

ESDC Staffing Year End Report 2019-2020

WORKFORCE REPRESENTATION

A staffing program that attracts a diverse and inclusive workforce.

Aboriginal

136 indeterminate/term hires¹

8 (rehires) student opportunities FSWE³

97 (38 new + 59 rehires) student opportunities via Indigenous Student Employment Opportunity (ISEO)²

23 targeted job fairs and events

15 partnerships

7 targeted processes

Persons with Disabilities

189 indeterminate/term hires¹

-956 interdepartmental gap for Persons with Disabilities

36 (4 new + 32 rehires) student opportunities FSWE³ and COOP²



17 (6 new + 11 rehires) student opportunities via Employment Opportunity for Students with Disabilities (EOSD)²

5 partnerships

6 LiveWorkPlay placements

4 Federal Internship Program for Canadians with Disabilities

¹ Based on employees who self-identified.

² Some students were rehired more than one academic term.

³ Based on students who self-identified. Some students were rehired more than one academic term.

Visible Minorities

1090 indeterminate/term hires¹

154 (47 new + 107 rehires) student opportunities³

Veterans

18 hires as priorities

16 hires following **2** recruitment events

STAFFING EFFICIENCY

A staffing program that is nimble, makes an efficient use of resources to conduct staffing and is aligned with organizational priorities and business needs.

Number of Appointments



7722 appointments **↑14%**
 ● **Term:** 40% (3081) **↑46%**
 ● **Indeterminate:** 60% (4641)



● **Advertised:** 55% (4235)
 ● **Non-Advertised:** 45% (3487)



● **Internal:** 45% (3492)
 ● **External:** 55% (4230)



● **Regions:** 39% Non-Advertised
 61% Advertised (5011)
 ● **National Headquarters:**
 56% Non-Advertised
 44% Advertised (2711)

30 292 ESDC employees

28 Interchange Canada assignments

47 184 resolved staffing actions

36 non-imperative appointments

358 established pools

95 job fairs, events and presentations

53 continuous intake processes

91 social media posts



2175 in house writing and reading second language evaluation tests

Students and Graduates

49 recent graduates hired through Post-Secondary Recruitment (PSR)

241 (↑28%) student bridging appointments

1784 (696 new + 1088 rehires) student opportunities including:

17 (6 new + 11 rehires) student opportunities via Employment Opportunity for Students with Disabilities (EOSD)

97 (38 new + 59 rehires) student opportunities via Indigenous Student Employment Opportunity (ISEO)

Note: Some students were rehired more than one academic term.

STAFFING IMPROVEMENTS

A staffing program that implements best practices, addresses gaps and innovates.



- Review staffing file documentation checklists to eliminate requirements (where possible) and maximize flexibility
- Improved iService and HRSC
- New tools to simplify the Articulation of Selection Decision and the Assessment of Merit Criteria when making appointments
- Platform of pools of candidates accessible to all hiring managers

What's Next

Surge Capacity Marketplace (inventory of employees by skills)

New workforce planning model

Review of staffing policies and guidance

STAFFING INTEGRITY

Appointments are based on merit, free from political influence, and uphold ethical hiring practices. Staffing decisions foster fairness and transparency and contribute to a positive workplace environment.

Staffing Complaints

Received **120**

Resolved prior to hearing **58**

Founded **0**

Common Reasons for Complaints

Improper/Overuse of non-advertised processes

Bad faith/bias/preferential treatment/personal favoritism/discrimination

Inadequate design and application of assessment tools

Key Monitoring Activities

Staffing file review conducted for 40 appointments made within the executive group (EX)

Monitoring of job posters (reports quarterly)

Monitoring of 100 letters of offers (signed in accordance to sub-delegated staffing and financial authorities)



Staffing Investigations

Completed **3**

Founded **2**



Staffing Year End Report | FY 2019-20

Workforce Representation

A staffing program that attracts a diverse and inclusive workforce.

Diversity Outreach		
	Persons with Disabilities	Aboriginal
Targeted processes/inventories	1	7
Targeted job fairs/ events/presentations	4	23
Work placements (e.g. internships)	6 LiveWorkPlay (19 since 2015) + 4 Federal Internship Program for Canadians with Disabilities	3
Partnerships with EE focused organizations	5	15

Veterans	
Hires as priorities	18
Hires following recruitment events	16 (2 recruitment events)
Hires in the Federal Internship for Newcomers (FIN) Program	20
Appointments using EE as an organizational need	18

