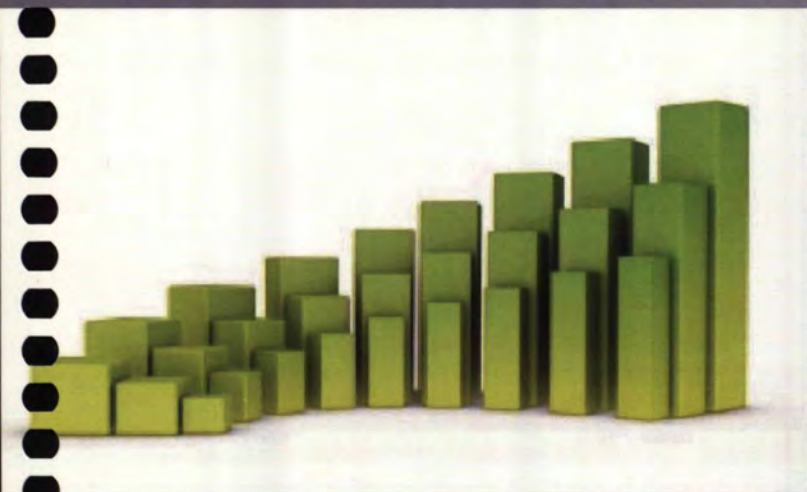




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Human Resources Annual Performance Report 2009-10



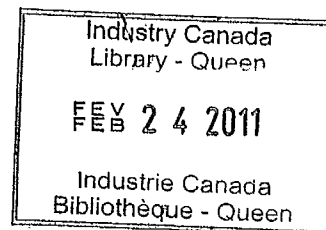
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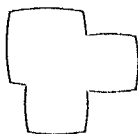
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FOREWORD



I am pleased to present the 2009-10 Human Resources Annual Performance Report.

This report provides a demographic snapshot of Industry Canada's (IC) workforce as of March 31, 2010 and presents key strategic and operational activities undertaken in fiscal year 2009-10. It also serves as a strategic tool to advance the departmental agenda for renewal as indicated in the People Management Strategy for Renewal and Results (PMSRR).

An aging workforce and labour-market trends are creating significant recruitment and retention pressures. This year's report highlights the need to attract and retain a new generation of employees particularly at the developmental level, which is in alignment with the renewal priorities outlined in the PMSRR.

Managing our human resources well is something that we all share responsibility for and we are pleased that Industry Canada's managers and employees are doing many of the right things to manage human resources as well as attract and retain talented colleagues. This performance was recognized in October 2009, when Industry Canada (IC) was ranked among one of Canada's top 25 employers in the National Capital Region (NCR) by Mediacorp Canada Inc., the founders of the "Canada's Top 100 Employers" competition, and again in October 2010, when IC achieved Canada's top 100 Employers.

I hope that all of you, in your respective roles will find this report useful and relevant to your work in improving the management of human resources.

If you have any questions or wish to provide any comments pertaining to this report, please contact Nathalie Kachulis, Deputy Director General and Director, Strategic HR Management Human Resources Branch either by email at nathalie.kachulis@ic.gc.ca or by telephone at (613) 990-2785.

Sincerely,

Bill James
Director General
Human Resources Branch



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Workforce Size and Characteristics

The purpose of this report is to provide a profile of Industry Canada's (IC) workforce as of March 31, 2010. The report aims to serve as a strategic tool to strengthen the Department's human resources management.

As of March 31, 2010, the total departmental workforce¹ was comprised of 6,139 employees in 29 occupational groups.

Women accounted for 51.3 percent of the population, down slightly from 51.4 percent (2008-09). Since 2006, the size of the Department increased by 0.6 percent. The majority (78.5 percent) of all departmental employees work in the National Capital Region (NCR).

The average age of IC's workforce was 43.4 years, down from 44.4 in 2006. The average age has been decreasing in recent years owing to recent recruitment efforts. Furthermore, the average pensionable years of service has also decreased by almost two years (14.2 versus 12.4) since 2006, indicative of the Department having undergone some degree of renewal.

Approximately 65 percent of IC's workforce was classified in the intermediate, developmental and support/technical working levels, while more senior working levels (EX minus one, EX minus two and EX and EX equivalent) accounted for approximately 35 percent of the total workforce.

Over half of all departmental employees were concentrated in the CO, AS, CR and CS groups. The Commerce group (CO) accounted for 15.8 percent of the total workforce, followed by Administrative Services (AS) with 15.1 percent, the Clerical and Regulatory occupational group (CR) with 10.1 percent, and the Computer Support group (CS) with 9.3 percent.

Employment Equity, Official Languages and Bilingualism

IC's employment equity (EE) statistics reveal that the Department has met and exceeded the workforce availability (IC WFA) for three out of the four designated groups. The representation of Persons with Disabilities (PWD) exceeded workforce availability by 1.1 percent, Aboriginal peoples (AB) by 0.8 percent and Women by 3.4 percent. The representation of Visible Minorities (VM) was below its workforce availability by only 0.1 percent. Despite the above, a significant amount of under-representation still existed in certain occupational groups and categories.

A total of 61.3 percent of IC employees indicated that their first official language (FOL) was English whereas 38.7 percent indicated French.

¹ This workforce includes the total of indeterminate, term, casual, students and seasonal employees in their substantive position. It includes full or part-time employees, employees seconded out to another organization, employees working on an Interchange Canada assignment outside the Department and employees on leave with or without pay. It does not include employees seconded in from another organization, staff working on an Interchange Canada assignment in the Department, struck-off strength (taken of the pay system for any reason), consultant or contractor, and is based on headcount, and does not reflect Full-Time Equivalents (FTEs). Please note, other than the total workforce size, the rest of the analysis excludes students, unless specified otherwise.





Hires, Departures and Retirements

In 2009-10, the hire rate was 12.3 percent, an increase from 10.4 percent in 2008-09. The PE group had the highest hire rate of 27.8 percent, followed by the FI (25 percent), EC (22.6 percent) and AS (17.3 percent) groups.

The departure rate at IC in 2009-10 was 10.6 percent, an increase from 10.1 percent in 2008-09. This trend is primarily due to an increase in the number of employees moving to other parts of the Public Service (PS) or retiring. The PE group had the highest departure rate with 28.7 percent, followed by the EC (16.7 percent) and AS (15.4 percent) groups.

The projected retirement rate for IC in 2013 is 3.8 percent. Over the next three years, approximately 16 percent of IC's major occupational groups will be eligible to retire without penalty. Additionally, over the next three years approximately 175 indeterminate employees will become eligible to retire each year. Additionally, 27.3 percent of EXs will also be eligible to retire without penalty within the next three years. However, preliminary analysis of the retirement patterns of the EX group suggests that, on average, they are more likely to retire later than other occupational groups.

Achievements

In order to renew IC's workforce, promote diversity and develop leadership capacity, a number of initiatives were implemented in 2009-10. These included:

Employee Engagement and Renewal

- Participation in three government-wide career fairs as well as university driven fairs and implementation of the Campus Speaker Series pilot to ensure corporate presence at and to continue to enhance departmental branding;
- Recruitment of 190 post-secondary recruits;
- Development and implementation of student exit questionnaires and student orientation sessions to help build upon the positive experiences of potential future recruits;
- The development and implementation (currently on a pilot basis) of a corporate knowledge transfer program, "iKnow", a wiki-based tool which facilitates the transfer of corporate knowledge for key positions at risk of becoming vacant through retirement or churn;
- The development and implementation of "Stay" and "Exit" surveys to inform HR priorities and strategies; and
- The development of an employment equity toolkit for managers as well as training sessions on Duty to Accommodate for both managers and HR advisors.





Leadership Development

- Executive Business Knowledge Development Program
 - HR Service Excellence and Performance Improvement
- Established the HR Express Pilot - a Fast Track Staffing system to process low complexity staffing actions
 - Upgrade of PeopleSoft HRMS to version 8.9

Integrity and Accountability

- Overhaul and re-alignment of departmental integrated planning cycle, process and tools; and
- Overall acceptable rating on the Management Accountability Framework (MAF) Round VI results and the 2008-09 Departmental Staffing Accountability Report.

Conclusion

As the Department continues to contend with the realities of an aging workforce, retirements and a competitive labour market, the attraction and retention of a skilled and diverse workforce will be increasingly difficult. Industry Canada's (IC) People Management Strategy for Renewal and Results (PMSRR) will be a major driver in dealing with these challenges.



PEOPLE MANAGEMENT STRATEGY FOR RENEWAL AND RESULTS



Introduction

Industry Canada's (IC) People Management Strategy for Renewal and Results (PMSRR)^[2] is a three-year strategy designed to achieve the desired state of people management in the Department.

The PMSRR's objectives and action plan take into account business priorities, changing labour force demographics, and central agency priorities such as Treasury Board Secretariat's (TBS) management accountability priorities for people management. The direction and context for the PMSRR was outlined in the renewal objectives set out by the Clerk of the Privy Council's Public Service Renewal Action Plan (PSRAP). Each element of the Clerk's renewal plan is addressed by the Strategy's four components: Employee Engagement, Leadership Development, Human Resources Service Excellence and Performance Improvement, and Integrity and Accountability.

In support of the PMSRR, the Department developed three-year objectives along with annual action plans. The objectives and progress made in year one for each of the components are outlined below.

Employee Engagement and Renewal	
Three-Year Objectives	Progress in Year One
<ul style="list-style-type: none">• Effective external recruitment initiatives<ul style="list-style-type: none">- Annual recruitment targets of high-quality employees are met;- A minimum of 80 percent of managers are satisfied with the quality of their hires;- IC's branding successfully attracts new candidates;- Employment equity representation is met (no gaps); and- Overall level of Visible Minority recruitment exceeds workplace availability.• Completion of written performance evaluations by all eligible employees;• A minimum of thirty percent of employees are in a career development program;• Sectors implement comprehensive talent management strategies;• Development and implementation of a corporate approach to second language training;• A retention rate greater than 85 percent for key occupational groups (AS, CO, CR, CS, EL, EN, ES, EX, FI, IS, PE, PM, SG, TI);• Knowledge transfer mechanisms are in place;• Increased use and access to mentoring;• Fair process of selection for a position;• In response to the 2008 Public Service Employee	<ul style="list-style-type: none">✓ Increased marketing and branding<ul style="list-style-type: none">- Public Notice Campaign;- Improvement of IC's career's website;- Employee Ambassador Program; and- Awarded as one of NCR's top 25 employers;✓ Recruitment<ul style="list-style-type: none">- Three government-wide career fairs;- University of Ottawa and Carleton University fairs;- Campus Speaker Series pilot;- A total of 190 post-secondary recruits ;- Bridgeable student database; and- Student Exit Questionnaire and Student Orientation Session pilot.✓ Talent management<ul style="list-style-type: none">- Enhanced departmental orientation;- Welcome receptions for post-secondary recruits;- Stay Surveys for new recruits;- Exit interview pilot;- Development of non-EX performance management framework; and- "I Know" - a wiki-based Corporate Knowledge Transfer tool.✓ Addition of four new development programs for ECs in the Science and Innovation Sector (SIS), ISs in the Communications and Marketing Branch (CMB), ECs in the Industry Sector (IS), and ECs in the Office of

² To learn more about People Management Strategy for Renewal and Results, please visit the following site:
http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00597.html



PEOPLE MANAGEMENT STRATEGY FOR RENEWAL AND RESULTS



Survey (PSES) results

- Increase the percentage of employees believing that, in their work unit, the selection is done fairly; and
- Increase the confidence of employees in senior management to resolve PSES issues and concerns.

- All new employees to the Department attend the mandatory Orientation Session for New Employees within 6 months of hire.

- ✓ Consumer Affairs (OCA); and
- Enhanced mentoring program.

Leadership Development

Three-Year Objectives

- Regular assessment of all executives based on consistent results-focused deliverables and demonstration of leadership competencies;
- High-performing executives are quickly identified and are being supported in their career development;
- As a developmental priority, increase the awareness of business management issues for executives and feeder groups;
- Executives are supported in their efforts to address and improve performance issues;
- Increased participation of IC executives and feeder groups in leadership development programs;
- Ten to fifteen percent of executive positions are filled on an acting basis;
- Managers are supported in the performance management of non-EXs;
- Managers are supported in second language training;
- IC's EX inventory identifies a pool of talent;
- Increased participation in leadership development; and
- Learning framework
 - Performance management;
 - Addressing and improving performance issues; and
 - Language training.

Progress in Year One

- ✓ Executive Learning Initiative - 50 participants attended a one-week long in-residence training, a Western University's Ivey School of Business;
- ✓ Improved EX performance management regime and extended it to senior excluded managers; and
- ✓ Tools and training for managers and executives to manage performance.



PEOPLE MANAGEMENT STRATEGY FOR RENEWAL AND RESULTS



Human Resources Service Excellence and Performance Improvement	
Three-Year Objectives	Progress in Year One
<ul style="list-style-type: none"> • Improvement of 10 percent against service standards for staffing, classification and compensation; • In response to the 2008 Public Service Employee Survey (PSES) results: <ul style="list-style-type: none"> - Eighty-five percent target of clients believing that staffing, classification and compensation services are satisfactory or excellent; • Development and implementation of a comprehensive HRB Talent Management Approach to support learning, skill development, progression, retention, succession planning, etc.; • Increase knowledge of IC business to provide strategic advice on human resources issues in partnership with clients; • Twenty percent reduction of advertised non-collective staffing processes; • Eighty percent of work descriptions for incumbent positions for key occupational groups (e.g. EC, CO, CS, SG) are generic, thus reducing complex classification actions by 30 percent; • Increase use of long-term staffing strategies in the Department and its sectors; • Improve process for non-complex staffing actions; • Improve the management of staffing pools; • Create a business intelligence system for use of managers and HR staff; • Upgrade PeopleSoft (IC's Human Resources Management System); • Develop a new organizational charting tool; • Improve data quality and integrity; and • Ensure accuracy of IC's system of record (HRMS) for people information to actual at 90 percent based on rigorous monitoring. 	<ul style="list-style-type: none"> ✓ Development of compensation service standards; ✓ Creation of HR Express Pilot to expedite low-complexity staffing actions; ✓ Upgrade and implement PeopleSoft HRMS to version 8.9; and ✓ Initiated HR Data Governance and HR Data Quality Program.



PEOPLE MANAGEMENT STRATEGY FOR RENEWAL AND RESULTS



Integrity and Accountability	
Three-Year Objectives	Progress in Year One
<ul style="list-style-type: none"> Completion of the three-year People Management Strategy for Renewal and Results (PMSRR) as well as implementation and promotion of annual action plans outlining a clear departmental vision for strategic, cohesive and integrated management of human resources; Development of a measurement framework integrating the People Component of the Management Accountability Framework (PCMAF). PCMAF's objective is to assess the progress of HR activities and its programs against the people management objectives; Executive performance management is linked to strategic departmental people management outcomes; Establishment of people management priorities by the Human Resources Management Committee (SHRMC) and IC Management; Industry Canada's (IC) ratings are "acceptable" or "better" throughout the PCMAF and Staffing Management Accountability Framework (SMAF); Strategies are in place to address improvement areas identified by Central Agencies; Engagement of senior management in receiving employee feedback and in setting direction in responding to this; and Development of strategies to address issues identified in the Public Service Employee Survey (PSES) and the PS Annual Employee Engagement Survey. These strategies will be included in the Departmental and sector HR plans and communicated to employees. 	<ul style="list-style-type: none"> ✓ Generated reports based on the analysis of Industry Canada's (IC) 2008 PSES results: <ul style="list-style-type: none"> - Summary Report - Four analytical themes were assessed (Sharing Information and Goals, Equitable Work Environment, Work and Work-life Balance, and Job and Career Development); - Occupational Group Reports; - Sector Results; - Employment Equity Group reports; - EX Group Summary report; and - EX Feeder Group summary report. ✓ These PSES analysis's were used in the HR planning process to identify people management priorities, resulting in the implementation of concrete actions to address the issues raised; ✓ Redesigned and realigned departmental integrated planning cycle, processes and tools to the PMSRR; ✓ Executive Performance Management Agreement linked to the PMSRR; ✓ Alignment of integrated plans at departmental and sector level with PMSRR and business objectives; ✓ Measured the progress of HR activities against identified HR priorities of the PMSRR through 2009-10 HR Annual report and sector reporting against HR Plans; and ✓ Management Accountability Framework (MAF) Round VI results and 2008-09 Departmental Staffing Accountability Report. Results were used to refine people management goals and set Year Two PMSRR priorities.



PEOPLE MANAGEMENT STRATEGY FOR RENEWAL AND RESULTS



Corporate People Management Strategy for Renewal and Results Action Plan Year Two 2010-11

The People Management Strategy for Renewal and Results (PMSRR) Year Two Action Plan contains the following priorities:

Employee Engagement and Renewal

- Increase post-secondary institution presence via Campus Speaker Series and outreach activities;
- Enhance orientation and learning activities for Industry Canada (IC) students and provide tools to assist managers in supporting them;
- Increase participation in employee development programs and ensure greater collaboration across sectors to simplify internal staffing processes and provide opportunities for varied work assignments;
- Renewal of the Employee Recognition program;
- Develop new tools, training and events to increase the engagement of employment equity groups as well as their representation in the Department;
- Departmental implementation of "iKnow" corporate knowledge transfer tool; and
- Departmental Employee Exit Questionnaire launch to support people management practices.

Leadership Development

- Executive talent management processes will be implemented to support succession planning and career progression for EX-01, EX-02 and EX-03 levels;
- Development of an EX orientation guide;
- Executive learning initiative aimed to target 50 participants;
- Develop one-day "Fellows" pilot to complement executive learning;
- Create Executive Development Roadmap to identify learning opportunities; and
- EX feeder development initiative to assist the next generation of IC executives.

Human Resources Service Excellence and Performance Improvement

- Fully qualified pools for entry-level positions to expedite recruitment process;
- HRB service delivery improvement initiatives
 - HR Express;
 - Streamlined service delivery model;
 - Increase of delegation of classification authority; and
 - Enhance service standard reporting and analysis to improve decision making.
- Expansion of compensation and benefits services offered on the intranet;
- Employment equity self-identification: automate and streamline data capture; and
- In-house Second Language Evaluations (SLE) for reading and writing available in the National Capital Region (NCR).





