



Agence de gestion des ressources humaines
de la fonction publique du Canada

Public Service Human Resources
Management Agency of Canada

Canada

The Human Resources Environmental Scan for the Public Service of Canada

A Tool for Identifying Current and Future Human
Resources Needs

Research and Analysis Directorate
HR Planning, Accountability and Diversity
September 2005

© Her Majesty the Queen in Right of Canada,
represented by the President of the Treasury Board, 2004
Catalogue No.
ISBN

This document is available in alternative formats
and on the Treasury Board of Canada Secretariat's Web site at the following address:
www.tbs-sct.gc.ca

Table of Contents

Acknowledgements	1
About this Report	2
About the Agency	2
About the Research Directorate	2
About the Team.....	3
Executive Summary	4
Introduction.....	7
I. Scanning the Environment: From a Multidimensional Analysis to the Identification of Current and Future Needs.....	10
II. Scan of the External Environment	11
1. Population	11
2. Economy and Labour Market	23
3. Society and Culture	37
4. Science and Technology	45
5. Environment	56
6. Politics and Governance.....	61
III. Internal Scan of the Federal Public Service	69
1. Public Service Workforce	69
2. Business and Human Resources Management Goals of The Government	84
IV. Conclusion	97
V. Appendices	101
Bibliography.....	102
Data Sources.....	142

Acknowledgements

The Research Directorate is indebted to the Environmental Scan and Current and Future Needs team that have turned this project into a reality within a very tight time frame. The Human Resources Environmental Scan Advisory Committee has played a major role in providing advice and direction on the nature and contents of this report. Our thanks go out more particularly to Christine Coffey, Director General, Statistics Canada, and Brian E. Lynch, Director, PSHRMAC, for co-chairing the Committee and actively supporting the project.

Comments and suggestions from members of the Human Resources Planning Interdepartmental Network and of the Interdepartmental Human Resources Planning Working Group have been extremely useful in reviewing the report and improving its quality.

Our thanks go to Eric Beauchamp of PSHRMAC's Research Directorate for his continuous administrative support.

To all who have contributed their support and collaboration, the Environmental Scan team of the Research Directorate is thankful.

About this Report

This Human Resources Environmental Scan for the Public Service of Canada is designed to help federal departments and agencies better understand their operating environment, and improve their human resources planning by facilitating the identification of their current and future human resources needs. Through a review of recent human-resources-related developments and trends, this report outlines the main issues and challenges that are expected to affect human resources management within the Public Service over the coming years.

This first report is based on information available as of November 2004 and scans the environment, both internal and external to the federal Public Service. This report will be updated regularly to reflect environmental changes. A condensed version of this report was disseminated in March 2005. While the material presented in both versions is consistent, the richness of detail in this longer version required additional structure. The condensed version was a high-level view designed for quick consultation, while the long version comprises a detailed reference for HR professionals, managers and decision-makers.

About the Agency

The Public Service Human Resources Management Agency of Canada (PSHRMAC) was created in December of 2003 in support of the Government's agenda for renewal of human resources management throughout the Public Service. It focuses primarily on the implementation of the *Public Service Modernization Act*; classification reform; human resources planning and accountability; leadership development; official languages; employment equity; and values and ethics.

About the Research Directorate

The Research Directorate is part of the Human Resources Planning, Accountability and Diversity Branch within the PSHRMAC. Its mandate is to conduct research to build Public Service-wide capacity in Human Resources management, planning, and strategy, in support of PSHRMAC, departments, agencies and functional communities. The expertise within the Research Directorate comprises a wide range of knowledge and skills, including: demographic analysis and forecasting, labour market surveying and analysis, environmental scanning, needs analysis, and special thematic studies.

About the Team

The team responsible for environmental scanning and current and future needs analysis (ESCFN) is composed of employees with backgrounds in demography, sociology, psychology, economics and information or actuarial sciences. Under the direction of Bey Benhamadi, Research Manager, team members contributed as follows:

Gilbert Lagrange, Senior Research Analyst (chapters II-1, II-5, II-6, III-1 and global revision)

Nabila Abou Najm, Research Analyst (integration and global revision)

Chris Prince, Research Analyst (chapter II-3, II-6 and global revision)

Rahim Abdur, Research Analyst (chapter II-1)

Jeremy Taylor, Research Analyst (chapter II-4 and III-2)

Haldun Sarlan, Research Analyst (chapter II-2)

Ron Habinski, Senior Research Analyst (who joined the research directorate in April 2005 did an excellent job of critically reading and revising the text)

The following employees of the Research Directorate have also contributed to this project:

Brian McDougall, Senior Research Analyst

Leonard Robichaud, Research Analyst

Vickie Coghlan, Research Analyst

Rolina van Gaalen, Research Analyst

James Kierstead, Research Manager

Executive Summary

The *Public Service Modernization Act* formalized the need to integrate the identification of current and future human resources needs with the process of human resources planning. An environmental scan was undertaken to assist departments and agencies in identifying their short and long-term human resources needs. The scan focused on recent human-resources-related developments and trends in order to identify the main challenges that human resources management within the Public Service will face in the coming years. This report is a time-bound snapshot that will require periodic updating to reflect new or changing environmental factors.

Population ageing is one of the major trends that will influence the future of human resources in the Public Service. However, while its effect on Canada's workforce will be substantial, its impact is often exaggerated. Two main considerations point in this direction. First, there is still time to respond to this challenge. The full effects of ongoing retirements by baby-boomers will not arrive before 2010, when the oldest among them start turning 65. Of course, the increased popularity of early retirement may accelerate the departure of baby-boomers from the workforce. Secondly, the shortage of workers that will result from disparities between the number of retiring baby-boomers and the number of newcomers to the workforce needs to be qualified. Experts in the field are predicting shortages affecting specific skills as opposed to the labour force as a whole. Nevertheless, as the Public Service is older on average than the Canadian labour force as a whole, it is more vulnerable to the consequences of population ageing. This makes succession planning, knowledge transfer and the identification of potential shortage areas even more critical. The baby-boomer exodus is a chance to renew the Public Service by hiring younger employees. This transition will provide an opportunity to hire candidates who meet the needs of the Public Service with regard to professional qualifications, linguistic capacity and employment equity representation.

The Canadian workforce is changing rapidly. As the demand for highly qualified and highly educated workers grows, the educational level of Canadians is rising and surpassing the average levels of most other countries. The ongoing computerization of the workplace is bringing both challenges and opportunities. Gains such as employee access to computer-based learning and provision of government services through the Internet need to be weighed against growing concerns over confidentiality, privacy and the contribution of computerization to the accelerating pace of work. The importance of learning, education, research and development is increasingly apparent, prompting more government investment in the development of a high-quality workforce. This is positioning Canada to compete effectively with other countries, although factors such as the rising cost of higher education and increased reliance on temporary work may diminish our net advantage. Another concern is the fact that some segments of Canadian society have limited access to current technology, and thus lack the knowledge and skills required to

function in a knowledge-based economy. The incidence of this gap seems especially acute among members of some Employment Equity designated groups.

The social composition of the Canadian workforce is also changing. Its increasing diversity mirrors trends visible in the population at large. These include the increasing representation of visible minorities (linked to sustained immigration and high fertility), the proximate entry of a large cohort of Aboriginal peoples into the labour force (linked to higher fertility), and the steadily increasing workforce participation of women. Women remain more likely than men to leave the workforce for extended periods of time to care for family members, and to end up in less secure jobs. Because the risk of acquired disability increases with age, the representation of persons with disabilities in the general population is expected to rise as the baby-boomer generation ages. However, it is unclear how this will affect the workforce representation of persons with disabilities, given their tendency to leave the workforce before the average retirement age of Canadian workers. Knowledge of official languages increased slightly between 1996 and 2001. Nevertheless, a large gap remains between the second language proficiency of those whose first official language is French and those whose first official language is English. Within the Public Service, official languages programs have seen renewal.

The current political context is characterized by a relative mistrust of the Canadian public in its government, the election of a minority government in the 2004 election and the high profile of security concerns both within the country and internationally. The Government has responded to these pressures by: tightening financial management, balancing the budget, conducting an expenditure review, modifying the mechanics of the Public Service through the implementation of the *Public Service Modernization Act*, considering possible avenues for political reforms, refreshing parliamentary rules and the election process. There have also been links with the United States and other countries, along with renewed conciliation and international collaboration.

As a key element of a healthy and strong human resources management environment, the human resources community is undergoing rapid change. The work performed by human resources professionals is growing in scope, complexity and volume as their traditional operations-centred role expands to include new responsibilities such as: strategic planning, analytical work, support of values and ethics, support of employee learning needs and engagement, etc. Within the Public Service, the increased workload associated with these additional roles was identified by the human resources community as a concern in the Public Service Employee Surveys of 1999 and 2002. While technological innovations can help ease this workload to some extent, they come at a cost in financial terms and in terms of time and resources required to develop, implement and learn new applications. Given that the Public Service human resources community, and the PE group in particular, are especially vulnerable to the coming wave of retirements resulting from

the ageing of the Public Service workforce, their retention may become a challenge in the coming years. The development of alternative working arrangements that would provide an attractive alternative to retirement, possibly including some form of phased retirement, could help delay the retirement of key employees both in the human resources community and throughout the Public Service. Alternative working arrangements may also help to attract and retain the young employees required to renew the Public Service workforce, given the different attitudes and expectations that typically distinguish them from older employees.

Introduction

Interest in environmental scanning has grown in recent years, as organizations have come to appreciate the benefits of acquiring a good knowledge of their operating context and of using that knowledge in their planning activities. As a human resources planning tool, environmental scanning supports efforts to get the right people in the right place at the right time. While knowledge of existing issues and trends facilitates the development of targeted and efficient solutions to address today's human resources needs, awareness of potential future issues makes it easier to prepare for tomorrow's human resources needs. Knowledge gathered through environmental scanning also facilitates the integration of human resources and business planning by identifying challenges and opportunities common to both.

Obviously, environmental scanning can benefit the federal Public Service as it would any other organization. However, the *Public Service Modernization Act* further accentuates the usefulness of such an exercise. There is now a formal requirement to identify current and future human resources needs and account for these needs in human resources planning. In August 2004, a special team was set up in the Research Directorate of the Public Service Human Resources Management Agency of Canada (PSHRMAC) to undertake an environmental scan to identify key trends emerging within and without the federal Public Service that could have short and long-term impacts on human resources needs. By providing an overview of the situation for the Public Service overall, the scan helps departments and agencies identify their main human resources challenges. Indeed, this initiative could be the starting point of a sustained collaboration between PSHRMAC's environmental scanning team, and human resources planners/environmental scanners within departments. It may also serve to raise the profile of human resources issues in the scanning activities already being carried out by departments.

The information included in this environmental scan comes from a variety of sources, both inside and outside the Public Service, including: academic literature, journals, media coverage, think tanks, public opinion research groups, Human Resources Environmental Scanning Advisory Committee, Cabinet, Office of the Prime Minister, Privy Council Office, Policy Research Initiative, interdepartmental working groups, central agencies, Auditor General's Report, Statistics Canada, departmental policy shops, Office of the Chief Actuary of Canada, Canadian Policy Research Network, Conference Board of Canada, financial institutions, and non-governmental organizations.

The broad scope of the scan ensured the capture of trends and issues bearing directly or indirectly on human resources. The external environment was broken down into six areas:

- Demographics;
- Economy and labour market;
- Society and culture;
- Science and technology;
- Physical environment; and,
- Politics and governance.

The situation within the Public Service was also examined, with particular emphasis on:

- The Public Service workforce; and,
- The business and human resources management goals of the Government.

Each of these eight major sections of the environmental scan and current and future needs report include:

- A summary of the section,
- A review of specific issues and trends including:
 - A description of the issues;
 - Their main implications for human resources management;
 - A summary of the trends observed, as well as the current and future human resources needs arising from each issue.
- Cross references to other sections of the report where similar issues appear.

Finally, a series of statistical indicators are available on a CD. The graphs and tables provide basic information on the Public Service workforce as of March 2005, as well as on recent mobility and separations. The data elements include age, gender, department, region, occupational group, etc.

This report is the result of the collaboration and contributions of various stakeholders across the federal government. The expert advice provided by the Human Resources Environmental Scan Advisory Committee has been most valuable. In addition, this committee included representatives of the following central agencies, departments and unions:

- Canada School of Public Service;
- Canadian International Development Agency;

-
- Environment Canada;
 - Fisheries and Oceans Canada;
 - Indian and Northern Affairs;
 - Industry Canada;
 - Privy Council Office;
 - Professional Institute of the Public Service of Canada;
 - Public Service Commission;
 - Public Works and Government Services Canada;
 - Social Development Canada;
 - Statistics Canada;
 - Treasury Board Secretariat.

Representatives of the following sectors of the Public Service Human Resources Management Agency of Canada also brought their expertise and contribution to the exercise: Classification, Communications, Employment Equity, the Leadership Network, Official Languages and Values and Ethics.

I. Scanning the Environment: From a Multidimensional Analysis to the Identification of Current and Future Needs

Environmental scanning relies on the systematic review of a wide range of information sources to identify issues and trends that could affect the capacity of an organization to conduct its business and achieve its goals. This is a significant undertaking - in both magnitude and complexity - as it requires the gathering, analysis, and interpretation of ever-changing information encompassing various fields of expertise.

The results of an environmental scan emerge from a number of strategic decisions made throughout the exercise; in this regard, environmental scanning remains a subjective exercise, no matter the precision of the process. Subjectivity comes into play in the choice of information collected and the issues explored. Reliance on a multidisciplinary scanning team and a consultative committee may help the process and results but does not guarantee objectivity.

The information elements included in this study were limited to those thought to have a potential impact on human resources management in the federal Public Service. Issues and trends that were considered to fall outside this scope were not pursued. Issues examined have tended to overlap in multiple environmental areas. For instance, while population ageing is fundamentally a demographic phenomenon, it has implications for the economy, politics, culture, the physical environment, etc. Reflecting the ramifications of such multidimensional issues necessarily involves some repetition.

Although this study focuses on Public-Service-wide human resources management, the impact of trends and issues on human resources management in specific departments appear in a few instances.

Current and future human resources management needs are extrapolations from the findings of the environmental scan. The needs identified do not constitute recommendations or solutions to issues, but rather factors to be considered when developing human resources plans.

II. Scan of the External Environment

1. POPULATION

Population ageing will bring important changes to the workforce, in both the private and public sectors, and will affect both the demand for health and social services and the capacity to pay for them.
The Canadian workforce is becoming increasingly diverse as a result of recent immigration trends, a burgeoning Aboriginal population, and higher female participation rates.

Canada, like other industrialized countries, is experiencing significant demographic changes as several converging factors gradually produce an older, more urbanized and increasingly diverse population. This will have economic and social impacts upon the size and composition of the labour market, demand for health care, education, transportation, housing, etc.

Population Ageing

As a result of low fertility and improvements to life expectancy over past decades, Canada's population has gradually been aging. It is estimated that by 2011, half of the Canadian population will be 41 years old or older. This is more than 3 years older than the median age of 37.6 years observed in 2001. This change results from both an increase in the proportion of the population aged 65 and a decrease in the proportion of young Canadians. Between 2001 and 2011, the proportion of Canadians aged 65 and over is expected to grow from 13% to 15%. The growth rate of this segment of the population will accelerate after 2011- as baby-boomers start turning 65.

As the overall population ages, so does the workforce. Among those aged 20 to 64, the median age is expected to increase by more than two years, from 41.3 in 2001 to about 43.7 years in 2011. The proportion of the population aged 45 to 64 is also expected to increase from about one-quarter in 2001 to almost one-third by 2011. Given that labour force participation rates tend to decline with age, population ageing is expected to have an adverse impact on the growth of the Canadian workforce. The workforce growth rate is expected to drop from the 1.6% average observed in recent years, to less than 1% in the coming decades. Other factors such as financial situation, income levels and social policies also affect labour force participation rates and may provide ways to alleviate the impact of ageing. Many experts argue that while a system-wide

labour shortage is unlikely, short-term skill shortages may affect specialized occupations in the private and public sectors.

Implications

- Population ageing increases economic and social costs (public pension costs, demand for health and social services, etc.) while at the same time decreasing the number of workers bearing these costs.
- Both the private sector and the public service face retirement waves among their most experienced and knowledgeable employees over the next two decades. This will put more pressure on human resources management to ensure a timely renewal of the workforce.
- An imbalance between retirements and new hires may cause skill shortages in certain occupational groups.

Current and Future Needs

ISSUE: Population Ageing

Trends

- Canada's population is ageing, as low fertility and improved life expectancy trends continue.
- Between 1996 and 2001, the median age of Canadians increased by more than 2 years, from 35.3 to 37.6 years. It is expected to reach 41 years by 2011.
- Growth of the 65+ segment of the population will accelerate around 2010 as baby-boomers begin turning 65.
- The Canadian workforce will also be affected by population ageing. The size of the population aged 45 to 64, which increased from 5.4 million to almost 7.3 million between 1991 and 2001, is expected to increase to 9.5 million by 2011.
- Conversely, the number of Canadians between the ages of 25 and 34 declined by 18% between 1991 and 2001, as the tail of the baby-boom generations was gradually replaced by the smaller baby-bust generation.

Current Needs

- Implement or reinforce adaptive measures such as flexible working arrangements or flexible retirement options to help accommodate and retain older workers, allowing more time for knowledge transfer and enabling organizations to benefit longer from the contribution of more experienced employees.
- Reinforce human resources planning and workforce analysis (demographics, turnover statistics, etc.).
- Encourage higher rates of labour force participation through proper policies and programs (job search assistance, skills development, child care support, etc.).

Future Needs

- Changes to the demand for economic, health, and social services, may affect the workload in certain parts of the Public Service, possibly requiring an adjustment with regard to the size and composition of the workforce.
- The identification of potential skill shortages that could eventually affect the Public Service would reinforce the human resources planning exercise.
- Monitoring of workforce renewal would allow timely adjustments to human resources plans.

Related issues in other sections

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Values and Ethics*

Society and Culture: *Working Conditions*

Science and Technology: *Commitment to Research and Development*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

The Situation of Women

Women continue to be disadvantaged in economic terms, though the gender gap in earnings has narrowed. A majority of women are still employed in more traditional occupations (teaching, nursing, etc.), although gains have been achieved with regard to higher labour force participation in general, and accessing non-traditional occupations in particular.

The Federal Plan for Gender Equality, adopted in the wake of the United Nations World Conference on women in Beijing in 1995, sets eight objectives for the government. These include: the implementation of gender-based analysis throughout federal departments and agencies; the improvement of women's economic autonomy and well-being; the improvement of women's physical and psychological well-being; the reduction of violence in society, particularly against women and children; the promotion of gender equality in all aspects of Canada's cultural life; the incorporation of women's perspectives in governance; the promotion and support of global gender equality; and the advancement of gender equality for employees of federal departments and agencies.

Lone-parent families tend to be less well off and the growing incidence of this family type has contributed to women's impoverishment. In turn, poverty and added family obligations influence their career progression and retirement patterns.

Implications

- The growing labour force participation of women translates into higher workforce availability for employment equity purposes.
- The *Agenda for Gender Equality* fosters the creation of partnerships between Status of Women Canada, government departments, and other stakeholders on initiatives targeted to address gender inequality issues. The implementation of multi-level partnerships under the *Agenda* would affect workload in all participating organizations.

- Because of discrepancies in the amount of time spent by spouses on tasks at home, as well as discrepancies in the time spent on caring for children and elderly dependants, balancing work-life obligations often has a very different meaning for male and female workers.
- The trend towards lone-parent families fosters economic disparity between families, affecting women more severely than men, both in terms of career progression and retirement plans.
- The growth of lone-parent families and dual-earner families complicates the achievement of work-life balance for employees in these situations, and increases the pressure on human resources management to find ways to accommodate these needs.

Current and Future Needs

ISSUE: The Situation of Women

Trends

- In 2003, 57% of all women aged 15 and over had jobs up from 42% in 1976. In contrast, 68% of men were employed in 2003, down from 73% in 1976.
- A higher proportion of employed women work part-time. In 2003, 28% of all women in the workforce worked less than 30 hours per week, compared to 11% of men.
- Although women have widened their range of occupations, they remain concentrated in occupations traditionally held by women. In 2003, 70% of all employed women were working in teaching, nursing and related health occupations, clerical or other administrative positions, or sales and service occupations. Only 31% of all employed men were in similar occupations.
- Unemployment is lower among women than men. In 2003, 7.2% of female labour force participants were unemployed, compared with 8.0% of male participants. Women who are immigrants, members of visible minorities, Aboriginals, and women with disabilities have higher unemployment rates than other women.
- Women spend more time than men doing household work, including child-care and eldercare, and thus are more likely to require flexible working arrangements.
- In 2001, women headed 81% of lone-parent families. Single mothers and senior women living alone are most likely to experience financial stress and even poverty.

Future Needs

- An increase in the representation of women in the broader Canadian workforce would need to be reflected in the Public Service workforce.
- Current trends affecting family structure make it more difficult for employees to achieve work life balance and could increase demand for flexible working arrangements.

Related issues in other sections

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Working Conditions*

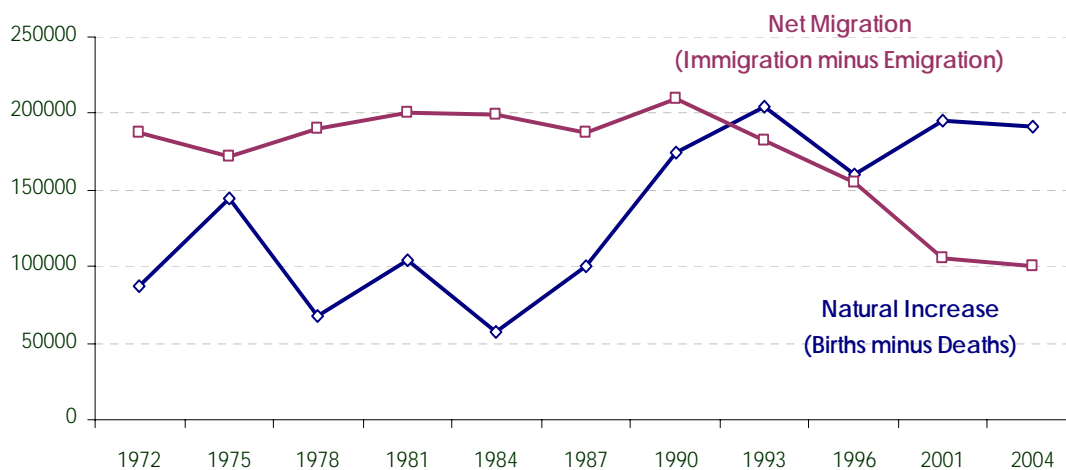
Science and Technology: *Digital Divide*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

An Increasingly Diverse Society

Historically, immigration has made a significant contribution to the growth and composition of both the Canadian population and its labour force. In recent years, immigration has become the main source of population growth in Canada. In fact, during the last decade, almost 60% of population growth was due to net migration, and this proportion is expected to reach 75% by 2016. By 2025, the annual number of births may no longer suffice to offset the number of deaths. Immigration would serve as the only source of population growth. Nevertheless, immigration will not suffice to make up for the consequences of the ageing phenomenon. Even at its current level of about 235,000 immigrants a year, which is one of the highest rates of intake among countries of the Organisation for Economic Co-operation and Development, immigration would only attenuate the impact of ageing.

**Components of Growth of the Canadian Population
Between 1972 and 2004**



Source: Public Service Human Resources Management Agency of Canada, Research Directorate

Recent immigrants are young, educated, and skilled, reflecting the fact that more than half of those admitted in the last decade were economic immigrants selected on the basis of labour

market needs. Yet labour market indicators (labour force participation, employment opportunities, income, etc.) for immigrants who landed in Canada in the early 1990s are bleaker than those of either previous cohorts of immigrants or Canadian-born individuals. Finding employment in their field of expertise proves difficult for an overwhelming majority of immigrants. Lack of Canadian experience and difficulties in having foreign credentials recognized create stumbling blocks for integrating immigrants into the labour force.

A large proportion of immigrants to Canada settle in the three largest cities of Toronto, Vancouver, and Montreal, where they now comprise 10% of the population. Almost 40% of all immigrants to Canada last year were destined for the Greater Toronto Area. In contrast, only 2.6% settled in the National Capital Region. According to Statistics Canada analysis of 2001 Census data, immigrants settling in the National Capital Region were the highest educated of all Canadian urban areas, with 50.9% having university degrees. However, this same group had an unemployment rate (10.9%) three times that of other Canadians in the region.

The Canadian population is comprised of individuals of more than 200 different ethnic origins. In the past, a majority of immigrants were from European countries, but most now come from countries in South and Southeast Asia, the Middle East, the Caribbean, South and Central America, and Africa. For two years in a row, more than 62% of all recent immigrants were born in Asia. The top four source countries in 2003 were China, India, The Philippines and Pakistan. As a result, members of visible minorities now account for more than 13% of the total Canadian population, and they are growing faster than the total population.

Implications

- Proper integration of new immigrants into Canadian society and the labour market requires programs and services such as language training, labour market and employment training, accreditation of foreign academic and professional credentials, etc.
- As most immigrants are of working age and their selection is influenced by labour market needs, they can contribute immediately to the workforce, relieving some skill shortages.
- Population diversification brings increased representation of visible minorities in the population and workforce.
- Future changes in immigration sources and levels could have an impact on the workload of departments and agencies involved with issues of domestic and international security.

Current and Future Needs

ISSUE: An Increasingly Diverse Society

Trends

- Immigration is the major source of Canada's population growth. Over the next decade, net labour force growth will rely on immigration.
- In 2003, Canada welcomed 221,352 immigrants and refugees as new permanent residents, somewhat less than in 2002 (229,091).
- The majority of recent immigrants are of working age, have university education, and know at least one official language. The immigration of educated and skilled workers helps sustain labour force growth and reduce the impact of potential skill shortages.
- The majority of recent immigrants settled in Toronto, Vancouver, Montreal, and Calgary, contributing to faster growth in these cities when compared to the rest of the country.
- In recent years, economic immigrants comprised two-thirds of new immigrants; family-class immigrants represent about 27%, and the refugee class only 6%.
- The majority of recent immigrants have come from Asia, Africa, Latin America, and the Caribbean, increasing Canada's diversity and number of visible minorities.

Future Needs

- Facilitating the integration of immigrants into the labour market (e.g. language training, recognition of foreign credentials, Canadian citizenship, etc.) would make it easier for the Public Service to benefit from their skills.
- Increases in the representation of visible minorities in the broader Canadian workforce need to be reflected in the Public Service workforce.
- Future changes in immigration sources and levels could have an impact on the workload of departments and agencies involved with issues of domestic and international security.
- Diversification of the Canadian population could require adjustments to the way in which programs and services are delivered (e.g. provision of documentation in multiple languages).

Related issues in other sections

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *Increasing Employment Equity Expectations*

Business and Human Resources Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

A Burgeoning Population of Aboriginal Peoples

More than one million Aboriginal peoples from diverse cultures and different linguistic groups live throughout Canada. As they have higher fertility rates than non-Aboriginals, their number is growing twice as fast the rest of the population. The Aboriginal population is also much younger than the Canadian population. From 1991 to 2016, the Aboriginal population is expected to grow by 52% compared to 22% for Canada's non-Aboriginal population.

Aboriginal peoples tend to experience much bleaker living conditions than non-Aboriginals. Despite some progress, many communities still face serious economic and social issues (high levels of poverty and unemployment, inadequate housing, poor access to health and education services, etc.).

The Royal Commission on Aboriginal peoples, launched in 1991, concluded that the relationship between Aboriginals and non-Aboriginals had to be recast around the establishment of government-to-government relationships between Canada and Aboriginal nations, thus promoting the rebuilding of Aboriginal nationhood, support to Aboriginal governments, and the improvement of living conditions.

In response to the Commission's report, in 1998 the federal government adopted a broad-based policy approach designed to increase the quality of life of Aboriginal peoples and promote self-sufficiency, including settlement of land disputes, promotion of self-government arrangements, as well as the improvement of health-care, education and employment services.

More recently, the Government has renewed its commitment to improving the situation of Aboriginal peoples through announcements made in the Speech from the Throne and the appointment of a parliamentary secretary to deal specifically with Aboriginal concerns.

Implications

The implementation of self-governance would have an impact on the role, relevance and workload of the department of Indian and Northern Affairs.

The younger age structure of Aboriginal peoples, relative to the Canadian population, should result in an increased representation in the labour force over the coming years, as the entry of young Aboriginals into the workforce coincides with the exit of non-Aboriginal baby-boomers. Obviously, other factors affecting labour force participation, such as education and skills development, could increase or limit the labour force entry of young Aboriginal peoples.

Current and Future Needs

ISSUE: A Burgeoning Population of Aboriginal Peoples

Trends

- While the Aboriginal population represents 3.3% of Canada's population, Aboriginal children represent 5.6% of Canada's children.
- There are 630 First Nations, comprising 52 Nations or cultural groups, and more than 50 languages.
- Aboriginal languages are being lost as mother tongues. Only 24% of Aboriginal people can speak an Aboriginal language, down from 29% in 1996.
- The Aboriginal population is younger and growing almost twice the rate of the Canadian population. These young Aboriginals represent an important potential source of workers.
- The unemployment rate among the Aboriginal population is twice the Canadian average.
- More Aboriginal people live in the urban areas of Canada than on reserves. Significant proportions live in large cities in western Canada.

Future Needs

- An increase in the representation of Aboriginal peoples in the broader Canadian workforce would need to be reflected in the Public Service workforce.
- Attract young Aboriginal workers through specialized recruitment and retention.

Related issues in other sections

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *Increasing Employment Equity Expectations*

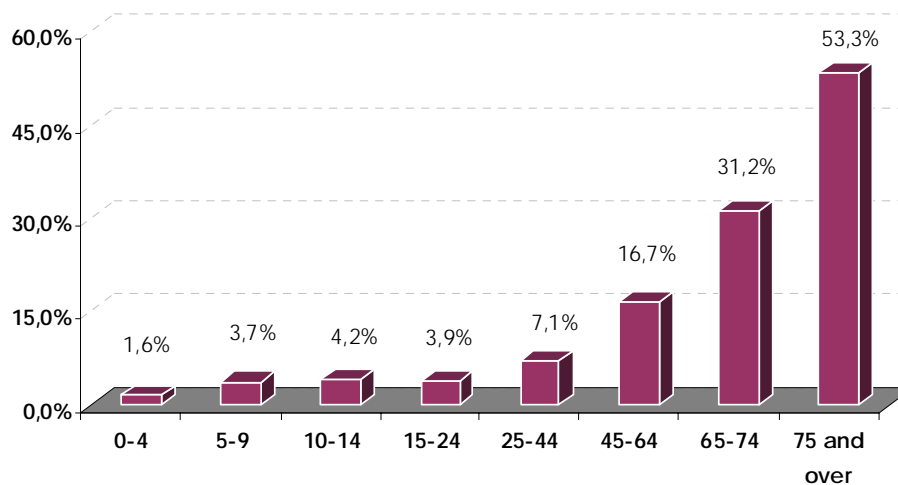
Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

Persons with Disabilities

Data from the 2001 *Participation and Activity Limitation Survey* indicated that about 3.6 million Canadians, or 12.4% of the population, described themselves as affected by activity limitations resulting from some form of disability. The disability rate increases substantially with age. While very few of those under 25 years of age self-identified as persons with a disability, the rate increases rapidly after age 45, culminating in a rate of more than 50% among those aged 75 and over. Overall, women have a somewhat higher rate of disability (13.3%) than men (11.5%), presumably due to a higher representation of women in the older population.

Among those affected by a disability, more than one in four (26.9%) experienced severe disabilities and 14% had very severe disabilities. Women (28.5%) and men (25.1%) experienced similar rates of very severe disabilities.

Disability Rate By Age Group, 2001



Source: *Participation and Activity Limitation Survey, 2001, Statistics Canada*, <http://www.statcan.ca/Daily/English/021203/d021203a.htm>

The 2001 data also showed that among those between 15 and 64, less than half of the Persons with Disabilities were employed, compared to nearly 70% of the rest of the population. Moreover, 85% of Persons with Disabilities found in the workforce had some limitation at work, although fewer than 20% required any form of accommodation. Not surprisingly, Persons with Disabilities of working age have lower incomes than the rest of the population.

The *Health Care in Canada* survey found that in 2001, about 771,000 Persons with Disabilities in Canada needed help with everyday activities, but could not find it. Cost, unavailability of resources, and lack of insurance were the most common reasons cited.

Implications

- The proportion of persons with disabilities is likely to increase as a result of population ageing; however, this may not necessarily translate into an equivalent increase in the representation of persons with disabilities in the workforce.
- As baby-boomers grow older, an increasing proportion of the workforce will reach ages where disability is more prevalent.

