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**Statistics Canada's
Human Resource Management Strategy**

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I. Introduction

1. Statistics Canada is Canada's national statistical agency. It is required under the Statistics Act to collect, compile, analyze and publish statistical information on the economic, social and general conditions of the country and its citizens. The information produced by the Agency helps to clearly illuminate issues. This information is used by public sector departments, both at the federal and provincial levels, as direct input into decision-making and policy development. Other users include private sector organizations, unions, interest groups and academia. The majority of issues facing Canadians are discussed using Statistics Canada data and analyses, as evidenced by the media coverage it receives. Such coverage helps Canadians' awareness of important social and economic developments revealed by new statistics.

2. As a scientific research agency, Statistics Canada publishes a wide range of statistical analyses and contributes substantially to the development of statistical methodologies at the national and international levels. It operates as the hub of the nation's statistical systems and conducts special surveys funded by other federal departments and agencies, provincial government departments, or private sector clients.

3. A total of 6400 employees hired under Canada's Public Service Employment Act work at the Agency, mostly at our head office in Ottawa. The core of our highly educated public service workforce is composed of about 100 executive managers, some 1200 economists and sociologists, most with undergraduate university degrees in economics or sociology and some with graduate degrees, 300 mathematicians/ statisticians with undergraduate or graduate university degrees in mathematics or statistics, 1000 computer systems design specialists, 1300 technicians, 700 clerical and secretarial staff and 800 administrative staff. In addition to this workforce of public servants, under the Statistics Act, the Agency employs approximately 2000 interviewers who are managed from 3 regional offices and work in 8 locations across the country and are primarily involved in the Agency's data collection activities.

II. Human Resources Management Objectives

4. In the mid to late 1980's human resource management activities were driven by some forty individual program divisions (health, education, labour, manufacturing etc.), based on their local operational needs. Recruitment was carried out to fill a specific vacancy, and new employees were provided with on-the-job training that was related to the specific subject matter area. During this period, promotions and career expectations were limited to the narrow career path within the employee's specific subject matter area. This approach to human resources management produced a workforce that was highly specialized in specific subject matter areas, but lacked the knowledge and experience required to move to other program areas. The result was a lack of corporate awareness and limited career mobility outside of an immediate area of specialization. Three critical factors led senior management to the realization that it was not in the best interests of the Agency to continue to manage its human resources using this approach:

(a) A demographic analysis of the Agency's workforce indicated that the top five levels of management and most of the senior specialists were aging. The impact of employing a workforce comprised of baby-boomers meant that, at the turn of the new millennium, a vast majority of the Agency's workforce would be eligible to retire within 10 years. It was evident that Statistics Canada would have a succession problem if we continued to manage our human resources in the traditional manner.

(b) Demands for statistics were changing rapidly. As a statistical agency, we needed to have the flexibility to rapidly adjust our programs to changing client needs. It was therefore imperative that our workforce be adaptable, multi-skilled, and have transferable knowledge, skills and experience so that they could be redeployed when program priorities were changed or when there were fluctuations in budgets. A related benefit of having a multi-skilled workforce was that we could offer job security, even if a specific project had to be discontinued. Shifting to an adaptable workforce made it very cost-beneficial to invest in the long term development of employees.

(c) Increasingly, clients were seeking cross-cutting information rather than data based on the results of individual surveys. Our traditional approach to developing subject matter specialists had produced highly competent staff, but they were rather narrowly focused and did not have the breadth of experience needed to work harmoniously on cross-cutting projects or statistical outputs.

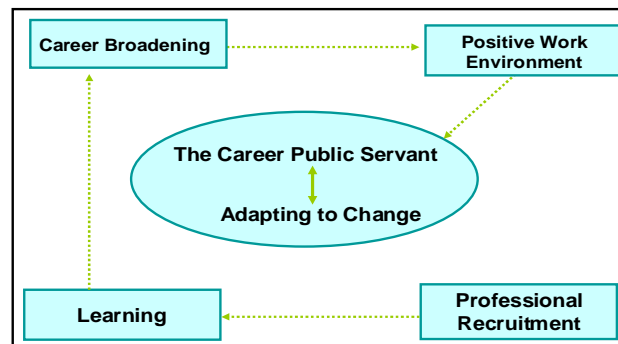
5. The Agency realized that given these factors, a more adaptable workforce was needed, one that was flexible and multi-skilled. The approach that Statistics Canada took to achieve this objective was to:

- (a) Incorporate recruitment, development, retention and succession strategies that would sustain HR capacity over the long term.
- (b) Increase organizational efficiency through the effective management of human resources because salary expenditures represent 80% of the Agency's budget.
- (c) Focus efforts on developing a workforce of team players: multi-skilled, adaptable employees with a broad range of knowledge who could move from one division to another to address priorities, and could develop skills that would help meet future client demands.
- (d) Invest in continuous learning, provide opportunities for career development, and implement mechanisms to enhance employee morale to create a more collegial workplace.
- (e) Break down traditional career 'stovepipes', increasing opportunities for employees to work on projects, and putting in place task forces that enabled employees to work together on cross-cutting issues to increase harmony.