Integrity and Accountability

- Continue to integrate HR planning into business planning, with a focus on strategic decision-making and reporting on results;
- Align HR policies with Treasury Board Secretariat's (TBS) Employer Policy Review initiative, thus ensuring the alignment of IC's policies with PMSRR objectives, new HR Governance, and Web of Rules initiative;
- Measure the progress of HR activities against Year Two of the PMSRR;
- Analyze Round VII of the Management Accountability Framework (MAF) and the 2009-10 Departmental Staffing Accountability Report to identify areas for improvement;
- Develop and implement a new departmental Values and Ethics Code; and
- New agreement for employees reporting directly to the Deputy Minister (DM) to identify specific and measurable people management priorities.

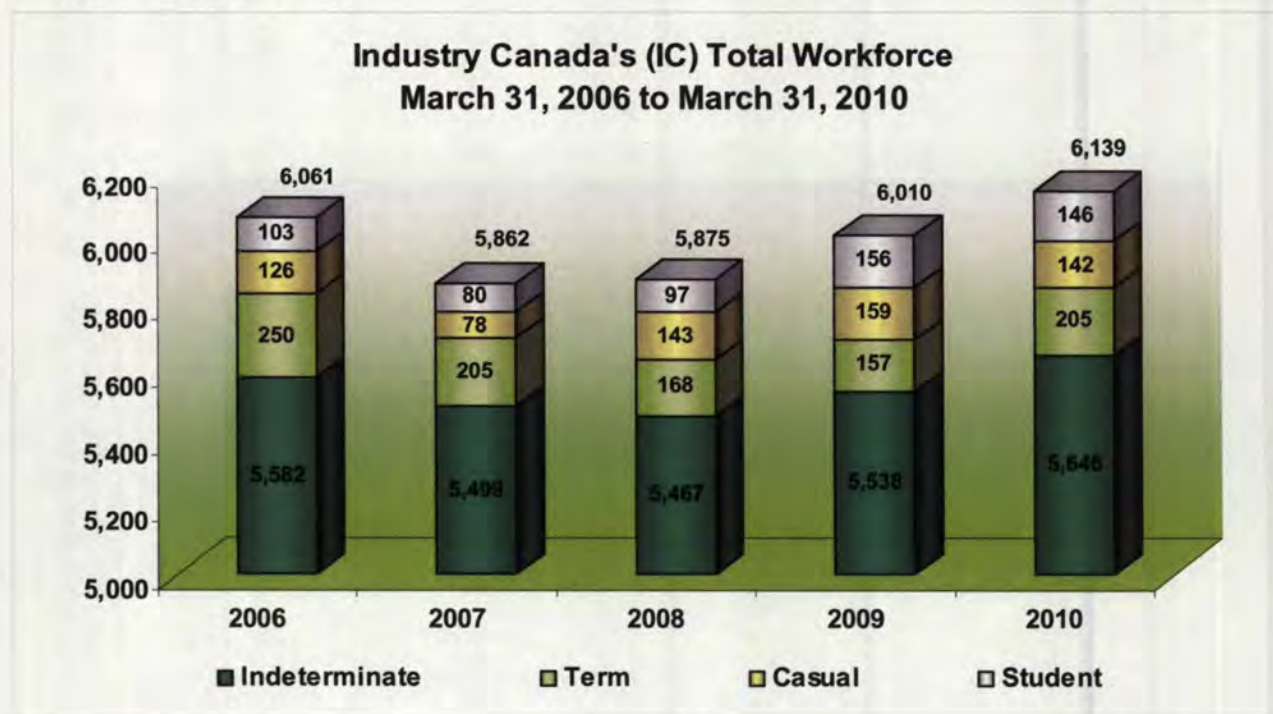




Workforce

Over the past three years, Industry Canada's (IC) total workforce² has continuously increased. On March 31, 2010, there were 6,139 employees, representing a net increase of 129 (2.1 percent). Over the past year, the Department's indeterminate population was 5,646 employees (92 percent), while 205 or 3.3 percent were employed on a term basis, with the remaining population divided between casual employees (142 or 2.3 percent) and students (146 or 2.4 percent). Within this total workforce, 93.8 percent were active employees, 5.5 percent were on leave without pay and 0.65 percent were on leave with pay. The indeterminate population increased by 108 employees, which represented a second year of growth for this population. Notably, in the last three years, an average of 30 students have been bridged in, with the majority of them into indeterminate positions (87 percent) and the rest were bridged in as terms (13 percent).

As the number of student, casual and term employees continually fluctuates within a given fiscal year, the count of these employees on March 31, 2010 could be a misleading indicator of growth in these types of appointment. The *Staffing Services* section of this report provides a more accurate measure of employment usage as it indicates the volume of short-term staffing actions within these categories over a three year period (2007-10).



² This total workforce includes the total number of indeterminate, term, casual, student and seasonal employees in their substantive position. It includes full or part time employees, employees seconded out to another organization, employees working on an Interchange Canada assignment outside the Department and employees on leave with or without pay. It does not include employees seconded in from another organization, staff working on an Interchange Canada assignment in the Department, struck-off strength (taken of the pay system for any reason), consultant or contractor. All other sections of the annual report exclude students. This number is based on headcount and does not reflect Full-Time Equivalents FTEs).

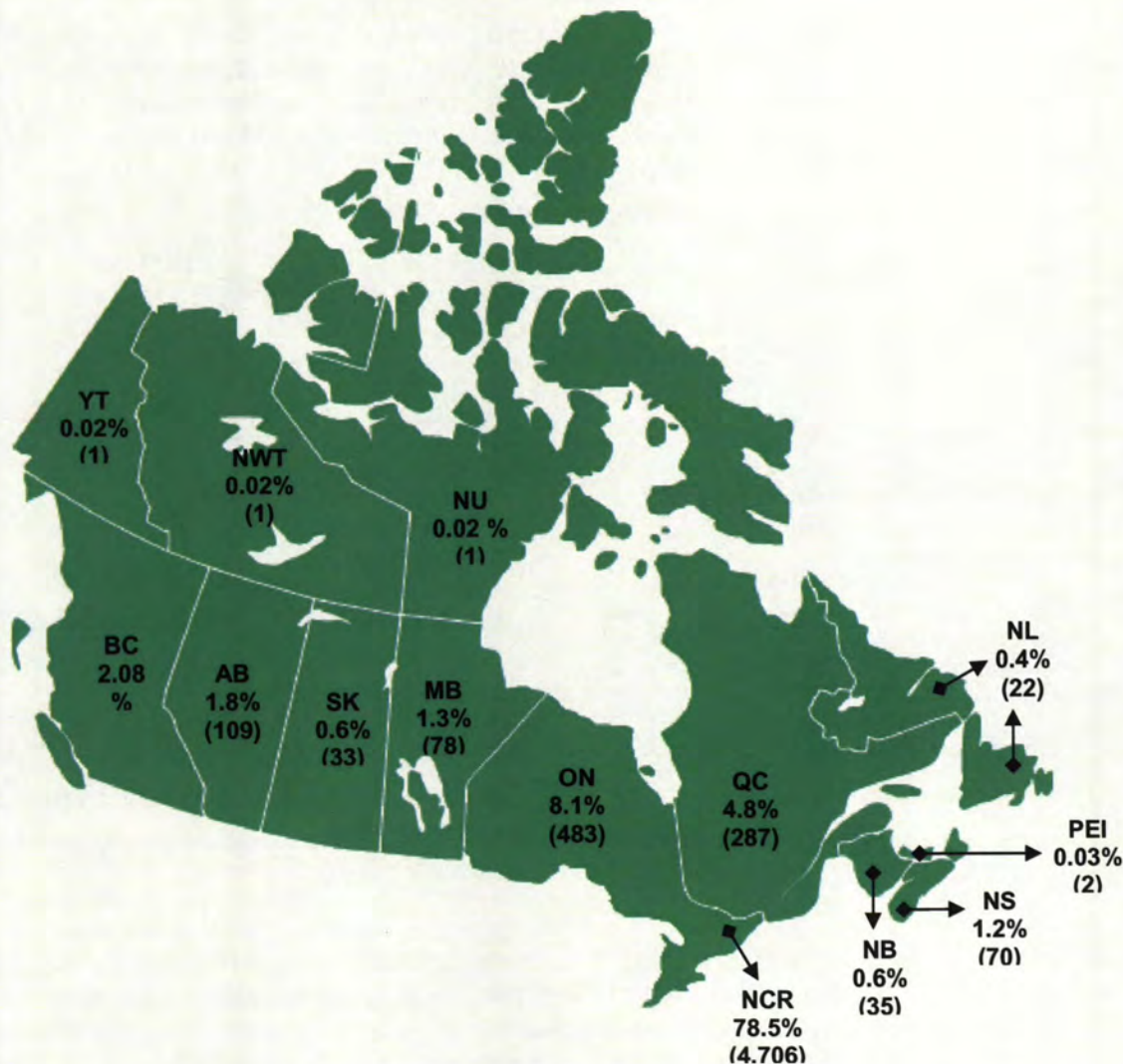




Workforce by Region and Working Level

The majority (78.5 percent) of the Department's workforce is based in the National Capital Region (NCR), an increase of 1.2 percent over the last year, and 3.5 percent since 2006.

Geographic Distribution



* Industry Canada's (IC) base population of 5,993 includes indeterminate, term and casual employees only.



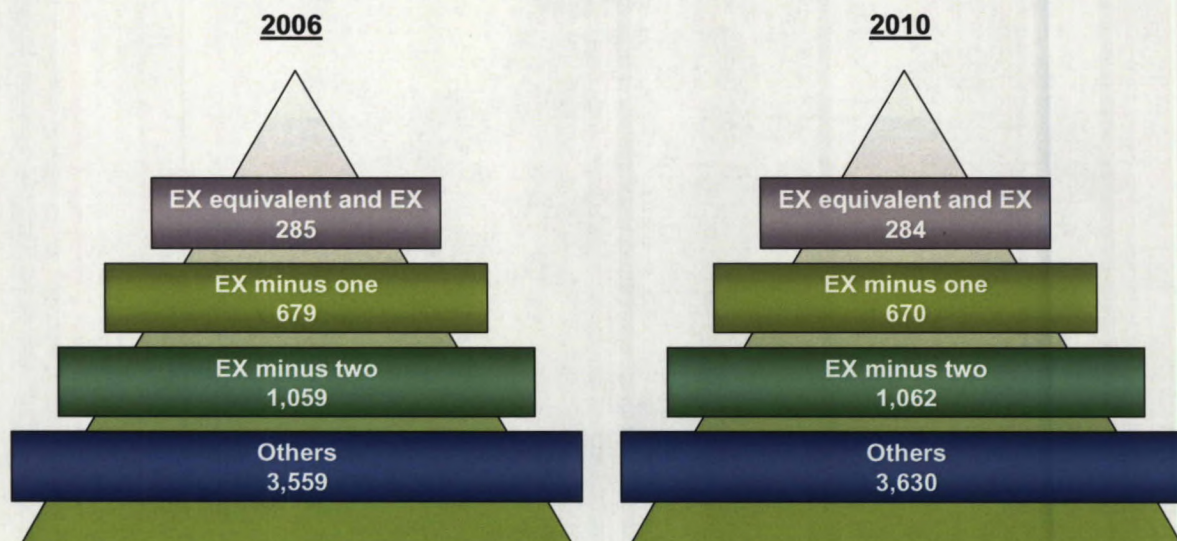


As of March 31, 2010, more than half of Industry Canada's (IC) indeterminate employees were in the intermediate and support/technical working levels (52.2 percent). The proportion of indeterminate employees in these working levels remained relatively stable over a five-year period.

Almost 30 percent of IC's 2009-10 indeterminate workforce were at the EX minus one and EX minus two working levels. Both of these two working levels, along with executives, including EX equivalents, remained relatively stable over the past five years.

In contrast, the Developmental (entry-level)³ population had the largest growth (15.3 percent). This growth of entry-level employees, working in knowledge-based occupations, may be a result of IC's targeted recruitment initiatives. Retention strategies for this population, along with developmental programs and training, will be integral to supporting their engagement and development.

Indeterminate Population



* Includes employees in their substantive position only and excludes acting appointments, assignments and employees seconded in from another organization.

Analysis of the Executive group indicates that there were more executives meeting the CBC level of language requirement now than five years ago (91.8 percent met the language requirement of CBC level in 2009-10 compared to 87.2 percent in 2005-06). Furthermore, the average age of executives decreased from 50.5 to 49.1. The years in position decreased from 3.4 to 2.6 years during the same timeframe.

³ Appendix III provides the breakdown of IC's Developmental (entry-level) Working Levels.





Workforce by Sector and Organization

As of March 31, 2010, the number of employees within organizations under Corporate Services increased by 74 employees (11.2 percent).

At the same time, the Small Business and Marketplace Services (SBMS) sector grew by 5.8 percent (79 employees). This increase was a result

of several factors; namely the Chief Informatics Office's (CIO) Balance Project which reduced the number of contractors by hiring indeterminate employees, the transfer of approximately 20 positions from the Canadian Intellectual Property Office (CIPO) to CIO, along with staffing actions within SBMS.

The Regional Operations (RO) Sector underwent a major reorganization in 2009-10, where approximately 300 employees were transferred to the Spectrum, Information Technologies and Telecommunications (SITT) Sector, resulting in a 48.6 percent growth for SITT. Please refer to the tables below for the breakdown of the workforce by sector.



Industry Canada's (IC) Workforce by Sector and Organization

Regional Operations	
ATL	31
FedNor	125
OLMC	1
ONT	58
OSBF	2
PAC	36
PC	10
PRA	43
QUE	37
RPOS	11
SPOB	30
Undefined	6
Total	390

SBMS	
CB	3
CIO	421
CORPS	92
IM	111
IRSP	30
MC	318
OSB	327
SBT	136
Undefined	5
Total	1,443

Corporate	
AEB	36
CAS	219
CMB	108
HRB	260
MINO	111
Total	734

Other	
CBC	458
CIPO	1,102
IS	330
OCA	22
SIS	168
SITT	1,149
SPS	197
Total	3,426

Total excluding students: 5,993





Gender

In the past few years, the proportion of women at Industry Canada (IC) remained, on average about 51 percent, compared to 54.8 percent in the Public Service (PS) in 2009-10. As of March 31, 2010, the three occupational groups with the largest percentage of women were in the AS group, with 83 percent, the PE group where women constituted 75.8 percent of employees, and the CR group at 73.7 percent. The proportion of women in certain male-dominated professions, namely the EL, EN, TI and SE groups was quite low, similar to the trend at the PS level.

Analysis of the Department's workforce reveals that, in comparison to 2005-06, there were more women in groups such as the EX, SG, PM and FI groups. This growth contributed to an overall growth of 4.1 percent for women since 2006. The fastest growing group for women was the EX group, with a growth of 20.6 percent, followed by the SG group (19.3 percent) and PM group (18.2 percent), over the same period. Further analysis reveals that even though there were more women being hired and encumbered in the technical group now than in 2005-06, women still accounted for a disproportionate share of employees in lower levels in other groups (i.e. within the EC group, more women were in levels one to four).

Workforce by Gender and Major Occupational Group March 31, 2010				
Major Occupational Group	Women #	Men #	Women %	Men %
AS	751	155	82.9	17.1
CO	440	507	46.5	53.5
CR	445	159	73.7	26.3
CS	177	381	31.7	68.3
EC	234	258	47.6	52.4
EL	33	229	12.6	87.4
EN	55	196	21.9	78.1
EX	99	114	46.5	53.5
FI	74	57	56.5	43.5
IS	138	75	64.8	35.2
PE	91	29	75.8	24.2
PG	20	14	58.8	41.2
PM	279	109	71.9	28.1
SE	9	62	12.7	87.3
SG	167	284	37.0	63.0
TI	34	205	14.2	85.8
Total	3,076	2,917	51.3	48.7



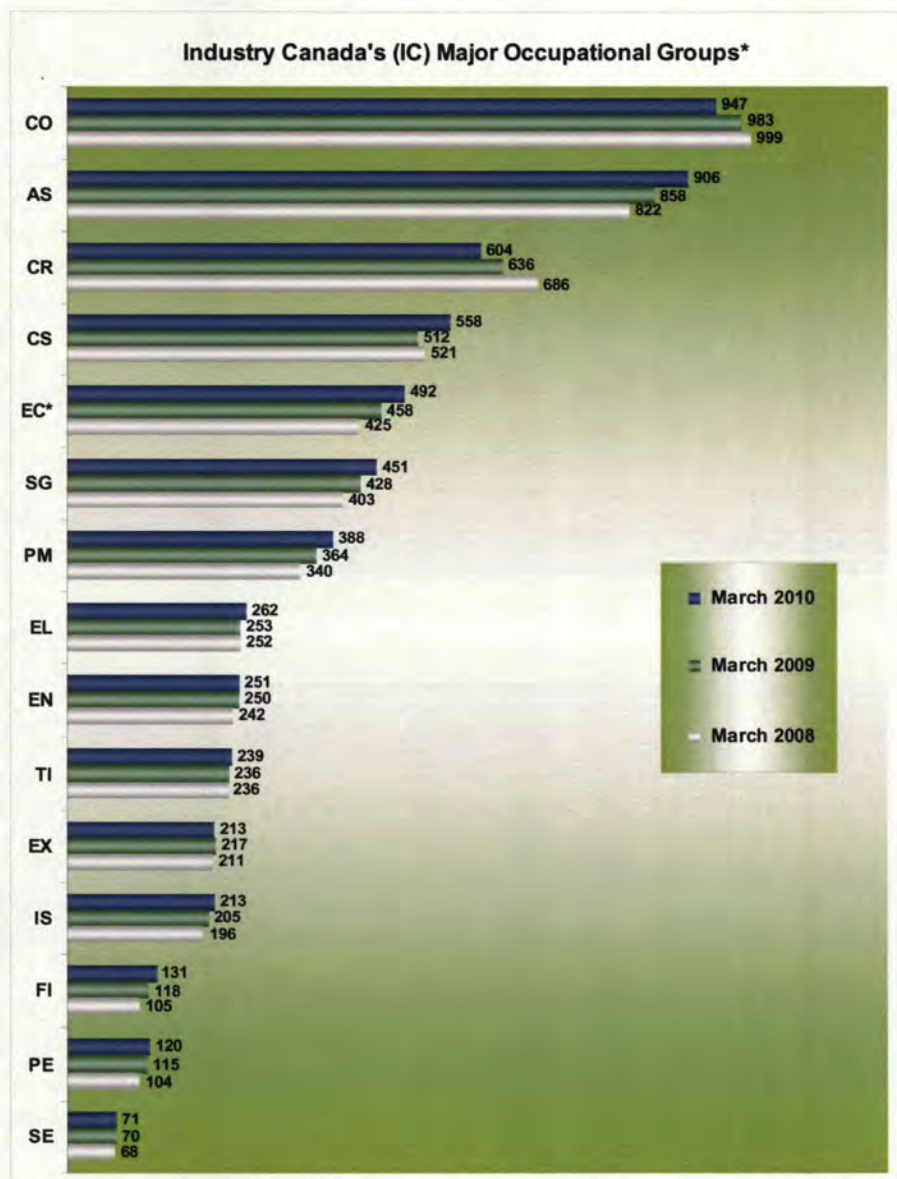


Major Occupational Groups

Industry Canada's (IC) workforce is spread out over 29 occupational groups reflecting the broad scope and mandate of the Department. The analysis below outlines changes in the distribution of IC's 16 major occupational groups over the last three years.