Current and Future Needs

ISSUE: Persons with Disabilities

Trends

- In 2001, the overall proportion of person with disabilities in Canada was 12.4%. However, this proportion increases substantially with age.
- The disability rate is higher among women (13.3%) than men (11.5%).
- One in four Persons with Disabilities (26.9%) experienced severe disabilities, and 14% had very severe disabilities. Severe disabilities were somewhat more common among women (28.5%) than men (25.1%), but there were no gender differences with regard to very severe disabilities.
- Less than half of persons with disabilities aged 15-65 were employed, compared to nearly 70% of people without disabilities.
- While 85% of persons with disabilities in the workforce have some limitation at work, fewer than 20% require any form of accommodation.
- Persons with disabilities are more likely to have lower incomes.
- In 2001, about 771,000 persons with disabilities in Canada needed help with everyday activities but could not find it. Cost, unavailability of resources, and lack of insurance were the top three reasons.

Future Needs

- Ageing of the Public Service workforce could result in an increase in acquired disabilities among employees, thus potentially raising demand for accommodations and flexibility in delivering work.
- An increase in the representation of persons with disabilities in the broader Canadian workforce would need to be reflected by an increase in the Public Service workforce.

Related issues in other sections

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *Increasing Employment Equity Expectations*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

Linguistic Composition

In 2001 Canadians whose mother tongue was English represented 59.1% of the total population (2.6% more than in 1996). French is the second most common mother tongue, shared by 22.9% of the population (1.1% higher than in 1996). Chinese ranks third with 2.9% of the total population, followed by Italian, German, Punjabi and Spanish. English and French remain the official languages of public affairs. About one-quarter of Aboriginal peoples speak an Aboriginal language. The most commonly spoken Aboriginal languages are Cree, Inuktitut, and Ojibway.

About 74% of Canadians declared English as their first official language while 24% declared French. Overall, official bilingualism remained relatively stable between 1996 and 2001, increasing slightly from 17.0% to 17.7%. Bilingualism remains significantly higher among French-speakers (43.4%) than among English-speakers (9%), in fact, 58% of bilingual Canadians declare French as their first official language. Accordingly, more than half of all bilingual Canadians live in Quebec and an additional 25% live in Ontario. More than 90% of Aboriginal peoples and visible minorities claim English as their first official language, a reflection of their higher concentration in English-speaking provinces. Overall, Aboriginal peoples, persons with disabilities and visible minorities show levels of official bilingualism that are below the Canadian average. Younger Canadians are more often bilingual than older people. Canadians between the ages of 15 and 39 account for 35% of the overall population, and 45% of the bilingual population.

Sustained immigration is changing Canada's linguistic diversity, particularly the influx of immigrants who have a mother tongue other than English or French. In 2003, 44% of immigrants knew neither English nor French, and between 1996 and 2001, the proportion of the population reporting a mother tongue other than English or French increased from 12.5% to 18%.

Implications

The learning of Official Languages is an important component of the integration of immigrants who have a different mother tongue.

Multilingualism gives an advantage to Canadian private and public sectors in dealing with individuals and businesses from abroad.

Current and Future Needs

ISSUE: Linguistic Composition

Trends

- Based on mother tongue, English-speaking Canadians represent the majority of the population (59.1%), followed by French (22.9%), Chinese (2.9%), and Italian, German, Punjabi and Spanish.
- Aboriginal languages are spoken by about one in four Aboriginal People. Among Aboriginal languages, Cree, Inuktitut, and Ojibway are the most commonly used.
- Official bilingualism increased from 17.0% in 1996 to 17.7% in 2001. It ranges from 9% for English speakers to 43.4% among French speakers, and is less prevalent among most employment equity designated groups. Among the overall Canadian population, 58% of people who speak both official languages have French as their first official language.
- Canada is increasingly becoming a multilingual society, although English and French remain the official languages of public affairs.

Future Needs

- New and innovative partnerships will be required between governments at all levels, and among and

between organizations, to harness the full potential of cultural and linguistic diversity.

- In addition to the statutory requirement to provide government services in English and French, demand may rise to provide them in non-official languages.

Related issues in other sections

Public Service Workforce: *Increasing Employment Equity Expectations*

Public Service Workforce: *Renewal of Official Languages Program*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

2. Economy and Labour Market

Main Issues

The fiscal policies of the Government tend to restrain the budget allocated to departments and agencies.

The representation of women, Aboriginal peoples and visible minorities in the labour force is increasing.

Population ageing is expected to result in a reduction of the size of the labour force.

Programs and tools aimed at achieving work-life balance are likely to assume greater importance as the labour force ages and diversifies.

The Public Service is vulnerable to the impact of the departure of baby-boomers from the workforce.

Early retirement is becoming more common.

Younger generations show different expectations and needs with regard to the workplace.

As a Canadian knowledge-based economy develops, levels of education have been rising in parallel.

In order to be perceived as an attractive employer, and thus positioned to compete for highly talented individuals, the Public Service needs to respond to issues like demand for flexible working arrangements, positive labour-management relations, employee satisfaction, etc.

Canada is experiencing a time of remarkable economic change. Markets are becoming increasingly integrated with the world economy; innovative developments in computer and communications technology are greatly altering the workplace and lifestyles. The Canadian economy has performed well over the past year: Gross Domestic Product growth is on the upswing; demand is strong; and the unemployment rate is approaching a five-year low. However, the Canadian economy is expected to face important challenges in the years to come, and gains in productivity are required to deal with looming aging-related issues, such as sustainable health care policies.

In response to changes in its economic environment, Canada has undertaken wide-ranging reforms. The regulatory environment and the incentives available to individuals and firms have

been substantially modified, through measures such as tax reform, the *North American Free Trade Agreement*, reduction and simplification of tariffs, removal of barriers to internal trade, privatizing of public enterprises, modernizing of the public sector, and revamping of labour market programmes to promote job attachment.

Consistent with its overall economic performance, Canada's labour market was strong in 2004, and improvements were registered in terms of labour force participation and employment. Demand for skilled labour was on the rise, and the market responded by providing workers that were better educated and more apt to fill skill-based positions. While the issue of ageing could be of concern over the next few decades, the market seems to have the ability to cope with potential supply shortages. Nevertheless, the situation is not perfect. Structural unemployment, weak labour-management relations, concerns about job safety, and job-related stress are relatively fragile aspects of the labour market.

The Canadian economy is in relatively good shape, and is expected to grow by 2.7% in 2004 and by 3.3% in 2005. Domestic demand is strong thanks to low interest rates, rising disposable incomes, and high business investment. In addition, consumer confidence has reached a historically high level. Moreover, growth in the United States has boosted demand for Canadian products. Domestic demand is expected to drive economic growth to the end of 2005.

Thus far in 2004, 110,800 new jobs have been created, mostly full-time jobs, and employment grew by 2.0% in the second quarter. However, employment growth is expected to slow somewhat in 2004 and 2005 to a level below the 2.2% rate experienced in 2002 and 2003. Currently, the unemployment rate is relatively stable at 7.3%, but it is forecasted to decline slightly to 7.2% in 2005.

The world economy continues to gain strength, and forecasts of economic growth have generally been marked by optimism, showing a growth in the world economy of about 4.5% for both 2004 and 2005. To put things in perspective, this would represent the strongest two-year growth performance since the late 1970s.

The ebbs and flows of confidence in the American economy have greatly affected perceptions about the worldwide economic cycle. The American administration has emphasized strong economic growth as a top priority, but achieving this outcome will be a challenge. Although the economy of the United States has been quite resilient, its increasing deficit (as well as similar imbalances elsewhere in the world) poses long-term risks. As measures are implemented to resolve these imbalances, their long-term impact on the global financial system will depend on its flexibility and the soundness of the macroeconomic policies being implemented.

Fiscal Policies of the Government

The Government maintains its firm commitment to balanced budgets, disciplined spending, paying off the debt and reducing taxes. The 2004 budget is characterized by prudence, and commitment to improving expenditure control and efficiency in the management of public funds at a time when new investments are being made in public health, learning, knowledge and commercialization, communities, and Canada's relations with the rest of the world. In particular, the implementation of an expenditure review process is intended to facilitate reallocation of funds from programs with a lower priority to those that are the current priorities of the Government.

Program spending is set to grow by 3.1% in the 2004/05 fiscal year, and by 5.6% in the following fiscal year. Although the bulk of this increase is attributable to health care expenditures, spending initiatives totalling \$1.5 billion were also announced in other domains: defence, environment, equalization financing and building research foundations. In spite of these increases, program spending was not expected to change much relative to the forecasted size of the economy.

In fiscal year 2003/04, government revenues were better than expected, rising by 2.0%. Revenues are expected to grow 3.4% in 2004/05 and 4.6% in 2005/06. However, relative to the size of the economy, revenues are actually being scaled back. They are poised to come in at just 14.7% of the Gross Domestic Product in 2005/06, and this would be their lowest level since the early 1960s.

If the Government's fiscal assumptions prove accurate, balanced budgets in 2004/05 and 2005/06 will leave \$3 billion in unused contingency reserves to go toward debt repayment, and \$1 billion in unused economic prudence. The Government has set a goal of cutting the ratio of the federal debt to the Gross Domestic Product to 25%, from its current 42%, within 10 years. This would reduce the country's debt-to-GDP ratio to levels not seen since the mid-1970s.

Having introduced a sound fiscal framework and reformed its public pension system, Canada is better positioned than most other countries to face ageing-related fiscal challenges, but longer term increases in health-care costs remain a risk.

Implications

- Current fiscal policies tend to constrain the budgets allocated to departments and agencies.
- Fiscal pressures, resulting from changing economic conditions, or from program or expenditure reviews, may result in funding cuts to government programs.

Current and Future Needs

ISSUE: Fiscal Policies of the Government

Trends

- Current fiscal policy is characterized by prudence, and aims at balancing the budget, reducing debt, and reallocating funds to priority programs, while allowing for some new investments, primarily in health care.
- Although program spending is set to grow in both 2004-05 and 2005-06, a forecasted rise in budgetary revenues, coupled with control of expenditures, should yield balanced budgets and leave \$3 billion in unused contingency reserves to go toward debt repayment and \$1 billion in unused economic prudence.
- The Government's goal is to cut the ratio of federal debt to Gross Domestic Product to 25% from its current 42% within 10 years, bringing it down to levels not seen since the mid-1970s.
- Canada is better positioned than most countries to face ageing-related fiscal challenges, but rising health-care costs remain a risk in the longer term.

Future Needs

- Mechanisms need to be implemented to improve resource planning and allocation in accordance with government priorities.

Related issues in other sections

Politics and Governance: *Having a Minority Government*

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Business and Human Resources Management Goals of the Government: *Accountability, Trust and Financial Management*

Innovation and Productivity

Canada trails the United States in economic measures of standard of living and capacity to grow and prosper. For example, despite gains made since 1997, per capita income is still about 20% lower in Canada. Closing this gap will require productivity improvements. To this end, the Government has focussed on innovation, skills, and our capacity to compete globally.

Innovation is the process by which new economic and social benefits are extracted from knowledge. Finding better or faster ways of working, or creating new products or services, are examples of innovation. By applying new knowledge, innovation has become the key

competitive advantage in all sectors of economic activity. Although Canadian expenditures on research and development have risen to 1.8% of the gross domestic product, Canadian firms trail behind international competition in their ability to capture the economic benefits of their innovations.

Implications

- Demand for increased productivity could promote better skills development and increase competition for skills across the labour market.
- To respond to the demands of today's knowledge-based economy, Canada must increase productivity by improving on innovation, competitiveness, learning and skills development.
- The implementation of innovations may give rise to a sense of insecurity among some employees, and requires adaptability and openness.

Current and Future Needs

ISSUE: Innovation and Productivity

Trends

- Canada's real per capita income is about 20% lower than that of the United States. The situation is better than in 1997, but to close the gap labour productivity must be improved.
- Immigration provides Canada with an important source of human capital.
- Innovation, through new knowledge, has become the main source of competitive advantage in all sectors of economic activity.
- Expenditure on research and development has reached 1.8% of gross domestic product.

Future Needs

- Ensure that the Public Service is able to adapt to economic changes and foster innovation.

Related issues in other sections

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

A Changing Labour Market

The labour force participation rate is a basic indicator of the size of the labour market. It corresponds to the percentage of the overall population aged 15 years and over that is part of the employed and unemployed (but looking) labour force. Participation rates differ considerably by age, gender and region, and are influenced by a wide range of factors, from employment conditions to changes in personal wealth and demographics.

After peaking at 67.5% in 1989, the labour force participation rate fell continually until 1997, at which point it stood at 64.8%. A reversal of this trend, due mainly to increased participation by those aged 55 and older, brought the participation rate back up to 67.5% in 2004.

Immigrant workers account for 70% of recent labour force growth, and by 2011, they may be the sole contributors to this growth. As the majority of recent immigration has been from China, Jamaica, Pakistan, and Vietnam, workforce availability of visible minorities continues to increase. Recognizing the importance of immigration to the Canadian labour force and economy, the 2003 federal budget allocated \$41.4 million to attract skilled workers and students, and in 2004, \$15 million allotted for advanced language training to aid in the integration of new Canadians into the labour market.

The economic integration of new Canadians has not been seamless, particularly during times of economic slowdown. When fewer jobs are created, recent immigrants are most likely to suffer long periods of unemployment or underemployment. From 1981 to 2000, the average employment earnings of new Canadians in the skilled worker category eroded dramatically, from \$37,400 to \$28,500. Cohorts of new immigrants who arrived in the early 1990s, a period of recession and high unemployment throughout Canada, had particular difficulty. Furthermore, many immigrants are kept from employment in their fields of expertise – lack of Canadian experience and foreign credentials being the most common reasons given by employers.

In October 2003, Citizenship and Immigration Canada lowered the point requirement for skilled workers applying for permanent residency in Canada. This change enabled many new potential immigrants to apply for the first time. Most members of the Organization for Economic Co-operation and Development have adopted similar reforms to attract skilled immigrants and replace aging citizens who are leaving the workforce. Heightened competition is likely in the future for the best candidates from abroad.

Women constitute the second most important contributor to labour force growth, after immigration. The 2001 census showed that women accounted for as much as 60% of growth in the labour market in Ontario and British Columbia, although women are more likely than men to leave the workforce for extended periods to care for family members, whether children or elderly relatives.

The labour market participation rate of Aboriginal peoples increased from 84% in 1991 to 88% in 1996, and 92% in 2001. Between 1996 and 2001, 122,390 working-age Aboriginal persons entered the labour market. Owing to a younger age structure, the rapid inflow of young Aboriginal persons into the workforce will continue. By 2006, the Aboriginal working age population (aged 15 to 54) could grow by up to 67% and significantly affect the character of the

workforce, particularly in certain regions. For example, within the next 10 years, Aboriginal peoples will likely comprise 30% of Saskatchewan's workforce.

An ageing population should reduce the national labour-force participation rate. In fact, Canada is rapidly approaching a bottleneck in its workforce, triggered by the convergence of two demographic trends: the ageing of the baby boomers in the population, and the small size of the generation that is about to enter the workforce. By 2011, approximately 41% of the working population will be between the ages of 45 and 64, compared to 29% in 1991.

To compound the problem, early retirement is becoming increasingly common. The proportion of people retiring before reaching 60 jumped from 29% in 1990 to 43% in 2000. In the last 25 years, the participation rate of men aged 65 to 69 decreased from 24.4% to 16.1%. It is interesting to note that the participation rate of women in the same age group remained stable, but at the much lower level of 7.8%. For those who remain in the labour force, growing older often leads to a realignment of personal priorities, with less emphasis being placed on work and more on personal considerations such as family and health. A recent Statistics Canada study found that between 2002 and 2003 the median retirement age rose from 61 to 62, returning to levels observed in the early 1990's.

Some sectors of the economy are more vulnerable to these trends and likely to feel an impact sooner. Compared to many private sector workforces, the Public Service is highly vulnerable due to its older profile. More lenient retirement-eligibility criteria, the existence of stricter policies on phasing out retirees or restricting their rehiring after retirement, and the preponderance of long-service employees who are entitled to comfortable pension benefits further complicate the Public Service situation. Early retirement is more common in the public sector, where the average retirement age is about 58.5 years, while the private sector average is 61.3 years.

Despite dire predictions, there is no evidence that Canada faces a general shortage of skilled workers as a result of population ageing. Several palliative measures are already policy or are being considered. These include immigration policies targeting skills in short supply; the encouragement of higher rates of labour market participation by under-represented groups such as Aboriginal peoples and single mothers; removing barriers to training and workforce participation; promoting phased retirement and workplace flexibility to prolong participation of older workers; promoting life-long learning and active ageing, including training throughout working life, and promotion and advancement for older workers; and encouraging employers to recruit an age-balanced workforce.

At the other end of the age spectrum, youth participation has increased from less than 50% in 1996 to just below 55% in 2004, and the gap between male and female participation rates has

narrowed. However, young workers tend to have a different view of work than employees from other generations. They have less patience for “climbing the corporate ladder”, have higher salary expectations than their older counterparts, and are more inclined to look for better benefits and pension plans when comparing potential employers. Owing to corporate downsizing, recent graduates entering the workforce may not expect to stay in one organization for the long term even if they are offered mentoring opportunities and on-the-job training.

Independent contractors and small businesses have formed outsourcing partnerships within the private and public sectors. Between 1976 and 2002, the number of self-employed workers in Canada doubled. In August 2004, 15.4% of all Canadian workers were self-employed. About one-third of these were professional, scientific or technical workers. The self-employed workforce was almost as large as all levels of the public sector. Self-employment is more prevalent among men, and tends to increase with age, with those aged 55 to 64 years old being about 2.5 times more likely to be self-employed than those aged 25 to 44.

Temporary employment represents an important feature of today’s employment landscape, accounting for one-fourth of the new jobs created between 1997 and 2000. As temporary jobs typically pay less than permanent jobs and offer less access to training and benefits (paid vacation, sick leave, etc.), lower employee job satisfaction results. Women, young workers and less-educated workers are over-represented among temporary workers. In fact, young workers are about three times more likely than older ones to find themselves in temporary job.

Implications

- As women’s participation in the workforce continues to grow, childcare and eldercare issues will become increasingly important. Issues related to work-life balance are also likely to gain importance due to workforce ageing.
- The existence of stereotypes and biases can create employment and mobility barriers for both older and younger employees.
- The emergence of skill shortages may be signalled by employment growth, an unusually low unemployment rate or rapidly rising wages.
- Gains in the popular appeal of self-employment may compel corporations and the Public Service to adjust human resources practices.
- Responsiveness to the expectations and attitudes of younger workers will affect the capacity of the Public Service to renew itself.
- To the extent that it affects job satisfaction and the image of the Public Service as an employer, short-term employment may impact on the ability of the Public Service to compete for new talented employees.

Current and Future Needs

ISSUE: A Changing Labour Market

Trends

- Labour force participation rates declined from 67.5% in 1989 to 64.8% in 1997, and then increased back to 67.5% in 2004, due to an increase in participation of workers 55 and over.
- About 70% of recent growth in the workforce is due to immigration. By 2011, all workforce growth will depend on immigration, leading to an increase in the workforce availability of visible minorities.
- Women constitute the second most important contributor to workforce growth.
- Women are more likely than men to leave the workforce for extended periods of time to care for family members.
- The workforce participation rates of Aboriginal peoples increased from 84% in 1991 to 92% in 2001. Due to the younger age structure of Aboriginal peoples, the rapid inflow of young Aboriginal persons into the workforce will continue.
- The ageing of baby boomers, and the lack of a sufficient number of young people to replace them in the workforce, will adversely affect the participation rate.
- The Public Service is more vulnerable to the impact of population ageing because its workforce tends to be older, the criteria determining retirement eligibility are more lenient, and internal policies make it more difficult to take phased retirement or hire back retirees.
- Early retirement is becoming more common. The proportion of people retiring before reaching 60 years of age jumped from 29% in 1990 to 43% in 2000. Early retirement is more common in the public sector (58.5 years) than in the private sector (61.3 years).
- Youth participation increased from less than 50% in 1996 to just below 55% in 2004.
- Young workers tend to have less patience for “climbing the corporate ladder”, have higher salary expectations, are more inclined to look for better benefits and pension plans when comparing potential employers, and do not expect to stay in their current job in the long term.
- Between 1976 and 2002, the number of self-employed workers in Canada doubled. About one-third were professional, scientific or technical workers.
- Temporary employment represents an important feature of today’s employment landscape.
- Current Needs
- Human resources planning with an emphasis on the retention of older employees, and the hiring and retention of younger replacements.

Future Needs

- The Public Service needs to be able to compete with other employers for new talented employees.

Related issues in other sections

Population: *Population Ageing*

Population: *The Situation of Women*

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Society and Culture: *Working Conditions*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Science and Technology: *Commitment to Research and Development*

Politics and Governance: *Commitment of the Government to Public-Private Partnerships (P3)*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *Increasing Employment Equity Expectations*

Public Service Workforce: *Increased Use of Term Employment as a Point of Entry into a Public Service Career*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

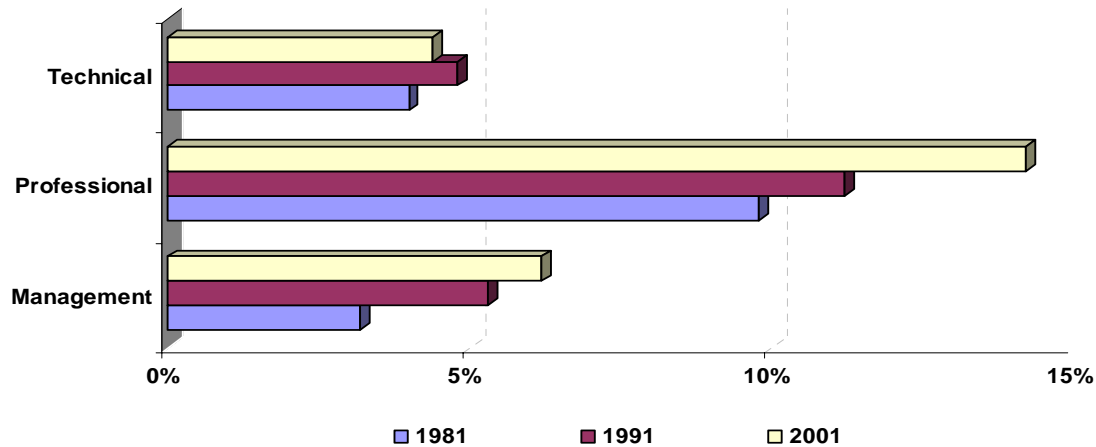
Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Convergence of Skills and Competencies Toward a Knowledge-Based Economy

The Canadian labour market is continuing to move toward a knowledge-based economy. This transformation has been widespread and continuous rather than limited to the high-technology sector. Based on the 2001 Census, Statistics Canada confirmed that competition for highly skilled workers in a diverse labour market will continue.

Since 1981, the largest employment increases have occurred in professional occupations. In 1981, they accounted for almost 9.9% of Canada's workforce; two decades later, they represented more than 14.3%. Management occupations have also experienced a significant increase as their share of the workforce grew from 3.6% to 6.1% over the same 20-year period. Technical occupations have remained at about 4.4%.

**Share of Employed Labour Force in selected Occupations
1981, 1991, and 2001**



Statistics Canada (October 2003). "Knowledge Workers in Canada's Economy, 1971-2001", <http://www.statcan.ca:8096/bsolc/english/bsolc?catno=11-624-MIE2003004>

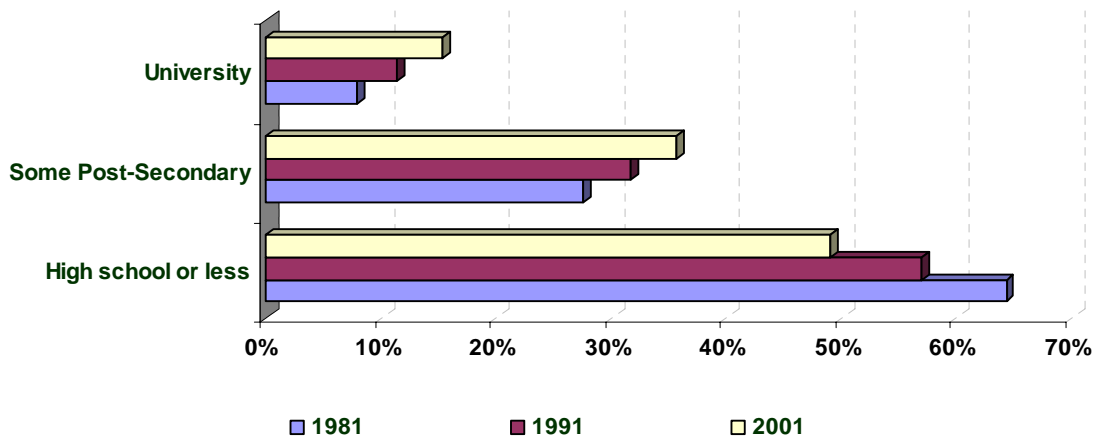
Although Ontario and Quebec have experienced the biggest percentage point increases, growth in knowledge-based occupations has occurred in all regions. Across industries, there were large differences in the percentage of workers in knowledge-based occupations. In 2001, some of the largest concentrations of knowledge workers were in business services (66%), and finance and insurance (42%). In the business sector, the proportion of men (19%) working in knowledge-based occupations was higher than that of women (11%), but women have been closing the gap through faster growth.

The proportion of workers in knowledge-based occupations who had completed a university degree was more than 9 percentage points higher in 2001 (51.6%) than in 1981 (42.4%). The proportion of university graduates in other occupations remained below 10% although it exhibited a marked increase between 1981 (4.5%) and 2001 (9.1%). University degrees are most common in professional occupations (65.5% in 2001, up from 59.3% in 1981).

Within the next few years, it is projected that seven in ten new jobs will require some form of post-secondary education or training. Between 1991 and 2001, the proportion of the population aged 15 and over with university credentials grew from 15% to 20%; it grew from 12% to 16% for those holding a college diploma; and the proportion with a trade certificate remained relatively stable at about 12%. Education levels are even higher among younger Canadians. According to the 2001 census, 28% of individuals aged 25 to 34 had university qualifications,

21% held a college diploma, and 12% had trade credentials. In all, 61% of individuals in this age group had qualifications beyond high school compared to 49% ten years earlier. Education levels rose for both men and women.

**Population Aged 15 and Older, by Highest Level of Educational Attainment
1981, 1991 and 2001**



Statistics Canada (March 2003). "Education in Canada: Raising the Standard".
<http://www12.statcan.ca/english/census01/Products/Analytic/companion/educ/contents.cfm>

In 2001, 1.1 million people in the working-age population 25 to 64 years of age had doctorates, master’s degrees and other qualifications above the bachelor level, such as degrees in law, medicine, dentistry and veterinary science. This represented a 50% increase from the 750,000 enumerated in 1991. On the international scene, Canada is well positioned as it has the fourth highest proportion of university graduates in the developed world and ranks first when college credentials are included.

In 2001, 1.1 million people in the working-age population 25 to 64 years of age had doctorates, master’s degrees and other qualifications above the bachelor level, such as degrees in law, medicine, dentistry and veterinary science. This represented a 50% increase from the 750,000 enumerated in 1991. On the international scene, Canada is well positioned as it has the fourth highest proportion of university graduates in the developed world and ranks first when college credentials are included.

In terms of field of study, changes during the decade reflect a shift toward technology and business fields. Of the 1.2 million people who graduated from university between 1991 and 2001, about 12% studied in the field of business and commerce, and 11% studied engineering.

The 2001 census revealed that 61% of immigrants of working age who arrived in the 1990s held trade, college or university credentials in 2001. In comparison, the corresponding proportion for immigrants who arrived in the 1980s and 1970s was about 48%.

The education levels of Aboriginal peoples are also rising. Between 1996 and 2001, the number of Aboriginal people who graduated from secondary school increased from 25% to 27%. Furthermore, the percentage of Aboriginal persons who had completed a post-secondary degree increased from 34% in 1996 to 39% in 2001.

Implications

- Almost half of recent labour market growth has been in highly skilled occupations requiring a university degree.
- Skill shortages can be managed with careful human resources planning by managers and policy makers.

Current and Future Needs

ISSUE: Convergence of Skills and Competencies toward a Knowledge-Based Economy

Trends

- Between 1981 and 2001, the largest increases in employment occurred in professional and management occupations.
- In 2001, some of the largest concentrations of knowledge workers were in business services (66%), and finance and insurance (42%).
- In 2001, 51.6% of knowledge workers had university degrees, compared to 42.4% in 1981.
- There is no evidence that Canada faces a looming general shortage of skilled workers as a result of population ageing.
- Within the next few years, it is projected that seven in ten new jobs will require some form of post-secondary education or training.
- The average level of education is rising among adults in general and among young adults in particular.
- Technology and business are gaining importance as fields of study.
- 61% of immigrants of working age who arrived in the 1990s held trade, college or university credentials in 2001.
- The educational levels of Aboriginal peoples are also rising. In 2001, 27% had graduated from secondary school, and 39% had a post secondary degree.

Future Needs

- The Public Service needs to be ready to compete for highly educated candidates.
- Human resources planning and research will help alleviate the impact of potential skill shortages.

Related issues in other sections

Population: *Population Ageing*

Population: *The Situation of Women*

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Science and Technology: *Commitment to Research and Development*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Public Service Workforce: *Increasing Employment Equity Expectations*

Public Service Workforce: *Increased Use of term Employment as a Point of Entry Into a Public Service Career*

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Labour Relations

The Canadian Labour and Business Centre surveys labour and management in the private and public sectors, to identify their perceptions of the state of labour-management relations in Canada and track the factors underpinning these perceptions as they unfold over time. . Between 2000 and 2002, both managers and labour leaders shared rather pessimistic views on the future of labour management relations.

In 2000, 24% of private sector managers and 36% of private sector labour leaders felt that labour management relations would worsen over the coming two years. Increasing pessimism has been even more apparent in the public sector. In 2000, 36% of labour leaders expected a worsening of labour management relations over the coming years, and two years later, 60% of labour leaders held this view. Growing pessimism is also present among public sector managers; the percentage expecting labour management relations to worsen increased from 28% in 2000 to 42% in 2002.

Among private sector managers who reported better labour-management relations, 63% said their ability to attract employees had improved as opposed to 45% for public sector managers. With 75% of its workforce unionized, the public sector is well above the private sector, which has only 19.9% unionized.

The *Public Service Modernization Act* is intended to improve the situation by fostering more constructive and harmonious labour-management relations, through departmental union-management consultation committees and informal dispute resolution; co-development of workplace improvements; enhanced mediation and conciliation in collective bargaining; negotiated essential services agreements; compensation research and analysis services; and more comprehensive grievance and adjudication mechanisms.

Implications

- Collaborative relations between management and bargaining agents could help develop and maintain more productive and competitive workplaces.
- To the extent that they affect job satisfaction and the image of the Public Service as an employer, labour-management relations may have an impact on the ability of the Public Service to compete for new talented employees.

Current and Future Needs

ISSUE: Labour Relations

Trends

- Between 2000 and 2002, both managers and labour leaders shared pessimistic views as to the development of labour-management relations.
- The Public Service Modernization Act is intended to foster more constructive and harmonious labour-management relations.

Future Needs

- The Public Service needs to be able to compete with other employers for new talented employees.

Related issues in other sections

Society and Culture: *Social Values and ethics*

Society and Culture: *Social Inequity and Access to Education*

Business and Human Resources Management Goals of the Government: *Improving the Mechanics of the Public Service*

Business and Human Resources Management Goals of the Government: *Modernizing an Outdated Human Resources management Framework*

Business and Human Resources Management Goals of the Government: *Accountability, Trust and Financial Management*

3. Society and Culture

Main Issues

Confidence of Canadians in the Government and in political institutions is low.

Educational levels have increased in the population, but getting a higher education is becoming ever more expensive.

Issues related to national security, both internally and abroad, remain at the forefront and are driving multiple governmental initiatives.

Socio-cultural norms vary widely from country to country and region to region. Social and individual values are continually changing and many attitudes accepted or tolerated just twenty years ago would now be considered undesirable, if not illegal. For example, attitudes toward sexual discrimination and smoking have become much more negative since the 1970's and 1980's. Conversely, other behaviours have gained wider acceptance and greater tolerance than was the case previously. For example, attitudes toward same-sex relationships have become more positive over past decades. The wider practices and beliefs of North American society in general, of Canadians more specifically, and regional differences in particular, deeply affect how people communicate, relate, and work.

The Government of Canada, as an employer, is not exempt from these changes and the associated diversity of norms and values, and the Public Service is bound to reflect both change and diversity in its values. Numerous global priorities of the past decade, including human rights, ecological conservation and social equity, are now competing with domestic issues endemic to ageing societies and global political dangers. However, community, equality, justice and compassion remain core ideas when Canadian citizens are asked about their own values, along with notions of accountability and responsibility for individuals, corporations and government.

Social Values and Ethics

Confidence of the Canadian public in the Government is low. To regain the confidence of Canadians, the Government is reinforcing its procurement, employment and contracting rules. The expenditure review currently being carried out, and its implementation as an annual exercise, exemplifies the trend toward improving control over expenditures and activities. Ensuring the integrity of leadership, the transparency of departmental operations, including hiring, and monitoring transactions are also seen as particularly important.

Through several provincial Charter cases in recent years, same-sex marriage has become a social reality in several provinces, yielding potential implications with regard to the management of employees' spousal rights and family benefits in terms of both financial and human resources.

