 31, 2009, student and casual populations showed an increase compared to the previous years. However, due to the short-term nature of their work, the count of term and indeterminate employees more accurately reflects the total current workforce.

<sup>1</sup> Refers to term employees of 3 months or more





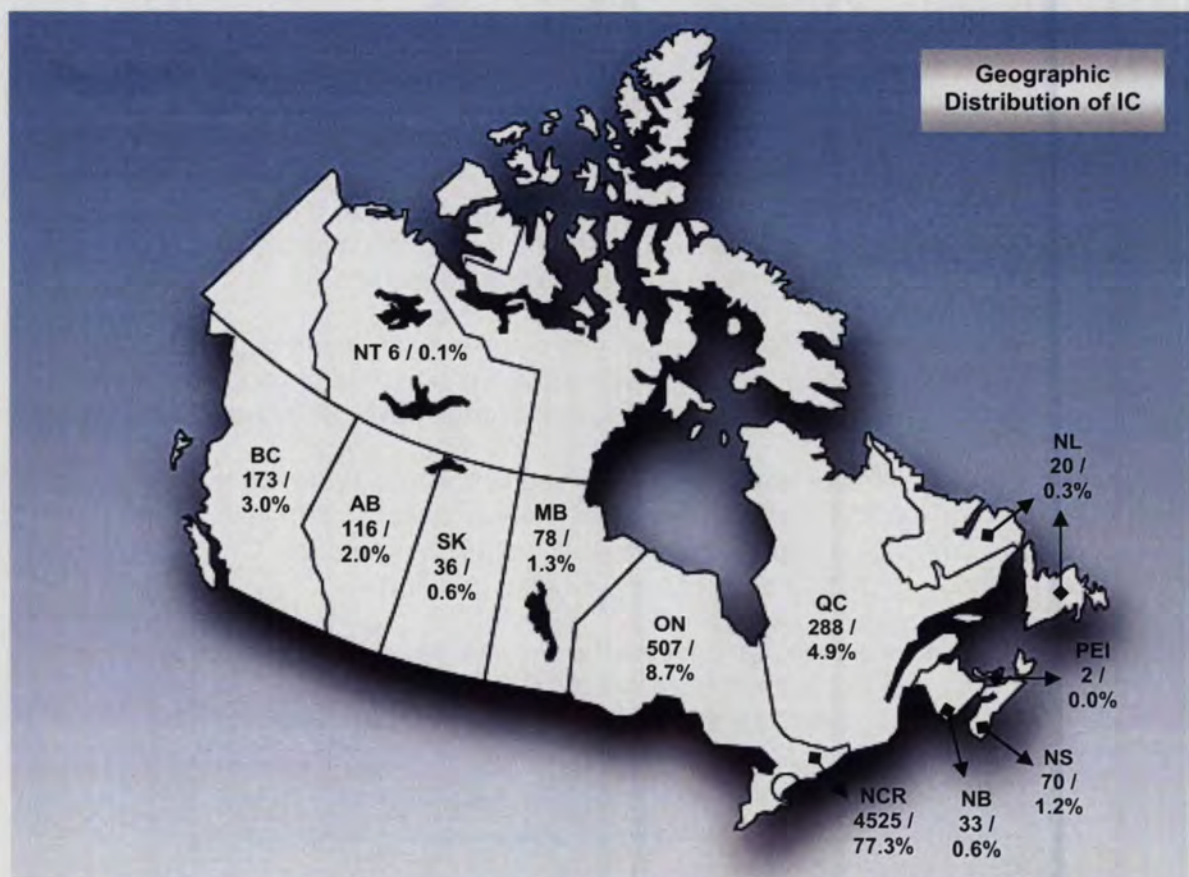
## Population by Working Level and Region

Over half of Industry Canada's employees were clustered in the intermediate and support/technical working levels (27.8 percent and 26.2 percent respectively). The intermediate level grew by 3.3 percent from 24.5 percent in 2003-04.

Workforce Representation by Working Level			
Working Level	Total	2007-08 %	2008-09 %
EX	217	3.7	3.7
EX Equivalent	78	1.4	1.3
EX minus 1	678	11.2	11.6
EX minus 2	1,063	18.2	18.2
Intermediate	1,629	27.9	27.8
Developmental	657	10.9	11.2
Support/Technical	1,532	26.8	26.2
<b>IC</b>	<b>5,854</b>	<b>100.0</b>	<b>100.0</b>

\* Refer to Appendix III for Industry Canada's Working Levels

The figure below highlights the Department's strong presence in the National Capital Region (77.3 percent), representing an increase of 1.2 percent since 2006-07.

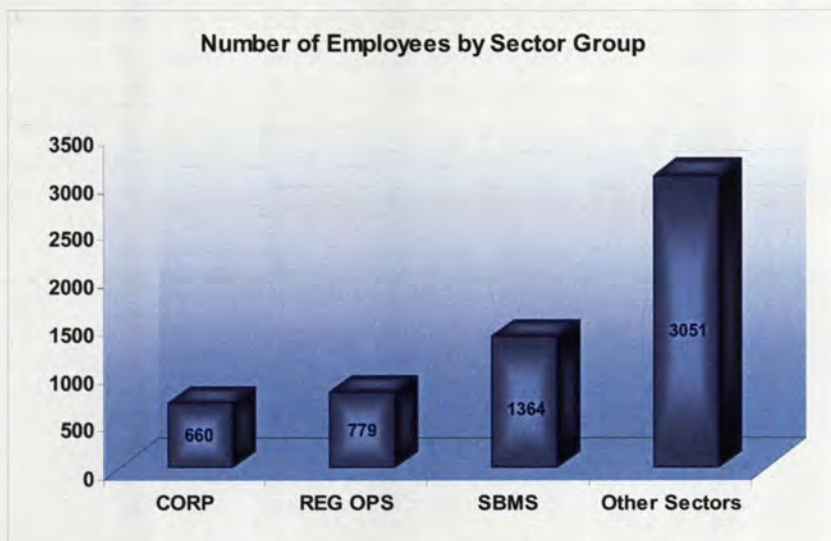


\* The base population includes indeterminate, term and casual employees





## Population by Sector Cluster



Industry Canada's overall population (indeterminate, term and casual) grew by 76 employees in 2008-09. Corporate Services had the greatest increase with 44 employees, representing a 7 percent gain. Within this sector, the Human Resources Branch increased its population by 22 employees (a growth of 10 percent). As well, Small Business and Marketplace Services' population grew by 52 employees (4 percent), while Regional Operations increased by 24 employees (3.2 percent). Further details on this breakdown are outlined below.

REG OPERATIONS	
Division	# of Employees
ATL	64
FedNor	126
OLMC	3
ONT	152
OSBFB	1
PAC	96
PCARC	10
PRA	107
PRC	1
QUE	129
SPOB	80
Undefined	10
<b>Total</b>	<b>779</b>

SBMS	
Division	# of Employees
CIO	333
CORPS	92
CB	51
IM	137
IRSP	25
MC	303
SBT	88
OSB	331
Undefined	4
<b>Total</b>	<b>1,364</b>

CORPORATE	
Sector	# of Employees
AEB	35
CAS	192
CMB	98
HRB	241
MINO <sup>1</sup>	94
<b>Total</b>	<b>660</b>

OTHER SECTORS	
Sector	# of Employees
CBC	487
CIPO	1,080
IS	309
MGPO	13
OCA	22
SIS	157
SITT	773
SPS	210
<b>Total</b>	<b>3,051</b>

**IC's total population excluding students: 5,854**

\* Refer to Appendix I for the full titles of the organizations within Industry Canada

<sup>1</sup> In 2008-09, the Corporate and Portfolio's Office has merged with MINO





## Gender

The proportion of women at Industry Canada increased continuously over the past five years. As of March 31, 2009 women represented 51.4 percent (3,009 employees) of its population and men 48.6 percent (2,845 employees). The highest representation of women was in the AS group (82.4 percent). Women also have a high overall representation (greater than 70 percent) in the combined AS, CR, PE, PM and SI groups. However, women's representation was still low with regard to the SE and TI groups, which continued to be traditionally male-dominated within the public service as a whole.

Workforce Distribution by Gender and Major Occupational Group				
Classification	Women	Men	Women %	Men %
AS	707	151	82.4	17.6
CO	457	526	46.5	53.5
CR	468	168	73.6	26.4
CS	167	345	32.6	67.4
EL	35	218	13.8	86.2
EN	57	193	22.8	77.2
ES	171	221	43.6	56.4
EX	86	131	39.6	60.4
FI	73	45	61.9	38.1
IS	139	66	67.8	32.2
PE	86	29	74.8	25.2
PM	257	107	70.6	29.4
SE	9	61	12.9	87.1
SG	162	266	37.9	62.1
SI	47	19	71.2	28.8
TI	32	204	13.6	86.4
IC	3,009	2,845	51.4	48.6

\* Refer to Appendix II for definitions of major occupational categories and groups



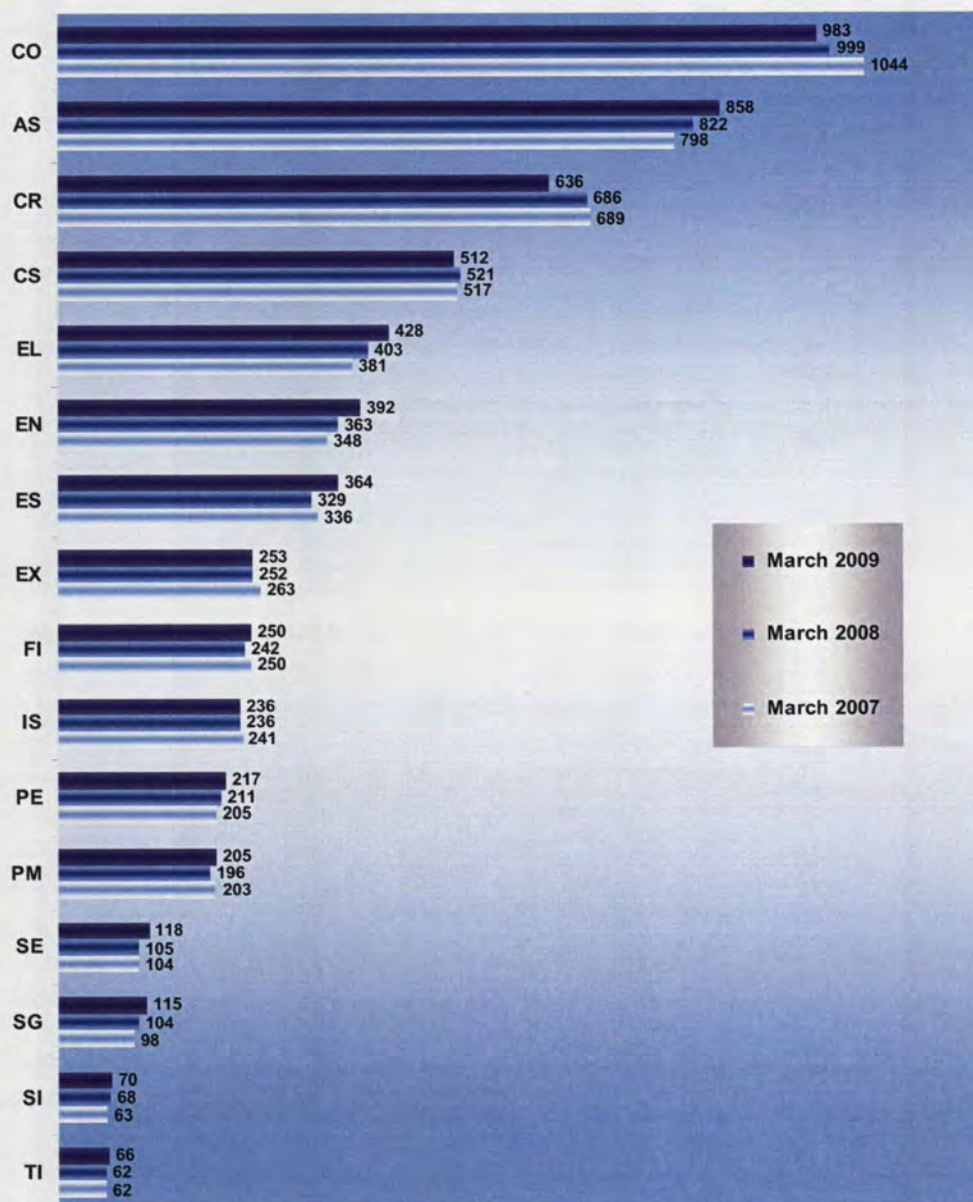


## Major Occupational Groups

The Department's workforce was spread out over 35 different occupational groups, which is indicative of the broad scope of its mandate and strategic objectives. Changes in the distribution of the 16 major occupational groups are outlined below.

Industry Canada's Major Occupational Groups\*

The CO, AS, CR and CS groups accounted for 51.1 percent of the total workforce. The CO group remained the largest occupational group, with a total of 16.8 percent of the total population, even though it had a continuous decline over the past five years, including a 1.6 percent decrease in 2008-09. This decrease was partly due to the increased number of CO retirements since 2007. On the other hand, the ES group increased its population base consistently since 2003-04 and had an 8 percent increase in 2008-09. The SG group also increased by 6.2 percent over the last year.



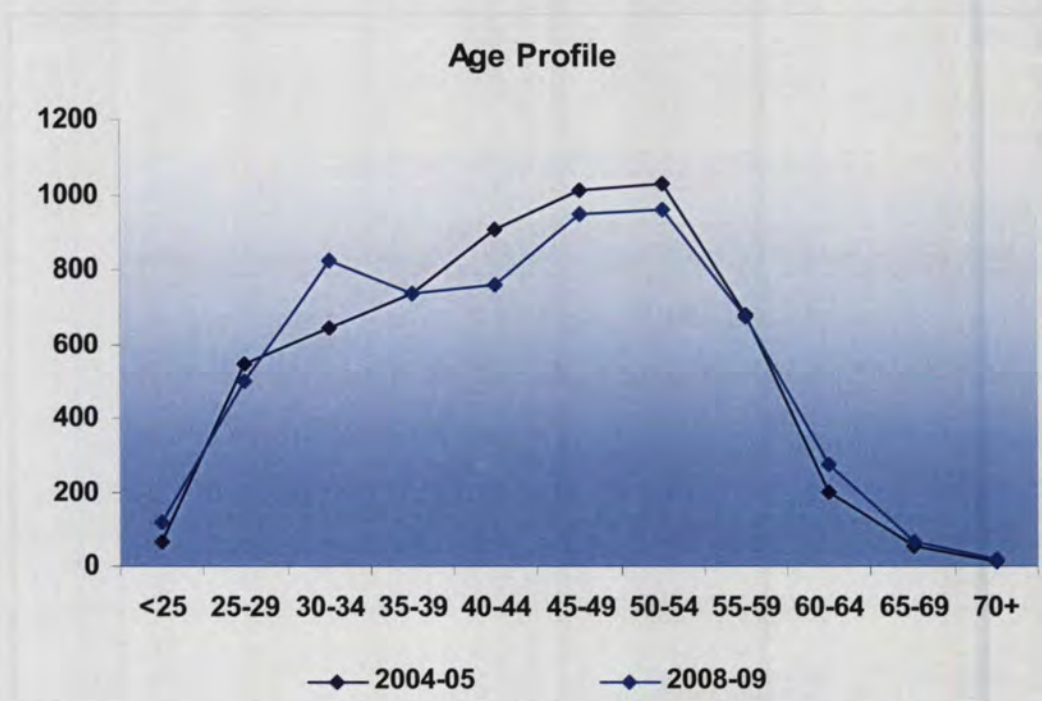
\* Refer to Appendix II for breakdown of major occupational groups





## Age

There was no dramatic shift in the Department's age profile over the last five years. The average age as of March 31, 2009 was 43.8 years, which is similar to the average age of 44 in 2004-05. The percentage of employees under 35 years remained at 10 percent, while the percentage of employees over 55 increased slightly from 33 percent to 34 percent. Recruitment efforts over the past year may have influenced the slight increase in the number of employees aged 25-34, in support of Industry's Canada renewal engagement.



