

Demographic Profile of
Key Executive Feeder Groups
1991-1998

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Executive Summary

Historically, the analysis of the Executive (EX) feeder groups has been undertaken at the broadest level. Analysis has generally included all Executive equivalents, the Executive minus one level as well as the Executive minus two group. Our research, however, indicates that the key feeder groups to the executive community can actually be much more narrowly defined than this:

- From 1992-1997 the major feeder groups included only ten occupation classifications, accounting for nearly 70% of internal appointments.
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- The indeterminate population of these 10 key feeder groups¹ is 6645 (March 31, 1998), about one-third the pool traditionally defined as the EX Feeder groups

Given the significant contribution of these few groups to the overall executive complement, it is imperative to have a more profound understanding of the characteristics of these groups.

While current initiatives to revitalize the executive community may serve to broaden the pools from which executives will be drawn, traditional sources of recruitment will continue to provide a significant contribution to the executive talent pool. If current trends continue, the future demographic profile of the Executive group will largely be determined by the current demographic characteristics of the main feeder pools. Some of the key highlights of these characteristics are outlined below:

- The PM-06 classification level has provided the greatest proportion (19.3%) of internal EX appointments, followed by the FS-02 (11.2%), AS-07 (10.8%) and ES-07 (7.9%) levels between 1992 and 1997.
- Among the top ten feeder groups, the highest probabilities of an EX appointment over the five-year period (1992-1997) were from the ES-07 group (27.4%), AS-08 (23.1%), IS-06 (13%) and FS-02 (10.8%). The probability of promotion among the top ten groups appears to be largely related to hierarchical level.

Employment equity group representation was better among the top ten feeder groups than in the executive community. This indicates that the current demographic profile of the key feeder groups provides the potential for continued growth in equity representation at the executive level:

- Generally, there has been an increase in the proportion of women among EX appointments over the last seven years.
- Women appointed to the EX level from the top ten feeder groups were younger than their male counterparts.
- Women were appointed to the EX group at rates (40.6%) higher than their representation in the top ten feeder groups (31.2%).

¹For the purpose of this report, the term "group/feeder group" refers to the population of employees at a specific classification level (e.g. PM-06, PM-05) within an occupational group which serves as a feeder source for appointments to Executive positions. The use of the term "group" should not be confused as a reference to a Public Service "occupational group", i.e. the entire population at all classification levels of an occupational group (eg. PM).

- Representation of women was greater for those entering the top ten feeder groups (44%) than those advancing to the EX level (40.6%).

While the promotion of women from the top ten feeder groups exceeds their representation in the feeder population, this is not the case for the other employment equity groups. In the case of Aboriginal Peoples, Persons with disabilities and Visible Minorities, movement into the Executive group was below their representation in the feeder population.

- Representation of Aboriginal Peoples was 2.9% among the top ten EX feeder groups, but only 1.1% of 97-98 EX appointments.
- Persons with disabilities made up 3.2% of the top ten feeder groups and 2.8% of 97-98 EX appointees.
- Visible Minority members comprised 3.7% of the ten feeder groups but only 1.7% of those appointed to the EX level in 97-98.

Introduction

Across organizations within the public and private sectors, the central focus for human resource managers has been recruiting and maintaining a competent and qualified body of employees. For the federal Public Service, recent years of downsizing has led to concerns about retaining skilled and experienced staff, attracting high-calibre recruits and competing with the private sector for highly skilled professionals. Corporate initiatives, such as La Relève, have been developed and implemented to help address and abate these concerns. During the Program Review period (1995-1998), high rates of departure as a result of the early retirement incentive (ERI) and early departure incentive (EDI) compounded the problem of sustaining a vital and capable organization. Although this phenomenon has impacted upon all areas of the federal government, one of the more acutely affected areas is that of executive staffing.

One of the consequences of downsizing and ERI/EDI has been the steady reduction in the size of the executive community, from 3757 indeterminate substantive EX positions in 1994 to 2919 in 1998². The rate of decline in the EX population over this period was somewhat greater (22.3%) than that found for the total indeterminate Public Service (20.2%).

Another repercussion of Program Review for the Executive group (EX) is an age profile that has become skewed and more highly concentrated in the 45-55 year range. This has given rise to fears of a potential exodus from the executive ranks of the Public Service. Limited recruitment and reduced advancement of younger appointees to the EX level and its internal feeder pools have exacerbated the predicament of an aging EX group on the threshold of retirement.

A central objective of human resource management has been to improve representation of women, Aboriginal Peoples, persons with disabilities and members of visible minorities at all levels in the federal Public Service. With years of diminished recruitment flows and curtailed internal promotion, progress towards the realization of representative levels for designated groups has been limited. Critical to the development of employment equity recruitment strategies for the EX group is a better understanding of the demographic profile of the main feeder pools to the EX community³.

EX appointments have arisen from a wide range of occupational classifications, mainly originating from the Scientific/Professional and Administrative/Foreign categories (Table 1; Nehme, 1998). Over the 1992-97 period more than 20 occupational groups from a variety of different levels acted as feeder pools for the executive community (Table 1). However, the table also indicates relatively few occupational groups and levels contributed the majority of appointments to the executive ranks. In fact just, ten occupational group levels, accounted for nearly 70% of internal appointments between 1992-1997.

² All population and appointment data presented in this paper were provided by the Information Management and Review Directorate of the Public Service Commission in the form of aggregated data tables for years 1991 to 1997 and case data for fiscal year 97-98. Population data files are derived from year end information (31 March). Appointment data files are based on receipt of the Record of Staff Transaction (ROST) during the fiscal year from 1 April to 31 March.

³ Information on designated groups was produced by matching data from Treasury Board's Employment Equity Data Bank (EEDB) as of March 31, 1998 with the PSC's appointment, population, and separations files for respective years. EEDB data is collected via voluntary self-identification, and the completeness and accuracy of the information is therefore contingent on the opportunity, willingness and cooperation of employees to self identify.

**Table 1:
Indeterminate Appointments to the Executive
Group by
Source Classification (Substantive Position)
April 1992 to March 1997**

Source Group/Level	EX Equivalency	Number of EX Appointments	Proportion of Total Appointments
PM-06	Minus 1	125	19.1%
FS-02	Minus 1	72	11.0%
AS-07	Minus 1	70	10.7%
ES-07	Equivalent	51	7.8%
PM-05	Minus 2	24	3.7%
CO-03	Minus 1	22	3.4%
AS-08	Equivalent	21	3.2%
ES-06	Minus 1	20	3.1%
IS-06	Minus 1	19	2.9%
FI-04	Minus 1	17	2.6%
SEREM-02	Equivalent	16	2.5%
PE-06	Minus 1	15	2.3%
AS-06	Minus 2	11	1.7%
ENENG06	Equivalent	11	1.7%
AU-05	Minus 1	9	1.4%
ENENG-05	Minus 1	8	1.2%
PC-04	Minus 1	8	1.2%
PE-05	Minus 2	8	1.2%
PG-06	Minus 1	8	1.2%
CS-04	Minus 2	7	1.1%
PC-05	Equivalent	7	1.1%
AOCAI-05	Minus 1	6	.9%
Other EX Equivalent	Equivalent	24	3.7%
Other EX Minus 1	Minus 1	22	3.4%
Other EX Minus 2	Minus 2	27	4.2%
EX Minus 3 and below	Other	18	2.8%
Unknown	Other	7	1.1%
Total		653	100%

In order to provide a more accurate demographic portrait of the key EX feeder pools, the analysis presented in this paper has focussed on the leading contributors of EX appointments. The demographic characteristics of these top ten EX feeder groups will likely shape the future face of the EX community.