Employment Equity (EE) Representation				
	Women	Visible Minorities	Aboriginal	Persons with Disabilities
ESDC Representation	67.7%	22.7%	4%	5.9%
Workforce Availability (based on 2016 Census)	61.7%	19.7%	3.6%	9.6%
Organizational Gaps (# of employees that need to be hired to represent the EE Workforce Availability)	0	0	0	-956
Occupation Group Key Gaps	EC, CR	NU, EX	EC, EX	EC, NU, AS, CS, FI, IS, PE, PG, PM, CR
New hires from external who self-identified (term /indeterminate)	2504 (2019-20) 1926 (2018-19)	1090 (2019-20) 758 (2018-19)	136 (2019-20) 126 (2018-19)	189 (2019-20) 110 (2018-19)
Student hires who self-identified (Some students were rehired more than one academic term)	713 209 new and 504 rehires	154 47 new and 107 rehires	36 7 new and 29 rehires (8/36 from FSWEF)	47 12 new and 35 rehires (36/47 from FSWEF/COOP)

Data based on [Workforce Demographic Profiles](#) (except New hires and Student hires)

- ESDC's Employment Equity (EE) representation is above Canadian workforce availability in all EE groups, except for persons with disabilities (PWD). As part of the new [Public Service Accessibility Strategy](#), ESDC has committed to hiring 500 PWD by 2025. ESDC is well on its way to meeting this target with 189 PWD external hires during 2019-2020.
- Some occupational groups are underrepresented (e.g. EC for women, NU for visible minorities).
- The definition of "disability" has been expanded (e.g. pain, memory, learning, developmental and mental health). ESDC plans on modernizing its approach to employee self-identification and to further promote inclusion.



- We encourage the use of targeted recruitment events/staffing processes to increase EE representation.
- ESDC leverages various and innovative staffing approaches to support targeted recruitment. For example, ESDC is recognized as a leader in the public service for its innovative ways in recruiting Indigenous peoples, by working with Indigenous partner organizations, networks and institutions to identify and hire Indigenous peoples, using plain-language job posters and sharing them with partners.
- Several EE targeted initiatives were conducted, such as:
 - Targeted EE processes (e.g. 44 candidates in the EX-01 Indigenous pool, over 200 applications for the AS-01 to AS-04 Indigenous external process, Indigenous at level inventory)
 - Partnerships with EE focus (e.g. Indigenous Skills and Employment Training Program, Ontario Disability Employment Network, Employment Accessibility Resource Network, Atlantic Employment Equity and Diversity Committee)
 - Recruitment events (e.g. « 5 à 7 » events for veterans, their spouses, Canadian Armed Forces members, surviving spouses, career fairs for PWD)

Staffing Efficiency

A staffing program that is nimble and which makes an efficient use of resources to conduct staffing and is aligned with organizational priorities and business needs.

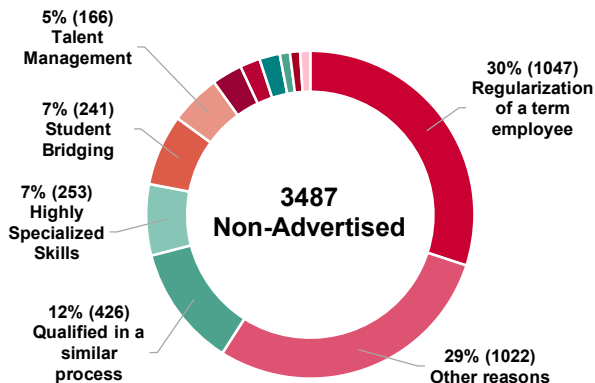
Advertised and Non-Advertised Appointments		
	2019-2020	2018-2019
Internal Non-Advertised	2349	2225
Internal Advertised	1143	1416
Total Internal	3492 (45%)	3641 (54%)
External Non-Advertised	1138	866
External Advertised	3092 (↑ Ontario Region PM-01 and CR-03)	2254
Total External	4230 (55%)	3120 (46%)
Total Non-Advertised	3487 (45%)	3091 (46%)
Total Advertised	4235 (55%)	3670 (54%)

Appointments, by Status		
	2019-2020	2018-2019
Indeterminate	4641 (60%)	4649 (69%)
Term	3081(40%) (↑46%)	2112 (31%)
Total	7722 (↑14%)	6761

Resolved Staffing Actions	
Simple staffing services (HR Service Centre division)	26 215
Complex staffing services (Staffing Operations division)	19 502
Executive Staffing	1467
Total	47 184

Appointments, by Occupational Groups	
PM	4670 (60%)
AS	800 (10%)
CR	744 (10%)
EC	629 (8%)
CS	369 (5%)
NU	130 (2%)
EX	98 (1%)
IS	83 (1%)
PE	80 (1%)
FI	58 (1%)
Others	61 (1%)
Total	7722