Since 2007-08, there has been an increase of 3.7 percent in the Department's overall workforce. Within this three-year period, all of IC's major occupational groups, apart from the CO and CR groups, have increased. The CO group continued to be the largest occupational group, almost 16 percent in 2009, despite its population decrease of 5.2 percent since 2008. This decrease is partially resulting from an increase in retirements and inter-departmental transfers. As well, since 2008, the CR group decreased by 12 percent.

Since 2009, the occupational groups with the highest growth were the FI (11 percent) and CS (9 percent) groups. The groups with the greatest decline were the CR (-5 percent) and CO (-3.7 percent) groups. The overall population of the EX group decreased by almost two percent over the last year which is primarily due to an increase in retirements, as well as due to organizational changes. The EN group remained more or less stable, with a minimal growth of 0.4 percent in the same timeframe.



* The EC group population for March 2008 and March 2009 has been calculated by combining the ES and SI populations for each of those years.



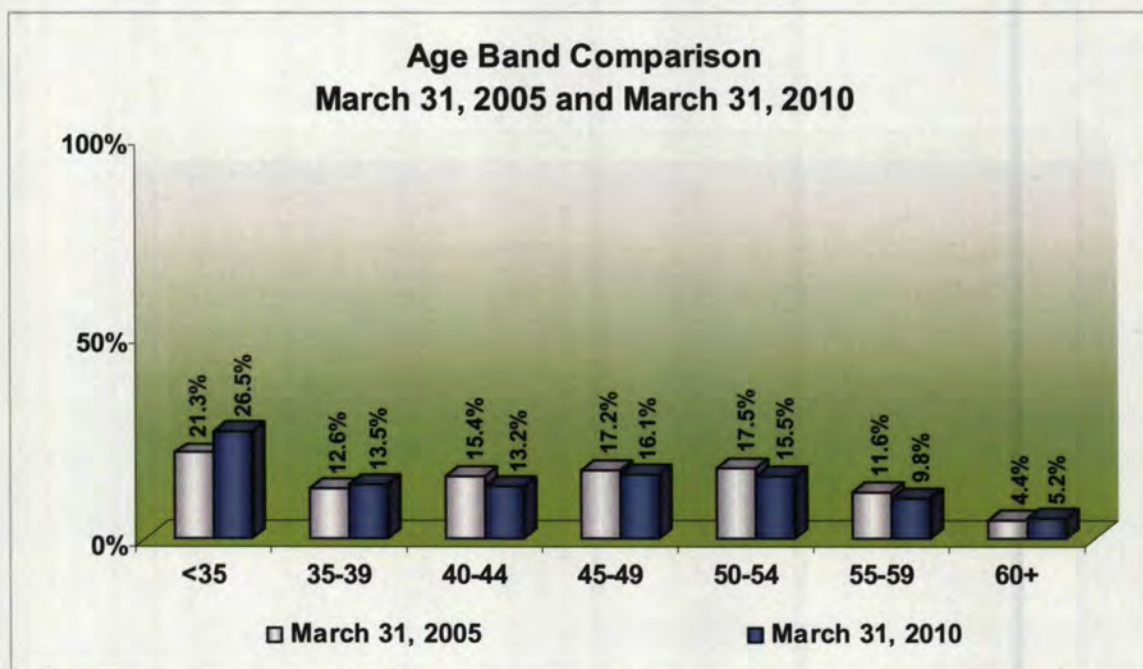


Age

Over the past five years, the average age of Industry Canada's (IC) workforce has decreased, primarily due to recruitment efforts. On March 31, 2005, IC's average age was 44 years versus 43.4 on March 31, 2010, and 43.8 on March 31, 2009. The proportion of employees under 35 increased from 21.3 percent in 2004-05 to 26.5 percent in 2009-10. Additionally, the proportion of employees 55 and over also decreased from 16 percent to 15 percent during the same period. In support of IC's People Management Strategy for Renewal and Results (PMSRR), recruitment efforts may have influenced the increase in the proportion of employees under 35 years.

When looking at IC's major occupational groups, their average ages in 2009-10 were similar to the previous year. SG-PAT and FI employees remained among the youngest age groups, with average ages of 39.6 and 38.8 respectively, while EXs continued to be the oldest, with an average age of 49.1.

In 2009-10, the average age in the National Capital Region (NCR) was 42.5, averaging between three to four years younger than IC's regional counterparts⁴. In terms of provincial comparison, Quebec had the lowest average age of 42, while Manitoba had the highest average age of 48.6.

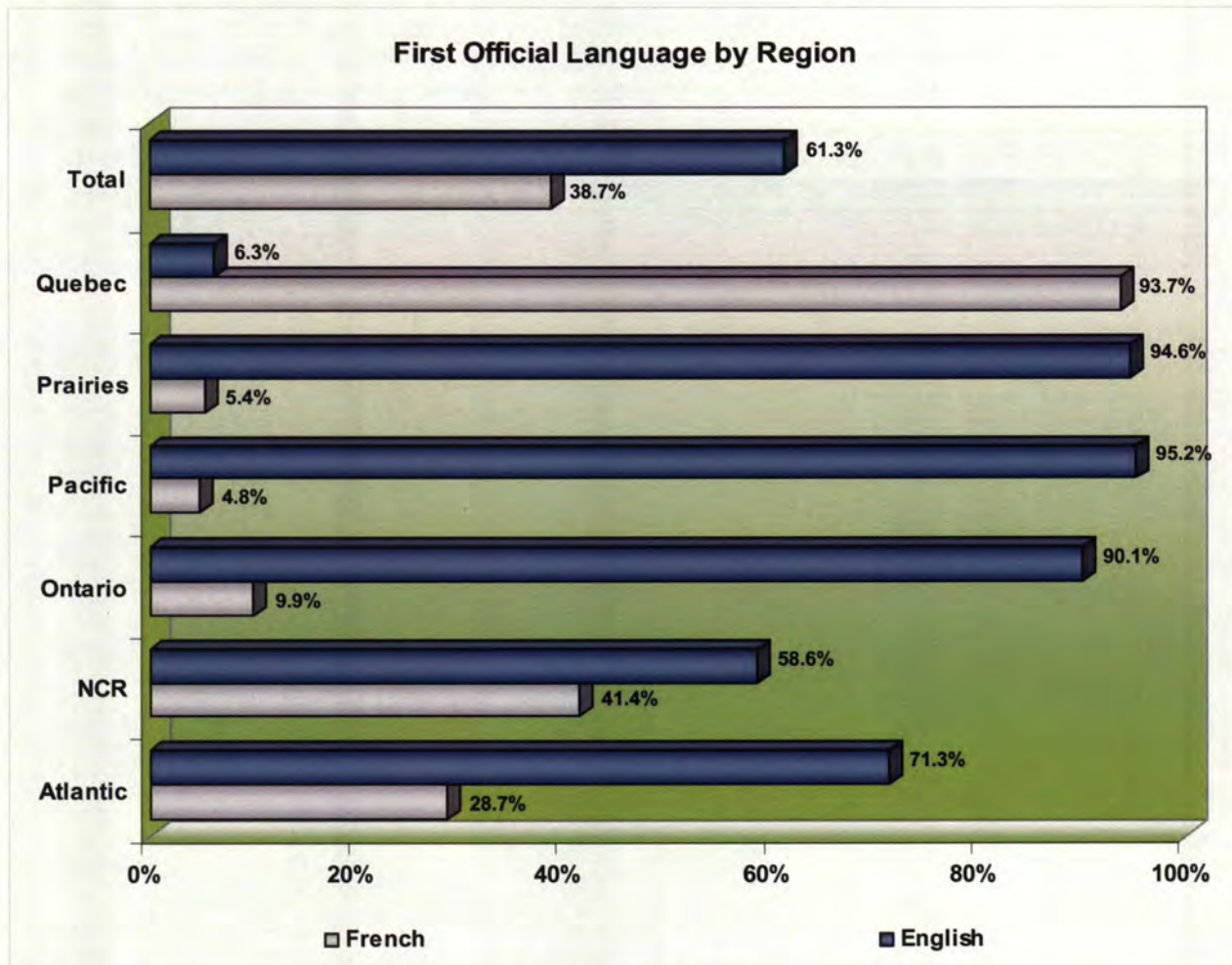


⁴ Provinces with less than five employees are Nunavut, NWT, PEI and Yukon, and have been excluded from this comparison.





First Official Languages and Bilingualism



As of March 31, 2010, employees declaring English as their first official language (FOL) made up 61.3 percent of the Department's workforce, while 38.7 percent of employees declared French as their first official language.

Of those employees who declared French as their FOL, almost 84 percent were in the National Capital Region (NCR) and of those who declared English as their FOL, approximately 75 percent were in the NCR.

Quebec Region was the region having the highest percentage of employees declaring French as their FOL (93.7 percent), while the Pacific Region had the highest percentage of employees identifying English as their FOL (95.2 percent). This proportion has remained relatively stable over the years.





Bilingualism

As of March 31, 2010, 85.2 percent of Industry Canada (IC)'s workforce met the language requirements of their position, a 4.3 percent decrease from March 31, 2009 (89.5 percent) and a 6 percent decrease from March 31, 2008. This downward trend in those meeting the language requirements of their position may be a function of increased rates of movement, especially in corporate environments, where significant numbers of the records of new employees have not yet been transferred to the Department. It is important to note that the volume of incomplete language results has increased from March 31, 2009 (8.3 percent) to March 31, 2010 (12.5 percent). Furthermore, due to the inclusion of incomplete records, the percentage of employees meeting the bilingual requirement is lower and may not represent reality.

**First Official Language (FOL) and Bilingual Capacity by Occupational Group
March 31, 2008 to March 31, 2010**

Occupational Group	March 31, 2010		Meet Bilingual Requirement March 31, 2008 %	Meet Bilingual Requirement March 31, 2009 %	Meet Bilingual Requirement March 31, 2010 %
	FOL English %	FOL French %			
AS	43.1	56.9	90.3	89.1	83.1
CO	68.8	31.2	94.4	92.2	90.5
CR	48.2	51.8	80.5	80.1	74.2
CS	57.6	42.4	94.8	93.1	82.7
EC*	75.7	24.3	n/a	n/a	86.6
EL	68.2	31.8	91.8	95.1	93.5
EN	61.8	38.2	93.4	95.3	95.7
ES	n/a	n/a	93.2	91.7	n/a
EX	67.1	32.9	92.3	94.1	94.6
FI	53.1	46.9	90.6	88.0	81.6
IS	60.1	39.9	93.0	88.9	83.9
PE	41.7	58.3	88.0	87.0	83.0
PM	55.1	44.9	91.8	88.0	82.9
SE	84.5	15.5	90.0	90.9	100.0
SG	78.5	21.5	90.8	94.9	92.2
SI	n/a	n/a	90.0	90.6	n/a
TI	69.0	31.0	87.1	82.1	77.4
Other	74.5	25.5	87.1	78.1	80.6
Overall	61.1	38.9	91.0	89.5	85.2

* Due to the position specific nature of the information required, EC data was not available for March 2008 and March 2009 due to the conversion of ES and SI groups to EC group on June 22, 2009.

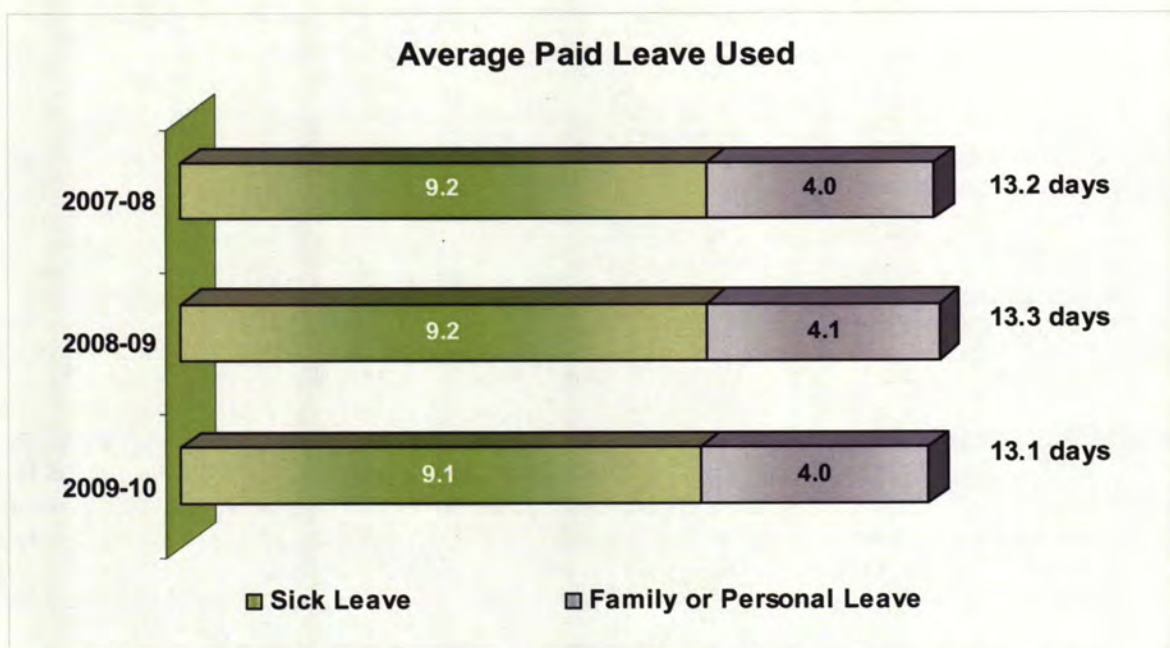




Paid Leave

The overall usage of paid leave at Industry Canada (IC) remained at approximately the same rate over the past three years. However, when broken down by factors such as age and gender, there was variability in the leave usage pattern, which is attributed to aging as well as increased participation of women in the workforce.

The figure below represents the average number of days per fiscal year that an IC employee* was absent from work due to sick, family-related or personal reasons (annual vacation was excluded from this analysis).



* Only substantive indeterminate and term employees with active status were considered.





The table below indicates the average paid leave usage by fiscal year and working level. On average, employees in the Support/Technical level took more than 15 days a year of paid leave, while employees at the executive level used between 6 and 7 days of paid leave per year. With the exception of EX equivalents, the average number of paid leave days used has remained stable over the past three years.

Used Paid Leave by Working Level Average Number of Days per Employee 2007-08 to 2009-10			
Working Level	2007-08	2008-09	2009-10
EX	6.0	7.0	6.9
EX equivalent*	6.4	13.0	8.4
EX minus one	12.3	12.1	12.0
EX minus two	12.4	12.9	12.4
Intermediate	13.8	13.6	13.6
Support/Technical	15.2	15.5	15.3
Developmental	12.6	11.6	12.2
Overall Average	13.2	13.3	13.1

* Due to a small population of EX equivalents, there is high degree of variability between fiscal years.

The average number of paid sick leave days used increased with age, whereas other types of leave (family or personal leave) varied with age. Employees under 30 and over 60 years of age took fewer days of family or personal related leave compared to those aged between 30 and 60. Women took more days on average compared to men, both for health (9.9 versus 8.3 days a year) and family or personal reasons (4.3 versus 3.8 days a year).

Average Days Sick and Other Leave by Age Band 2009-10		
Age Band	Average Days Sick Leave	Average Days Other Leave
<30	5.3	2.7
30-39	7.2	4.3
40-49	8.1	4.2
50-59	12.6	4.5
60+	15.4	3.4





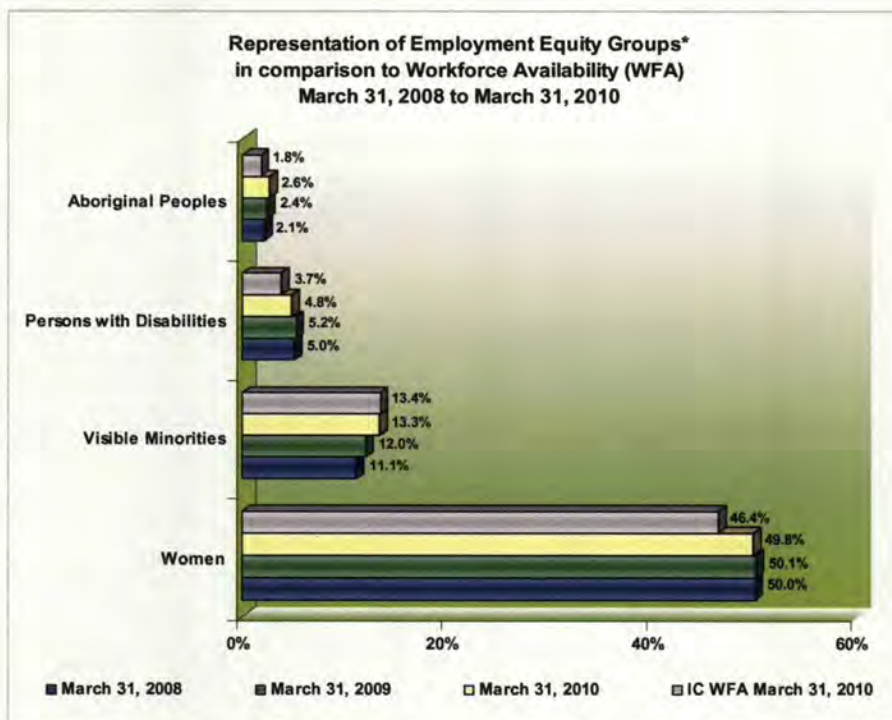
Employment Equity⁵ Groups

Representation

Employment equity contributes to a strong and sustainable Public Service (PS) by ensuring that its workforce reflects the rich diversity of Canada's population.