\* Age distribution by employment equity group for 2008-09 is outlined on page 14

SG-PAT and FI remained the youngest groups at 38.9 and 39.5 years of age. The large number of SG-PAT employees under 35 could be a result of CIPO's recruitment campaigns at post-secondary institutions. These campaigns, along with their longstanding employee development program, may have contributed to the attraction and retention of younger employees in the SG-PAT group. The EX group remained the oldest group, with an average age of 49.5 years.

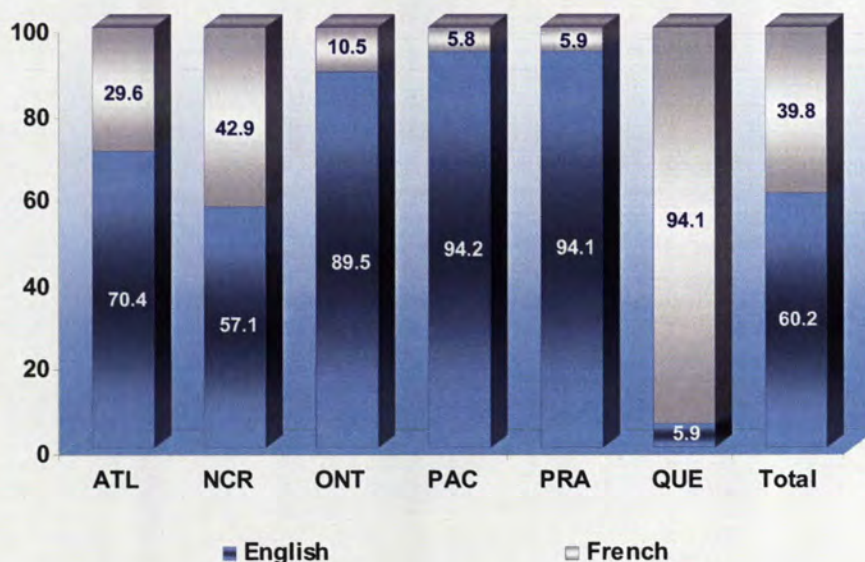
In terms of regional differences, all the occupational groups outside the National Capital Region (NCR), except for the SI and IS groups, were older by nearly three years than their counterparts in the NCR.





## Official Languages

Official Language by Region



60 percent of the Department's employees indicated English as their first official language while 40 percent indicated French. The figure above shows a regional overview of this representation, as of March 31, 2009. Little change has occurred in this distribution in recent years.

## Bilingualism

Supervisory and EX Bilingual Capacity					
Supervisory				EX	
Year	Meet	Do not Meet	Incomplete	Meet	Do not meet
2009	92.8%	2.7%	4.5%	98.3%	1.7%
2008	92.0%	2.2%	5.7%	99.0%	1.0%
2007	97.4%	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%

As of March 31, 2009, over 55 percent of Industry Canada positions were designated bilingual. Amongst those employees who were in positions with a bilingual requirement, 89.5 percent met their linguistic profile, 8.3 percent did not, and 2.3 percent had incomplete results.





The table below outlines the first official language of departmental employees by major occupational group as of March 31, 2009, and indicates the percentage of employees meeting their linguistic requirements compared to the previous year.

First Official Language of Employees and Bilingual capacity by Major Occupational Group					
Classification	English 2008-09 %	French 2008-09 %	Meet Bilingual Requirement 2006-07 %	Meet Bilingual Requirement 2007-08 %	Meet Bilingual Requirement 2008-09 %
AS	42.5	57.5	93.4	90.3	89.1
CO	66.4	33.6	96.5	94.4	92.2
CR	46.0	54.0	88.2	80.5	80.1
CS	55.0	45.0	94.4	94.8	93.1
EL	67.1	32.9	91.7	91.8	95.1
EN	61.5	38.5	94.2	93.4	95.3
ES	78.1	21.9	93.5	93.2	91.7
EX	67.8	32.2	91.0	92.3	94.1
FI	52.5	47.5	97.1	90.6	88.0
IS	57.4	42.6	89.0	93.0	88.9
PE	38.1	61.9	93.6	88.0	87.0
PM	57.7	42.3	92.2	91.8	88.0
SE	84.3	15.7	80.0	90.0	90.9
SG	77.3	22.7	96.5	90.8	94.9
SI	54.0	46.0	94.6	90.0	90.6
TI	70.9	29.1	91.0	87.1	82.1
Others	71.4	28.6	85.7	87.1	78.1
<b>IC</b>	<b>60.0</b>	<b>40.0</b>	<b>92.0</b>	<b>91.0</b>	<b>89.5</b>

The Department's bilingual capacity has slightly declined over the last three years, as a result of a continuing reduction in the number of employees meeting their linguistic requirements in IC's major occupational groups (AS, CO, and CR).





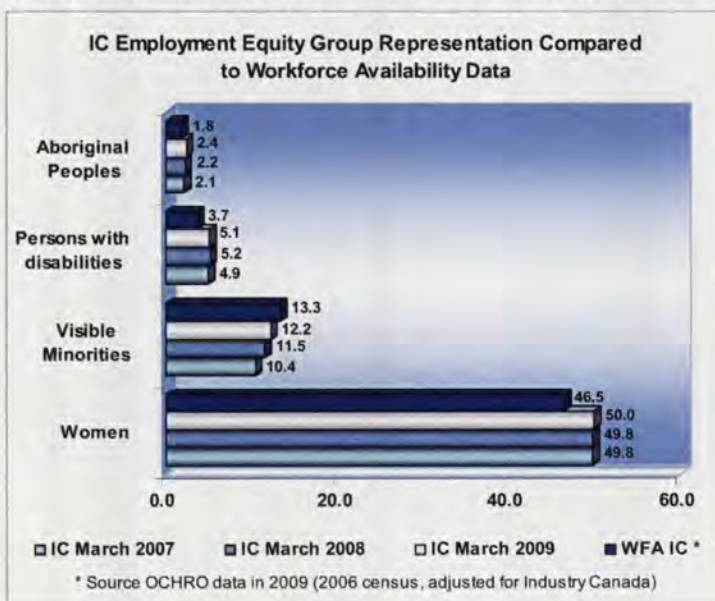
## Employment Equity Groups

This section reports on the representation of the four employment equity designated groups (women, visible minorities, persons with disabilities, and Aboriginal peoples), compared to workforce availability (WFA)<sup>1</sup> data for the mix of positions at Industry Canada. The Department 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 (WFA) data was obtained from the 2006 census conducted by Statistics Canada while previous data was from the 2001 census data.

The 2006 data confirmed a change in the ethno-cultural diversity of Canada, with the largest growth occurring in the visible minority population. This resulted in a 2.9 percent increase in their WFA rate from 10.4 percent in 2001 to 13.3 percent in 2006. For women, the WFA rate increased by 0.4 percent (from 46.1 to 46.5). Persons with disabilities and Aboriginal peoples both increased their WFA rate by 0.3 percent each, a rise from 3.4 percent to 3.7 percent, and 1.5 to 1.8 respectively.

As of March 31, 2009, women made up 50 percent of the total IC employee population, visible minorities 12.2 percent, persons with disabilities 5.1 percent, and Aboriginal peoples 2.4 percent.

For 2008-09, Industry Canada's overall representation of all designated employment equity groups was above the labour market availability except for the visible minority group, which had an increase in their WFA based on the 2006 data. However, the representation of visible minorities has increased since 2007-08 (11.5 percent). Particular attention should be taken to ensure that hire rates for visible minorities are increased to offset their increasing departure rates. In addition, the decrease in the promotional rate for visible minorities (11.8 percent in 2008-09 compared to 15.5 in 2007-08) is another area of concern. Other challenges may develop for the Aboriginal peoples, as their high departure rate and low rate of hires, along with their overall higher age could present future representation problems for this employment equity group. In summary, recruitment and retention initiatives are needed to address these challenges.



\* Employment equity population is calculated as follows: indeterminate employees, term employees 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. 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 data.

<sup>1</sup> The term workforce availability (WFA) is the percentage of individuals working in the relevant occupation who are also members of an employment equity group as of the 2006 census. Workforce availability estimates are those calculated for the Department by Office of the Chief Human Resources Officer (OCHRO) in 2009, using 2006 census data.





## Age

Distribution of Industry Canada's Employment Equity Groups 2008-09					
Employment Equity Groups	< 35 years %	35-44 %	45-49 %	50 + %	Average Age
Women	23.36	25.61	16.80	34.23	43.7
Visible minorities	29.2	30.5	15.7	24.6	42.4
Persons with disabilities	11.4	19.5	18.8	50.4	47.8
Aboriginal peoples	19.4	31.8	14.0	34.9	44.4
<b>IC Total %</b>	<b>22.8</b>	<b>25.8</b>	<b>17.0</b>	<b>34.4</b>	<b>44.1</b>

Persons with disabilities had the highest percentage of employees aged 45 and older (69.2 percent), a slight decrease from last year (69.9 percent). Employees in this group also had the highest average age (47.8 years of age), while visible minority employees had the lowest average age (42.4 years of age). More than half of visible minorities (59.7 percent) were under the age of 44, in contrast to IC's overall population where 48.6 percent were under the age of 44. Within the employment equity groups, 48.8 percent of Aboriginal peoples were 45 years of age and older, a decrease of 1.3 percent from last year. On the other hand, the percentage of women aged 45 years of age and older was stable at 51 percent.





## Movement

Employment Equity Group Representation and Mobility 2008-09					
Employment Equity Groups	Representation %	WFA %	Hires %	Departures %	Promotions %
Women	50.1	46.5	56.9	56.5	57.7
Visible minorities	12.0	13.3	10.6	10.9	11.8
Persons with disabilities	5.2	3.7	2.7	6.4	3.5
Aboriginal peoples	2.4	1.8	1.2	1.6	1.9

### Women

The representation of women remained stable, always exceeding their workforce availability. In 2008-09, women continued to constitute the majority of all new hires into Industry Canada at 57 percent. Women were promoted at a higher rate than their representation and were leaving at a lower rate than their recruitment rate.

### Visible Minorities

For 2008-09, the data reflected that visible minorities increased their representation by 2.3 percent since 2005-06. However, their representation was now lower than workforce availability due to the new WFA rate. Visible minorities were promoted at a lower rate than their representation, and they left at almost the same rate as they were recruited.

### Persons with Disabilities

Over the past three years, persons with disabilities have been well represented at Industry Canada, surpassing their workforce availability. For 2008-09, their rates of promotion and hire were similar to the previous years. However, the rate of departure for persons with disabilities increased from 4.9 percent in 2006-07 to 6.4 percent in 2008-09. Retirement (51.5 percent) and interdepartmental transfer (42.4 percent) were the main reasons for their departure.

### Aboriginal peoples

Aboriginal representation continued to exceed workforce availability. Aboriginal peoples have historically been promoted at a higher rate than their representation, except for 2008-09 where there was a decrease of 0.5 percent. They were leaving at a higher rate than they were recruited. This may be due to their rate of transfers to another department within the public service (66.7 percent) and their retirement (22.2 percent). In addition, a higher rate of Aboriginal peoples were over 50 years of age (34.9 percent). The combination of their higher departure to hire ratios along with their overall higher age will present future representation challenges for the Department in the coming years.





## Women

In all occupational categories, the representation of women was above the corresponding workforce availability, except for a shortage of one employee in the Technical Group. Progress was observed in the Executive Category, where their representation increased from 32.3 percent in 2007-08 to 39.7 percent in 2008-09. Nonetheless, under-representation increased for occupational groups such as SG, CO and TI (shortage of 24, 21 and 15 employees).

Representation of Women by Major Occupational Category and Group					
Occupational Category & Group	All Employees #	Women			
		Representation #	IC WFA #	Difference #	Ratio of Hires to WFA <sup>1</sup>
Executive	204	81	77	4	1.6
EX	204	81	77	4	1.6
Sc. And Prof.	1,061	353	337	16	1.3
EN	229	46	27	19	3.4
ES	354	152	131	21	1.0
SE	68	8	9	-1	0.0
SG	386	135	159	-24	1.1
Adm. And FS	2,901	1,704	1,540	164	1.2
AS	785	648	589	59	1.1
CO	897	403	424	-21	1.0
CS	474	147	131	16	1.7
FI	109	66	58	8	1.0
IS	176	119	104	15	1.1
PE	104	76	70	6	1.2
PM	323	228	168	60	1.3
Technical	563	110	111	-1	1.3
EL	247	32	27	5	0.6
TI	224	27	42	-15	0.7
Adm. Sup.	564	417	412	5	1.0
CR	554	408	403	5	1.0
<b>IC Total</b>	<b>5,331</b>	<b>2,667</b>	<b>2,481</b>	<b>186</b>	<b>1.2</b>

<sup>1</sup> Hires to WFA ratio (hire rate divided by WFA). If this ratio is greater than one, the gap between hires and workforce availability is expected to be low and vice versa.





## Visible Minorities

The representation of visible minorities in the Department was above workforce availability by 194 employees, in the Scientific and Professional Category, and by two in the Technical Category. Representation was exactly the same as WFA for the Executive Category. However, representation was below WFA by 90 employees in the Administrative and Foreign Service Category, and by 15 in the Administrative Support Category. Moreover, recruitment to the Administrative and Foreign Service Category was also below workforce availability.

Representation of Visible Minorities by Major Occupational Category and Group					
Occupational Category & Group	All Employees #	Representation #	IC WFA #	Difference #	Ratio of Hires to WFA <sup>1</sup>
Executive	204	13	13	0	0.9
EX	204	13	13	0	0.9
Sc. And Prof.	1,061	242	194	48	0.7
EN	229	77	67	10	0.3
ES	354	60	53	7	0.9
SE	68	32	25	7	1.4
SG	386	69	43	26	0.7
Adm. And FS	2,901	272	362	-90	1.0
AS	785	50	69	-19	0.7
CO	897	90	129	-39	0.6
CS	474	52	81	-29	0.6
FI	109	13	14	-1	0.6
IS	176	14	14	0	2.1
PE	104	20	10	10	2.8
PM	323	29	39	-10	1.4
Technical	563	75	73	2	1.0
EL	247	32	38	-6	0.9
TI	224	31	21	10	1.3
Adm. Sup.	564	47	62	-15	0.9
CR	554	46	62	-16	0.1
<b>IC Total</b>	<b>5,331</b>	<b>650</b>	<b>707</b>	<b>-57</b>	<b>0.8</b>

<sup>1</sup> Hires to WFA ratio (hire rate divided by WFA). If this ratio is greater than one, the gap between hires and workforce availability is expected to be low and vice versa.





## Persons with Disabilities

The table below indicates that persons with disabilities exceeded workforce availability in all occupational categories, except for the Scientific and Professional Category, where there was a difference of 20 employees.

Representation of Persons with Disabilities by Major Occupational Category and Group					
Occupational Category & Group	All Employees #	Persons with Disabilities			
		Representation #	IC WFA #	Difference #	Ratio of Hires to WFA <sup>1</sup>
Executive	204	10	7	3	1.7
EX	204	10	7	3	1.7
Sc. And Prof.	1,061	NA	NA	-20	0.5
EN	229	10	11	-1	0.0
ES	354	8	16	-8	0.8
SE	68	NA	NA	-3	0.0
SG	386	10	18	-8	0.0
Adm. And FS	2,901	148	90	58	0.9
AS	785	51	24	27	1.6
CO	897	40	28	12	0.4
CS	474	19	15	4	1.7
FI	109	NA	NA	2	1.2
IS	176	8	5	3	0.0
PE	104	11	3	8	0.0
PM	323	13	10	3	0.9
Technical	563	48	24	24	0.6
EL	247	16	11	5	0.0
TI	224	23	10	13	0.0
Adm. Sup.	564	36	23	13	0.6
CR	554	33	22	11	0.7
<b>IC Total</b>	<b>5,331</b>	<b>272</b>	<b>195</b>	<b>77</b>	<b>0.7</b>

<sup>1</sup> Hires to WFA ratio (hire rate divided by WFA). If this ratio is greater than one, the gap between hires and workforce availability is expected to be low and vice versa.