Non-Advertised appointments, by Reasons



Non-Advertised appointments, by Reasons

Regularization of a term employee (not related to 3 years roll-over) *	1047 (30%)
Other reasons	1022 (29%)
Qualified in a similar process *	426 (12%)
Highly Specialized Skills	253 (7%)
Student Bridging *	241 (7%)
Talent Management	166 (5%)
Process produced a limited number of qualified candidates	88 (3%)
Project/program could be compromised if not staffed immediately	62 (2%)
Previous employed PSEA	59 (2%)
Employment Equity	50 (1%)
Shortage Group	40 (1%)
Reclassification	12 (0%)
Various reasons (e.g. remote location)	21 (1%)
Total	3487

**In 2019-2020, 49% of non-advertised appointments are regularization, qualified in similar process and student bridging, which are mostly considered as low risk non-advertised appointments.*

Appointments (Indeterminate and Term), by Branches & Regions

Ontario Region	1811 (23%)
Western Canada and Territories (W-T) Region	1464 (19%)
Quebec Region	954 (12%)
Atlantic Region	782 (10%)
Innovation, Information and Technology Branch	478 (6%)
Human Resources Services Branch	348 (5%)
Transformation and Integrated Service Management Branch, including BDS Service Canada	248 (3%)
Skills and Employment Branch	243 (3%)
Strategic and Service Policy Branch	215 (3%)
Chief Financial Officer Branch	193 (2%)
Labour Program	190 (2%)
Citizen Service Branch	164 (2%)
Income Security and Social Development Branch	146 (2%)
Program Operations Branch	123 (2%)
Learning Branch	113 (1%)
Integrity Services Branch	111 (1%)
Public Affairs and Stakeholder Relations Branch	67 (1%)
Corporate Secretariat	35
Legal Services	16
Deputy Minister's Office	13
Internal Audit Services Branch	8
Total	7722

Established Pools & Continuous Intake Processes

Pools	National Capital Region	186
	Ontario	59
	Western & Territories	49
	Atlantic	44
	Quebec	20
	Total	358
Continuous Intake Processes		53

Appointments or Hires, by Types of Staffing Process

Acting less than 4 months (# of actions – incl. extensions)	10 644
Acting more than 4 months (# of actions – incl. extensions)	4218
Casual Worker (excl. extensions)	2894
Term extensions	2838
Deployments	2574
Assignment (incl. extensions)	1898
Secondment In (incl. extensions)	252
Part-time Worker (excl. ext.)	210
Priority Appointments (Mostly Relocation of spouse, LOA Returnees, Canadian Forces Released)	58
Interchange Canada	28 EX: 6 Non-EX: 22
Change status from term to indeterminate (Term Employment Policy - 3 year rollover)	24

Note: Those types of staffing are considered as flexible and efficient staffing options

Students, by Category		
	2019-2020	2018-2019
FSWEP	1364 (418 new + 946 rehires)	1318 (327 new + 991 rehires)
COOP	304 (233 new + 71 rehires)	307 (206 new + 101 rehires)
Employment Opportunity for Students with Disabilities (EOSD)	17 (6 new + 11 rehires)	9 (3 new + 6 rehires)
Indigenous Student Employment Opportunity (ISEO)	97 (38 new + 59 rehires)	45 (23 new + 22 rehires)
Research Affiliate Program	2 (1 new + 1 rehire)	0
Total	1784 (696 new + 1088 rehires)	1676 (558 new + 1118 rehires)

Note: Some students were rehired more than one academic term throughout the fiscal year.

Post-Secondary Recruitment & Student Bridging		
	2019-2020	2018-2019
Recent graduates hired through Post-Secondary Recruitment	49	56
Student bridging	241 (↑28%)	189

Appointments, by Regions & National Headquarters						
	2019-2020			2018-2019		
	Non-Advertised	Advertised	Total	Non-Advertised	Advertised	Total
National Headquarters (all Branches)	1515 (56%)	1196 (44%)	2711	1377 (55%)	1141 (45%)	2518
Regions	1972 (39%)	3039 (61%)	5011	1714 (40%)	2529 (60%)	4243
Total	3487	4235	7722	3091	3671	6761

- We encourage the use of non-advertised appointments strategically. ESDC's proportion of non-advertised (45%) versus advertised (55%) is the same as in the federal public service. In terms of proportion, National Headquarters (all branches) makes more non-advertised appointments, compared to the regions. The majority of non-advertised appointments (841/3487) were made by the Ontario Region.
- Hiring managers are encouraged to communicate in advance staffing plans and decisions to promote fairness and transparency. Ongoing dialogue and open communication with employees regarding staffing is highly encouraged.
- In 2019-2020, we notice a significant increase of external advertised appointments, mainly due to the number of appointments in the Ontario Region.
- For better efficiency, indeterminate positions should be staffed indeterminately at the onset when appropriate.
- In 2019-2020, we notice an increase of term appointments (↑46%).
- Continuous-intake processes, collective processes and sharing pools should be further leveraged among branches within National Headquarters and among business lines within regions. Instead of completing processes in silo, we recommend collective approaches for common hiring needs and having rotating champions who lead processes.

