

**Office of the  
Information Commissioner  
of Canada**

**Integrated HR Plan for 2009-14**

**March 22, 2009**

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\*Note: The data analyzed to develop this plan is from January 2009.

## 1. Executive Summary

Human resources (HR) planning supports overall strategic planning by defining the personnel and skill needs required to carry out the defined mandate and execution strategy of an organization. The process that begins with the mandate and strategy of an organization, determines the current and future HR needs to deliver on those goals, and develops human resource strategies to achieve those objectives.

The Office of the Information Commissioner (OIC) sees HR planning as a key to continuing improvement in the human potential of the public service and in the services provided to Canadians. Rigorous integrated HR planning enables a proactive response to risk in terms of timely recruitment, retention, and development of qualified staff to meet the ongoing and emerging work supply and skill needs of an organization.

Our organization faces significant HR challenges in delivering on our mandate to Parliament and the Canadian public. Staffing of investigator positions -- our key service personnel addressing complaints from the public -- has fallen well below levels needed to meet current demand, let alone address a significant case backlog. Overall, we are operating with nearly 40 percent of our staff in temporary appointments, including temporary help, consultants, students and term positions. Looking into the future, one-third of the fifty positions encumbered by indeterminate employees are occupied by those eligible to retire with unreduced pensions within five years. Finally, our A base Review documents a requirement for funding for 29 additional FTEs for 2009/10 and 6 for 2010/11 for a total of 35 FTEs on an ongoing basis.

This plan has specific actions to address these resource shortages, as well as to staff positions identified in the A Base review. The A Base review is founded on the new operating vision of the Commissioner and his Assistant Commissioners and their work together over the last two years. The success of this vision depends on being able to attract, recruit and retain a group of highly productive investigators to deal with a growing case load as well as a significant case backlog. While we do face significant recruiting needs in other areas, for the most part these are in areas of expertise that appear to be in steady supply within the public service. Investigators, on the other hand, as part of the broader Access to Information and Privacy (ATIP) community within the government of Canada are a skill group that faces growth in the complexity and volume of the work, and are in relatively short supply throughout the public service.

This HR strategy addresses the challenges of attracting, recruiting, training, and retaining a highly skilled investigator workforce. It does not ignore our other HR needs, but the potential shortage of investigators is a key obstacle to meeting our mandate and targets over the next several years, and therefore deserves particular attention in this strategy.

## **2. Integrated Business and HR Planning Process**

This plan draws on interviews with key OIC staff, a review of current planning and requirements documents pertaining to the Public Service generally and the ATIP community specifically, and an analysis of data from OIC HR records and the general labour market. It also leverages the analysis, interview notes and documentation supporting the recently completed comprehensive A-Base Review.

Our plan is supported by the following key interviews:

- HR Director and Senior HR Advisor
- PSAC Local President
- Assistant Commissioner - Policy, Communications and Operations (PCO)
- Assistant Commissioner and two Directors – Complaints Resolution and Compliance

Key documents consulted in the preparation of this Plan include:

- Draft A-Base Review Report, December 2008
- 2007-08 OIC Annual Report: A New Direction, May 2008
- Review of Investigator Positions and Classification Levels, Consulting and Audit Canada, prepared for the Office of the Information Commissioner Canada, November 2004
- Staff Retreat Documentation, April 2008
- Work Descriptions and Statements of Merit for Investigator Positions

Combined with the perspectives and comments of our senior staff, this effort provides a solid foundation of understanding of our operating environment and its challenges, our human resources needs, and the actions necessary to address those needs over our five year planning horizon.

## **3. Organizational Mandate, Objectives and Structure**

### ***About the OIC***

The Information Commissioner is an officer of Parliament and ombudsman. The Commissioner is appointed by Parliament under the Access of Information Act, Canada's freedom of information legislation.

The Commissioner investigates the complaints of individuals and organizations who believe that federal institutions have not respected their rights under the Act. The Commissioner could also initiate a complaint.

The OIC's key activities consist of the following:

- Investigating complaints about federal institutions' handling of access requests in a thorough and fair manner and using mediation and persuasion to resolve them

- Pursuing judicial enforcement before the Federal Court of the Information Commissioner's recommendations for disclosure and assisting the Courts in dealing with any issue related to the proper interpretation of the *Access to Information Act* (or dealing with any issue related to Freedom of Information)
- Promoting Canadians' rights to access government information, through targeted initiatives such as Right to Know Week, and advocating greater freedom of information and open government
- Encouraging federal institutions to disclose information as a matter of course and to respect Canadians' rights to request and receive information, in the name of transparency and accountability.

### **3.2 Mission and Vision**

The mission of the Office of the Information Commissioner is to be the "best in class" in two years.

The vision of the organization is multi-faceted and consists of achieving:

- Excellence as an ombudsman in Access to Information (ATI) issues
- Excellence in investigating and resolving complaints
- Excellence in service delivery
- Excellence as an employer

To realize its vision, OIC is committed to the following strategic objectives:

1. Top-notch service delivery to information requestors
2. Accurate, complete and timely release of public information
3. Modern access to Information regime
4. Leadership role with Parliament & federal institutions
5. Continuous performance monitoring and reporting
6. Streamlined & integrated OIC business information & processes

### **3.3 Organizational Structure**

The Information Commissioner of Canada reports directly to Parliament and is supported in delivering his mandate by four Branches:

- The Complaints Resolution and Compliance (CRC) Branch carries out investigations and dispute resolution efforts to resolve complaints.

- The Policy, Communications and Operations Branch (PCO) monitors federal institutions' performance under the Act, provides strategic advice and direction for the Office to address systemic and policy issues, leads the Office's external relations with the public, the government and Parliament, and provides strategic and corporate leadership in the areas of financial management, administration and security, internal audit and information management. This Branch is also responsible for the OIC's ATIP function.
- The Legal Services Branch represents the Commissioner in court cases and provides legal advice on investigations, and legislative and administrative matters.
- The Human Resources Branch oversees all aspects of human resources management, staffing, classification, staff relations, employment equity, planning, learning and development, compensation and official languages, and provides advice to managers and employees on human resources issues.

The organizational structure of the OIC is shown in the diagram below.