## Aboriginal Peoples

The representation of Aboriginal peoples was above workforce availability by 31 employees for the Administrative and Foreign Service Category, 7 for the Technical Category, and one for the Administrative Support Category. On the other hand, representation was below workforce availability by 7 for the Executive Category, and one for the Scientific and Professional Category.

Representation of AB by Major Occupational Category and Group					
Occupational Category & Group	All Employees #	Representation #	IC WFA #	Difference #	Ratio of Hires to WFA <sup>1</sup>
Executive	204	NA	NA	-7	0.0
EX	204	NA	NA	-7	0.0
Sc. And Prof.	1,061	10	11	-1	0.7
EN	229	NA	NA	4	0.0
ES	354	NA	NA	-2	0.9
SE	68	NA	NA	0	0.0
SG	386	NA	NA	-4	0.0
Adm. And FS	2,901	85	54	31	0.9
AS	785	23	18	5	2.2
CO	897	24	14	10	0.0
CS	474	16	8	8	0.0
FI	109	NA	NA	0	0.0
IS	176	NA	NA	0	0.0
PE	104	NA	NA	-1	1.3
PM	323	15	6	9	0.0
Technical	563	NA	NA	7	0.0
EL	247	NA	NA	2	0.0
TI	224	10	4	6	0.0
Adm. Sup.	564	15	14	1	0.5
CR	554	15	14	1	0.5
<b>IC Total</b>	<b>5,331</b>	<b>129</b>	<b>98</b>	<b>31</b>	<b>0.7</b>

<sup>1</sup> Hires to WFA ratio (hire rate divided by WFA). If this ratio is greater than one, the gap between hires and workforce availability is expected to be low and vice versa.



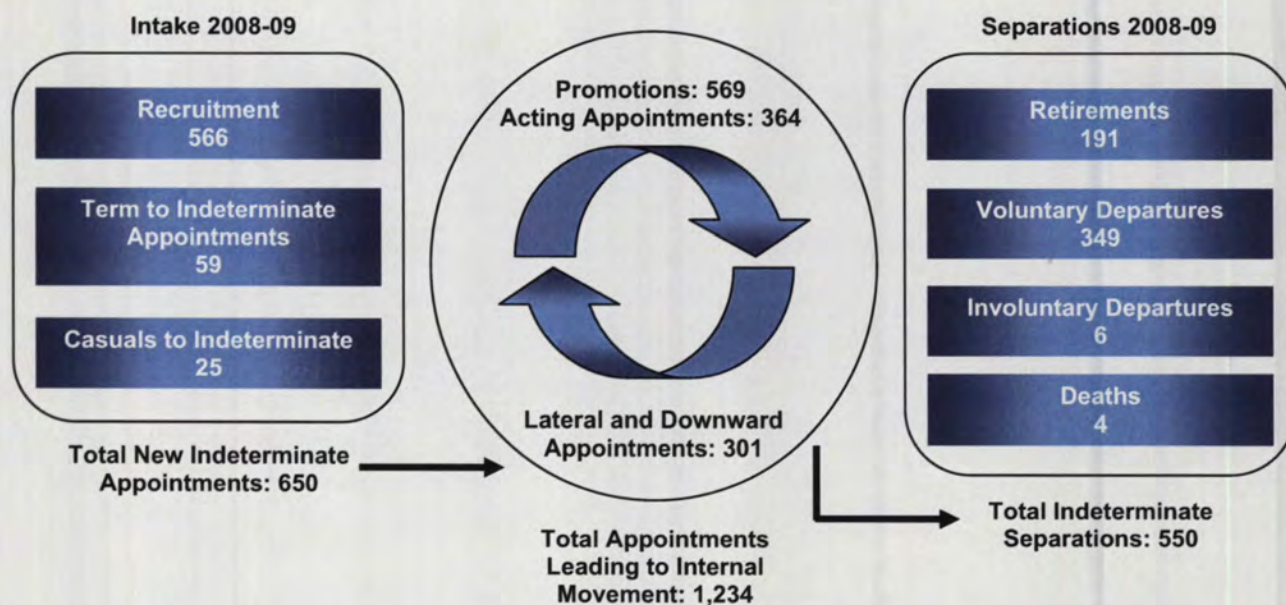


## Overview of Employee Movement within Industry Canada

Employee movement can be described as follows:

- Intake is composed of recruitment plus terms and casuals to indeterminate status;
- Internal movement is composed of lateral and downward appointments, promotions and acting appointments; and
- Separations are departures which include retirements, voluntary departures, involuntary departures and deaths.

### Appointments and Separations Contributing to Movement of Indeterminate Employees 2008-09





## Tenure and Mobility

This section focuses on the length of time that Industry Canada employees spent in the public service, as well as in their current position, which is an indication of their level of mobility.

The overall average of years in the public service for all Industry Canada employees is 13.4 years. Not surprisingly, executives, who tend to be the oldest employees in the Department, had the most years of public service (20 years) on average. Other departmental employees who worked for the public service for a long period of time were members of the TI, EL and AS groups. The SG and IS groups had the less tenure in the public service in 2008-09.

The data indicates that departmental employees worked in the same position for an average of 4.8 years. 34 percent of employees had less than two years of tenure in the same position, 31.8 percent had between two and five years of tenure, while the other 34.1 percent had been in the same position for more than 5 years.

Certain groups have demonstrated greater position mobility than others. At least half of the employees in the ES, EX, FI and PE groups were in the same position for less than two years. The EL group continued to be the least mobile, with an average time in the same position of 8.8 years. The EN, SE, TI and CS groups had been, on average, in the same position for 8.0, 8.0, 6.9, and 6.1 years.

Employee Tenure 2008-09					
Group	< 2 %	2-5 %	> 5 %	Average of Years in Position	Average of Years in Public Service
AS	42.6	31.2	26.2	4.1	15.0
CO	34.8	32.9	32.3	4.2	14.5
CR	26.8	35.0	38.2	5.7	11.8
CS	17.3	27.1	55.6	6.1	12.8
EL	25.8	19.8	54.4	8.8	17.7
EN	16.4	20.9	62.7	8.0	13.6
ES	58.5	26.9	14.6	2.4	10.3
EX	51.9	30.4	17.8	2.7	20.0
FI	62.7	22.0	15.3	2.5	10.9
IS	47.2	34.4	18.5	3.1	9.5
PE	61.9	26.5	11.5	2.1	11.0
PG	44.1	47.1	8.8	2.2	14.1
PM	35.1	41.7	23.1	3.8	13.4
SE	12.9	34.3	52.9	8.0	11.3
SG	24.1	43.9	32.0	4.2	7.5
SI	34.9	28.6	36.5	4.8	11.7
TI	18.8	32.9	48.3	6.9	18.7
<b>Total</b>	<b>34.0</b>	<b>31.8</b>	<b>34.1</b>	<b>4.8</b>	<b>13.4</b>





## Net Employee Flows

The table below illustrates the inflow and outflow movement of indeterminate employees from Industry Canada's major occupational groups as well as movement between them. Both departmental growth and retirements influenced these movement patterns. As of March 31, 2009, the overall indeterminate workforce grew by 1.6 percent to 5,450 employees. Additionally, since March 31, 2008, the retirement rate decreased by 3.2 percent.

Inflow rates for 2008-09 were especially high in the following occupational groups: FI (33 percent), PE (32.3 percent), ES (31.1 percent), IS (23.6 percent), PM (22.9 percent), SI (21.1 percent), and EX (19.1 percent). Given the mobility of these groups, it is not surprising that five of them also had high outflow rates: PE (25.3 percent), ES (20.1 percent), EX (17.7 percent), FI (17.5 percent), and SI (17.5 percent). However, it is encouraging to note that these outflow rates have decreased since the last fiscal year.

While 90 percent of employees in these major occupational groups were retained over the past year, there was substantial variability in retention rates among the following groups, due in large part to their higher outflow rates: PE (76 percent), PG (79 percent), EX (82 percent), and ES (84 percent). In contrast, retention rates were above average (95 percent and over) for the following groups: CS, SG, EL, EN, and SE.

**Movement of Indeterminate Employees by Major Occupational Groups**

	CO	AS	CR	CS	SG	PM	ES	EL	TI	EN	EX	IS	PE	FI	SI	SE	PG	EG	Total
Base Indeterminate Population March 31, 2008	963	784	586	498	402	319	344	246	236	219	209	182	99	103	57	62	33	23	5365
<b>Inflows</b>																			
Hires and Rehires	76	79	73	19	38	34	83	15	16	10	17	37	27	26	9	2	2	0	563
Conversions	11	11	26	4	0	9	6	0	0	2	0	5	0	2	1	2	3	1	83
Change to Group	34	56	1	5	0	30	18	1	1	1	23	1	5	6	2	0	5	0	189
Total	121	146	100	28	38	73	107	16	17	13	40	43	32	34	12	4	10	1	835
Inflow Rate %	12.6	18.6	17.1	5.6	9.5	22.9	31.1	6.5	7.2	5.9	19.1	23.6	32.3	33.0	21.1	6.5	30.3	4.3	15.6
<b>Outflows</b>																			
Public	54	62	40	10	2	14	43	0	6	1	19	15	20	14	3	0	5	1	309
Resignation	5	1	2	1	4	3	5	2	2	0	2	2	1	0	1	0	0	1	32
Retirement	50	35	16	11	3	9	6	6	11	8	15	2	3	1	2	2	2	1	183
Other	4	1	3	1	1	1	1	0	1	0	1	0	0	0	0	1	0	0	15
Change from Group	27	23	71	6	1	17	14	5	1	1	0	10	1	3	4	0	0	0	184
Total	140	122	132	29	11	44	69	13	21	10	37	29	25	18	10	3	7	3	723
Outflow Rate %	14.5	15.6	22.5	5.8	2.7	13.8	20.1	5.3	8.9	4.6	17.7	15.9	25.3	17.5	17.5	4.8	21.2	13.0	13.5
Current Indeterminate Population as of March 31, 2009	942	810	552	493	428	341	377	248	234	221	212	189	108	116	61	63	34	21	5450
2007-08 Employees Remaining at IC	862	735	485	473	390	312	298	233	216	212	194	156	80	89	51	61	32	21	4900
Retention Rate %	88	87	90	95	97	91	84	97	91	96	82	90	76	85	89	95	79	100	90

- Decreased population over 2008-09 by five percent or more
- Increased population over 2008-09 by five percent or more
- Stable population 2008-09 (change less than +/- five)



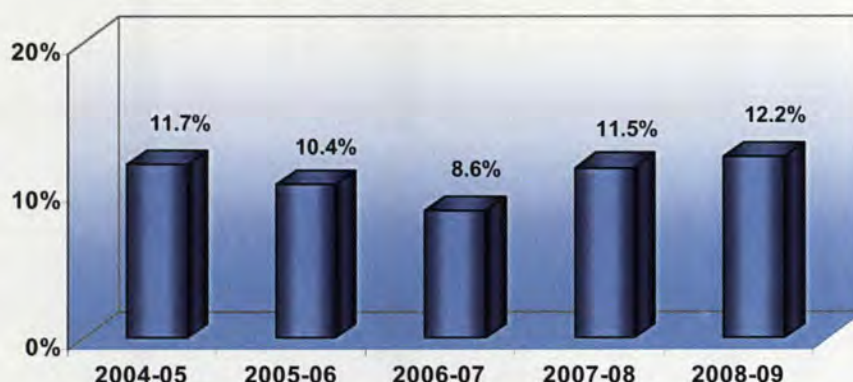


## Employee Movement between Specific Occupational Groups

Mobility, if well managed, can make a positive contribution to an organization. It introduces new ideas, and supports employee development and career advancement. However, significantly high or low mobility can lead to negative impacts, such as those rendered by some fast-track promotions where employees do not spend sufficient time at level to learn the skills required for the job.

Internal mobility is composed of promotions, lateral moves and downward moves. The average internal mobility rate for Industry Canada over the last five years was 10.9 percent. As indicated in the figure below, the rate of employee movement has fluctuated over this time period, with a low of 8.6 percent in 2006-07 and a high of 12.2 percent in 2008-09. With the exception of 2006-07, internal movement has increased in the last four years from 526 movements in 2005-06 to 600 movements in 2008-09.

**Trends in Overall Rate of Internal Movement**



The table on the following page indicates indeterminate internal movements from 2003-04 to 2008-09 for six of Industry Canada's major occupational groups. The ES group had the highest rate of internal movement at 38.7 percent, followed by the AS and PM groups at 34.7 percent and 33.3 percent, respectively.

For 2008-09, the following groups experienced an influx of employees from other groups: AS (134 employees), with 77.1 percent of them remaining at the same level, PM (97 employees), with the majority of them coming from the CR group (64), and the AS group (23). In addition, 70 employees moved to the CO group, including 21 former PMs and 12 former ELs.

\* Indeterminate internal movements from 2003-04 to 2008-09 for six of IC's major occupational groups were analysed and included a cohort of subjects starting in 2003-04 and ending in 2008-09. The analysis was based on movement of groups from one level to a higher level or lateral movement between groups for the fiscal years 2003-04 through to 2008-09. The subject status data was collected for two points in time and was merged so that each record has information for one subject during the two time periods.



# EMPLOYEE MOVEMENT



## Indeterminate Internal Movement (2003-04 to 2008-09) for six of IC's Major Occupational Groups

### Movement in the CO Group

Movement Status	From Other Groups	CO-01	CO-02	CO-03	CO-04			
Remained at the same level	16 (22%)	52 (35%)	209 (76%)	167 (95%)	2 (100%)			
One job move	30 (41%)	80 (54%)	66 (24%)	6 (3%)	0			
More than one job move	24 (32%)	16 (11%)	0 (0%)	0 (0%)	0			

### Movement in the AS Group

Movement Status	From Other Groups	AS-01	AS-02	AS-03	AS-04	AS-05	AS-06	AS-07
Remained at the same level	108 (77.1%)	108 (59.7%)	90 (70.9%)	26 (55.3%)	17 (81%)	6 (75%)	5 (71.4%)	7 (100%)
One job move	16 (11.4%)	57 (31.5%)	27 (21.3%)	14 (29.8%)	3 (14.3%)	2 (25%)	2 (28.6%)	0
More than one job move	10 (7.1%)	16 (8.8%)	9 (7.1%)	7 (14.9%)	1 (4.8%)	0 (0%)	0	0

### Movement in the CS Group

Movement Status	From Other Groups	CS-01	CS-02	CS-03	CS-04	CS-05		
Remained at the same level	6 (76.3%)	48 (64%)	167 (83.5%)	94 (88.7%)	28 (96.6%)	9 (100%)		
One job move	3 (7.6%)	22 (29.3%)	32 (16%)	12 (11.3%)	1 (3.4%)	0		
More than one job move	3 (16.2%)	5 (6.7%)	1 (0.5%)	0 (0%)	0 (0%)	0		

### Movement in the ES Group

Movement Status	From Other Groups	ES-02	ES-03	ES-04	ES-05	ES-06	ES-07	
Remained at the same level	27 (52.9%)	2 (33.3%)	1 (7.7%)	7 (33.3%)	26 (70.3%)	29 (93.5%)	3 (100%)	
One job move	13 (25.5%)	1 (16.7%)	5 (38.5%)	6 (28.6%)	10 (27.0%)	2 (6.5%)	0 (0%)	
More than one job move	11 (21.6%)	3 (50.0%)	7 (53.8%)	8 (38.1%)	1 (2.7%)	0 (0%)	0 (0%)	

### Movement in the PM Group

Movement Status	From Other Groups	PM-01	PM-02	PM-03	PM-04	PM-05	PM-06	
Remained at the same level	8 (8.2%)	10 (33.3%)	33 (91.7%)	27 (52.9%)	7 (87.5%)	9 (90.0%)	9 (100%)	
One job move	42 (43.3%)	12 (40.0%)	1 (2.8%)	16 (31.4%)	1 (12.5%)	1 (10.0%)	0 (0%)	
More than one job move	47 (0%)	8 (26.7%)	2 (5.6%)	7 (13.7%)	0 (0%)	0 (0%)	0 (0%)	

### Movement in the EN-ENG Group

Movement Status	From Other Groups	EN-ENG 02	EN-ENG 03	EN-ENG 04	EN-ENG 05	EN-ENG 06		
Remained at the same level	1 (25.0%)	1 (14.3%)	37 (58.7%)	47 (85.5%)	40 (90.9%)	22 (100%)		
One job move	1 (25.0%)	5 (71.4%)	26 (41.3%)	8 (14.5%)	4 (9.1%)	0 (0%)		
More than one job move	2 (50.0%)	1 (14.3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)		





## Hires

In 2008-09, 566 indeterminate employees were hired to the major occupational groups at Industry Canada with 53.3 percent of them through an external process. The indeterminate hire rate for Industry Canada increased by 0.3 percent since 2007-08 and 2.6 percent since 2006-07. Moreover, the percentage of women hired in the last year exceeded the percentage of men hired by 16 percent.