- New changes to the [Interchange Canada](#) program, in effect April 1, 2020, will provide greater flexibility on the use of this program (e.g. waive the two-year waiting period in between assignments, as well as the requirement to be an employee of the home organization for 6 months).
- Mobility and career progression within the organization should be further leveraged to develop staff or improve their prospects for future mobility.
- We encourage the use of students programs (e.g. FSWEF, COOP, Indigenous and Disability programs) as well as using Post-Secondary Recruitment Program and student bridging to increase EE Representation or workforce renewal. In 2019-2020, we notice a significant increase of student hires in the Indigenous Student Employment Opportunity Program, as well as student bridging.
- Providing meaningful work to students is key factor to maintain a positive work experience and to increase our ability to attract them in the future. ESDC's Student Network provides a sense of belonging to the student community through peer/mentor support and information sharing (e.g. opportunities to develop skills, orientation sessions).

Recruitment Events and Social Media		
	2019-2020	2018-2019
Job fairs, events and presentations	95	129
Social media use (Twitter, Facebook, Instagram)	91	58

Workforce Renewal		
	2019-2020	2018-2019
Total number of ESDC employees	30 292	28 281
ESDC Average Employee Age	44.2	44
New external hires less than 35 years old	2025 (49%)	1552 (54%)
<i>Data based on Workforce Demographic Profiles</i>		

- ESDC is on the winner's list of « Canada's Top 100 Employers », « Canada's Best Diversity Employers Award » and « Canada's Top Employers for Young People ».
- ESDC continues to be innovative in using creative ways to attract, assess and hire candidates, such as building partnerships with organizations, presenting and mentoring at educational institutions, promoting job opportunities via local and social media, having simplified/attractive job advertisements, using virtual assessment tools and self-assessment of qualifications.

Official Languages	
Non-imperative staffing	36 (80% for CBC level, and mostly EC, AS, PM)
Meet language requirements	94.2%
Linguistic Results expired	23%
Number of in house writing and reading second language evaluation tests	2175
Number of HRSC requests to coordinate testing	3900
2019 Public Service Employee Survey	The 2019 Public Service Employee Survey indicated positive official languages results for ESDC: <ul style="list-style-type: none"> • 94% feel free to communicate with their supervisor in the official language of their choice • 89% feel free to use the official language of their choice during meetings
Identification of linguistic requirement of positions	HRSB re-aligned these functions and transferred responsibility to classification. Training was provided to enable advisors to assist managers to increase efficiency in identifying the appropriate profiles for positions.



Staffing Improvements

A staffing program that implements best practices, addresses gaps and innovates.