In 2009-10, employment equity statistics reveal that the Department met and exceeded the weighted average of workforce availability (IC WFA)⁶ for three out of the four designated groups. The representation of Persons with Disabilities (PWD) exceeded workforce availability (WFA) by 1.1 percent, Aboriginal peoples (AB) by 0.8 percent and Women by 3.4 percent. The representation of Visible Minorities (VM), despite an increase over the previous year, was below its workforce availability by 0.1 percent.

Nonetheless, a significant amount of under-representation⁷ still existed in several occupational groups and categories⁸ for all four designated groups. Furthermore, all four designated groups were highly concentrated in the Administrative and Foreign Service category. More notably, the promotion rates of Aboriginal peoples and Persons with Disabilities were lower than the rest of Industry Canada's (IC) workforce. The issues identified above may have future implications on retention and representation rates of these groups within the Department.



⁵ Employment equity population is based on self-identification of indeterminate, term employees and seasonal employees. Casual employees, employees on leave without pay, students, exempt ministerial staff and Governor in Council appointees are excluded. Employees on secondment are included under their home department. Significant population differences in this section of the report are as a result of the exclusion of employees on leave without pay and casual employees in the employment equity data.

⁶ The weighted average of Industry Canada's workforce availability (IC WFA) is calculated by taking into account the Department's overall population for the current year, its population by occupational group, as well as the original workforce availability i.e. Core Public Administration Workforce availability (CPA WFA) provided by the Office of the Chief Human Resources Officer (OCHRO).

⁷ Under-representation exists when internal representation in a specific occupational group is below the weighted average of its workforce availability.

⁸ Occupational groups and categories with five or less employees have been suppressed due to confidentiality issues. As well, IC's EC's workforce availability (WFA) data is not available due to the EC group conversion on June 22, 2009, which took place between two census cycles as a result the EC group WFA was not calculated by OCHRO.



WORKFORCE ANALYSIS

Representation by Major Occupational Group and Category

This section outlines Industry Canada's (IC) employment equity representation by major occupational group and category and highlights representation gaps.

Employment Equity (EE) Representation by Occupational Category and Major Occupational Group March 31, 2010														
Occupational Category	Major Occupational Group	EE Population	Visible Minorities			Aboriginal Peoples			Persons with Disabilities			Women		
			Rep. %	IC WFA %	Gap #	Rep. %	IC WFA %	Gap #	Rep. %	IC WFA %	Gap #	Rep. %	IC WFA %	Gap #
Executive	EX	199	6.5	6.5	0	0.0	4.5	-9	4.0	3.5	1	46.7	37.7	18
Scientific and Professional	EN	240	35.4	29.2	15	-	0.4	4	4.2	4.6	-1	21.7	11.7	24
	EC	444	16.0	n/a	n/a	-	n/a	n/a	4.1	n/a	n/a	47.3	n/a	n/a
	SE	69	47.8	37.7	7	-	0.0	0	-	-	-2	11.6	13.0	-1
	SG	421	19.7	11.2	36	-	1.4	-4	2.1	4.5	-10	35.4	41.1	-24
	Total	1,196	23.1	18.2	58	1	1.1	-1	-	-	-17	35.9	31.8	49
Administrative and Foreign Services	AS	819	8.1	8.8	-6	3.4	2.3	9	5.6	3.1	21	82.7	75.1	62
	CO	870	10.5	14.4	-34	3.8	1.6	19	4.3	3.1	10	44.5	47.2	-24
	CS	535	13.5	17.0	-19	3.2	1.7	8	3.7	3.2	3	30.8	27.7	17
	FI	121	14.0	13.2	1	-	0.8	-1	-	-	0	56.2	53.7	3
	IS	183	6.6	7.7	-2	-	1.6	0	4.4	3.3	2	62.8	59.0	7
	PE	106	18.9	9.4	10	-	2.8	3	-	-	9	74.5	67.9	7
	PM	354	9.9	12.1	-8	3.1	2.0	4	3.4	3.1	1	70.9	52.0	67
	Total	3,021	10.5	12.5	-61	3.3	1.9	43	4.6	3.1	46	58.3	53.1	157
Technical	EL	250	15.2	15.2	0	-	1.2	2	6.0	4.4	4	12.0	10.8	3
	TI	233	14.2	9.4	11	-	1.7	7	9.9	4.3	13	14.2	18.9	-11
	Total	525	14.5	13.0	8	3.0	1.5	8	7.4	4.4	16	13.9	19.8	-31
Administrative Support	CR	532	9.8	11.3	-8	2.4	2.4	0	6.8	4.1	14	72.4	72.7	-2
	Total	537	9.9	11.0	-6	2.4	2.4	0	6.9	4.1	15	72.4	73.2	-4
TOTAL		5,516	13.3	13.4	-2	2.6	1.8	41	4.8	3.7	61	49.8	46.4	187

* Gap: A negative number indicates under-representation. Totals may not add up as numbers of five or less were suppressed due to confidentiality issues. The EC group workforce availability (WFA) was not available due to conversion of ES and SI group to EC group on June 22, 2009 (post-Census 2006 data release).





Women

Over the past few years, although Industry Canada's (IC) women exceeded their workforce availability (WFA), they were not evenly distributed in the occupational categories across the Department. The share of women was the highest in the Administrative and Foreign Service category at 64 percent, while the Scientific and Professional category had 15.6 percent of the total of IC's women's population. The remaining were distributed in the Administrative Support (14.2 percent), Executive (3.4 percent), Technical (2.7 percent) and Operational (0.1 percent) categories. The gap for women in the Technical category continued to rise, with a gap of -31 in 2009-10 versus -1 in 2008-09. In addition, gaps also continued in the CO (-24), SG (-24) and TI (-11) groups.

Visible Minorities

Visible Minorities (VM) representation increased from the previous year in some of the major occupational categories. The occupational category with the greatest share of VM employees was the Administrative and Foreign Service category (42.9 percent), followed by the Scientific and Professional category (37.5 percent). Since 2008-09, the VM share in the Executive and Technical categories declined by 0.2 percent and 1.2 percent respectively. Notably, the gap for this group (VM) in the Administration and Foreign Services category continued to decrease (-61 in 2009-10 versus -90 in 2008-09). Significant gaps still continued for VM in certain occupational groups such as the CO (-34) and CS (-19) groups.

Aboriginal Peoples

Aboriginal peoples (AB) were unevenly distributed in the occupational categories across the Department. The highest share of Aboriginal peoples was in the Administrative and Foreign Service category (70.2 percent). Over the past two fiscal years, the gap for AP in the Executive category continued to grow (-9 in 2009-10 versus -7 in 2008-09).

Persons with Disabilities

Over the past few years, Persons with Disabilities (PWD) consistently exceeded workforce availability (WFA); however, they had a disproportionate share of employees in several categories, with the highest share in the Administrative and Foreign Service category (53.1 percent). As of March 31, 2010, the gap for PWD in the Scientific and Professional category was -17 versus -20 in the previous year. Gaps were also present for PWD in the SG (-10) and SE (-2) occupational groups.





Age Profile

In contrast to the other employment equity groups, Persons with Disabilities (PWD) were, for the most part older, with an average age of 48.3 years, and were eligible for retirement earlier than the rest of the workforce. This could have implications for the future representation rate of this group within the Department. Visible Minorities (VM) were typically younger, with an average age of 42.2, below Industry Canada's (IC) average age of 43.6. Similar to the previous year, the average age of Aboriginal peoples (AB) was 44.6, while 48.2 percent of them were 45 years and older. In 2009-10, the average age of women at IC was 43.3, while the proportion of women 45 years and older decreased from 51 percent to 48 percent from the previous year. This may be a result of a higher proportion of women being hired in the younger age bands.

Average Age and Distribution of Employment Equity Group by Age Band March 31, 2010					
Employment Equity (EE) Group	<35 %	35-44 %	45-49 %	50+ %	Average Age
Women	26.1	25.9	17.6	30.4	43.3
Visible Minorities	30.4	32.1	23.5	14.0	42.2
Persons with Disabilities	11.8	19.0	20.9	48.3	48.3
Aboriginal Peoples	16.3	35.5	17.0	31.2	44.6
Total	25.3	26.7	17.0	31.0	43.6*

* Differs from IC's average age of 43.4 due to the variance in the EE population.





Movement

Employment Equity Movement at a Glance 2009-10



Women

In 2009-10, women continued to constitute the majority (54 percent) of all new hires. They accounted for 50 percent of all promotions, and 55 percent of all departures, including retirements. Although their departure rate was 14.1 percent, their recruitment rate was 17.6 percent. In addition, women were promoted at a rate of 10.4 percent and retained at a rate of 86 percent.

Visible Minorities

In 2009-10, Visible Minorities (VM) accounted for 13.5 percent of all new hires versus 10.6 percent in 2008-09. They accounted for 10 percent of the total departures including retirements, and 15 percent of all promotions. Their recruitment rate was 18.2 percent and their departure rate was 10.5 percent. Furthermore, this group had the highest promotion rate of 12.6 percent and a high retention rate of 89.5 percent.





Persons with Disabilities

In the past year, Persons with Disabilities (PWD) constituted 3.3 percent of all new hires, 6.2 percent of all departures including retirements, and accounted for only three percent of all promotions at Industry Canada (IC). Their recruitment rate was 10.7 percent, significantly below their departure rate of 15.4 percent. Despite having the lowest promotion rate of 5.9 percent, Persons with Disabilities were being retained at a rate of almost 85 percent. Their relatively high departure rate can be attributed to retirements and interdepartmental transfers.

Aboriginal Peoples

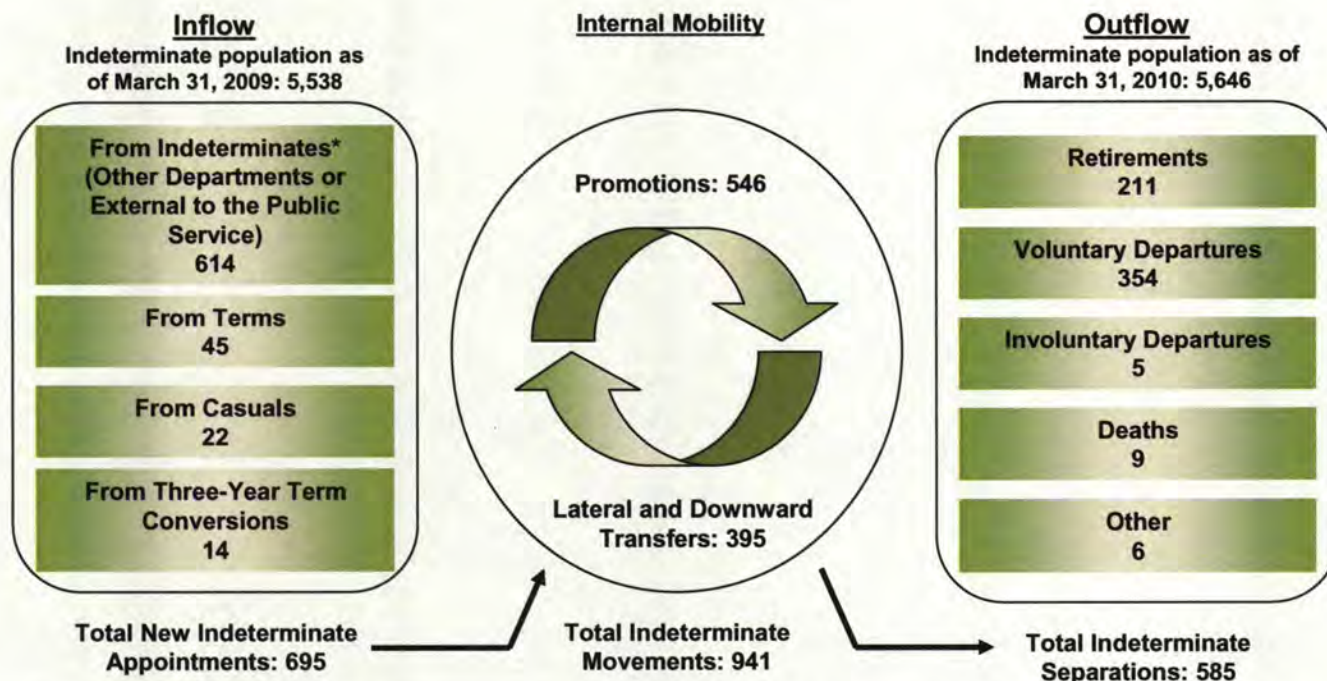
In 2009-10, Aboriginal peoples (AB) accounted for 1.3 percent of all new hires. Three percent of all departures including retirements were attributed to this group, and of all promotions, they accounted for 2.2 percent. Aboriginal peoples were recruited at a rate of 8.5 percent, which is significantly below their departure rate of 15.5 percent. Their promotion rate was 9.3 percent and were being retained at a rate of almost 85 percent.





Workforce Mobility

Workforce Mobility 2009-10



* The term "From Indeterminates" includes all hires external to Industry Canada (IC), including hires from other departments and hires from outside the Public Service (PS).

In 2009-10, a total of 695 indeterminate employees, an increase of 20 percent since 2008-09, were newly appointed to the Department. These total new hires accounted for 12.5 percent of the total indeterminate population. The largest share of inflows (88.3 percent) came from indeterminate hires from other departments or external to the Public Service (PS), followed by appointments from terms (6.5 percent), appointments from casuals (3.2 percent), and three-year term conversions (2.0 percent).

In 2009-10, internal movements included promotions (58 percent) and lateral and downward movements (42 percent). The indeterminate internal mobility rate was 17 percent.

The outflow of indeterminate employees in 2009-10 was 585, up from 550 in 2008-09. Voluntary departures accounted for the greatest share of outflows (approximately 61 percent), followed by retirements (36.1 percent), death (1.5 percent), and involuntary departures (0.9 percent). The overall churn rate⁹ was 40 percent; it is important to note that research has not identified an optimal employee mobility rate.

⁹ The churn rate is calculated by adding the total inflows, total outflows and total internal mobility (promotions as well as lateral and downward movements) together and dividing the total by the indeterminate population of the previous fiscal year.





Tenure and Mobility

In 2009-10, the average years of employment in the Public Service (PS) for Industry Canada's (IC) workforce was thirteen, representing a decrease of almost half a year since 2008-09.

In 2009-10, approximately 34 percent of IC employees were in the same position for more than five years versus 35.4 percent 2005-06. Departmental employees had an average of 4.7 years in a position compared to 5.0 years in 2005-06. Additionally, there was a decrease in the proportion of employees in the same position between two and five years from 33.6 percent in 2005-06 to 24.5 percent in 2010.

The EX group, who are typically in the highest average age band, had the most number of years in the Public Service (PS), with an average of 19.2 years. As well, the TI (18.4 years), EL (16.1 years), EN (14.7 years) and CO (14.0 years) groups had similar higher levels of experience in the PS. In contrast, the SG (12.7 years) and FI (9.9 years) groups had relatively fewer years of experience.

The variability between groups is attributed to many factors such as labor market pressures, retirements, growth and age distribution. The SG and FI groups had a relatively younger population and therefore were more likely to be mobile. The PE group had an age gap, with a sizeable proportion of the workforce over forty-five. A high proportion of the EX group were close to retirement, potentially creating opportunities for feeder groups such as EC and CO.



EMPLOYEE MOVEMENT



The table below breaks down average time in position for employees at IC by major occupational group between 2006 and 2010. The decreases in time spent in a position for several occupational groups, as indicated below, is of concern to the Department as this affects the capacity of employees to acquire sufficient knowledge to perform the duties of their position. Learning and leadership training and programs are essential in these circumstances to assist and support employees and managers in acquiring the knowledge and skills needed to carry out organizational objectives.

Employee Tenure by Major Occupational Group March 31, 2006 and March 31, 2010								
Major Occupational Group	March 31, 2006				March 31, 2010			
	<2 %	2-5 %	>5 %	Average Years in Position	<2 %	2-5 %	>5 %	Average Years in Position
SE	8.47	37.29	54.24	10.12	12.7	31.7	55.6	8.5
EN	8.68	43.38	47.95	7.54	18.1	17.6	64.3	8.4
EL	15.59	14.07	70.34	9.91	31.5	19.0	49.6	8.4
EG	40.00	12.00	48.00	6.29	16.0	16.0	68.0	7.9
TI	31.38	20.50	48.12	6.16	28.5	24.3	47.3	6.7
CR	26.48	27.93	45.59	5.61	32.7	24.3	43.0	5.8
CS	17.53	48.75	33.72	4.81	36.0	15.0	49.0	5.4
SG	45.28	36.67	18.06	3.31	33.5	33.9	32.6	4.6
CO	30.78	35.71	33.51	4.48	40.0	27.2	32.7	4.3
PM	40.94	30.87	28.19	3.96	40.9	32.3	26.2	4.0
AS	33.97	32.20	33.83	4.77	49.6	24.9	25.4	3.9
IS	46.67	35.56	17.78	3.13	49.2	27.7	23.1	3.5
PG	58.06	22.58	19.35	3.25	47.1	44.1	8.8	2.8
EX	37.21	37.67	25.12	3.57	59.8	26.3	13.9	2.6
FI	42.55	34.04	23.40	3.51	66.4	18.0	15.6	2.5
PE	53.76	25.81	20.43	3.17	71.2	21.6	7.2	1.9
EC*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ES	46.01	32.91	21.09	3.20	n/a	n/a	n/a	n/a
SI	12.73	38.18	49.09	6.25	n/a	n/a	n/a	n/a
Total	31.0	33.6	35.4	5.0	41.9	24.5	33.5	4.7

* Due to the position specific nature of the information on tenure in position, EC group data was not available.