The PEs had the highest ratio of hires (27.3 percent) followed by the FIs (25.2 percent), the ESs (24.1 percent), and the ISs (20.3 percent).

Indeterminate Hires by Gender for Major Occupational Groups April 1, 2008 to March 31, 2009									
Classification	Women Hired	Men Hired	Total Hired	Total IC Women	Women Hired %	Total IC Men	Men Hired %	Total Population	Hires %
AS	64	15	79	650	9.8	134	11.2	784	10.1
CO	36	40	76	452	8	511	7.8	963	7.9
CR	53	20	73	453	11.7	133	15	586	12.5
CS	9	10	19	167	5.4	331	3	498	3.8
EL	1	14	15	34	2.9	212	6.6	246	6.1
EN	4	6	10	48	8.3	171	3.5	219	4.6
ES	32	51	83	149	21.5	195	26.2	344	24.1
EX	10	7	17	85	11.8	124	5.6	209	8.1
FI	14	12	26	62	22.6	41	29.3	103	25.2
IS	25	12	37	120	20.8	62	19.4	182	20.3
PE	23	4	27	74	31.1	25	16	99	27.3
PG	2	0	2	19	10.5	14	0	33	6.1
PM	23	11	34	226	10.2	93	11.8	319	10.7
SE	0	2	2	9	0	53	3.8	62	3.2
SG	18	20	38	149	12.1	253	7.9	402	9.5
SI	7	2	9	39	17.9	18	11.1	57	15.8
TI	2	14	16	33	6.1	203	6.9	236	6.8
IC	326	240	566	2,812	11.6	2,655	9	5,467	10.4





## Departures

### *Indeterminate Departure Reason by Major Occupational Groups*

In the previous year, 550 indeterminate employees left the Department (10.1 percent), representing a one percent decrease from 2007-08. The retirement departure rate was 3.5 percent, 1.4 percent lower than last year. Based on current trends in the number of employees eligible and those who actually retire in a given year, the retirement departure rate is expected to increase steadily over the next 6 years peaking at 5.2 percent in 2015-16. The retirement and non-retirement departure totals decreased by 13.2 percent and 12.2 percent in 2008-09, with almost all occupational groups losing fewer employees than in 2007-08, except for the TI group. High departure rates were observed for the following groups: PE (24.2 percent), EX (17.7 percent), and ES (16 percent).

Indeterminate Departure Reason by Major Occupational Groups April 1, 2008 to March 31, 2009						
Classification	Others	Personal	Private Sector	Public Sector	Retirement	Total Departures
AS	1	0	1	62	35	99
AU	0	0	0	0	1	1
CO	4	1	4	54	50	113
CR	3	0	2	40	16	61
CS	1	0	1	10	11	23
ED	0	0	0	0	1	1
EG	0	1	0	1	1	3
EL	0	1	1	0	6	8
EN	0	0	0	1	8	9
ES	1	1	4	43	6	55
EX	1	0	2	19	15	37
FI	0	0	0	14	1	15
GL	1	0	0	0	3	4
GT	0	0	0	0	2	2
IS	0	1	1	15	2	19
LS	0	0	0	2	0	2
PE	0	1	0	20	3	24
PG	0	0	0	5	2	7
PM	1	2	1	14	9	27
SE	1	0	0	0	2	3
SG	1	1	3	2	3	10
SI	0	0	1	3	2	6
ST	0	0	0	0	1	1
TI	1	1	1	6	11	20
<b>Total</b>	<b>16</b>	<b>10</b>	<b>22</b>	<b>311</b>	<b>191</b>	<b>550</b>





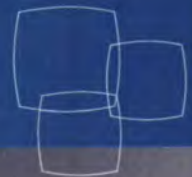
## *Indeterminate Departure by Gender for Occupational Groups*

Women's departure rate of 11.1 percent decreased by almost two percent from last year and for men, 9 percent versus 10 percent for 2007-08. The departure rates for women were significantly lower than for men in the ES, EX and FI groups.

A wave of retirements among EXs reduced their average age from 49.8 years at March 31, 2008 to 49.4 years at March 31, 2009. New EX hires were younger in 2008-09, averaging 43.5 years of age. There is still a substantial EX population eligible for retirement, as 27.4 percent of EXs at Industry Canada are 55 or older, with about a dozen EXs expected to retire in 2009-10.

Indeterminate Departure by Gender for Occupational Groups April 1, 2008 to March 31, 2009									
Classification	Women	Men	Total	Total IC Women	Women %	Total IC Men	Men %	Total Population	Employee Departure %
AS	85	14	99	650	13.1	134	10.4	784	12.6
CO	46	67	113	452	10.2	511	13.1	963	11.7
CR	50	11	61	453	11	133	8.3	586	10.4
CS	8	15	23	167	4.8	331	4.5	498	4.6
EL	1	7	8	34	2.9	212	3.3	246	3.3
EN	1	8	9	48	2.1	171	4.7	219	4.1
ES	20	35	55	149	13.4	195	17.9	344	16
EX	17	20	37	85	20	124	16.1	209	17.7
FI	7	8	15	62	11.3	41	19.5	103	14.6
IS	13	6	19	120	10.8	62	9.7	182	10.4
PE	21	3	24	74	28.4	25	12	99	24.2
PG	5	2	7	19	26.3	14	14.3	33	21.2
PM	19	8	27	226	8.4	93	8.6	319	8.5
SE	0	3	3	9	0	53	5.7	62	4.8
SG	4	6	10	149	2.7	253	2.4	402	2.5
SI	4	2	6	39	10.3	18	11.1	57	10.5
TI	3	17	20	33	9.1	203	8.4	236	8.5
<b>IC</b>	<b>311</b>	<b>239</b>	<b>550</b>	<b>2,812</b>	<b>11.1</b>	<b>2,655</b>	<b>9</b>	<b>5,467</b>	<b>10.1</b>





## Promotions

The groups with the highest percentage of promotions were PE (29.7 percent), FI (26 percent), and ES (16.3 percent). Close to 70 percent of the ES promotions were at the EX minus one and EX minus two levels. Conversely, other groups had fewer opportunities for promotion: CR (2.5 percent), EN (3.8 percent), TI (4.2 percent), and CS (4.7 percent).

**Promotion by Gender for Major Occupational Groups  
April 1, 2008 to March 31, 2009**

Classification	Women	Men	Total	Total IC Women	Women %	Total IC Men	Men %	Total Population	Total Employees Promoted %
AS	94	14	108	659	14.3	141	9.9	800	13.5
CO	45	51	96	454	9.9	525	9.7	979	9.8
CR	10	6	16	492	2	146	4.1	638	2.5
CS	8	16	24	170	4.7	345	4.6	515	4.7
EL	5	28	33	36	13.9	214	13.1	250	13.2
EN	1	8	9	50	2	189	4.2	239	3.8
ES	21	36	57	152	13.8	198	18.2	350	16.3
EX	18	20	38	86	20.9	125	16	211	18
FI	19	8	27	63	30.2	41	19.5	104	26
IS	16	5	21	121	13.2	67	7.5	188	11.2
PE	23	7	30	74	31.1	27	25.9	101	29.7
PG	3	2	5	19	15.8	15	13.3	34	14.7
PM	24	10	34	235	10.2	94	10.6	329	10.3
SE	1	3	4	10	10	58	5.2	68	5.9
SG	24	20	44	149	16.1	254	7.9	403	10.9
SI	4	0	4	39	10.3	19	0	58	6.9
TI	5	5	10	33	15.2	203	2.5	236	4.2
IC	327	242	569	2,887	11.3	2,748	8.8	5,635	10.1

\* Population includes indeterminate and term employees





## Employee Retirement Scenario and Forecast

Employees eligible for retirement without penalty are those 55 years of age or older with at least 30 years of public service or those 60 years of age with at least two years of public service.

In 2008-09, 191 employees, comprising 3.5 percent of Industry Canada's total population, retired at an average age of 58.8 years, with 28 years of public service.

Just over 28 percent of the total retirees in 2008-09 were in middle to senior management positions (i.e., EX minus 1, EX Equivalent and EXs), which represented a noticeable decline from the previous year (45 percent). A significant proportion of the employees who retired over the last year (44.5 percent) were in the AS and CO groups. The table below compares the retirement rates in 2007-08 and 2008-09 for the major occupational groups in the Department.

The retirement rate for the EX group decreased significantly from 10.3 percent in 2007-08 to 7.1 percent in 2008-09. Despite this 3.2 percent drop, employees in the EX group had the highest rate of retirement overall at Industry Canada. The retirement rate decreased as well, by 2.6 to 4.2 percent, for the following groups: EL, IS, PE and SI.

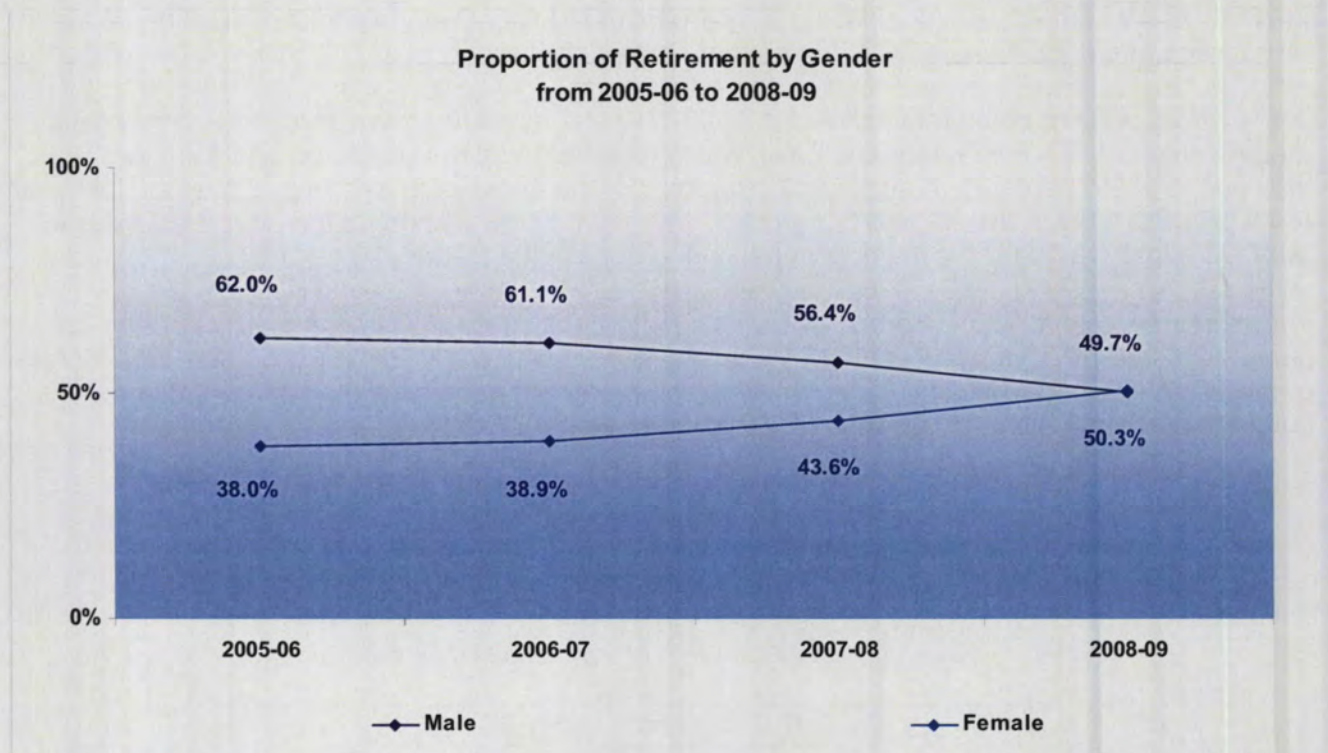
Indeterminate Employee Retirement Rate by Major Occupational Group		
Group	Retirement Rate 2007-08	Retirement Rate 2008-09
AS	4.3	4.3
CO	5.1	5.3
CR	3.6	2.9
CS	1.8	2.2
EL	6.6	2.4
EN	1.8	3.6
ES	1.5	1.6
EX	10.3	7.1
FI	2.1	0.9
IS	3.7	1.1
PE	5.9	2.8
PM	3.7	2.6
SG	0.8	0.7
SI	6.6	3.3
TI	3.3	4.7



## EMPLOYEE MOVEMENT



The proportion of women retirees increased from 38 percent in 2005-06 to 50.3 percent in 2008-09. The men who retired tended to be more than two years older than the women who retired during this time period. Almost 10 percent of the total retirements were early retirements, with 53 percent of these early retirements taken by women.



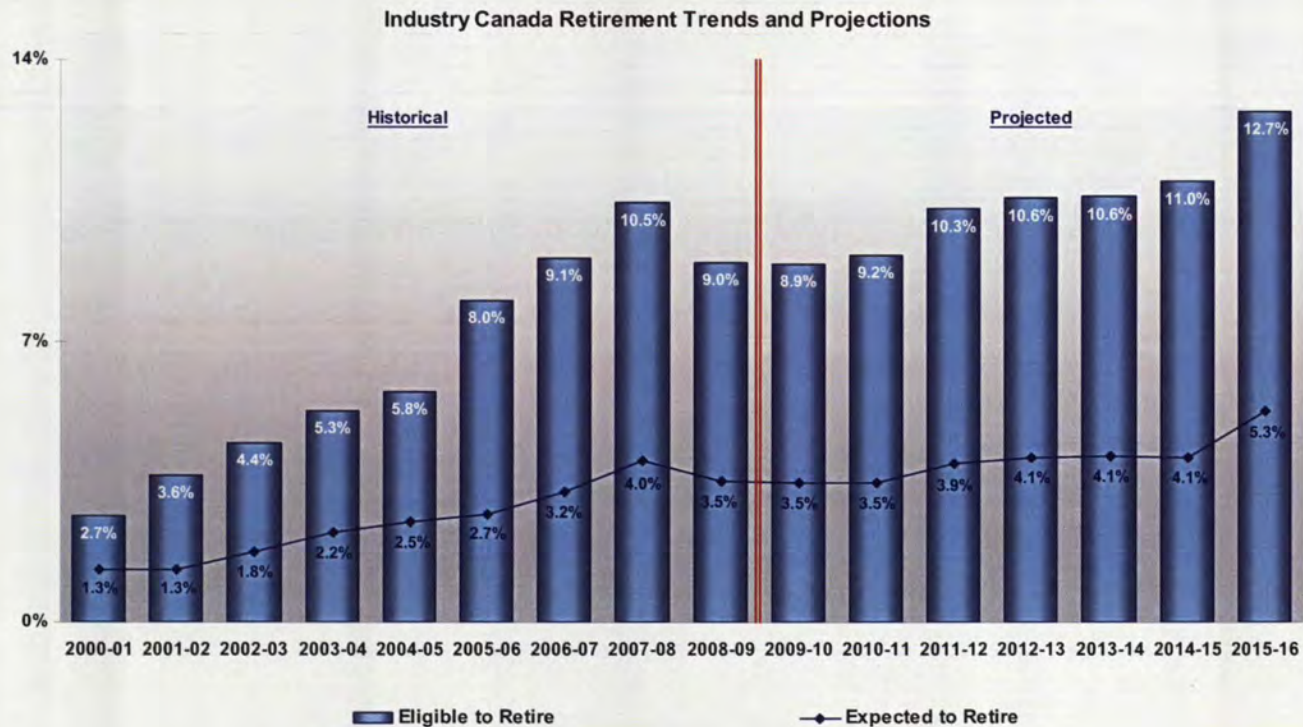
\* The retirement scenarios presented in this section are based on an expected range of high and low projections that explore different retirement possibilities.



