

CANADIAN COAST GUARD'S SEAFARERS ESTABLISHMENT

ABOUT THE EVALUATION

The evaluation was conducted between June 2017 and January 2018 in support of the Canadian Coast Guard's (CCG's) Seafarers Establishment. Evidence was gathered through interviews (24 CCG representatives); career profiles (11 CCG representatives); document review; a site visit to the CCG College; alternative practices research; a survey of operational personnel (451 responses); and administrative data analyses.

ABOUT THE CCG'S

SEAFARERS ESTABLISHMENT PROJECT

The purpose of the CCG's Seafarers Establishment Project is to determine the number of operational personnel (afloat and ashore) that are required to deliver CCG programs effectively and sustainably, taking into account operational requirements, training needs, and collective agreement entitlements.

Key Findings

The CCG does not have a consistent definition to determine which positions within the organization are considered operational.

The requirements for marine certification, experience, and knowledge for ashore operational positions are not well-articulated.

The CCG's current crewing factors do not reflect all of the elements that are considered to be important when establishing crewing factors. Most shore-based programs do not have a relief factor.

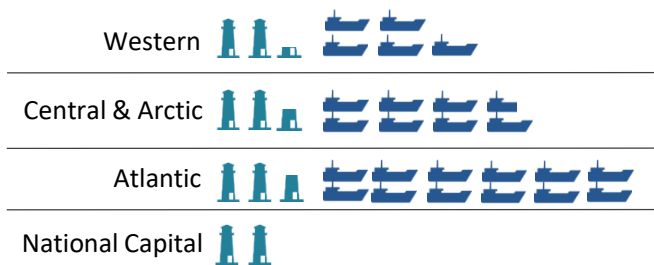
Operational personnel have a high level of need for career development support and those needs are not being met because limited support is available.

Issues were identified that may have an impact on the long-term sustainability of the CCG operational workforce, including current shortages in personnel, low morale, and planned departures.

Operational Positions

Regional Distribution of Operational Positions (n≈3,400)

The scope of the evaluation included operational personnel, both afloat and ashore. These positions typically require *marine certification, marine experience, or specialized marine knowledge.*

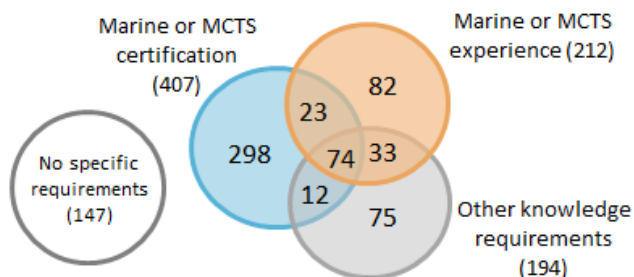


= 100 ashore positions = 100 fleet positions

Approximately 3,400 of the CCG's 4,000* positions are considered operational (2016-2017).

* This currently excludes positions in Integrated Technical Services Branch.

Summary of Certification, Experience, and Knowledge Requirements for Ashore Operational Positions (n=744)



Many operational ashore positions require some level of marine certification, marine experience, or specialized marine knowledge and some of the positions have overlapping requirements.

Crewing Factors: The crewing factors used today for seagoing personnel do not incorporate all elements that are considered important (e.g., training needs, changing gender roles, leave provisions).

Note: This information is for 744 of the 950 ashore operational positions.

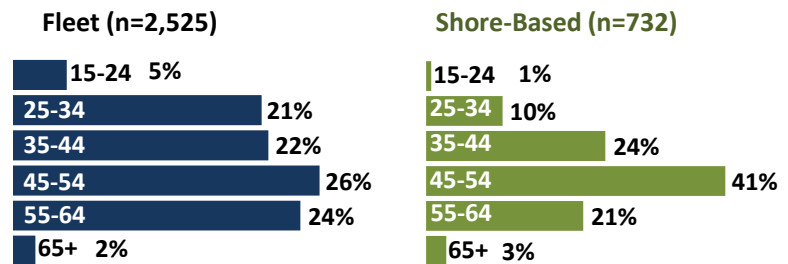
Profile of Operational Personnel

12% of fleet personnel are female.



30% of ashore operational personnel are female.

Age Distribution of Operational Personnel



Career Development Support

Operational personnel expressed a *high level of need* for career development support, particularly for:



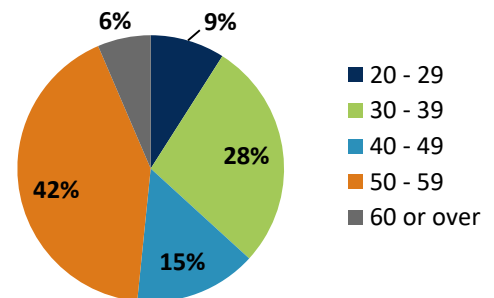
However, *needs are not being met* because there are no formal tools or processes in place to support career development.

69% of survey respondents *experienced barriers to achieving their career goals* (e.g., lack of opportunities for training and developmental assignments, lack of information on career options).

Sustainability of the Workforce

There is a *shortage of personnel* to fill the current number of operational positions. This is having impacts on the workforce (e.g., availability of career development support, high use of overtime in some areas).

Age Category of Survey Respondents Who are Planning to Leave the CCG in the Next Five Years (n=155)



More than one-third (36%) of survey respondents are *planning to leave* the CCG in the next five years.

Recommendations

The CCG should develop common definitions to describe the various populations within its workforce and clarify what population is within the scope of the Seafarers Establishment Project.

The CCG should clarify the marine certification, experience, and knowledge requirements for its ashore operational positions and work units, including for Integrated Technical Services; and ensure these requirements are articulated and applied consistently across all CCG regions.

The CCG should review and modify the current crewing factors for its seagoing personnel and determine whether a relief factor is needed for any of its ashore operational units.

The CCG should develop and implement a formal career development program to ensure that operational personnel have the support they need to advance their careers in the CCG.

To support the renewal of its operational workforce, the CCG should develop and implement a nationally coordinated recruitment and retention strategy.