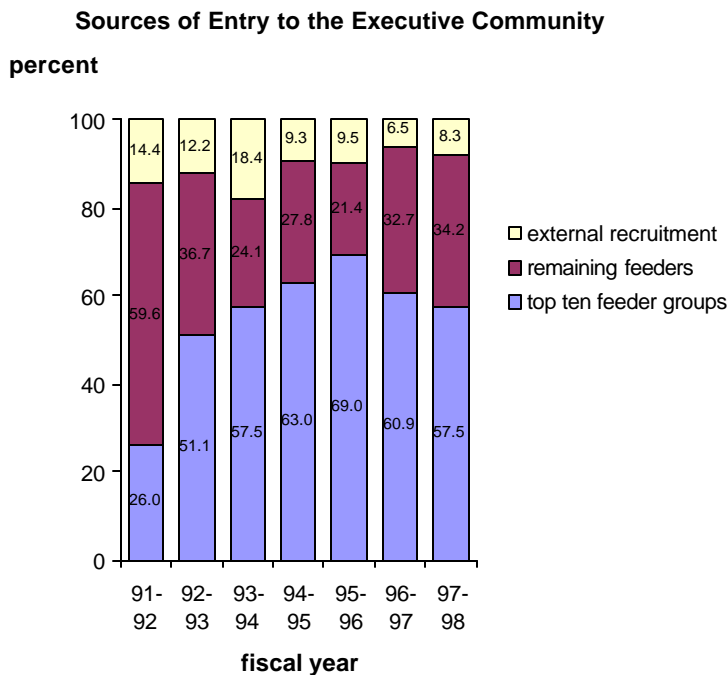
This paper presents a demographic profile of the top ten EX feeder groups (including PM-06, FS-02, AS-07, ES-07, PM 05, CO-03 AS-08, ES-06, IS-06, and FI-04) detailing the salient trends of the last seven years, with an emphasis on age characteristics, mobility rates and equity group representation. The research in this paper is confined to employees of indeterminate status and their substantive classifications. From a practical standpoint, the removal of term positions from analyses is reasonable considering that term positions constituted small proportions of the EX community and the major EX feeder groups (0.3% and 1.7%, respectively, as of 31 March 1998) and none of the EX appointments (for fiscal year 97-98).

Source: PSC Appointment File 1992-97

Sources of Executives for the Federal Public Service

New entrants into the executive community tend to originate internally, with external recruitment

Figure 1



accounting for approximately one-tenth of all appointments at the executive level. The volume of recruitment from outside the Public Service ranged from 6.5% to 18.4% during the years from 1991 to 1998, averaging 10.1% (Figure 1). Following the implementation of Program Review, there has been a notable reduction in external recruitment: the last four fiscal years have seen external recruitment rates under 10%. The low levels of external recruitment during the program review period reflect an increased focus on the placement of priority candidates and possibly the decreasing competitiveness of the public service in the external labour market (Strong Committee Report: 1997).

Promotions and lateral movements into the Executive group emanate from a wide array of occupation classifications within the Public Service. However, they tend to be concentrated in a limited number of groups. During the period from April 1992 to March 1997, 72 different classification groups and levels contributed to Executive appointments. Of these groups, ten occupational classifications⁴ accounted for approximately 70% of all internal movements into the executive group over this five year period.

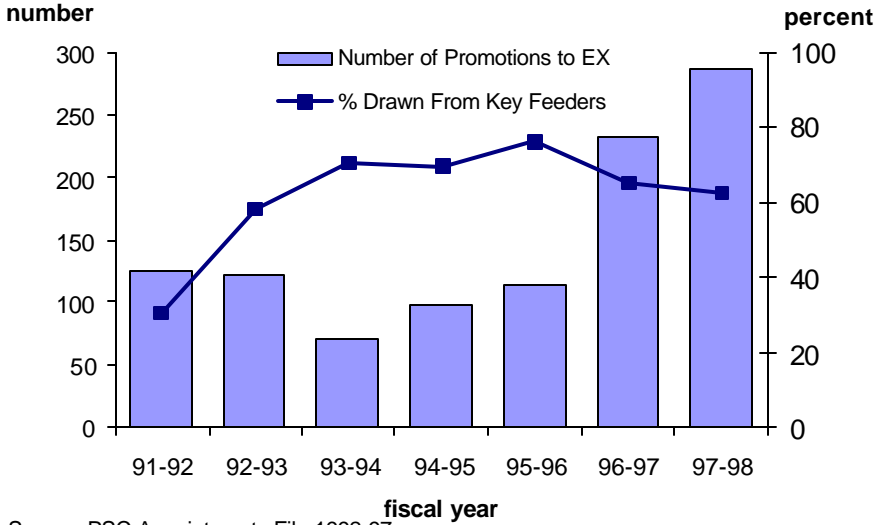
The proportion of movements into the Executive group attributed to these ten feeder groups has ranged over the years, from a low of 30.4% during 91-92 to 76.3% for the fiscal year 95-96, remaining somewhat constant from 1994 to 1998. Figure 2 illustrates this trend displayed against the annual volume of internal executive appointments from 1992 to 1998.

The volume of internal appointments to the Executive group declined from 1993 to 1996, with the low point coming in 1993-94 when there were only 71 appointed to the EX group from the top ten feeders. Presumably, the low levels of promotions into the Executive group over this period was a consequence of changes associated with Program Review. Interestingly however, after the initial program review cuts of 1994-1996, there was a dramatic rise in the number of appointments to the Executive community (Figure 2). The year 1997-98 saw 313 movements into the Executive group, 287 (91.7%) from within the Public Service.

⁴ The top ten EX feeder groups listed in order of volume of EX appointments from Apr 92 to Mar 97: PM-06, FS-02, AS-07, ES-07, PM-05, CO-03, AS-08, ES-06, IS-06 and FI-04.

Figure 2

Number of Promotions to Executive Group and Share from Key EX Feeders



Source: PSC Appointments File 1992-97

Despite the changing flow in the movement into the Executive community, the proportion of those drawn from the top ten EX feeder groups has remained relatively constant over the past five years. If this trend continues, the bulk of the EX community in the future will have originated from these ten classification groups. Examination of the demographic characteristics of the top ten EX feeder groups will undoubtedly provide insight into the future demographic profile of the Executive community.