Initially various efforts were implemented by trial and error, without an overall blueprint. When programs were successful, the Agency used their basic program structure to create new programs which addressed other somewhat similar needs. .

III. Human Resources Management Strategy

Statistics Canada's HR Management Strategy



6. Since the early 1990's, Statistics Canada has established a number of human resources policies, practices and mechanisms that have gradually evolved into a Comprehensive Human Resources Management Strategy. The Agency's Comprehensive Human Resources Management strategy is based on four pillars that cover all aspects of human resources:

- (a) Professional Recruitment - forecasting hiring needs, undertaking university recruitment, and hiring employees with the potential to adapt to change.
- (b) Learning and Development - promoting a culture of continuous learning, investing in long duration flagship training courses, developing cohorts of versatile and mobile employees at each level to form pools that will provide qualified replacements for future departures at the next level up.
- (c) Career broadening - developing long term career potential of employees by having

- mechanisms in place so that employees can work in different divisions on rotations or career broadening assignments to acquire breadth of experience and enhance competencies.
- (d) Positive work environment – having practices in place to create a positive work environment, and enable work life balance to help productivity and encourage retention of career employees.

7. Fundamental to this strategy is the tradition of a “no lay-off policy”, a practise which fosters trust, a sense of community within the organization and encourages retention of career employees. Under the umbrella of this strategy, over time, many initiatives and mechanisms have been implemented, such as: centralized recruitment of university and college graduates; a two year internship program for all new professional recruits that involves at least three managed rotations; mentoring programs; career path guides; workplace wellness initiatives; and the creation of an on-campus Training Institute which provides long duration training designed by the Agency for Agency employees.

IV. Professional Recruitment and Development

8. Since the nature of our work requires a high level of skill, the level of investment in each employee is high, so it makes sense to select entry-level professionals wisely and to nurture these new hires carefully. Annually, micro-simulation modeling is used to make projections on skill shortages given certain scenarios on recruitments, retirements and promotions. Using these data, the Corporate Resourcing Committee sets out suggested targets for hiring professional and technical staff, including economists, sociologists, mathematicians, statisticians, survey technicians and computer specialists. Working groups of senior managers are tasked with conducting university recruitment campaigns and internal selection processes to identify a pool of qualified recruits, so that managers can draw from the pools for each profession as needed. This recruitment model enables managers to have continuous access to a supply of potential recruits, rather than just the traditional annual recruitment drive. Student employment provides the Agency with another source of new hires. Each year Statistics Canada provides students with work experience through coop assignments and through summer employment opportunities. Students with substantial work experience at the Agency can transition to full-time employment via the federal government’s Student Bridging Program, and join one of the recruitment programs after graduation.

9. Newly hired graduates are not placed immediately into a regular position. Instead, they are placed in a corporately managed pool, for two years. During this period, they participate in an apprenticeship/internship program which provides them with broad exposure to the Agency. They also take part-time language training to help develop language skills needed for career progression. New recruits rotate on two to three assignments in various program divisions and participate in mandatory courses related to the Agency’s business. They are assigned a mentor to help guide them for the duration of their program. Mentors are seasoned senior managers with a broad knowledge of the skills required by the Agency. Mentors support their recruit’s integration into the organizational culture and provide the recruit with advice on selecting assignments and training. Just recently the Agency introduced Communities of Practice (COPs). COPs are clusters of positions that perform similar types of functions and require similar knowledge, despite being in different divisions. Assignment rotations for recruits are planned taking into account the learning and developmental

needs of employees within a COP. Recruits are promoted from a one to a two level while on their developmental program, and when their program is complete they graduate and begin work in a regular position in their statistical program area or COP.

V. Continuous Learning

10. Statistics Canada places the highest priority on learning and invests heavily in formal training, regardless of volatile swings in financial budget levels. Over three percent of the Agency's salary budget is invested in training, with an ensuing average of six days of formal training annually per employee.