Access to social programs has been underscored as important to Canada's long-term competitiveness. Both pension and child-care program delivery require considerable investment as demand increases, with child-care estimates alone running to \$10 billion within a decade. Similarly, the Canada Pension Plan Investment Board concedes the challenges facing the pension system are considerable given that baby-boomers will start becoming eligible for public pensions in the near future. According to a study by Statistics Canada, nearly 44% of Canadian households had insufficient income to sustain their living standard into old age. It also concluded that families with a major income recipient employed in the public sector were most likely to

have saved enough for retirement. However, a more flexible workforce at both ends of the spectrum (aging workers, new parents) would allow increased labour participation and productivity.

Canadians increasingly emphasize propriety, flexibility and fairness in the workplace above economic considerations. In December 2004, a federal commission will begin to review the Canada Labour Code, looking at a score of employment issues such as length of workweek, maternity leave, minimum wage, vacation standards, etc. It will report to Parliament in the fall of 2005 with suggested amendments to the Code (see *Federal Labour Standards Review* site at <http://fls-ntf.gc.ca> for more information).

Implications

- Closer scrutiny of government performance will remain the norm for some time to come.
- An older population will increase pressures on pension and health care systems.
- Human resources policies, regulations and practices are likely to be affected in reaction to recent developments, such as political scandals, same-sex marriage and review of the *Canada Labour Code*.

Current and Future Needs

ISSUE: Social Values and Ethics

Trends

- Trust in political institutions and in government is at a low level.
- Through several provincial Charter cases in recent years, same-sex marriage has become a social reality in several provinces, with implications for the management of employees' spousal rights and family benefits, in terms of both financial and human resources.
- Access to social programs has been underscored as important to Canada's long-term competitiveness. Both pension and child-care program delivery require considerable investment as demand increases.
- Nearly 44% of Canadian households have insufficient income to sustain their living standard into old age. However, families with a major income recipient employed in the public sector are most likely to have saved enough for retirement.
- The Canada Labour Code is being reviewed and a report is expected in the fall of 2005.
- Canadians increasingly emphasize propriety, flexibility, and fairness in the workplace above economic consideration.
- Values and ethics have a higher profile and are critical elements of proper government.
- Current Needs
- The impact of same sex marriage on employee benefits needs to be clarified.

Future Needs

- Modifications introduced as a result of the review of the *Canada Labour Code* will need to be reflected in the policies and practices of the Public Service.

Related issues in other sections

Population: *Population Ageing*

Economy and Labour Market: *Labour Relations*

Public Service Workforce: *An Ageing Public Service Drawing Closer to Retirement*

Business and Human Resources Management Goals of the Government: *Accountability, Trust and Financial Management*

Working Conditions

A supportive and healthy work environment coupled with effective communication can improve recruitment and retention and help build a solid reputation as an employer of choice.

The number of employees reporting having difficulties with working conditions or health and safety risks is decreasing, but an ever-growing portion of the workforce report tight deadlines and an increased speed. The recent report, *The Canadian Labour Market at a Glance* (November 2004), estimates that 14% of Canadians bring unpaid “catch up” work home and that one in five Canadians put in an average of 8.5 hours of overtime every week. Those working long hours or at an intense pace also report a greater number of stress-related health problems and difficulties balancing work and family life.

Survey evidence also shows that perceptions of employment insecurity are on the rise, even though the level observed in Canada remains below similar indicators in other countries of the Organisation for Economic Co-operation and Development. Nevertheless, Canadian women are among the most insecure, likely because they are more often than men unemployed or underemployed.

Reasons for these feelings may include rising unemployment levels and entrenchment of long-term unemployment, lower pay for employees, increased number of working hours, growth in temporary, contract and part-time work (including the absence of defined terms and conditions, pension provisions and personal insurance), lack of employment protection, no right to appeal against unfair dismissal, etc.

It seems that few employers in developed countries take an active interest in the physical health of their employees, and even less attention is paid to mental health issues for workers in high-risk positions. Jobs with both high demand and low control are associated with elevated health risk. A recent study in Canada found that public servants had the poorest health, longer hours and heavier workloads. Female public servants, especially those in clerical and administrative jobs, are the most likely to consult physicians. The Society for Human Resource Management has found that alternative work arrangements, leave for school functions, telecommuting, and compressed workweeks are the best strategies for managing worker illness and absence.

Women carry a noticeably higher care burden for both children and aging parents. A combination of workload and elder care can be particularly heavy. A recent study by the Public Health Agency of Canada found that stress and illness related to work and elder care add an extra \$11 billion annually to health system costs.

A recent study found that rates of overweight and obesity among Canadian adults have more than doubled in the past two decades. While the Canadian Government cancelled the *Participation* program in 2001, some American state governments have started worker-fitness campaigns, emphasizing healthy menu choices at work meetings, conferences, and training sessions; posting healthy eating messages in cafeterias and break rooms; and encouraging employees to exercise, including a 30-minute “exercise release policy”.

Implications

- Job insecurity can influence the employer-employee relationship, by reducing productivity levels through lowered workplace motivation and satisfaction.

Current and Future Needs

ISSUE: Working Conditions

Trends

- Fewer employees report problems with regard to working conditions, health and safety risks; but more report problems with tight deadlines and pressure to work ever faster.
- Those working long hours or at an intense pace report a greater number of stress-related health problems and greater difficulty in reconciling work and family life.
- Perceptions of employment insecurity are on the rise, but remain below levels observed in other countries of the Organization for Economic Co-operation and Development. A larger proportion of women feel insecure, possibly because they are more exposed to unemployment and underemployment.

Future Needs

- Optimization of job satisfaction and working conditions would help the Public Service strengthen its reputation as an employer, and position itself to compete for new talent.
- Investment in workplace counselling, mental health, and stress reduction, may become more important.

Related issues in other sections

Population: *The Situation of Women*

Economy and Labour Market: *A Changing Labour Market*

Science and Technology: *Computerization of Work and On-line Learning and Development Tools*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

Social Inequity and Access to Education

The incidence and severity of poverty increased in the 1990's. In fact, the proportion of Canadians below the poverty line is now higher than it was before the 1989 recession, and the gap between their average income and the poverty threshold has been increasing. Moreover, workers who entered the workforce in the 1990s typically saw their earnings erode after adjustment for inflation. Young workers and recent immigrants seem to have been hit the hardest. In the spring 2004, the Canadian Labour Congress noted that 16.2% of women and 11.2% of men aged 25-54 working in Canada were earning less than \$10/hour. These individuals remain at extreme risk of falling into poverty if they become ill, are asked to work part-time or get laid-off.

Designated EE group members are more likely to be poor than the rest of the population and the gap can be substantial. Aboriginal peoples and visible minorities, for example, are more than twice as likely to live in poverty, and three times as likely to be unemployed, as the average Canadian. The issue is not purely economic and translates, for example, into higher incarceration rates and increased difficulty achieving desired education levels.

Education is the single most important decision individuals can make in terms of their economic security, and results in an 85% income differential between those with a bachelor's degree and those without. Recent trends show that education levels are on the rise in Canada. Canadians are attending university in record numbers and those with post-secondary credentials (including university, college or trade school) now comprise more than 50% of the working-age population. Canada ranks fourth among countries of the Organisation for Economic Co-operation and Development with regard to its proportion of university graduates, and it actually ranks first when college credentials are taken into account.

However, post-secondary education has become a heavy financial undertaking in the last two decades. Ontario students, for example, have seen tuition rates rise 137% in the past decade, with tuition now averaging \$4,923 for one year of undergraduate study. Graduate-level class costs and other fees have also risen sharply in the past decade. Students who graduated in 2000 from a standard four-year undergraduate program carrying student loan debt (56% of students) owed an average of \$21,200. This represents an increase of roughly 300% from 1984, while the cost of living rose only 73% in the same period. As a result, only a third of children from households earning less than \$55,000 annually attend university.

Looking ahead, the challenge of maintaining educational access is not solely economic. For example, retirement trends pressuring governments and business will also affect educational institutions.

Implications

- On average, recent graduates recruited into the Public Service will carry higher levels of student-loan debt, and thus may be less attracted to short-term positions.

Current and Future Needs

ISSUE: Social Inequity and Access to Education

Trends

- The incidence and severity of poverty increased in the 1990's.
- Designated group members are more likely than the rest of the population to be poor.
- Poverty translates into social issues such as higher incarceration rates and increased difficulty achieving desired education levels.
- There is an 85% income differential between those with a bachelor's degree and those without.
- Education levels are on the rise in Canada.
- Canada ranks fourth among Organization for Economic Co-operation and Development countries with regard to the proportion of university educated workers, and first when college credentials are included.
- Post-secondary education is becoming more expensive. In 2000, graduates of a four-year undergraduate program carrying student loan debt owed nearly three times as much as graduates two decades earlier.
- Only a third of children from households earning less than \$55,000 annually attend university.
- The retirement trends pressuring governments and business will also affect teaching.

FUTURE NEEDS

- The Public Service needs to be able to compete with other employers for the talents of recent graduates.

Related issues in other sections

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Persons with Disabilities*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Economy and Labour Market: *Labour Relations*

Science and Technology: *Digital Divide*

Public Service Workforce: *Increasing Employment Equity Expectations*

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Security and Crime

National security has become a major political preoccupation in recent years, on account of terrorist attacks in many parts of the world, continued violence in Afghanistan and Iraq, presidential elections in the United States, etc. Since September 2001, Canada has spent roughly \$8.3 billion on security measures, and last April it issued its first comprehensive statement on national security. These initiatives have received a poor response from Canadians, with only 12% thinking that Canada could be a terrorist target, and only 49% trusting the Government to achieve a proper balance between security and civil liberties.

Key measures outlined in the National Security Policy included budgetary increases of 30% for the Canadian Security Intelligence Service, and 25% for the Communications Security Establishment. Additional resources were also committed to the Financial Transactions and Report Analysis Centre of Canada, the Canada Border Services Agency and Transport Canada to bolster security and intelligence capacity. An Integrated Threat Assessment Centre was created, with input from the Canadian Security Intelligence Service, the Royal Canadian Mounted Police, the Communications Security Establishment, the Department of National Defence, Foreign Affairs, Transport Canada and others – to report directly to a new National Security Advisor to the Prime Minister. Additional funding included \$308 million for marine security, \$100 million for a Royal Canadian Mounted Police fingerprint database linked with borders and airports, and \$85 million for the Department of National Defence to prevent cyber-attacks.

For the immediate future, a growing share of the Public Service may require higher levels of security clearance, monitoring and oversight. In 2000-01, the Canadian Security Intelligence Service processed almost 37, 000 security clearances for government workers. Top-secret clearances can take four months or more to process.

Implications

- To the extent that more current or new employees of the Public Service require increased security levels, it may take longer to finalize recruitment actions.

Current and Future Needs

ISSUE: Security and Crime

Trends

- National security remains a high-profile issue.
- Since September 2001, Canada has spent roughly \$8.3 billion on security measures.
- In April 2004, Canada issued its first comprehensive national security statement.
- Only 12% of Canadians feel that Canada could be a terrorism target, and only 49% trust the Government to balance security and civil liberties.

- Several key structural and expenditure measures began under the National Security Policy.
- Current Needs
- For the immediate future, a growing share of Public Servants may require security clearance, monitoring and oversight.
- Rigorous contingency and disaster planning is a workplace safety and security issue.
- Citizenship and Immigration Canada and the Canadian Border Security Agency will require additional human resources to deal with new biometric technologies and expanded security responsibilities.

Future Needs

- Emphasis on recruitment and capacity building for defence, diplomacy, and development.
- Close monitoring of the Communications Security Establishment development of data security standards, to ensure compliance of HR and government personnel data.

Related issues in other sections

Science and Technology: *Security, Confidentiality and Privacy*

Politics and Governance: *Closer Economic, Security and Military Alignment of Canada and the United States*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitments*

4. Science and Technology

Main Issues

As a workplace, the Public Service is highly computerized and the Government On-Line initiative puts Canada at the forefront of e-government development.

E-learning provides opportunities for improved delivery of learning at lower cost.

Securing computer networks and computerized information is as critical as ever, given the increasing sophistication of cyber-criminality and our increasing dependence on computer systems.

Uneven access to technology could have an impact on employment equity designated groups.

Science and technology should be viewed in the general context of an ongoing shift to a knowledge-based economy, that links economic growth to major technological change. Hence, federal science and technology initiatives are part of a changing world, and the pace of this change is accelerating worldwide. The scientific components of public policy are increasing and sweeping across departments and national boundaries.

In February 2002, the federal government launched a 10-year innovation strategy aimed at moving Canada to the front ranks of the world's most innovative countries. Through collaboration with other levels of government and other stakeholders, the strategy calls for developing and applying the path-breaking technologies of the 21st century; creating and commercializing new knowledge; promoting continuous learning; training skilled workers; ensuring a strong and competitive business environment; and strengthening the social economy.

New forms of service delivery are quickly becoming an integral part of the federal government's commitment to provide the best service possible to Canadians in their medium of choice. Governments are increasingly using the Internet to disseminate information and provide services to citizens. The Government-on-Line Advisory Panel (GOLAP) has committed to addressing related issues, and providing its findings to the President of the Treasury Board. The Internet and computerization of services have reduced the need for some human resources functions, generating cost-savings in certain areas, and allowing for the reallocation of resources. Although technology can reduce HR needs in some areas, it also leads to demand in other occupational groups (e.g. the CS group), reflecting a shift in expertise required. Such developments require government to adapt in order to keep up with the evolution of a dynamic economy.

The federal government's workplace has been significantly altered by information and communication technologies. In 2002, most federal and provincial government institutions were using personal computers and the Internet. The computerization of work has necessitated providing employees with on-line learning and development tools. Although e-learning is more cost-effective than traditional methods, implementation has been slow and requires better marketing to employees and managers.

Computer technologies are having a deep impact on various aspects of human resources management. Electronic job searches have become the norm for the younger and more educated segments of society, leading to the emergence and strengthening of e-recruitment, e-labour market, e-HR, and employee self service. These innovations have modified the way human resources professionals, managers and current or prospective employees interact with one another, and how certain human resources operations are carried out. These advances in human resources management technologies help ensure that the right people are appointed to the right jobs, at the right time, and that information dissemination and protection, training and learning become more available and efficient.

The computerization of human resources activities raises challenges of its own. For example, e-recruitment may make hiring activities faster and cheaper than traditional advertising alternatives, but it also yields larger numbers of applicants. When the number of applicants is too large for manual processing, it may be necessary to automate at least part of the screening

process. Such automation must strike a balance between reducing the number of candidates marked for further testing, and ensuring that the quality of the screening process is maintained and the best applicants retained.

Development of information technology also raises questions about security, confidentiality and privacy. Cyber-crime could affect the federal government's computerized human resources system, disturbing work or resulting in leaks of personal or sensitive information. Smaller departments may find it difficult to gather the financial and technical support needed to tackle such situations.

The arrival of the Internet and spread of information and communications technologies (ICT) have sparked research in new areas. The "digital divide" is one such field, commonly understood as the gap between the 'haves' and 'have-nots' relative to information and communications technologies. The expression "digital divide" includes factors such as access to infrastructure, information and communications technologies, and impediments to their use. These factors determine the technological literacy and skills of individuals and groups, influencing their ability to position themselves in the labour market and achieve economic well-being. Recent studies have found that the digital divide is sizeable but closing. Nevertheless, Canadians who are technological have-nots continue to be disadvantaged. Furthermore, as designated group members tend to be over-represented among the "have-nots", the digital divide has implications for employment equity.

Internet-based Service Delivery and Computerization of Services

Governments are increasingly using the Internet to disseminate information and provide services to citizens. Canada ranked first for the fourth year in a row in terms of e-government maturity. In the context of its Government-On-Line initiative, the Government intends to put the most frequently used services on-line by 2005. Most of these will be integrated, in line with the enterprise-wide, or "whole-of-government" approach being taken by government to the design and delivery of on-line services. The Government On-Line Advisory Panel (GOLAP) was established in September 2001 to advise the President of the Treasury Board on a wide range of issues related to this objective.

According to an Ipsos-Reid study, eight and a half million Canadians have used the Internet to search for a job. In fact, e-job searches are now the norm for younger and better-educated segments of society. E-recruitment, E-labour market, E-HR, and employee self-service, are all attempts to ensure the technological advances are utilized to attract knowledge-based workers.

Implications

- The computerization and integration of operations and services on-line may affect the number of human resources professionals required and the qualifications that they will need.
- The computerization and integration of services may reduce costs and save time, permitting the reallocation of resources to more strategic information-management activities.
- E-recruitment can provide a cheaper, faster and more efficient way to recruit talent. However, E-recruitment increases the competition for both employers and job searchers. In a time of labour shortages, the e-labour market shifts power to the job seeker.
- The E-labour market may make it harder to retain good employees by increasing access to employment opportunities elsewhere.
- E-recruitment broadens the access of Canadians to Public Service employment opportunities, by making information more widely available and making it easier to hold national competitions.
- Manual screening of applicants is not suited to handling the large number of candidates that can be generated through e-recruitment and on-line postings.
- E-HR permits employee self-service, potentially reducing, or at least modifying, the workload of human resources professionals.

Current and Future Needs

ISSUE: Internet Based Service Delivery and Computerization of Services

Trends

- In the first year of its introduction, electronic tax filing was used for 3.7% of personal tax returns; 5 years later, the e-filing rate reached 43%.
- Governments increasingly use the Internet to disseminate information and provide services.
- Canada has ranked first for the fourth consecutive year in terms of e-government maturity.
- Use of electronic and automated human resources functions and tools is increasing. More than eight million Canadians have used the Internet to search for a job.

Future Needs

- Monitor technological innovations to ensure that human resources management is positioned to take full advantage of them.
- Issues regarding the technological training of human resources professionals need to be identified and addressed.

Related issues in other sections

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

Computerization of Work and On-line Learning and Development Tools

The workplace has been significantly altered by information and communications technologies. Use of personal computers and the Internet extends to practically all organizations of the federal and provincial governments, and 95% of them had an official website as of 2002. Moreover, 90% of their employees had access to computers, 88% to e-mail and 85% to the Internet.

The rise of information and communications technologies in the workplace has altered how people work, where they work, how much they work and their interaction with colleagues and clients. For example, the increased capacity to access work-stations through the Internet blurs the distinction between home and the workplace; the use of e-mail software tends to reduced face-to-face communication; computerization of services changes the nature of the work done by some employees; etc.

The computerization of work has brought on-line learning and other developmental tools for employees. Both private and public sectors rely increasingly on computerized learning, building on its main advantages: the ability to provide just-in-time workplace learning; greater employee control over the learning process; and improvement in the effectiveness of workplace learning. In addition, e-learning tends to be more cost-effective than traditional classroom-based learning, allowing savings in training budgets.

However, the implementation of e-learning also brings challenges. In addition to the time and expense required to develop and implement an electronic learning program, it may also be necessary to sell e-learning to managers and employees. As it radically changes the context and structure of learning, it may be necessary to reach out to those who could most benefit from e-learning and show them the advantages of such programs.

Implications

- The computerization of work has implications for human resources management, both in the skills sets and the knowledge that employee's require, and in the training required to develop employee technological skills.
- Information and communications technologies cut both ways with regard to achieving work-life balance. While facilitating working arrangements such as telework, they also allow extra work to be brought home by employees. In fact, trends suggest that the more time people spend using the Internet, the more time they spend working either at home or at the office.

- Computerization of work also frees human resources from performing some administrative and process-related functions.

Current and Future Needs

ISSUE: Computerization of Work and On-line Learning and Development Tools

Trends

- Nearly all-federal and provincial government employees use personal computers; 90% have access to computers, 88% to email, and 85% to the Internet.
- Organisations increasingly use on-line learning and development, and centralize their learning tools at learning portals.
- While computerization facilitates teleworking, it also blurs the distinction between workplace and home, sometimes resulting in longer hours of work.

Future Needs

- The marketing of e-learning to employees and managers may be necessary to optimize their use of e-learning programs and maximize return on investment.

Related issues in other sections

Society and Culture: *Working Conditions*

Public Service Workforce: *More Demand for Alternative Working Arrangements*

Security, Confidentiality and Privacy

Given the potential security threat of cyber-crime/terrorism, information technology (IT) security infrastructure has improved rapidly. Privacy concerns have also increased, sparking debate over the meaning and intent of privacy in a changing political environment. Increased security threats may have led to some tolerance of broader investigatory powers by government. However, public and judicial opinions still support rigorous defence of the Charter of Rights and Freedoms.

One recent controversy about government services and civil rights has been the collection and processing of Canadians' personal data by private companies. Alternate service delivery, or outsourcing, has raised privacy and security concerns in the past. Announcements in the summer of 2004 that Statistics Canada planned to contract Lockheed Martin to process elements of the 2006 Census raised serious concerns. Criticisms mounted over another high-profile case in British Columbia when the provincial government signed a ten-year, multi-million dollar outsourcing contract with MAXIMUS, a health administration company. The company will hold the medical and pharmacy data of all British Columbia residents. Because Maximus is an American corporation, and subject to the United States Patriot Act, this data will be open to full scrutiny by foreign intelligence and law enforcement officials. Similar concerns are now being

expressed over other software providers such as PeopleSoft and Oracle (the corporation seeking its acquisition) bring subject to the same legislation.

As the single largest employer, ensuring legitimate access to citizens' personal data is incumbent upon the Government of Canada. Full adoption of the *Personal Information Protection and Electronic Documents Act* in 2004, which covers all government employee records, requires "limited use" and "consent" security safeguarding. As Treasury Board security policy states, "Departments are responsible under the Canada Labour Code, Part II, and under Treasury Board policy for the health and safety of employees at work." In addition, the Public Service must assure the protection of Canadians' well-being, security and privacy.

Implications

- As human resources activities are increasingly computerized and automated, they are vulnerable to disruption, misuse or theft resulting from computer-based criminality (i.e. hacking of systems, spreading of computer viruses, cyber-crime, etc.).
- Data on applicants and employees requires protection against unauthorized access.
- Smaller organizations may be less well resourced to ensure computer security.
- Protection of information held by the government, whether on the Canadian population or public servants, is less certain given the Patriot Act by the United States. Disclosure of personal data could confirm existing mistrust of Canadians in the capacity for government to handle their information, and affect buy-in with regard to future government on-line initiatives.

Current and Future Needs

<p>ISSUE: Security, Confidentiality and Privacy</p>
--

Trends

- Criminals are increasingly using the Internet to commit crimes including identity theft.
- Computer viruses and worms continue to increase in number and complexity.
- Confidential information is increasingly being stored electronically and transmitted on-line.
- Corporate security is rising along with attacks on information.
- Protection of personal information has gained a higher profile in recent years.

Future Needs

- Proper levels of protection and security need to be maintained on data held by the government, including human resources data.

Related issues in other sections

Society and Culture: *Security and Crime*

Politics and Governance: *Closer Economic, Security and Military Alignment of Canada and the United States*

Digital Divide

Rapid Internet adoption, an expanding user base, and more computerization in homes and workplaces, have given an edge to individuals with the knowledge and skills to use technology. This heightens concern about inequities in technological access and needed development in valuable skills and knowledge. The “digital divide” separates ‘haves’ and ‘have-nots’ with respect to information and communications technologies (ICT). Issues for certain communities include infrastructure requirements and impediments to the use of technologies. Individuals lacking access to ICT, or falling behind in skills development, are disadvantaged in accessing government services and the labour market. Potential employers require certain skills, though many potential employees cannot access e-recruitment sites. It is estimated that since the 1990s, 1.8 million jobs were created for highly educated people, while a million jobs requiring only a high school diploma disappeared. In the coming years, over 70% of all new jobs created in Canada are expected to require post-secondary education.

Males, young people, as well as better-educated and higher income groups, account for a disproportionate share of the “connected” population. Men use the Internet more than women in all countries for which data are available. “Connected” individuals are more likely to own a computer, have home Internet access, make more frequent and diversified use of technology, and have better digital skills.

Progress is being made, and the digital divide seems to be closing. Middle-income groups in general, and upper-middle-income groups in particular, have been catching up with the high-income group. Unfortunately, the gap between the lowest and the highest income groups is widening. The over-representation of designated group among poorer Canadians could have implications for employment equity, particularly with regard to future e-recruitment initiatives.

Implications

- Sole reliance on the Internet for recruitment purposes would introduce inequities in access to Public Service employment, putting segments of the population at a disadvantage, including a potentially disproportionate number of employment equity designated group members.
- Similarly, not all Canadians can easily access on-line government information and services.

- As some Canadians have limited experience with computers, the Internet and Web-based services, extra attention may need to be paid to the design of Web sites for government services and public assistance programs.

Current and Future Need

ISSUE: Digital Divide

Trends

- 1.8 million jobs for highly educated people have been created since 1990. One million jobs for people with only a high school diploma have been lost in the last decade.
- More than 70% of all new jobs created in Canada will require post-secondary education.
- Males, young people, the higher educated, and higher income groups tend to have better access to technology, and better technological knowledge and skills.
- Men use the Internet more than women in all countries for which data are available.

Current Needs

- Examine the demographics of e-recruitment to ensure that employment equity designated groups are not disadvantaged.

Future Needs

- Computerization of governmental services needs to take into account the digital divide.

Related issues in other sections

Population: *The Situation of Women*

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Persons with Disabilities*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Inequity and Access to Education*

Public Service Workforce: *Increasing Employment Equity Expectations*

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Commitment to Research and Development

Global competition is intensifying and Canada trails in overall research and development (R & D) spending as other countries are investing more and more heavily in R&D. In February 2002, the federal government launched a 10-year innovation strategy, aimed at making Canada one of the most innovative countries of the world. A number of long-term targets are to be achieved by 2010, including: ranking among the top five countries in the world in terms of R&D performance; at least doubling the government's current investments in R&D; and ranking

among world leaders in the share of private sector sales attributable to innovations. Another government goal is development of a highly skilled and talented labour force over the next five years by increasing by 1 million the number of adults pursuing learning opportunities.

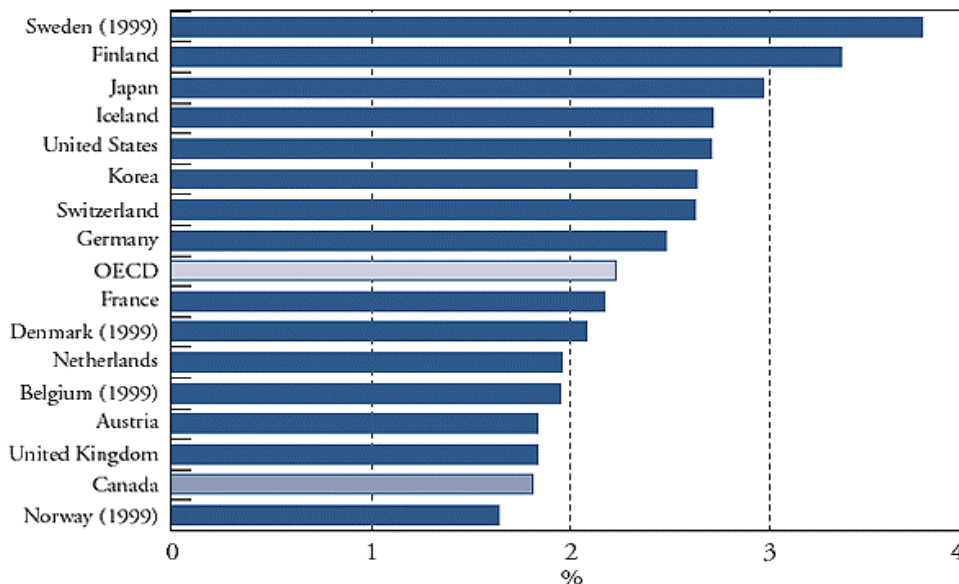
Federal government spending on science and technology was expected to surpass \$8.5 billion in fiscal year 2003-04, up 7% over the level forecasted for 2002/03. For every \$100 spent on science and technology that year, \$64 was to be spent on R&D. About 53% of allocations to R&D were to be spent within the Public Service on activities performed by the government.

The ageing of the workforce and declining birth rates, combined with a rising demand for high-level skills in all sectors, may intensify competition for highly skilled workers, both within Canada and internationally. This would make it particularly challenging for Canada to reach its goal of becoming one of the top five countries for R&D performance by 2010. According to an Industry Canada estimate, achieving this level of R&D would require more than double the current number of researchers in the Canadian labour force.

The level and types of skills required by the economy change continuously, making it imperative that workers and employers invest in continual skills development. Continuous skill upgrading among workers is essential if Canada is to address this challenge and avoid experiencing severe skill shortages in the coming years.

Ratio of Gross Expenditure in Research and Development to Gross Domestic Product in Selected Countries of the OECD, 2000

Source:



Organisation for Economic Co-operation and Development, "Main Science and Technology Indicators, 2002/2", December 2002

Implications

- Increasing investments in research and development may come at the expense of government spending in other sectors.
- In order to become one of the most innovative economies in the world, Canada will need strong managers who apply their knowledge of human resources management in the science and technology field, and provide transformational leadership.

Current and Future Needs

ISSUE: Commitment to Research and Development

Trends

- Canada trails in overall R&D spending, but government investments are increasing both within the Public Service and outside.
- The innovation strategy launched by the government in February 2002 supports substantially increased investment in R&D.
- Federal government spending on science and technology was expected to surpass \$8.5 billion in fiscal year 2003-04, up 7% over the level forecasted for 2002/03. For every \$100 spent on science and technology that year, \$64 was to be spent on R&D.
- Ageing of the workforce and declining birth rates, combined with a rising demand for high-level skills in all sectors may result in intensified competition for highly skilled workers, both within Canada and internationally.
- Continual change in the level and types of skills required by the economy implies that workers and employers must invest in continuous learning and skills development.

Future Needs

- Support the training needs of employees and managers in tandem with changes in science and technology.
- Target the recruitment of young science & technology workers while they are still students and research trainees, and encourage and fund the staffing of post-doctoral scientists.

Related issues in other sections

Population: *Population Ageing*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-based Economy*

Business and Human Resources Management Goals of the Government: *Positioning Canada in the 21st Century Global Economy*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

5. Environment

Main Issues
Potential long-term consequences of environmental degradation for practically all facets of Canadian society are significant.
The Government remains committed to safeguarding the environment, but recent reviews of its performance have been unfavourable.

Environmental changes could have far-reaching consequences for many aspects of Canadian society, including the economy, health, mobility, international reputation, and even culture and values. However, establishing policies and practices to counter environmental deterioration can clash with other interests and priorities.

In the long-term, the potential consequences of climatic change, and other forms of environmental deterioration could have a major impact on Canadians. Possible effects include more frequent and longer smog and heat waves, depletion of fish stocks, reduction of freshwater supplies, and higher risks of contracting infectious diseases through the spreading of insects and rodents across broader regions. These and other environmental problems would adversely affect the health and economic well-being of Canadians, and could trigger changes to values, culture, the movement of people to and within Canada, etc. Addressing these concerns will require appropriate departments and agencies to determine what business and human resources decisions can be made in the short term to facilitate a proper handling of problems in the future.

In the short-term, the Government has renewed its commitment to safeguarding the environment and supporting sustainable development. The announcements made in both Speeches from the Throne in 2004 are having an impact on government activities and may require adjustments with regard to the skills of the workforce. These announcements came at a time when Canada's handling of the environment was being criticized.

Impact of Long-term Environmental Issues on Government's Business and Workforce Requirements

In the long term, environmental changes may have a significant impact on government priorities and activities. As freshwater supplies diminish around the world, ownership and management of Canada's supply of freshwater is likely to become more and more important. In particular, the gradual drying up of water supplies in the United States could result in increased political pressures on the Canadian government to facilitate the flow of fresh water to the south.

Many environmental changes are likely to have an adverse impact on health. These include increases in the frequency and duration of smog and heat waves, deterioration of air and water quality, and changes to the geographic distribution of fauna (e.g. broader range of mosquitoes and rodents propagating illnesses such as the West Nile virus and hantavirus) and flora (e.g. a broader range of allergenic plants). Such changes are expected to translate into an increase in deaths and illnesses from respiratory and cardiovascular diseases, asthma, allergic reactions, cancer, heart stroke, infectious diseases, etc. Elderly people are especially vulnerable to such health risks.

Obviously, departments and agencies with a mandate directly related to the environment are more involved in the management of environmental changes. For example, changes in marine ecosystems, including associated impacts on fish stocks, would directly concern the Department of Fisheries and Oceans. Similarly, the emergence of patterns of drought or flood affecting agriculture would have an impact on activities at Agriculture and Agri-food Canada; Environment and Parks Canada would be affected by the depletion of terrestrial and marine ecosystems; Health Canada would be affected by a rise in environment-related illnesses; etc.

The impact of environmental change on Public Service activities may take various forms: changing workload of skilled scientists (chemists, biologists, climatologists, engineers, etc.); changing workload of regulatory and inspection specialists (food inspection, pollution inspection, wildlife protection); changing delivery of services to the public (fishing licences, agronomic support to farmers, etc.).

Impacts would not be restricted to environment-oriented organizations. Departments and agencies dealing with immigration and security may be faced with increased workloads if environmental changes abroad force individuals to seek “ecological refuge” in Canada. Low coastal plains of developing countries may be particularly exposed to this risk, as they are more vulnerable to an increase in the frequency and strength of storms and hurricanes in the short term and to a rise in sea levels in the long term.