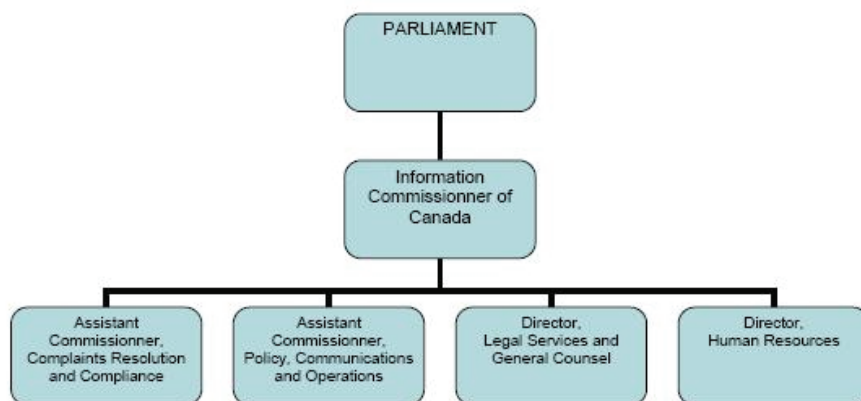


Figure 1

### 3.4 Key Factors Influencing the OIC

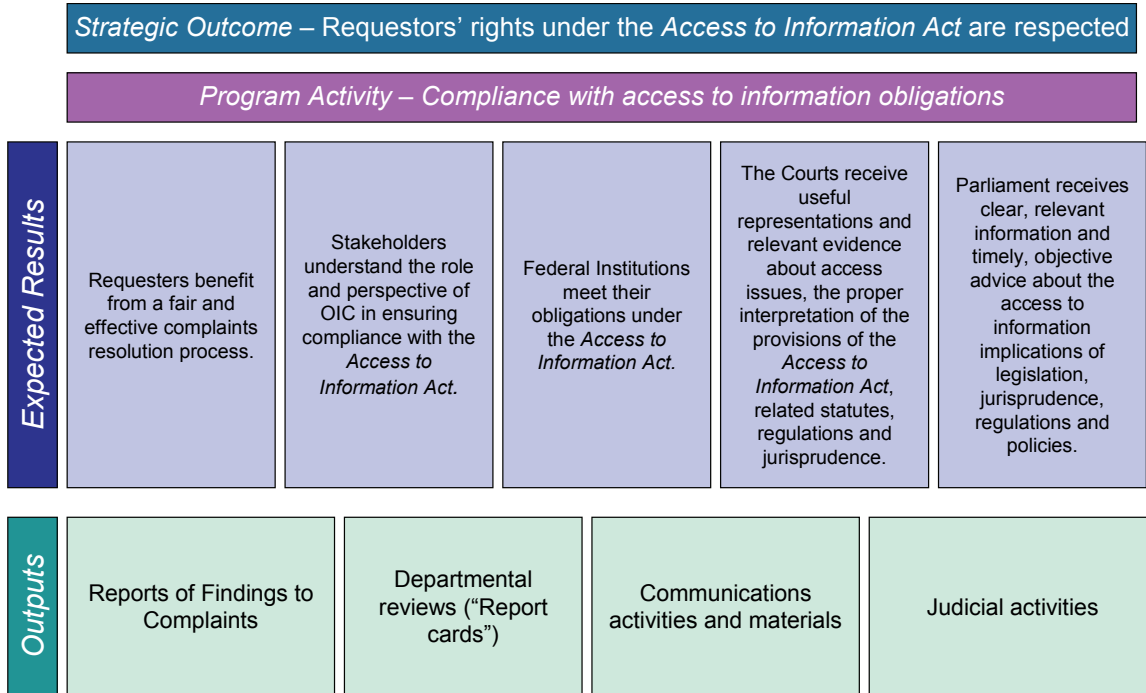
The OIC is committed to ensuring compliance with the *Access to Information Act* while providing better services to Canadians. The Office is faced with a number of challenges in the delivery of its program and services. Most notably:

- Significant business improvements, including innovative and streamlined approaches, are necessary to deal with the growing workload and ensure top-notch client service. Many of these improvements have been identified and are in the process of being implemented.

- The inventory of pre 1 April 2008 cases (referred to as “backlog”) consists of about 1600 with some cases being as old as four years. The Commissioner has made a commitment to significantly reduce or eliminate the backlog by the end of 2009/10.
- With the introduction of the *FedAA*, 70 additional institutions are now subject to the *ATIA*, including Crown corporations. This has contributed to an increase of over 80% in complaints in 2007/08 in comparison to the previous fiscal year.
- The OIC is now subject to the *ATIA* under the *FedAA*. This has exacerbated the workload of investigative staff who are called upon to assist with requests pertaining to investigations.
- There has been a major exodus of investigative staff since the beginning of the fiscal year. As a result, the Complaints Resolution and Compliance Branch is operating at about 50% capacity despite recruiting efforts. There is a shortage of qualified resources across the government which has been amplified by the increase in the number of institutions now subject to the Act.
- Advances in technology have resulted in increased amounts of data and records available, the growing use and storage of electronic data, and challenges associated with processing access requests and investigating complaints involving electronic data.
- While some progress has been made, there continues to be capacity shortfall in key functions including HR, Finance and Administration, communications, advocacy, and parliamentary relations.

### 3.5 Organizational Outcomes and Priorities

The OIC has identified one overarching strategic outcome (SO): Requesters' rights under the Access to Information Act are respected. This SO is directly linked to one Program Activity (PA) - compliance with access to information obligations – which has five expected results and several outputs as shown in Figure 2.



**Figure 2**

The OIC has several ongoing priorities/commitments that are directly tied to its Strategic Outcome and expected program results. They consist of:

- Conducting investigations and resolving complaints, in a timely, thorough and cost effective and efficient manner without resorting to the courts
- Increasing the Canadian public's awareness of the Act and the services provided by the OIC to maximize compliance and promote open government and transparency
- Increasing Canadian government officials' awareness of their access rights and obligations to maximize compliance with the Act.
- Encouraging proactive information disclosure by government and minimizing the number of complaints to the OIC.



- Monitoring Parliament and advising government and Parliament on proposals to reform the *ATIA* and on the implications of draft legislation on the right of access to information.
- Working collaboratively with other government institutions on legislative and administrative initiatives related to access to information.
- Fostering good relations with all the players in the access to information system—from requesters, to complainants, to institutions, to Parliament. This bridge building will contribute to better stewardship of the system and promote openness in government.

In addition, for 2008/09, the OIC has established the following five specific priorities in response to its most pressing issues and challenges:

- **Improve service delivery to information requesters:** The Office has devised a backlog strategy to be fully implemented in 2009/10. In 2008/09 a comprehensive review of the complaints handling process will be completed. The Office has already determined that benefits can be attained from a dedicated intake function and an early resolution function. These two new functions are being implemented on a pilot basis in 2008/09.
- **Renew the approach to the performance assessment of federal institutions:** The OIC will be adopting a renewed approach to performance reviews of institutions and dissemination of best practices. The current report cards do not accurately reflect ongoing efforts by institutions to improve compliance and the process is not linked to the fiscal year performance management framework. In 2008/09, the review period will be changed to match the performance management cycle, and the Office will concurrently publish action plans and responses from selected federal institutions with the report cards.
- **Adopt a strategic approach to systemic issues:** The OIC will be adopting a more strategic approach to address systemic issues and increase compliance.
- **Integrate into OIC's operations the implications of the coming into force of the *Federal Accountability Act*:** With the *FedAA*, the OIC now has a dual role of processing access to information requests and investigating complaints against federal institutions on their handling of access to information requests. This requires:
  - Establishing an exemplary access to information process, since the public and others will carefully scrutinize the OIC's compliance with the Act, and management and disclosure of information.
  - Establishing a process for dealing with the conflict that arises as a result of being subject to the Act while still being mandated to investigate complaints arising from requests under it. Former judge of the Federal Court of Canada, the Honourable W. Andrew MacKay, has been engaged to undertake the role of ad hoc Commissioner and to conduct investigations of, and make recommendations to, the Office on its obligations under the Act.

- Managing the larger volume of complaints and reviews and providing assistance to institutions that have just become subject to the Act as they gain experience in administering the Act and the complaint process.
- **Modernize Access to Information:** Over the next year, the Office will continue to work with the Department of Justice and the Treasury Board Secretariat in developing legislative and administrative initiatives about access to information. Part of this priority is also closely monitoring new statutory requirements in the *ATIA*.
- **Build organizational capacity:** In addition, to strengthening investigative and internal service capacity, the OIC will strengthen capacity in the following areas:
  - **Parliamentary Relations:** The Commissioner is committed to assisting Parliament in playing its vital role of holding federal institutions to account for the proper administration of the Act. To achieve this, the OIC will set up an ongoing function dedicated to responding to inquiries of parliamentarians.
  - **Communications:** The Office will further strengthen its communications function to increasing and sustaining ATIA compliance and supporting the Commissioner's ombudsman role.
  - **Advocacy:** The Office will augment its advocacy capabilities to provide advice to Parliament and federal institutions as well as bringing the Office's unique perspective and expertise to access to information issues. This will help bring issues relating to access to information to the forefront and support the Office's primary goal of fostering a culture of openness.
  - **IM/IT:** The Office is working with the Library and Archives Canada on a pilot project which will develop documentation standards for small organizations such as the OIC. This will be helpful in assessing performance under the Management, Resources and Results Structure (MRRS) and facilitating access to information. The Office will also modernize its systems to provide investigators with more effective tools to do their work and has embarked on an IM/IT renewal initiative.