Characteristics of EX Feeder Groups

**Figure 3
Figure 5**

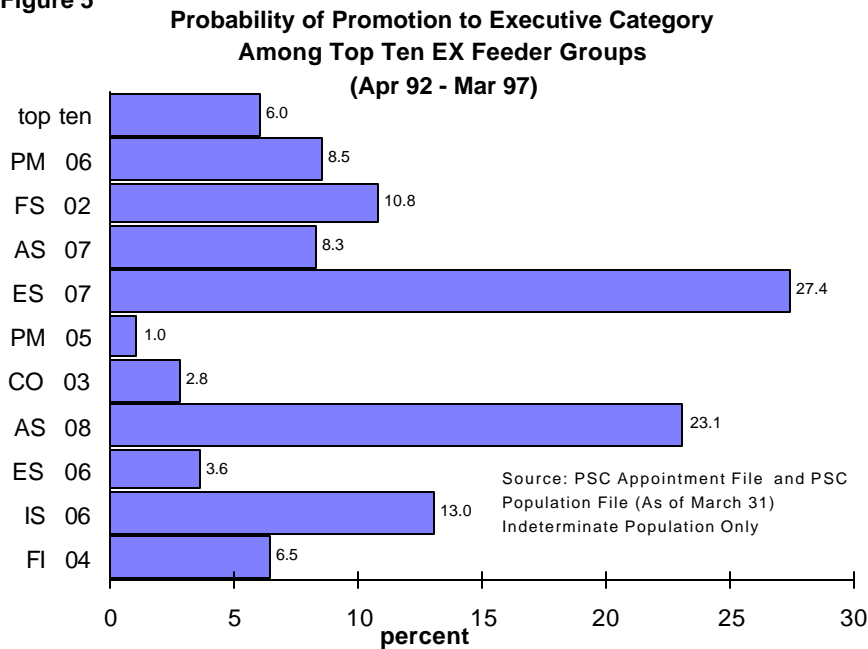
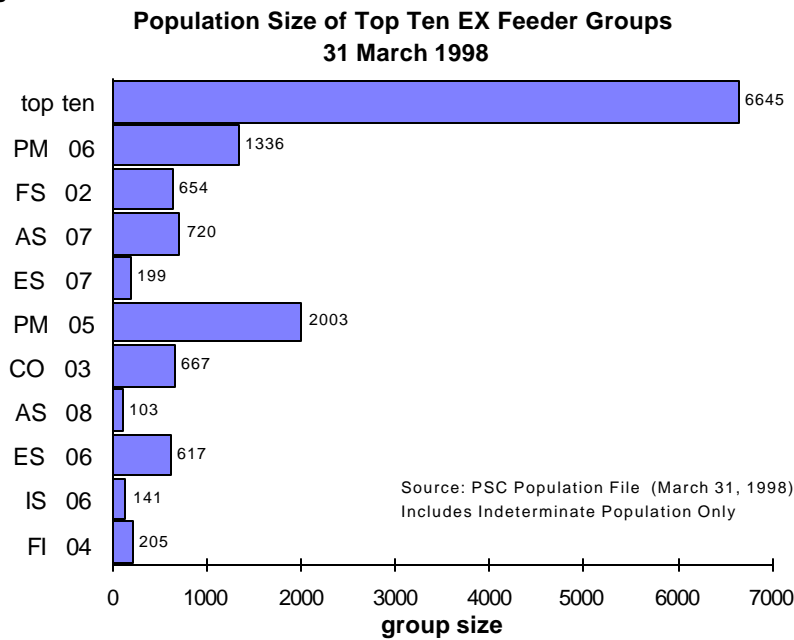


Figure 4



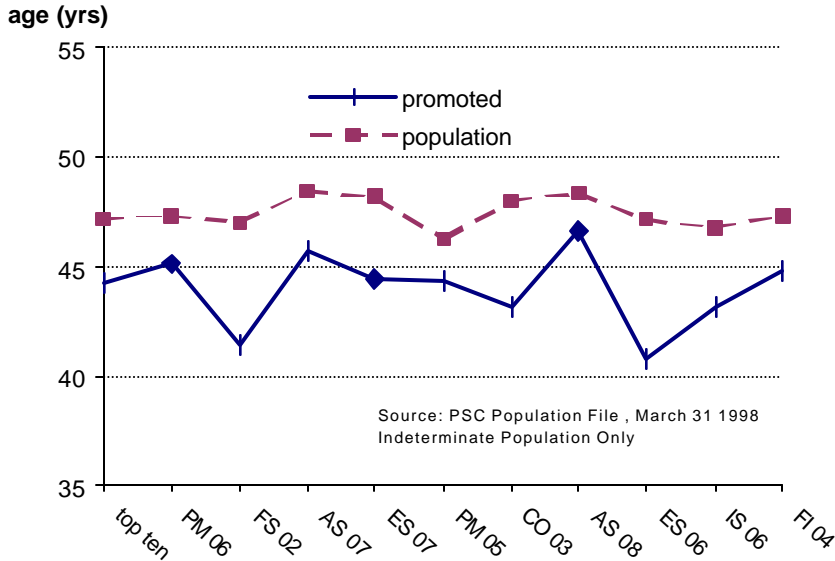
The top ten feeder groups contributed varying proportions of internal EX appointments (Figure 3). From April 1992 to March 1997, 68.3% of internal executive appointments came from the top ten EX feeder groups. Of the ten groups, the PM 06 group provided the highest proportion of appointees (19.3%), followed by FS-02 (11.1%) and AS-07 (10.8%). Six of the top ten EX feeder groups supplied proportions of EX appointments under 4%.

As shown in Figure 4, the sizes of the ten key feeder groups differ greatly. As of March 1998, the largest group, PM-05, numbered 2003; the AS-08 group was comprised of only 103 members. Interestingly, despite their differing group sizes, both the PM-05 and AS-08 groups supplied similar numbers of EX appointees from 1992 to 1997, indicating that the size of the feeder group does not necessarily determine the likelihood of promotion to the Executive level.

The probabilities of being appointed to the Executive community from the top ten EX feeder groups over

the time frame from April 1992 to March 1997 are depicted in Figure 5. Probability of appointment was calculated as the ratio between the number of promotions to the executive community and feeder group size over the five year period. Overall, the likelihood of an EX appointment from the top ten groups was 6% over the five years. The groups with high

Figure 7
Average Age of Key Feeder Population and Promotions to Executive from Feeder Source



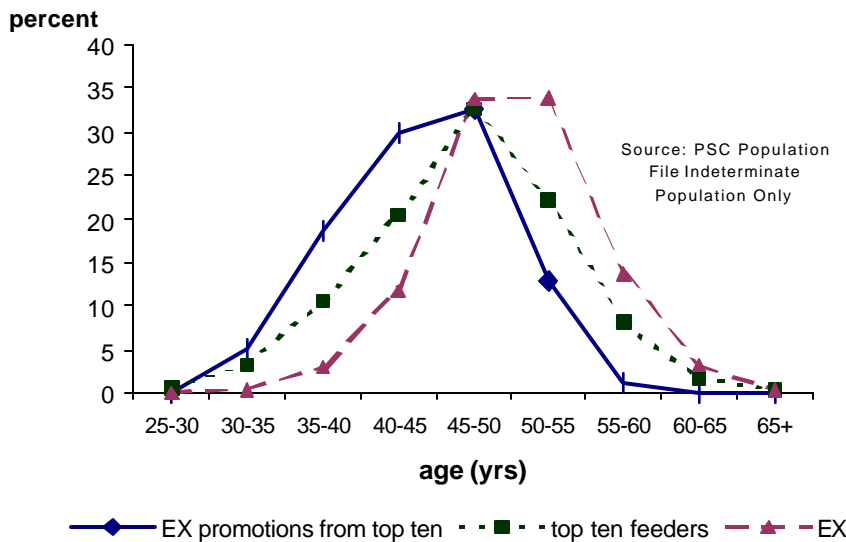
probabilities of promotion were the ES-07 and AS-08 groups, with approximately one in four chance of an EX appointment. The key feeder group contributing the greatest number of EX appointments, PM-06, had an associated 8.5% chance of appointment.

