

- 178 employees (75.1%) were on secondment to the Department, whereas 59 (24.9%) were seconded outside the Department. Of those on secondment to the Department, 43.8% held positions in the FS (74 secondments or 25.3%) and EX (42 secondments or 18.5%) groups.
- 185 CBS (89.4%) who left for reasons other than retirement were non-rotational, whereas 22 CBS (10.6%) who left were rotational. The reasons for separation were as follows: transfer to another departmental (43.5%), end of specified term (27.5%), resignation (12.1%), and other reasons (16.9%).
- In all, 114 employees retired. Of these, 49 (43%) were non-rotational and 65 (57%), rotational.
- Indeterminate employees with less than 10 years of service accounted for more than half of the separations for reasons other than retirement.
- The turnover rate for indeterminate employees was 5.7%. The PE and FI occupational groups had the highest turnover rates, at 22.7% and 13.8% respectively. Separations for reasons other than retirement were the main reason for this turnover. The EX group also had a high turnover rate (11.7%), due mostly to retirements.
- The FS occupational group had the lowest turnover rate (1.9%), mainly due to retirements.

Implications

Effective human resources planning is important and must go hand in hand with operational planning. Accordingly, there must be a better balance between position levels and those of incumbents through more effective management of acting appointments. In addition, the Department could conduct recruitment and staffing processes to establish suitable pools of qualified candidates at the required level. In addition, retention initiatives could be considered to help retain non-rotational employees.

Retirement eligibility and succession planning

A large number of vacancies will have to be filled in the coming years as a result of the aging population and the increasing number of people who will retire. This phenomenon will be more pronounced among certain key groups in the Department, such as AS, FS, and EX. As well, more public servants have been opting for early retirement, with the percentage of retirees under age 60 rising from 29% in 1990 to 43% in 2000.⁷ Accordingly, suitable provisions must be made for knowledge transfer in order to ensure operational continuity.

⁷ The Human Resources Environmental Scan for the Public Service of Canada (http://www.hrma-agrh.gc.ca/hr-rh/hrp-prh/hrespst-aerhfpc_e.asp)