## 4. Environmental Scan

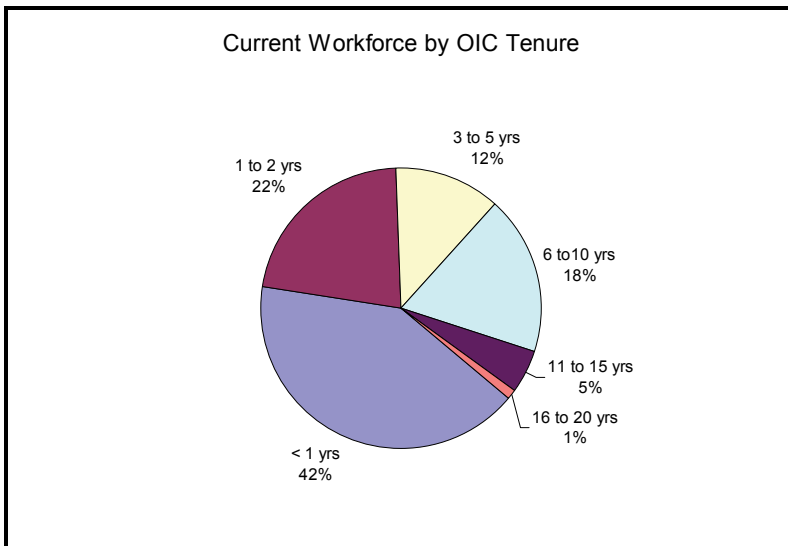
This section provides an overview of our current staffing situation as well as the summary of key points regarding the broader federal government and the overall labour market in which we operate.

### 4.1 Analysis of Current Workforce

As of December 2008 the OIC had a complement of 80 deployable staff, defined as persons currently available for day-to-day work activity. This includes 45 individuals who are full time indeterminate and excludes five individuals who are full-time indeterminate but not deployable to OIC activity due to leave or secondment to other organizations. An additional 35 persons are engaged as term employees, temporary help, and consulting staff. Thus only half of the current ninety funded positions reported in the A-Base Review are occupied by staff that could be considered permanent. The 35 staff who currently do not have indeterminate status could be described as a *contingent workforce* – a work status that would be considered precarious by those who hold them: term employees, students, consultants, and temporary help.

At the OIC, 25 percent of the currently active staff has been with the organization more than 5 years, as indicated in Figure 1.

Figure 1<sup>1</sup>



Source: OIC Human Resources Information System

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<sup>1</sup> Percentages are calculated on the basis of the eighty indeterminate and contingent staff deployed at OIC as of December 2008.

In fact, in the first three quarters of the current fiscal year, five staff with over 5 years of service left our organization. With the anticipated hiring requirement resulting from the A-Base review in the coming 18 months, the proportion of highly experienced staff will be diluted by new staff with relatively little experience. Our organization is at risk of losing a significant portion of corporate memory and knowledge over the next five years, and we will need to find effective ways to bring new staff up to speed without unduly taxing the productivity of a small number of experienced staff.

Figure 1 also shows the tenure of current deployed staff at OIC and indicates that nearly two-thirds have been with the organization for less than two years. Excluding contingent staff and those on leave or secondment, 17 of 45 employees or 38% have been with the OIC less than three years. Filling positions with indeterminate employees is likely to increase the average tenure of employees and put us in a better position to manage our skill and knowledge requirements going forward.

**Table 1: Age Distribution of Current Employees**

Age Group	Temp	Percent Temporary	Permanent	Percent Perm	Total	Percent of Total
20-24	3	23.1	0	0.0	3	4.8
25-29	1	7.7	4	8.0	5	7.9
30-34	1	7.7	6	12.0	7	11.1
35-39	1	7.7	3	6.0	4	6.3
40-44	1	7.7	10	20.0	11	17.5
45-49	3	23.1	5	10.0	8	12.7
50-54	0	0.0	10	20.0	10	15.9
55-59	3	23.1	7	14.0	10	15.9
60-64	0	0.0	5	10.0	5	7.9
Total	13	100.0	50	100.0	63	100.0
Missing Info	22		0		22	
Overall Total	35		50		85	

Source: OIC Human Resources Information System,

Table 1 provides the age distribution of the current staff including contingent staff and indeterminate staff on leave, as well as available indeterminate staff. Of the indeterminate staff, 74 percent are over the age of 40, including 44% over the age of 50. This indicates a permanent workforce considerably skewed toward the older age groups. This is likely to change as we recruit a large number of new employees in the next three years, mainly to fill vacant positions, but also to replace employees eligible to retire in the next five years.

Table 2 shows that one-third of the current indeterminate workforce of the OIC will be eligible for unreduced pensions within the next five years. The CRC Branch shows the greatest number and percentage eligible, accounting for 12 of the 17 individuals who will reach unreduced pension eligibility by 2014.

**Table 2: Employees Eligible for Unreduced Pension within 5 Years**

Branch	Position Title	by March 2009	by March 2010	by March 2011	by March 2012	by March 2013	by March 2014	Total 2009 - 2014	Not Eligible	Current Staff	Percent Eligible
		1	2	0	3	2	0	8	12	20	40%
		1	2	0	5	3	1	12	18	30	40%
		0	0	0	1	0	0	1	3	4	25%
		1	0	0	0	0	0	1	6	7	14%
		1	0	0	0	0	0	1	0	1	100%
		2	0	0	0	0	0	2	6	8	25%
<b>Grand Total</b>		5	2	0	6	3	1	17	33	50	34%

Source: OIC Human Resources Information System,

As employers can no longer compel workers to retire by age 65, we recognize that more workers may choose to work longer than has been the case in recent years. The average age of retirement for public service employees in 2006/07, however, was 58.4 and existing pension rules make it attractive for some employees to leave employment well before 65. According to Statistics Canada the average for retirement from the public service of Canada for males was 58.7 and the average for females 58.0, so the fact that we have a plurality of female employees is not likely to have a major effect on retirement timing.

Thus, in addition to the new positions identified as needed in the A-Base review, we will also need to replace current staff members who may choose to retire in the next five years.

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*Non-Retirement Attrition in the Workforce*

Overall, ten people with indeterminate status left our organization in calendar 2008, including two as retirements and the remaining eight transferring to other departments and agencies within the public service. As shown in Table 3 departures from investigator positions accounted for eight of the departures of staff in 2008.

**Table 3: 2008 Attrition among Indeterminate Staff  
 (Includes Staff on Secondment and Leave)**

Branch	Position	Head-count End 2008	2008 Departures	Retirements	2008 Period Headcount	2008 Attrition Rate	Attrition excluding retirement
		30	9	2	39	23.1%	17.9%
		20	8	1	28	28.6%	25.0%
		10	1	1	11	9.1%	0.0%
		4	-		4	0.0%	0.0%
		7	-		7	0.0%	0.0%
		8	1		9	11.1%	11.1%
		1	-		1	0.0%	0.0%
OIC Total		50	10	2	60	16.7%	13.3%

Source: OIC Human Resources Information System. Note that the Attrition Rate is calculated as departures in the calendar year divided by "Period Headcount" the number of indeterminate employees that were employed for any period during the year.

As Table 3 shows, a total of eight investigators left our organization in the calendar year 2008, only one due to retirement. This compares to three investigator departures in 2007, one of which was a retirement. Seven investigators left for other government positions during the first two quarters of fiscal 2008-09, and none in the third quarter. Interviewees suggested two main reasons for non-retirement departures:

- People reevaluating their positions following a change in senior staff and "a new direction" in operating philosophy – a not unusual "shakeout" in a period of significant change.
- People attracted by new ATIP opportunities with departments and agencies.

The first reason can be considered to be a one-time event, though there is always a risk of recurrence if a new Commissioner is appointed. The second reason warrants a careful study that is outside the scope of this planning exercise. If the departures were primarily due to a one-time supply shortage created by the change in the Federal Accountability Act that made some 70 additional organizations subject to the ATIA, the unusually large number of investigator departures could be a largely short term phenomenon. There may be a significant risk, however, that departments and agencies create more attractive positions and pay levels for skilled access to information professionals.

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*Recruitment*

As shown in Table 4, we have had some recent recruiting success in hiring indeterminate staff from within the public service, with five new investigators hired so far in 2008/09, including two PM-03 from within our own non-investigator staff. Based on this success, we expect ongoing efforts in this area can be expected to yield between three and five investigator hires per year over the planning horizon.

We have identified skill groups within the public service that represent useful background for investigator positions, such as audit and investigations, research, and potential junior analyst positions. The challenge here is that many of the position classifications of these skills are ones that often require a university degree while the PM classifications currently assigned to investigators do not.