The ratios demonstrate that promotion to the Executive group within the key feeders is highly dependent on executive equivalency. Those groups closest to the executive community, ES-07 and AS-08, both considered as Executive minus 1, have the highest

probabilities of promotion and the group in the EX minus 2 range (PM-05) had the lowest probability. For the remaining 7 groups all considered as Executive equivalents the probability of direct movement into the executive community over the 5 year period ranged from 2.8% for CO-03 to a high of 13% for the IS-06.

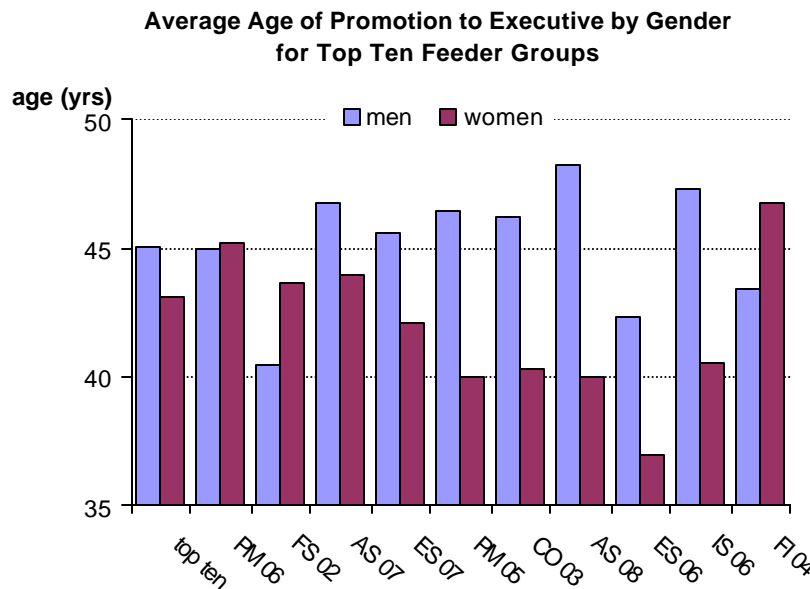
Age Profiles

Figure 6
Age Distributions of Executives, Top Ten Feeders and Promotions to Executive from Key Feeders



The effects of ERI/EDI and declining recruitment through the program review period have heightened the 'baby boomer bulge' in the age distribution of public service employees, centred in the 40-55 year old range (Nehmé: 1998). In future years, the existing age profile will result in a surge in the level of departures as these employees reach retirement eligibility age. This has been a particular concern for the Executive community, which presents an even older age profile than the Public

Figure 8



Source: PSC Population File March 31, 1998, Includes Indeterminate Employees Only

Service as a whole. In the near future, a decline in departures from the Executive group has been forecasted (Gorber, Li and Booker: 1998); a stream of early departures of executives during Program Review had the effect of buying up the short term retirement potential. However, this will be followed by a sharp rise in EX departures as the bulk of the remaining executives approach retirement age. The Executive feeder groups were subject to the same impacts of Program Review with subsequent similar effects to their age

profiles. Stabilization of the age characteristics of the EX community will require appointments of relatively younger EX feeder group members.

Not unexpectedly, those in the key EX feeder groups were significantly younger (avg. = 47.1 yrs.) than the Executive group (avg. = 50.2 yrs.) (March 31, 1998), as depicted in Figure 6. Appointees to the Executive level from the top ten feeder groups were younger (avg. = 44.2 yrs.) than their feeder group peers by a statistically significant degree. Continuation of this tendency may act to smooth the current skewed age distribution of the Executive group in the longer-term.

The overall trend of comparably younger Executive appointees was relatively consistent across the top ten EX feeder groups for the fiscal year 97-98, as illustrated in Figure 7.

For each of the top ten feeder groups, those appointed to the EX level were younger, on average, than the group's mean age. In the case of the FS-02 and ES-06 groups the average age of those appointed to the executive category were considerably lower than the overall average age for the groups.

In examining the gender profile of the top ten feeder groups, one finds that women were generally younger than their male counterparts. The average age for women was 45.2 years, compared with 48.1 years for men in the top ten feeder groups (March 31, 1998). This gender gap in age remained for 97-98 EX appointees, as well. Overall, women promoted to the Executive level were significantly younger (43.1 yrs.) than male appointees (45.0 yrs). As shown in Figure 8, this tendency was demonstrated for the majority of the ten EX feeder groups, the only exceptions were FI-04, FS-02 and PM-06. The current data would seem to indicate that not only are those appointed to the EX level younger than their peers, but the women who are appointed are younger than their male counterparts.

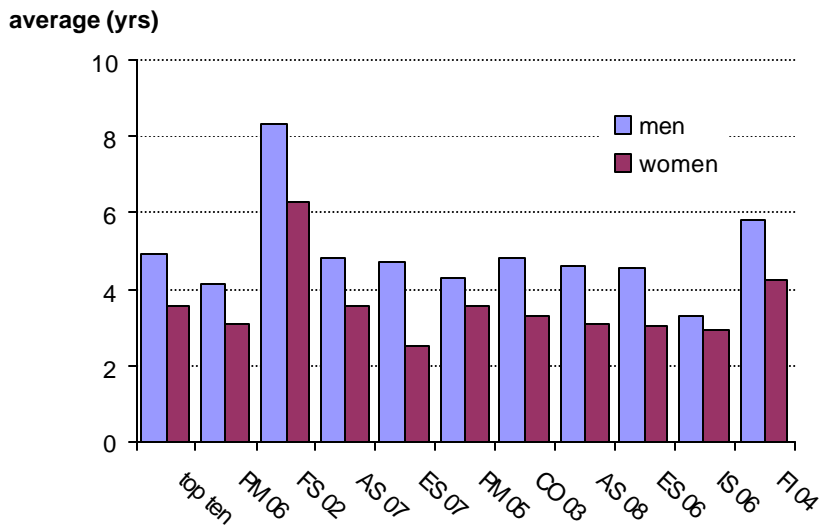
Duration of Stay in Feeder Pools

A possible indicator of the potential for promotion to the EX community from individual feeder pools is the duration of time spent in the feeder groups. Examination of the length of stay in substantive classifications may serve to gauge the movement to and from the top ten EX feeder groups.