Because of its potential economic consequences, environmental change may also have an indirect impact on departments and agencies that are concerned with the economy, industry or technology (e.g. supporting the development and commercialization of technological innovations aimed at addressing environmental concerns; developing, negotiating and enforcing new pollution-control standards; supporting sectors of the economy adversely affected by environmental changes; etc.).

Implications

- Addressing environmental issues provides an opportunity to develop world-class know-how and expertise with regard to the handling of such issues, as well as, an opportunity to enhance collaboration and partnership with other countries, other levels of government within Canada, and the private sector.
- In the mid-term, environmental illnesses may pose a greater risk to an ageing Public Service.
- In the long-term, an inflow of “ecological refugees” from developing countries could affect the employment equity make-up of the Canadian labour force, and have to be reflected in the proportion of visible minorities employed by the government.

Current and Future Needs

ISSUE: Impact of Long-term Environmental Issues on Government’s Business and Workforce Requirements
--

Trends

- | |
|---|
| <ul style="list-style-type: none">• Potential long-term effects of environmental change are far reaching and could affect most aspects of Canadian society. |
|---|

Future Needs

- | |
|---|
| <ul style="list-style-type: none">• Departments affected by long-term environmental changes need to assess their future requirements with regard to skills and knowledge. |
|---|

Related issues in other sections

Business and Human Resources Management Goals of the Government: <i>Positioning Canada in the 21st Century Global Economy</i>

Commitment of the Government To Preserve the Environment and Support Sustainable Development

Both Speeches from the Throne delivered in 2004 underlined the commitment of the Government to safeguarding the environment and dealing with environmental issues. This renewed commitment revolved around four points:

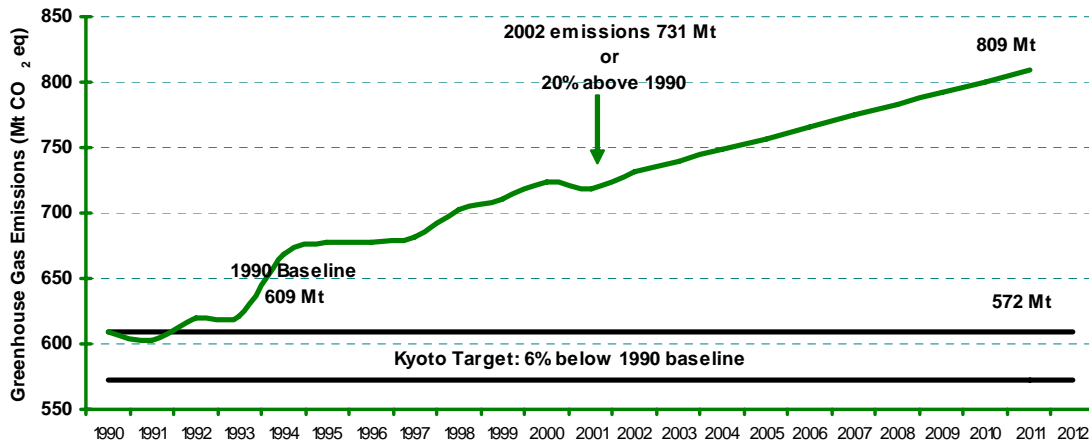
1. The Government’s commitment to the *Kyoto Accord* will be respected and implemented in partnership with provincial and territorial governments and other stakeholders.
2. The private and public sectors will work together to improve commercialization of environmental technologies;

-
3. The government will review its decision-making processes to ensure decisions are consistent with the requirements of sustainable development. This implies finding ways of responding to current needs that will not impair the capacity of future generations to respond to their own needs;
 4. Specific activities aimed directly at safeguarding the environment will be implemented, such as:
 - - Consolidating environmental assessments,
 - - Implementing an environment-friendly policy to guide government's purchases,
 - - Strengthening the ecological integrity of national parks, and,
 - - Developing an *Ocean Action Plan* aimed at better managing and protecting marine resources and environments.

The government will also continue to address environmental concerns through international collaboration on research and preservation initiatives.

Recent reviews of Canada's environmental protection performance have been less than satisfactory. A report by the Environment Commissioner pointed out many shortcomings in the handling of environmental issues by federal departments. The report underlines a lack of commitment and preparedness within the Public Service, noting that government directives were not implemented and required action was not being taken. For example, it appears that departments do not follow a Cabinet directive requiring them to assess the environmental consequences of their policies, even though the directive was issued 14 years ago. As a result of such shortcomings, Canada was ranked 16th by the Organization for Economic Cooperation and Development in its 2003 appraisal of the environmental performance of countries, down from 12th place a year earlier. Former environment minister David Anderson has also questioned the Government's performance in past years. Statistics Canada reported recently that in spite of efforts to improve energy efficiency, emission of greenhouse gases rose by more than 18% between 1990 and 2001, as did energy consumption. These reviews put additional pressure on the Government.

Estimated and Forecasted Emission of Greenhouse Gases, 1990 to 2012



Sources: Extracted from Environment Canada, “Canada’s Greenhouse Gas Inventory, 1990-2002”, September 2004, http://www.ec.gc.ca/pdb/ghg/1990_02_report/toc_e.cfm

Implications

- Departments affected by specific activities identified in recent Throne speeches need to ensure that they have the right skills to do their work, including a capacity to develop environmental assessment standards.
- Pressure on departments to live up to government’s commitments and to abide by its decisions may increase (e.g. need to integrate environmental concerns into decision-making processes).

Current and Future Needs

ISSUE: Commitment of the Government to Preserving the Environment and Supporting Sustainable Development

Trends

- The two Speeches from the Throne delivered in 2004 underlined the Government’s commitment to safeguarding the environment.
- Recent reviews of Canada’s environmental protection performance have been less than satisfactory.

Current Needs

- Departments and agencies need to ensure that they have the skill mix required to carry out the activities outlined in Speeches from the Throne.

Related issues in other sections

Politics and Governance: <i>Commitment of the Government to Public-Private Partnerships (P3)</i>

Business and Human Resources Management Goals of the Government: <i>Positioning Canada in the 21st Century Global Economy</i>

6. Politics and Governance

Main Issues

The minority status of the current government creates some uncertainty as to government goals and priorities, but may foster increased collaboration with stakeholders.

More frequent use of Public-Private Partnerships would modify the way government relates to the private sector and have an impact on the Public Service, in terms of employee numbers and required qualifications.
--

The manner in which the Government chooses to carry out its mandate and interact with the Canadian population bears directly upon the Public Service, influencing the nature of the work being done and the mix of skills required to carry it out. Relations with other governments inside and outside the country also affect both government activities and workforce requirements.

Relationships between the federal government and the private sector will be modified by the implementation of public-private partnerships. In the short term, this change may require a reinforcement of the Public Service's legal infrastructure, management framework, oversight capacity, workforce skills, etc. A large-scale implementation of public-private partnerships may also require adjustments to human resources planning in general, and to employment equity planning and recruitment processes in particular.

Government relationships are likely to change over the coming years under pressure from both internal and external factors.

Internally, the minority status of the current government will lead to new relations between federal stakeholders (parties, committees, the Public Service, etc.), as well as with other levels of government. Government priorities may fluctuate as new political partnerships are negotiated. Additional flexibility and responsiveness in the Public Service will be required, particularly in sectors dealing with matters of confidence, such as the budget and the Speech from the Throne. Increased collaboration between federal and provincial public services may also arise.

Externally, a growing cross-border economic integration of provinces and states could pose new problems for federal-provincial relations. Moreover, enhanced labour mobility across the border

could affect labour supply in both Canada and the US. Locally, it may cause problems in those fields where the US has a skills shortage and is more attractive than the Canadian labour market. Conversely, it will create new opportunities for Canadian employers to recruit American workers in those fields where Canada is more appealing.

The Government is addressing the democratic deficit issue through modifications to parliamentary voting procedures. Among other solutions advanced in various forums, the review of the electoral system is one that could have a deep impact on the Public Service. On the one hand, a major modification of the electoral system could generate enormous work for certain sectors (Elections Canada, Justice Canada, etc.). On the other hand, the implementation of a system that would lead to more minority governments could perpetuate the current situation and reinforce its impacts on the way government operates.

Working with a Minority Government

Because of its minority situation, the newly elected Government may change its modus operandi to put more emphasis on consultation and consensus seeking, involving opposition parties as well as other levels of government, the Senate, etc. The management of competing interests and priorities in the preparation of crucial documents like budgets and Speeches from the Throne, and closer collaboration with multiple stakeholders in the drafting of legislation are also likely to characterize the way the government does business in the months or years to come.

Among other things, minority status is likely to affect the definition of the goals and priorities of the Government. This could translate into changing priorities for the Public Service and delay more difficult decisions. The impact of minority status is also likely to affect the character of federal-provincial relations. This was clear in the recent intergovernmental meeting on health care. It could well lead to increased emphasis on effective collaboration between the federal Public Service and its provincial and territorial counterparts.

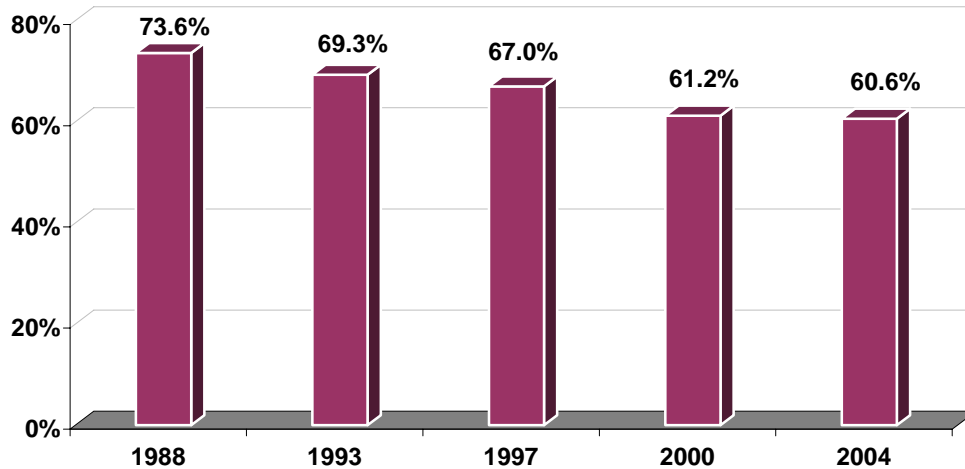
History demonstrates that minority governments can be extremely productive. For example, the Pearson government of the 60's was responsible for the adoption of universal Medicare, the Canadian flag, Auto Pact and public pensions, among other things. Nevertheless, a minority government is a balancing act where competing interests are balanced against one another. This is not without risks, and some fear it will increase alienation in the West if government policies are influenced more by the left-leaning opposition parties (NDP, Bloc), than by the Conservatives.

To complicate things, the Government must also contend with the Canadian public's very negative image of politics and politicians. According to an EKOS poll taken in April of 2003, *"more than 25% of Canadians think politicians are crooked and the ethical standards of*

politicians are lower than those of journalists, union leaders, lawyers and business executives, as well as almost any other group in Canadian society.” This poor opinion of politics and politicians, and the perception that the political system serves the interests of politicians rather than those of their constituents, may help explain the dramatic reduction in voter turnout from 75.3% in 1988 to 60.5% in 2004.

Reform of the political system is seen as a way to reverse this downward trend, and calls for such a reform have been fuelled by the scandal that followed the tabling of the Auditor General’s report in the winter of 2002/03. As a first step, the Government tabled its Democratic Reform Action Plan in February of 2004. Among other things, the plan addresses issues of ethics and conflict of interests and provides deputies with more freedom on some votes. In addition, in response to a change made in the speech from the throne in October of 2004, Parliament will launch a study of electoral reform. Some feel that deep reform is necessary and potential solutions advanced have included a reform of the senate involving the creation of a “triple-e” institution (elected, equal and effective); the implementation of a fixed date for holding elections; and the elimination of the “first-past-the-post” system through the introduction of some form of proportional system. The latter is of particular interest in the current context, because it is more likely than the current system to yield minority governments. A number of provinces have already begun reforming their political system. In particular, British Columbia’s experience with popular consultation through a Citizens’ Assembly has been presented as an alternative to senate reform.

Voter Turnout at the Last Five Federal Elections, 1988 to 2004



Sources: 1998 to 2000: *Compilation by Elections Canada at*
<http://www.elections.ca/content.asp?section=pas&document=turnout&lang=e&textonly=false>
2004: *from Radio-Canada at*
<http://www.radio-canada.ca/nouvelles/elections/federales%5F2004/>

Implications

- The Government's minority status could translate into a more conciliatory approach toward other levels of government and stakeholders. Collaboration with the Public Service and other levels of government may need to be reinforced.
- Negotiations with opposition parties may introduce uncertainty about government priorities, requiring additional flexibility and responsiveness from the Public Service, particularly in those sectors that deal with matters subject to confidence votes, such as the budget and the Speech from the Throne.
- A major modification of the electoral system could generate enormous work for certain sectors of the Public Service (Elections Canada, Justice Canada, etc.). Moreover, as proportional voting is more likely to yield minority governments, the implementation of such a system would result in more frequent repeats of the current situation, and have a long lasting impact on the way government operates.

Current and Future Needs

ISSUE: Having a Minority Government

Trends

- The new Government finds itself in a minority situation that affects its relationship with other levels of government, and with stakeholders at the federal level.
- Canadians have a poor opinion of politics and politicians, and voter turnout rates have declined steadily from 75.3% in 1988 to 60.5% in 2004.
- There are pressures to reform the political system.

Current Needs

- Cope with political uncertainty and changing priorities.
- Contribute to restoring the confidence of the Canadian public in the Public Service.

Related issues in other sections

Business and Human Resources Goals of the Government: *Accountability, Trust and Financial Management*

Government Commitment to Public-Private Partnerships (P3)

The appointment by the new prime minister of a parliamentary secretary of Public-Private Partnerships in December of 2003 underlines the importance attributed to such ventures by the new Government. Under these partnerships, the public sector plays a role of oversight and quality assessment, while the private sector looks after the delivery of the project or service. Such partnerships are intended to take advantage of the respective strengths of the two sectors, and each venture would be distinct in terms of its mix of Public/Private involvement and the degree of risk allocated to each side. These projects tend to be long term (5 years or more) and may involve the transfer of jobs from the public to the private sector.

The nature and scope of public-private partnerships is very broad. According to John McKay, the newly appointed parliamentary secretary, the concept of public-private partnerships could be applied to most government activities, with few exceptions (such as Justice, health care, heritage sites). In the short-term, partnerships could be used to set up projects that would benefit from the infrastructure fund. However, the scope of partnerships could be extended eventually to other sectors and activities of the Public Service.

The implementation of public-private partnerships could affect the occupational mix of the Public Service workforce, shifting it away from skills associated with service/product delivery

(operational, administrative support, some technical), to skills associated with oversight and managerial functions.

It is interesting to note that, in parallel to these developments in Canada, outsourcing of human resources functions is gaining momentum among various levels of government in the United States. Processing of payroll and benefits, training, and recruitment, are among the main activities currently being outsourced. Similar trends are also visible in the private sector.

Implications

- Public-private partnerships may result in Public Service job losses, as activities are outsourced to the private sector. Some human resources operations are more at risk of being outsourced than others. Job losses could have an impact on employer-union relations, as well as employee morale. Attrition through retirement may provide some help in attenuating the impact of job cuts.
- Depending on the extent to which they are implemented, these partnerships could modify the occupational structure of the Public Service. Such modifications could require adjustments to human resources planning, recruitment processes and employment equity planning.
- In the short term, the implementation of private-public partnerships may create challenges for the legal, management and oversight components of the Public Service.
- Depending on its extent and the activities targeted, outsourcing of human resources activities could potentially affect the capacity of the Public Service to conduct workforce and mobility analyses. It would be crucial to retain access to the administrative files that support outsourced activities whenever these files are required for analytical purposes (e.g. pay files, compensation and benefits files, etc.).

Current and Future Needs

ISSUE: Commitment of the Government to Public-Private Partnerships (P3)

Trends

- The Government shows a strong commitment to the development of public-private partnerships.
- Public-private partnerships could be applied to most government activities.
- The implementation of public-private partnerships could affect the occupational mix of the Public Service workforce, shifting away from skills associated with service/product delivery (operational, administrative support and some technical), toward skills associated with oversight and management functions.
- Outsourcing of human resources functions is gaining momentum among various levels of government in the United States. Processing of payroll and benefits, training, and recruitment are among the main activities being outsourced. Similar trends are evident in the private sector.

Current Needs

- Ensure that the Public Service has the skills and knowledge to implement public-private partnerships.
- Possible job losses or job outsourcing require sensitive handling.

Related issues in other sections

Economy and Labour Market: *A Changing Labour Market*

Environment: *Commitment of the Government Toward Preserving the Environment and Supporting Sustainable Development*

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

Closer Economic, Security and Military Alignment of Canada and the United States

A number of factors suggest a potential reinforcement of the alignment of Canadian economic, security, and military activities with the United States. Following the events of September 11th, a score of initiatives brought the two countries closer with regard to anti-terrorism activities. More recently, the priority attached by Paul Martin to Canada-US relations, and the growing consensus among Canadian leaders on the need for the further economic, security and military integration of Canada with the United States to secure access to American markets, reinforce the trend.

However, Canadians have mixed feelings on further integration with the United States. On the one hand, there is very strong support for continued participation in the *North American Free Trade Agreement*, although a majority of Canadians believe that the United States has benefited most from the agreement. On the other hand, Canadians are very critical of American foreign policy and wary of the impact of new security measures on business exchanges between the two

countries. In addition, protectionism has been on the rise in the United States partly in reaction to the outsourcing of jobs to foreign countries.

Implications

- Enhanced labour mobility across the border could affect labour supply on both. It may cause problems locally in those fields where the US has a skills shortage and is more attractive than Canada. Conversely it will create new opportunities for Canadian employers to recruit American workers in fields where Canada is more appealing.

Current and Future Needs

ISSUE: Closer Economic, Security and Military Alignment of Canada and the United States
--

Trends

- | |
|---|
| <ul style="list-style-type: none">• The alignment of Canadian economic, security, and military activities with the United States, is being reinforced through various initiatives and statements.• Canadians strongly support continued participation in the North American Free Trade Agreement, but are very critical of American foreign policy.• Protectionism is on the rise in the United States. |
|---|

Future Needs

- | |
|--|
| <ul style="list-style-type: none">• Increased security integration with the United States could require additional resources in certain sectors of the Public Service. |
|--|

Related issues in other sections

Society and Culture: <i>Security and Crime</i> Science and Technology: <i>Security, Confidentiality and Privacy</i>
--

III. Internal Scan of the Federal Public Service

1. Public Service Workforce

Main Issues
The ageing of the Public Service raises challenges with regard to knowledge transfer and operational continuity, but it also creates an opportunity to bring in replacements that fit current and future Public Service requirements.
Increases in the representation of most employment equity designated groups in the Canadian workforce will need to be reflected in their representation within the Public Service.
Term employment is increasingly being used to begin a Public Service career.
More emphasis is being put on bilingualism and providing services in both official languages.
Demand for alternative working arrangements is likely to rise in the coming years in response to demographic changes (older workforce, increased number of workers with eldercare responsibilities, etc.) and strategic needs (to delay retirement of key workers).
The Human Resources community faces multiple challenges: expansion of role and responsibilities; workload; and high vulnerability to the coming wave of retirements.

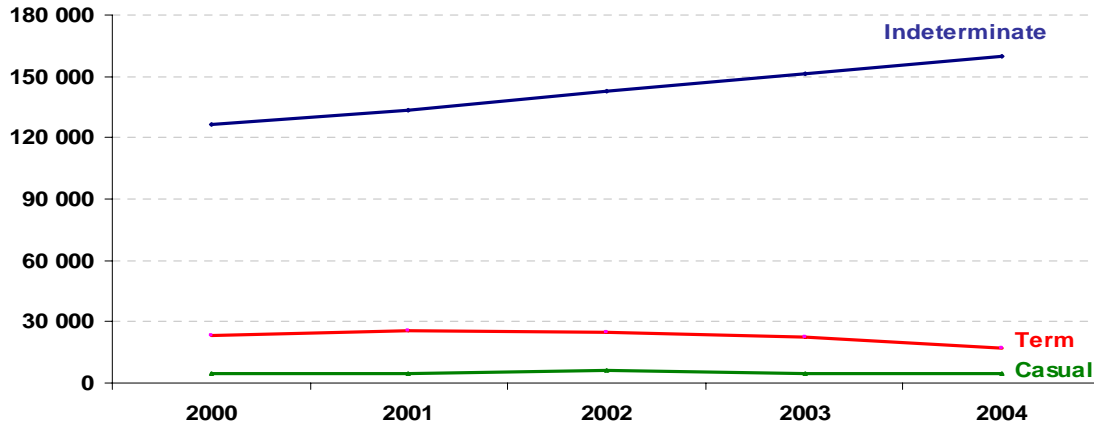
The size and composition of the Public Service workforce is constantly evolving in response to internal demographic changes and external influences. These include workforce ageing (just as the wider Canadian workforce ages), increasing representation of employment equity designated groups in the Public Service (reflecting the increasing diversity of the Canadian population), and changes to policies and regulations that shape both the composition of the workforce (e.g. the use of contingent employment) and its mobility (e.g. changing linguistic requirements). Decisions influencing workplace well-being, training and skills development also affect the ability of the Public Service to attract and retain employees.

As more public servants near retirement, rejuvenation of the Public Service is increasingly critical. The departure of older employees will provide an opportunity to hire new talented employees with a profile fitting tomorrow’s professional, linguistic and representational needs. While term positions have decreased significantly, approaching lows not seen since the 1990’s, the extensive use of non-indeterminate employment to recruit indeterminate employees may complicate hiring of talented employees.

The Public Service increased in size by 21% over the last five years, in part as more indeterminate positions were created to implement the term conversion policy in 2003. In fact,

indeterminate hiring has far exceeded departures over the last several years, providing a buffer against future departures. Overall PS turnover rate is expected to reach approximately 5% in each of the next 4 years (3-4% for retirements and 1% for all other reasons).

Federal Public Service Workforce by Employment type



Source: *Public Service Human Resources Management Agency of Canada, Research Directorate*

Current recruitment methods remain transaction-based, leading to delays and inefficiencies. In addition, the current number of applicants, many very highly qualified, exceeds PS demand. Retaining new employees will also be a major issue, emphasizing factors that facilitate new recruitment, such as alternative working arrangements and career development planning.

Beyond the issue of replacing departing employees, Public Service renewal also requires knowledge transfer from more experienced employees to younger co-workers. In order to extend the period over which this can take place, it may be prudent to provide potential retirees with alternatives to full retirement, such as workload or hours reduction, teleworking, etc. In fact, innovative approaches that do not affect employee pensions may be needed. Management of the coming retirements will require HR professionals to analyze their workforce to estimate, as precisely as possible, the nature and magnitude of the challenges their organizations will face.

Changes affecting the roles and responsibilities of human resources professionals, and the issue of their heavy workload, may make it more difficult to retain members of the human resources community at a time when ageing of the workforce is further increasing their workload and a larger proportion of them are becoming eligible to retire. In addition, recruitment and training of human resources community members may have to be adjusted to reflect the need for new skill sets. Because managers of the human resources community seem to be more receptive to

alternative working arrangements, these could be used to prolong the employment of experienced human resources professionals who are eligible to retire.

In the short term, the implementation of the new employment equity workforce availability estimates will add to the workload of employment equity practitioners. Workforce analysis will need revision; potential changes to employment systems and employment equity plans are also possible. In the longer term, the need to significantly increase the representation of visible minorities may require the implementation of special initiatives. Moreover, increases in the workforce availability of most designated groups may be taken as sign that, inside and outside the Public Service, representation is regressing rather than improving. Retention of persons with disabilities may also become an issue as more of them reach retirement eligibility and because of the tendency of disabilities to become progressively more incapacitating.

The reinforcement of the delivery of bilingual services inside and outside the Public Service will affect the management of official languages in the Public Service. As language training becomes pro-active instead of reactive, demand for such training may increase, putting increased pressure on training infrastructures. Additional financial and human resources could be required to administer and pay for language training. Moreover, misunderstanding of official languages policies may provoke negative reactions in the public and in Public Service, particularly where employment mobility is adversely affected.

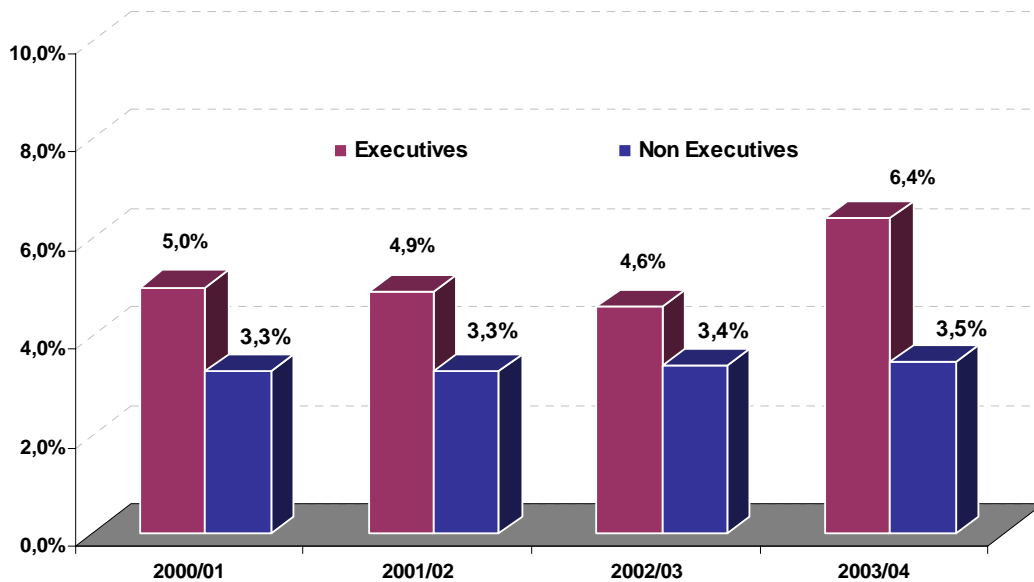
An Ageing Public Service Drawing Closer to Retirement

Ageing of the Public Service indeterminate workforce translates into a rise in the proportion of employees eligible to retire without penalty. Eligible employees accounted for 6.4% of the March 2004 workforce compared to 4.4% three years earlier. The size of this group is expected to become even larger within 3 to 5 years from the reference date.

Although these levels of retirement eligibility do not precisely indicate the volume of retirements to be expected in specific years, because most employees do not leave immediately upon becoming eligible to retire, they do suggest a near-term acceleration of departures from the Public Service. As persons with disabilities are older on average than the rest of the Public Service, they may be affected by this trend sooner than their colleagues. Other designated groups, and Aboriginal peoples in particular, are younger on average than the rest of the Public service and should be less affected in the short term.

Fortunately, hiring of young employees in recent years has helped rejuvenate the Public Service. In fact, the average age of the indeterminate workforce remained almost unchanged between 2001 and 2004 at about 45 years, and the average years of pensionable service has even decreased from 16.1 years in 2001 to 15.3 years in 2004.

Indeterminate Departure Rates



Source: Public Service Human Resources Management Agency of Canada, Research Directorate

Indicators of Ageing of the Public Service Workforce		
Indicator	March 2004	March 2001
Proportion of the workforce eligible to retire <i>immediately</i>	6.4%	4.4%
Proportion of the workforce eligible to retire <i>within 3 years</i>	16.1%	13.1%
Proportion of the workforce eligible to retire <i>within 5 years</i>	33.5%	29.8%
Average age	45.1	45.0
Average years of pensionable service	15.3	16.1

Source: Information extracted from Incumbent files as of the last pay period of March 2001 and 2004

Implications

- As more public servants near retirement, rejuvenation of the Public Service becomes ever more critical. The departure of older employees provides an opportunity to hire new talented employees that fit tomorrow's skill, linguistic and representational requirements.
- Public Service renewal also requires the transfer of knowledge from older and more experienced employees to their younger replacements. Offering employees eligible to retire alternatives to full retirement such as alternative working arrangements, could buy time to

complete knowledge transfers. Innovative approaches to retirement that do not affect employees' pensions may need to be developed to help meet this challenge.

- The handling of the coming wave of retirements will require human resources professionals to analyse their workforce to estimate, as closely as possible, the nature and magnitude of challenge in their specific organization.

Current and Future Needs

ISSUE: An Ageing Public Service Drawing Closer to Retirement

Trends

- The proportion of employees eligible to retire without financial penalty rose from 4.4% in March 2001 to 6.4% in March 2004. Eligibility levels are expected to become higher.
- The rise in the proportion of employees eligible to retire suggests an acceleration of departures from the Public Service.
- As persons with disabilities are older, on average, than the rest of the Public Service, they may be affected sooner than their colleagues.
- The recent hiring of younger employees kept the average age of the indeterminate workforce almost unchanged between 2001 and 2004 at about 45 years, and to decreased the average years of pensionable service from 16.1 years in 2001 to 15.3 years in 2004.

Current Needs

- Analyze the extent and nature of the coming retirement wave at departmental level.
- Develop strategies to facilitate recruitment of new employees and foster their retention.
- Replace departing employees, taking into account knowledge transfer and training.
- Retain experienced employees by providing appealing alternatives to full retirement.
- Ensure that knowledge is transferred to younger employees.
- Integrate employment equity and official languages considerations into workforce renewal planning.

FUTURE NEEDS

- Monitor actual and planned departures, and adjust human resources plans and activities accordingly.

Related issues in other sections

Population: *Population Ageing*

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Persons with Disabilities*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Values and Ethics*

Increasing Employment Equity Expectations

The workforce availability estimates used to determine where members of employment equity designated groups are under-represented in the Public Service workforce have been updated to reflect 2001 census data. The new estimates show higher levels of availability for Aboriginal peoples, visible minorities and women, thus raising expectations with regard to the proportion of designated group members to be employed in the Public Service.

This is particularly problematic for visible minorities who were under-represented even before availability estimates increased. As of March 2003, visible minorities accounted for 7.4% of the Public Service workforce while their workforce availability was estimated at 8.7%. Under the updated estimates, their availability now stands at 10.4%. Obviously, additional efforts will be required to raise their workforce representation to their estimated availability. To make matters worse, visible minorities tend to be over-represented among the dwindling term workforce.

Although the availability estimates of women and Aboriginal peoples have increased substantially as a result of the revision, their overall representation within the Public Service is higher than their revised availability estimate. Nevertheless, at a more detailed level of analysis, by department or occupational group for example, the new availability figures may identify under-representation problems where none were apparent before.

The most recent workforce availability estimate for persons with disabilities is clearly lower than that observed previously, in part due to changes in data collection. As disability tends to increase with age, population ageing should translate into higher disability levels in the Canadian population. The nature and extent of the disabilities affects the representativeness of the Public Service with regard to persons with disabilities, by influencing both their workforce availability and their representation within the Public Service.

New Workforce Availability Estimates for Employment Equity Designated Groups			
Designated Group	Previous workforce availability estimates	New workforce availability estimates	Workforce representation in March 2003
Visible Minorities	8.7%	10.4%	7.4%
Aboriginal Peoples	1.7%	2.5%	3.9%
Women	48.7%	52.2%	52.8%
Persons with Disabilities	4.8%	3.6%	5.6%

Sources: Previous workforce availability estimates and workforce representation as of March 2003 were drawn from Treasury Board Secretariat's Annual Report on Employment Equity for fiscal year 2002-03, while the new workforce estimates were drawn from the 2003-04 Report.

The new availability figures have been distributed to departments and agencies to enable them to update their workforce analysis. Once the impact of the new figures has been determined, departments will need to update their employment equity plans to address representation gaps.

Implications

- In the short term, the main implications for human resources management are:
 - An increased workload for employment equity practitioners as the implementation of the new employment equity workforce availability estimates will require a revision of the workforce analysis and potentially of the employment systems review and employment equity plan
 - The increase in the workforce availability estimates of most designated groups may trigger the perception that the Public Service is becoming less representative of the Canadian population.
- In the mid-term and long-term:
 - The deterioration of an already problematic situation with regard to visible minorities may require the implementation of remedial initiatives.
 - Retention of persons with disabilities may become an issue in the coming years as more and more of them reach retirement eligibility.

Current and Future Needs

ISSUE: Increasing Employment Equity Expectations

Trends

- Estimates of workforce availability have increased for most designated group members: from 8.7% to 10.4% for visible minorities; from 1.7% to 2.5% for Aboriginal peoples; and from 48.7% to 52.2% for women.
- The estimate for persons with disabilities has decreased from 4.8% to 3.6%.

Current Needs

- Departmental employment equity specialists need to revise their workforce analysis using the new availability figures.
- Where warranted by the results of the revision of the workforce analysis, it may be necessary to update the employment systems review and the employment equity plan.

Future Needs

- Public Service-wide initiatives may need to be implemented to improve the representation of visible minorities.
- Department-specific employment equity programs may need to address under representation where gaps have been identified.