**Table 4: Results of 2008 Competition for Investigator Positions**

	Applicants	Qualified and Offers	Accepted
PM-03	95	4	3
PM-04	58	1	1
PM-05	39	1	1
<b>Total</b>	<b>192</b>	<b>6</b>	<b>5</b>

Finding experienced ATIA personnel from other departments and agencies of the federal government could be a challenge due to the reported availability of more attractive classification groups and levels within departments.

*Equity Group Representation*

**Table 5: Employment Equity – Group Representation**

Employment Equity Group	Canada Public Service 2007-08	Labour Market Availability	Office of the Information Commissioner	OIC Gap
<b>Aboriginals</b>	3.4%	2.5%	0%	<b>- 2.5%</b>
<b>Persons with disabilities</b>	2.9%	3.6%	11.8%	<b>+ 8.2%</b>
<b>Visible minorities</b>	21.8%	10.4%	7.8%	<b>- 2.6%</b>
<b>Women</b>	61.1%	52.2%	64.7%	<b>+ 12.2%</b>

Source: Public Service Commission of Canada, Annual Report 2007-08, p.105, and OIC HRIS data.

Our organization is in a strong position with respect to employment of both persons with disabilities and women as shown in Table 5, with an overrepresentation relative to labour

availability as documented in the 2007-08 Annual Report of the Public Service Commission. With respect to Aboriginals and Visible Minorities, however, our proportion of the workforce is below workforce availability at the current time even though both are areas of strength for the Public Service generally.

### *Official Languages*

We are in a strong position with respect to Official Languages. The large majority of positions within our organization are designated bilingual and are staffed with persons meeting the bilingualism requirements of those positions. As of March 2008, there were two exceptions that require attention, including potential language training to meet the increased language requirement of one current position, and another case where the individual will require an improvement of bilingual capability to meet the existing demands of the position. These are not extraordinarily large issues to manage, and fall within the normal operating practice of government organizations.

**Table 6: Official Languages (as of March 2008)**

Description	Employees	Notes
Number of bilingual positions staffed	50	
Number of incumbents not currently meeting the language requirements of their positions	1	Non-imperative appointment
Number of positions staffed that will require an upward revision of their language requirements	1	Incumbent will no longer meet the requirements of the position
Number of unilingual positions staffed	14	
Total number of positions staffed	66	

### *Conclusions*

Our most significant concerns with respect to the current workforce is the inadequate supply of investigators to deal with the volume of complaints lodged with the Commissioner. We believe there may be some structural issues that drive this shortage, including an unusually large number of investigators that took positions elsewhere in the public service in the last year. While we believe our short falls in attracting visible minorities and aboriginals can be managed in the large recruitment effort we foresee over the next several years, we see our biggest challenge in hiring qualified people into investigator positions. We expect it will take several years of effort to staff these positions to the point that we meet our organization's requirements.



## 4.2 External Scan

### 4.2.1 ATIP Environment and Workforce

The demand for ATIP community personnel is growing due to increase in the number of departments and agencies that must now comply with ATIA, as well as revisions to the Access to Information Policy published by TBS that took effect April 1, 2008<sup>2</sup>.

To date, however, there have been relatively little cross-government efforts to specify standards and training for this emerging group of ATIP personnel. We hypothesize that this lack of common standards and understanding of the requirements of the ATIA, in turn, tends to lead to increased complaints from the public and media on ATI requests.

#### *Knowledge and Skills Development*

Despite the increased attention to ATIP in recent years, there appears to be no systematic approach to developing skilled personnel to address workload and resource requirements across government. The newest release of the ATI Policy makes little reference to the skill and personnel requirements associated with the Policy and compliance with the Act in general, beyond a reference to the TBS role in skills and knowledge development in section 8 of the Policy statement entitled Role and Responsibilities of Government Organizations:

- Advises all members of the Access to Information and Privacy community of any updates to the policy instruments; and
- Works closely with the Canada School of Public Service to determine the extent to which knowledge elements related to the *Policy on Access to Information* will be integrated into the required training courses, programs and knowledge assessment instruments.<sup>3</sup>

This appears to be the only reference to meeting human resource requirements with respect to the ATIA, but falls short of recognizing that ATIP might require a specialized group of practitioners that needs to be nurtured and managed as a scarce resource. Instead, the assumption appears to be that accountable and responsible parties will get access to training and skill development via the Canada School of the Public Service (CSPS) and learning opportunities outside government.

#### *Working Conditions and ATIP Community Concerns*

The increased visibility and scrutiny of ATIA compliance has contributed to a sense of growing complexity of the work of ATIP officers within the ATIP community. A survey of 850 identified members of the ATIP community commissioned and funded by Treasury Board provided insight on the 837 ATIP employees within the government of Canada. With 561 responses received in late March/early April 2008, the survey indicates that

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<sup>2</sup> See Policy on Access to Information, Treasury Board of Canada Secretariat, <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12453&section=text#cha8>

<sup>3</sup> <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12453&section=text#cha8>

compliance officers believe work is growing in complexity. Contributing to this complexity is the growing and imminent increase in document handling technologies, particularly electronic documents handling, filing, and security requirements.

The overall objectives of the survey research were to:

- Understand the challenges and issues that the ATIP community is currently facing
- Quantify the work allocation to different ATIP work and tasks
- Identify ATIP perceptions and needs for ATIP training and professional development
- Measure ATIP employee retention and potential inducements to remain in the ATIP community
- Gauge perceptions about the role of the TBS in relation to the ATIP community

Key findings of the survey research include:

- A plurality of ATIP employees report being satisfied with the resources in place for them to do their jobs (51%), with the consultative processes and procedures in place to deal with ATIP requests (47%), and the role that TBS plays in the ATIP community (40%).
- A relatively large segment (36%) remains dissatisfied with resources (i.e., tools, systems, and staffing)
- Even higher levels of dissatisfaction on this issue were evident among younger employees and those with fewer years of government experience, as well as those employed by agencies, crown corporations, and other types of federal government organizations (agent of parliament, wholly-owned subsidiary, foundations, and other)

The report does not provide an action plan to deal with the survey results, but the indication that younger employees are dissatisfied with available resources does not bode well for retention of new recruits.

### *Conclusions*

To date, the ATIP workforce has not been managed as a community of practice with identified competencies and certification, career development, or structured training and development support.

## **4.2.2 The Broader Public Service**

### *Demographics in the Public Service*

The predominance of employees over the age of 45 among the indeterminate staff of the OIC reflects the situation more broadly within the Canadian public service where nearly 60 percent of the workforce is over the age of 45. The increased levels of attrition of recent years has had a ripple effect through all levels of the public service as vacancies at upper levels cascade downward and people are promoted to fill higher positions. As a result, many departments are finding that staffing is taking up much more time, but more importantly, people are occupying positions for a shorter time than many believe it takes to become fully knowledgeable and productive.

While replacing experienced workers who are moving into retirement is and will be a considerable challenge, it is also an opportunity as identified by Kevin Lynch, Clerk of the Privy Council, in his remarks to a Town Hall of federal employees in Vancouver in February 2008.

“This demographically driven turnover, if managed properly, can be less a crisis than an opportunity. It provides the catalyst to engage the best of the next generation of Canadians in public service and through this, reshape the public service to better reflect the diversity that is Canada and infuse it with new ideas and energy. And while a focus on recruitment is necessary for renewal, it is not sufficient. We have to improve how we develop our workforce and manage our workplace.”<sup>4</sup>

Though the OIC is only a small microcosm of the public service, the general message applies very well to our organization, and the general concepts of the Public Service Renewal Plan apply to the current resource situation of the OIC.

### *Public Service Renewal Action Plan*

The key elements of the 2008-09 Public Service Renewal Action Plan focus on four key areas Planning, Recruitment, Employee Development, and Enabling Infrastructure.

#### *Planning*

The Public Service Renewal Action Plan for 2008-09 states: Each Deputy Head will update the department's integrated business and human resources plan, including identifying progress against their 2007-08 Plan. Each updated plan will include a strategy for the recruitment, development and advancement of visible minorities, as well as Aboriginal people and persons with disabilities, setting out how to achieve representation at all levels that reflects their workforce availability.<sup>5</sup>

As indicated in the analysis above, our indeterminate workforce falls short in representation of visible minorities and aboriginals, and the upcoming recruitment efforts are an excellent opportunity to address this shortfall. Our HR group and senior managers will monitor progress toward meeting the guidelines for equity group representation outlined in the Public Service Renewal Action Plan as noted in the following section.