Overall, members of the top ten EX feeder groups had spent an average of 4.5 years in their substantive classifications, as of 31 March 1998. Women had occupied their substantive classifications for shorter periods of time than their male counterparts. According to population statistics, on average, women had resided 3.5 years in one of the top ten EX feeder groups, compared with men at 4.9 years. This gender difference is evident for all ten feeder groups (Figure 9). The largest gender differences relative to time in substantive position were found for the FS-02 (2.1 yrs.) and ES-07 (2.2 yrs.) groups, while relatively small differences were demonstrated for PM-05 (0.8 yrs.) and IS-06 (0.3 yrs.)

Population data suggest that women who occupy similar positions as men are younger and have resided in those groups for less time. It is possible that women have only recently moved into the ranks of the top ten EX feeder groups, reflected in the shorter periods of time spent in the feeder group classifications. Alternatively, for women among the top ten EX feeder groups, this could signify quicker turnover from those groups than for men. If relatively shorter durations indicate movement to the EX level, those females are being promoted at younger ages. Despite accelerated promotion rates for women, greater proportions of men than women have been appointed to the EX community throughout recent years, as the data presented in the next section will demonstrate. Representation of women at the EX level is still an issue facing the community.

Figure 9
Years in Substantive Classification
Top Ten Executive Feeder Groups

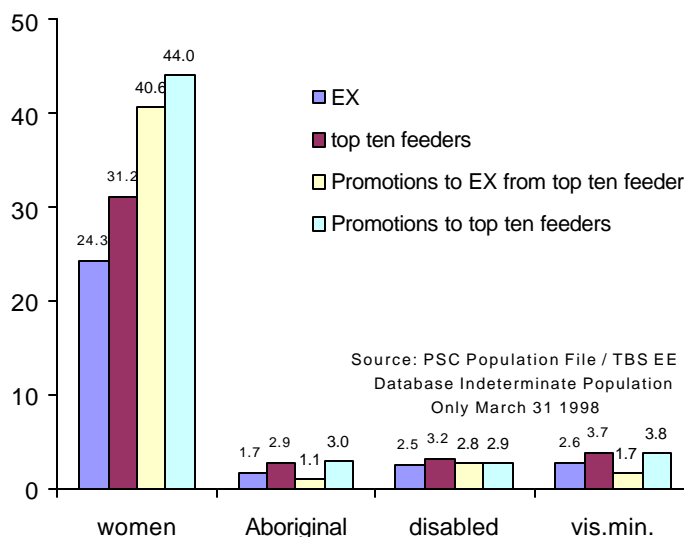


Source: PSC Population File March 31, 1998, Includes Indeterminate Employees Only

Representation of the Key Feeder Groups

According to recent forecasts, achievement of representation of the employment equity groups in the next decade would necessitate internal and external recruitment rates well above labour market availability (Presentation to COSO, Oct 98; O'Connor, Malizia & Booker). Presently, outside recruitment to the EX level comprises approximately 10% of all appointments. The great majority of EX appointments come from internal sources, mainly the top ten EX feeder groups. As feeder pools for the EX community, the representation of designated groups within the Executive feeder groups will impact upon the future characteristics of the Executive group.

Figure 10
EE Representation Among Executives, Top Ten Feeders,
and Internal Promotions to and from Feeders
 percent



For all four designated groups, the representation rates for the top ten feeder groups surpassed those of the executive community (Figure 10). However, the groups differ profoundly in terms of inflows into the feeder groups and outflow patterns from the feeders into the executive community.

The most positive patterns overall appear to be those for women. While women appear to have low representation in the EX group (24.3%) they are being moved into

the executive community at a rate (40.6%) well above their representation in both the top ten feeder groups (31.2%) and the executive groups (Figure 10). The findings demonstrate that the representation of women among EX appointees has exceeded the representation among the feeder groups themselves. While high rates of movement of women out of the feeder pools into the executive community may raise issues of sustainability over the long term, this was not the case for women. There appears to be a renewal of female candidates from lower levels of the Public Service: the representation of women flowing into the top ten feeders (44%) surpassed the representation level of females leaving for EX positions. Continued high levels of inflow of women into the key feeder groups will provide the basis for sustained increases at the executive level.

Similar patterns of representation were not evident in the feeder pools for the other three designated groups. Inflows into the feeders were either marginally above or below current representation in the feeder groups. For Aboriginal Peoples, persons with disabilities and members of visible minorities, the proportion of recent appointments to the executive group were lower than the corresponding representation levels among the top ten feeder groups.

Although Aboriginal Peoples comprised 2.9% of the top ten EX feeder groups, their representation was only 1.1% among appointments to the executive group in 97-98. Persons

with disabilities made up 3.2% of the top ten groups compared with 2.8% of EX appointees. Only 1.7% of EX appointments were given to members of visible minorities, although they comprised 3.7% of the top ten EX feeder groups.

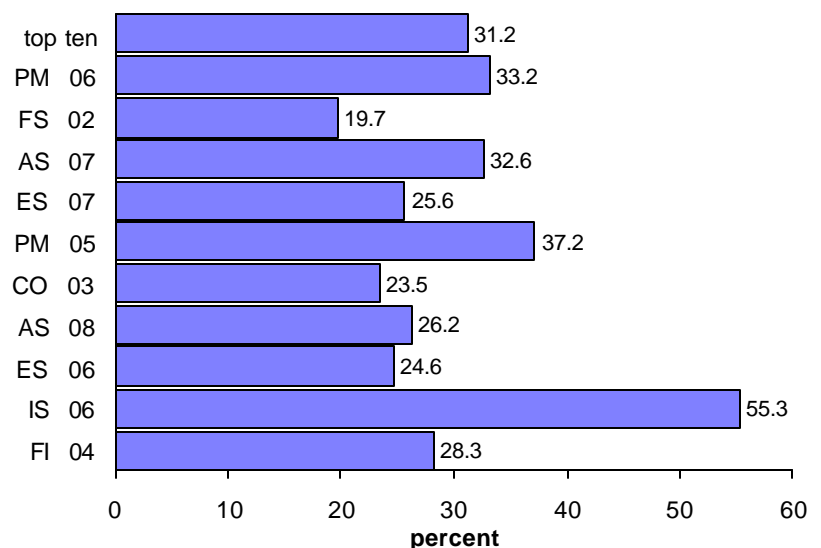
Although the three designated groups were better represented among those moving into the top ten EX feeder groups than those appointed to the EX level, the rates of flow into the top ten groups were not greater than the representation levels of the feeder groups themselves. It seems that, with the exception of women, representation of designated groups among EX feeder groups for 97-98 was maintained, but not improved, via internal promotion to the top ten feeders. While representation of Aboriginal Peoples in the feeder pools exceeds overall labour market availability, for the other designated groups there has not been a sufficient build-up of equity representation in the key feeder pools to sustain longer-term improvements in equity representation at the Executive level.