EMPLOYEE MOVEMENT

Movement by Occupational Group

The table below illustrates Industry Canada's (IC) indeterminate net inflow and outflow movement by and between major occupational groups. Both departmental growth and retirements influenced these movement patterns. Although there was a small increase in the retirement rate for 2009-10 (3.5 percent to 3.8 percent), IC's indeterminate workforce grew by two percent, from 5,538 to 5,646.

Over the past year, while 89 percent of all major occupational group employees were retained in the Department, there was substantial variability between groups. This variability could be attributed to factors such as retirements, age and labor market pressures. Lower retention rates were observed in the PE (71 percent), EX (83 percent), EC (83 percent) and PG (85 percent) groups, while the CS, SG, EL, EN, and SE groups had retention averages above IC's.

The CS, SG, PM, EC, FI and EG indeterminate populations increased by five percent or more since 2008-09. On the other hand, the CR group had a decrease of five percent or more. Those with a relatively stable population were the CO, AS, EL, TI, EN, EX, IS, PE, SE and PG groups.

Movement of Indeterminate Employees by Occupational Group

	CO	AS	CR	CS	SG	PM	EC*	EL	TI	EN	EX	IS	PE	FI	SE	PG	EG	Other	Total
Indeterminate Population - March 31, 2009	942	810	552	493	428	341	438	248	234	221	212	189	108	116	63	34	21	88	5,538
Inflows																			
Hires and Re-Hires	77	140	68	58	35	33	99	26	19	5	23	24	30	29	1	5	0	9	681
Conversions	3	1	6	0	0	0	0	1	0	1	0	0	0	1	0	0	1	0	14
Changed into Group	34	34	1	3	0	36	19	0	1	3	11	4	5	4	2	1	1	1	160
Total	114	175	75	61	35	69	118	27	20	9	34	28	35	34	3	6	2	10	855
Inflow Rate %	12.1	21.6	13.6	12.4	8.2	20.2	26.9	10.9	8.5	4.1	16.0	14.8	32.4	29.3	4.8	17.6	9.5	11.4	15.4
Outflows																			
Public	45	75	25	14	4	12	45	1	3	0	15	15	26	13	0	4	0	2	299
Resignation	8	2	4	2	3	1	10	0	3	0	1	1	0	0	0	0	0	0	35
Retirement	50	41	21	11	2	15	13	14	5	7	17	0	5	2	2	1	0	5	211
Other	9	7	5	1	1	1	5	4	3	2	2	0	0	0	0	0	0	0	40
Change from Group	18	21	60	2	2	18	10	7	1	1	0	5	0	5	1	1	0	8	160
Total	130	146	115	30	12	47	83	26	15	10	35	21	31	20	3	6	0	15	745
Outflow Rate %	13.8	18.0	20.8	6.1	2.8	13.8	18.9	10.5	6.4	4.5	16.5	11.1	28.7	17.2	4.8	17.6	0.0	17.0	13.5
Indeterminate Population - March 31, 2010	908	845	526	525	451	359	476	248	239	221	209	195	111	128	63	34	25	83	5,646
Remaining Employees March 31, 2009	794	668	437	464	417	286	351	221	221	211	175	166	83	97	60	28	21	73	4,773
Retention Rate %	88	85	90	94	98	91	83	92	94	96	83	92	71	87	97	85	100	92	89

*The rates for EC group have been calculated by combining ES and SI groups population before June 22, 2009 and EC group population after June 22, 2009 together and dividing the total by the ES and SI population as of March 2009.

	Decreased population since March 31, 2009 by five percent or more
	Increased population since March 31, 2009 by five percent or more
	Stable population since March 31, 2009 (change less than +/- five percent)





Hires

A total number of 681 indeterminate employees (excluding three-year term conversions to indeterminate as well as "government restructures-in"¹⁰) were hired to Industry Canada's (IC) major occupational groups. Of these, 52 percent were appointed through an external process¹¹. Since 2008-09, there was an increase in the hire rates for women, men and total hires. As well, the total count of hires increased from 566 to 681, representing an increase of 1.9 percent. The PE group had the highest hire rate of 27.8 percent, followed by the FI (25 percent), EC (22.6 percent) and AS (17.3 percent) groups.

Of all hires, 55.7 percent were women, a decrease of 2.9 percent from last year. More women were hired in the AS, CR, PE, FI, IS and PM groups. Several of the traditionally male-dominated professions such as the SE-RES and TI groups maintained a low hire rate for women over the past two years. However, in the EX and EC groups, the number of women hires were almost on par with those of men.

The indeterminate hire rate¹² at IC has been increasing, especially in the last two years (12.3 percent in 2009-10 versus 10.4 in 2008-09), while the departure rate has fluctuated between 10.0 and 10.6 percent in the same timeframe.

¹⁰ Movement of organizations from one department to another.

¹¹ Includes appointments from other Departments and agencies or from the general public.

¹² Hire rate is calculated by the total number of hires for an occupational group in that fiscal year and dividing it by its respective population at the beginning of the fiscal year.



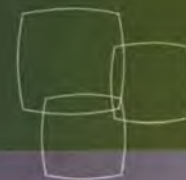
EMPLOYEE MOVEMENT



Indeterminate Hires by Gender and Occupational Group 2009-10									
Occupational Group	Indeterminate Women			Indeterminate Men			Industry Canada (IC)		
	Hire #	Population March 31, 2009	Hire Rate	Hire #	Population March 31, 2009	Hire Rate	Hire #	Population March 31, 2009	Hire Rate
AS	120	668	18.0	20	142	14.1	140	810	17.3
CO	35	447	7.8	42	495	8.5	77	942	8.2
CR	51	411	12.4	17	141	12.1	68	552	12.3
CS	18	164	11.0	40	329	12.2	58	493	11.8
EC*	49	207	23.7	50	231	21.6	99	438	22.6
EL	2	33	6.1	24	215	11.2	26	248	10.5
EN	2	51	3.9	3	170	1.8	5	221	2.3
EX	12	85	14.1	11	127	8.7	23	212	10.8
FI	15	71	21.1	14	45	31.1	29	116	25
IS	13	129	10.1	11	60	18.3	24	189	12.7
PE	24	82	29.3	6	26	23.1	30	108	27.8
PG	3	20	15.0	2	14	14.3	5	34	14.7
PM	21	245	8.6	12	96	12.5	33	341	9.7
SE	0	9	0.0	1	54	1.9	1	63	1.6
SG	8	162	4.9	27	266	10.2	35	428	8.2
TI	3	32	9.4	16	202	7.9	19	234	8.1
Other	3	34	8.8	6	75	8	9	109	8.3
Total	379	2,850	13.3	302	2,688	11.2	681	5,538	12.3

* The rates for EC group have been calculated by combining ES and SI group population before June 22, 2009 and EC group population after June 22, 2009 together and dividing the total by the ES and SI population as of March 2009.





Departures

Over the past few years, Industry Canada's (IC) departure rates (for all reasons including retirement) increased primarily due to increases in retirements and transfer-outs. In 2009-10, the overall departmental departure rate¹³ was 10.6 percent, an increase from 10.1 in 2008-09 and 8.8 in 2006-07. However, in 2009-10, IC's departure rate (excluding retirements) was 6.8 percent.

The departure rate for women in 2009-10 was 11.4 percent, compared to 9.7 percent for men. The PE group had the highest departure rate of 28.7 percent, with the EC group having the next highest (16.7 percent), followed by EX (16.5 percent) and AS (15.4 percent) groups.

Indeterminate Departures by Gender and Occupational Group 2009-10									
Occupational Group	Indeterminate Women			Indeterminate Men			Industry Canada (IC)		
	Departure #	Population March 31, 2009	Departure Rate	Departure #	Population March 31, 2009	Departure Rate	Departure #	Population March 31, 2009	Departure Rate
AS	99	668	14.8	26	142	18.3	125	810	15.4
CO	53	447	11.9	59	495	11.9	112	942	11.9
CR	41	411	10.0	14	141	9.9	55	552	10.0
CS	9	164	5.5	19	329	5.8	28	493	5.7
EC*	35	207	16.9	38	231	16.5	73	438	16.7
EL	3	33	9.1	16	215	7.4	19	248	7.7
EN	1	51	2.0	8	170	4.7	9	221	4.1
EX	9	85	10.6	26	127	20.5	35	212	16.5
FI	12	71	16.9	3	45	6.7	15	116	12.9
IS	9	129	7.0	7	60	11.7	16	189	8.5
PE	24	82	29.3	7	26	26.9	31	108	28.7
PG	3	20	15.0	2	14	14.3	5	34	14.7
PM	18	245	7.3	11	96	11.5	29	341	8.5
SE	0	9	0.0	2	54	3.7	2	63	3.2
SG	5	162	3.1	5	266	1.9	10	428	2.3
TI	2	32	6.3	12	202	5.9	14	234	6.0
Other	2	34	5.9	5	75	6.7	7	109	6.4
Total	325	2,850	11.4	260	2,688	9.7	585	5,538	10.6

* The rates for EC group have been calculated by combining ES and SI groups population before June 22, 2009 and EC group population after June 22, 2009 together and dividing the total by the ES and SI population as of March 2009.

¹³ Departure rate is calculated by the total number of departures for an occupational group in that fiscal year and dividing it by its respective population at the beginning of the fiscal year.





Reasons for Departure

In 2009-10, the indeterminate departure rate was 10.6 percent compared to 10.1 percent in 2008-09 with 35 additional departures than last year (585 in 2009-10 versus 550 in 2008-09). Movement within the Public Sector (PS) alone accounted for over half the departures, while retirements accounted for 36 percent of departures and personal reasons and "other" departures together accounted for almost 13 percent.

When reviewing the reasons for departure by occupational group, retirements combined with growth and labor market pressures influenced movement/departure rates in the majority of the occupational groups.

Indeterminate Departures by Occupational Group 2009-10						
Occupational Group	Public Sector	Retirement	Private Sector	Personal	Other	Total
AS	75	41	2	4	3	125
CO	45	50	8	2	7	112
CR	25	21	4	0	5	55
CS	14	11	2	0	1	28
EC	45	13	10	1	4	73
EL	1	14	0	0	4	19
EN	0	7	0	1	1	9
EX	15	17	1	0	2	35
FI	13	2	0	0	0	15
IS	15	0	1	0	0	16
PE	26	5	0	0	0	31
PG	4	1	0	0	0	5
PM	12	15	1	0	1	29
SE	0	2	0	0	0	2
SG	4	2	3	0	1	10
TI	3	5	3	3	0	14
Other	2	5	0	0	0	7
Total	299	211	35	11	29	585





Promotions

In 2009-10, Industry Canada's (IC) overall promotion rate was 9.9 percent, down from 10.1 percent in 2008-09. Women accounted for almost half of all promotions (49.8 percent), a decrease from 57.5 percent in 2008-09.

When comparing the promotion rates of women and men, the rate of women promoted in 2009 decreased from 11.3 percent in 2008-09 to 9.5 percent in 2009-10, while the rate of men promoted increased from 8.8 percent to 10.2 percent during the same timeframe.

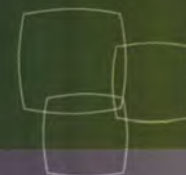
In 2009-10, the PE group had the highest promotion rate¹⁴ of 22.2 percent. The EC group had the next highest promotion rate (15.8 percent), followed by the EL (15.7 percent) and the SG (10.7 percent) groups. Low promotion rates were observed in the CR (1.4 percent), EN (7.7 percent), IS (7.9 percent) and SE (7.9 percent) groups.

In 2009-10, indeterminate promotion rates for the EL group increased from 13.2 percent to 15.7 percent since the previous year. This increase could be as a result of a newly established development program for entry-level positions within this group. The PE group promotion rate, after reaching a peak of approximately 30 percent in 2008-09, dropped to 22.2 percent in 2009-10.

¹⁴ Promotion rate is calculated taking the total number of promotions for an occupational group in that fiscal year and dividing it by its respective population at the beginning of the fiscal year.



EMPLOYEE MOVEMENT



Indeterminate Promotions by Gender and Occupational Group 2009-10									
Occupational Group	Indeterminate Women			Indeterminate Men			Total at Industry Canada (IC)		
	Promotion #	Population March 31, 2009	Promotion Rate	Promotion #	Population March 31, 2009	Promotion Rate	Promotion #	Population March 31, 2009	Promotion Rate
AS	78	668	11.7	14	142	9.9	92	810	11.4
CO	39	447	8.7	36	495	7.3	75	942	8.0
CR	3	411	0.7	5	141	3.5	8	552	1.4
CS	15	164	9.1	30	329	9.1	45	493	9.1
EC*	33	207	15.9	36	231	15.6	69	438	15.8
EL	4	33	12.1	35	215	16.3	39	248	15.7
EN	5	51	9.8	12	170	7.1	17	221	7.7
EX	16	85	18.8	11	127	8.7	27	212	12.7
FI	8	71	11.3	7	45	15.6	15	116	12.9
IS	7	129	5.4	8	60	13.3	15	189	7.9
PE	18	82	22.0	6	26	23.1	24	108	22.2
PG	2	20	10.0	1	14	7.1	3	34	8.8
PM	25	245	10.2	14	96	14.6	39	341	11.4
SE	0	9	0.0	5	54	9.3	5	63	7.9
SG	15	162	9.3	31	266	11.7	46	428	10.7
TI	4	32	12.5	16	202	7.9	20	234	8.5
Other	0	34	0.0	7	75	9.3	7	109	6.4
Total	272	2,850	9.5	274	2,688	10.2	546	5,538	9.9

* The rates for EC group have been calculated by combining ES and SI groups population before June 22, 2009 and EC group population after June 22, 2009 together and dividing the total by the ES and SI population as of March 2009.





Retirement Scenario

Employees eligible for retirement without penalty are those who are 55 years of age or older with at least 30 pensionable years of service¹⁵ or those 60 years of age with at least two pensionable years of service.

Retirements have steadily risen over the past five years. In 2009-10, a total of 211 employees, representing 3.8 percent of Industry Canada's (IC) indeterminate population, retired with an average age of 57.7 and 28 years of pensionable service. Of the 211 employees, only 26 percent retired in the year in which they became eligible, 27 percent took early retirement up to three years prior to eligibility date, and 25 percent qualified for the maximum of their pensionable benefits. Nearly half of retirees (47 percent) had delayed their retirement by approximately three years.

As of April 1, 2009, 382 employees were eligible for retirement. During the fiscal year 2009-10, although 88 employees (23 percent) became eligible for retirement, as of March 31, 2010, they had not yet retired. Almost 30 percent of the total retirees in 2009-10 were in the middle to senior management positions (i.e. EX, EX equivalents and EX minus one) compared to 28 percent in 2008-09.

As of March 31, 2010, approximately 14 percent (versus 16.5 percent on March 31, 2009) of executives were eligible to retire without penalty compared to only 6.3 percent for the rest of IC's workforce. Over the next three years, approximately 16 percent of IC's major occupational groups will be eligible to retire without penalty, and 27.3 percent of EXs will be eligible to retire without penalty within three years. Retirement patterns of EXs' suggest that they may retire, on average, later than other occupational groups. The TI and EN groups are next in terms of vulnerability to retire within the next three years, with retirement eligibility of 25 percent and 23 percent respectively. The SG, PE, EC and FI groups are less likely to retire within the next three years due to recent recruitment efforts and their younger overall population.

¹⁵ Pensionable years of service includes periods of employment during which an employee contributes to a superannuation plan which will provide a continuing and/or lump sum pension benefit on termination of employment.



EMPLOYEE MOVEMENT



Indeterminate Retirement Eligibility by Occupational Group March 31, 2010								
Occupational Group	Total Population March 31, 2009	Retirement Eligibility					Eligible for retirement in three years %	Relative* Risk
		Currently Eligible (March 31, 2010)	Eligible for retirement in one year	Eligible for retirement in two years	Eligible for retirement in three years	Total Employees Eligible between 2010 and 2013		
EX	209	29	12	8	8	57	27.3	1.71
TI	239	27	8	11	14	60	25.1	1.57
EN	221	25	9	10	7	51	23.1	1.45
CR	526	47	24	24	7	102	19.4	1.22
CO	908	78	28	35	29	170	18.7	1.17
EL	248	18	11	8	9	46	18.5	1.16
AS	845	41	29	29	45	144	17.0	1.07
EG	25	2	1	1	0	4	16.0	1.00
SE	63	8	1	0	1	10	15.9	0.99
PM	359	16	6	12	15	49	13.6	0.86
IS	195	12	1	5	6	24	12.3	0.77
EC	476	23	5	11	9	48	10.1	0.63
PE	111	3	3	3	2	11	9.9	0.62
CS	525	17	13	9	13	52	9.9	0.62
PG	34	1	1	0	1	3	8.8	0.55
FI	128	6	1	2	2	11	8.6	0.54
SG	451	16	6	5	3	30	6.7	0.42
Other	83	13	7	2	7	29	0.3	0.02
Total	5,646	382	166	175	178	901	16.0	1.00

* The "Relative Risk" column compares the likelihood of retirement for IC's occupational groups. This risk is calculated by dividing the total percentage of employees eligible to retire within the next three years by the Department's overall percentage within the same timeframe.





Retirement Rate

In 2009-10, Industry Canada's (IC) retirement rate was 3.8 percent in contrast to four percent for the Public Service (PS). This rate of 3.8 percent represented an increase from IC's retirement rate of 3.5 percent in 2008-09 and 3.3 percent in 2007-08. The hiring of new employees with different age bands and years of service will affect future rates of retirement. Over the next three years, it is expected that the retirement rate will stabilize at approximately four percent of the total population.

The retirement rate for executives increased from 7.1 percent in 2008-09 to 8 percent in 2009-10 (versus 7.3 percent for the PS).