11. The Agency provides a full range of professional, technical, computer, management and human relations training opportunities at our on-campus Statistics Canada Training Institute, which opened in 1993. Some 30 full-time trainers - professionals who are on temporary assignments to the Institute- and a further 200 'guest lecturers' donate their time to performing training functions in addition to their regular jobs.

12. The scope and thrust of learning activities is determined by the Learning and Development Committee. This committee is chaired by a very senior line manager. The committee is comprised of a cross-section of directors and assistant directors who provide overall management and direction for learning at the Agency. On an ongoing basis, this committee identifies training needs and provides direction to teams of subject matter experts and course design specialists involved in the development and delivery of courses. By means of this committee, training content, scope, and overall thrust is entirely in the hands of those who will supervise its beneficiaries.

13. The Statistics Canada Institute has a full range of courses in its curriculum. The aim is to provide continuous learning activities which span an employee's career. Employees take an on-line Orientation course and are then invited to a "Meet and Greet" networking session. Recruits within developmental programs participate in mandatory flagship courses in household and business survey taking and data analysis. Some of the flagship training courses that recruits participate in include: a 6-week Survey Skills Development Course (SSDC); a 6-week Data Interpretation Workshop and an 8-week Business and Economic Statistics Course (BEST). These basic courses are extensive in nature and are designed to simulate how the fundamental work at StatCan is carried out. Beyond the entry-level, the Agency provides a full range of optional professional and technical courses, on such topics as computing, sampling, questionnaire design, and Quality Assurance to name but a few. In addition, the Agency provides management training tailored to each managerial level. All new supervisors, middle managers and senior managers are required to take a number of formal courses and seminars. At the middle management level, employees have the opportunity to participate on corporate task forces assigned to address a corporate cross-cutting issue. Such task force participation provides exposure to senior management's decision-making process. The Agency also has an on-campus Language Training Centre providing full and part-time language training to employees.

14. Across the Agency, a network of divisional learning champions is in place to support learning within divisions. The Agency has a formal Learning Policy that requires the establishment of divisional learning plans and promotes individual learning plans. Over 90% of employees have an individual learning plan. Statistics Canada uses the opportunity provided by the annual performance review to encourage employees to each create a learning plan and every year. During the Employee

Performance Review Process, supervisors and employees meet and identify the employee's learning and development needs for the present job and for future career development. This input is used in setting out each employee's individual learning plan. The Agency has also instituted another innovative step to help employees plan for the longer term. Employees are offered a biennial 'skip-level interview' with their supervisor's supervisor to discuss longer range training in order to meet career goals. This meeting provides a unique opportunity for employees to gain a broader perspective on corporate requirements and career opportunities than might be available from their immediate supervisor.

VI. Career Broadening

15. Career broadening is a prime focus for the Agency. Flexibility to quickly adapt to changes in the environment is fundamental to an effective organization. Statistics Canada encourages employees to acquire a firm grounding in a subject area, and then to develop their versatility by broadening their experiences and enhancing their long-term potential. The Agency has adopted a number of mechanisms to ensure that we have large pools of qualified and mobile employees who are willing and able to move to new and demanding work assignments.

A. Career Path Documents

16. Electronic career path documents have been developed to help guide employees. The Career Paths Documents explain the methods of selection for each level within an occupational group. They outline the knowledge, experience and abilities needed for each level as well as the training and the rotations traditionally used to build competencies at the levels within each occupational group. The career paths serve as tools to help employees, supervisors and mentors in planning and selecting options for career development. These tools are available on the Agency's Internal Communications Network (ICN).

B. Corporate Assignments Program

17. The Corporate Assignments Program (CAD) is designed to broker assignments, and provide fast service with minimum red tape to fill human resource requirements on a temporary basis to meet workloads or to facilitate redeployment when programs and priorities change. For employees, an assignment may provide the opportunity to acquire new work experience, practice second-language skills, explore different areas in the Agency or participate on an assignment outside the Agency. The experience gained may lead to a transfer, promotion or even a fresh start. All employees are eligible to apply for a Corporate Assignment with their director's approval. After four years in the same position, employees need no formal approval to participate. At any one point in time, approximately 10% of the entire Agency's staff is on a CAD. The risk to both the employee and manager is reduced by two key rules: employees are guaranteed the security of returning to their home positions; and the host division can terminate the assignment with two weeks notice if the employee is not suited for the position. The program has been in existence since 1983. It is a generally accepted fact that those who have been on corporate assignments often have a higher rate of subsequent career success – which contributes to the program's reputation.