Related issues in other sections

Population: *The Situation of Women*

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Persons with Disabilities*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Business and Human Resources Management Goals of the Government: *Supporting Government's Commitment*

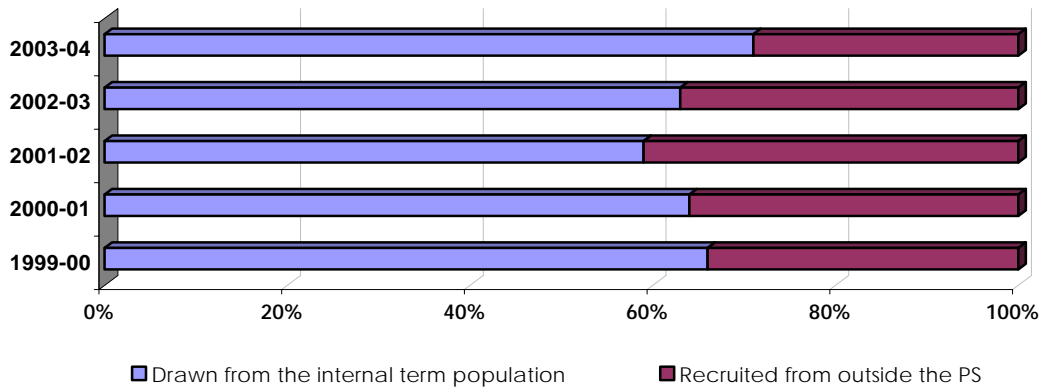
Increased Use of Term Employment as a Point of Entry Into a Public Service Career

The use of term employment provides departments and agencies with the flexibility to respond to temporary needs and deal with budget variations. But while the use of term employment is legitimate in itself, concerns have been raised with regard to the extent to which indeterminate employees are first hired as terms rather than as indeterminate employees. Not only does this adversely affect access to skilled candidates, but it also reduces access to candidates who belong to an employment equity designated group. Moreover, until they become “permanent”, term employees may be attracted to offers of more stable employment elsewhere, and leave the Public Service.

The number of employees moving from term to indeterminate status has increased over the past three years, reaching nearly 9,800 in 2003-04. While part of the increase in 2003-04 may result from the implementation of the new policy on term employment, the fact remains that the number of “term to indeterminate” appointments has increased by about 1,200 every year since 2000-01.

In 2003-04, only 31% of all new indeterminate employees were recruited from the general public; the remaining 69% were appointed from the term workforce. This departs from the pattern of the previous three years when external recruitment accounted for about 40% of all new indeterminate employees.

Source of New Indeterminate Employees Between 1999-00 and 2003-04



Sources: Public Service Commission's databases a
<http://extranet2.psc-cfp.gc.ca/statistics/index.jsp>

Implications

- The recruitment of indeterminate employees from among term employees may jeopardize the capacity of the Public Service to attract and retain talented employees.

Current and Future Needs

ISSUE: Increased Use of Term Employment to enter a Public Service Career

Trends

- The number of employees moving from term to indeterminate status has increased steadily over the past three years.
- The use of term in place of indeterminate employment adversely affects access to skilled candidates, reduces access to candidates who belong to an employment equity designated group, and increases the risk of losing good prospects to other employers.
- In 2003-04, 69% of all new indeterminate employees were appointed from the term workforce, compared to about 60% in the two previous years.

Future Needs

- Development of mid-term and long-term human resources plans that clarify recruitment, retention and financing needs, and make more focussed use of term employment.

Related issues in other sections

Economy and Labour Market: A Changing Labour Market

Economy and Labour Market: Convergence of Skills and Competencies Toward a Knowledge-based Economy

Renewal of Official Languages Program

In March 2003, the Government launched a five-year plan to renew Official Languages in the public service. The renewal effort includes a review of Official Languages policies, better monitoring of results achieved, and funding to encourage innovative projects in federal institutions. The intent was to improve service to the public in both English and French, encourage the use of both languages in federal workplaces, and ensure the equitable representation of both linguistic groups in the federal workforce.

English/French participation within the federal workforce now tends to be more or less reflective of the Canadian population. Anglophones represent about 68% of the Public Service workforce and 76% of the overall Canadian population; conversely, Francophones represent about 32% of the Public Service workforce and 24% of the overall Canadian population. The higher proportion of Francophones in the Public Service is largely influenced by the concentration of Public Service positions in the National Capital Region, about two-thirds of which are bilingual, and by the significantly higher rate of bilingualism observed among employees whose first official language is French.

In 2004, more than half of Public Service positions required knowledge of English only, while only 5% required knowledge of French only. Between 2001 and 2004, the proportion of employees in bilingual positions grew from 34.2% to 36.6%, partly as the result of the increased concentration of the Public Service workforce in the National Capital Region. Concurrently, the share of bilingual positions in overall recruitment jumped from 20.6% in fiscal year 2000-01 to 27.4% in 2003-04.

Under the Official Languages policies issued by Treasury Board in April 2004, imperative staffing must be used by April 2007 to fill positions at the EX 02 level and above. Non-imperative staffing is possible for other levels and positions open to the public, but requires written justification.

The new policies also emphasize pro-active language training as part of employee career planning. Second official language learning and retention are to be integrated with other aspects of an employee's career development plan in order to ensure that employees achieve the level of fluency required to permit uninterrupted career progression.

A study conducted in 2002 showed that public servants supported providing services to the public in both official languages, but that most public servants did not understand the geographical application of service and the language-of-work requirements, and believed that the official languages program is applied the same way everywhere in Canada. Studies by the Agency and by the Commissioner of Official Languages indicate that French is used less in the

workplace than could be expected, and Francophone employees perceive that they are not able to function fully in their language.

Implications

- As language training becomes pro-active instead of reactive, demand for such training is likely to grow, thus increasing the need for funding and supporting infrastructure.
- In the short term, access to language training will have to be provided to employees called upon to fill upper-level bilingual positions, which are staffed on an imperative basis. Moreover, simultaneous commitments to employment equity and official languages will require continuous monitoring and consultation with the communities affected.
- Misunderstanding of official languages policies may cause negative reactions from the public and Public Service employees, particularly where mobility is adversely affected.

Current and Future Needs

ISSUE: Renewal of Official Languages Program

Trends

- In March 2003, the Government launched a five-year plan to renew Official Languages in the Public Service, including a review of policies, better monitoring of results, and funding for innovative projects.
- Anglophones represent about 68% of the Public Service workforce and 76% of the overall Canadian population; Francophones represent about 32% of the Public Service workforce and 24% of the overall Canadian population.
- In 2004, more than half of Public Service positions required knowledge of English only, while only 5% required a knowledge of French only.
- The proportion of employees occupying a bilingual position grew slightly from 34.2% to 36.6% between 2001 and 2004.
- The share of bilingual positions in overall recruitment jumped from 20.6% in fiscal year 2000-01 to 27.4% in 2003-04.
- Under the Official Languages policies introduced in April 2004, imperative staffing is the norm when filling bilingual positions. By April 2007, imperative staffing will be mandatory for EX-02 level and above and the use of non-imperative staffing at other levels must be justified in writing.
- Among employees who have been tested for their knowledge of the second official language, about 30% of those who declared English as their first official language were bilingual at the CBC level or above, compared to nearly 90% of those who declared French their first official language.
- Bilingual positions are usually staffed with candidates who are already bilingual.
- Employment equity designated groups, other than women, tend to show a higher than average proportion of employees who declared English their first official language.

Current Needs

- Language training needs to be integrated into career planning.
- The impact of linguistic requirements on the mobility of the existing workforce needs to be monitored.

Future Needs

- Proper financial, human, and technical resources need to be allocated to respond to an expected increase in the demand for language training.
- Recruitment may require adjustment to optimize the recruitment of candidates who are already bilingual, including designated group members.
- Specific programs may be required to develop second-language skills among targeted subsets of the Public Service, such as designated group members.

Related issues in other sections

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Linguistic Composition*

More Demand for Alternative Working Arrangements

Studies inside and outside of the Public Service have identified work-life balance as one of the most important factors in determining employee satisfaction, which in turn affects employee productivity and retentions. Alternative working arrangements facilitate the achievement of work-life balance by allowing employees to modify their working schedule, go on some form of leave, telework, benefit from on-site day-care facilities, pursue continuous education, etc.

A number of factors could lead to an increase in the demand for alternative working arrangements in the coming years. First, younger workers seem to value work-life balance more than those of preceding generations. Second, the proportion of employees who are faced with eldercare responsibilities, sometimes coupled with childcare, is expected to increase. Third, the ageing of the workforce may bring some employees to seek alternative working arrangements for personal or health-related reasons. Some working arrangements could provide an alternative to full retirement thus delaying departure and providing more opportunity to transfer knowledge from more experienced workers to their younger replacements. Finally, changes in the nature of work, including transition to a knowledge-based economy, mean that proportionally more jobs will lend themselves to alternative working arrangements such as teleworking.

Among the many alternative working arrangements available in the Public Service, some come at a cost for employees. Some of the costs are obvious (e.g. salary reduction resulting from working part-time rather than full-time), others subtle (e.g. adjustment of leaves on a pro-rata basis for part-time workers); some are even less obvious (e.g. adjustment of superannuation and death benefits for part-time workers). In addition, alternative work arrangements may affect employee career progression by removing them, partially or completely, from the workplace. As women and Aboriginal peoples tend to be over-represented in alternative working arrangements,

they may be at a disadvantage compared to the rest of their colleagues with regard to the pace and reach of their career progression.

Implications

- Alternative working arrangements set up to provide an attractive alternative to full retirement may facilitate retention of experienced employees, thus providing more time to transfer their knowledge and allowing departments to benefit longer from their experience and productivity.
- Such arrangement may also facilitate the hiring and retention of younger employees by helping to establish work-life balance.
- The impact of alternative working arrangements on employee career development plans should be considered.

Current and Future Needs

ISSUE: More Demand for Alternative Working Arrangements

Trends

- Work-life balance has been identified as driving determinant of employee satisfaction.
- Younger workers seem to value work-life balance more than those of older generations.
- A higher proportion of employees will face eldercare responsibilities, often in addition to caring for their children.
- As the workforce ages, more employees may seek alternative working arrangements for personal or health-related reasons.
- Transition to a knowledge-based economy is facilitating the use of alternative working arrangements.
- Some alternative working arrangements may adversely affect the career progression of employees using them, especially more prevalent users like women and Aboriginal peoples.

Current Needs

- Integrate alternative working arrangements into the development of human resources strategies and customize them to achieve human resources goals such as fostering the recruitment and retention of new employees, improving the retention of older employees, and facilitating the transfer of knowledge from employees who are about to retire.

Future Needs

- An increase in demand for alternative working arrangements may require additional investments in the development of new policies or the updating of existing ones.
- Assess and monitor the impact of alternative working arrangements on career progression, particularly for employment equity designated group members.

Related issues in other sections
Population: <i>Population Ageing</i> Population: <i>The Situation of Women</i> Population: <i>Persons with Disability</i> Economy and Labour Market: <i>A Changing Labour Market</i> Society and Culture: <i>Working Conditions</i> Science and Technology: <i>Computerization of Work and On-line Learning and Development Tools</i>

A Human Resources Community Faced with Multiple Challenges

Human resources professionals are at the heart of human resources management activities, but their work has changed in recent years. In addition to their traditional role of supporting and delivering human resources operations, human resources professionals are now actively involved in strategic planning activities at organizational level, and in “change management” activities, while fostering engagement among employees and promoting ethics and values. Moreover, they are expected to take full advantage of technological innovations. Consistent with the increasingly strategic role played by the human resources community, the analysis and measurement of human resources is gaining more importance (e.g. demographic analysis for retirement planning purposes, measuring the health of the organization with regard to human resources issues, etc).

The pace of change does nothing to address the workload issue identified by the human resources community in both the 1999 and the 2002 Public Service employee surveys. In 2002, about half of the community members who responded to the survey said: (1) they had difficulty completing their assigned workload during regular hours; (2) the quality of their work suffered from inadequate resources; and (3) the level of turnover among employees of their unit was problematic. Although employees of other communities also reported being affected by these issues, their impact seemed to be felt more strongly in the human resources community.

In addition, the human resources community in general, and PE employees in particular, may be more vulnerable to the coming wave of retirements resulting from the ageing of the Public Service workforce. On average they are closer to reaching retirement eligibility than the rest of the Public Service, and their salary and working conditions may put them at risk of taking earlier retirement, although higher education levels and factors associated with recognition and career satisfaction might help retention. On a more positive note, members of the human resources community indicated in the 2002 Public Service employees survey that both their supervisors and senior management showed strong support for alternative working arrangements, more so than indicated in the rest of the Public Service. The 2002 survey also indicates that members of the human resources community are more likely to report having access to departmental support for their career development, as well as access to skill-development opportunities. These factors may contribute to the retention of human resources community members in the years to come.

Implications

- Changes affecting the roles and responsibilities of human resources professionals, as well as the excessive workload issue, may make it more difficult to retain members of the HR community at a time when ageing of the workforce will further increase their workload, and make a larger proportion of them eligible to retire.
- In addition, recruitment and training of human resources community members may have to be adjusted to reflect the need for skills that go beyond traditional human resources practitioner skills.
- Alternative work arrangements may facilitate the retention of experienced human resources professionals if they provide an attractive alternative to full retirement. Furthermore, the human resources community has indicated openness to such flexibility.

Current and Future Needs

ISSUE: A Human Resources Community Faced with Multiple Challenges

Trends

- The nature of the work performed by human resources professionals has changed in recent years, and more complex functions have been added to their traditional role of supporting and delivering human resources operations.
- The workload and turnover of human resources professionals are problematic.
- The retirement of more experienced employees may affect the human resources community sooner than the rest of the Public Service.
- Human resources professionals seem to have better access than the rest of their colleagues to alternative working arrangements, skill-development opportunities, and departmental support for their career development.

Current Needs

- Recruitment and training of human resources professionals needs to reflect the evolution of the work they do, shifting away from operations to analysis, planning, and a broader use of technology.

Future Needs

- The development of alternative working arrangements could provide a way to retain human resources professionals longer.
- Monitor departure and turnover rates of the human resources community.

Related issues in other sections

Population: *Population Ageing*

Science and Technology: *Internet Based Service Delivery and Computerization of Services*

Politics and Governance: *Commitment of the Government to Public-Private Partnerships (P3)*

Business and Human Resources Management Goals of the Government: *Improving the Mechanics of the Public Service*

Business and Human Resources Management Goals of the Government: *Modernizing an Outdated*

2. Business and Human Resources Management Goals of The Government

Main Issues
The Government has committed to positioning Canada on the international scene, in both economic and diplomatic terms.
Improvements to the mechanics of government rank high on the Government's agenda.
The <i>Public Service Modernization Act</i> is intended to facilitate staffing and learning, enhance planning, and make the Public Service a better place to work.
Fiscal responsibility and accountability are at the forefront of government priorities.

The goals established by the Government provide high-level direction for parliamentarians and the Public Service. Ultimately, they set the framework within which departments and agencies will refresh their business and human resources plan, adjusting their priorities to reflect those of the Government. The Speech from the Throne, which opens every new session of Parliament, affirms the values of the Government, articulates the over-arching goals and directions it will pursue, and sets forth the initiatives the Government will take to achieve these goals. The Annual Report of the Clerk of the Privy Council Office, submitted to the Prime Minister by the Head of the Public Service each fiscal year in accordance with the requirements of the *Public Service Employment Act*, provides an overall picture of the current state of the Public Service, its commitments, and priorities. The budget, prepared by the Department of Finance, sets forth the economic plans for pursuing the Government's agenda.

The Government is focussing on ensuring that the Canadian labour market and its workforce are ready to face international competition, especially in the knowledge-based economic sectors requiring highly skilled employees, and research and development investments. In addition to positioning Canada advantageously on the international economic scene, the Government has reiterated its commitment to maintaining its influence in the international community, and fostering multilateral peaceful solutions and fair and equitable economic development.

The notions of fiscal responsibility and accountability are present in virtually all expressions of the Government's goals and priorities. The Speech from the Throne reiterates the will of the Government to avoid deficits, reduce debt and realign Public Service expenditures to better

reflect current priorities. The 2004 budget was crafted accordingly, prioritising issues of health, Aboriginal peoples, learning and security. Additional policies and initiatives have contributed to improved financial management (for example, the implementation of an improved information system and the introduction of new governance rules for Crown corporations).

The federal Public Service places a high value on serving Canadians with excellence and in the official language of their choice, with employees effectively and ethically led in a high-quality work environment respectful of their linguistic rights and cultural diversity. Not only is the Public Service the single largest employer in Canada; by the very nature of its mandate and responsibilities its role is highly important to the well-being of Canadians. To properly serve the public interest and support democratic governance, it is essential the Public Service has the right people in the right place at the right time. The legal framework that surrounds human resources activities in the Public Service has a clear impact on its capacity to match required skills with competencies in a timely fashion. Improving the mechanics of government, and of the Public Service in particular, has received much consideration, and has been the object of much effort. Whether within the context of the *Public Service Modernization Act* or going beyond it, many initiatives have been put forward. These include issuing the Management Accountability Framework; establishing expenditure review as a permanent exercise; providing protection for disclosure of wrongdoing in the workplace; developing a new values and ethics code; etc.

Positioning Canada in the 21st Century Global Economy

The Government has acknowledged the crucial importance of facilitating the transition to a knowledge-based economy and society. This has been demonstrated in recent Speeches from the Throne, and in the announcement, in the 2004 budget, of increased funding of education and R&D in order to take advantage of technological developments and integrate them into the Canadian economy.

The development and maintenance of a workforce with the necessary skills requires not only a commitment to education, but also an appreciation of the vital role of immigration. Weakness in the assessment of foreign credentials and work experience may prevent immigrants from contributing to the fullest extent in the labour market.

As a major employer and service provider, the federal public service needs to keep pace with the transition to a knowledge-based society, ensuring its workers possess the skills and expertise to excel in an increasingly complex and challenging environment.

In addition to positioning Canada advantageously on the international economic scene, the Government has reiterated its commitment to maintaining and strengthening its influence in world affairs. Canada wishes to use its influence and credibility to promote a more peaceful,

secure, and cooperative world community through international institutions and multilateral initiatives along with fairness and equality of opportunity. Canada's bilateral relationship with the United States is also of central importance, and currently focuses on border security.

The Government has recognized that many of the issues facing the world today, like terrorism and the environment, need to be addressed at the international level and require an unprecedented level of cooperation among nations. Furthermore, Canada has expressed its intention to play a key role in such international initiatives.

Implications

- Maintaining Canada's contribution to international institutions and multilateral efforts, especially in the areas of environmental protection, international development, and international security.

Current and Future Needs

ISSUE: Positioning Canada in the 21st Century Global Economy

Trends

- The knowledge-based economy and society is expanding.
- Immigration plays an important role in the development of a skilled workforce.
- An increasingly global approach with international cooperation in addressing common issues.

Current Needs

- Greater commitment to security initiatives.

Future Needs

- Supporting the development and maintenance of a highly skilled Public Service workforce.
- Strengthening capacity to initiate and participate in international initiatives, especially in the areas of environmental protection and sustainable development.

Related issues in other sections

Population: *An Increasingly Diverse Society*

Economy and Labour Market: *Fiscal Policies of the Government*

Economy and Labour Market: *Innovation and Productivity*

Economy and Labour Market: *A Changing Labour Market*

Economy and Labour Market: *Convergence of Skills and Competencies Toward a Knowledge-Based Economy*

Society and Culture: *Social Inequity and Access to Education*

Science and Technology: *Digital Divide*

Science and Technology: *Commitment to Research and Development*

Environment: *Impact of Long-term Environmental Issues on Government's Business and Workforce Requirements*

Environment: *Commitment of the Government Toward Preserving the Environment and Supporting Sustainable Development*

Improving the Mechanics of the Public Service

Multiple efforts have been made in recent years to improve the management of the Public Service. Examples include enhancement of the ethics code for all federal public office holders, the creation of the Public Service Human Resources Management Agency, the implementation of new policies on continuous learning and term conversions, and on-going expenditure review.

In June of 2003, Treasury Board Secretariat issued the Management Accountability Framework, which established expectations for sound management practices in the Public Service. It provides managers with a comprehensive and integrated model for assessing progress and measuring results through the use of clear indicators, while at the same time strengthening accountability at all levels of management. The Management Accountability Framework integrates the principal elements of Modern Comptrollership, Human Resources Modernization, Service Improvement and Government On-line. It provides a way to understand and connect various Treasury Board Secretariat management improvement initiatives and provides a basis for engagement with departments and suggests ways to both move forward and measure progress. The Management Accountability Framework recognizes that the role of Public Service employees is to translate the direction provided by government into results for citizens.

The framework integrates management reporting procedures related to Treasury Board Secretariat management improvement initiatives. The framework will be used in several ways. It will form a basis for dialogue between Treasury Board Secretariat and deputy heads on the state of management practices in their organizations, and on priorities for improving the situation. It will help Treasury Board Secretariat provide the Privy Council Office information relative to the assessment of deputy head performance in managing their departments and agencies. It will also support management assessment within the five-year cycle of expenditure and management

reviews being undertaken by the Treasury Board Secretariat. Implementation is proceeding from the top down, with Deputy Heads leading by example.

Recent high-profile cases of unethical and even illegal activity in both the private and public sectors have underlined the importance of disclosing wrongdoing in the workplace. This disclosure can be made to the employer, customers, law enforcement authorities, regulators or the media. The risk of reprisals or other negative consequences for disclosing wrongdoing can lead to a workplace culture of secrecy. Such a culture would deny organizations a vital opportunity to deal with serious problems pro-actively.

The issue of disclosure of wrongdoing in the workplace figured prominently during recent debates around bill C-11. The Public Service Human Resources Management Agency has moved to facilitate the creation of an environment in which disclosures can safely be made through explicit policy directives such as the *Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace* and the *Values and Ethics Code for the Public Service*. However, a number of stakeholders feel that these initiatives provide insufficient protection for individuals making such disclosures.

Implications

- To ensure that all levels of management become familiar with the common framework for results-based management, human resources professionals will provide managers with related information and strategic advice.
- Departments will need to report outcomes to central agencies to allow them to gain a government-wide perspective on the situation.
- Human resources professionals will be tasked with the implementation of human resources metrics under the management accountability framework
- Disclosure of wrongdoing in the workplace provides a means of protecting politicians, public servants and the Canadian public from the economic and political costs of illegal activities in the Public service.

Current and Future Needs

ISSUE: Improving the Mechanics of the Public Service

Trends

- The implementation of an integrated results-based approach to management across the Public Service.

Current Needs

- Raising employee awareness of government policy related to values and ethics.

Future Needs

- Managers at all levels need to be educated about the Management Accountability Framework and have the necessary human resources support to meet their performance goals.
- Continue to foster an open and honest workplace culture where unethical activity is neither tolerated nor ignored.

Related issues in other sections

Economy and Labour Market: *Labour Relations*

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

Modernizing an Outdated Human Resources Framework

The *Public Service Modernization Act* (PSMA) establishes a new legal and conceptual framework for managing human resources, replacing a system that is unsuited to meeting current and future staffing requirements. Above and beyond legal implications, the legislative reform aims at introducing cultural changes into Public Service human resources management to make it easier and faster to address human resources issues and find efficient and innovative solutions. The new legislation will be phased in over a two-year period. Emphasizing the importance of modernizing the management of human resources, the Clerk of the Privy Council Office has made the implementation of the PSMA a corporate priority for the Public Service of Canada.

The PSMA constitutes the broadest legislative reform of Public Service human resources management in over 35 years. In order to improve the hiring, learning and training of employees, as well as labour management relations and accountability, the PSMA changes four existing acts: the *Public Service Staff Relations Act* (PSSRA), the *Public Service Employment Act* (PSEA), the *Financial Administration Act* (FAA) and the *Canadian Center for Management Development Act* (CCMDA).

The modifications are designed to facilitate staffing planning and operations for managers and human resources professionals alike. Delegation of staffing authority to departments and

agencies is expanded, and managers are provided with more flexibility to staff positions through a simpler system. The integration of HR and business planning, supported by staffing programs developed in-house or at the Public Service Commission, opens the way to more timely, more efficient, and better targeted staffing. Employment equity considerations are also integrated into human resources planning and staffing activities. Although merit remains the cornerstone of Public Service staffing, it takes on a different meaning. Merit used to imply the appointment of “the most qualified” candidate, but now refers to the appointment of “a qualified” candidate. The definition of qualification requirements goes beyond immediate job requirements to include the future operational needs of the organization.

The PSMA fosters better collaboration between the government and its employees’ bargaining agents, moving employer-union relationships away from confrontation and toward a more conciliatory approach. Under the new *Public Service Labour Relations Act* (PSLRA), which replaces the PSSRA, departments and agencies will have to establish labour-management consultation committees to discuss workplace issues such as harassment and disclosure of wrongdoing. Furthermore, in line with the collaborative spirit of the new Act, departments and agencies are encouraged to work with unions to develop solutions to such issues. In consultation with bargaining agents, Deputy Heads must establish an informal conflict management system for the purpose of preventing and addressing workplace disputes.

The PSMA has replaced the *Canadian Center for Management Development Act* (CCMDA) with the *Canada School of Public Service Act* (CSPSA). As a result, the Canadian Centre for Management Development, Training and Development Canada and Language Training Canada have been integrated into a new entity: the Canada School of Public Service. The task of this new institution is to integrate and deliver learning activities for all employees.

Implications

- Implementation of the *Public Service Modernization Act* raises both challenges and opportunities.
- Within the next year or so, human resources professionals need to develop a thorough knowledge of the new human resources regime in order to support staffing activities (including staffing planning, support to hiring managers, etc.), more collaborative labour management relations (including conflict resolution, labour management consultation committees, new merit principle, etc.), and other aspects of human resources management modified by the PSMA (planning and delivery of learning, etc.).
- Managers at all levels of delegated authority also need to ready themselves to fulfil their staffing, planning, accountability and labour relation obligations under the new regime. In order to benefit fully from the improvements introduced in the PSMA, they must be

communicated clearly; and appropriate tools (such as descriptions of best practices) and support must be provided.

- Departments and agencies must facilitate the implementation of the PSMA in their environments (including training of employees, development of tools and support mechanisms, development of the required infrastructure, etc.).
- Central Agencies must facilitate the implementation of the PSMA within the scope of their respective mandates.
- The financial resources required to implement and support the PSMA will need to remain available throughout the implementation period and until required training is completed.
- The integration of human resources and business planning may be adversely affected by simultaneous changes in organizational structures, budget allocations and priorities.
- The development of better labour management relations will require good communications, respect and effective cooperation among all stakeholders (management, employees, bargaining agents and committees).
- The modernized human resources framework provides departments and agencies with more flexibility in staffing positions. In addition, better employee-management collaboration in the identification and the resolution of workplace issues should improve workplace satisfaction on both sides. Using the informal conflict management system to address grievances at earlier stages can help reduce workplace tensions. Effective monitoring of workplace conditions can also result in more focussed efforts to prevent conflicts.

Current and Future Needs

ISSUE: Modernizing an Outdated Human Resources Framework (PSMA)

Trends

- The implementation of the Public Service Modernization Act over the next two years will make it easier and faster to address human resources issues, and come up with efficient and innovative solutions.
- Expanded delegation of staffing authority to departments and agencies.
- Managers gain increased flexibility in staffing positions.
- Human resources planning will be integrated with business planning and incorporate employment equity requirements.
- Although merit remains the basis for all appointments, its definition has changed.
- Employer-employee relations should be handled in a more collaborative manner than before, through labour-management consultation committees, informal conflict management mechanisms, etc.
- The Canada School of Public Service becomes the central training provider for the Public Service.

Current Needs

- The Public Service needs to ready itself to operate under the new human resources regime. This affects human resources professionals, delegated managers, departments and agencies, as well as central agencies.

-
- Financial and human resources need to remain available until the implementation of the Public Service Modernization Act and the related training of employees are completed.

Future Needs

- Ensure that the improvements introduced by the Public Service Modernization Act are well understood by human resources professionals and delegated managers, and used to the fullest extent.
- Optimize the match between employee training needs, organizational requirements, and the curriculum offered by the Canada School of Public Service.

Related issues in other sections

Economy and Labour Market: *Labour Relations*

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

Accountability, Trust and Financial Management

In order to restore trust of Canadians, the Government wishes to reinforce accountability and sound financial management. This can be achieved, in part, through policies, regulations and political reforms (placing added emphasis on values and ethics, disclosure of wrongdoing protection, etc.). The Government's handling of finances and the budget will provide opportunities to influence public perceptions.

For the first time since confederation, the Government has balanced its budget for an eighth consecutive year. Moreover, the Government indicated in the October 2004 Speech from the Throne that it intends to manage finances in such a way as to avoid budgetary deficits. Consistent with this objective, in December of 2004 the Public Service workforce size was capped and reclassifications frozen.

The goals outlined in the 2004 Speech from the Throne indicated a strong commitment to restraint and financial management. Debt reduction remains a top priority, and the ratio of the debt to the gross domestic product is to be reduced from its current level of about 40% to 25% within the next ten years. As a prudent financial manager, the government maintained a \$3 billion contingency reserve and a \$1 billion economic prudence fund in both 2004-05 and 2005-06.

The Speech from the Throne of 2004 also reiterated the will of the Government to review its expenditures, with the intent of reallocating resources to better reflect current Government priorities and improve operational efficiency. The expenditure review aims at reallocating \$12 billion over the next five years. About \$2 billion of this is to be raised through cuts to

non-statutory spending over the next three years. Together, these cuts will represent about 5% of current non-statutory spending and are expected to result in some job losses.

The remaining \$10 billion would be generated through improvements to the efficiency of selected government operations, namely real estate management, procurement, corporate services and information technology. For example, it is believed that by selling government-owned office buildings and leasing them back, the government could generate savings of between \$2.5 and \$4 billion. Similarly, it is felt that consolidating and integrating corporate and administrative services, and thus reducing duplication of work among departments, will yield important savings. Initial emphasis will be put on integrating personnel, finance, inventory, and asset management. Eventually, integration could extend to records management, libraries, translation and printing.

Expenditure review is not seen as an ad hoc exercise. Starting with the 2006 budget cycle, the review of program and service expenditures will be undertaken annually.

Improved financial accountability and integrity is included in the Government's aims. The introduction of new corporate governance rules for Crown corporations and the requirement that they undergo special five-year audits, to be conducted by the Auditor General, reflect a desire to improve financial management. Similarly, the introduction of modern, real-time information systems to track all spending, and provide appropriate tools for effective scrutiny and decision-making, will support the accomplishment of the same objective.

Implications

- The Government's approach to fiscal management will affect departmental budgets, and may affect their ability to respond to human resources challenges such as reducing the use of term employment to recruit indeterminate employees; implementing strategies to delay the retirement of experienced employees; or otherwise transferring their knowledge to younger employees.
- Expenditure review could trigger additional mobility within the Public Service as employees move from lower to higher priority projects. Accordingly, employees will require flexibility and adaptability, and human resources professionals may see their workload increase. The integration of expenditure review in the annual budget preparation exercise suggests that mobility may remain significantly above its current levels.
- Expenditure review re-investment is expected to affect professional and scientific roles, while future recruitment impacts remain unclear. Reallocations and shared services initiatives may also affect the PS workforce. The greatest challenge during expenditure review implementation will be managing staff reallocations while meeting current and future recruitment needs.

- The centralization of some human resources operations under expenditure review could free up time and resources, enabling departmental human resources professionals to focus on strategic planning and analytical activities.

Current and Future Needs

ISSUE: Accountability, Trust and Financial Management

Trends

- The goals outlined in the 2004 Speech from the Throne indicate a strong desire to show restraint in financial management.
- The ratio of the debt to the gross domestic product is to be reduced to 25% within the next ten years.
- To avoid budgetary deficits in 2004, the Government placed a cap on salary expenditures, and a temporary freeze on reclassifications.
- A review of expenditures aims at reallocating \$12 billion over the next five years: \$2 billion being raised through cuts to non statutory spending and \$10 billion through improvements to the efficiency of selected government operations over the next three years. These initiatives will include a consolidation of certain human resources activities across the Public Service.
- These spending cuts represent about 5% of current non-statutory spending and may result in some job losses. Close to \$11-billion in savings will affect approximately 10,600 positions.
- \$1.5-billion in savings is expected through administrative efficiencies over the next five years.
- Government estimates the net number of employees at risk of job loss could be as low as 2,300 and as high as 4,100 over five years depending upon attrition rates, retraining, and redeployments.
- The review of program and service expenditures is to become an annual exercise, starting with the 2006 budget cycle.

Current Needs

- Resources will need to be invested in completing the current round of expenditure reviews and implementing an annual repeat of the exercise.
- Possible job losses need to be handled appropriately.
- Consolidation of certain human resources activities will deeply affect the manner in which targeted personnel and finance operations are handled by departments.

Future Needs

- Human resources professionals need to be prepared to handle an increased workload in areas where expenditure review generates a large volume of redeployments.