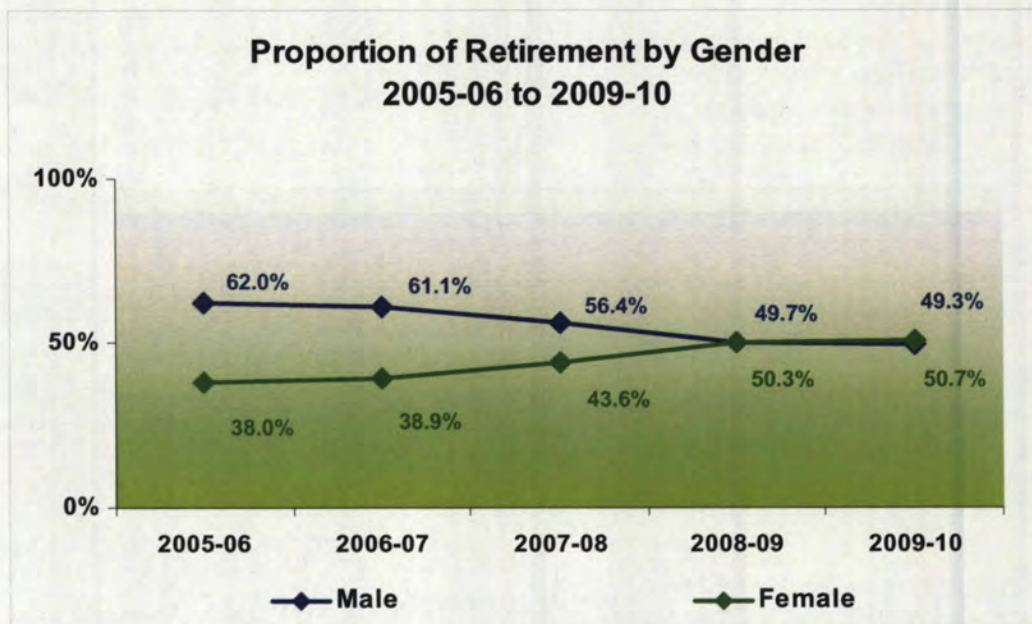
In 2009-10, retirement rates decreased for the EN and TI groups by 0.4 and 2.6 percent respectively. On the other hand, the CO and CS groups maintained their retirement rates of 5.3 and 2.2 percent respectively for both fiscal years.

Indeterminate Retirement Rate by Major Occupational Group 2008-09 to 2009-10		
Major Occupational Group	2008-09	2009-10
AS	4.3	5.1
CO	5.3	5.3
CR	2.9	3.8
CS	2.2	2.2
EC	n/a	3.0
EL	2.4	5.6
EN	3.6	3.2
ES	1.6	n/a
EX	7.1	8.0
FI	0.9	1.7
IS	1.1	0.0
PE	2.8	4.6
PM	2.6	4.4
SG	0.7	0.5
SI	3.3	n/a
TI	4.7	2.1
Total	3.5	3.8





Retirement by Gender



The retirement patterns of women and men are converging. The proportion of women retirees increased from 38 percent in 2005-06 to 50.7 percent in 2009-10. This increase may be a result of the increased participation of women in the labour force which is also reflected in the Department's workforce composition. Men who retired were almost a year older than the women who retired.

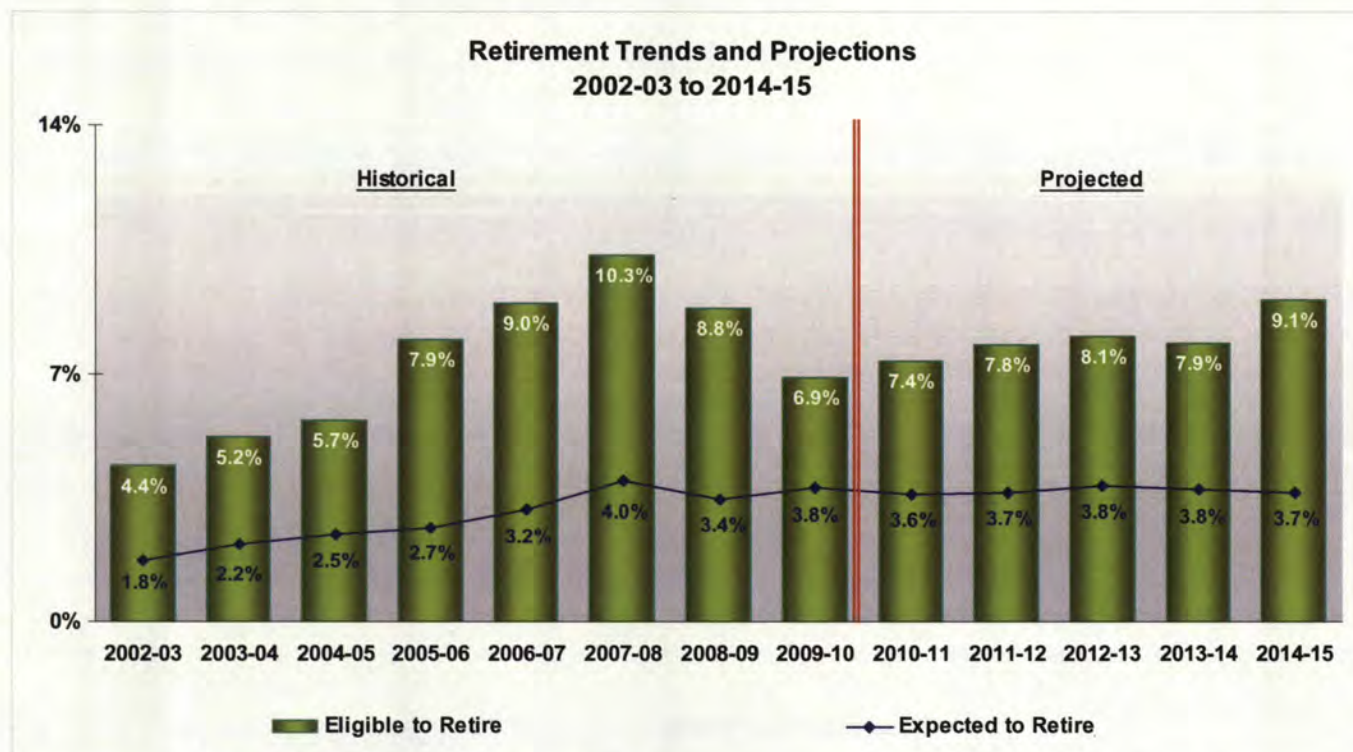
Of all retirements, approximately five percent in 2009-10 were early retirements (with penalty), versus 10 percent in the previous year. As well, women continued to represent the majority of all early retirements (73 percent versus 53 percent in 2008-09).





Retirement Forecast

Eligible retirements are those where employees may retire with unreduced annuity or without penalty. Retirement eligibility for unreduced pension is a function of age and years of service as mentioned in the previous section. Expected retirements are based on analysis of recent retirement patterns that show employees tend to stay beyond their eligibility dates.



This figure above shows the proportion of employees who were eligible to retire as of March 31 of each fiscal year. The proportion of eligible employees has steadily risen over the past 7 years and is expected to reach a peak in 2014-15 before levelling off. The average retirement rate for the last three years has been 3.5 percent, while it was 3.3 percent for the Public Service (PS). The projected retirement rate for Industry Canada (IC) in 2013 is 3.8 percent, while the Office of the Chief Human Resource Officer (OCHRO) forecasts a PS retirement rate in 2013 of 3.6 percent. Over the next three years, approximately 175 indeterminate employees will become eligible to retire each year. Expected retirement projections for the next few years call for a steady retirement rate, assuming a stable employee population.





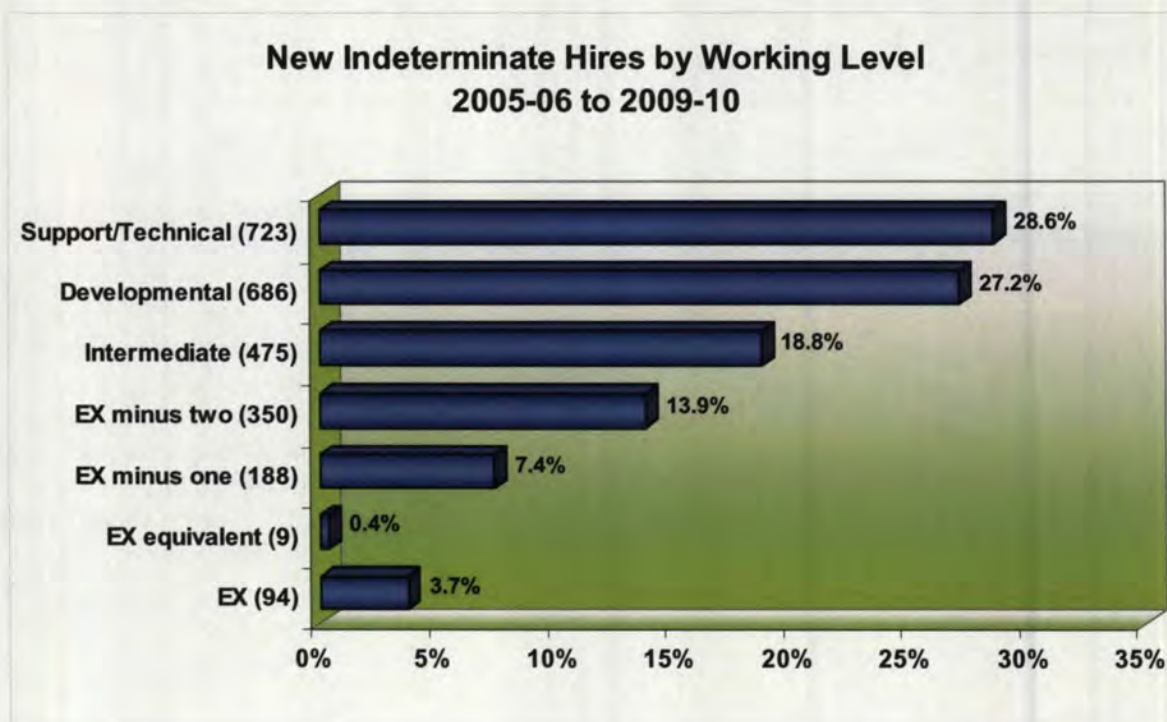
Recruitment and Retention of Developmental Level 2005-10

Significant challenges currently faced by the Public Service (PS) include retirements, the increasing turnover of employees within departments and agencies as well as competition for talent. Industry Canada's (IC) People Management Strategy for Renewal and Results (PMSRR) has, as one of its main focuses, the attraction and retention of new talent. Entry-level recruitment is one means of renewal to address the urgent challenge of recruiting and retaining for the years ahead.

A Departmental study was undertaken to assess the progress of entry-level recruitment and retention during the period 2005-10. This analysis included key demographic data on newly appointed indeterminate employees in the Developmental working level¹⁶ in three occupational categories: Scientific and Professional, Administrative and Foreign Services, and Technical.

Profile of New Indeterminate Hires in the Developmental Working Level (2005-10)

IC hired 2,525 indeterminate employees in the period 2005-2010. While approximately 57 percent of these new hires were previous PS employees, those from outside the PS continuously increased, to a peak of 339 in 2009-10. The chart below confirms that the Support/Technical and Developmental working levels had a greater proportion (approximately 56 percent) of all new indeterminate appointments, while more senior working levels (Intermediate, EX minus one, EX minus two and EX and EX equivalent) had a lower proportion.



¹⁶ See Appendix IV for the breakdown of the occupational groups and levels included.





Positions within the Developmental working level are considered entry-level positions within the PS. While they may require specific backgrounds or knowledge, relevant work experience is not normally a pre-requisite.

Among the 2,525 new indeterminate hires, a total of 686 were appointed to the Developmental working level¹⁷ (representing 27 percent of all new hires). The table below shows their distribution within Industry Canada's (IC) three knowledge-worker occupational categories: Administrative and Foreign Services, Scientific and Professional and Technical.

Developmental Entry-Level Indeterminate New Hires 2005-06 to 2009-10							
Occupational Categories	Groups and Levels*	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Administrative and Foreign Service	CO-01	31	30	41	45	42	189
	CS-01	1	1	2		3	7
	FI-01	4	6	7	12	8	37
	IS-02	3	4	4	4	2	17
	PE-01	2	2	6	4	5	19
	PE-02	1	3	5	4	2	15
	PM-01	1	3	1	5	7	17
	PM-02	1	1	1	5	8	16
	Total	44	50	67	79	77	317
Scientific and Professional	EC-01**	0	1	2	1	0	4
	EC-02**	4	20	22	34	37	117
	EN ENG-02	1	1	1	5	2	10
	SG PAT-02	24	12	8	16	7	67
	SG PAT-03	18	17	24	22	28	109
	Total	47	51	57	78	74	307
Technical	TI-03	4	12	7	16	19	58
Overall Total		95	113	131	173	170	682

* The PL-01 and LS-02 groups were not included as they had less than three appointments.

** EC group population has been calculated by taking the total of ES and SI for every fiscal year before 2009-10.

¹⁷ Promotions within the Developmental level are not included.





With the exception of CS-01, PM-01 and PM-02 groups, there were more hires than departures in all the occupational groups and levels during the period 2005-10. At the CS-01 level, a total of only 7 employees were hired while 24 left the Department. Approximately 88 percent of these employees left for other departments and agencies. It is forecasted that a shortage will occur if the CS-01 trend continues.

The total indeterminate Developmental level population grew from 641 in 2005-06 to 680 in 2009-10, accounting for 12.0 percent of Industry Canada's (IC) total indeterminate population as of March 31, 2010, in contrast to 11.5 percent in the previous five years. The CS-01 and CO-01 are the groups which experienced the most significant decrease in their populations. The SG PAT-02 also had a slight decrease but was counter-balanced by an increase at the SG PAT-03 level. Occupational groups having a corporate function (CS, PE, IS and FI) experienced a significant increase in the total population with the exception of CS-01 employees. The CS-01 indeterminate population went from a high of 82 indeterminate employees in 2005-06 to a low of 36 in 2009-10, a decrease of 56 percent in the last four years.

Experience and Age

Prior to their appointment at IC, of all new indeterminate hires to the Developmental level, approximately 17 percent had more than one year of federal Public Service (PS) experience. A total of 7 percent had up to a maximum of one year, and 76 percent¹⁸ had no prior experience at the time of appointment. This percentage includes both casual employees who became indeterminate employees at Developmental levels (7 percent) as well as 62 students who were bridged into permanent position at the Developmental level. New hires within the SG PAT, EC, TI, EN, and CO groups and levels had, on average, less than one year of experience in the PS at the time of appointment. The majority of the PM-01 and PM-02 employees hired at the Developmental working level came with an average of approximately five years of PS experience.

Approximately 50 percent of new appointees at the Developmental level were under 28 years of age and 80 percent under 35 years of age. Their average age was 31 (four years younger than the average age for all new indeterminate hires).

The combination of average age and average years of experience in the PS for these newly hired indeterminate employees demonstrates that these employees are more likely to work longer to be eligible to retire without penalty than previous generations.¹⁹

¹⁸ Casual conversion and bridging at higher levels were omitted in these calculations.

¹⁹ The approximated average start age of the "Baby Boomers" is around 25 years - Ref: Dan Fox: *Federal Public Service Retirements: Trends in the New Millennium*.





First Official Language and Gender

During the five-year period 2005-10, 70 percent of all new hires at the Developmental level declared English as their first official language, compared to 30 percent who declared French as their first official language. This gap is greater than Industry Canada's (IC) as a whole (61.3 percent English versus 38.7 percent French).

Approximately 46 percent of all new hires into the Developmental level were women. This is under the average proportion of women at IC of 51.3 percent.

Work Location

Over the past five years, all regions increased their rate of new hires at the Developmental level, with the exception of the Pacific region. In terms of proportion of total appointments, the National Capital Region (NCR) had 85 percent followed by Quebec (five percent), Ontario (four percent), Prairies (three percent), and Pacific and Atlantic (two percent each).

Departure Patterns (2005-10)

Annual Turnover Development Level against Total Industry Canada (IC) 2005-06 to 2009-10						
Fiscal Year	Developmental Level			Total IC		
	Retirement %	Departure* %	Total Separation %	Retirement %	Departure* %	Total Separation %
2005-06	0.8	5.0	5.8	2.2	6.4	8.6
2006-07	1.4	6.6	8.0	2.8	5.2	8.0
2007-08	2.4	7.2	9.6	3.8	7.2	11.0
2008-09	1.3	8.4	9.7	3.4	6.5	9.9
2009-10	2.5	8.0	10.5	3.8	6.8	10.6

* Departures include voluntary and involuntary departures as well as deaths.



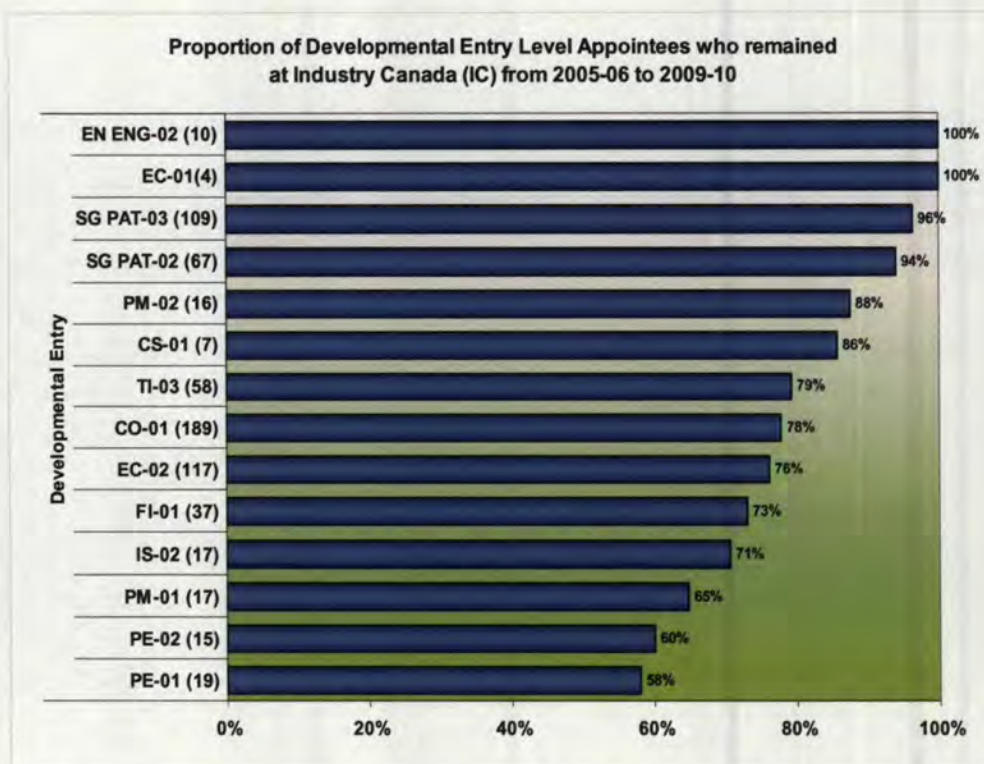


From 2005-10, outflow fluctuated for this population, with a peak of 68 in 2009-10 and a low of 40 in 2005-06. They represented approximately 11 percent of all IC departures over the period. The average age at departure in this group was 39, with a median age of 35, compared to 46 years at IC with a median age of 47 years.