C. Generics and the Continuous Staffing Model

18. Several years ago the Agency developed generic job descriptions and reduced the total number of job descriptions from 1,600 to just over 300 of which 215 cover most of the Agency's jobs. This made it easier for StatCan to change from traditional staffing that filled one vacancy at a time, using a specific selection process, to now filling many vacancies through one 'collective' staffing process for each specific group and level. Recently, through the efforts of a committee of senior line managers tasked with overseeing resourcing activities, the Agency implemented a new Continuous Collective Staffing Model that continuously replenishes pools of qualified staff at groups and levels in our core groups. Managers can now draw from the pools to fill vacancies as they arise in core groups, such as economists, mathematicians, computer specialists, and technicians. With retirements on the increase and staffing a relatively lengthy process, the Agency needed to have quicker access to replacements. Using this model the Agency now staffs many positions through large selection processes for a specific group at a given level, ensuring that there is always a pool of qualified candidates to draw from for our core groups.

19. To increase consistency in rating candidates the Agency introduced Standardized assessments which are consistent among groups and levels across the Agency. This makes assessments re-usable where possible and also ensures consistency within groups and across levels. As well, standing assessment boards were introduced. These boards are now responsible for staffing collective processes for a core group and level for a period of two to three years. This arrangement offers more opportunities to a larger group of potential candidates; it is very transparent process and ensures fairness: plus it reinforces the positives of acquiring a breadth of experience, since collectives require candidates to have a broader appreciation of corporate issues affecting the Agency. Not all positions are staffed by collectives, for example, when jobs require specialists - such as highly qualified subject matter analysts - then individual selection processes are run.

20. The 'generic' collective approach is also used for hiring into the assistant director level as well as the executive cadre. Assistant directors who are successful on a generic are placed in a developmental pool and rotated to facilitate their development. Divisional directors, and branch director generals vacancies in the statistical and subject matter areas are filled through a generic selection process. Successful new executives are appointed to an EX-01 level position within a pool of positions. This developmental pool is designed to strengthen skills and experience, enabling appointment at the EX-02 level generally within a period of eighteen to thirty-six months. Each EX in the pool has a learning plan that comprises formal training, appointment to committees, mentoring/sponsorship by the Assistant Chief Statistician of their field, and other development opportunities. The executive's performance is reviewed annually by the senior executive committee and consideration for rotation is discussed. Generally, after three to four years a rotation is made to further the development of the executive

VII. A Positive Work Environment

21. Fostering a positive work environment is an essential pillar in Statistics Canada's Human Resource Management Strategy. Statistics Canada takes active steps to ensure that our employees have a strong sense of the value we attach to them. The Agency has a Workplace Wellness Strategy. That is guided by the Wellness Committee, chaired by a senior line manager and including members

from the senior ranks across the organization. The Wellness Strategy focuses on five key areas: open communication, valuing people, investing in employee facilities, providing activities and enabling a positive work-life balance.

A. Open Communication

22. Open communication helps to create a more positive and productive environment. Examples of the mechanisms the Agency has in place to ensure open communication include:

(a) In January, the Chief Statistician presents the annual 'State of the Union Address', which highlights accomplishments of the past year and identifies priorities and challenges for the upcoming year. When the presentation is made to senior managers it is also videotaped for those who cannot attend. A Special Edition of @ StatCan, the Agency's news bulletin on the Internal Communications Network (ICN) contains highlights of the speech. This document becomes a reference source for employees trying for a promotion.

(b) Debriefings are an important part of keeping informed. Weekly meetings of the Executive Committee are followed by debriefings to managers and then to staff. This trickle down ensures that critical information is passed quickly. The Chief Statistician meets semi-annually with small groups of directors to discuss topics of interest and concern.

(c) For many years the Agency conducted an Employee Opinion Survey. The value of this feedback mechanism became widely recognized and now the Agency administers a survey for all departments in the public service, every three years. At Statistics Canada, our results are used to guide and monitor management initiatives. The most important follow-up activity we undertake after the survey is our 'shop floor' discussions which are held between employees and managers. All managers are mandated to follow-up on the results and each must find a suitable way to investigate what lies behind the survey results for their areas. The results of the survey thus serve as a tool for dialogue and interaction between employees and managers concerning issues in the local workplace.

(d) Every two years, each division prepares a Biennial Program Report which details the main program elements or service lines, performance measurements, current challenges, goals and progress since the last report. These reports are key communication tools with top management. The Chief Statistician personally responds to each report. His feedback often contains requests for clarification and suggestions for new priorities and goals for the next two years. Every fourth year, a more strategic Quadrennial Program Report is prepared and presented to the Executive Committee. Again, the feedback often requests clarification or may contain suggestions for new priorities and goals for the next two years. The Biennial and Quadrennial Program Reports and the Chief Statistician's feedback, are occasions for divisional stock-taking and are typically posted on an internal website. Each such report provides an update on human resource issues, and identifies the number of training days used in the division and the progress made on achieving employment equity targets.