Women

Compared with the Public Service as a whole, women are generally under-represented in the top ten EX feeder groups. As of 31 March 1998, representation of women among the top ten feeder groups was 31.2%, compared with 48.1% for indeterminate Public Service population. While some groups had relatively high representation, such as the IS-06 group where representation of women (55.3%) exceeded that of men, several groups had representation below the overall average for the top ten feeders, indicating attention needs to be paid to improving women's representation. This is particularly true in groups with a high probability of movement into the executive community, such as AS-08 and ES-07, where representation of women was 26.2% and 25.6% respectively (Figure 11).

Figure 11

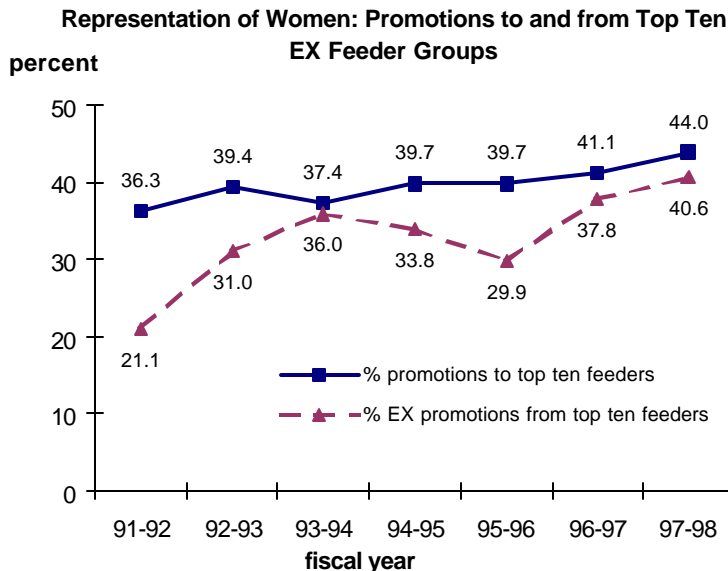
**Representation of Women
Among Top Ten Executive Feeder Groups**



Source: PSC Population File (March 31, 1998), Includes Indeterminate Population only.

There has been a relatively steady increase over the past 7 years in the number of women appointed to the executive community from the key feeder groups (Figure 12). During the fiscal year 91-92, only 21.1% of those appointed to the EX level were women. By 93-94, representation of women among EX appointments was 36%. The next two years saw a decline in the proportion of female EX appointees. However, these figures rose again to 40.6% for 97-98. Comparing the representation rates of those who entered the top ten feeders and those who

Figure 12



advanced to the EX group, over the last seven years, the top ten feeder groups have replenished its ranks with females at higher rates than those leaving via promotion to the EX level.

Comparing EX appointment sources, representation of women has been relatively high from the top ten EX feeder groups. Averaging across the seven years from April 91 to March 98, women made up 35.2% of EX appointees from the ten feeder groups, compared with 33.4% of all EX appointments and 28% of those recruited from outside

the Public Service. The top ten feeder groups have been a source of more equitable gender representation than other inflows into the executive community.

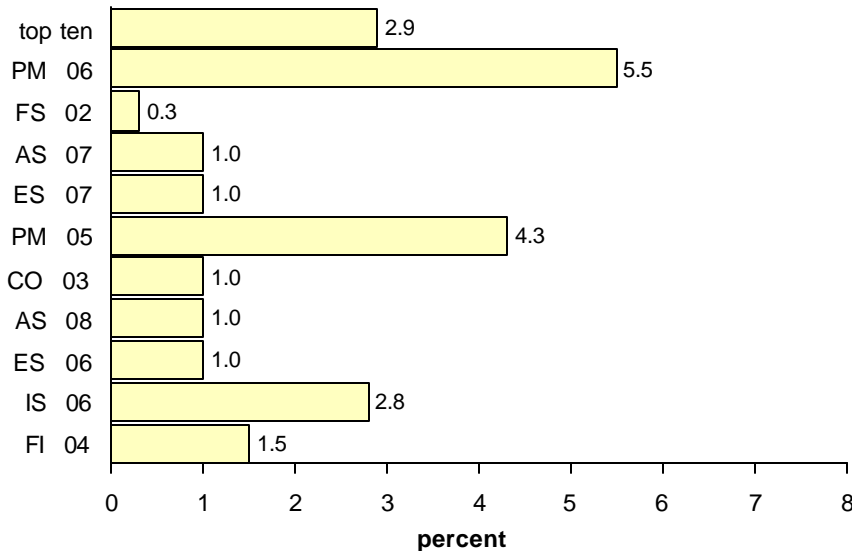
In summary, the representation of women among EX appointees from major feeder groups has improved over the years to reach its most recent level of over 40%. These levels have been sustained partly due to higher and slowly increasing representation rates of women moving into the top ten feeders. However, among the individual top ten EX feeder groups there were wide fluctuations in the representation rates for women. There appeared to be no relationship between individual feeder group representation for women and probability of EX appointment. For example, of the feeder groups with higher than average probabilities of EX appointment, the FS-02 group was composed of under 20% women, but women comprised over half of the IS-06 group. The reasons for greatly varying representation levels for women among the top ten feeders may need to be pursued with further detailed analyses

Aboriginal Peoples

The overall proportion of Aboriginal Peoples in the top ten EX feeder groups exceeded the representation rates of the total Public Service and the EX community. Aboriginal Peoples comprised 2.9% of the top ten feeder groups, compared with 2.4% of the Public Service and 1.7% of the EX group. However, representation among the feeder groups was uneven, as shown in Figure 13. Although representation in the PM-05 and PM-06 groups surpassed the average for the top ten feeders, at 4.3% and 5.5%, respectively, the majority of these positions are concentrated in one department (INAC). There were six feeder groups with associated representation levels for Aboriginal Peoples of 1% or less.

Again, representation of Aboriginal Peoples was low in groups with the highest probability of movement into the executive community. Among the four groups with the greatest likelihood of appointment to the Executive level, the representation of Aboriginal Peoples was very low in three

Figure 13
Representation of Aboriginal Peoples
Among Ten Top Executive Feeder Groups



Source: PSC Population File (March 31, 1998), Includes Indeterminate Population only.

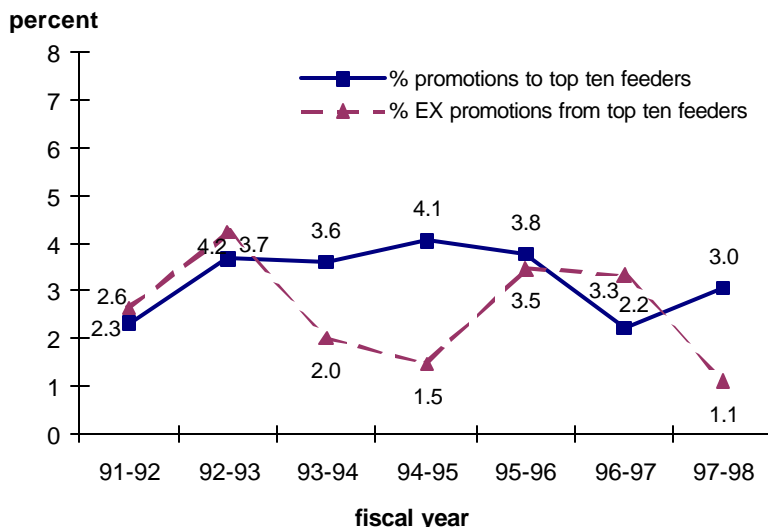
AS-08 (1.0%), ES-07 (1.0%) and FS-02 (0.3%), only the PM-06 group had substantially higher representation (5.5%) than the overall representation in the key feeder pool. As with women, efforts should be focussed on increasing representation in the key feeder pools with the highest probability of appointment to the executive community.