Related issues in other sections

Economy and Labour Market: *Fiscal policies of the Government*

Economy and Labour Market: *Labour Relations*

Society and Culture: *Social Values and Ethics*

Politics and Governance: *Having a Minority Government*

Public Service Workforce: *A Human Resources Community Faced with Multiple Challenges*

Supporting Government's Commitments

The spending priorities established by the Government in the budget have translated into concrete terms the commitments made in the Speech from the Throne, and in federal-provincial agreements, etc. The last budget included measures to deal with important health issues. In particular, it allocated an additional \$2 billion to Provinces and Territories for health care, bringing to \$36.8 billion the funding provided under the February 2003 Ministers Accord on Health Care Renewal. Moreover, it supported the establishment of the Canada Public Health Agency as a focal point for disease control and emergency response.

Commitment to Aboriginal issues translated into an investment of \$125 million over five years for the Aboriginal Human Resources Development Strategy, and the doubling of financial support for the Urban Aboriginal Strategy, bringing its funding up to \$50 million. Some tax relief was offered to Canadians with disabilities and caregivers, as well as to registered charities, along with continued support for the Voluntary Sector Initiative.

Investments in learning took various forms. There was an extension of the education tax credit to employees pursuing career-related studies at their own expense. New funding of \$15 million a year was allocated to support of enhanced language training to reduce labour market barriers faced by immigrants. Research and development also benefited from the 2004 budget, with the annual funding of Canada's three federal granting councils being increased by \$90 million. Over the past seven years, federal support for research, especially at universities, colleges and research hospitals, has increased by some \$9 billion.

Finally, an additional \$605 million was committed to address security issues.

Implications

- Investments in health care may translate into additional work for the Public Service, particularly as it relates to the Public Health Agency and the establishment of national health care standards.
- To the extent that it affects their availability in the labour force, budget spending for Aboriginal peoples, persons with disabilities and visible minorities could have an impact on their workforce availability.

Current and Future Needs

ISSUE: Supporting Government's Commitments

Trends

- The 2004 budget included measures to deal with important health issues, including support for the establishment of the Canada Public Health Agency.
- Funding was allocated for Aboriginal peoples, persons with disabilities, and immigrants.
- Financial support for research and development was increased.
- An additional \$605 million was committed to address security issues.

Current Needs

- Priority put on health issues could have an impact on workforce needs in specific sectors of the Public Service.

Future Needs

- Improvements in the representation of designated group members in the Canadian labour force will need to be reflected in the Public Service workforce.

Related issues in other sections

Population: *An Increasingly Diverse Society*

Population: *A Younger Population of Aboriginal Peoples*

Population: *Persons with Disabilities*

Population: *Linguistic Composition*

Society and Culture: *Security and Crime*

Science and Technology: *Commitment to Research and Development*

Public Service Workforce: *Increasing Employment Equity Expectations*

IV. Conclusion

Like other employers, the federal Public Service experiences a rapid pace of workplace change, in response to the constant expansion of information technology, the rise of performance-oriented management practices, as well as broader demographic and economic changes. Moreover, as a public institution, the Public Service must adjust to the changing values, composition and expectations of the Canadian population.

To respond to the parallel evolution of the workplace and Canadian society, major reform began with the promulgation of the *Public Service Modernization Act* in November 2003. Canada thus positioned itself at the forefront of modern countries with a human resources management model that emphasizes results, values, learning, and representation. Efficient human resources planning is a key component of this model. It requires an integration of business and human resources plans, as well as the identification of current and future human resources needs, and their integration into the planning process. Environmental scanning provides a tested tool for identifying current and future needs.

In support of strategic human resources planning, the responsibility for developing an environmental scan lies with the Public Service Human Resources Management Agency of Canada. A consultative committee met to assist the Agency's Research Directorate in carrying out this initiative, which began in August 2004. In addition to analyzing the situation within the Public Service workforce, and the goals and business of the government, the multidisciplinary team responsible for the project conducted an analysis of six broader factors: population and demography, economy and labour market, society and culture, science and technology, physical environment, and politics and governance.

Ongoing changes in the demographic characteristics of the Canadian population will bring important challenges. In particular, population ageing will have far ranging consequences for our society, affecting the labour market, the demand for social services and more particularly for health services, increasing pressure on the public pension system, etc. Although widespread labour shortages are unlikely, there may be specific skill shortages. The Public Service is not immune to the impacts of population ageing. On the contrary, it seems more vulnerable to the coming wave of retirements. The capacity to persuade older workers to delay their retirement and to attract and retain new blood in the Public Service will become increasingly important over the coming years. Demographic changes may force the Public Service to become more competitive with other employers, both in salary terms, and in working conditions.

The Canadian population in general, and the labour market in particular, are expected to further diversify as the result of immigration trends, large cohorts of young Aboriginal peoples entering

the workforce and increased labour force participation rates for women. Obviously, the Public Service will need to reflect these changes.

In addition to ageing and diversification, the workplace changes through continuous expansion of the knowledge-based economy and the parallel increase in the educational level of the population. The accumulating impacts of innovation and productivity improvements on economic growth are triggering additional governmental investment in research and development, and highlight the benefits generated by investments in education and targeted immigration.

In terms of fiscal management, reduction of the debt remains a government priority. Ongoing measures to control government spending began with the implementation of a permanent expenditure review process and the development of partnerships with the private sector. Both of these initiatives are likely to have a budgetary impact on departments and agencies.

The Public Service will likely remain relatively unchanged for the next five years, with an overall annual turnover rate of 4% to 5%. Although a general labour shortage is unlikely, the PS may experience recruitment problems in the near future in the area of more-specialized and unique skills. With expenditure review and the focus on knowledge work, it is likely higher skilled positions replace low-skill jobs. The trend towards reductions in lower administrative and program officer levels and clerical positions is likely to continue for the near future.

Technological developments continue to penetrate our daily lives, at home as well as at work. Some of these developments bring challenges as well as opportunities. For example, while the ever-increasing computerization of the workplace carries many advantages (gains in productivity, facilitation of work, easier and broader access to services, quicker communications, etc.), it also raises serious concerns about privacy, security, inequalities in access to technology and acceleration of the pace of work.

The impact of environmental shift such as climatic change are being experienced on a more regular basis, and has led Canada to renew its commitment to sustained development and to preserving the environment. However, recent report cards indicate that Canada's performance has not been satisfactory.

Canadians' trust in government and its institutions is low and the Public Service is likely to remain under the close scrutiny of the media and the public for some time to come. In this context, the effective protection of employees disclosing wrongdoing in the workplace, and respect of values and ethics, will be critical for regaining the confidence of Canadians in the Public Service. In addition, the minority status of the Government translates into a need for a more subtle way of governing that makes increased use of collaboration and conciliation

between the various stakeholders on the federal political scene and at the intergovernmental level.

Issues related to internal and international security remain important. They affect the broader areas of Canada's relationship with the United States and position on the international scene.

In the years to come, the evolution of the following issues is likely to bear upon human resources management and thus is likely to appear in future updates of the environmental scan:

In the field of *Demographics*: status of population ageing; increased diversification of the population; international migration and internal mobility; and evolution of family structure.

In the field of *Science and Technology*: computer developments and innovations affecting the workplace; access to technology (proportion of the population "connected" to new technologies; discrepancies in access to technology for certain segments of society; etc.); computerization of government services; information security and privacy.

In the field of *Economy and the Labour Market*: further expansion of the knowledge-based economy; impact of population ageing on the labour market (potential skill shortages; changes in retirement patterns; retention practices; etc.); impact of diversification on the labour market composition; impact of changing poverty levels on the labour market; and globalization and outsourcing of employment.

In the field of *Society and Culture*: citizenship and engagement (volunteering, citizens' involvement in public affairs, e-democracy, etc.); health; and the public's trust in the government and the Public Service.

In the field of *Environment*: implementation of current governmental commitments; assessment of Canada's environmental situation; and the impact of new commitments.

In the field of *Politics and Governance*: next elections; electoral reform; and the evolution of private-public partnerships and their impact on the Public Service.

With regard to the *Public Service Workforce*: the impact of population ageing (retention of older employees, potential skill shortages, retirement patterns); the impact of population diversification; the impact of further computerization of the workplace (e-recruitment, e-learning, privacy and security of information, etc.); and the work environment (work-life balance issues including access to alternative working arrangements, workload, pace of work, etc.);

With regard to the *Business and Human Resources Management Goals of the Government*: the impact of fiscal management on the budget of departments and agencies; the impact of

expenditure review on the Public Service budget and workforce; the impact of continued efforts to position Canada in the global market; relationship with the United States and with the rest of the world; implementation of the Public Service Modernization Act; of the protection provided to employees disclosing wrongdoing in the workplace protection; values and ethics; and the consolidation and integration of corporate services across organizations.

The passage of time will help confirm or nuance the issues raised in this first scan. Some identified issues such as government priorities and public distrust of the government may change radically over a relatively short period, either defusing the issue or exacerbating it. Fundamental trends such as population ageing and the growth of the knowledge-based economy will not go away, but their impact on Canadian society and human resources may well change. Nevertheless, the information and analysis gathered in the present environmental scan report should provide a sound basis for determining the main issues influencing the current and future needs of the Public Service at a global level.

V. Appendices

Bibliography

Population

Population Aging

Association of Colleges of Applied Arts and Technology of Ontario (2004). “2004 Environmental Scan – Demographics”.

<http://www.acaato.on.ca/new/research/scan/2004/Environmental%20Scan%202004%20-%20Full%20Document.pdf>

Burleton, Derek (July 2002). “The Demographic Challenge: Slowing Population, Aging Workforce Trends More Severe in Canada than in the U.S.”, TD Bank Financial Group.

Hicks, Peter (2003). “New Policy Research on Population Aging and Life-Course Flexibility”, Policy Research Initiatives, *Horizons*, 6 (2).

Office of the Auditor General of Canada. “Population Aging and Information for Parliament: Understanding the Choices”. <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/9806ce.html>

Saunders, R., and J. Maxwell (March 2003). “Changing Labour Markets: Key Challenges Facing Canada”, *A paper prepared for Human Resources Development Canada*. Canadian Policy Research Networks Inc.

Statistics Canada (July 2002). “Profile of the Canadian Population by Age and Sex”.

<http://www12.statcan.ca/english/census01/Products/Analytic/companion/age/contents.cfm>

The Situation of Women

Bakan, Abigail and Audrey Kobayashi (March 2000). “Employment Equity Policy in Canada: An Interprovincial Comparison”. http://www.swc-cfc.gc.ca/pubs/0662281608/200003_0662281608_e.html

Beaujot, Roderic and Don Kerr (2004). *Population Change in Canada*. Oxford University Press, Canada.

Canadian Housing Observer. “Demographic and Socio-Economic Influences on Housing Demand”, CMHC. <http://www.cmhc-schl.gc.ca/en/cahoob/desoec/index.cfm>

Child and Family Canada (September 2000). “Fact Sheet #1 – The New Canadian Family”, Voices 4 Children. <http://www.cfc-efc.ca/docs/vocfc/00000791.htm>

Human Resources and Skills Development Canada (April 1999). “Work, Family and Community: Key Issues and Directions for Future Research”.
http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/spila/wlb/wfc/02table_of_contents.shtml&hs=wnc

Office of the Prime Minister (February 3, 2004.). “Address by the Prime Minister in Reply to the Speech from the Throne”. <http://pm.gc.ca/eng/sft-ddt.asp?id=2>

Public Works and Government Services Canada (2002). “Canada’s Aging Population”.
<http://dsp-psd.communication.gc.ca/Collection/H39-608-2002E.pdf>

Social Development Canada (October 2002). “Gender Equality in the Labour Market- Lessons Learned”. http://www11.sdc.gc.ca/en/cs/sp/edd/reports/2002-002440/spah14910_e.pdf

Statistics Canada (July 2004). “Household and Family Life”, Canada e-Book.
http://142.206.72.67/02/02d/02d_000_e.htm

Statistics Canada. (May 2003). “Women in Canada: Work Chapter Updates”.
<http://www.statcan.gc.ca/english/freepub/89F0133XIE/89F0133XIE02001.pdf>

Statistics Canada (October 2002). “Profile of Canadian Families and Households: Diversification Continues”.
<http://www12.statcan.ca/english/census01/Products/Analytic/companion/fam/contents.cfm>

Status of Women Canada (February 2, 2004). “Status of Women Canada: Gender Equality Review”. http://www.swc-cfc.gc.ca/pubs/sft2004/sft2004_e.pdf

Status of Women Canada (March 2001). “Women’s Economic Independence and Security: A Federal / Provincial / Territorial Strategic Framework”. http://www.swc-cfc.gc.ca/pubs/0662655427/200103_0662655427_e.html

Status of Women Canada (January 1999). “Gender Equality Indicators: Public Concerns and Public Policies”, *Proceedings of a Symposium Held at Statistics Canada*, March 26 and 27, 1998. http://www.swc-cfc.gc.ca/pubs/0662274180/199901_0662274180_e.html

Status of Women, Canada (August 1995). “Setting the Stage for the Next Century: The Federal Plan for Gender Equality”. http://www.swc-cfc.gc.ca/pubs/066261951X/199508_066261951X_1_e.html

The Evangelical Fellowship of Canada (May 25, 1999). “Tax Equity for Canadian Families with Dependent Children”.

United Nations General Assembly (June 2000). “Women 2000: Gender Equality, Development and Peace in the Twenty-First Century”. Note by the Secretary General.
<http://ceb.unsystem.org/documents/joint.statements/0046854e.pdf>

An Increasingly Diverse Society

About Canada. <http://www.immigrate.net/law/en/Canada/default.asp>

Alboim, Naomi (April 2002). “Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy”, *Caledon Institute of Social Policy*.
http://www.maytree.com/PDF_Files/FulfillingPromise.pdf

Bachmann, K. (March 2003). “The Impact of Employment Equity on Corporate Success in Canada”, Prepared for the Policy, Reporting and Data Development Group (HRSDC).
http://www.hrsdc.gc.ca/en/lp/lo/lsw/we/special_projects/RacismFreeInitiative/ConferenceBoard.shtml#summary

Beaujot, R., and D. Matthews (January 2000). “Immigration and the Future of Canada’s Population”, Discussion Paper no. 00-1. Population Studies Centre, University of Western Ontario. <http://www.ssc.uwo.ca/sociology/popstudies/dp/dp00-1.pdf>

Citizenship and Immigration Canada (Spring 2004). “Statistical Trends, Fourth Quarter 2003”, *The Monitor*.

Citizenship and Immigration Canada (Spring 2004). “The Economic Performance of Immigrants”, *The Monitor*, pp. 5-8.

Citizenship and Immigration Canada (Summer 2003). “Facts and Figures: Immigration Overview”.

Dorais, Michel (2002). “Immigration and Integration Through a Social Cohesive Perspective”. Policy Research Initiatives. *Horizons*, 5 (2).

Dryburgh, Heather and Jason Hamel (Fall 2004). “Immigrants in Demand: Staying or Leaving”, *Canadian Social Trends*. 74 : 12 – 17.

“Federal Language Test May Violate Rights”, *CBC News*. November 10, 2004.

Green, Alan G. (2004). “Beyond Harmonization: How US Immigration Rules Would Have Worked in Canada”, *Policy Matters*, 5 (4).

Green, Sarah. "Foreign-Trained Doctors Get Boost", *Ottawa Sun*. November 13, 2004.

Heritage Canada (March 2003). "2003-2004 Estimates: A Report on Plans and Priorities".

House of Commons (June 2003). "Settlement and Integration: A Sense of Belonging – Feeling at Home", Standing Committee on Citizenship and Immigration.

<http://www.parl.gc.ca/InfoComDoc/37/2/CIMM/Studies/Reports/cimmrp05/cimmrp05-e.pdf>

"Immigrants Take Shine to Capital", *The Ottawa Sun*. August 19, 2004.

"Language Wars: Plus Ça Change...", *The Toronto Sun*. November 10, 2004, 18.

Moll, Marita. "Aptitude Isn't Easy to Test", *Ottawa Citizen*. October 10, 2004, A15.

Organization for Economic Co-operation and Development (June 2004). "Employment Outlook 2004".

"Paul Martin's Tall Agenda – Canada's Political Transition", *The Economist*, October 2003, pp. 34-35.

Policy Research Initiative (2003). "The Opportunity and Challenge of Diversity: A Role for Social Capital: Synthesis Report". http://policyresearch.gc.ca/doclib/OECD_Synthesis_e.pdf

Public Policy Forum (November 2004). "Bringing Employers Into the Immigration Debate: The Public Policy Implications of the Survey Findings".

http://www.ppforum.ca/ow/PolicyImps_final_EN.pdf

Public Works and Government Services Canada (2004). "Annual Report to Parliament on Immigration 2004". <http://www.cic.gc.ca/english/pdf/pub/immigration2004-e.pdf>

Saunders, Doug. "Going un-Dutch: Can You Really Riot for Tolerance?", *Globe and Mail*. November 13, 2004, F3.

Saunders, Doug. "Dutch Lash Out at Muslims After Slaying", *Globe and Mail*. November 11, 2004, A1.

Simard, Carolle (2002). "Political Participation by Ethno-Cultural Groups and Visible Minorities". Policy Research Initiatives. *Horizons*. 5 (2).

Statistics Canada (December 2003). "Report on the Demographic Situation in Canada". <http://www.statcan.ca/english/ads/91-209-XPE/>

Statistics Canada (October 2003). “Longitudinal Survey of Immigrants to Canada: Process, Progress and Prospects”. <http://www.statcan.ca/english/freepub/89-611-XIE/89-611-XIE03001.pdf>

Statistics Canada (October 2003). “Will They Ever Converge? Earnings of Immigrant and Canadian-born Workers Over the Last Two Decades”, *Analytical Studies Branch*.

Statistics Canada (September 2003). “Ethnic Diversity Survey: Portrait of a Multicultural Society”. <http://www.statcan.ca/english/freepub/89-593-XIE/free.htm>

Statistics Canada (January 2003). “Canada’s Ethno-Cultural Portrait: - The Changing Mosaic”. <http://www12.statcan.ca/english/census01/products/analytic/companion/etoimm/contents.cfm>

Treasury Board Secretariat (2004). “Strengthening Public Sector Management - An Overview of the Government Action Plan and Key Initiatives”.

A Younger Population of Aboriginal Peoples

Abele, Frances (April 2004). “Urgent Need, Serious Opportunity: Towards a New Social Model for Canada’s Aboriginal Peoples”, *Canadian Policy Research Networks*. <http://www.cprn.com/en/doc.cfm?doc=569>

Association of Universities and Colleges of Canada (2002). “Aboriginal Access to Higher Education”. http://www.aucc.ca/_pdf/english/reports/2002/innovation/aboriginal_e.PDF

Hutchison, Michael (March 2002). “Aboriginal Workforce Poised to Replace Retiring Baby-Boomers”, *Aboriginal Times*. <http://www.aboriginaltimes.com/science/immigration-baby-boom/view>

Indian and Northern Affairs Canada. “Report of the Royal Commission On Aboriginal Peoples”. http://www.ainc-inac.gc.ca/ch/rcap/sg/sgmm_e.html

Mendelson, Michael (March 2004). “Aboriginal People in Canada’s Labour Market: Work and Unemployment, Today and Tomorrow”, *Caledon Institute of Social Policy*. <http://www.caledoninst.org/Publications/PDF/471ENG.pdf>

Office of the Prime Minister (February 3, 2004.). “Address by the Prime Minister in Reply to the Speech from the Throne”. <http://pm.gc.ca/eng/sft-ddt.asp?id=2>

Policy Research Initiative. “Not Strangers in These Parts: Urban Aboriginal Peoples”. Edited by David Newhouse and Evelyn Peters.

http://www.recherchepolitique.gc.ca/doclib/AboriginalBook_e.pdf

RBC Royal Bank. “Aboriginal Banking: Initiatives and Programs”.

http://www.rbcroyalbank.com/aboriginal/rr_chall.html

Richards, John (December 2003-January 2004). “Aboriginal Policy – Time to Rethink”. *Policy Options*, pp. 91-95.

Siggner, Andrew (2003). “Urban Aboriginal Populations: An Update Using the 2001 Census Results”. Pp. 15 – 21 in David Newhouse and Evelyn Peters, (eds.), *Not Strangers in These Parts: Urban Aboriginal Peoples*. Policy Research Initiative Publication.

Statistics Canada – The Daily (September 2003). “Aboriginal Peoples Survey: Well-Being of the Non-Reserve Aboriginal Population”.

<http://www.statcan.ca/Daily/English/030924/d030924b.htm>

Statistics Canada (January 2003). “Canada’s Ethno-Cultural Portrait: - The Changing Mosaic”. <http://www12.statcan.ca/english/census01/products/analytic/companion/etoimm/content.s.cfm>

Statistics Canada (January 21, 2003). “2001 Census: Analysis Series - Aboriginal Peoples of Canada: A Demographic Profile”.

<http://www12.statcan.ca/english/census01/Products/Analytic/companion/abor/pdf/96F0030XIE2001007.pdf>

Statistics Canada – The Daily (January 21, 2003). “Census of Population: Immigration, Birthplace and Birthplace of Parents, Citizenship, Ethnic Origin, Visible Minorities and Aboriginal Peoples”. <http://www.statcan.ca/Daily/English/030121/d030121a.htm>

Statistics Canada (September 24, 2003). “Aboriginal Peoples Survey 2001- Initial Findings: Well-Being of the Non-Reserve Aboriginal Population”, 2001 Aboriginal Peoples Survey.

<http://www.statcan.ca/english/freepub/89-589-XIE/index.htm>

Western Landscapes (Summer, 2001). “Urban Aboriginals: Opportunities and Challenges”.

<http://www.turtleisland.org/news/WLSummer2001.pdf>

Persons With Disability

“A National Strategy for Persons With Disabilities: The Community Definition”, (November 1999). <http://www.pcs.mb.ca/~ccd/nation~4.html>

Canada Human Rights Commission. “2002 Employment Equity: A year-End Review”.

Human Resources Development Canada (November 2000). “Lessons Learned: Disability Policies and Programs”.

Office of the Prime Minister (February 3, 2004.). “Address by the Prime Minister in Reply to the Speech from the Throne”. <http://pm.gc.ca/eng/sft-ddt.asp?id=2>

Social Development Canada. “Disability in Canada: A 2001 Profile”.
<http://www.sdc.gc.ca/asp/gateway.asp?hr=en/hip/odi/documents/PALS/PALS000.shtml&hs=pyp>

Statistics Canada (2002). “Access to Health Care Services in Canada, 2001”.
<http://www.statcan.ca/english/freepub/82-575-XIE/2002001/findings.htm>

Statistics Canada (December 2002). “A Profile of Disability in Canada, 2001”.
<http://www.statcan.ca/english/freepub/89-577-XIE/>

Treasury Board of Canada Secretariat (September, 2004). “The World Needs More Canada: Strengthening Support for People with Disabilities”. Speech by the President of the Treasury Board of Canada to the Disabled Peoples’ International Summit 2004.
http://news.gc.ca/cfmx/CCP/view/en/index.cfm?xml_search=true&articleID=96989.

Wright, Ruth (2001). “Tapping the Talents of People with Disabilities”. *Summary Highlights*. The Conference Board of Canada.

Linguistic Composition

Canadian Heritage. “Diversity in our Urban Centres: Canada’s Ethnicities”.
http://www.pch.gc.ca/progs/multi/reports/ann98-99/ethnicities_e.cfm

Citizenship and Immigration Canada (2004). “Annual Report to Parliament on Immigration, 2004”. <http://www.cic.gc.ca/english/pdf/pub/immigration2004-e.pdf>

Government of Canada (July 19, 2002). “Submission – Language Industries in Canada Submission to Canada’s Innovation Strategy”. Conducted as part of Canada’s Innovation Strategy. <http://www.innovation.gc.ca/gol/innovation/site.nsf/en/in02346.html>

Howard-Hassmann, Rhoda (1999). “Canadian as an Ethnic Category: Implications for Multiculturalism and National Unity”, *Canada Public Policy*, 25 (4).
<http://economics.ca/cgi/jab?journal=cpp&view=v25n4/Howard.pdf>

Jedweb, Jack (February 2004). “Language Matters: Analyzing the Next Act On Federal Official Language Policies”. *Policy Options*. <http://www.irpp.org/po/archive/feb04/Jedwab.pdf>

Public Service Commission (November 2004). “Recruitment of Bilingual Candidates to the Federal Public Service: Demographic Analysis of Bilingual Canadians, 2001”.

Statistics Canada (December 2002). “Profile of Languages in Canada: English, French and Many Others”.
<http://www12.statcan.ca/english/census01/Products/Analytic/companion/lang/contents.cfm>

Treasury Board of Canada Secretariat. “Official Languages in Federal Institutions”.
http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_A3/OLFI_e.asp

UNI, Unity, Diversity, Respect. “White paper 2002 - Recognition”.
<http://www.uni.ca/whitepaper004.html>

Economy and Labour Market

Abele, Frances (April 2004). “Urgent Need, Serious Opportunity: Towards a New Social Model for Canada’s Aboriginal Peoples”, *Canadian Policy Research Networks*.
<http://www.cprn.com/en/doc.cfm?doc=569>

Alboim, Naomi (April 2002). “Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy”, *Caledon Institute of Social Policy*.
http://www.maytree.com/PDF_Files/FulfillingPromise.pdf

Bachmann, K. (March 2003). “The Impact of Employment Equity on Corporate Success in Canada”, Prepared for the Policy, Reporting and Data Development Group (HRSDC).
http://www.hrsdc.gc.ca/en/lp/lo/lsw/we/special_projects/RacismFreeInitiative/ConferenceBoard.shtml#summary

Bank of Canada (July 22, 2004). “Monetary Policy Report Update”.
<http://www.bankofcanada.ca/en/press/2004/pr04-15.htm>

Bank of Canada. “Business Outlook Survey – Results of the Summer 2004 Survey”.
http://www.bankofcanada.ca/en/bos/2004/summer/index_summer_2004.html

Beckstead, D. and Vinodrati T. (October 2003). “Dimensions of Occupational Changes in Canada’s Knowledge Economy, 1971 – 1996”. <http://www.statcan.ca/english/research/11-622-MIE/11-622-MIE2003004.pdf>

Canadian Labour and Business Center (Spring 2002). “Viewpoints 2002 - The Perspective of Business Labour and Public Sector Leaders”.
http://www.clbc.ca/files/reports/viewpoints02_labour_relations.pdf

Canadian Business Economics (May 1999). “A Symposium on Labour Force Participation in Canada in the 1990s”, 7 (2), edited by Andrew Sharp and Louis Grignon.
<http://www.csls.ca/journals/simp.asp>

Center for Organizational Research (2003). “The Aging-and-Retiring Government Workforce”.
<http://www.ipma-hr.org/pdf/federal/aging.pdf>

Citizenship and Immigration Canada (Spring 2004). “Statistical Trends, Fourth Quarter 2003”, *The Monitor*.

Citizenship and Immigration Canada (Spring 2004). “The Economic Performance of Immigrants”, *The Monitor*, pp. 5-8.

Citizenship and Immigration Canada (Summer 2003). “Facts and Figures: Immigration Overview”.

Corporate Leadership Council (September 2003). “State of the Canadian Workforce”.
<http://www.corporateleadershipcouncil.com/CLC/1,1283,,00.html?first=Y>

Department of Finance Canada (2004). “Budget Plan 2004”.
<http://www.fin.gc.ca/budget04/bp/bptoce.htm>

Department of Finance Canada (2004). “Budget 2004 – New Agenda for Achievement”.
<http://www.fin.gc.ca/budtoce/2004/budliste.htm>

Department of Finance Canada (July 2004). “The Economy in Brief”.
<http://www.fin.gc.ca/ECONBR/ecbr04-07e.html>

Dion, Richard and Bill Laur (Fall 2003). “Recent Labour Market Developments in Canada”, Bank of Canada. <http://www.bankofcanada.ca/en/review/autumn03/laure.pdf>

Dryburgh, Heather and Jason Hamel (Fall 2004). “Immigrants in Demand: Staying or Leaving”, *Canadian Social Trends*. 74 : 12 – 17.

Economic Report of the President (February 2004).

http://a257.g.akamaitech.net/7/257/2422/09feb20040900/www.gpoaccess.gov/usbudget/fy05/pdf/2004_erp.pdf

“Federal Language Test May Violate Rights”, *CBC News*. November 10, 2004.

Green, Alan G. (2004). “Beyond Harmonization: How US Immigration Rules Would Have Worked in Canada”, *Policy Matters*, 5 (4).

Green, Sarah. “Foreign-Trained Doctors Get Boost”, *Ottawa Sun*. November 13, 2004.

Heritage Canada (March 2003). “2003-2004 Estimates: A Report on Plans and Priorities”.

Higgins, C., L. Duxbury, and K. Johnson (March 2004). “Exploring the Link Between Work-Life Conflict and Demands on Canada’s Health Care System”, Report Three. Public Health Agency of Canada. http://www.phac-aspc.gc.ca/publicat/work-travail/report3/pdfs/fvwlfrprt_e.pdf

House of Commons (June 2003). “Settlement and Integration: A Sense of Belonging – Feeling at Home”, Standing Committee on Citizenship and Immigration.

<http://www.parl.gc.ca/InfoComDoc/37/2/CIMM/Studies/Reports/cimmrp05/cimmrp05-e.pdf>

Human Resources Development Canada (2000). “Knowledge Matters: Skills and Learning for Canadians”. <http://www11.sdc.gc.ca/sl-ca/doc/knowledge.pdf>

Human Resources Development Canada (May 2002). “Challenges of an Aging Workforce: An Overview of the Issue”. <http://www.sdc.gc.ca/en/lp/spila/wlb/pdf/overview-aging-workforce-challenges-en.pdf>

International Monetary Fund (March 2004). “Canada – Selected Issues”.

<http://www.imf.org/external/pubs/ft/scr/2004/cr0460.pdf>

“Immigrants Take Shine to Capital”, *The Ottawa Sun*. August 19, 2004.

Karabegovic A., Godin K., Clemens J., and Veldhuis N. (2004). “Measuring the Flexibility of Labour Relations Laws in Canada and the United States”, *Fraser Institute Digital Publications*.

<http://www.fraserinstitute.ca/admin/books/files/MeasuringFlexLabRelLaw.pdf>

“Language Wars: Plus Ça Change...”, *The Toronto Sun*. November 10, 2004, 18.

Mendelson, Michael (March 2004). "Aboriginal People in Canada's Labour Market: Work and Unemployment, Today and Tomorrow", *Caledon Institute of Social Policy*.
<http://www.caledoninst.org/Publications/PDF/471ENG.pdf>

Michael R. Smith (1999). "Insecurity in the Labour Market: The Case of Canada Since the WW II", *Canadian Journal of Sociology*, 24 (2).

Moll, Marita. "Aptitude Isn't Easy to Test", *Ottawa Citizen*. October 10, 2004, A15.

Office of the Prime Minister (September 2, 2004). Speech from the Throne.
http://pm.gc.ca/grfx/docs/PM-rep_e.pdf

Organisation for Economic Co-operation and Development (2004). "Economic Survey – United States 2004: Sustaining Strong Growth and Social Cohesion, Key Challenges".
http://www.oecd.org/document/27/0,2340,en_2649_201185_31457883_1_1_1_1,00.html

Organization for Economic Co-operation and Development. (2004). "OECD Handbook for Internationally Comparative Education Statistics".

Organization for Economic Co-operation and Development (June 2004). "Employment Outlook 2004".

Organization for Economic Co-operation and Development. (October 2004). "Corporate Data Environment: Educational Database".
<http://www.oecdwash.org/PUBS/ELECTRONIC/epels.htm#edustat>

Organisation for Economic Co-operation and Development (2003). "Employment Outlook 2003".

Organisation for Economic Co-operation and Development (2003). "Economic Surveys: Canada 2003".

Organisation for Economic Co-operation and Development (2003). "Policy Brief - Economic Survey of Canada". http://www.oecdwash.org/PDFILES/pol_brf_can2003.pdf

"Paul Martin's Tall Agenda – Canada's Political Transition", *The Economist*, October 2003, pp. 34-35.

Picot, G. and Andrew Heisz (2000). "The Performance of the 1990s Canadian Labour Market",
<http://www.statcan.ca/english/research/11F0019MIE/11F0019MIE2000148.pdf>

Policy Research Initiative (2003). “The Opportunity and Challenge of Diversity: A Role for Social Capital: Synthesis Report”. http://policyresearch.gc.ca/doclib/OECD_Synthesis_e.pdf

Public Policy Forum (November 2004). “Bringing Employers Into the Immigration Debate: The Public Policy Implications of the Survey Findings”.
http://www.ppforum.ca/ow/PolicyImps_final_EN.pdf

Saunders, Doug. “Going un-Dutch: Can You Really Riot for Tolerance?”, *Globe and Mail*. November 13, 2004, F3.

Saunders, Doug. “Dutch Lash Out at Muslims After Slaying”, *Globe and Mail*. November 11, 2004, A1.

Siggner, Andrew (2003). “Urban Aboriginal Populations: An Update Using the 2001 Census Results”. Pp. 15 – 21 in David Newhouse and Evelyn Peters, (eds.), *Not Strangers in These Parts: Urban Aboriginal Peoples*. Policy Research Initiative Publication.