B. Valuing People

23. A number of practices and employee support services demonstrate Statistics Canada's commitment to employees, including:
- (a) Since 1979, despite periods of severe budget cutbacks, the organization has maintained a 'no layoff policy'. Simply stated, this policy states that, should it become necessary to reduce or eliminate a program due to budget reductions or changes in priority, the affected employees will be moved to other areas requiring staff: they will have absolute preference in staffing.
 - (b) A network of senior Harassment Prevention Officers is in place to provide confidential support to employees on issues related to harassment or discrimination.
 - (c) An Employee Assistance Program, staffed by professionals, helps employees deal with personal or work-related problems.
 - (d) An Informal Conflict Resolution Program provides mediation services to help employees and managers resolve conflict in a non-threatening environment.
 - (e) A formal Awards and Recognition Program recognizes and celebrates outstanding employee achievements. The program consists of Instant Awards that can be given anytime to acknowledge specific contributions and of more formal awards presented annually, such as those for long service, (25 and 35 years of service), individual and group Merit Awards, Employee of the Year, Marketing Award, Official Languages Award, Wellness Award and a Career Excellence Award for retired employees in recognition of an outstanding career at STC. The awards are presented annually at an Awards Day Celebration presided over by the Chief Statistician.
 - (f) An Alumni Program provides a framework to obtain the services of retirees of the Agency. Retirees have specialized knowledge and skills that are frequently an asset to optimize a project, develop a new program, or facilitate the transfer of skills and expertise. The benefit of inviting retirees back is that they can pass along historical knowledge, provide training or mentoring, and can increase the Agency's flexibility in handling peak workload periods.

C. Investment in Employee Facilities

24. Beyond a safe and healthy environment, Statistics Canada offers facilities that support active living and has an impressive number of on-site services, including a fitness and cardio facility, nursing services, and an onsite day-care centre.

D. Providing Employee Activities

25. Statistics Canada promotes a number of activities in support of the health and well-being of employees. A few examples of activities organized for employees by teams of managers and volunteers are: an annual influenza immunization clinic; an annual Employee Appreciation Day that encourages fun at work and fosters a sense of belonging to the organization; lunch information sessions with speakers on topics such as nutrition, exercise, stress management etc. In addition, the Agency provides support for over 100 employee clubs, organizations and committees.

E. Enabling a Positive Work-life Balance

26. Statistics Canada offers a truly flexible work environment to help employees achieve work-life

balance. In addition to the normal leave provisions for vacation, sickness and family responsibilities, there are options such as flexible time, part-time, job sharing, compressed time and telework.

VIII. Broad Human Resource Management Principles

27. Statistics Canada's corporate, holistic and strategic approach to the management of human resources was made possible because the Agency instituted a fundamental change in our approach to managing human resources:

- (a) First, the Chief Statistician delegated authority and accountability for human resources management to line managers. At Statistics Canada, human resources management truly is a line management responsibility. Line managers take ownership of HR functions, have HR delegated authority and are held accountable for their contributions.
- (b) Second, the Agency established a formal HR Management infrastructure to carry out these responsibilities and ensure comprehensiveness and coherence among components of the strategy.
- (c) Third, the Agency's strong, long term human resources planning capacity has been in place for many years and it is integrated with the business planning process of the Agency.

A. Human Resources Management Committee Structure

28. At Statistics Canada, human resources management is accepted as a primary responsibility of managers, and HR management is driven by committees of line managers each tasked with leading a major human resources program.