#### *Recruitment*

The Public Service Renewal Action Plan for 2008-09 states: We need to hire the right graduates and experienced workers to meet our varied work demands, as much as possible through direct recruitment into permanent jobs. Last year, we hired at least

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<sup>4</sup> Kevin Lynch, “The Public Service of Canada: Too Many Misperceptions,” February 18, 2008, Vancouver. <http://www.pco-bcp.gc.ca/index.asp?lang=eng&Page=clerk-greffier&Sub=speeches-discours&Doc=20080218-eng.htm>

<sup>5</sup> 2008-09 Public Service Renewal Action Plan. <http://www.psagency-agencefp.gc.ca/dev/apla-eng.asp>

4,000 recent university or college graduates, greatly exceeding our target of 3,000. This year:

- By the end of March 2009, Deputy Heads will make offers to at least 4,000 post-secondary graduates for indeterminate positions.
  - To accelerate closing the gap in representation of visible minority Canadians in the public service, overall recruitment in this area will exceed workforce availability.
  - Each new recruit will have an orientation and learning plan to facilitate their effectiveness in the public service, including consideration of measures to strengthen second official language skills early in their career.

The emphasis in the Plan is on hiring people directly into permanent jobs rather than into term or contract positions as has become an increasing common practice. This is largely based on the view that the brightest and best graduates receive strong offers of permanent jobs particularly in tight labour markets but even when supply exceeds demand, and competitive offers from government must do the same.

#### *Employee Development*

The Public Service Renewal Action Plan for 2008-09 states:

- The development of public servants at all levels as leaders, managers and empowered employees is central to a high performance institution. Careful attention to managing talent and performance is also required.
- Last year most departments and agencies ensured that at least 90% of their employees had learning plans. This year:
  - Deputy Heads will ensure that by March 2009 discussions have occurred between supervisors and their employees regarding performance, career development and related learning needs. Learning plans will be updated as a result, building on the implementation of last year's plans.

To date, it appears that our organization has not emphasized the development of learning plans by our employees. While experienced employees may be very capable of executing the duties of their current positions, learning plans can foster greater engagement through the sense that the organization is investing in its people and support career paths throughout government, not necessarily within our own organization.

#### *Managing Performance*

The Public Service Renewal Action Plan for 2008-09 states: Building on the new more rigorous system now applied to managing and assessing the performance of Deputy Ministers, Associate Deputy Ministers and other Deputy Heads:

- Deputy Heads will institute and apply a comparably rigorous approach in their departments. All executives will have clear, assessable commitments in place by July 2008, and will receive mid-year feedback on progress by the end of November 2008. Specific action plans will be developed and implemented to address all performance issues.
- Deputy Heads will implement the revised Performance Management Program for eligible excluded or unrepresented employees by March 2009.

Current plans documented in the A Base Review call for the addition of a number of excluded and unrepresented employees and performance agreements will need to be created and monitored for these positions.

The 2008-09 Plan goes on to describe a number of additional initiatives aimed at improving the HR management infrastructure, improving governance of HR management, reducing “the web of rules” that reduces the ability of people to take necessary actions and accountable risks, and using benchmarking to gauge progress in the people management of the public service. Most of these action areas are outside the control of the OIC, but need to be monitored to ensure that our organization takes advantage of new information or capabilities that emerge from this activity.

### *Conclusions*

We are in a strong position to embrace the central points of the PS Renewal Action Plan. With a heavy recruitment agenda, we have every opportunity to increase the number of positions held by visible minorities and aboriginal peoples. Further, the large increase in new employees will provide opportunity to develop innovative HR programs, including mentoring and performance management that allows employees to take greater responsibility for their own learning, career development, and performance.

As part of its recruitment and employee development efforts, our HR group will identify career paths that may lead outside our organization to the broader public service. While this may not be to the obvious advantage of the OIC, understanding that all roles within the public service are temporary will aid in recruitment and retention of employees in the public service generally. Further, it will provide the OIC with the opportunity to set effective standards for qualified personnel in the ATIP community, and may ultimately lead to a reduced workload as departments and agencies learn to comply with ATIA requirements.

### **4.2.3 The Canadian Labour Market**

Canadian labour market conditions provide our organization with a rare opportunity to attract exceptional talent to meet our staffing needs over the next year or two. Current and near term labour market conditions offer an ideal opportunity to hire and retain university graduates from relevant fields of study that can quickly and significantly increase workforce capacity and will push the organization to modernize its methods and operational systems. The current economic downturn is expected to sharply reduce opportunities for the graduating classes of Spring 2009, representing a temporary

reprieve from a steady drum beat of warnings of labour market shortages as Baby Boomers were expected to drive much higher attrition rates as the leading edge retires and triggers an exodus lasting for the next 15 years.

Figure 2 shows 100 years of Canada Age Demographics, indicating that the next forty years will have a much slower growth in the working age population, while the youth population is relatively flat, and the elderly population grows rapidly. The implication of this overall pattern for government is that the population that is likely to draw more heavily on government programs such as social security and health care, is growing rapidly while the workforce to support government and the private sector remains stable.

The slow growth in the working age population in Figure 3, shows this drop in labour force growth even more starkly, indicating that net additions of the prime working age population in Canada continues its steep decline and will drop to zero by 2020. Thus, despite the current economic slowdown, the longer term labour supply picture suggests that labour markets will be tight once normal economic growth resumes. Employers that are hiring have a short term opportunity to recruit more capable candidates than they might, and engaging and inspiring those employees with interesting and rewarding work will help keep them through the recovery, when competing employers surge back into the labour market looking for talent.