The annual turnover rate²⁰ was, on average, lower by 0.9 percent than IC's overall turnover rate. However, when factoring out retirements, the turnover rate at Developmental level is higher (0.63 percent) than the total IC turnover rate. The primary reason for entry-level employee departures was movement within the Public Service (PS) at 58 percent, compared to 54 percent within the Department. Retirement for entry-level employees was a much lower factor. This is understandable given their much lower age band and their lower years of service.

Retention of New Hires by Occupational Group and Level 2005-10

The chart to the right indicates the proportion of new hires by occupational group and level, appointed at the Developmental level that remained in the Department as of March 31, 2010. While approximately 80 percent of these employees remained at Industry Canada (IC), there was significant retention differences between the occupational groups and levels. It is important to note that while these appointees are indicated above at their hiring level, they may have left the Department at a higher level. When considering the 2005-06 cohort, 61 percent were promoted after two



years. Notwithstanding those who left, 95 percent were promoted after four years. Only three employees remained at their entry-level. For the 2006-07 cohort, close to 50 percent were promoted after two years. However, retention at more senior level remains a challenge for those occupational groups having a corporate function (PE, IS and FI).

²⁰ The annual turnover rate for Developmental entry-level is calculated by dividing the number of departures within the Developmental level by the total number of employees within this group.





Summary

As of March 31, 2010, the net effect of the inflows and outflows resulted in an increase of 39 employees in the Department at the Developmental level. Recruitment at that level increased at a faster rate than the more senior levels and has helped the Department in its efforts to renew the workforce, thus providing IC with a larger pool of candidates to meet the challenges of recruiting and retaining for the years ahead.

While this analysis provides an overview of demographic variables, including recruitment, departure and retention rates for new hires, the Department should regularly assess progress as well as understand the reasons of employee movement at this level.

Public Service Employee Surveys (PSES), Stay Questionnaires and Exit Questionnaires are tools to assist with the identification of factors that may influence the attraction and retention of new employees. These tools provide insight into retention issues such as effective leadership, supportive working conditions, learning and career opportunities.





Introduction

The Human Resources Branch (HRB) supported management in achieving Industry Canada's (IC) business objectives through strategic advice, services, support, and leadership in the following areas: Labour Management Relations, Staffing and Recruitment, Classification Services, Executive Group Services, Compensation and Benefits, Workforce Analysis and Data Governance, HR Planning, Public Service Renewal, Informal Conflict Resolution, Employee Assistance, Mentoring, Learning and Development, Career Planning and Development, Official Languages and Employment Equity and Diversity and Awards and Recognition.

Human resources management results are assessed yearly by the Treasury Board Secretariat (TBS) through the Management Accountability Framework (MAF). The Department reports yearly on various human resources issues to federal organizations such as the Public Service Commission (PSC), Privy Council Office (PCO) and the Office of the Commissioner of Official Languages (OCOL).

HR Governance

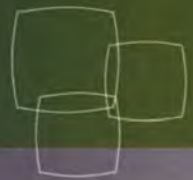
The Strategic Human Resources Management Committee (SHRMC) along with the Management Committee (MC) of Industry Canada (IC) provides direction on HR governance throughout the Department.

The SHRMC, chaired by the Director General of the Human Resources Branch (HRB), is comprised of one representative per sector, at the Director General or Senior executive level. The Committee promotes corporate HR and people management initiatives in support of the Public Service (PS) renewal agenda and the Department's People Management Strategy for Renewal and Results (PMSRR). It also ensures intradepartmental communication and coordination on HR issues and recommends HR policy action to the MC. Management Committee membership is comprised of sector heads, and is chaired by the Senior Associate Deputy Minister.

HR Data Governance

The Human Resources Data Governance Working Group (HRDGWG) was established in February 2009 under the authority of the Director General of the Human Resources Branch (HRB). This Group is responsible for ensuring that the quality of HR data meets the operational and strategic goals of the Department through the application and promotion of formal data management principles. The Working Group reviews and monitors current HR data and makes recommendations to senior management to address data quality issues. A metadata registry is currently being developed by the group to assist in the enforcement of data definitions and quality standards.





Labour Management Relations

The Labour Management Relations (LMR) division provides coaching, guidance and training to both management and the human resources community. The team continues to manage increasingly complex and multi-faceted situations, especially in the areas of addressing and improving performance issues, misconduct, adjudication cases, long-term leave situations and accommodation in the workplace.

In 2009-10, in addition to case work and the provision of advice and guidance, the Labour Management Relations division:

- Managed the ongoing delivery of training and support tools for management to address and improve performance issues;
- Held a National Labour Management Consultation Steering Committee meeting and two HR Sub-Committee meetings;
- Updated the Values and Ethics three-year plan, prepared the Management Accountability Framework (MAF) input on Values and Ethics;
- Developed and launched management guidelines for dealing with the H1N1 Virus;
- 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 values and ethics, conflict of interest, political activities and elections in [ThisWeek@IC](#) and at all new employee orientation sessions; and
- Participated in regular HR issue debriefs with branch and sector heads in conjunction with Human Resources Operations and held two regional teleconferences.





Staffing Services

In 2009-10 there were 2,105 staffing actions representing a 9.2 percent increase in actions processed over 2008-09. The largest number of hires (32.6 percent) continued to be through advertised processes. Non-advertised appointments accounted for 25.4 percent, while deployments accounted for 21.6 percent. Casual appointments increased by 5.9 percent over 2008-09.

The AS, CO, CR, CS and EC occupational groups represented the majority (65 percent) of all staffing processes completed including collective staffing processes as part of succession planning activities. In support of the PMSRR 2009-10 objectives, an inventory of AS-01 and AS-02 candidates was established and used to collectively staff all qualified AS-01 candidates.

Staffing Process Type by Occupational Group 2009-10 ²¹					
Occupational Group	Advertised	Non-Advertised	Deployment	Casual	Total
AS	123	92	108	102	425
AU	1	0	0	0	1
CO	84	62	68	48	262
CR	81	39	34	126	280
CS	42	75	45	17	179
DD	1	1	0	0	2
EC	93	47	63	28	231
EG	0	2	1	0	3
EL	35	33	1	12	81
EN	19	11	5	8	43
EX	22	18	42	7	89
FI	23	12	15	3	53
GL	4	1	0	4	9
GS	1	1	0	2	4
GT	2	0	0	1	3
IS	16	26	18	23	83
LS	0	1	0	1	2
PC	1	1	0	0	2
PE	12	36	24	15	87
PG	3	1	4	1	9
PL	0	1	0	0	1
PM	56	18	17	32	123
SE	0	5	2	0	7
SG	46	34	1	0	81
TI	21	18	6	0	45
Total	686	535	454	430	2,105

²¹ Excluding students, acting appointments, assignments, secondments and developmental programs such as CAP, AETP, MTP.

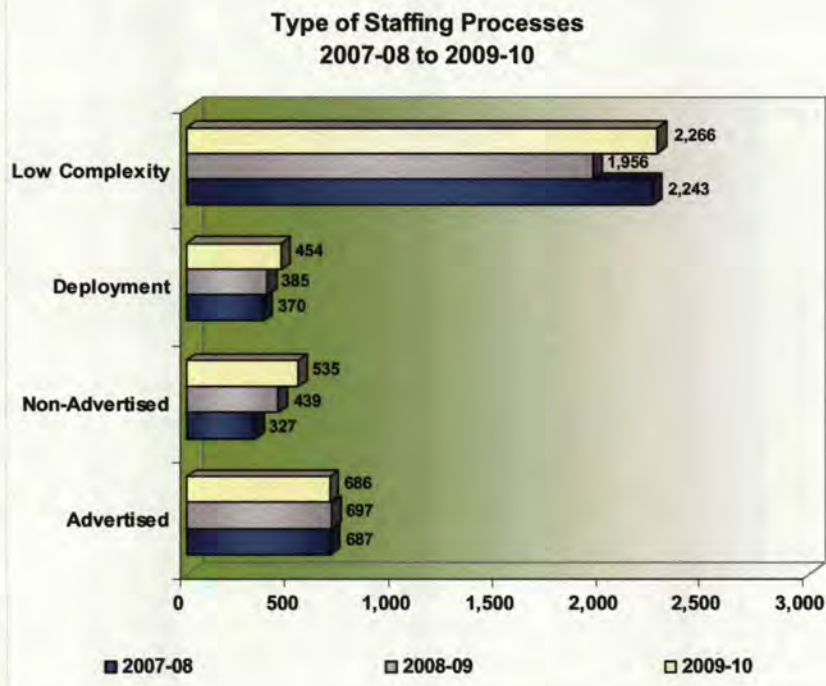
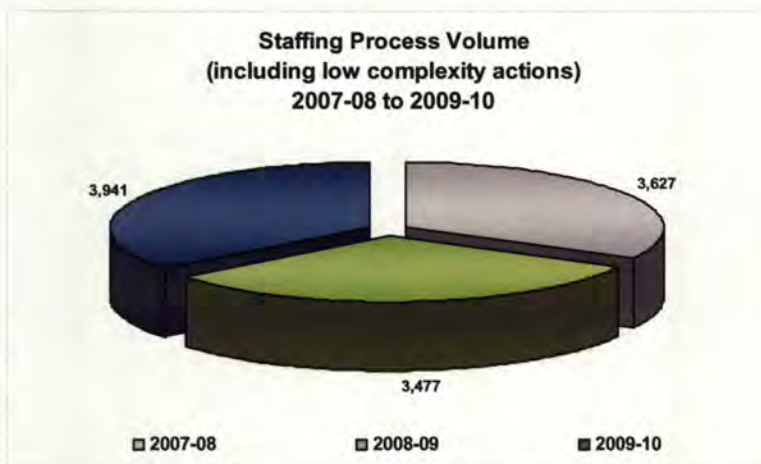




Departmental Staffing Activity Trends

The following outlines Industry Canada's (IC) staffing processes conducted from 2007-08 to 2009-10 which included advertised, non-advertised, deployment and low complexity actions²².

The chart to the right indicates the volume of staffing processes, including low complexity actions. In 2008-09, staffing volume decreased by 4.1 percent while in 2009-10, it increased by 13.4 percent. In the period 2007-10, the overall increase was 8.7 percent. Low complexity actions continued to constitute the majority of staffing processes completed over this three-year period (58.5 percent on average), as illustrated in the chart below. In order to address objectives set in the PMSRR Action Plan and as part of its new service delivery model, the Human Resources Operations and Programs Division launched in 2009-10, the HR Express service to expedite non-complex staffing actions.



Fiscal year 2009-10 marked the second year since the implementation of service standards for staffing (non-EX) in the National Capital Region (NCR). Overall quantitative service standards were met, 83 percent for 2008-09 and 85 percent for 2009-10.

An annual university recruitment campaign was conducted by the Human Resources Branch (HRB). A total of 41 candidates qualified, 31 at the EC-02 level, and 10 at the CO-01 level. Offers were completed by December 14, 2009.

In April 2010, HRB launched an HRMS module to enable managers to request their classification and staffing actions and track their progress on-line.

²² Low complexity actions included actings of more than four months, acting extensions, term extensions, student hires, assignments, secondments and casual appointments.





Classification Services

In 2009-10, 2,619 actions involving 586 classification decisions were completed. The overall volume of classification activities, including administrative actions, was 8,192.

Treasury Board Secretariat's (TBS) EC classification conversion exercise for positions in the ES and SI occupations, as well as the final phase of CS generics' implementation, were major initiatives undertaken in the Department. The use of generic work descriptions continued to contribute to the streamlining of the classification process.

Other accomplishments included:

- Implementation of a portfolio-based organization, aimed at improving clients' access to strategic advice and analysis;
- Provision of expert advice to branch business process improvement initiatives;
- Update of the classification accreditation and certification program;
- Training and participation of managers as evaluation committee members;
- Ongoing delegation training to managers as a condition of their classification delegation;
- Implementation of classification evaluation standing committees and related procedures to improve timeliness and ensure quality of classification evaluation results;
- Monitoring of position files and updating of the classification monitoring framework; and
- Modernization of classification procedures along with the implementation of HRMS 8.9, designed to improve service delivery and maintain the efficiency of the classification program.

Reason Code	Total
Abolitions	470
Reclassifications - Approved Development Program	82
Changes in Supervisor Rating	5
Inactivations/Reactivations	441
Changes in Dept. ID or Changes in Dept. ID and Reporting Relationship	1,925
Term Extensions or Changes in Status	23
Title Changes	211
Changes in Linguistic Profile/Level	1,446
Security Requirement, Geographic or Reporting Relationship Changes without Dept. ID changing	970
Administrative Measures (Sub-Total)	5,573
Reclassifications or Reviews and Updates	725
Cyclical Reviews	408
Grievance Measures	0
Conversions	758
New Positions	728
High Complexity Items (Sub-Total)	2,619
Total of Actions	8,192

Reclassifications by Quarter	Total
First Quarter - April 1 to June 30, 2009	44
Second Quarter - July 1 to September 30, 2009	10
Third Quarter - October 1 to December 31, 2009	12
Fourth Quarter - January 1 to March 31, 2010	2
Total Reclassifications 2009-10	68

During 2009-10, nine classification grievances were received, with no classification grievance decisions rendered. As of March 31, 2010, these classification grievances were in abeyance as some involved outstanding labour relations grievances, while others required classification reviews as part of an alternate dispute resolution process prior to a formal classification grievance hearing.





Executive Group Services and Leadership Development

The Executive Group Services and Leadership Development (EGSLD) Division provides a single point of contact for Industry Canada (IC) executives on human resources services relating to talent management, performance feedback and pay, organizational analysis and design and resourcing strategies. The Division supports their clients in the implementation of their human resources management strategies, enabling them to attract, hire, integrate, develop and manage talent.

The Executive Leadership Development Unit's responsibilities include career planning, succession planning, talent management services and development initiatives for all IC executives.

In 2009-10, the unit worked on the following activities:

- Provided advice and recommendations on executive leadership development initiatives to senior management;
- Managed IC executive training and learning programs;
- Developed and implemented IC's Executive Talent Management Strategy, EX orientation process, and EX leadership events;
- Provided advisory services to senior management on the interpretation of policies, guidelines and directives related to the talent management and development of executives; and
- Maintained, established and developed relationships with departments and agencies in order to share best practices related to executive talent management and development.

The Executive Classification and Performance Management Unit administered the delivery of executive classification and performance pay services. This Unit managed the following activities in 2009-10:

- Developed and implemented a strategic framework for organization and classification programs for the Executive Group (EX) within the Department. This service included organizational analysis and design, evaluation/classification of EX positions, desk audits, as well as the preparation of analysis, advice and recommendations to senior management, EX Classification Committees and Working Groups;
- Managed the administration and implementation of the Performance Management Program Policy and Performance Pay Administration Policy for executives and senior managers/specialists (excluded or unrepresented); and
- Represented IC executive classification and performance management interests and expertise at departmental and interdepartmental levels.





The Executive Staffing Unit managed the delivery of executive staffing services and was responsible for the following activities in 2009-10:

- Planned, developed, implemented and evaluated executive staffing strategies and procedures to address their staffing and recruitment needs and requirements;
- Advised senior management on the interpretation of executive staffing policies, guidelines, directives and related legislation in order to provide expert advice on executive staffing issues, problems, priorities and trends and development; and
- Administered and managed the Interchange Program.

Initiatives and Accomplishments 2009-10

- Expanded the executive development and talent management initiatives;
- Established the IC Executive Learning Initiative with the Richard Ivey School of Business;
- Developed succession planning strategies to address EX departures to 2015;
- Provided organizational design and classification review; and
- Aligned the EX Performance Management Program with the Talent Management Strategy.

Executive Classification Actions 2008-09 to 2010-11		
Action	2008-09	2009-10
Creation of EX positions	19	33
Review and update of EX positions	8	33
Reclassification of EX positions	4	3
Other EX classification actions	78	92
Total	109	161





Compensation and Benefits

Compensation and Benefits staff processed over 100,000 transactions in 2009-10. Ten collective agreement settlements were responsible for much of this activity, followed by the conversion of the ES and SI groups to EC. Also, a higher number of hires of new employees to the Department contributed to a notable increase in statutory increments in 2009-10. The table below shows the distribution of the nearly 12,000 pay related transactions over the year.

In response to the People Management Strategy for Renewal and Results (PMSRR), compensation and benefits service standards were established and implemented successfully on April 1, 2009. These standards facilitated the analysis of internal business processes associated with new hires and terminations of employment. A total of 1,488 new hires and 1,263 terminations of employment were analyzed and service quality reflected a 99.4 percent rate of excellence.

It is expected that 2010-11 will see a decrease in the volume of transactions.

Overview of Pay-Related Transactions
2007-08 to 2009-10

Action Type	2007-08	2008-09	2009-10	Difference (%) 2008-09 to 2009-10	Three- year Average
Acting/Assignment (including extension)	1,945	1,740	1,723	-1	1,803
Increment/Progression	1,232	1,111	1,290	16	1,211
Leave Income Averaging	220	234	260	11	238
Promotion	577	572	554	-3.1	568
Retirement	223	201	215	7	213
Return from Leave Without Pay	800	600	647	8	682
Revision	234	368	2,636	616	1,079
Terminations of Employment	2,681	2,674	2,980	11	2,778
New Hire	1,516	1,011	1,143	13	1,223
Start Leave Without Pay	628	490	540	10	553
Total	10,056	9,001	11,794	31	10,284

* The data provided in this table originated from Industry Canada's (IC) Human Resources Management System (HRMS). As a result, the information is different from the Pay Regional System, which is provided by Public Works and Government Services of Canada (PWGSC).