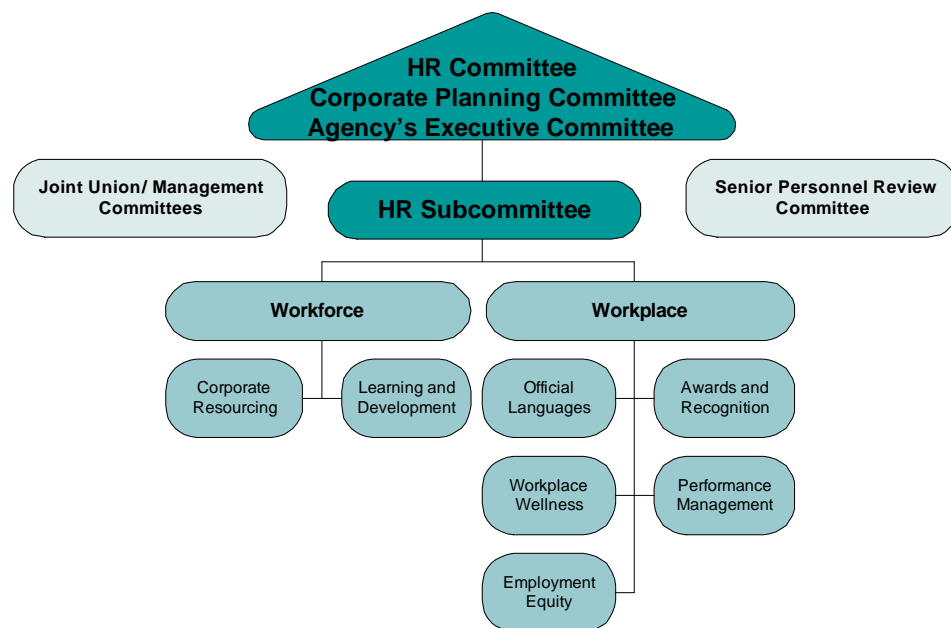
At the apex of the HR Committee structure is the Human Resources Committee (HRC). HRC is the Agency's Policy Committee examining HR issues. It is a strategic committee chaired by the Chief Statistician. It is comprised of the Assistant Chief Statisticians along with the Director General of Human Resources and the Director General of Finance Planning and Evaluation. The HRC provides overall direction on workplace and workforce measures relating to the acquisition, training, deployment, career development and retention of employees at the Agency. It approves HR policies and provides strategic direction for corporate HR matters.

The Human Resources Sub-committee, which is co-chaired by two Assistant Chief Statisticians, coordinates the activities of the HR management committees. The HR Sub-committee reviews their work plans, holds the committees accountable for their work plans and determines items which should be placed on the agenda of HRC. It also provides status reports to the HRC. The HR Sub-committee's principle role is to serve as a sounding board for proposals from the committees, prior to their consideration at HRC.

Most line managers at the EX and EX minus one levels are involved in at least one HR committee, in addition to their program responsibilities. Over the years, these HR committees have reinforced a culture of working to achieve corporate HR objectives.

The organizational chart which follows illustrates the structure of the HR committees. The mandate, membership and minutes of these HR Committees can be found on the Agency's Internal Communications Network (ICN), within the Human Resources site.

B. HR Management Committee Structure at Statistics Canada



C. HR Management Ownership and Accountability

29. Statistics Canada's approach to human resources results in decisions made on the basis of what is best overall for the Agency rather than on the basis of local need. One of the most positive results of line management involvement and committee work is that, over the years, these committees have reinforced a culture of working to achieve corporate objectives rather than individual divisional needs. With our approach, individual managers do not make local decisions on recruitment, training or promotion based on individual positions or transactions. Instead, they participate on the corporate HR committees and contribute to the overall effective management of the Agency. Managers are expected to make innovative contributions to these HR committees in addition to carrying out their statistical program responsibilities, and their contributions are factored into their annual performance reviews and career success depends on contributions in both areas. The degree of empowerment is high. Statistics Canada gains from this, as proposals to create, modify and improve have direct input from the managers who are the beneficiaries of the changes. The committee system enables this balancing between corporate and local needs and ensures that there is a built-in incentive for managers to do what is best for the Agency.

D. Integrated Human Resources Planning with Business Program Planning Structure and Process

Statistics Canada's long term business planning process is well established. The annual planning process is designed to regularly assess the Agency's programs and resources in order to adjust them to meet changing client needs and priorities and to respond to opportunities and operational pressures. It is a process that provides opportunities to identify broad cross-cutting human resources issues which may have an affect on technical and management policies and practices. It also provides the

opportunity to monitor performance of ongoing programs and major initiatives.

30. For purposes of business planning, the formal organization is structured in a matrix fashion with five Planning Syndicates under the direction of the Corporate Planning Committee, which is comprised of the most senior executives and the Director of Corporate Planning and Evaluation Division. Four of these Planning Syndicates are business syndicates and are associated with the statistical program and the technical and management infrastructure which supports them. The fifth Syndicate is responsible for corporate human resource management planning. It is the same committee that coordinates the work of the HR committees. Program changes, including new programs, program reductions, reallocations etc. and their resultant impact on human resources are identified by business syndicates and communicated to the HR syndicate. At the same time, the HR Planning Syndicate identifies corporate human resources priorities for input to the business planning deliberations. It is through the interaction of the business planning syndicates and the human resources planning syndicate that human resources issues and priorities are established.