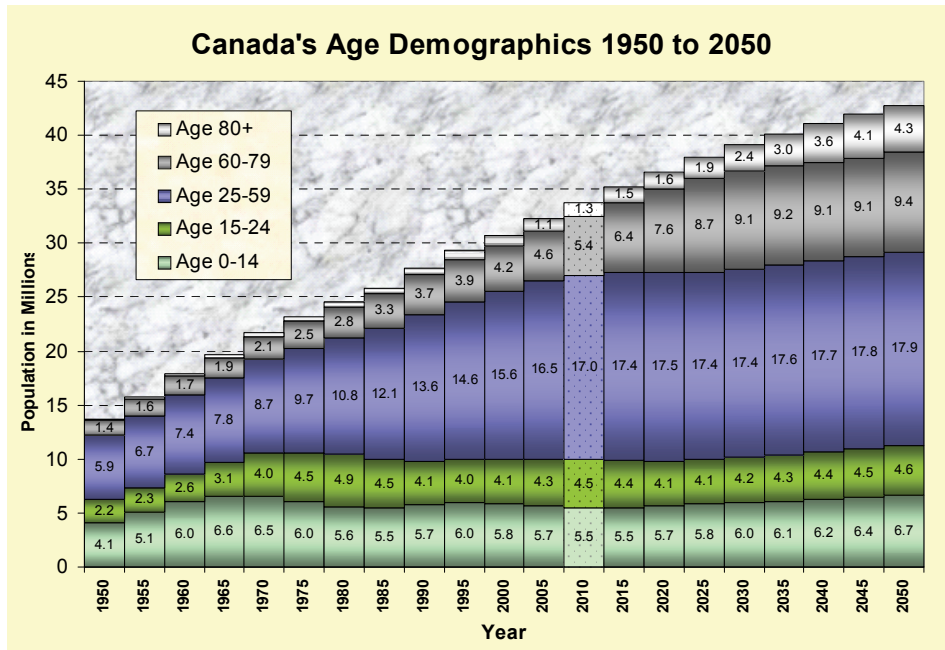


Figure 2<sup>6</sup>

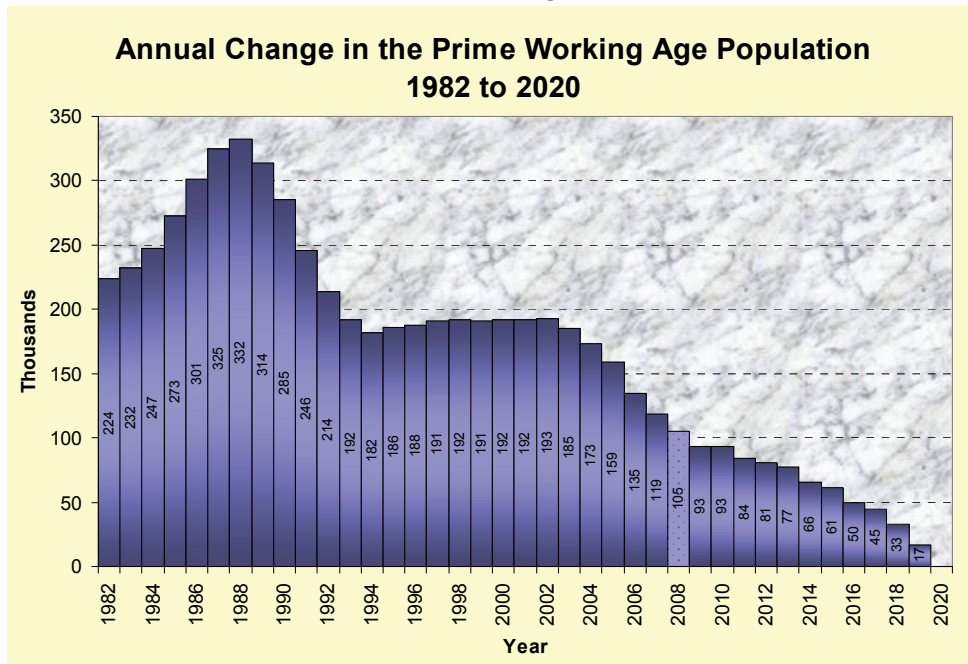


Figure 3<sup>7</sup>

<sup>6</sup> Source: Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, *World Population Prospects: The 2006 Revision*, <http://esa.un.org/unpp>, Sunday, November 02, 2008

<sup>7</sup> Source; International Labour Organization, LABORSTA Internet, *Economically Active Population Estimates and Projections 1980-2020*. <http://laborsta.ilo.org/cgi-bin/brokerv8.exe>

### *Conclusion*

The current economic downturn is expected to last several years with a slow recovery, unless government stimulus packages succeed in raising consumer and business confidence quickly. This represents an opportunity for government to enter a buyer's market and hire very strong candidates that will improve the capacity of government to deliver public services even more effectively and efficiently. Though not by design, the timing of a major recruitment effort in the next 3 to 18 months could not be better, and the organization should have little difficulty attracting a strong contingent of new employees. The bigger challenge may be in maintaining an engaging work environment, and ensuring that new employees stay sufficiently long to allow us to achieve our operational objectives.

## **5. OIC Business Priorities for 2009-2014**

In 2007 we identified a number of short-, mid- and long-term operational and HR priorities. Over the last and current fiscal years, we have achieved a number of these priorities, including:

- Preliminary restructuring of the Complaints Resolution and Compliance Division
- Confirmation of the new structure for the Policy, Communications and Operations Division
- Completion of the Treasury Board submission for funding positions needed to support the new organizational structure and processes
- An increased emphasis on internal communications
- Alignment of the budget with the priorities
- Initiation of staffing processes for securing investigative resources
- Addressing conditions of employment to support employee engagement

Over the five year horizon of this Integrated HR Plan, our goals are to:

- Eliminate the complaints backlog
- Acquire an effective compliance program
- Provide high-quality service to Canadians, departments and parliamentarians
- Rationalize the investigation and approval process to ensure efficiency
- Acquire modern legislation
- Base activities on continuous learning
- Ensure employee well-being
- Acquire the necessary accommodation, possibly by moving

The recently completed A-Base review provides a thorough analysis of the staffing and budget requirements consistent with achieving the above goals. This plan draws on that

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analysis to provide the detailed position and staffing requirements as presented in the following section.

## **6. Analysis of Key HR Gaps and Priorities**

The A-Base review includes the resource requirements deemed to be necessary to eliminate the extensive work associated with the caseload of complaints currently held by the OIC. These requirements may be divided into two major categories: the CRC resources required to deal with current and future case loads, and an extension growth in capacity to deal with other elements of the OIC mandate, including Parliamentary relations, systemic issues related to ATIA compliance, and improvements in information systems to monitor progress and performance in case loads. In addition to these gaps, we must address several items in HR that are mandated by the Public Service, including representation of equity groups within our workforce.

### ***6.1 Workforce Gap 1: Shortage of Investigators***

- Shortage of investigators
- Address the need for skilled ATIP resources government wide
- Support a classification review with CPSA to determine whether the PM classification is the most suited to the role that investigators need to play in the overall support of the ATIA.

#### *A Focus on Investigators*

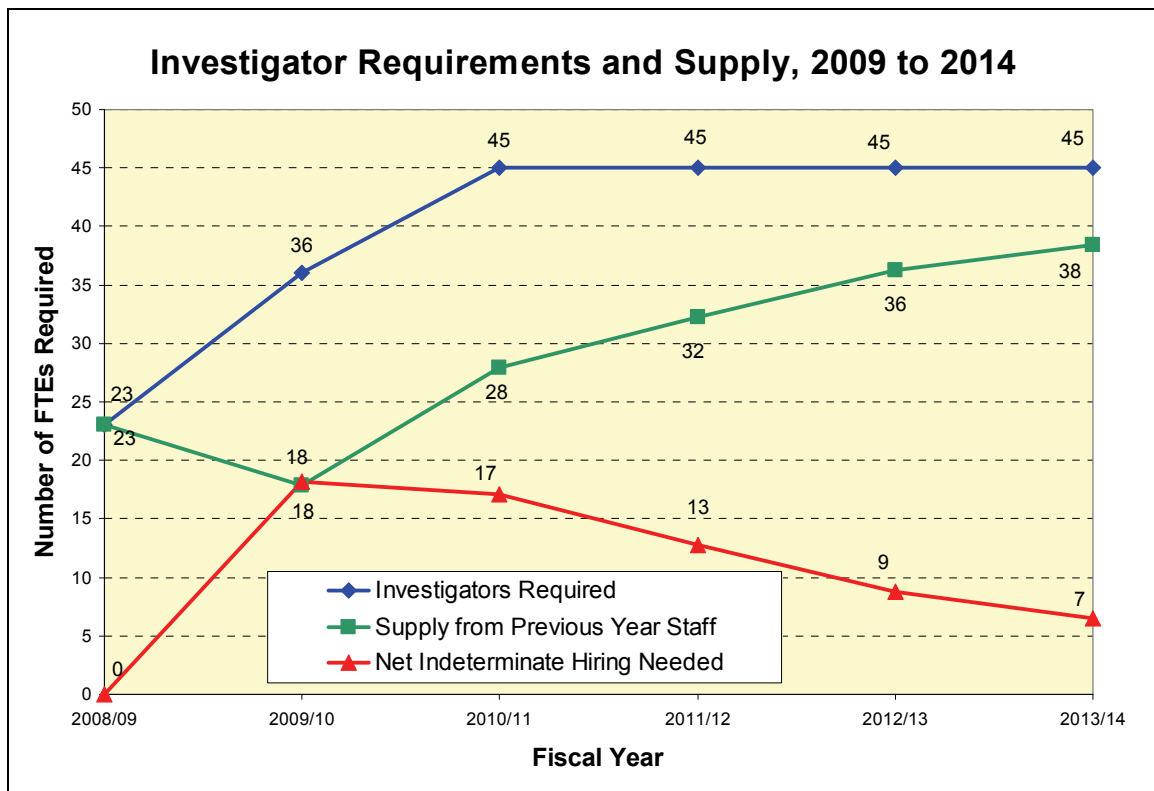
The investigator role is the single most important delivery role within OIC by virtue of being the role that resolves complaints filed with the Commissioner. ATIP personnel are in demand across government but can be rapidly trained based on solid foundation of generic skills within six months. Investigators are primarily assigned to the PM classification group within OIC. Interviews indicate that departments and agencies have found ways to assign other classifications with higher pay rates to their ATIP staff in recent years. As a result, departments are able to offer more attractive positions to persons with ATIP expertise, and this has been cited as a factor in the recent attrition of investigators within OIC which, in turn, raises the risk of high turnover rates as OIC seeks to retain investigator staff over the next several years.