The representation of Aboriginal Peoples flowing into the executive community varied from year to year, ranging from 4.2% to 1.1% (Figure 14). These high levels of variation result from the relatively low numbers of Aboriginal Peoples moving into the EX group: for example, in 1997-98, the proportion of EX appointments, 1.1%, represents only 2 of 179 movements that year.

Contrasted with EX appointments from other sources, a smaller proportion of Aboriginal Peoples were drawn from the top ten feeder groups. Averaged over the last seven years, representation

The representation of Aboriginal Peoples flowing into the executive

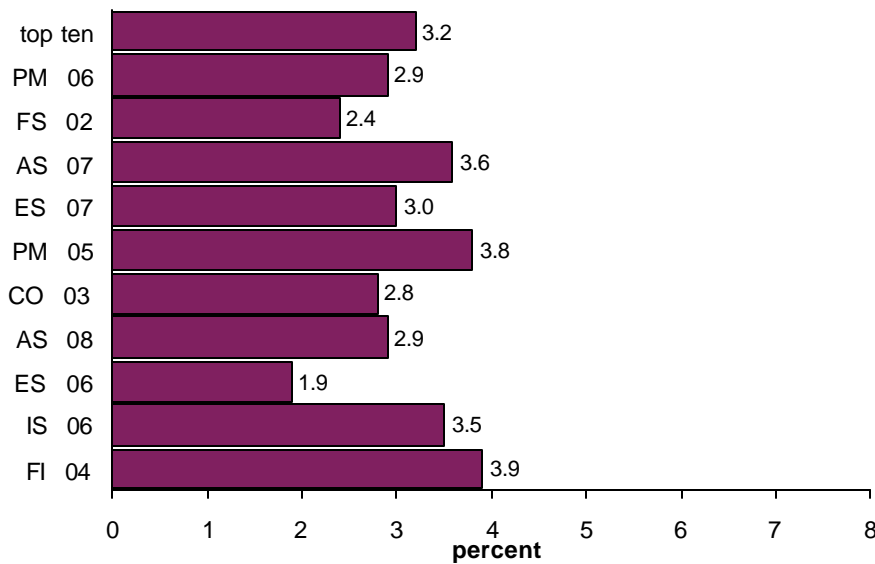
Figure 14
Representation of Aboriginal Peoples: Promotions to and from Top Ten EX Feeder Groups



Source: PSC Appointments File 1991-1998 Includes Indeterminate Population Only

of Aboriginal Peoples among EX appointees was lower from the top ten EX feeder groups (2.5%) than all EX appointments (3%) and recruitment to EX from outside the Public Service (3.4%). Although external sources provided greater proportions of EX appointments to Aboriginal Peoples, outside recruitment accounts for comparably few appointments to the EX level overall, about one-tenth. It is possible that increasing and expanding efforts for external recruitment may promote greater levels of

Figure 15 Representation of Disabled Persons Among Ten Top Executive Feeder Groups



Source: PSC Population File (March 31, 1998), Includes Indeterminate Pop only.

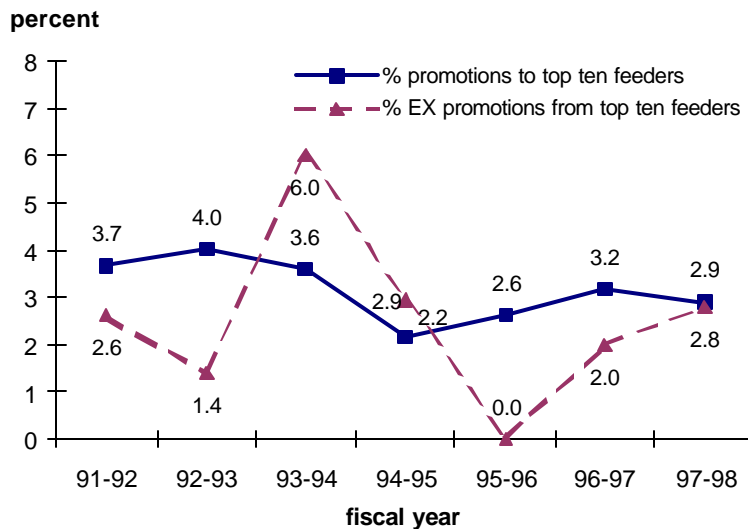
representation of Aboriginal Peoples within the EX community.

Persons with Disabilities

For the most part, the proportions of persons with disabilities were balanced across the top ten feeder groups, ranging from 1.9% to 3.9%, as shown in Figure 15. The overall average for the groups was 3.2%, lower than the representation of persons with disabilities in the rest of the Public Service (3.7%), but somewhat higher than the representation rate for the EX group (2.5%).

The relatively equal distribution of persons with disabilities avoids some of the concerns about low representation in groups which have a higher probability of promotion. Examining the four groups with the highest probability of promotion, representation was below the 3.2% average of the top ten groups for FS-02 (2.4%), only slightly below for ES-07 (3.0) and AS-08 (2.9) and above for IS-06. The relatively equal distribution of representation among the top ten feeder

Figure 16 Representation of Persons with Disabilities: Promotions to and from Top Ten EX Feeder Groups



Source: PSC Appointments File 1991-1998 Includes Indeterminate Population Only

groups to provide the basis for continued increases in representation at the executive level.

As demonstrated in Figure 16, appointments to the EX level of persons with disabilities have fluctuated over the last seven years, reaching its zenith of 6% in fiscal year 93-94 and plummeting to zero in year 95-96. Overall, the proportions of EX appointments to persons with disabilities, have declined slightly over the seven year period. Generally, representation has been greater among those entering the top ten

feeder groups than those advancing to the EX level.