31. Strategic planning is the first formal step in the planning cycle and takes place in the spring and summer. Planning Syndicate deliberations, priorities and issues are presented and discussed; subsequent planning priorities are established at the Senior Management Strategic Planning Conference in October. Following this meeting, Syndicates regroup and develop multi-year operational plans to respond to the established strategic priorities. Current programs and projects are identified for possible elimination or reduction and proposed new projects are identified. In January, all the Planning Syndicates reassemble to review the results of this operational planning phase. The proposals are discussed and probed for relevance and the net impact of the “inputs” and “outputs” are assessed for their impact on the overall statistical program as well as their financial and human resources implications. Final decisions as to which projects will be funded are made in March by the Corporate Planning Committee and appropriate adjustments are made to program and infrastructure budgets.

E. Human Resources Planning Component

32. Data on human resources is vital to the planning process. The HR Planning Syndicate ensures the Agency has the data required for informed decision-making. In preparation for the Fall Senior Management Strategic Planning Conference, under the direction of the HR Planning Syndicate, an HR workforce analysis is conducted by STC professional analysts using a Personnel Micro-simulation Model (PERSIM) developed by agency experts.

33. PERSIM uses historical human resource data to calculate historical probabilities for retirements based on age and years of service. Other separation probabilities are estimated as a function of age and work experience. Promotions are projected on the basis of work experience. The characteristics of new hires are simulated on the basis of the demographic profile of previously hired employees. These probabilities are applied to the current workforce distribution to project the one to three year recruitment and promotion rates, by profession and level, in a manner that will hold employment levels constant.

34. The baseline projections produced by PERSIM are used as a starting point to determine the recruitment and promotion targets that will be necessary over the next three years to meet operational needs. Outcomes of decisions from the planning process are added (or subtracted in the case of

program reductions) to the PERSIM baseline projections to determine the number of new professional and technical staff the Agency will need to hire in the recruitment campaign, and the number of positions to be staffed. In addition to determining the recruit targets, PERSIM is used to analyse the number and maturity, or years of experience, of each of our pools of employees to determine if these pools are sufficiently robust to replace departing staff at the next level up (departing either because of separations or as a result of promotions).

35. Following the planning decisions in March, the annual STC Human Resources Strategic Plan is generated. It documents the result of the integrated planning process, identifying human resources priorities for the coming year, indicating recruitment targets and outlining staffing plans. This Human Resources Strategic Plan provides the basis from which the network of HR Management Committees set up action plans. It also serves as the foundation for the Human Resources Branch Business Plan. Progress against these action plans of the HR committees and the Human Resources Branch are monitored regularly throughout the year.

To facilitate HR planning at the local level, directors are provided with Quarterly 'Dashboards' that profile each division with their demographic picture and vacancies. A pilot project is underway to link this information to the financial forecasting system so that a proactive approach can be taken in planning and addressing staffing needs.

IX. Assessment of the Overall HR Strategy

36. The policies, programs and mechanisms that have been put in place to support Statistics Canada's Human Resources Strategy require constant monitoring and evaluation to assess their effectiveness, so any necessary adjustments can be made. Some of the mechanisms used to measure the success of our human resources programs include:

A. Employee Opinion Surveys

37. Since the beginning of the implementation of the current approach to Human Resources Management, Statistics Canada has utilized Employee Opinion Surveys to obtain feedback and assess the success of the programs. The first internal survey was conducted in 1992 and was followed by similar subsequent ones in 1995 and 1998. The Canadian Public Service requested that Statistics Canada broaden this program and conduct a Public Service wide employees survey in 1999, 2002, 2005 and again in 2008.

38. The results of the employee opinion surveys are taken very seriously and are the primary mechanism used to assess the effectiveness of the Agency's HR Strategy. For the entire Agency analysis of the responses are carried out in a number of ways.

39. First, at the aggregate level, the responses to the over one hundred questions are grouped under four major themes: sharing information and goals, equitable work environment, work and workload, and training and career development. The results are compared to previous internal survey results and to the overall results for the public service as a whole. The highs and the lows are explored to determine the reasons and appropriate action to be taken to correct the identified issues. For example, in one of the earlier surveys, respondents felt that they were not being given fair access to developmental assignments by their local managers. In response, as previously mentioned, a new

policy was implemented that gave the right for employees to go on a corporate assignment after four years in the same job. Subsequent surveys showed increased satisfaction in this area. Similarly, an early survey identified fairness of promotional opportunities as a concern; it was in response to this finding that we introduced our generic/collective selection processes.

