

- **Retirement eligibility**
- 11.2% of CBS at March 31, 2003, including 37.5% of staff in the EX category.
- 27.9% within five years, including 66.3% of EXs.
- 43.3% within 10 years, including 88.9% of EXs.

However, it is important to note that some employees who are eligible to retire choose to stay in their jobs for a period of time. In the last year, 80 employees retired, while 518 were eligible to do so.

#### *Recommendations*

The Department must do some active succession planning by:

- regularly monitoring changes in the work force;
- encouraging managers to develop succession plans and identify individuals with the necessary skills to occupy positions at the desired levels and those with the potential required to benefit from training for more senior positions;
- ensuring that managers do not limit themselves to current operational needs when hiring, but think in terms of their long-term needs and succession planning;
- providing senior and other managers with demographic data and analyses periodically (annually) so that they can monitor changes in the makeup of the Department's work force.