CPER

Conflict Prevention and Early Resolution

We Can Work it Out

Industry Canada's (IC) Conflict Prevention and Early Resolution Unit (CPER) was created in 2005 to ensure compliance with the legislative requirements set out in the *Public Service Labour Relations Act (PSLRA)*. The *Act* requires all deputy heads, in consultation with bargaining agents, to establish an Informal Conflict Management System (ICMS). CPER is a team of qualified conflict management practitioners who provide impartial and confidential support and guidance to employees and managers in Industry Canada (IC) to support them in addressing workplace conflict. In 2009-10, CPER was involved in preventing and/or settling a number of complaints and grievances through coaching, facilitated discussion and mediation services.

Awareness through Communication and Outreach

- Regular consultations with CPER Network (union representatives, management, and human resources);
- Marking and promoting of International Conflict Resolution Day;
- Continuous presence at Orientation Sessions for new employees;
- Articles in ThisWeek@IC; and
- Promotional items and kiosks at events.

Learning Opportunities

- Delivered 17 workshops in the National Capital Region (NCR) and regions. (Several related tools were developed and are accessible on the website at http://icweb.ic.gc.ca/eic/site/hr-rh.nsf/eng/h_00523.html);
- Delivered 14 presentations on the CPER program, including at Orientation Sessions for new employees, presentations to union groups, management teams and human resources professionals;
- Enhanced conflict management resource centre with DVDs, books and other reference material; and
- Established training offerings schedule for IC employees for the next fiscal year.

Approximately 1,100 employees and managers participated in CPER sessions in 2009-10.





Conflict Management Services

The table to the right shows the breakdown of cases* opened during the fiscal year 2009-10.

Performance Measures

Evaluations from clients indicated a high level of satisfaction with CPER services (95.3 percent) and training sessions (98.6 percent).

Employee Assistance Program

The Employee Assistance Program (EAP) provides confidential counselling services through an EAP service provider. This service assists employees and family members with personal and work-related problems in the strictest confidentiality possible.

In 2009-10, Industry Canada's (IC) EAP had a usage rate of 9 percent, which was under the Public Service (PS) benchmark of 15 percent and also represented a 1.3 percent decrease from last year (10.3 percent). The program managed 5,514 new cases, where 71.2 percent were for counselling services. While there was a decrease in EAP use by family members from 2007-08 (6.3 percent) to 2008-09 (5.9 percent), there was an increase of 1.2 percent from 2008-09.

In comparison to last year, there was an increase of five percent on issues raised relating to work-life balance. 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 assisted employees in managing personal and work-related issues. In 2009-10, 125 employees attended 7 training and wellness sessions on "Getting Restful Sleep", "Living Well with Stress", "Stress Relaxation Techniques" and "Creating Balance in Your Life".

Employees and their families were asked to fill out a client satisfaction questionnaire anonymously after their counselling session. The questionnaire assessed client satisfaction with the case manager, the waiting period for services, the counsellor, and the overall services received from the EAP service provider. Ninety-five percent of clients who returned the satisfaction survey responded "Excellent" or "Good" for the quality of assistance and services. In 2009-10, of the total persons who completed the survey, 48 percent were previous clients and 14.3 percent knew of the program through promotional materials (literature, brochures and letters).

Breakdown of Cases Opened 2009-10	
Service	Total
Consultations	18
Conflict Coaching	45
Mediations	21
Facilitated Discussions	3
Group Interventions	1
Total	70





Mentoring

The purpose of Industry Canada's (IC) Corporate Mentoring Program is to encourage mentors to share their professional, personal experiences and knowledge. Employees engage in a mentoring relationship for a variety of reasons such as to facilitate succession planning, to broaden their knowledge and network and gain personal insights from the wisdom and experience of others.

As of March 31, 2010, 25 mentors and 48 mentees were registered in the Program (with five bilingual mentors and 17 bilingual mentees). A total of 14 mentor-mentee matches were established.

In 2009-10, the following activities assisted in promoting the Program:

- Development of an identifier;
- Electronic communication to all managers to increase the number of mentors; and
- Presentations at "Orientation Sessions for New Employees" and to other groups.

Official Languages

The Official Languages (OL) Unit ensures that IC's responsibilities and respected under the *Official Languages Act* (Part IV - Service to the public, Part V - Language of work, and Part VI - Equitable representation). As such, the following OL objectives were incorporated into the human resources and business planning process:

- Support and promote the accountability of senior managers;
- Ensure that employees in bilingual regions initiate communication with an active offer of service;
- Provide working environments conducive to use of both official languages in bilingual regions; and
- Encourage strategic planning to ensure that IC meets its bilingual capacity where required.

The Official Languages (OL) Unit promoted and monitored the application of Parts IV, V and VI of the *Official Languages Act*, provided advice and addressed complaints. 2009-10 activities included:

- Development of a template to assist sectors in their HR planning process;
- Promotion of the 40th Anniversary of the *Official Languages Act*;
- Celebration of the annual two week event "La Francophonie" (IC employees were invited to share their singing talents by recording a CD with their favourite French song. All songs were made available on the IC WIKI);
- Publication of ten articles in ThisWeek@IC;
- Twenty presentations on various OL subjects were given to employees;
- An audit on "active offer" was carried out by an independent firm and shared with senior management. An identifier, tools and service standards were developed and promoted;
- Guidelines on Language of Work were approved and distributed to assist managers;
- Information on the OL Profiler and the OL Qualification Standards were distributed to managers to assist them in determining linguistic profiles of positions;
- Action Plan and Reference Manual developed and posted on the IC WIKI to obtain feedback and comments;





- Fifteen new OL complaints were received, six were concluded and a total of twenty-four remain active and are being monitored. A total of fifteen internal complaints were received and concluded;
- Participation at the Standing Senate Committee on Official Languages to respond to questions relating to Part IV (Communications with and Services to the Public), Part V (Language of Work), and Part VI (Participation of English-Speaking and French-Speaking Canadians);
- Completion of initial requirements for on-site reading and writing test administration in Ottawa; and
- Mandatory reports were completed and submitted to central agencies.

Learning and Development

Orientation Session

In alignment with Industry Canada's (IC) Year One Corporate Action Plan of the People Management Strategy for Renewal and Results (PMSRR), Corporate Learning enhanced its mandatory one-day orientation sessions which included the development and implementation of on boarding tools found in the o-session kits. Additionally, Corporate Learning developed and implemented an orientation session for HRB employees in order to increase knowledge of IC's business lines.

Six Orientation Sessions for New Employees were held in 2009-10, five English and one French (based on demand), with a total of 471 participants.

Supporting and linking the objectives of IC's PMSRR, where employees are to feel part of the organization, the one-day orientation session helped new employees:

- Understand the Department's key strategic objectives, corporate priorities and structure;
- Understand their place in the structure and what resources are available to assist in their work;
- Develop a sense of belonging, feel welcome;
- See a potential career path at IC through increased knowledge of the programs and services provided by sectors/branches; and
- Develop knowledge of employee networks and encourage interactions with their peers.

The orientation sessions were offered on a regular basis and opened to new IC employees, whether they were new to the Public Service (PS) or to the Department.

Required Training

- Corporate Learning managed required training for supervisors, managers and executives as directed by the Government of Canada's Policy on Learning, Training and Development.

The Policy requires new employees, supervisors, managers and functional specialists in procurement, material management, real property and information management to register and attend required training within set timeframes.





In keeping with the leadership development objectives outlined in Year One of the 2009-10 Corporate Action Plan of the People Management Strategy for Renewal and Results (PMSRR), required training assisted in the development of leadership competencies and performance management. Supervisors, managers and executives were required to validate their knowledge by taking a short on-line exam. The figure to the right demonstrates the proportion of those who validated their knowledge after the training.



In 2009-10, 35 percent of new employees attended the Canada School of Public Service Orientation Session for New Employees (versus 23 percent for 2008-09). A total of 22 percent of new functional specialists attended the Required Training course, representing a 22 percent decrease from 2008-09. The lack of available training spaces for courses offered by the Canada School for Public Service may have contributed to lower attendance.

Attendance by new supervisors, managers and executives at Required Training courses increased in 2009-10 by three percent (54 percent attendance). As well, in 2009-10, 13 percent (representing a 76 percent attendance) of managers and executives took their mandatory training to validate their knowledge within the set timeframe. Validation is a pre-requisite for exercising financial and human resources delegation, and is part of successful completion of required training.

Retirement Planning

Two hundred and twenty-nine participants attended thirteen retirement planning seminars in 2009-10, similar to 2008-09's eleven seminars, where a total of 221 employees attended.

Personal Learning Plans

Following the Clerk of the Privy Council's Public Service Renewal Action Plan, Deputy Ministers were required to ensure that employees completed and discussed their learning plans with their manager, including learning opportunities, as well as formal/informal training activities. In 2009-10, Industry Canada (IC) achieved a 91 percent rate of personal learning plan completion, which included completed exemption forms.





Talent Management Framework

In 2009, the Department defined a talent management cycle comprised of 7 different phases necessary to support IC's framework. In response to the Clerk of the Privy Council's priorities of renewal and engagement as well as IC's Year Two's Action Plan for the People Management Strategy for Renewal and Results (PMSRR), the Human Resources Branch (HRB) created and implemented the following four initiatives in 2009-10:

Finding Talent

- "Student Scouting" was an initiative developed to promote the Department and its mandate to specific student populations based on their areas of study; and
- Bridgeable Student Database, marketed throughout the Department to encourage hiring managers to recruit high-performing post-secondary graduates into term and indeterminate positions, once they have worked a Co-op, internship or FSWEF term in the Public Service (PS).

Retaining Employees

- The Stay Questionnaire enables new employees to comment on workplace policies, procedures and management practices.

Succession Planning

- "iKnow" is a corporate knowledge transfer tool, developed and piloted in the Spring of 2010. It is designed for employees leaving the Department in the next two years who occupy a knowledge-intensive or critical position to list their personal insights for that specific position. The tool has proven useful for new employees replacing retirees or former employees who vacated these critical positions.





Career Planning and Development

Industry Canada's (IC) Career Planning Unit continued to offer individual professional orientation program as well as working group sessions on subjects such as self-knowledge, resume writing, and how to prepare for a job interview. In this context in 2009-10, 288 individual counselling sessions were provided to new and returning clients. These sessions involved topics such as professional orientation, how to prepare for an interview, resume writing and the review of learning plans.

The table below indicates the number of individual sessions by type and by quarter.

COUNSELLING SESSION 2009-10	April to June	July to September	October to December	January to March	Total
Career Planning	5	6	11	10	32
Interview Coaching	22	20	16	24	82
Resume Coaching	22	25	16	25	88
Exam Preparation	4	6	0	4	14
Self-Marketing	14	14	10	15	53
Interview Simulation	6	3	8	2	19
Learning Plan	5	6	11	10	32
Total	73	74	61	80	288

In 2009-10, 129 employees attended 7 group sessions. The themes for these sessions were: "Career Path", and "How to Prepare for a Selection Process". As well, 6 information sessions on the services provided by Career Planning and Development were offered at Orientation Sessions for New Employees, four sessions to employees who were affected by Workforce Adjustment and 6 ad-hoc sessions.





Awards and Recognition Program

Industry Canada (IC) continued to value employee recognition as a management tool that reinforces, recognizes and rewards teams of employees, individual contributors and managers for excellence in leadership and results achieved.

Employee recognition is a key contributor to engagement and retention as stated in the People Management Strategy for Renewal and Results (PSMRR). The table below summarizes activities over the past three fiscal years.

Departmental Awards	Number of Recipients		
	2007-08	2008-09	2009-10
Deputy Minister and Associate Deputy Minister Award	22	55	9
Sector Head Merit Award	53	84	151
Director General Merit Award	215	254	163
Instant Merit Award	328	261	278
Michelle Comeau Scholarship	1	1	1
Excellence in Leadership	3	3	4
CRC - Inventors and Innovators	n/a	64	100
Long Service Awards	264	280	259
Retirement Certificates	152	168	139
Total	1,038	1,170	1,104

External Awards	Number of Recipients		
	2007-08	2008-09	2009-10
Public Service Award of Excellence	0	1	0
Outstanding Achievement Award	0	0	0





Employment Equity and Diversity

In line with the People Management Strategy for Renewal and Results (PMSRR) and consistent with section 2 of the *Employment Equity Act* and section 2 of the *Canadian Human Rights Act*, the following employment equity objectives have been integrated in the human resources and business planning:

- Accountability through leadership and commitment;
- Improving the representation of designated groups where under-representation exists throughout the Department;
- Fostering an inclusive culture that supports the successful integration and retention of designated group employees; and
- Sustaining an organizational culture that embraces diversity.

In 2009-10 the Employment Equity and Diversity (EED) Unit accomplished the following:

- Created a template aimed to assist sectors with their HR planning process;
- Held diversity celebrations and events across the country;
- Published twenty-six articles on employment equity and diversity subjects and confirmed important dates in the Diversity Corner in ThisWeek@IC;
- Produced quarterly statistical profiles on EE designated groups to senior management, EED delegates and HR operations managers. These profiles identified gaps between labour market availability and representation within IC. Data interpretation was also provided by the Unit;
- Organized a teleconference with EED delegates to discuss their mandate, roles and responsibilities;
- The Unit designed and delivered workshops on "Duty to Accommodate in the Workplace" as well as "Duty to Accommodate during Appointment Processes" to HR Advisors across Canada;
- The Unit developed a reference document, the "Tools for Targeted Employment Equity Staffing", designed to assist managers in using the flexibilities of the *Public Service Employment Act*. This tool was promoted within IC and shared during the Treasury Board Secretariat (TBS) Management Accountability Framework (MAF) conference on Leading Management Practices in February 2010; and
- A recruitment campaign was organized to fill vacancies in the Employment Equity and Diversity Advisory Committee. In addition, a new Champion occupying a senior management position was appointed to assume leadership on the Committee.





Introduction

In the upcoming years, Industry Canada (IC) will face several operational pressures. Evolving federal government priorities and the subsequent reallocation of resources, new or extended and possible sunsetting programs, along with the uncertainty of the Canadian economy, will put pressure on the Department's operational budgets.

This business context is further complicated by several demographic challenges such as an aging workforce, employment equity concerns, competition for talent, labour shortages for certain occupational groups and targeted recruitment in key shortage areas.

IC's People Management Strategy for Renewal and Results (PMSRR) will continue to support long-term departmental priorities and objectives by fostering employee growth and development, encouraging ongoing feedback on performance, and promoting leadership at all levels. In 2010-11, the Strategy will be in its second year of implementation and its "Year Two Action Plan" will endeavour to address:

- Key people management elements of Treasury Board Secretariat's (TBS) Management Accountability Framework (MAF);
- Activities outlined in the "Clerk's 2010-11 PS Renewal Action Plan"; and
- Key issues raised in the "2008 Public Service Employee Survey" (PSES).

Operational drivers, such as skills shortages and retirements, will have a direct impact on the Department's ability to implement its key strategies. IC's 2010-11 Business Plan summarizes the following key human resources operational factors and opportunities that will contribute to the achievement of business objectives.

Key Human Resources Operational Factors and Opportunities

Recruitment

- Entry-level recruitment to renew key groups, using university recruitment campaigns, career fairs and student bridging. By increasing the number of students brought in through FSWEF, COOP and bridging processes, the Department will backfill junior positions vacated by those promoted to replace retirees, particularly among Commerce officers and other at risk groups (EC, FI, PE, and TI);
- Collective staffing will be used to recruit Patent Officers and Commerce Officers; and
- Targeted recruitment for Visible Minorities across the Department for expected turnover for Commerce Officers, Statisticians, Economists and Policy Officers.





Official Languages

- Second language training to ensure employees meet their position requirements with a focus on those in administrative, clerical and commerce positions; and
- Second language training to support the Department's succession planning by enabling career progression, particularly into EX positions.

Diversity

- Targeted recruitment for Visible Minorities, Women, Persons with Disabilities and Aboriginal peoples as identified in the 2008-09 HR Annual Performance Report; and
- Departmental and sector awareness initiatives to encourage and support diversity

Retention

- Targeted retention strategies for key occupational groups including specific developmental programs and training and young professionals networks among entry level employees;
- Career progression programs for EC and CO;
- Consider other options for employee training to develop and or maintain specific competencies (i.e. technical training for TI); and
- Focus on opportunities to introduce new skills and competencies and to develop existing talent to replenish the shortage of capacity in corporate services such as procurement, facilities management, communications, finance, audit and evaluation, information management and information technology.

Succession Planning

- Sectors will enhance learning, training and development and mentoring opportunities to ensure that EX feeder groups develop critical management competencies and effective leadership skills;
- Several sectors will develop initiatives that address knowledge transfer, identify critical positions and maintain skills and talent through succession planning and leadership development; and
- The Department will increase its use of special assignment pay programs to facilitate corporate knowledge transfer and allow for training to meet operational responsibilities.

Talent Management

- Use of generic competency profiles for "at risk" positions to help define the competencies and skills required; and
- Ensuring that sectoral executive feeder groups have the critical management competencies and effective leadership skills necessary to take on executive leadership positions vacated due to retirements. These competencies and skills are to be acquired through the enhancement of learning, training, development and mentoring opportunities.





Planning

- Departmental implementation of new technologies, tools and systems to address service delivery needs (collaboration, case management, customer management, reporting, web portal, content management/web publishing, etc...) by approaching projects from an enterprise-wide perspective.

The current state of fiscal restraint makes renewal even more challenging for the Department. Improved planning, targeted recruitment, employee development, and continual enhancements to the workplace are critical elements for the maintenance and development of Industry Canada's (IC) workforce.





Appendix I – Sectors and 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
OSBF	Op. and Small Business Financing
PAC	Pacific Region
PRA	Prairie and Northern Region
PC	Policy and Coordination
QUE	Québec Region
SPOB	Sector Programs and Operations Branch
RPOS	ROS Planning and Operations Services

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

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

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





Appendix II - Major Occupational Categories and Groups

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





Appendix III - Working Levels

Industry Canada's (IC) Working Levels

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





Appendix IV – Human Resources Branch Contact List

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

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

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