40. Second, a more in-depth analysis of the Survey along themes is conducted and the results referred to the line management HR committee responsible for follow-up action. Follow-up often includes the use of focus groups composed of employees to explore the issues in depth. Action plans are developed to deal with identified issues. These plans are approved and progress monitored by Statistics Canada's senior executives. As a result, new learning programs have been implemented, new policies initiated and continuous improvements to the generic competition process have been implemented.

41. Finally, and perhaps most significantly, survey responses are compiled and comparisons are made both amongst StatCan divisions and with the public service at large. Care is always taken to ensure confidentiality of individual respondents. Divisional directors are expected to provide feedback on the results to their employees, pinpoint areas that require attention, and engage employees in finding and implementing appropriate solutions. Line directors are required to report their action plans, follow-up mechanisms and improvements. Divisional results are taken into consideration in the annual performance review of each director.

42. How do Statistics Canada's survey results compare with those of the public service at large? In the 2002 Public Service-wide survey, Statistics Canada's results were the best in the Public Service. Beyond this comparison, the 2002 results represented an overall improvement in the generally very good results of the previous 1999 survey. In the 2005 Public Service wide survey, the majority of Statistics Canada employees reported being very satisfied with their workplace. In most areas, Statistics Canada's results showed the highest levels of satisfaction within the Public Service compared to the other large departments. Statistics Canada employees responded more positively than the average public servant on 90% of the questions included in the survey.

B. Feedback From Employees

43. Having implemented changes in human resources management and introduced tools, the Agency has reached out to employees to obtain their feedback. For example we conduct a Selection Process Feedback Survey for candidates and we seek feedback via an Employee Exit Survey. We also seek feedback from students using a Student Experience Survey.

C. Central Agency Assessments

44. Successive Human Resources Management reviews and audits conducted by Central Agencies of the Canadian Federal Public Service - to establish and monitor Statistics Canada's implementation of public service wide policies and guidelines - have been extremely positive. Statistics Canada is considered a 'best practices' organization in areas of recruitment, learning, human resources planning, performance management, and workplace wellness.

D. Human Resources External Awards

45. Since 2000, Statistics Canada received a number of prestigious external awards for various aspects of our human resource management strategy and programs, including:

- (a) The International Personnel Management Association (IPMA) "Gold Star Agency Award" for our Human Resources Strategy.
- (b) The Office of the Commissioner of Official Languages Leadership Award for bilingualism.
- (c) The National Managers' Community Leadership Award for our Management Development Program.
- (d) The APEX "Grand Award Winner" in the category of Newsletters (Not for profit) for our internal employee electronic newsletter @Statcan.
- (e) The "Healthy Workplace Award" from the National Quality Institute (NQI)
- (f) The "Order of Excellence", the NQI's highest level of recognition, recognizing outcomes achieved in creating and sustaining a healthy workplace culture. Statistics Canada was the first public-sector organization to be selected for this special recognition and is considered a healthy workplace role model organization.
- (f) The Head of the Public Service Award, for the category of "Valuing and Supporting People".
- (g) The Public Service Award of Excellence, for Employee Health and Well-being.
- (h) Best employer for Over 50.
- (i) Among the 'Top 20 Employers' in the National Capital Region.

X. Observations and Conclusions

46. It has taken many years for Statistics Canada to develop and implement an integrated and comprehensive Human Resources Management Strategy. Year after year, mechanisms have been added and it continues to evolve. The success of our strategy is in no small way due to:

- (a) Senior line management involvement and accountability for managing human resources, along with support from a team of highly qualified human resource professionals.
- (b) A strong long term human resources planning capacity that is integrated with the business planning.
- (c) Consistency of approach that has built the trust and commitment of employees.

47. Statistics Canada has some distinct advantages over many organizations. Our mandate is clear and non political. The majority of our employees are concentrated at head office in one complex of buildings. Beyond this, the senior management is committed to sound human resource management.

48. Our Human Resources Strategy has served us well. Statistics Canada's is responding effectively to the strategic issues that were identified in the early 1990's. Over half of the senior executives have now retired and have been replaced from internal succession pools. Our succession pools are sufficiently robust to replace the retirements yet to come. We have a flexible workforce that enables us to address budget fluctuations and changing client needs and priorities in a quick and efficient manner. Employee survey results reflect that our workforce satisfaction. Employees find

Statistics Canada an excellent place to work. Our strategy has enabled us to be at the leading edge, providing Canadians with statistical data that illuminates issues and provides input for evidence-based decision-making.

XI. ACKNOWLEDGEMENTS

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Statistics Canada would be pleased to share information on our HR Strategy and on the curricula of our courses. For information, please contact Eve.Simpson@statcan.ca.