Statistics Canada (November 2004). “The Canadian Labour Market at a Glance 2003”, Labour Statistics Division. <http://www.statcan.ca/english/freepub/71-222-XIE/71-222-XIE2004000.pdf>

Statistics Canada – The Daily (October 8, 2004). “Latest Release from the Labour Force Survey”. <http://www.statcan.ca/Daily/English/041008/d041008a.htm>

Statistics Canada (December 2003). “Report on the Demographic Situation in Canada”.
<http://www.statcan.ca/english/ads/91-209-XPE/>

Statistics Canada (October 2003). “Will They Ever Converge? Earnings of Immigrant and Canadian-born Workers Over the Last Two Decades”, *Analytical Studies Branch*.

Statistics Canada (September 24, 2003). “Aboriginal Peoples Survey 2001- Initial Findings: Well-Being of the Non-Reserve Aboriginal Population”, 2001 Aboriginal Peoples Survey.
<http://www.statcan.ca/english/freepub/89-589-XIE/index.htm>

Statistics Canada – The Daily (October 30, 2003). “Study: Knowledge Workers in Canada’s Workforce”. <http://www.statcan.ca/Daily/English/031030/d031030a.htm>

Statistics Canada (March 2003). “Education in Canada: Raising the Standard”.
<http://www12.statcan.ca/english/census01/Products/Analytic/companion/educ/contents.cfm>

Statistics Canada (January 21, 2003). “2001 Census: Analysis Series - Aboriginal Peoples of Canada: A Demographic Profile”.

<http://www12.statcan.ca/english/census01/Products/Analytic/companion/abor/pdf/96F0030XIE2001007.pdf>

Statistics Canada – The Daily (January 21, 2003). “Census of Population: Immigration, Birthplace and Birthplace of Parents, Citizenship, Ethnic Origin, Visible Minorities and Aboriginal Peoples”. <http://www.statcan.ca/Daily/English/030121/d030121a.htm>

Statistics Canada (September 1997). “Reading the Future: A Portrait of Literacy in Canada”. <http://www.statcan.ca/english/freepub/89F0093XIE/highle.pdf>

Treasury Board Secretariat (2004). “Strengthening Public Sector Management - An Overview of the Government Action Plan and Key Initiatives”.

Tremblay, Diane-Gabrielle (November 2002). “Employment Security as a Determinant of Health”. Summary based on paper presented at the Social Determinants of Health Across the Life-Span Conference, Toronto. http://www.phac-aspc.gc.ca/ph-sp/phdd/pdf/overview_implications/04_employment_e.pdf

Riddell, Craig and Andrew Sharpe (2004). “The Canada-U.S. Unemployment Rate Gap: An Introduction and Overview”, Center for the Study of Living Standards. <http://www.csls.ca/journals/cpp0.asp>

Watson, William and British North American Committee (2001). “Aging Populations and the Workforce: Challenges for Employers”. http://www.cdhowe.org/pdf/BNAC_Aging_Populations.pdf

World Health Organization (2003). “Social Determinants of Health: The Solid Facts”. 2nd Edition. Edited by Richard Wilkinson and Michael Marmot. www.who.dk/document/e81384.pdf

Society and Culture

Social Values and Ethics

“Adequate Retirement Income Growing Worry for Canadians”, *Hamilton Spectator*. August 20, 2004, 13.

“Alberta’s Privacy Commissioner to Probe Leak of Credit Reports”, *Calgary Herald*. November 15, 2004, A6.

Alboim, Naomi (April 2002). “Fulfilling the Promise: Integrating Immigrant Skills into the Canadian Economy”, *Caledon Institute of Social Policy*.

http://www.maytree.com/PDF_Files/FulfillingPromise.pdf

Aon United States (July 30, 2004). “Same-Gender Marriages: Impact on Benefit Plan Design”, *Medical Benefits*, 21 (14) : 4-6. <http://www.aon.com/hrsurvey/>

Axworthy, Thomas. “Choosing Canada’s Role in the World”, *National Post*. October 16, 2004, RB1

Barrett, C. A. (September 28, 2004). “Canada’s Place in the World”, Paper Submitted to *The TD Forum on Canada’s Standard of Living*. www.td.com/economics/standard/full/Barrett.pdf

Beauchesne, Eric. “Canadians Satisfied with Their Lot”, *The Ottawa Citizen*. September 14, 2004, D1.

Beazley, Doug. “Civil Servants See Red: Top Civil Servants Consider Lawsuit Against Provincial Government”, *Edmonton Sun*. November 14, 2004, A1.

Blackwell, Tom. “MD Crisis Going to Get Worse: Survey of Canadian Doctors Warns They are working Fewer Hours”, *National Post*. October 28, 2004, A1.

Brisbois, Richard (2003). “How Canada Stacks Up: The Quality of Work – An International Perspective”, *Canadian Policy Research Networks*. <http://www.cprn.com/en/doc.cfm?doc=499>

Canadian Center of Occupational Health and Safety (2004). “Aging Workers”. http://www.ccohs.ca/oshanswers/psychosocial/aging_workers.html#_1_8

Canadian Heritage (March 2003). “2003-2004 Estimates: A Report on Plans and Priorities”. http://www.pch.gc.ca/pc-ch/pubs/2003-2004-rpp/RPP-PCH2003-04_e.pdf

Cheadle, Bruce. “Big Issues on Table in Workplace Talks”, *Windsor Star*. November 1, 2004, A1.

Citizenship and Immigration Canada (2004). “Annual Report to Parliament on Immigration 2004”.

Citizenship and Immigration Canada (Spring 2004). “The Monitor: Statistical Trends, Fourth Quarter 2003”. <http://www.cic.gc.ca/english/monitor/issue05/index.html>

Citizenship and Immigration Canada (Summer 2003). “Facts and Figures: Immigration Overview”.

Comfort, D., K. Johnson, and D. Wallace (2003). “Part-Time Work and Family-Friendly Practices in Canadian Workplaces”, Statistics Canada and Human Resources Development Canada. <http://www11.hrsdc.gc.ca/en/cs/sp/arb/publications/research/2003-000183/71584NO6E.pdf>

Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar (November 2004). <http://www.ararcommission.ca/eng/index.htm>

Conference Board of Canada (2003). “Defining the Canadian Advantage: Performance and Potential, 2003-2004”, pp.37 – 39.

Conference Board of Canada (2003). “Performance and Potential 2003-2004: Defining the Canadian Advantage”, p.37-39.

Conference Board of Canada (2002). “Performance and Potential, 2002-2003”, p., 85 – 101.

Conference Board of Canada (2002). “Canada’s Place in the World in 2010: Will Canada Matter?”, *Performance and Potential, 2002-2003*, pp.85 – 101.

Corporate Leadership Council (November 2004). “Hang on to Your Talent”, *Strategies on Managing an Aging Workforce*.

Dalton, Russell J. (forthcoming, January 2005). “The Social Transformation of Trust In Government”, *International Review of Sociology*.
http://www.google.ca/search?q=cache:8hyhvB9IKK8J:www.worldvaluessurvey.org/Upload/_DaltonTrust.doc+The+Social+Transformation+of+Trust+In+Government&hl=en

Damon, William (2004). *The Moral Advantage: How to Succeed in Business by Doing the Right Thing*. New York: Berrett-Koeler.

Department of Justice (2002). “Marriage and Legal Recognition of Same-sex Unions: A discussion Paper”.

Disney, R. and E. Whitehouse (2003). “The Economic Well-being of Older People in International Perspective: A Critical Review”, In Crystal, S. and D. Shea (eds). *Economic Outcomes in Later Life*. New York: Springer.

“DND Auditors Find Up to \$81M in Troubling Transactions”, *Ottawa Sun*. August 21, 2004, 16.

“Dock Workers and Transport Canada Must Compromise on Security Checks”, *Vancouver Sun*. November 5, 2004, A16

EKOS Research (April 2003). “CPPIB: Tracking Public Confidence II: Final Report”.
http://www.cppib.ca/info/articles/Tracking_Public_Confidence_2.pdf

Francoli. P. “Government Should Have New Charter of Values”, *The Hill Times*. Septembre 13, 2004.

Francoli. P. “Paul Martin’s Agenda Coming to a Head: Reviews Into Machinery of Government Due This Fall; Spending Estimates, Departmental Reports Too”, *The Hill Times*. August. 23 – 29, 2004.

Friendly, Martha (March 2004). “Strengthening Canada’s Social and Economic Foundations: Next Steps for Early Childhood Education and Child Care”, *Policy Options*. pp. 46 – 51.

Gibney, M. (2004). *The Ethics and Politics of Asylum: Liberal Democracy and the Response to Refugees*. Cambridge University Press.

Goff, K. “Hiring Outlook Dim for 4th Quarter: Only 17% of Employers Likely to Add Workers”, *Ottawa Citizen*. September 15, 2004, C1.

Gold, Murray (December 2003). “Payback Time”, *Benefits Canada*, 27 (12) : 23.

Green, Alan G (2004). “Beyond Harmonization: How US Immigration Rules Would Have Worked in Canada”, *Policy Matters* 5 (4), Montreal: Institute for Research on Public Policy.

Grieco, E, and K. Hamilton (February 2004). “Realizing the Potential of Migrant “Earn, Learn, and Return” Strategies: Does Policy Matter?”, *Migration Policy Institute*.
http://www.cgdev.org/rankingtherich/docs/Migration_2004.pdf

Hank, K. (May 2004). “Effects of Early Life Family Events on Women’s Late Life Labour Market Behaviour: An Analysis of the Relationship between Childbearing and Retirement in Western Germany”, *Mannheim Research Institute for the Economics of Aging*.

Hsu, Spencer S. “Homeland Security Employees Required to Sign Secrecy Pledge: Gag Order Raises Concern on Hill”, *Washington Post*. November 16, 2004, A23.

Human Resources Development Canada (2002). “Collective Agreements and Older Workers in Canada,”

http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/spila/wlb/caowc/02table_of_contents.shtml&hs=wnc

“Immigrants Take Shine to Capital – Local Arrivals Well-educated But Under-employed, Says Statscan Report”, *The Ottawa Sun*. August 19, 2004.

International Labour Organization (Geneva, 2004). “Economic Security for A Better World”. <http://www.ilo.org/public/english/protection/ses/index.htm>

International Social Security Association (Geneva, 2003). “Ageing and Social Security: Ten Key Issues”. <http://www.issa.int/engl/actualites/ageing/2ageing-publ.pdf>

Jackson, Andrew (2003). “‘Good Jobs in Good Workplaces’: Reflections on Medium-Term Labour Market Challenges”. <http://action.web.ca/home/clcpolicy/attach/Good%20Jobs%20in%20Good%20Workplaces1.pdf>

Jarvis, Anne. “Canadians' Privacy at Risk, Masse Says”, *Windsor Star*. October 29, 2004, A3.

Kent, Tom (August 2004). “In the National Interest: A Social Policy Agenda for A New Century”, *Policy Options*. <http://www.irpp.org/po/archive/aug04/kent.pdf>

Kesselman, J. (June 2004). “Mandatory Retirement and Older Workers: Encouraging Longer Working Lives”, *C.D. Howe Institute Commentary*.

Lamey, Andy. “The Wretched of the Earth”, *Globe and Mail*. October 2, 2004, D23.

Leblanc, Daniel. “Chrétien Clearly Active In Ad Program, Probe Told”, *Globe and Mail*. September 28, 2004.

MacKinnon, M.P. (2004). “Citizen’ Values and the Canadian Social Architecture: Evidence from the Citizens’ Dialogue on Canada’s Future”, *Canadian Policy Research Networks*. <http://www.cprn.com/en/doc.cfm?doc=878>

MacNaughton, John (June 8, 2004). “Public Confidence and the Pension Promise”, Canada Pension Plan Investment Board. http://www.cppib.ca/info/speeches/CDHowe_June_2004.pdf

Maxwell, J. (June 2004). “Social Investment: Makes the Difference in Quality of Life”, Canadian Policy Research Networks presentation to the Ontario Municipal Social Services Association. <http://www.cprn.com/en/doc.cfm?doc=1097>

May, Kathryn. "Spending Review Spurs Fears of PS Job Losses", *The Ottawa Citizen*. August 23, 2004. A1.

McKibbon, Sean. "Fraud Charges Stayed in CPP Benefits Case", *Ottawa Sun*. October 26, 2004, 4.

Migration Policy Institute (Washington, 2004). "Realizing the Potential of Migrant 'Earn, Learn, and Return' Strategies: Does Policy Matter?". Prepared for the Center for Global Development's 2004 Commitment to Development Index. pp.17 - 20.

Office of the Privacy Commissioner of Canada (October 2004) . "Annual Report to Parliament, 2004". http://www.privcom.gc.ca/information/ar/200304/200304_e.pdf

Office of the Privacy Commissioner of Canada (October 2004). "Application of the Personal Information Protection and Electronic Documents Act to Employee Records". http://www.privcom.gc.ca/fs-fi/02_05_d_18_e.asp

Office of the Privacy Commissioner of Canada (October 2004). "Privacy in the Workplace" http://www.privcom.gc.ca/fs-fi/02_05_d_17_e.asp

Organization for Economic Co-operation and Development (October 2004). "Early Childhood Education and Care Policy: Canada: Country Note". Directorate for Education.

Organization for Economic Co-operation and Development (October 2004). "Policy Brief: Economic Survey of Canada, 2004", *OECD Observer*.

Organization for Economic Co-operation and Development (June 2004). "OECD Employment Outlook 2004". http://www.oecd.org/document/62/0,2340,en_2649_201185_31935102_1_1_1_1,00.html

Organization for Economic Co-operation and Development (2004). "Trends in International Migration: Annual Report 2003 Edition". http://www.oecd.org/document/50/0,2340,en_2649_201185_24968882_1_1_1_1,00.html

Oxford Institute of Ageing (October 2003). "Poverty in Old Age: An International Perspective", Oxford Briefing Papers. <http://www.ageing.ox.ac.uk/publications/oxbrief3.pdf>

Pammett, J. and L. LeDuc (March 2003). "Explaining the Turnout Decline in Canadian Federal Elections: A New Survey of Non-voters". Elections Canada. <http://www.elections.ca/content.asp?section=loi&document=index&dir=tur/tud&lang=e&textonly=false>

Paraskevas, J. “Number of Refugee Claims Nears Five-Year Low”, *The Ottawa Citizen*. August 12, 2004. A8.

Picard, Andre. “Most Believe Medicare System Unwell, Poll Finds”, *Globe and Mail*. August 16, 2004.

Phillip, M. “Canada's Childcare is Failing: OECD Says Report Paints Picture of a System Adrift, Lacking in Quality and Badly Under Funded”, *Globe and Mail*. October 25, 2004, A1.

Pilieci, Vit. “Relocating Federal Jobs Won’t Save Cash”, *Ottawa Citizen*. October 23, 2004, A3.

Pizer, D. “Fed Job Plan Panned but MP Seeks to Downplay Fears of Local Cuts”, *Ottawa Citizen*. October 24, 2004, 4.

Public Service Human Resources Management Agency of Canada (Draft – October 2004). “Impact of the Contingent Workforce on Recruitment into the Core FPS”, Research Directorate.

Public Service Human Resources Management Agency of Canada (January 2004). “Interpretation Guide to the Public Service Code of Values and Ethics”. http://www.hrma-agrh.gc.ca/veo-bve/code/guide/guide_e.asp

Ravanera, Z.R. and Fernando Rajulton (2004). “Work and Family Life Trajectories of Young Canadians: Evidence from the 2001 General Social Survey”, *Population Studies Centre of Western Ontario*.

Roik, Richard. “Regions to Land Federal Jobs as Part of Liberal Plan, Says MP”, *New Brunswick Telegraph Journal*. October 28, 2004, A1.

Rubec, Stephanie. “Critics See Red Over \$9B Surplus”, *Ottawa Sun*. October 14, 2004, 17.

“Same-Gender Marriages: Impact on Benefit Plan Design”, *Medical Benefits*. July 30, 2004, 21 (14) : 4-6.

Saunders, Ron (January 2004) . “Passion and Commitment Under Stress: Human Resource Issues in Canada’s Non-profit Sector – A Synthesis Report”, *Canadian Policy Research Networks*.

Sharratt, Anna (November 2003). "Flex and Same-Sex", *Benefits Canada*, 27 (11) : 23.

Shaw, G. “Canada Lags Behind When it Comes to Job Quality”, *The Ottawa Citizen*. September 29, 2004. F3.

Social Development Canada. “Social Security Statistics Canada and Provinces 1976-77 to 2000-01”. <http://www11.sdc.gc.ca/en/cs/sp/socpol/publications/statistics/9999-002455/page00.shtml>

Standing, Guy (2003). “The Decent Work Enterprise: Worker Security and Dynamic Efficiency”, International Labour Office, Geneva. http://www-ilo-mirror.cornell.edu/public/english/protection/ses/download/docs/decent_guy.pdf

Statistics Canada (October 2004). “Retaining Older Workers”, *Perspectives on Labour and Income*, pp. 15 – 20.

Statistics Canada (October 2003). “Will They Ever Converge? Earnings of Immigrant and Canadian-born Workers Over the Last Two Decades”, *Analytical Studies Branch*. http://collection.nlcnc.ca/100/200/301/statcan/research_paper_analytical_11f0019-e/no215/11F0019MIE2003215.pdf

Statistics Canada (December 2003). “Report on the Demographic Situation in Canada”. <http://www.statcan.ca/english/ads/91-209-XPE/>

Statistics Canada (2002). “Access to Health Care Services in Canada, 2001”.

Statistics Canada (2001). “The Assets and Debts of Canadians: Focus on Private Pension Savings”. <http://www.statcan.ca/english/freepub/13-596-XIE/0100113-596-XIE.pdf>

Taber, Jane. “Disclosure Rules in New Ethics Code Stir Anger”, *Globe and Mail*. October 1, 2004.

“Transparency in Hiring? Sorry, Not at the Moment”, *Globe and Mail*. October 5, 2004, A18.

Treasury Board Secretariat (October 2004). “Ageing of the Public Service Workforce: Implications for the Future” http://www.hrma-agrh.gc.ca/hr-rh/psds-dfps/dafps_AgeingofPSJune2000_e.asp#B

Treasury Board Secretariat (October 2004). “Government Security Policy”. http://www.tbs-sct.gc.ca/pubs_pol/gospubs/tbm_12a/gsp-psg1_e.asp#eff

Treasury Board Secretariat (2004). “Strengthening Public Sector Management - An Overview of the Government Action Plan and Key Initiatives”. http://www.tbs-sct.gc.ca/spsm-rgsp/spsm-rgsp_e.asp

Treasury Board Secretariat (2003). “Canada’s Performance – Annual Report to Parliament 2003”, p. 66-67. http://www.tbs-sct.gc.ca/report/govrev/03/dwnld/cp-rc_e.pdf

Wattie, Chris. “Why \$13.8B a Year Isn’t Enough to Run Our Military: Only 42% of Canada’s Defence Budget Finds its Way to the Army, Navy and Air Force”, *The Ottawa Citizen*. September 28, 2004. A1.

Welsh, Jennifer (September 2004). *At Home in the World: Canada’s Global Vision for the 21st Century*. Harper Collins.

Williams, Cara (September 2004). “The Sandwich Generation”, *Perspectives on Labour and Income* – Statistics Canada, pp. 5 – 12.

Working Conditions

Higgins, C., L. Duxbury, and K. Johnson (March 2004). “Exploring the Link Between Work-Life Conflict and Demands on Canada’s Health Care System”, Report Three. Public Health Agency of Canada. http://www.phac-aspc.gc.ca/publicat/work-travail/report3/pdfs/fvwlfrprt_e.pdf

May, Kathryn. “Stressed Workers Cost Health System Extra \$6B a Year: For the First Time Study Links Soaring Health Costs to Mounting Workloads”, *Ottawa Citizen*. November 9, 2004, A1.

Raphael, Dennis (March 2004). “The Social Determinants of Health: An Overview of the Implications for Policy and the Role of the Health Sector “. www.hc-sc.gc.ca/hppb/phdd/pdf/overview_implications/01_overview_e.pdf

Statistics Canada (November 2004). “The Canadian Labour Market at a Glance 2003”, Labour Statistics Division. <http://www.statcan.ca/english/freepub/71-222-XIE/71-222-XIE2004000.pdf>

Williams, Cara (September 2004). “The Sandwich Generation”, *Perspectives on Labour and Income*, pp. 5 – 12. <http://www.statcan.ca/english/studies/75-001/1090475-001-XIE.html>

World Health Organization (2003). “Social Determinants of Health: The Solid Facts”. 2nd Edition. Edited by Richard Wilkinson and Michael Marmot. www.who.dk/document/e81384.pdf

Social Inequality and Access to Education

Atkinson, A.B. (2003). “Income Inequality in OECD Countries: Data and Explanations”. http://www.cesifo.de/pls/guestci/download/CESifo+Working+Papers+2003/CESifo+Working+Papers+February+2003+/cesifo_wp881.pdf

Beach, Charles M. and Ross Finnie (2004). "A Longitudinal Analysis of Earnings Change in Canada", *Analytical Studies Research Paper Series*.

Canadian Labour Congress (Spring 2004). "Economy: Economic Review and Outlook". 15 (1). <http://action.web.ca/home/clccomm/attach/Vol.15,%20No.1-Spring.pdf>

Canadian Education Statistics Council (November 2003). "Educational Indicators in Canada". <http://www.statcan.ca/english/freepub/81-582-XIE/2003001/pdfdocs.htm>

Chawla, Raj K. (September 2004). "Wealth inequity in Canada", *Perspectives on Labour and Income*. pp. 13-20.

Conference Board of Canada (2004). "Fiscal Prospects of the Federal and Provincial/Territorial Governments".

Foot, David. "Baby Boom Meets Baby Bust", *Globe and Mail*. September 10, 2003, A23.

Friendly, Martha. "Strengthening Canada's Social and Economic Foundations: Next steps for Early Childhood Education and Child Care", *Policy Options* (March 2004), pp. 46 – 51.

Galabuzi, Grace-Edward (2002). "Social Exclusion". http://www.socialjustice.org/subsites/conference/presentations/galabuzi_files/frame.htm

Junor, Sean and Alex Usher (November 2004). "The Price of Knowledge 2004: Access and Student Finance in Canada". <http://www.millenniumscholarships.ca/en/research/factbook.htm>

Nares, Peter and J. Robson-Haddow (2004). "Poverty is About Assets as Well as Income", *Social Capital*. 6 (3).

Organization for Economic Co-operation and Development. (2004). "OECD Handbook for Internationally Comparative Education Statistics".

Organization for Economic Co-operation and Development. (October 2004). "Corporate Data Environment: Educational Database". <http://www.oecdwash.org/PUBS/ELECTRONIC/epels.htm#edustat>

"Poverty Makes Many Ineligible for School Grants", *Ottawa Citizen*. August 13, 2004, A5.

Scott, K. (November 2002). "A Lost Decade: Income Inequality and the Health of Canadians", Canadian Council of Social Development. http://www.ccsd.ca/pubs/2002/ks-healthconf/index_files/frame.htm

Statistics Canada (2004). “Canada at the Glance 2004 “.

<http://www.statcan.ca/english/freepub/12-581-XIE/12-581-XIE2004001.pdf>

Statistics Canada (September 2004). “Paying for Higher Education”, *Education Matters*.

<http://www.statcan.ca/english/freepub/81-004-XIE/200409/peps.htm>

Statistics Canada (September 2004). “Wealth Income by Province”, *Perspectives on Labour and Income*, 5 (9).

Statistics Canada (2003). “Adult Immigrants”, *Education Quarterly Review*, 9 (3) : 17 – 22.

Statistics Canada (2003). “Education in Canada: Raising the Standard”.

<http://www12.statcan.ca/english/census01/Products/Analytic/companion/educ/pdf/96F0030XIE2001012.pdf>

Statistics Canada (2003). “Studying and Working: The Busy Lives of Students”.

<http://www.statcan.ca/english/kits/pdf/social/busylives.pdf>

Voyer, Jean-Pierre (2003). “New Approaches to Poverty and Exclusion: A Strategic Framework“, *Horizons*. http://policyresearch.gc.ca/page.asp?pagenm=v6n2_art_08

Security and Crime

Armstrong, Jane. “US Beefs Up BC Checkpoint: Homeland Security Plans to Strengthen Monitoring at Other Border Crossings”, *Globe and Mail*, August 21, 2004, A5.

Appleby, Timothy. “Computer Thefts Hint at Huge Losses of Data”, *Globe and Mail*. October 19, 2004, A7.

Bell, Stewart. “Canada’s Electronic Spy Agency Comes in From the Cold”, *National Post*. October 16, 2004,

Bell, Stewart. “Dangers for Canada Are Real: Absurd Not to Fear Attacks, PM’s Security Advisor Says”, *National Post*. October 15, 2004, A1.

Bell, Stewart. “A Lot of Canadians in Al-Qaeda, Khadr Says”, *National Post*. August 17, 2004, A1.

“Biometric ID in Cards? Anti-terror Measures Might Target Millions”, *The Ottawa Sun*. September 6, 2004, A5.

Bronskill, Jim. "Task Force to Secure Cyberspace From Attack", *The Ottawa Sun*. October 10, 2004, A10.

Canadian Center for Management Development (2004). "The New North America: Report on Discussion Among Experts and Public Servants".

www.myschoolmonecole.gc.ca/Research/publications/pdfs/nnAme_e.pdf

Canadian Security Intelligence Service (November 2004). "Operational Programs: Security Screening". www.csis-scrs.gc.ca/eng/operat/ss_e.html

"Canadian Security Plan Would Fingerprint Millions", *Moncton Times and Transcript*, September 6, 2004, B1.

Criminal Intelligence Service Canada (2004). "Organized Crime at Marine Ports, Airports and Land Border Areas." *2004 Annual Report on Organized Crime in Canada*.

<http://www.cisc.gc.ca/AnnualReport2004/Cisc2004/frontpage2004.html>

Dartnell, Michael. "International Counter-Terrorism Measures Since 9/11: Trends, Gaps and Challenges", Foreign Affairs Canada. http://www.dfait-maeci.gc.ca/internationalcrime/trends_challenges-en.asp

EKOS Research Associates (March 2003). "Canadians' Views Towards Biometrics and Related Document Integrity Issues".

Fife, R. "NAFTA-Plus Talks Aim for Security Pact: Continental Customs, Energy, Immigration Policies on Agenda", *National Post*. October 16, 2004, A1.

FINTRAC (2004). "Making a Difference: High-quality Financial Intelligence – 2004 FINTRAC Annual Report". http://www.fintrac.gc.ca/publications/annualreport/2004/AR_e.pdf

"Forces' Defences Down: Audit Finds Easy Pickings for Thieves and Terrorists", *The Ottawa Sun*. August 19, 2004, A3.

Hall, Neal. "Workers With Crime Ties Threaten Airport Security", *Vancouver Sun*. March 31, 2004, A1.

Harris, Kathleen. "Canada Post Backlog Stinks", *The Ottawa Sun*. October 19, 2004, 18.

Krauss, Clifford. "Canada Reinforces Its Disputed Claims in the Arctic", *New York Times*. August 29, 2004, A2.

McIntosh, Andrew. “Canada Fires 5 at Iran Embassy for Ethics Lapses: People Smugglers Target Visa Section Staff, Report Says”, *The Ottawa Citizen*. September 13, 2004, A3.

Murphy, Brenda (June 2004). “Emergency Management and the August 14th, 2003 Blackout”, ICLR Research Paper Series No. 40.

O’Brian, Amy. “US Intensifies Canada Watch”, *Times-Colonist*. August 18, 2004, A1.

Office of the Auditor General (2004). “National Security in Canada: The 2001 Anti-terrorism Initiative,” from *Report of the Office of the Auditor General to the House of Commons 2004*, Chapter 3, pp. 34 –39.

Privy Council Office (April 2004). “Securing an Open Society: Canada’s National Security Policy”. www.pcobcp.gc.ca/docs/Publications/NatSecurnat/natsecurnat_e.pdf

Public Safety and Emergency Preparedness (2004). “Government of Canada Position Paper on a National Strategy for Critical Infrastructure Protection”.
http://www.ociepep.gc.ca/critical/nciap/NSCIP_e.pdf

Public Safety and Emergency Preparedness (2004). “Selection Criteria to Identify and Rank Critical Infrastructure Assets”. http://www.ociepep.gc.ca/critical/nciap/nci_criteria_e.asp

Revkin, Andrew C. “Jockeying for Pole Position”, *New York Times*. October 10, 2004. A4.

Seymour, Andrew. “Homicide Rate Plunges to 30 Year-Low as Fewer Women Killed by Violent Crime: StasCan”, *Ottawa Sun*. September 30, 2004, 7.

“Speaking Notes for The Honourable Bill Graham, P.C., M.P. Minister of National Defence at The Royal Canadian Military Institute Conference”, September 22, 2004. http://www.frontline-canada.com/pdfs/MND_speech.pdf

Standing Senate Committee on National Security and Defence (March 2004). “National Emergencies: Canada’s Fragile Front Lines”. Volume 2 www.ccep.ca/rep03mar04vol2-e.pdf

Standing Senate Committee on National Security and Defence (October 2003). “Canada’s Coastlines: The Longest Under-Defended Border in the World”.

Statistics Canada (2003). “Homicide in Canada, 2003”, *Juristat*, 24, (8).

Strachan, Alex. “Documentary Searches Out Roots of Terrorism”, *The Ottawa Citizen*. September 13, 2004, A9.

“Terror Review on Tap for City: Study Aims to ID Security Gaps”, *The Ottawa Sun*. August 24, 2004, A13.

“There’s No Life Like It ... Apparently: Are Canada’s Armed Forces Finally Getting Some Respect from Government”, *Ottawa Life*. September 2004, 63.

“Three Years of Living on Alert”, *New York Times*. August 8, 2004, 4.

“Tool to Assist Owners and Operators to Identify Critical Infrastructure Assets”. Prepared for Office of Critical Infrastructure Protection and Emergency Preparedness. December 19, 2002.

“US Unveils Base to Boost Border Surveillance”, *The Ottawa Sun*. August 21, 2004, 18.

Weber, Bob. “Military Prepares for Arctic Environmental Disaster: Exercises Planned to Rehearse a Response to Industrial, Shipping Accidents in North”, *Globe and Mail*. November 12, 2004, A9.

Science and Technology

Internet Based Service Delivery and Computerization of Services

Accenture (May 3, 2003). “E-government Leadership: High Performance Maximum Value”.

Canada Country Report (September 2003). “Building Capacity to Accelerate Service Transformation and e-Government”. http://www.ged-gol.gc.ca/pub/ica03/capacitpr_e.asp

Coghlan, Vickie and Daniel Francoeur, (2003). “Reconnecting Government with Youth Survey 2003: E-recruitment and Perceptions of Employment in the Public Service”, Research Directorate, Public Service Commission – Not Published.

Government of Canada (December 2003). “Connecting With Canadians: Pursuing Service Transformation; Final Report of the Government On-Line Advisory Panel”. http://www.gol-ged.gc.ca/pnl-grp/reports/final/final00_e.asp

Hargittai, Eszter (Winter 2003). “Serving Citizens’ Needs : Minimizing Online Hurdles to Accessing Government Information”, *IT & Society*. 1 (3) : 27-41.
<http://www.stanford.edu/group/siqss/itandsociety/v01i03/v01i03a03.pdf>

Industry Canada (November 2002). “Employees Driving Government Excellence (EDGE): Renewing S&T Human Resources in the Federal Public Service - A Report to the Government of Canada”.

<http://www.ic.gc.ca/cmb/welcomeic.nsf/0/85256a220056c2a485256c870066991f?OpenDocument>

Ipsos Reid (June 29, 2004). “More Canadians Than Ever Using the Internet to Look for a Job”.
<http://www.ipsos-na.com/news/pressrelease.cfm?id=2301>

Leger Marketing (December 22, 2003). “Government Online: A National Perspective”.
<http://www.legermarketing.com/eng/tencan.asp>

McDougall, Brian (April 2001). “Cyber-recruitment: The rise of the E-labour Market and its Implications for the Federal Public Service”, *Research Directorate, Public Service Commission*.
http://www.psc-cfp.gc.ca/research/labour-market/e-recruitment_e.htm

Public Service Commission of Canada (September 2001). “PSC Environmental Scan 2001-2002 – The PSC of the Future. Innovative, Relevant, Dynamic”, Internal Working Draft as of September 10, 2001.

Public Works and Government Services Canada. “Government On-Line Public Report 2003”.
<http://www.pwgsc.gc.ca/gol/publicReports/index-e.html>

Royal Canadian Mounted Police (2003). “2003 RCMP Environmental Scan”.