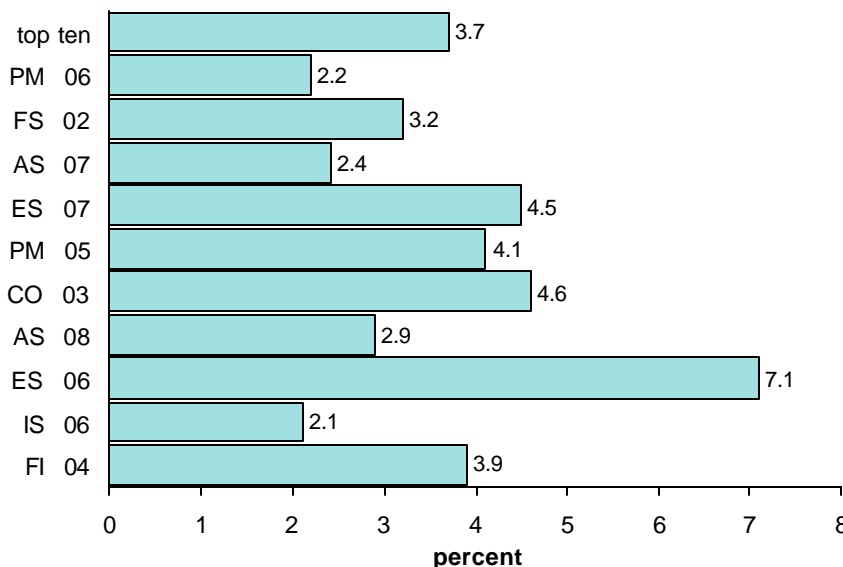
Historically, promotion to the EX level of persons with disabilities has been accomplished through internal routes. Comparing the source of the EX appointments, representation rates of persons with disabilities were similar when averaged over seven years for the top ten EX feeder groups (2.3%) and all EX appointees (2.5%). On the other hand, throughout these years, external recruitment had not provided a single EX appointment for persons with disabilities.

Visible Minorities

Generally, members of visible minorities are under-represented in the Public Service, as a whole, and are projected to continue to be under-represented without substantial efforts to improve recruitment levels (Booker & O'Connor, 1999). This under-representation is evident for visible minorities at the executive level and is also reflected in the representation rates of visible minorities among the top ten EX feeder groups, presented in Figure 17. Overall, the proportion of members of visible minorities in the top ten feeders was 3.7%, greater than that of the EX group (2.6%), but smaller than the total indeterminate Public Service (5.1%). There were great variations in levels of visible minority representation among the top ten feeder groups, ranging

from 2.1% for the IS-06 group to 7.1% for the ES-06 group.

Figure 17 Representation of Visible Minorities Among Ten Top Executive Feeder Groups



Source: PSC Population File (March 31, 1998) Includes Indeterminate Population Only

As with Aboriginal Peoples and persons with disabilities, the proportion of appointments of visible minorities to the EX community from the key feeder groups display an unstable pattern over time: from 5.3% in fiscal year 91-92 to zero EX appointments in 93-94, rising during the next few years and dropping back to 1.7% in 97-98 (Figure 18). These large fluctuations are, in part, a result of the low numbers of appointments.

For the most part, the flow of visible minorities into the key feeder groups (Figure 18) has been greater than the rate of those promoted from the key feeders into the Executive community. This should contribute to an increase in the representation of visible minorities over time. On a less positive note however, movement into the top ten feeder groups has shown little trend toward improvement over the last seven years essentially fluctuating between 3.5% and 5.1% in terms of rates of inflow.

If one looks at other sources of inflow into the Executive group, there is evidence of greater potential to improve representativeness. Although external recruitment represents only one-tenth of all appointments to the EX level, there were greater proportions of Executive appointments of visible minorities from outside the Public Service than from internal sources. Averaged over seven years, representation of visible minority members among new entrants to the executive community from the key feeder groups was 2.5%, compared with 3.4% from all EX feeder groups and 6.8% from external recruitment. As with Aboriginal Peoples, external recruitment to the Executive level may be an avenue worth examining and utilizing more fully to increase and enhance representation of visible minorities in the EX community.

Conclusions

The modelling of future trends within the executive community has generated forecasts of high departure rates in the next five to ten years (Gorber, Li & Booker, 1998), necessitating the planning for the renewal of the executive ranks. Monitoring of sources and characteristics of the inflows to the EX group will provide not only an impression of the future look of the EX community but a mechanism to shape its composition. A more thorough understanding of the demography of the EX feeder pools is an essential step in the evolution of succession planning for the EX community.

Internal feeder groups supply approximately 90% of appointments to the EX group. To the extent that employment equity groups are under-represented among the EX feeder groups, external

pools may prove to be a richer and under-exploited source of members of designated groups. Indeed, the 1996 census labour market availability rates for the designated groups were generally higher than employment equity group representation in the federal Public Service. To incorporate employment equity strategies into succession planning for the EX community, the traditional flows to the EX level may require regular gauging and adjustment.

Clearly, the makeup of the EX feeder groups will largely determine the face of the EX community. It is encouraging to note that, compared with current characteristics of the EX group, the principal feeders to the EX level are younger and more representative of designated groups.

From a broader perspective, progression to the EX community stems from levels beyond the immediate feeder groups and may be conceived as feeder streams, or flows. More detailed study of the composition and induction to EX feeder streams is presently underway and will become the focus of another paper. Preliminary analyses presented in this paper indicated that inflows to the top ten EX feeder groups are better represented by employment equity groups than those advancing to the EX level.

Over the years, there have been greater proportions of women promoted to the EX level than found in the top ten feeder pools. Continuation of this trend would have the potential to deplete the sources of female EX candidates among the major feeder groups, unless countered by increased inflows to the EX feeder pools. Fortunately, internal recruitment levels of women into the top ten feeder groups have remained above the representation rates of EX appointees from these feeder groups for the last seven years, allowing for adequate replenishment of the feeder pools.

For the other three designated groups, representation levels for those entering the top ten feeders were somewhat higher than for those promoted to the EX group, but essentially similar to the representation rates of the feeder groups themselves. Accelerated efforts to promote members of these employment equity groups to the EX community would quickly exhaust the EX feeder groups if not renewed at higher than present rates. Indeed, more detailed modelling of the inflows and outflows of the designated groups within the executive community based on varying resignation and retirement rates, recruitment levels and labour market availability estimates has produced forecasts requiring greatly enhanced recruitment of the employment equity groups to overcome high departure rates (O'Connor, Malizia & Nguyen, in progress).

Further analysis of the EX feeder groups is essential to thoroughly explore the sources and routes to the executive community and more fully examine the relationships among demographic characteristics of EX appointees. The following projects, currently undertaken or proposed, would complement and extend the findings presented in this paper.

- Preliminary inspection of the demographic characteristics of the Executive feeder streams, which include those groups progressing from lower levels to the main Executive feeder groups, have revealed a general trend of greater availability of women among progressively lower levels of the feeder streams, and somewhat uneven and varied representation of the other three designated groups among the many levels of the larger occupational groups (PM, ES and AS). More detailed analyses are required to examine the routes to the executive community and the demographics of those entering and progressing in the feeder streams to the EX level.

- The relationships between EX promotion and demographic variables will be further examined with more advanced statistical methods to better correlate EX appointment with such variables as occupational group, designated group status, age, and duration spent in occupational positions.
- With the release of 1996 census labour market availability estimates, specific for the federal Public Service ⁵, employment equity representation levels for Executive Feeder groups can be compared with their counterparts from private and public sectors. These estimates could be incorporated into a dynamic model for the executive community, accounting for the demographic trends of the various Executive feeder groups.
- A joint study (Promotion Study proposal, 1997) tracking movement of Public Service employees over a ten-year period has been initiated by the Research Directorate of the Public Service Commission and Heritage Canada, and may furnish a retrospective view of EX feeder streams, potentially identifying barriers to the executive level.

⁵ Released March 1999.

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