The risk or challenge for our organization is that we effectively become a major source of supply for ATIA personnel for the rest of government. We will incur significant recruitment, training and staff development costs to bring investigators to proficiency, but risk losing them to more attractive positions in departments and agencies. At the current PM classification standard, once investigators reach a PM-05 level there are only a few Chief positions available with OIC, and many more ATIA positions within the rest of government are likely to offer a faster route to advancement. In the short term, this is a risk OIC will have to compose with because the main remedies of a change in classification will likely take several years to accomplish.

We hope that TBS recognizes the role and long term benefit to government generally that OIC can play in becoming the training ground for ATI professionals for government. We will need to monitor the rate at which trained investigators take positions with other government agencies and departments over the next several years, and keep careful records of what positions and classification levels their new positions offer. We will also need to ensure that the rate of outflow of experienced investigators does not compromise our ability to mentor newly hired investigators as well as meet the ongoing demand for service from the public.

### *The Investigator Supply Gap*

The growth of a large “backlog” of cases has several root causes that are being addressed with the recent development of the new caseload management model and more efficient investigation processes. The recently completed A-base review incorporating the assumptions of the new model established the need for a total of 36 investigators in 2009/10 and another 9 investigators subsequently, for a total of 45 on an ongoing basis, as shown in the blue line in Figure 4.



**Figure 4**

The gap between the number of investigators required and the number of investigators currently employed at the OIC is not as prominent as described in Figure 4. In fact, consultants were hired to provide support to permanent investigators.

The green line indicated as “Supply from previous year staff” in Figure 4 shows the twenty-three indeterminate investigators (including chiefs) we currently have on staff as well as the start of period headcount over our planning horizon, excluding the contractors that augment this permanent staffing.

This green line in Figure 4 incorporates the following assumptions:

- Staff currently on leave or exchange will not return to staff investigator positions. If they do, it simply adds to available supply and reduces the supply gap
- The eight investigators who will become eligible to retire with unreduced pensions by March 2014 will do so in the year they become eligible.
- In addition we assume a loss of 15 percent of the remaining indeterminate investigators that do not retire each year.

This last assumption is loosely based on the 22% indeterminate investigator attrition rate experienced during 2008, allowing for the possibility that this is an unusually large attrition rate. Pending a further investigation into the classification and pay levels of ATIA staff in departments and agencies, we won't know the extent to which we may be vulnerable to further attrition of investigator staff to positions outside OIC.

Potential retirements due to a total of ten investigators becoming eligible to retire with an unreduced pension over the next five years could result in the need to hire an additional ten investigators to meet target staffing levels, depending on the timing of retirement chosen by those eligible. Our staffing model assumes these retirements will occur.

### *Addressing the Supply Gap: Sourcing Strategy for Investigators*

Table 8 summarizes the investigator supply requirements and our sourcing strategy designed to meet those needs. We see four key sources of supply to address the immediate and pressing need to secure additional investigator resources, an absolutely crucial requirement if we are to meet our stated goals of reducing the complaint backlog and providing exemplary service to the Canadian public.

These key sources of supply are:

1. Recruiting from within the Public Service (Internal selection process)
2. Recruiting through the PSC's Post secondary recruitment program (University Recruitment)
3. Recruiting from the general labour market (External Recruitment)
4. Developing standing offer arrangements for contract investigators

The current plan requires recruitment of 15 investigators for a net increase of ten indeterminate investigator staff in Fiscal Year 2009-10, with any shortfall to be backfilled through temporary staff secured under standing offer arrangements. Investigators will be hired at the PM 03, 04 and 05 levels.

Current and short term labour market conditions, in which university graduates and other job seekers may face the bleakest labour market prospects since the 1930s, provide a remarkable opportunity to obtain superior, but inexperienced talent for the short term.

Significant resources will need to be devoted to a university recruiting strategy beginning immediately. Universities with high proportions of bilingual students, and in fields of study in the social sciences should be given the highest priority.

**Table 8: Anticipated New Positions at OIC (excluding investigators)**

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	Total 2009-14
<b>Stocks</b>							
Investigators Required	23	36	45	45	45	45	
Supply from Previous Year							
Staff	23	18	28	32	36	38	
Net Indeterminate Hiring Needed		18	17	13	9	7	
End of Year Indeterminate Investigators	23	33	43	45	45	45	
<b>Flows</b>							
Staff Augmentation (Inflow)		15	15	13	9	7	59
Annual Attrition including Retirement (Outflow)		5	5	11	9	7	37
• Attrition among Prior Year Investigators		3	5	6	6	7	27
• Retirements – Investigators & Chiefs	1	2	0	5	2	0	10
Net Increase in Indeterminate Staff		10	10	2	0	0	22
Total Investigator Supply		35	45	45	45	45	
<b>Addressing the Gap:</b>							
Public Sector Competition	5	3	3	3	2	2	13
University Recruitment	0	6	6	5	4	3	24
External Recruitment	0	6	6	5	3	2	22
<b>Total Additional Indeterminate Supply</b>							
		<b>15</b>	<b>15</b>	<b>13</b>	<b>9</b>	<b>7</b>	<b>59</b>
Contract Staff		3	2	0	0	0	

Note: The underlying supply model is based on assumption of 15% annual attrition among indeterminate investigators.

## 6.2 Workforce Gap 2: Filling Newly Created Positions

As shown in Table 9 the A-Base review identified a requirement for 29 positions (in addition to the six additional investigator positions) on an ongoing basis that are currently not formally funded. This represents a major increase in our workforce and a significant potential burden on existing staff and the HR group called upon to manage the hiring process. Three of the positions for which funding is being sought currently

exist and are staffed, and therefore require only minimal paperwork to make the temporary arrangements more permanent.

**Table 9: Anticipated New Positions at OIC (excluding investigators)**

BRANCH	POSITION TITLE	GROUP & LEVEL	Total
HR	HR Admin Assistant	CR-04	1
	HR Advisor	PE-03	1
	Sr. HR Assistant	CR-05	1
	Sr. HR Advisor	PE-04	1
HR Total			4
Legal	Admin Assistant	AS-01	1
	Sr. Council	LA-2B	1
	Council	LA -1A	1
	Articling Student	LA dev	1
Legal Total			4
PCO	Admin Support, Systemic Issues	AS-01	1
	Analyst, Advocacy	ES-04	1
	Director, Strategic Planning & FA	EX-01	1
	Director, Systemic Issues & Advocacy	EX-01	1
	IM Manager	LS-03	1
	IM/IT Manager	CS-05	1
	Institutional Performance Assessor	PM-05	1
	IT Support Technician	CS-01	1
	Planning Officer	AS-06	1
	Senior Analyst, Advocacy	ES-06	1
	Senior Fin Services Officer	FI-03	1
	Sr Communications Advisor	IS-04	1
	Systemic Issues Investigator	PM-05	1
	Manager, Parliamentary Relations	ES-06	1
	Officer, Parliamentary Relations	AS-04	1
Junior Institutional Performance Advisor	PM-03	1	
PCO Total			16
CO	Admin Assistant	AS-01	1
	Executive Assistant to the Commissioner	ES-07	1
CO Total			2
CRC	Admin Assistant	AS-01	2
	Electronic Data Gathering Specialist	CS-03	1
CRC Total			3
Grand Total			29

The majority of these positions will be drawn from the large talent pool already available in the public service and should not be difficult to fill with qualified personnel seeking promotions or lateral moves within the public service.

Thus while this hiring activity, conditional on funding approval, will add to the overall workload, it will not require extraordinary efforts for external recruitment or development activity.

### ***6.3 Workforce Gap 3: Equity Group Representation***

While the OIC has done an admirable job of attracting and retaining women and those with disabilities, the number of visible minorities and aboriginal people within our ranks is below the proportion in the labour market. We will ensure that managers responsible for hiring have received available diversity training and will ensure that resources available from the CPSA and PSC are used to support access to qualified individuals from these communities.

There is no evidence to suggest that candidates from equity groups have not received due consideration in the past, but as a small organization, there may be special challenges in developing a welcoming and supportive environment for members of equity groups. For this reason, it will also be important to provide available diversity training to our organization as a whole.