## EMPLOYEE MOVEMENT



The figure below presents retirement trends and projections for Industry Canada between 2000-01 and 2015-16.



Over the last nine years, 1,236 Industry Canada employees have retired, with 71.1 percent of them having retired in the last five years. The average retirement rate for the last three years has been 3.4 percent, while it was 2.8 percent for the federal public service. The projected retirement rate for Industry Canada in 2012 is 4 percent, while the Office of the Chief Human Resources Officer forecasts a the retirement rate in 2012 of 3.5 percent for the federal public service. More than one-quarter of the public service will be eligible to retire without penalty by 2012, with almost half of the current executives being eligible to retire during that time period. Close to one in five employees in the EX group could opt for retirement without penalty by 2011-12.<sup>1</sup>

Over the next six years, 1,564 IC employees will be in a position to retire without penalty. However, it is important to note that retirement eligibility is not a reliable predictor of retirements as the decision to retire at a particular moment is influenced by numerous factors.

<sup>1</sup> Sixteenth annual report to Prime Minister \_ Information Resources – PCO



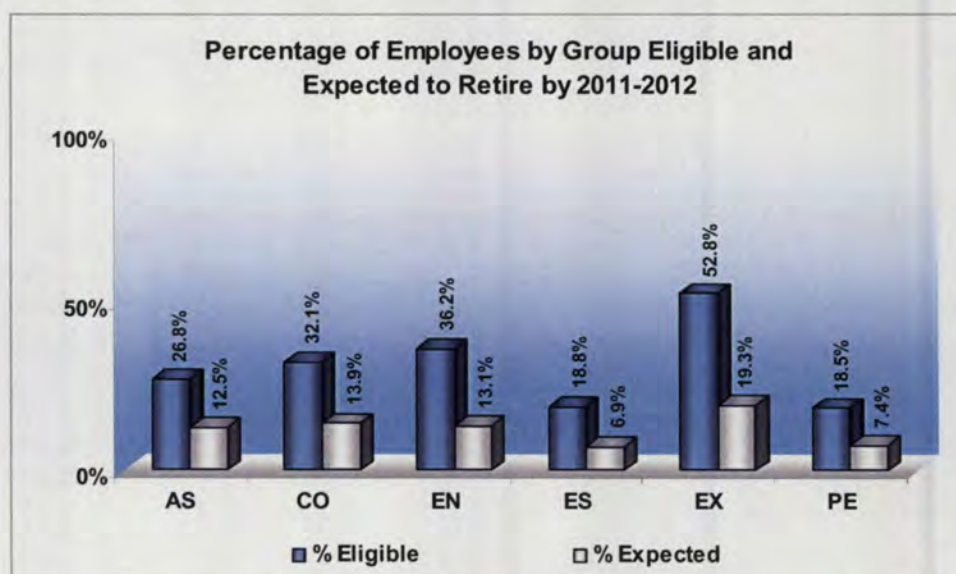
## EMPLOYEE MOVEMENT



The table below outlines the indeterminate population for specific occupational groups, along with an estimate of the percentage of employees eligible to retire over the next three years, a prediction of the percentage who will actually opt to retire, and the consequent range of the number of employees who are expected to retire, based on this prediction.

Percentage of Indeterminate Employees by Occupational Group Eligible and Expected to Retire 2009-10 to 2011-12										
Group	IC Indet. Pop.	2009-10			2010-11			2011-12		
		Eligible %	Expected %	Expected Range	Eligible %	Expected %	Expected Range	Eligible %	Expected %	Expected Range
AS	810	7.2	4.0	[26-38]	8.9	4.1	[27-39]	10.7	4.4	[30-42]
CO	942	11.6	4.8	[38-52]	10	4.4	[35-47]	10.5	4.8	[38-52]
CR	552	10.7	3.3	[14-22]	12.1	3.4	[15-23]	14.7	4.5	[20-30]
EN	221	12.2	5.0	[8-14]	9.5	3.6	[5-11]	14.5	5.5	[7-13]
ES	377	6.6	2.9	[8-14]	6.1	2.9	[5-11]	6.1	1.9	[4-10]
EX	212	16.5	6.1	[9-17]	18.9	6.6	[10-18]	17.5	6.6	[10-18]

The figure below refers to six of the major occupational groups in the Department. It indicates the proportion of employees in the major occupational groups who are eligible and predicted to retire by 2011-12. The highest proportion of employees expected to retire are in the EX group, while the lowest are in the ES group.



Close to one in five employees of the EX group could opt for retirement without penalty by 2011-12. The retirement rate for this community has significantly decreased from 10.3 percent in 2007-08 to 7.1 percent in 2008-09. The retirement rate also decreased for several other occupational groups, such as EL (2.4 percent), IS (1.1 percent), PE (2.8 percent), and SI (3.3 percent). Despite the 3.2 percent drop in the EX group, they still had the highest rate of retirement at Industry Canada.





### Introduction

Renewal continues to be a top management priority for the federal public service. The recruitment of Canada's most qualified and culturally diverse graduates and the development of future leaders are two key challenges of public service renewal.<sup>1</sup>

Industry Canada is ensuring that this priority is met and tailored to its business needs. This section will focus on its efforts to recruit and support talented graduates and provides an overview of our future leaders (EX minus one and EX minus two), along with their primary EX feeder groups.

### Recruiting and Supporting Talented Graduates

Since 2006, a total of 763 students were hired through the Co-Operative Education (Co-Op) programs of post-secondary institutions across Canada (41 percent) and the Federal Student Work Experience Program (FSWEP) (59 percent).

Students Hires 2006-09			
Year	Co-Op	FSWEP	Student Bridging
2006-07	88	163	23
2007-08	94	144	43
2008-09	132	142	29

Of these, 12.5 percent were ultimately hired at Industry Canada as indeterminate or term employees, the majority hired through the student bridging staffing process. These new indeterminate employees were hired in 13 sectors and branches, and the majority hired into the following groups and levels: ES-02 (23 percent), CO-01 (21 percent), ENG-02 (10 percent), CR-04 (8 percent), FI-01 (8 percent), and CS-01 (5 percent).

Managers are encouraged to use student bridging as a primary, low-complexity staffing option for hiring new employees into entry-level positions. To facilitate and increase managers' access to qualified candidates eligible for bridging, the Human Resources Branch (HRB) introduced a Bridgeable Students Database this past year. Currently, the database contains information about more than 200 post-secondary graduates and students who completed at least one Co-Op or FSWEP term in the federal public service and have been identified by their supervisors as strong prospects for future employment within the Department. The Human Resources Branch (HRB) continues to educate managers on the availability and value of the database.

<sup>1</sup> Clerk of the Privy Council, 16th Annual Report to the Prime Minister on the Public Service of Canada





Still in support of Public Service Renewal at Industry Canada, a Student Network was created to introduce Co-Op and FSWEP students to career possibilities in the federal public service, foster professional and peer networking, and promote leadership and professional growth. These efforts are being further enhanced by the recent introduction of a departmental Wiki, an online collaboration and social networking tool. Such innovations in the workplace serve to increase and transfer knowledge, and meet the expectations of new employees.

In August 2008, IC developed a student exit questionnaire to gather data on the information and experiences of departing summer students to better understand their needs, gauge their levels of satisfaction and identify issues which could hinder their eventual hiring and retention. A total of 191 students were invited to complete the questionnaire; 91 were returned (48 percent return rate). Overall, the students' responses were very positive. Analysis of these results suggests that students experienced the greatest satisfaction with the interpersonal aspects of their work term experience: their working relationships with colleagues, their availability of and accessibility to supervisors, the extent to which IC employees helped students feel comfortable to ask questions, understand their environment and meet the members of their teams. The lowest indicators were related to the tasks assigned and the opportunity to make connections outside their immediate work environment. Further student exit surveys are planned for the winter, summer, and fall of 2009. It is expected the trends will better inform the Department's understanding of this key renewal population.

As well, in 2009-10, Industry Canada will be tracking how new post-secondary recruits feel about working in Industry Canada. This information will assist in improving the workplace and retain talented new employees across the Department. This study, which aligns with the Department's People Management Strategy for Renewal and Results, will be expanded to include all new employees to Industry Canada.





## Developing our Future Leaders

Industry Canada's employees are aging, posing a challenge for succession to senior managerial, professional and executive positions. The majority of IC executives fall in the over 50 years of age range and almost half will be eligible to retire in the next three years. Projections of retirement and departure scenarios indicate that there is a need to hire 32 employees at the executive entry level (EX-01) over the next three years. The recruitment of new talent and the management of existing talent are key components of the Department's success in developing its future leaders.

The Department's People Management Strategy highlights the need to nurture the development of a diverse next generation of new executives largely from within IC, as well as the need to increase the number of IC executives and feeder groups participating in leadership development programs. To this end, a thorough understanding and analysis of key demographic characteristics of IC's feeder groups will support the strategic management and renewal of the EX community.

Traditionally, as IC executives leave the workforce, their vacant positions are primarily filled internally and externally from EX minus one and EX minus two feeder groups. Over the 2004-09 period, internal feeder groups have supplied approximately 57 percent of the 222 executive appointments. At the executive entry level (EX-01), this proportion is 69 percent. Of the 212 current executives, 68 percent of them worked continuously at Industry Canada since 2005, and 51 employees (or 24 percent) had been promoted from either the EX minus one or minus two level. With an average age of 45, these promotions were a contributing factor in the decrease in the average age of the executive community.

### *Source of entry to the Executive Community*





### *Characteristics of the Executive Feeder Groups at Industry Canada*

#### *Population and Age*

The EX workforce has a large feeder base population of EX minus one, and EX minus two employees. As of March 31, 2009, there were 1,689 such employees grouped in 16 different groups and levels<sup>1</sup>, representing 30 percent of IC's total population (about 8 times the executive population). Approximately 39 percent (or 654 employees) were at the EX minus one level, with 298 CO-03 employees representing 46 percent of this community followed by ES-06s with 123 employees (19 percent). The average age of EX minus one employees was 48.1 years, which is close to the executive group's average age of 49.4. As well, 26 percent of the EX minus ones were over 55 years of age compared to 25 percent five years ago.

From 2005 to 2009, the overall average age of EX minus two employees remained relatively stable at 44 years of age. COs continued to be the largest occupational group within Industry Canada (472 employees or 46 percent) and combined with CS-03 and ES-05 (151 and 100 employees), these three groups represented 70 percent of the EX minus two community. Only 16 percent of the EX minus two employees were over 55 years of age. The ES-05 and the FI-03 both experienced the largest decline in average age within the last five years (a combined average age of under 40.5 as of March 31, 2009) and were the youngest in this community.

#### *Retirement*

As of March 31, 2009, 121 EX minus one employees (19 percent) and 100 EX minus two employees (10 percent) were eligible for retirement. It is projected that an average of 33 additional employees per year will need to be hired for each feeder group to replenish the projected anticipated retirements.

#### *Tenure in a Position*

At the EX minus one level, a significant proportion of employees (34 percent), with an average age of 53.2 years, were in their position for more than five years and were very close to meeting their eligibility for retirement. For these reasons, this group of employees would not likely move to the executive group. Consequently, the development and retention of employees with less than five years in a position since their average age is under 46 years would assist in establishing a talent pool for future EX appointments.

Within the EX minus two level, 35 percent of employees had more than five years of service, with an average age of 48 years, making them become a potential feeder source for the executive group.

Overall, the groups with the highest tenure in a position were ENs, CSs, COs, and TIs. Tenure challenges also exist for senior ESs, FIs, PEs, and ISs, as over 50 percent of them have less than two years of experience in their position. These two factors will have a major influence on their ability to gain the experience needed for executive positions.

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<sup>1</sup> See Appendix III for a complete list of the groups and levels





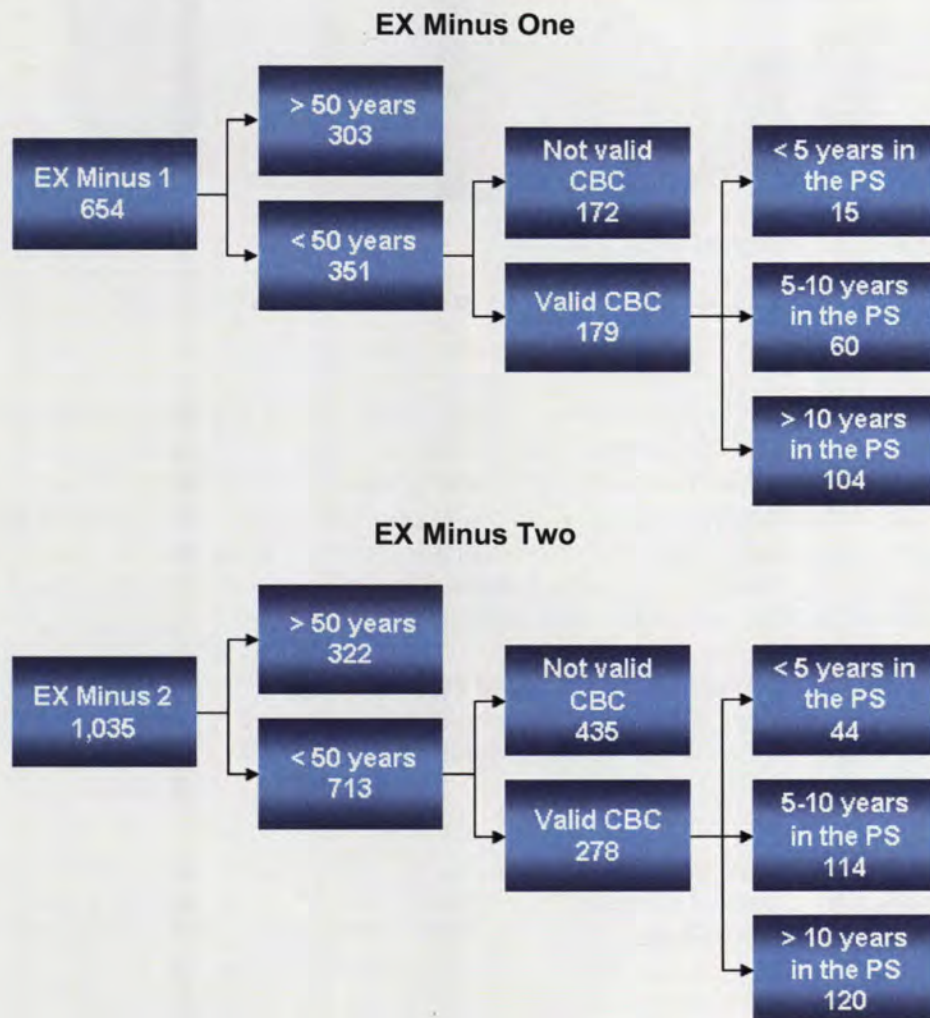
## Official Languages and Bilingual Requirements for EX Appointments

Over 65 percent of the 1,689 EX minus one and EX minus two employees had English as their first official language. 94 percent of both feeder groups were in bilingual positions and met their linguistic profile. However, over half of the EX minus ones and two thirds of EX minus twos did not have a valid Second Language Evaluation (SLE) CBC level. As the CBC linguistic profile is mandatory for EX appointments, this presents a potential barrier for these feeder group employees. Of those feeder group employees who do not have a valid CBC Second Language Evaluation, 45 percent of them are CO employees.