Statistics Canada (2003). “Canada’s Journey to an Information Society”.
<http://195.218.115.39/pport/pdf/222638315.pdf>

Computerization of Work and On-line Learning and Development Tools

Conference Board of Canada (April 2, 2003). “Developing a Balanced Scorecard Approach to Measure the Performance of Your E-Learning Initiatives”.
http://www.conferenceboard.ca/education/reports/pdfs/elearning_presentation.pdf

Corporate Leadership Council (August 2003). “Strategies for Successful E-Learning Programs”.
<http://www.corporateleadershipcouncil.com/delivery/NewDelivery.asp?DocId=69890>

Corporate Leadership Council (September 2002). “Learning and Development Technology Strategy”. <http://www.corporateleadershipcouncil.com/delivery/NewDelivery.asp?DocId=50679>

Earl, Louise (March 2004). “Technological Change in the Public Sector, 2000-2002”, Statistics Canada. <http://www.statcan.ca:8096/bsolc/english/bsolc?catno=88F0006X2004008>

Goldstyn, Jean-Francois (January 2004). “Caterpillar: Building Best Practices in E-Learning”.
http://www.clomedia.com/content/templates/clo_casestudies.asp?articleid=352&zoneid=9

Nie, Norman and Lutz Erbring (February 17, 2000). “Internet and Society : A Preliminary Report”, *Stanford Institute for the Quantitative Study of Society (SIQSS) of Stanford University*.
http://www.stanford.edu/group/siqss/Press_Release/Preliminary_Report.pdf

Public Service Commission of Canada (September 2001). “PSC Environmental Scan 2001-2002 – The PSC of the Future. Innovative, Relevant, Dynamic”, Internal Working Draft as of September 10, 2001.

Statistics Canada. “Workplace and Employee Survey”.
<http://www.statcan.ca/english/sdds/2615.htm>

Statistics Canada (2003). “Canada’s Journey to an Information Society”.
<http://195.218.115.39/pport/pdf/222638315.pdf>

Security, Confidentiality and Privacy

Canada Country Report (September 2003). “Building Capacity to Accelerate Service Transformation and e-Government”. http://www.ged-gol.gc.ca/pub/ica03/capacitpr_e.asp

Leger Marketing (December 22, 2003). “Government Online: A National Perspective”.
<http://www.legermarketing.com/eng/tencan.asp>

New Scientist (June 2004). “May Say Peak of Sinister Computer Viruses”.

New Scientist (July 2004). “US Privacy Ruling”.

New Scientist (May 2004). “Power Play”.

New Scientist (April 2004). “Corporate Computer Security Menace Rising”.

New Scientist (January 2003). “Cleaned Hard Drives Reveal Secrets”.

New Scientist (December 2001). “The Weakest Link”.

Public Service Commission of Canada (September 2001). “PSC Environmental Scan 2001-2002 – The PSC of the Future. Innovative, Relevant, Dynamic”, Internal Working Draft as of September 10, 2001.

Public Works and Government Services Canada. "Government On-Line Public Report 2003".
<http://www.pwgsc.gc.ca/gol/publicReports/index-e.html>

Royal Canadian Mounted Police (2003). "2003 RCMP Environmental Scan".

Statistics Canada – The Daily (December 11, 2003). "E-commerce: Household Shopping on the Internet". <http://www.statcan.ca/Daily/English/031211/d031211b.htm>

Statistics Canada (2003). "Canada's Journey to an Information Society".
<http://195.218.115.39/pport/pdf/222638315.pdf>

Digital Divide

Government of Canada (2001). "Achieving Excellence: Investing in People, Knowledge and Opportunity", *Canada's Innovation Strategy*.
<http://innovation.gc.ca/gol/innovation/site.nsf/en/in04289.html>

Haan Jos De(2003). "IT and Social Inequality in the Netherlands", *IT and Society* 3 (4) : 27-45.

Lazar, J., K. Bessiere, I. Ceaparu, J. Robinson, and B. Shneiderman (2003). "Help, I'm Lost: User Frustration in Web Navigation". *IT & Society*, 1 (3) : 18-26.

Nie, Norman and Lutz Erbring (February 17, 2000). "Internet and Society : A Preliminary Report", *Stanford Institute for the Quantitative Study of Society (SIQSS) of Stanford University*.
http://www.stanford.edu/group/siqss/Press_Release/Preliminary_Report.pdf

Royal Canadian Mounted Police (2003). "2003 RCMP Environmental Scan".

Sciadas, George (2002). "Unveiling the Digital Divide", Statistics Canada.
<http://www.statcan.ca:8096/bsolc/english/bsolc?catno=56F0004M2002007>

Statistics Canada (2003). "Canada's Journey to an Information Society".
<http://195.218.115.39/pport/pdf/222638315.pdf>

Statistics Canada - The Daily (June 23, 2003). "Digital Divide in Schools: Student Access to and Use of Computers". <http://www.statcan.ca/Daily/English/030623/d030623b.htm>

Commitment to Research and Development

Federal Science and Technology Community (October 1-3, 2002). "Federal Science and Technology Forum - Transforming Federal Science and Technology for the Future: Achieving a Vision for Excellence". http://www.sciencetech.gc.ca/S&T%20FORUM/forumreport_e.shtml

Government of Canada (2001). “Achieving Excellence: Investing in People, Knowledge and Opportunity”, *Canada’s Innovation Strategy*.

<http://innovation.gc.ca/gol/innovation/site.nsf/en/in04289.html>

Industry Canada (November 2002). “Employees Driving Government Excellence (EDGE): Renewing S&T Human Resources in the Federal Public Service - A Report to the Government of Canada”.

<http://www.ic.gc.ca/cmb/welcomeic.nsf/0/85256a220056c2a485256c870066991f?OpenDocument>

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca/>

Organization for Economic Co-operation and Development. “The Science, Technology and Industry (STI) Scoreboard 2003”.

http://www.oecd.org/document/21/0,2340,en_2649_33703_16683413_1_1_1_1,00.html

Royal Canadian Mounted Police (2003). “2003 RCMP Environmental Scan”.

Statistics Canada – The Daily (December 11, 2003). “E-commerce: Household Shopping on the Internet”. <http://www.statcan.ca/Daily/English/031211/d031211b.htm>

Statistics Canada – The Daily (July 19, 2004). “Research and Development in the Health Field”. <http://www.statcan.ca/Daily/English/040719/d040719c.htm>

Environment

Impact of Long-term Environmental Issues on Government’s Business and Workforce Requirements

Brown, Lester and Brian Halweil (September 23, 1999). “Populations Outrunning Water Supply As World Hits 6 Billion”, *WorldWatch Institute*.

<http://www.worldwatch.org/press/news/1999/09/23/>

Canadian Association of Physicians for the Environment, “Climate Change”.

<http://www.cape.ca/climate.html>

Canadian Association of Physicians for the Environment (April 1, 1995). “Implications for Human Health: The Greenhouse Effect and Global Climate Change”.

<http://www.cape.ca/resources/documents/Greenhouse.html>

Government of Canada, “Climate Change and Our Health”,
<http://www.climatechange.gc.ca/english/affect/health.asp>

Health Canada. “Climate Change and Health Office: Canada’s Health Concerns with Climatic Change and Variability”. http://www.hc-sc.gc.ca/hecs-sesc/ccho/health_story_table.htm

McLeman, R, and B. Smit (March 2, 2004). “Climate Change, Migration and Security”, Commentary 86: A Canadian Security Intelligence Service Publication. http://www.csis-scrs.gc.ca/eng/comment/com86_e.html

Commitment of the Government toward Preserving the Environment and Supporting Sustainable Development

Bueckert, Dennis, “Canada Losing its Reputation as an Environmental Leader, Says Commissioner”, *The Canadian Press*. October 26, 2004,
<http://www.recorder.ca/cp/National/041026/n102635A.html>

Bueckert, Dennis, “Industry-Friendly Ministers, Lack of Direction Thwart Kyoto Plan”, *680 News*. October 20, 2004, <http://www.680news.com/news/national/article.jsp?content=n102023A>

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca/>

Office of the Prime Minister (February 2, 2004). Speech from the Throne.
<http://pm.gc.ca/eng/sft-ddt.asp?id=6>

SD Gateway, “Introduction to Sustainable Development”.
<http://sdgateway.net/introsd/definitions.htm>

Statistics Canada - The Daily (October 27, 2004). “Human Activity and the Environment: 2004”.
<http://www.statcan.ca/Daily/English/041027/d041027.pdf>

Politics and Governance

Having a Minority Government

CTV, “All Parties Accept Throne Speech Amendment”.
http://www.ctv.ca/servlet/ArticleNews/print/CTVNews/1098103002374_23/?hub=Canada&subhub=PrintStory

Fraser Institute (September 8, 2004). “Citizens’ Assembly-Style Body May Be the Best Model for Senate Reform”. <http://www.fraserinstitute.ca/shared/readmore.asp?sNav=nr&id=620>

Hébert, Chantal . “PM Must Make Up with the West”, *Toronto Star*. July 2, 2004.

Institute for Research on Public Policy (September 9, 2004). “Quebec and BC Lead the Way in Electoral Reform Initiatives”. <http://www.irpp.org/newsroom/archive/2004/090904e.pdf>

Institute for Research on Public Policy (August 21, 2003). “Elections Canada’s Permanent Voters List: Modernizing Initiative is Contributing to Lower Voter Turnout”.
<http://www.irpp.org/newsroom/archive/2003/082103e.pdf>

Jack, Ian. “Bay Street Bemoans Prospect of a Minority - 'Nothing Gets Done’”, *Financial Post*. June 25, 2004.

Segal, Hugh (June 2003). “Reflections on Appropriate Governance Structures for Canada’s Future”, Notes for an Address at the 2003 Apex Symposium.
<http://www.irpp.org/miscpubs/archive/030604e.pdf>

Stewart James. “A Brief History of Minority Rule”, *Toronto Star*. June 29, 2004.

Zussman, David “Scandals Add Urgency to Government Reform”, *The Ottawa Citizen*. February 23, 2004.

Statistical Information:

Voter turnout rate for 1988 :

<http://www.elections.ca/content.asp?section=pas&document=turnout&lang=e&textonly=false>

Voter turnout rate for 2004: www.radio-canada.ca/nouvelles/elections/federales_2004

Commitment of the Government to Public-Private Partnerships (P3)

Axiom News (April 2, 2004). “McKay Says He Won’t Be Patient With Those Who Resist Change – Part Two”. <http://www.axiomnews.ca/2004/April/April02.htm>

Axiom News (April 1, 2004). “Martin’s Point Man on P3s Questions Whether Government Should Be ‘Largest Landlord in Canada – Part One’”.
<http://www.axiomnews.ca/2004/April/April01.htm>

CanWest News Service (February 8, 2004). “The Federal Government's Top Public Servants Are Preparing the Groundwork for a Strong Push Toward Privatization of Federal Activities”.

http://www.polarisinstitute.org/polaris_project/public_service/news/news_2004/feb_8_2004.htm

1

Industry Canada, The Public-Private Partnership (P3) Office. <http://strategis.ic.gc.ca/>

Society for Human Resource Management (June 2004). "SHRM 2004-05 Workplace Forecast: A Strategic Outlook". <http://www.shrm.org/trends/default.asp>

Zeller, Shawn (August 11, 2004). "Study Shows Human Resources Outsourcing on the Rise", GovExec.com. <http://www.govexec.com/dailyfed/0804/081104sz1.htm>

Closer Economic, Security and Military Alignment of Canada and the United States

Communication Canada (Winter 2003). "Listening to Canadians on the Canadian-American Relationship", Communications Survey. http://www.communication.gc.ca/survey_sondage/14-15/can-am/can-am_e.pdf

Compass (April 12, 2004). "Canada-US Relations". <http://www.bdo.ca/en/library/polls/ceopoll/0412.pdf>

Dobson, Wendy (April 2002). "Shaping the Future of the North American Economic Space". http://www.cdhowe.org/pdf/commentary_162.pdf

George, Richard and Thomas d'Aquino (December 2003). "Memo to the Prime Minister: Building our Country, and Shaping Canada's Role in the World", *Policy Options*, <http://www.irpp.org/po/archive/dec03/george.pdf>

Ipsos Reid (March 14, 2004). "Canadians Views on the Anniversary of the 2003 Iraq War". <http://www.ipsos-na.com/news/pressrelease.cfm?id=2083>

Ipsos Reid (October 15, 2003). "Canadians and Americans Reflect on Cross-Border Business in a Post 9/11 World". <http://www.ipsosna.com/news/pressrelease.cfm?id=1939>

Ipsos Reid (June 8, 2003). "Seven in Ten Support Canada's Involvement in North American Free Trade Agreement (NAFTA)". <http://www.ipsosna.com/news/pressrelease.cfm?id=1839>

Leger Marketing (February 2004). "Canada-US Relations". <http://www.legermarketing.com/documents/spclm/040315Eng.pdf>

Martin, Paul (November 15, 2003). "Making History: The Politics of Achievement". http://www.cbc.ca/canadavotes/pdfplatforms/politics-of-achievement_e.pdf

Phillips, Todd, "Slow US Job Recovery is Fuelling Protectionism". <http://www.advancedmanufacturing.com/MarApr04/editorsnote.htm>

Policy Options_ (June-July 2004). “Issue on North American Integration”.

<http://www.irpp.org/po/>

Policy Research Initiative (June 2004), *Horizons* issue on North American Linkages, 7 (1).

http://policyresearch.gc.ca/page.asp?pagenm=v7n1_index

Public Service Workforce

An Ageing Public Service Drawing Closer to Retirement

Hayes, Brigid (June 2004). “What Public Policies for Citizenship at Work?”, *Canadian Labour and Business Centre*.

http://www.clbc.ca/files/Presentations/Research_on_Globalization_and_Work1.pdf

Society for Human Resource Management, “SHRM 2004-05 Workplace Forecast: A Strategic Outlook”. <http://www.shrm.org/trends/default.asp>

Treasury Board Secretariat, “Annual Report to Parliament: Employment Equity in the Federal Public Service (2002-2003)”. http://www.tbs.sct.gc.ca/report/empequi/2003/ee00_e.asp

Statistical Information:

All figures on Public Service workforce were extracted from Incumbent files as of the last pay period of March 2001 and 2004.

All figures on appointments and staffing activities were extracted from Public Service Commission’s databases, <http://extranet2.psc-cfp.gc.ca/statistics/index.jsp>

All figures on departures from the Public Service were extracted from Mobility files corresponding to fiscal years 2001-02, 2002-03 and 2003-04.

Increasing Employment Equity Expectations

Statistics Canada (Spring 2004). “Profile of Disability in 2001”, *Canadian Social Trends*.

Treasury Board Secretariat, “Annual Report to Parliament: Employment Equity in the Federal Public Service (2002-2003)”. http://www.tbs.sct.gc.ca/report/empequi/2003/ee00_e.asp

Increased Use of Term Employment as a Point of Entry Into a Public Service Career

Auditor General of Canada, “2001 Report of the Auditor General of Canada”. <http://www.oag-bvg.gc.ca/domino/reports.nsf/html/0102ce.html#ch2hd4c>

Public Service Commission (February 2002). “The Road Ahead: Recruitment and Retention Challenges for the Public Service”. http://www.psc-cfp.gc.ca/centres/reports-rapports/ra-vf/index_e.htm

Statistical Information:

All figures on appointments and staffing activities were extracted from Public Service Commission’s databases, <http://extranet2.psc-cfp.gc.ca/statistics/index.jsp>

Renewal of Official Languages Program

Office of the Commissioner of Official Languages (March 2004). “Walking the Talk: Language of Work in the Federal Public Service”. http://www.ocolclo.gc.ca/archives/sst_es/2004/work_travail/work_travail_2004_e.htm

Public Service Human Resources Management Agency (August 2002). “Attitudes Towards The Use of Both Official Languages Within the Public Service of Canada”. http://www.hrma-agrh.gc.ca/ollo/or-ar/study-étude/index_e.asp

Public Service Commission. “Annual Report 2003-04”. http://www.psc-cfp.gc.ca/centres/annual-annuel/2004/index_e.htm

Public Service Commission (April 23, 2003). “Official Languages and Employment Equity”, Presentation to EAG.

Treasury Board Secretariat. “Directive on Language Training and Learning Retention”. http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/dltlr-dflma1_e.asp

Treasury Board Secretariat. “Directive on the Staffing of Bilingual Positions”. http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/dsbp-ddpb_e.asp

Treasury Board Secretariat. “Public Service-wide Employee Survey – 2002”. <http://www.survey-sondage.gc.ca/2002/menu-e.html>

Statistical Information:

All figures on Public Service workforce were extracted from Incumbent files as of the last pay period of March 2001 and 2004.

All figures on appointments and staffing activities were extracted from Public Service Commission’s databases. <http://extranet2.psc-cfp.gc.ca/statistics/index.jsp>

The proportion of designated group members by first official language was derived from the March 2004 Incumbent file as well as from the March 2004 Employment Equity Data Bank managed by the Public Service Human Resources Management Agency of Canada.

More Demand for Alternative Working Arrangements

Society for Human Resource Management. "SHRM 2004-05 Workplace Forecast: A Strategic Outlook". <http://www.shrm.org/trends/default.asp>

Statistics Canada - The Daily (September 28, 2004). "The Sandwich Generation". <http://www.statcan.ca/Daily/English/040928/d040928b.htm>

Survey Follow-up Action Advisory Committee (September 2003). "Report of the Survey Follow-up Action Advisory Committee: Maintaining Momentum - 2002 Public Service-Wide Employee Survey Findings". http://www.survey-sondage.gc.ca/2002/followup-suivi/dwnld/sfaac-ccss_e.rtf

Treasury Board Secretariat, "Leave Without Pay Chart". http://publiservice.tbs-sct.gc.ca/hr-rh/sbl-ltas/chart/cselc_e.asp

Treasury Board Secretariat, "Towards an Exemplary Workplace". http://www.survey-sondage.gc.ca/1999/tew-pmte-0501-1_e.html#_Toc515785065

Treasury Board Secretariat, "Your Pension Plan". http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/Pensions/ypp_e.asp

Statistical Information:

Figures on the use of leave without pay were extracted from the Leave Without Pay file for fiscal year 2003-04.

Figures on the use of leave without pay by designated group members were obtained by combining information extracted from the Leave Without Pay file for fiscal year 2003-04 with the Employment Equity Data Bank as of March 2004.

Figures on the proportion of the workforce taking advantage of flexible working arrangements were extracted from the Incumbent file as of the last pay period of March 2004.

A Human Resources Community Faced with Multiple Challenges

Human Resources Community Secretariat, "The Traditional HRM Model No Longer Works: A New Model is Needed". http://hrcc.gc.ca/htmlgen.asp?lang=e&ref_id=14505&sub_id=2559

Human Resources Community Secretariat (January 2004). "Trends in Retirement Projections". [http://hrcc.gc.ca/docassets/RapportTendances\(E\).pdf](http://hrcc.gc.ca/docassets/RapportTendances(E).pdf)

Human Resources Community Secretariat (December 2003). "The 2002 Public Service Employee Survey: Results for the HR Community". http://hrcc.gc.ca/docassets/PSESEnglish_revised.pdf

Society for Human Resource Management, "SHRM 2004-05 Workplace Forecast: A Strategic Outlook". <http://www.shrm.org/trends/default.asp>

Business and Human Resources Management Goals of the Government

Positioning Canada in the 21st Century Global Economy

Conference Board of Canada (August 2004). "Insights You Can Count On - Hot HR Issues for the Next Two Years".

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca/>

Office of the Prime Minister (February 2, 2004). Speech from the Throne. <http://pm.gc.ca/eng/sft-ddt.asp?id=6>

Office of the Prime Minister (September 30, 2002). Speech from the Throne.

Office of the Prime Minister (January 30, 2001). Speech from the Throne.

Office of the Prime Minister (October 12, 1999). Speech from the Throne.

Privy Council Office (2004). "Eleventh Annual Report to the Prime Minister on the Public Service of Canada". <http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=report>

Privy Council Office (2003). "Tenth Annual Report to the Prime Minister on the Public Service of Canada". http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=10rept2003/Report_e.htm

Privy Council Office (2002). “Ninth Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=9rept2002/9rept2002Report_e.htm

Privy Council Office (2001). “Eighth Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Page=Publications&Language=E&doc=8rept2001/8rept2001_e.htm

Improving the Mechanics of the Public Service

Conference Board of Canada (August 2004). “Insights You Can Count On - Hot HR Issues for the Next Two Years”.

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca/>

Office of the Prime Minister (February 2, 2004). Speech from the Throne. <http://pm.gc.ca/eng/sft-ddt.asp?id=6>

Office of the Prime Minister (September 30, 2002). Speech from the Throne.

Office of the Prime Minister (January 30, 2001). Speech from the Throne.

Office of the Prime Minister (October 12, 1999). Speech from the Throne.

Privy Council Office. “Guidance for Deputy Ministers”. http://www.pco-bcp.gc.ca/default.asp?Page=Publications&Language=E&doc=gdm-gsm/gdm-gsm_doc_e.htm

Privy Council Office (2004) . “Eleventh Annual Report to the Prime Minister on the Public Service of Canada”. <http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=report>

Privy Council Office (2003). “Tenth Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=10rept2003/Report_e.htm

Privy Council Office (2002). “Ninth Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=9rept2002/9rept2002Report_e.htm

Privy Council Office (2001). “Eighth Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Page=Publications&Language=E&doc=8rept2001/8rept2001_e.htm

Treasury Board of Canada (2003). “Management Accountability Framework”. http://www.tbs-sct.gc.ca/maf-crg/dwnld/maf-crg_e.pdf

Treasury Board of Canada (2003). “Management Accountability Framework – Face-to-Face”. http://intranet/infosite/corp_tbs-sct/face/past/events/20031015/index_e.asp

Treasury Board of Canada (2003). “Management Accountability Framework – Frequently Asked Questions”. http://www.tbs-sct.gc.ca/maf-crg/maf-crgfaqs_e.asp

Modernizing an Outdated Human Resources Management Framework

Department of Justice Canada. “Public Service Modernization Act”. <http://laws.justice.gc.ca/en/p-33.4/>

Privy Council Office (March 2004). “Eleventh Annual Report to the Prime Minister on the Public Service of Canada”. http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Report&doc=annual-report_e.htm

Public Service Human Resources Management Agency of Canada. “Communications”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/psma-lmfp/com/index_e.asp

Public Service Human Resources Management Agency of Canada. “General Information on PSMA”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/psma-lmfp/gi-ig/index_e.asp

Public Service Human Resources Management Agency of Canada. “Modernization of Human Resources Management”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/mhrm-mgrh/index_e.asp

Public Service Human Resources Management Agency of Canada. “Public Service Modernization Act”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/psma-lmfp/index_e.asp

Public Service Human Resources Management Agency of Canada. “The Public Service Modernization Act (PSMA) – Implementation Information Package (Part 1)”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/trouse-kit/iip-pie_e.asp

Public Service Human Resources Management Agency of Canada. “Technical Information”. http://publiservice.hrma-agrh.gc.ca/hrmm-mgrh/psma-lmfp/ti-rt/index_e.asp

Accountability, Trust and Financial Management

“Billions in Cuts Target Federal Operations: Liberals to Seek Savings in Bureaucracy Rather Than Politically Risky Program Cuts”, *The Ottawa Citizen*. October 4, 2004.

Department of Finance Canada (March 23, 2004). “The Budget Speech 2004”.
<http://www.fin.gc.ca/budget04/pdf/speeche.pdf>

Department of Finance Canada (February 18, 2003). “The Budget Speech 2003”.
<http://www.fin.gc.ca/budtoce/2003/budliste.htm>

Department of Finance Canada (June 19, 2002). “The Budget Speech 2002”.
<http://www.fin.gc.ca/news02/02-054e.html>

Department of Finance Canada (December 10, 2001). “The Budget Speech 2001”.
http://www.fin.gc.ca/toce/2001/budlist01_e.htm

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca/>

Supporting Government’s Commitments

“Billions in Cuts Target Federal Operations: Liberals to Seek Savings in Bureaucracy Rather Than Politically Risky Program Cuts”, *The Ottawa Citizen*. October 4, 2004.

Department of Finance Canada (March 23, 2004). “The Budget Speech 2004”.
<http://www.fin.gc.ca/budget04/pdf/speeche.pdf>

Department of Finance Canada (February 18, 2003). “The Budget Speech 2003”.
<http://www.fin.gc.ca/budtoce/2003/budliste.htm>

Department of Finance Canada (June 19, 2002). “The Budget Speech 2002”.
<http://www.fin.gc.ca/news02/02-054e.html>

Department of Finance Canada (December 10, 2001). “The Budget Speech 2001”.
http://www.fin.gc.ca/toce/2001/budlist01_e.htm

Office of the Prime Minister (October 5, 2004). Speech from the Throne. <http://www.sft-ddt.gc.ca>

Data Sources

Source	Main Focus	Description	Main Internet Address
		PSHRMAC's main site provides access to a series of Internet sites holding information and statistics that support the main activities of the Agency, including best practices, networking, reports, speeches, etc.:	
PSHRMAC	Human Resources Management	<p>a. Human Resources Planning and Accountability (including research activities), provides access to reference documents (human resources planning and research, accountability, information management), as well as, to statistical information (Public Service employment, Public Service-Wide Employee Survey); http://publiservice.hrma-agrh.gc.ca/hr-rh/hrp-prh/index_e.asp</p> <p>b. Office of Public Service Values and Ethics provides access to information on values and ethics, workplace well-being and work / life balance, and prevention and resolution of harassment in the workplace; http://publiservice.hrma-agrh.gc.ca/veo-bve/index_e.asp</p> <p>c. Employment Equity and Diversity provides information and statistics on these topics (guides, annual report, committees and forums, etc.); http://publiservice.hrma-agrh.gc.ca/ee/index_e.asp</p>	http://publiservice.hrma-agrh.gc.ca/index_e.asp

Source	Main Focus	Description	Main Internet Address
		<p>d. Human Resources Management Modernization provides access to information on Public Service modernization, classification reform, and recruitment and renewal; http://publisservice.hrma-agrh.gc.ca/hrmm-mgrh/index_e.asp</p> <p>e. Official Languages provides access to studies, annual report, statistics, audits, events, etc.;; http://publisservice.hrma-agrh.gc.ca/ollo/index_e.asp</p> <p>f. The Leadership Network provides access to various development programs ADM, AEXDP, AETP, CAP, IC, MTP), as well as, to reference information on the Executive group and leadership development).</p>	<p>http://publisservice.hrma-agrh.gc.ca/leadership/ld_e.asp</p>
PSHRMAC	Human Resources Management	<p>The former Human Resources Community Secretariat had developed this site to provide information and support to Public Service human resources professionals. The site provides information on various aspects of human resources management (staffing, compensation, learning, etc.), as well as, analytical reports on the human resources community and on the Public Service at large, network building and networking opportunities, best practices and tools aimed at facilitating and improving human resources planning and human resources management, and professional development.</p>	<p>http://hrcc.gc.ca/menu.asp?lang=e</p>

Source	Main Focus	Description	Main Internet Address
PSHRMAC	Policies, regulations and guidelines	Values and ethics code for the Public Service.	http://www.hrma-agrh.gc.ca/veo-bve/vec-cve/vec-cve_e.asp
PSHRMAC	Policies, regulations and guidelines	Policy for continuous learning in the Public Service of Canada.	http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_856/pclpsc-pacfp_e.asp
PSHRMAC	Policies, regulations and guidelines	Policy on the prevention and resolution of harassment in the workplace.	http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/hw-hmt/hara_e.asp
PSHRMAC	Policies, regulations and guidelines	Policy on the Internal Disclosure of Information Concerning Wrongdoing in the Workplace.	http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_851/idicww-diicaft_e.asp
PSHRMAC	Policies, regulations and guidelines	Policy on the Indemnification of and Legal Assistance for Crown Servants.	http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tb_851/pila_e.asp

Source	Main Focus	Description	Main Internet Address
PSHRMAC	Statistical information on the Public Service	<p>This site gives access to two series of statistical tables: (1) Employment statistics tables providing historical information on the Public Service workforce with varied breakdowns (Department, occupation, region, etc.); (2) Statistics provided in the Employment Equity Annual Report going back to 1998-99, including information on the representation of designated group members in the workforce, as well as, among hires, promotions and separations. The site also includes various elements of information in support of the statistical tables (description of the databases that provided the information, definition of the main variables and concepts, list of departmental reorganizations in the 1990's). Through "Advanced" functions, users can export statistical tables in one of three formats (including Excel and Beyond 20/20).</p>	<p>http://be2020.publiservice.tbs-sct.gc.ca/eng/home_e.asp</p>
PSHRMAC	Functional Communities	<p>This portal provides access to the respective sites of 13 functional communities. The nature and volume of information available on these sites varies widely between communities, but a number of them provide information that can help with human resources planning, such as statistical profiles of the community membership, studies on hiring, learning, retention and retirement.</p>	<p>http://www.communities-collectivites.gc.ca/home.html</p>

Source	Main Focus	Description	Main Internet Address
		<p>The functional communities available through this portal are:</p> <ul style="list-style-type: none"> a. ADM Corporate Secretariat (Assistant Deputy Ministers) b. Evaluation Community c. Financial Management Community Development d. Human Resources Community Secretariat e. Information Management f. Information Technology g. Internal Audit h. Council of Federal Libraries i. National Managers Community j. Procurement, Material, Real Property k. Regulatory Inspection Community l. The Federal Science and Technology Community m. Service Delivery 	
HRSDC	Information on workplace, employment and labour	Human Resources and Skills Development Canada's site caters to multiple types of clientele: individuals looking for work or for specific information related to the workplace; businesses looking for information on human resources planning, laws, partnership opportunities, health and safety, etc. Some of these sections may be of particular interest to human resources professionals.	http://www.hrsdc.gc.ca/en/home.shtml

Source	Main Focus	Description	Main Internet Address
HRSDC	Labour market information	The section on "Labour Market Information" provides tools that can help refine human resources planning. The "Employment Prospects" option (vertical bar on the left-hand side) can help figure out occupations that are in short supply and those where availability is higher.	http://www.labourmarketinformation.ca/standard.asp?pcode=lmiv_main&lcode=E
HRSDC	National Occupational Classification	The section on "National Occupational Classification" (NOC) offers information of the occupational coding structure developed by Human Resources and Skills Development Canada and Statistics Canada. It includes a description of each code in terms of the nature of the work, the main duties, employment requirements and related occupations. The "Career Handbook" also contains various descriptors of occupations found in the Canadian Labour Market. The site currently includes the 1992, 1996 and the 2001 versions of the "NOC" codes.	http://www23.hrddrhc.gc.ca/2001/e/generic/welcome.shtml
HRSDC	Employment Equity	As Human Resources and Skills Development Canada is responsible for the application of the Employment equity Act in the private sector, it has developed sites that offer information and support to human resources professionals who deal with Employment Equity issues. Although some of these pages are intended specifically for employers outside the public sector, many can provide useful insight to Public Service human resources specialists.	http://www.hrsdc.gc.ca/en/gateways/topics/wzpgxr.shtml

Source	Main Focus	Description	Main Internet Address
HRSDC	Work-life Balance	This site provides access to information on issues related to work-life balance. It covers the subject from various angles, looking at the nature and relevance of work-life balance, best practices and experiences, forms of alternative working arrangements, research and analysis, etc.	http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/spila/wlb/01home.shtml&hs=wnc
PSC	Statistical information on appointments and staffing activities	This site provides access to historical information on appointments and staffing activities going back to 1999-2000. It allows for various breakdowns of counts of appointments to the Public Service, promotions, lateral and downward transfers, acting appointments, hiring of casuals and students. It includes definitions and technical notes. The site is set up to export statistical tables in an Excel format.	http://extranet2.psc-cfp.gc.ca/statistics/index.jsp
PSC	Human Resources Management	PSC's site offers information on aspects of human resources management that are relevant to the mandate of the Agency. It covers employment availability in the Public Service (including certain development programs, student employment, etc.), learning and career development, Executive resourcing, staffing information (priority administration, employment equity, staffing policies and guidelines, assessment tools and services), and appeals and investigation.	http://www.psc-cfp.gc.ca/index_e.htm
JUS	Policies, regulations and guidelines	Public Service modernization act.	http://laws.justice.gc.ca/en/p-33.4/

Source	Main Focus	Description	Main Internet Address
JUS	Policies, regulations and guidelines	Public Service employment act.	http://laws.justice.gc.ca/en/P-33.01/index.html
JUS	Policies, regulations and guidelines	Public Service staff relations act.	http://laws.justice.gc.ca/en/P-35/index.html
JUS	Policies, regulations and guidelines	Financial administration act.	http://laws.justice.gc.ca/en/F-11/index.html
JUS	Policies, regulations and guidelines	Official languages act.	http://laws.justice.gc.ca/en/O-3.01/index.html
JUS	Policies, regulations and guidelines	Employment equity act.	http://laws.justice.gc.ca/en/E-5.401/index.html
STC	Statistical information on Canadian society	Statistics Canada can provide information on various aspects of the Canadian society: economy, education, employment, technology, environment, etc. The information is drawn from Censuses, surveys, administrative databases and analytical work and it covers recent trends, as well as, historical ones. Although the agency's internet site does offer some statistics free of charge, generally speaking, information has to be bought.	http://www.statcan.ca/st art.html
STC	2001 Census data	This site provides the results of the 2001 Census on Population and Demography.	http://www.statcan.ca/english/Pgdb/popula.htm

Source	Main Focus	Description	Main Internet Address
OPM	Policies, regulations and guidelines	Speech from the Throne.	http://www.pm.gc.ca/eng/sft-ddt.asp
TBS	Policies, regulations and guidelines	Results for Canadians: A Management Framework for the Government of Canada.	http://www.tbs-sct.gc.ca/res_can/rc_bro_e.asp