

Highlights

- 867 employees have retired since 1997. In addition, the number of retirements continues to rise, due to the Department's aging workforce.
- As of March 31, 2006, 558 indeterminate CBS, or 13.4%, were eligible to retire without penalty.
- The groups with the greatest number of employees eligible to retire as of March 31, 2006 are as follows: AS, FS, and EX, with 142, 121, and 121 employees respectively.
- More than a third of employees (37%) in the EX occupational group were eligible to retire as of March 31, 2006.
- 249 AS, 174 FS, and 169 EX employees are expected to retire over the next 5 years.

Implications

Human resources planning and workforce analysis should focus on identifying key positions and preparing succession management plans through the use of available tools and knowledge transfer plans. Available tools include the Succession Planning and Management Tool⁸ and tools developed by the Portfolio Management and Strategic Planning Division (HSP). Succession planning and knowledge transfer will be even more critical in the EX group.

Over the next five years, the Department should promote retirement adaptation measures and transition mechanisms which will take into consideration the needs of older workers and help with their retention. Examples of such mechanisms include flexible working hours and variable retirement options.⁹ These vehicles would give the Department more time to promote knowledge transfer and keep employees on strength longer.¹⁰ At the same time, the Department should make plans for the recruitment of key groups in anticipation of the hundreds of employees who will be leaving the organization and to increase the volume of hiring within these groups.

⁸ Succession Planning and Management Tool (http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/SP-GR/tool-outil-1_e.asp)

⁹ Pre-retirement Transition Leave Policy (http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/leave/prtlp_e.asp)

¹⁰ The Human Resources Environmental Scan for the Public Service of Canada (http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/hrespst-aerhpc_e.asp)