

Recommendations

- Focus efforts so as to increase the representation of designated groups in the EX category as well as in certain occupational groups and at certain levels. Initially, the emphasis should be placed on the feeder groups.
- Promote and support the commitment of managers with respect to the "Embracing Change" program. Performance agreements can be attractive incentives if they are backed up by specific, regular measurement of progress. The Employment Equity Positive Measures Program (EEPMP) provides for support in this area for departments and agencies.

Retaining employees

- 341 Canada-based employees left the organization, only 80 of whom retired.
- Some key groups have been particularly affected: CO (8.9%), ES (7.0%).
- 18% of employees who left for reasons other than retirement were under 30 years of age.
- 92% of the CBS departures involved non-rotational employees (241 employees).
- 29% of Canada-based staff who left for reasons other than retirement were in indeterminate positions.

The departure of trained, skilled staff is very costly for the Department, which loses the knowledge and experience gained by these employees over time. In addition it has to pay the administrative costs involved in replacing those employees.

The challenge facing the Department is to enhance its ability to attract and retain talented employees in the context of its changing organizational structure.

Recommendations

- Base the recruitment strategy on the new behavioural competency profiles for rotational employees and employees in the CO and ES groups.
- Maintain and expand the entry and exit interview project to improve understanding and management of the expectations of new employees and to draw lessons from the reasons given by those who decide to leave the Department.
- Follow-up on the action plan of the Survey of Public Service Employees.
- Improve the quality of communications between managers and their employees, for example with regard to training and development, and particularly, career path options. The Performance Evaluation and Competency Assessment Program is a key communication tool in this regard.
- Limit the use of term positions to cases where they are absolutely necessary.

Ageing work force and retirement

The Department's work force is ageing and the number of employees eligible for retirement remains high, particularly in the EX category.

Average age:

- EX category: 53.3 years .
- Canada-based staff: 44.6 years (43.5 years for the federal public service).
- Rotational employees: 45.9 years.
- Non-rotational employees: 43.4 years.