## Readiness for Progression

The key barriers affecting progression to EX positions within IC are proximity to retirement, SLE results lower than CBC and years of service in the public service. The graph below highlights these barriers for both the EX minus one and EX minus two populations. Only 25 percent of EX minus one have both more than five years of experience within the public service and less than 50 years of age and a valid Second Language Evaluation (SLE) CBC level.

## Key Barriers for Potential Successors for Senior Positions

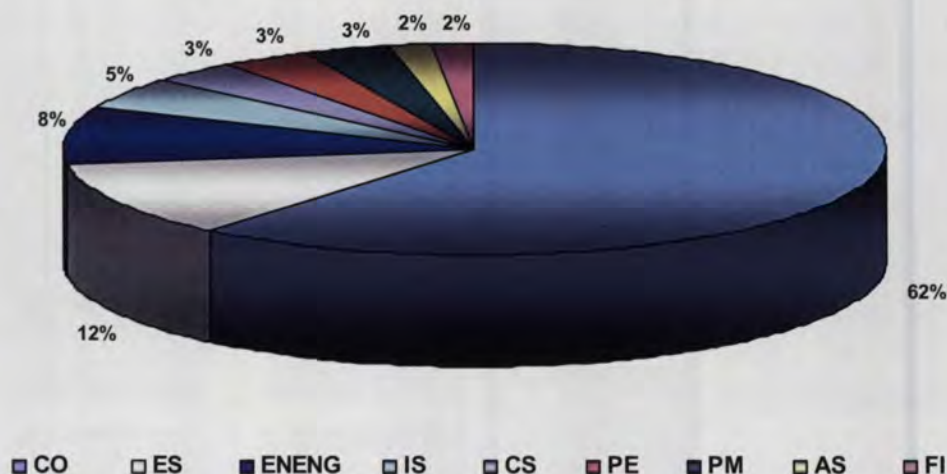




## Industry Canada's Four Primary Executive Feeder Groups

The preceding analysis of key demographic characteristics of the executive (EX) feeder groups included all 16 occupational groups and levels. However, four primary groups (CO-03s, CO-02s, ES-06s, and ES-05s) contributed to the majority of appointments to the executive ranks during the period 2004-09<sup>1</sup>, representing 71 percent of all internal movements. CO-03s accounted for 50.8 percent, CO-02s for 8.4 percent, ES-06s for 6.7 percent, and ES-05s for 5.1 percent of these appointments.

Source of Internal Entry to the Executive Community



As these four groups constituted the majority of hires to the overall executive complement between 2004 to 2009, it is important to understand specific key factors that may affect their entry into the EX group and issues relating to their retention or departure from the Department, as well as their differences from executive community. In addition, to determine if Industry Canada employees have similar views to their public service counterparts from other departments, Public Service Employee Survey (PSES) results have been re-calculated by excluding IC employees from their equivalent public service (PS) occupational groups.

These results are summarized under the following themes: Career Development and Progression, Learning and Training, Adverse Career Impacts, Intention to Stay or to Leave, Job Satisfaction, Initiative and Innovation and Feedback and Recognition.

<sup>1</sup> The EX feeder groups listed in order of volume of EX appointments from fiscal year 2004-05 to fiscal year 2008-09 are as follows: CO-03, CO-02, ENENG-06, ES-06, ES-05, IS-05, PM-06, AS-06, CO-04, CS-04, CS-05, ENENG-05, FI-04, IS-04, and PE-04.





### *Study Results*

#### *Career Development and Progression*

Less of IC's executives (four to seven percent difference) were satisfied with their career development and progression than their PS counterparts, with the exception of their department's support of career development where they were slightly more satisfied (2 percent difference). IC's EX employees were more likely to be satisfied with the five issues concerning their career development and progression than IC's four primary feeder groups' employees.

Overall, fewer ES feeder group employees within IC were satisfied with issues related to their career development and progression than their counterparts. The most significant difference was with regard to their career progress in the public service (17 percent less for ES-06s and 9 percent less for ES-05s). It is important to note that under 50 percent of answers to this question were positive for all four feeder groups.

There was a significant difference between IC's and PS's ES responses, when asked if their department does a good job of supporting employee career development (12 percent less of IC's ES-06s and 16 percent less of ES-05s agreed).

A greater percentage of employees within IC's ES and CO feeder groups felt that they have opportunities for promotion within the public service compared to those who feel that they have opportunities for promotion within IC. In addition, a greater percentage of ES-06s employees from other departments (17 percent more) agreed that they had opportunities for promotion within their department than their IC colleagues.

IC's ES-06 employees were less likely to think that they have opportunities to develop and apply the skills they need to enhance their career compared to their PS colleagues (11 percent difference). However, the CO feeder groups had similar responses compared to their PS colleagues when responding to this question.

#### *Learning and Training*

IC's executives had similar responses to their colleagues in other departments with respect to on-the-job coaching. However, a slightly higher percentage of them compared to their PS counterparts in other departments felt that they get the training to do their job and their supervisor's help to determine learning needs (4 percent difference in each case). IC's EX responses also indicated that a higher percentage of them were satisfied with all three questions reviewed.

With respect to their views regarding on-the-job coaching and the training they need to do their job, the ES and CO-03 feeder groups had lower percentages of people satisfied than their PS equivalents. On the other hand, a greater proportion of IC's CO-02s indicated satisfaction with their on-the-job coaching and the training they need to do their job.





It is important to note that only 50 percent or less of employees from all four primary EX feeder groups said they were satisfied with on-the-job coaching and their supervisor's help determining their learning needs. However, with respect to training to do their job, ESs and COs had more employees who indicated that they were satisfied (between 62 and 73 percent).

### *Adverse Career Impacts*

Industry Canada's executives had similar views to their PS counterparts as to the factors affecting their career progress, with the exception of information about job opportunities (12 percent more of IC EXs confirmed they were affected by the lack of information). Compared to the primary IC EX feeder groups, a lower percentage of IC EXs confirmed that they were affected by negative career impacts.

IC's ESs were generally more often affected by the lack of access to language training (7 percent difference for ES-06s and 15 for ES-05s), information about job opportunities (8 percent and 19 percent difference respectively), access to developmental assignments (19 percent and 14 percent), restriction in the area of competition (19 percent and 5 percent), and discrimination (10 percent and 3 percent) than their PS counterparts. The only exception is with regard to conflict between work and family obligations where IC's ES-05s had less concern than their PS counterparts (five percent less of them feel that this is a problem). There was no significant difference between IC and PS CO answers, with the exception of CO-03s who were concerned with conflict between work and family or personal obligations.

As many as half of the following groups confirmed that their career is affected by lack of:

- Language training, lack of access to developmental assignments and restriction in the area of competition for ESs; and
- Access to developmental assignments and restriction in the area of competition for COs.

### *Intention to Stay / Leave*

Four percent less of IC's executives than PS executives stated they would prefer to remain in their unit if a job was available either in their department or elsewhere in the public service. IC EXs had similar intentions to leave the PS in the next five years as their PS counterparts, while four percent more of IC EXs than PS EXs indicated that they intend to leave their department. Fifty-one percent of the IC EXs who intend to leave indicated that their reason was to retire, which is 9 percent greater than their colleagues in other departments.

IC's feeder groups were more likely than IC's EX employees to leave the public service within the next five years, with the exception of the CO-03 employees who had the same results as EXs. Similar percentages of IC's ESs, CO-03s, and EXs indicated that they intend to leave the Department in the next two years, while a lower percentage of IC's CO-02s expressed their intention to leave.





A much lower proportion of IC's feeder group employees, compared to IC's EXs, indicated that they would prefer to remain with their work unit if a comparable job was available elsewhere in the department or in the public service. Only 39 to 51 percent of the ES feeder group employees indicated that they would remain even if a comparable job was available elsewhere at IC or in the public service. With regards to these two questions, ES employees had the greatest differences from IC EXs responses, with 18 to 27 percent less of them preferring to stay.

Among the four feeder groups, the highest proportion of employees stating that their reason for leaving is retirement, were CO-03s (47 percent) and CO-02s (35 percent). This result is similar to their PS colleagues in other departments.

For those IC feeder groups' employees who are not retiring, exploring greater career opportunities elsewhere, pursuing more interesting work and opportunity to accept a promotion were the most important reasons for leaving their department. For those IC EXs who intend to stay, the main reasons were their enjoyment of the type of work they are doing, feeling that their job is a good fit with their training and skills, good work-life balance and good working relationships.

### *Job Satisfaction*

IC's executives had similar responses to their PS counterparts (zero to three percent difference). On the other hand, they had higher percentage of employees satisfied with the five issues analyzed than IC's primary feeder groups.

While all four primary feeder groups were less satisfied than their PS counterparts, the greatest differences involved the ES-06 employees' responses to the two questions: satisfaction from their work and liking their job (15 percent difference for each question). For the five questions analysed, the lowest percentages of satisfied employees in Industry Canada were observed with regards to their satisfaction with the department (from 55 percent for CO-03s to 65 percent for CO-02s). In addition, IC's CO-03s' responses to this question were significantly different from those of their colleagues in other departments, where 16 percent more were satisfied.

### *Initiative and Innovation*

IC's executives were less likely to agree that they are encouraged to be innovative or take initiative in their work or that they have a say in decisions that impact their work compared to their PS colleagues (9 percent and four percent respectively). However, IC's EXs felt that they are much more encouraged to be innovative or to take initiative and have a say in decisions that impact their work than the four primary EX feeder group employees.

Industry Canada's ES feeder groups were much less likely to believe than their PS counterparts that they are encouraged to be innovative or to take initiative (19 percent difference for ES-06s and ES-05s) or for having a say in decisions that impact their work (18 percent difference for ES-06s and 9 percent for ES-05). Of all feeder groups, the lowest percentage of employees satisfied were ESs (43-49 percent satisfied).





### *Feedback and Recognition*

Less IC executives believed that they receive recognition from their supervisor when they do a good job and that they received useful feedback from their supervisor compared to their PS colleagues. IC's ESs and IC executives had similar views on these issues, while IC's COs had a lesser percentage of employees believing so.

Amongst all four feeder groups, a greater percentage of ES-05 employees were satisfied with the recognition they received, and the feedback they need on their job performance, while the other feeder groups had similar responses.

### *Summary of Study Findings*

IC's executives had similar percentages of employees satisfied compared to their PS colleagues for the five questions related to job satisfaction, and their department's support of employee career development, while they were more likely to be satisfied with their learning and training. A greater percentage of IC executives confirmed their intent to retire than their PS counterparts (51 percent versus 42 percent). IC's EXs were less likely to indicate that they would stay in their work unit, even if a job was available elsewhere either in IC or in the public service.

A lesser proportion of IC's executives than their PS colleagues confirmed that they:

- Were encouraged to be innovative or have a say in decisions that affect them;
- Had opportunities to develop and apply skills needed to enhance their career;
- Believed that they have opportunities for promotion; and
- Were satisfied with their career progress in the PS.

Much more of IC's executives than their PS colleagues indicated that lack of information about job opportunities had a negative impact on their career progress.

A greater proportion of IC's executives compared to IC's primary feeder group employees agreed that they were satisfied with their job, initiative and innovation, learning and training, career development and feedback, and recognition. In addition, a greater proportion of IC's EXs compared to IC's primary feeder groups indicated that their primary reason for staying was due to their enjoyment of their type of work.

More of IC's primary feeder group employees than their PS counterparts indicated that they intended to leave either the department in the next two years or the public service in the next five years. The primary reasons for leaving for IC's primary feeder group employees, not planning to retire, were to explore greater career opportunities elsewhere, to pursue more interesting work and to accept a promotion.





Both of the ES feeder groups were generally less satisfied than their PS counterparts for most of the questions reviewed, with the greatest difference for questions related to their career progress and development, initiative and innovation, and their satisfaction with their department. As well, they indicated that they were less likely to stay in their unit and their department than their PS counterparts, their IC EX and their CO feeder group colleagues.

More or less the same trend was observed for CO employees with the questions reviewed, even though the difference was not that significant. However, the following prominent significances were observed for IC's CO-03 employees: a lesser proportion of them were satisfied with their department, and felt they have opportunities for promotion with the public service.

### *Conclusion*

While this study reviewed a small portion of the 2008 PSES questions, it highlights the need to focus on managing talent in the EX and EX feeder groups in order to ensure future workforce capacity. IC's People Management Strategy for Renewal and Results identifies the development of current and future leaders as a priority and these PSES survey results confirm this need.





### Introduction

The Human Resources Branch supports departmental management in achieving business objectives by providing strategic advice, services, support, and leadership in areas such as Human Resources Data Governance, Labour Management Relations, Staffing and Classification Services, 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. HR support in the regions for staffing and compensation is largely provided by Regional Operations Sector staff.

Human resources management results are assessed yearly by the Treasury Board Secretariat through the People Component of the Management Accountability Framework (PCMAF). The Department also reports yearly on various human resources issues to other federal organizations such as the Public Service Commission (PSC) and the Office of the Commissioner of Official Languages (OCOL).

### HR Governance

HR governance at Industry Canada includes the Strategic Human Resources Management Committee (SHRMC) and Management Committee (MC). SHRMC is comprised of one representative per sector, at the director general or senior executive level, and is chaired by the Director General, Human Resources Branch. The Committee steers corporate HR and people management initiatives in support of the public service and Industry Canada renewal agenda, ensures intradepartmental communication and coordination on HR issues and recommends HR policy action to MC. MC membership is comprised of sector heads, and is chaired by the Senior Associate Deputy Minister. It provides departmental governance on internal management issues including HR.

### Human Resources Data Governance

The Human Resources Data Governance Working Group was established in February 2009 under the authority of the Director General of Human Resources. This Group is responsible for ensuring that the quality of human resources data meets the operational and strategic goals of the Department, through the application of formal data management principles. It is important for HR business decision makers to use information that is timely, accurate, and relevant.

To this end, the Group uses the metadata registry to enforce data definitions and quality standards set by the Group. It also promotes formal data management principles as the best practice for reliably ensuring data quality. These steps assist in assuring senior management that the data is being used appropriately and is being managed as a strategic resource.





### Labour Management Relations

The Labour Management Relations (LMR) team provides coaching, guiding, and training to both management and the Human Resources (HR) Community. The team continues to be called upon to deal with increasingly complex and multi-facted situations, especially in the areas of addressing and improving performance issues, misconduct, adjudication cases, long term leave situations and accommodation in the workplace.

In 2008-09, the Labour Management Relations team:

- Developed and launched training and tools for management to address and improve performance issues;
- Held a National Labour Management Consultation Steering Committee where the revised terms of references were signed-off and an HR Sub-Committee was created;
- Along with management, negotiated essential service agreements for three different groups;
- Developed and launched telework guidelines and a new mandatory form;
- Published 22 editions of the LMR roundup which contained up-to-date resources and insights into labour relations environment in both the private and public sectors;
- Provided reminders and regular communications on political activities, elections, conflict of interest and values and ethics on This Week @ IC;
- Participated in regular HR issue debriefs with branch and sector heads in conjunction with Human Resources Operations;
- Provided regular updates on collective bargaining negotiations status to senior management through the Human Resources Operational teams; and
- Renewed the LMR website with respect to telework, values and ethics and dealing with performance issues.





## Staffing Services

This section provides an overview of the distribution of Industry Canada's staffing processes from the period of April 1, 2008 to March 31, 2009 (including casual appointments) by occupational groups. The largest number of employees, 697 (36.2 percent) were hired through an advertised process. Non-advertised appointments account for 22.8 percent, while deployments accounted for another 20 percent. There were considerable staffing actions, for the AS, CO, CR and ES occupational groups accounting for 58.2 percent of all staffing processes completed. Consequently, those occupational groups present a significant area of collective staffing and HR succession planning.