Initiatives and Projects		
Completed (FY 2019-20)	In progress	Upcoming (FY 2020-21 and beyond)
<p>Time to staff & Efficiency</p> <ul style="list-style-type: none"> ➤ Applied a risk-based lens to review staffing file documentation checklists to eliminate requirements (where possible) and maximize flexibility ➤ Now conducting reading and writing second language evaluation tests ➤ New tools to simplify the articulation of selection decision and the assessment of merit criteria when making appointments <p>Technologies & Information Management</p> <ul style="list-style-type: none"> ➤ Platform of existing pools of candidates accessible to all hiring managers (available pools are updated regularly) ➤ Streamlined and centralized priority clearance process (e.g. one request can be made for multiple positions) ➤ Integration of an outdated HR system into the HRSC Portal to create staffing efficiencies <p>HR Planning</p> <ul style="list-style-type: none"> ➤ Completed the final year of the ESDC 2015-2020 Workforce Strategy to build and maintain a higher performing organization ➤ Piloted year 1 of a new approach to workforce planning, which aims to provide clients with a comprehensive and unified HR experience 	<p>Time to staff & Efficiency</p> <ul style="list-style-type: none"> ➤ Analyze staffing policies and procedures (including staffing file documentation) with a lean lens to find efficiencies and reduce staffing request processing time (e.g. approval, signatures, duplicates, etc.) <p><i>Note: Certain aspects of staffing processes that have an impact on time to staff are reliant on central agencies (e.g. oral evaluation, priority clearance requests and security clearances).</i></p> <p>Technologies & Information Management</p> <ul style="list-style-type: none"> ➤ Artificial intelligence in the staffing process, in collaboration with the Public Service Commission (e.g. pre-screening) ➤ User-friendly staffing pages on iService and HRSC Portal ➤ Automated screening board report (report is automatically generated from the Public Service Resourcing System) ➤ PeopleSoft recruitment module (pools and applicants management) ➤ Involved in an initiative to use pre-recorded video interviews <p>Recruitment & Retention</p> <ul style="list-style-type: none"> ➤ Outreach and recruitment intranet and web sites with promotion tools, social media guidelines and career fair calendar ➤ Student onboarding ➤ External Indigenous resume database created and promoted throughout ESDC <p>Diversity & Inclusivity</p> <ul style="list-style-type: none"> ➤ Unconscious Bias staffing working group (mandated to reduce biases and barriers in recruitment processes and to ensure staffing processes are inclusive) ➤ Research and analysis of programs that are cultural sensitive to support retention and development of Indigenous talent ➤ Supporting the advancement of reconciliation through the Indigenous Recruitment, Retention and Advancement Team 	<p>Time to staff & Efficiency</p> <ul style="list-style-type: none"> ➤ Analyze and assess if temporary staffing procedures provided in the context of COVID can remain. <p>Technologies & Information Management</p> <ul style="list-style-type: none"> ➤ Surge Capacity Marketplace (inventory of employees by skills) ➤ Virtual hiring <p>Recruitment</p> <ul style="list-style-type: none"> ➤ Various initiatives are being piloted at the GoC level to test new recruitment approaches and IT platforms (e.g. Talent Cloud, Second Language Evaluation pilots etc.). <p>HR Planning</p> <ul style="list-style-type: none"> ➤ New approach to workforce planning



Staffing Integrity: Complaints, Investigations and Monitoring

Appointments are based on merit, free from political influence, and uphold ethical hiring practices. Staffing decisions foster fairness and transparency and contribute to a positive workplace environment.

Staffing Complaints			Staffing Investigations		
	2019-2020	2018-2019		2019-2020	2018-2019
Received	120	142	Completed	3	7
Resolved prior to hearing	58	89	Founded	2	4
ESDC Hearing Decisions	0	2			
• Founded	0	2			
• Unfounded	0	0			

- The number of staffing complaints is trending downward and is comparable to other large departments. Common reasons for complaints include:
 - Improper/Overuse of non-advertised processes;
 - Bad faith/bias/preferential treatment/personal favouritism/discrimination;
 - Inadequate design and application of assessment tools.
- Opportunities to prevent or resolve complaints exist with ongoing communication with employees about staffing plans and decisions as well as improved career planning discussions.
- Findings in three founded decisions made by the Federal Public Sector Labour Relations and Employment Board (FPSLREB) have informed our approach in dealing with matters related to: assessment tools; bias; personal favoritism; and the quality of staffing documentation ([Hunter v. Deputy Minister of Industry](#), [Gomy v. Deputy Minister of Health](#), [Myskiw v. Commissioner of CSC](#))
- Staffing complaints may now be filed regarding the respect of the *Accessible Canada Act*, new legislation dedicated to the creation of a barrier free Canada through the identification, removal, and prevention of barriers to accessibility in society.

Monitoring/Audit Activities

Staffing file review

A staffing file review was conducted for 40 appointments made within the executive group (EX). The majority of the files were found to be compliant. HR Advisors and sub-delegated managers are accountable to document information related to appointments in accordance with [ESDC's Managers Guides and Required Documentation](#).

Job posters monitoring

Verification of job posters have been completed on a quarterly basis for HR Advisors in order to provide guidance on how to write advertisements that eliminate unconscious bias, increase interest and motivate potential applicants. Job advertisements are becoming more innovative and engaging!

Assessment of the 2017-2020 Recruitment Strategy

The [2017-2020 ESDC's Recruitment Strategy](#) met its objectives. In some areas (e.g. Indigenous recruitment and partnerships), ESDC is recognized as an exemplary department within the public service. We must continue to promote diversity and the use of targeted EE recruitment events/staffing processes.

Verification of 100 letters of offer

97/100 letters of offer were compliant (signed in accordance to [sub-delegated staffing and financial authorities](#)).

*Note: Data of FY 2018-19 were provided in this report only when significant variances were noticed.
Created by: Workforce Management Directorate (HRSB)*