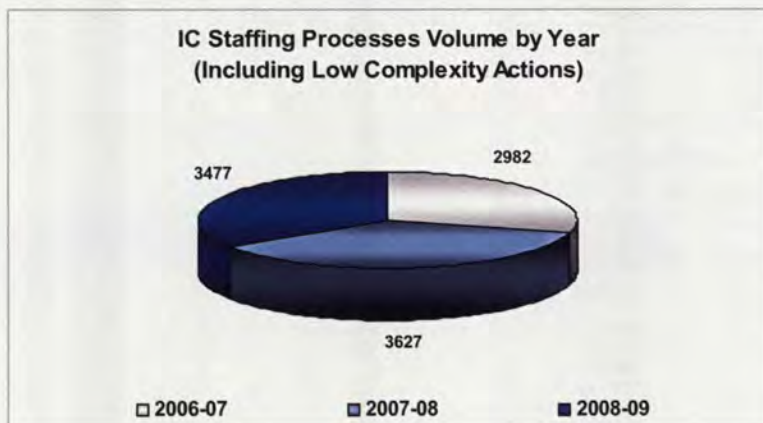
Staffing Processes Type by Occupational Groups 2008-09					
Group	Advertised	Casual	Deployment	Non-Advertised	Total
AS	107	75	83	80	345
AU	0	0	0	1	1
CO	107	61	68	66	302
CR	80	121	25	44	270
CS	19	5	18	27	69
DD	0	2	0	0	2
EL	29	4	4	17	54
EN	11	10	5	11	37
ES	89	20	53	43	205
EX	29	6	34	16	85
FI	34	2	17	13	66
GS	1	1	0	0	2
GT	0	1	0	0	1
IS	21	36	26	27	110
LS	0	2	0	2	4
PC	0	0	0	1	1
PE	16	9	23	34	82
PG	3	0	3	3	9
PM	54	36	14	15	119
SE	2	0	0	1	3
SG	62	0	3	25	90
SI	10	9	1	7	27
ST	0	1	0	0	1
TI	23	5	8	6	42
<b>Total</b>	<b>697</b>	<b>406</b>	<b>385</b>	<b>439</b>	<b>1,927</b>





## Departmental Staffing Activity Trends

The following trend analysis outlines IC's staffing processes conducted from 2006-07 to 2008-09 including advertised, non-advertised, deployment and low complexity actions. The low complexity actions include actings (more than four months), acting extensions, term extensions, student hires, assignments, secondments, and casuals.



This chart represents the volume of staffing processes including the low complexity actions. The volume of staffing decreased by 4.1 percent compared to 2007-08. Fiscal year 2007-08 had the largest volume of staffing actions (21.6 percent more than 2006-07 and 4.3 percent more than 2008-09). Low complexity actions constituted the majority of staffing processes over the past three fiscal years, as illustrated in the chart below (an average of close to 60 percent).

Highlights for the 2008-09 fiscal year:

- IC exceeded its post-secondary recruitment hiring commitments by 21 percent;
- EX/CO university recruitment campaign: offers were made on December 15, 2008 which was approximately two to three months earlier than other departments that participate in similar university recruitment campaign;
- The Competition Bureau's CO-01 university campaign was on schedule and successful;
- A Statement of Merit Criteria (SoMC) e-library was established and made available to all managers from their desktop to facilitate the task of writing SoMC whenever required; and
- AS-01 inventory was established in the National Capital Region (NCR) to provide managers with a generic SoMC and assessment tools, including written exam, oral interview questions and reference check questions. Within five days of their request, hiring managers using the inventory are provided with five candidates for consideration, along with the assessment tools.





## Classification Services

From April 1, 2008 to March 31, 2009, the Classification Division of the Human Resources Branch completed a total of 2,261 actions involving 1,459 decisions. These included: creation of 598 new positions, review (cyclical/update) of 1,571 positions, and 91 position reclassifications. Two classification grievances were received: one is held in abeyance at the request of the employee, while a classification decision was rendered for the other one which involved 6 positions. The overall volume of classification activity, including administrative actions (such as change in title, security level, linguistic profile, etc.), was 5,919.

Major organizational change activities included the completion of the regional review within the Industrial Technologies Office (ITO) and the Industry Sector (IS).

Work continued on the CS generics using the organizational model from the Organizational Readiness Office (an Information Management / Information Technology community-led initiative sponsored by the Office of the Chief Human Resources Officer (OCHRO). An organizational readiness assessment was conducted, as well as a mapping exercise. Implementation of CS generics is near completion. In all organizational realignments and major projects/initiatives, the use of generic work descriptions continues to contribute to the streamlining of the classification process.

The continuing evaluation work of ES and SI positions, using the new EC (Economics and Social Sciences Services) classification standard in preparation for EC conversion, was a major accomplishment in 2008-09. This evaluation work required the training and participation of departmental managers as Committee members, the review of results against the TBS Datacube, and the addressing of problem cases before conversion.

As part of the classification delegation pilot project, IC now has 37 senior managers delegated for classification. HRB continued to monitor performance against service standards and address areas for improvement.

Reason Code	Total
Abolish	680
Reclassification - Approved Developmental Program	81
Change Supervisor Rating	0
Reactivation	0
Change Dept. ID or Change Dept. ID and Reporting Relationship	940
Term Extensions and Changes from Term to Regular Status.	60
Title Changes	20
Change of Linguistic Profile	1,307
Security Requirement Change or Geographic Change or Reporting Relationship Change where the Dept. ID Number Remained the Same	570
<b>Administrative Actions (Sub-Total)</b>	<b>3,658</b>
Reclassification or Review and Updates	1,321
Cyclical Review and Updates	341
Grievances	1
New Positions	598
<b>High Complexity Items (Sub-Total)</b>	<b>2,261</b>
<b>Total Actions</b>	<b>5,919</b>

Reclassifications Per Quarter	Total
First Quarter - April 1 to June 30, 2008	15
Second Quarter - July 1 to September 30, 2008	37
Third Quarter - October 1 to December 31, 2008	21
Fourth Quarter - January 1 to March 31, 2009	18
<b>Total Reclassifications 2008-09</b>	<b>91</b>





## Executive Group Services

The table below provides a summary of the total EX staffing processes for the period 2006-09, both by group and level, and by type of staffing (advertised, non-advertised and deployment).

During this three-year time frame, advertised staffing processes represented about 40 percent of all staffing processes versus 20 percent non-advertised and approximately 41 percent through deployment.

Among the different levels, the majority of the processes were at the EX-01 (53.6 percent) and EX-02 (23.4 percent) levels representing 77 percent of all staffing transactions.

Type of Staffing Processes for EXs by Fiscal Year													
Group and Level	2006-07				2007-08				2008-09				Three-Year Average
	Adv.	NA	Depl.	Total	Adv.	NA	Depl.	Total	Adv.	NA	Depl.	Total	
EX-01	16	2	14	32	23	10	13	46	17	6	18	41	40
EX-02	5	5	7	17	9	5	4	18	5	7	5	17	17
EX-03	2	3	4	9	2	2	8	12	4	3	9	16	12
EX-04	1	0	0	1	1	0	1	2	3	0	1	4	2
EX-05	0	0	1	1	0	1	4	5	0	0	1	1	2
<b>Total</b>	<b>24</b>	<b>10</b>	<b>26</b>	<b>60</b>	<b>35</b>	<b>18</b>	<b>30</b>	<b>83</b>	<b>29</b>	<b>16</b>	<b>34</b>	<b>79</b>	<b>74</b>
Adv.=Advertised      NA=Non-Advertised      Depl.=Deployment													





## Compensation and Benefits

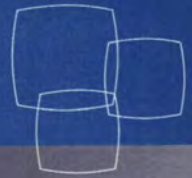
For 2009-10, it is expected that there will be a remarkable increase in the volume of transactions due to the recent signing of approximately twenty collective agreements. Salary revisions constitute the majority of the compensation and benefit community's work.

As a result of the ongoing flow of retirements, the promotion of employees will continue throughout the Department in order to backfill positions that are currently vacant. It is anticipated that compensation activities will increase due to salary increments resulting from the progression of these promoted employees in their salary range.

Recruitment, training and retention of staff remained a high priority due to continuing attrition in these ranks.

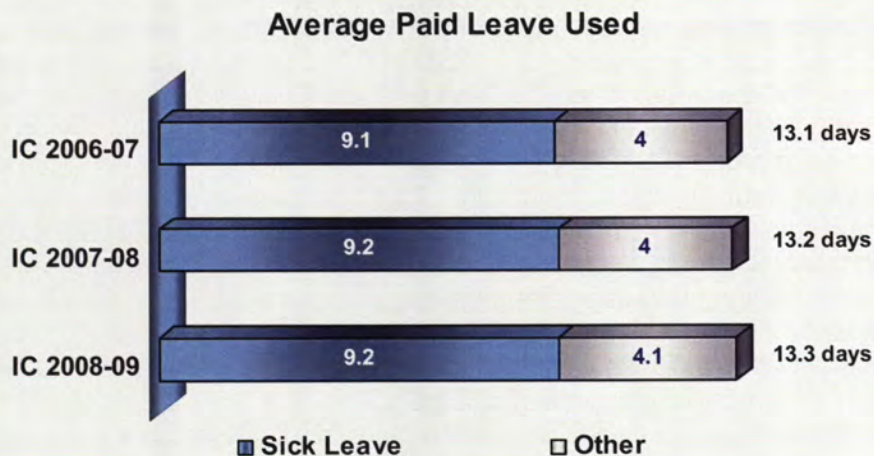
Overview of Compensation Activities From 2006 to 2009					
Action Type	2006-07	2007-08	2008-09	Difference between 2007-08 and 2008-09 %	Three- year Average
Acting/Assignment (including extensions)	2,022	1,945	1,740	-11	1,902
Increment/Progression	1,415	1,232	1,111	-10	1,253
Leave Income Averaging	224	220	234	6	226
Promotion	480	577	572	-1	543
Retirement	179	223	201	-10	201
Return from Leave Without Pay	816	800	600	-25	739
Revisions	4,168	234	368	57	1,590
Terminations of Employment	1,227	1,316	1,339	2	1,294
New Hires	1,220	1,516	1,011	-33	1,249
Start LWP	889	784	643	-18	772
<b>Total</b>	<b>12,640</b>	<b>8,847</b>	<b>7,819</b>	<b>-12</b>	<b>9,769</b>





## Paid Leave

The figure below confirms that the usage of paid sick leave and other paid leave remained stable over the past few years for active term and indeterminate employees. Casual and student populations are not included in this overview. Other paid leave includes family-related leave and personal leave. Annual vacation leave is not included.



The table below provides information on paid leave used by working level.

Used Paid Leave by Working Level Days per Employee		
Working Level	2007-08	2008-09
EX	6.0	7.0
EX Equivalent	6.4	13.0
EX min 1	12.3	12.1
EX min 2	12.4	12.9
Intermediate	13.8	13.6
Support/Technical	15.2	15.5
Developmental	12.6	11.6
<b>IC Total</b>	<b>13.2</b>	<b>13.3</b>





### **CPER**

#### **Conflict Prevention and Early Resolution**

*We Can Work it Out*

**The Conflict Prevention and Early Resolution (CPER)** office is a team of qualified conflict management practitioners providing impartial and confidential support and guidance to Industry Canada (IC) managers and employees to enable them to deal effectively and positively with conflict in the workplace. This team was established on April 1, 2005 to meet the requirements of Section 207 of the *Public Service Labour Relations Act (PSLRA)* which required all deputy heads, in consultation with bargaining agents, to establish an Informal Conflict Management System (ICMS).

CPER takes a learning approach to its work: i.e., that we can all learn something through conflict and develop the skills to deal with it constructively. 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 Department.

There are three main areas to CPER's work: promoting awareness of the informal approach, conflict management training, and interventions in the workplace. In 2008-09, CPER continued its work on building competency in conflict management across IC. Significant achievements include the following:

- Enhanced the skills and competencies of conflict management professionals within CPER;
- Consulted with the CPER Network on initiatives, such as the Feedback model;
- Provided a range of conflict management services such as coaching, facilitations, mediation and group processes;
- Developed a variety of tools to assist clients in building conflict management competency (e.g., Giving and Receiving Feedback model; Conflict Analysis Tool; Workplace Conflict: Traps to Avoid);
- Delivered a number of workshops and presentations to managers, employees and union groups across the Department, including in the Pacific, Ontario, Quebec and Atlantic regions. Topics included Conflict Styles, Conflict Analysis, and Conflict for Leaders - a workshop for managers within the Leadership Development Program at CIPO;
- Marked International Conflict Resolution Day (October) with guest speakers presenting "Conflict is for the Birds";
- Created, developed, and co-chaired ICMS community training in intervening in group conflict in the public service; and
- Enhanced a resource centre in conflict management with DVDs, books and other reference material.





Learning activities (April 1, 2008 to March 31, 2009) included:

- Delivered 11 workshops in the areas of conflict management for leaders, conflict analysis, and dealing with difficult behaviours in client services in the NCR and regions; and
- Delivered 9 presentations to employees and management on the CPER program, including Orientation sessions for new employees, and giving and receiving feedback.

## *Service Delivery (from April 1, 2008 – March 31, 2009)*

The following represents a breakdown of cases<sup>1</sup> opened during the fiscal year 2008-09:

Breakdown of Cases Opened 2008-09	
Service	Total
Consultations	19
Conflict Coaching	30
Mediations	7
Facilitated Discussions	4
Group Interventions	1
<b>Total of All Services</b>	<b>61</b>

<sup>1</sup> The average time spent on cases varies from one hour (for consultations) to several hours and days (especially for facilitated discussions, mediations and group interventions).





### Employee Assistance Program

The Employee Assistance Program (EAP) continued 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 ensured that EAP policies, procedures and services are approved by Industry Canada and the strictest confidentiality was maintained.

Industry Canada had a utilization rate of 10.3 percent which represents a 0.2 percent decrease from last year's 10.5 percent. This percentage represented 594 new cases, of which 72 percent were for counselling. This utilization rate was under the public administration benchmark of 13.3 percent. The usage rate for family members decreased from 6.3 percent in 2007-08 to 5.9 percent in 2008-09.

A breakdown of work-related issues shows an increase in the usage rate for work-life balance by five percent compared to last year. Organizational changes and workload/time management all decreased by three percent. A five percent decrease in workplace conflict was also noted.

Training and wellness workshops assist Industry Canada employees in managing issues that matter to them, while remaining focused on their specific roles and responsibilities. For 2008-09, one training and wellness session was held in Ottawa, on Adding Humour to Your Life, with a total of 12 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 2008-09, promotional materials including literature, brochures and letters accounted for 15.8 percent in the methods of informing IC employees about the services, while being a previous client accounted for 46.3 percent.





### Mentoring

People engage in a mentoring relationship for a variety of reasons: to facilitate succession planning, learn new skills, broaden their knowledge, or 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 addressed employee needs such as work issues, learning needs and career progression in an environment of trust and learning. The Department committed to the implementation of a Corporate Mentoring Program by:

- Supporting, facilitating and encouraging the idea of developing people through mentoring relationships;
- Recognizing the importance of the role of mentors;
- Creating conditions favorable to the development of mentoring relationships;
- Publicizing the program to all employees; and
- Ensuring that the ongoing mentoring program is supported, maintained and developed.

### Learning and Development

#### *Personal Learning Plans*

Following the Public Service Renewal Action Plan that required Deputy Ministers to ensure that their employees completed learning plans and discussed learning opportunities with their manager, outlining formal and informal training activities, Industry Canada achieved a 99 percent rate of personal learning plan completion. This included completed exemption forms.

#### *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; and
- 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.





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



Although there was marked progress since last fiscal year, there were still several areas of concern. Only 58 percent of new employees attended the Orientation Session for New Employees in 2008-09 (an increase of 17 percent), and 42 percent of new functional specialists attended the Required Training course (a 9 percent increase). Furthermore, 51 percent of new supervisors, managers, and executives attended their Required Training courses, resulting in a 7 percent improvement.

One of the contributing factors to this low attendance could be the lack of available training spaces for courses offered by the Canada School for Public Service. However, it does not fully explain the low rate of attendance, given that not all employees who registered for a course attended it.

In addition, 63 percent of managers and executives who took the training validated their knowledge. This represented an increase of 19 percent from 2007-08. 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 2008-09, IC maintained its average of approximately two percent of payroll on formal learning. This included classroom training and conferences, as well as second language training for career development.

\* G124 Essentials of Supervising in the PS, G110 Essentials of Managing in the PS, G126 Essentials of Managing in the PS for New Executives, and G127 Essentials of Executive Management





### *Orientation Session for New IC Employees*

The Department successfully launched its one-day orientation program for new employees in December 2008 (English) and February 2009 (French).

Inspired by the objectives of IC's People Management Strategy for Renewal and Results (PMSRR), this dynamic one-day departmental orientation session ensured that new employees:

- Understand the Department's strategic and corporate priorities, as well as the organizational structure beyond the sector where they were hired;
- Upon arrival, understand their role as public servants and identify what resources are available to help them do their work;
- Feel welcome;
- See a potential career path at IC through increased knowledge of the programs and services provided by sectors and an understanding of how the Department will support them; and
- Begin networking with peers soon after their arrival.



The orientation sessions are offered on a regular basis and are open to new IC employees, whether they are new to the public service or new to the Department.

### *Retirement Planning*

Eleven retirement planning seminars were held in 2008-09, eight English and three French, with a total of 221 participants. This reflects a similar amount of sessions to the previous year, where eleven seminars were held, six English and five French, for a total of 206 participants.





## Career Planning and Development

The Career Planning and Development Program at Industry Canada continued 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 2008-09, 297 counselling sessions were delivered to first-time and follow-up clients. Services offered included Career Guidance, Interview Coaching, Resume Preparation, Self-Assessment and Learning Plan Coaching.

COUNSELLING SESSION 2008-09	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
Career Planning	10	13.5	14	1	0	0	0	5	1	2	5	6	57.5
Interview Coaching	6	6	2	0	0	0	7	3	5	7	4	6	46
Resume Coaching	7	6.5	9	0	1	0	7	5	8	6	8	8	65.5
Exam Preparation	0	0	1	0	0	0	0	4	3	0	0	2	10
Self-Marketing	0	1	0.5	0	0	0	0	2	2	2	2	6	15.5
Interview Simulation	1	2	0	0	0	0	0	0	0	0	0	0	3
Learning Plan	0	0	0	0	0	0	0	0	0	0	0	1	1
Monthly TOTAL	24	29	26	1	1	0	14	19	19	17	19	29	198

In 2008-09, 100 participants attended the four group sessions. Session topics included "Career Strategies for Today" and "How to prepare for a Selection Process" and customized information sessions on Career Planning and Development delivered as Brown Bag Information Sessions and various Industry Canada community events (Orientation Session for New Employees). The majority of participants who used the counselling sessions were from the CO, AS, CS, and ES occupational groups.





## Awards and Recognition Program

Dedicated, professional, resourceful and hard-working are only a few words to describe Industry Canada employees. Recognizing the contributions they make to the quality of life of Canadians helps the public service instill pride in its employees and distinguish itself as an employer of choice.

For many years, Industry Canada has valued employee recognition as a communication tool that reinforces, recognizes and rewards teams of employees, individual contributors and managers for excellence in leadership and results achieved.

These awards visibly expressed management's commitment to the importance of employees and their appreciation for the business results achieved. They can also be considered a key contributor to employee retention. The table below summarizes this activity over the past three fiscal years and shows a slight increase in volume over last year.

Departmental Awards	Number of Recipients		
	2006-07	2007-08	2008-09
Deputy Minister and Associate Deputy Minister Award	12	22	55
Sector Head Merit Award	83	53	84
Director General Merit Award	329	215	254
Instant Merit Award	329	328	261
Michelle Comeau Scholarship	1	1	1
Excellence in Leadership	4	3	3
CRC - Inventors and Innovators	70	n/a	64
Long Service Awards	317	264	280
Retirement Certificates	170	152	168
<b>Total</b>	<b>1,315</b>	<b>1,038</b>	<b>1,170</b>

External Awards	Number of Recipients		
	2006-07	2007-08	2008-09
Public Service Award of Excellence	30	0	1
Outstanding Achievement Award	0	0	0





## People Component of the Management Accountability Framework (PCMAF)

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 public service. The PCMAF is part 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. It is intended to help departments monitor their HR performance.

### PCMAF Workforce Performance Indicators

Industry Canada is rated acceptable 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.

Extent to which the workplace is Fair, Enabling, Healthy and Safe Rating: Acceptable
<b>Fair:</b> <ul style="list-style-type: none"> <li>• Evidence shows that the organization exceeds standards of timelines in payments to employees;</li> <li>• IC provided evidence that it has undertaken action to improve the classification program in 2007-08;</li> <li>• Labour Management Consultation Committee is established within the organization and meetings occur on a regular basis; and</li> <li>• Organization is complying with labour relations policy direction and is good at resolving labour relation matters early in the process.</li> </ul>
<b>Enabling:</b> <ul style="list-style-type: none"> <li>• As of November 28, 2008, according to the Position Classification and Information System: 97.9 percent of EXs, 94.8 percent of managers, and 96.1 percent of employees providing personal and central services, meet the language requirements of their positions. These figures are higher than those in the core public administration;</li> <li>• Industry Canada got an overall rating of "good" (B) for language of work on the Office of the Commissioner of Official Language's report card;</li> <li>• Work instruments, electronic systems and communication tools are generally available in both official languages;</li> <li>• IC met minimum representation goals in all employment equity groups;</li> <li>• Of all new hires into IC, three of four designated groups showed slight increase in percentage when compared to the previous year;</li> <li>• Of all promotions in IC, three of four designated groups showed an increase in percentage; and</li> <li>• Separations remained approximately the same.</li> </ul>
<b>Healthy and Safe:</b> <ul style="list-style-type: none"> <li>• Organization has provided evidence of the existence of an inclusive training program for supervisors and managers and the provision of the information requested.</li> </ul>





## Extent to which the workforce is Productive, Principled, Sustainable and Adaptable Rating: Acceptable

### Productive:

- Based on the average of the positive responses (58.5 percent) to question 19 of the 2008 Public Service Employee Survey (PSES), "I have opportunities to develop and apply skills I need to enhance my career" and question 42, "My immediate supervisor helps me determine my learning needs", IC was rated as "Opportunity for Improvement".

### Principled:

- Two of the four employment equity groups had an average recruitment rate that was below the average for all employees;
- Two of the four groups had average promotion rates above the average for all employees;
- Three of the four groups had average separation rates below the average for all employees;
- Linguistic Capacity: According to the Information and Classification System, as of November 23, 2008, the vast majority of incumbents of bilingual positions (95.1 percent) meet the language requirements of their positions;
- Service to the Public: communications, publications, and services from this Department are generally available simultaneously in both official languages. IC has a website that contains details of all services and is in both official languages and is of equal quality; and
- Workplace: work instruments, electronic systems and communication tools are generally available in both official languages.

### Sustainable:

- Organization has an approved business plan which integrates business goals and has been distributed to employees and put on its website;
- Identification of current and future needs is not always evident; and
- Business goals are identified and linked to business priorities yet no links are made to human resources.

### Adaptable:

- Based on the average of the positive responses to question 12 of the 2008 Public Service Employee Survey (PSES), "I am encouraged to be innovative or to take initiative in my work", and question 17, "I get the training I need to do my job", IC was rated as "Acceptable".





Industry Canada is a key player in the government's strategy to advance Canadian businesses and the Canadian marketplace. As a consequence, Industry Canada's ability to manage its workforce in a strategic manner is critical to the success of the government's business agenda.

The Department continues to face many human resources challenges such as the competition for the recruitment of knowledge workers, retention of employees in critical positions, departures and retirement of knowledgeable workers, as well as demographic variables, all of which have a major impact on its workforce.

By highlighting several challenges requiring attention, this report outlines demographic risks that serve as a basis for strategic human resources planning. These risks can be summarized as follows:

- Recruitment and management of talented graduates;
- Development and talent management of its future leaders;
- Retention and talent management of its existing workforce; and
- An increase in the representation of its visible minority population to reflect Canada's growing population.

The success of its current and future workforce will depend upon how these risks are managed and form an integral part of Industry Canada's People Management Strategy for Renewal and Results. The strategy sets a direction and vision for the management of its people and talent. It supports long-term departmental priorities and objectives by fostering employee growth and development, ongoing feedback on performance, and leadership at all levels. The strategy identifies three-year objectives, and expected results and action plans for each year. It is intended that future annual reports will outline the results attained based on performance indicators.





## Appendix I – Organizations within Industry Canada

REGIONAL OPERATIONS SECTOR (ROS)	
ATL	Atlantic Region
FedNor	Federal Economic Development Initiative in Northern Region
OLMC	Official Language Minority Communities Directorate
ONT	Ontario Region
OSBFB	Op. and Small Business Financing Branch
PAC	Pacific Region
PCARC	Policy Coordination, Analysis and Regional Cohesion
PRA	Prairie and Northern Region
PRC	Policy and Regional Cohesion
QUE	Québec Region
SPOB	Sector Programs and Operations Branch

SMALL BUSINESS AND MARKETPLACE SERVICES (SBMS)	
CIO	Chief Informatics Office
CORPS	Corporations Canada
CB	Canada Business
IM	Information Management
IRSP	Investment Review and Strategic Planning
MC	Measurement Canada
SBT	Small Business and Tourism
OSB	Office of the Superintendent of Bankruptcy Canada
SSIPB	Sector Strategies and Infrastructure Programs Branch

CORPORATE (CORP)	
AEB	Audit and Evaluation Branch
CMB	Communications and Marketing Branch
CAS	Comptrollership and Administration Sector
HRB	Human Resources Branch
MINO	Minister's Office
CPO	Corporate and Portfolio Office
DMO	Deputy Minister's Office
SADMO	Senior Associate Deputy Minister's Office

OTHER SECTORS	
CBC	Competition Bureau of Canada
CIPO	Canadian Intellectual Property Office
IS	Industry Sector
MGPO	Mackenzie Gas Project Office
OCA	Office Consumer Affairs
SIS	Science and Innovation Sector
SITT	Spectrum, Information Technologies and Telecommunications
SPS	Strategic Policy Sector
ICLG	Industry Canada Legal Services





## Appendix II – Major Occupational Categories and Groups

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





## Appendix III – Industry Canada's Working Levels

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





## Appendix IV – Human Resources Branch Contact List

<b>Human Resources Branch</b> Bill James, Director General 613-954-5474	
<b>Executive Group Services and Leadership Development</b> Robin Strang, Director 613-954-5074	<b>Organizational Classification and Performance Management</b> Lisa Désormeaux, Executive Organization and Classification Advisor 613-946-5255
<b>Human Resources Operations and Programs</b> Diane Valberg-Groulx, Senior Director 613-946-3377	<b>Associate Director's Office (Staffing)</b> Lynn Normand, A/Associate Director, Staffing 613-954-3686  Corporate Services Sector Team Martine Annable, Sector Human Resources Manager 613-941-5680  Industry, Strategic Policy, and Science and Innovation Sectors Team Joanne Edwards, Sector Human Resources Manager 613-941-1352  Operations Sector Team Cristian Contreras, A/Manager 613-941-0154  Canadian Intellectual Property Office Sector Team Jean-Claude Do, Sector Human Resources Manager 819-956-0525  Competition Bureau Sector Team Jean-Paul Auffrey, Sector Human Resources Manager 819-997-1582  Spectrum, Information Technology and Telecommunications Sector and Communications Research Centre Sector Team Lyse Bossy, Sector Human Resources Manager 613-990-4519  Innovation Centre Sector Team Marianna Saladini, Sector Human Resources Manager 613-960-3021  University Recruitment Campaign Linne Fournier, Manager 613-954-7858
	<b>Associate Director's Office (Classification)</b> Louis Leduc, Associate Director, Classification 613-952-0834
	<b>Innovation Centre and Business Transformation</b> Mary Newell, Manager 613-941-0299
	<b>Canadian Economic Development Agency of Southern Ontario</b> Wendy Greenwood, Manager, Special Projects 613-954-3620





## Appendix IV – Human Resources Branch Contact List (cont.)

<b>Human Resources Operations and Programs (cont.)</b>	<b>Corporate Programs</b> Diane Bertrand, Associate Director, Programs 613-954-3671  Employment Equity and Diversity Tatiana Avoce, Senior Human Resources Advisor 613-952-6572  Official Languages Sharon Villeneuve, Senior Official Language Program Advisor 613-941-9423  Career Counselling Nathalie Le Marquand, Career Management Consultant 613-954-3607  Mentoring Coaching Program Nathalie Le Marquand, A/Coordinator, Mentoring Program 613-954-3607
<b>Labour Management Relations and Compensation</b> David Smith, Director 613-952-6096	<b>Labour Management Relations</b> Renée Leblanc, Manager 613-954-3685  <b>Executive Compensation and Benefits</b> Diane Melançon, A/Team Leader 613-954-3698
<b>Strategic Human Resources Management</b> Nathalie Kachulis, Deputy DG and Director 613-990-2785	<b>HR Strategic and Planning</b> Carol Van Dresar, Manager 613-960-2637  <b>Staffing Policy and Monitoring</b> Arash Hashemi, Manager 613-960-6176  <b>Compensation Policy and Monitoring</b> Elizabeth Kirk, Manager 613-954-3643  <b>PS Renewal</b> Trajan Schulzke, Manager 613-946-7297  <b>Workforce Analysis and Data Governance</b> Bertin Dadaille, A/Manager 613-946-7296  <b>Learning Section</b> Gilbert Latreille, A/Manager 613-954-4161
<b>Conflict Prevention and Early Resolution (CPER)</b> Kathleen Mitchell-Jensen, Manager 613-948-9076	<b>Conflict Prevention and Early Resolution (CPER)</b> Susan Sandul, Senior Advisor 613-954-3623
<b>Administrative Services</b> Marthe René de Cotret, Director 613-957-8776	<b>Planning, Finance and Administrative Services</b> Gordon Risch, Manager 613-954-3913  <b>HRMS Functional Team</b> Minh-Tam Nguyen, Senior Business Analyst and Client Services 613-960-0711  <b>National Recognition Program</b> Johanne Vézina, Coordinator 613-954-3641



**Appendix V – Federal Public Service Demographic Overview – March 31, 2009**

This section focuses on key demographic elements of the federal public service<sup>1</sup> as a whole:

*Population*

- The total active population, including employees that were on leave-without-pay, was 224,900 employees.

*Employee Status*

- 88 percent were indeterminate employees, 6.4 percent term employees, 3.4 percent casuals, and 2.2 percent students.

*Gender*

- 54.7 percent were women and 45.3 percent were men.

*Age*

- Average age was 43.8 years (25.8 percent were less than 35 years of age, 41.7 percent were between 35 to 49, and 32.5 percent were over 50).

*Executives*

- Average age was 50.2 years (1.5 percent were less than 35 years of age, 44.1 percent were between 35 to 49, and 54.5 percent were over 50); and
- 43.2 percent were women.

*Eligibility to Retire and Retirement*

- 15,047 indeterminate employees were eligible to retire as of March 31, 2009 (8.3 percent); and
- There were 5,840 actual indeterminate retirements for 2008-09 (3.2 percent).

*Separations*

- Of the 10,160 total indeterminate separations from the Core Public Administration (CPA), 5,236 were women (5 percent), and 4,924 were men (5.8 percent). Total separations included involuntary departures, retirements, and other voluntary departures as well as movements to other government organizations outside of the CPA.

*Hires*

- The total number of indeterminate hires to the CPA was 12,705 (7.3 percent). Out of these 7,056 were women (7.5 percent), and 5,649 were men (7.1 percent).

*Promotions*

- 24,542 (or 14.1 percent of the 174,502 total indeterminate promotions at CPA): 15,358 women (or 16.3 percent of the total female indeterminate population), and 9,184 men (or 11.5 percent of the total male indeterminate population).

<sup>1</sup> The "public service" refers to the Core Public Administration (CPA) as "Those departments and agencies for which the Treasury Board is the employer", and separate employers