### ***6.4 Workforce Gap 4: Enhance Employee Retention Efforts***

Our investigator recruitment model builds in an investigator retention rate of 15 percent as a target to be attained and a manageable degree of turnover given the demand for ATIA personnel throughout government. The investigator turnover rate was over 20 percent in 2008. Reducing the attrition rate among investigators will bring benefits in reduced recruitment requirements and a more experienced and productive staff.

Measures to reduce attrition will include greater attention to career development and more widespread focus on individual learning and career planning. We will also initiate a study on the nature of current position classifications; whether the PM classification remains the most appropriate classification for this community, and how this community can be more effectively supported through collective recruitment, training and development efforts across government departments and agencies.

## 7. Key Elements of the HR Action Plan

This section outlines HR priorities to address the gaps identified in the previous section, our operational objectives, with time frames, action plans and responsibilities.

### 7.2 Key Issues to be addressed

As noted above, investigators will have to be hired at the PM-03, PM-04 and PM-05 levels to ensure high-quality client service and eliminate the complaints backlog. Recent interdepartmental process offering deployment opportunities have been completed and have not provided enough staff to meet future needs. While internal recruitment efforts will be continued, it is clear that external hiring through University recruitment and other external efforts will be required.

The postsecondary recruitment program will be used as a vehicle for hiring into the PM-02 and 03 categories, in accordance with the Clerk's priorities. In recruiting new investigators, management is looking for candidates with, among other things, strong analytical ability, excellent judgment and first-rate skills in investigation, auditing or evaluation. A certificate in Access to Information from the University of Alberta is a definite asset, but is not a pre-requisite. Efforts will be made to achieve strong representation from employment equity groups, both among investigator positions and other positions in our organization.

Interviews completed in this planning process identified a number of other key issues that will need to be addressed to support the success of staffing and retention efforts.

1. Security clearance processes have been taking six months and thus forms a major barrier to timely hiring and deployment of staff, especially those outside the public service who are not likely to have established security clearances. The security clearance process will be initiated as early as possible in the recruitment process – as soon as interest is indicated if possible. An initial application for Enhanced Reliability under the sponsorship of OIC could be done more quickly and allow people to be hired and trained on administrative files while the Secret clearance is in process.
2. Another issue is seeking to use university recruitment to the PM classification category that only requires a high school diploma and not a university degree. The risk is hiring over-qualified candidates that will leave for better opportunities as soon as they find them. As a result there is a need to re-examine the competencies required of investigator positions and determine whether a university degree or equivalent is really the right level given the nature of the work, particularly in making judgments about whether the public has the right to access material that a department or agency believes should be kept from release, the people skills to understand the issues and communicate effectively, and the skill to negotiate

resolutions that address the needs of various parties. This review is expected to be completed by the end of September 2009.

3. Contract resources provide an important buffer if there prove to be significant obstacles in finding and hiring qualified resources. While contracts are a stop gap measure, a standing offer vehicle should be used to secure on call resources to address the temporary shortfall as the hiring of permanent, indeterminate investigators proceeds. While this is an appropriate temporary solution, every indication should be given that it is temporary, both to current contract resources and to staff.



## 7.2 Action Plan Overview

Table 9: Action Plan Summary

Priority	Action items	Time frame	Details and responsibility
1. Develop Recruiting Plan with focus on Investigator Group (Addresses Workforce Gaps 1 and 3)	<ul style="list-style-type: none"> <li>• Confirm the statement of merit and qualifications for each position to be staffed</li> <li>• Confirm the availability of funds</li> <li>• Confirm the aspirations of existing employees</li> <li>• Identify internal, interdepartmental pools of potential candidates</li> <li>• Augment efforts and plan cross-government hiring and post secondary recruitment, focussing on universities with strong social sciences and bilingual student bodies. Include security clearance applications in early stage of recruiting process.</li> </ul>	March 2009 to 2014	<ul style="list-style-type: none"> <li>• Statements of merit reviewed to ensure criteria reflect the duties of positions to be staffed in their division, on the basis of current and future needs.</li> </ul> <p><b>Responsibility:</b> Assistant Commissioner, CRC and Managers</p> <ul style="list-style-type: none"> <li>• Employees with high potential will be identified, and their learning plans will reflect the development opportunities they require in order to occupy higher-level positions in the future.</li> </ul> <p><b>Responsibility:</b> Supervisors (when going over learning agreement with their employees)</p> <ul style="list-style-type: none"> <li>• Work with managers to determine the appropriate area of selection while giving priority to employees' aspirations.</li> </ul> <p><b>Responsibility:</b> Human Resources</p>

Priority	Action items	Time frame	Details and responsibility
	<ul style="list-style-type: none"> <li>• Initiate recruitment using PSC services to advertise investigator positions.</li> <li>• Identify candidates<sup>1</sup> promote opportunities among those who have recently completed the University of Alberta IAPP Certificate Program</li> <li>• For new recruits without ATIA expertise<sup>1</sup>, introduction classes will need to be organized and held.</li> </ul>		<ul style="list-style-type: none"> <li>• Advertised and non-advertised staffing processes will be conducted in accordance with organizational policies and central agency requirements. Efforts will be made to achieve adequate representation of EE groups through staffing action, particularly with respect to investigator positions, where representativeness is especially weak.</li> </ul> <p><b>Responsibility:</b> Human Resources will encourage Managers to include EE as an organizational need when advertising an employment opportunity.</p> <ul style="list-style-type: none"> <li>• Encourage employee who have retired to come back as consultants to assist in staffing processes and training new employees.</li> </ul> <p><b>Responsibility:</b> Assistant Commissioner, CRC and Managers</p> <ul style="list-style-type: none"> <li>• Anticipatory processes can be initiated to establish pools of qualified candidates at the PM-03, PM-04 and PM-05 level to meet future needs from 2009 to 2014.</li> </ul> <p><b>Responsibility:</b> Human Resources</p>
2. Support Recruitment for New Positions (Address Workforce Gaps 2 and 3)	Following completing of preparations noted under Priority 1, support managers in the attraction of suitable candidates with a focus on ensuring representation of visible minorities and aboriginals	March 2009 to 2014	<ul style="list-style-type: none"> <li>• Statements of merit reviewed to ensure criteria reflect the duties of positions to be staffed in their division, on the basis of current and future needs.</li> </ul> <p><b>Responsibility:</b> Assistant Commissioner, PCO and Managers, Director Legal Services and Director HR</p>

Priority	Action items	Time frame	Details and responsibility
			<ul style="list-style-type: none"> <li>• Employees with high potential will be identified, and their learning plans will reflect the development opportunities they require in order to occupy higher-level positions in the future.</li> </ul> <p><b>Responsibility:</b> Supervisors (when going over learning agreement with their employees)</p> <ul style="list-style-type: none"> <li>• The organization will continue to take advantage of the Public Service Commission's FSWEF and Coop student employment programs.</li> </ul> <p><b>Responsibility:</b> Human Resources (when advising Managers on staffing options)</p> <ul style="list-style-type: none"> <li>• The manager will determine the appropriate area of selection while giving priority to employees' aspirations.</li> </ul> <p><b>Responsibility:</b> Assistant Commissioner, PCO and Managers, Director Legal Services and Director HR</p> <ul style="list-style-type: none"> <li>• Advertised and non-advertised staffing processes will be conducted in accordance with organizational policies and central agency requirements. Efforts will be made to achieve adequate representation of EE groups through staffing action.</li> </ul> <p><b>Responsibility:</b> Human Resources will encourage Managers to include EE as an organizational need when advertising an employment opportunity.</p>

Priority	Action items	Time frame	Details and responsibility
			<ul style="list-style-type: none"> <li>Anticipatory processes can be initiated to establish pools of qualified candidates to meet future needs from 2009 to 2014 (positions likely to become vacant / AS-01 and CR-04).</li> </ul> <p><b>Responsibility:</b> Human resources</p>
<p>3. Enhance Retention Efforts (Address workforce Gap 1 and 4)</p>	<ul style="list-style-type: none"> <li>Review conditions of employment to ensure they are appropriate.</li> <li>Initiate and/or support studies of the appropriateness of the PM classification for the Investigator Group</li> <li>Survey employees to determine their needs and adjust practices accordingly, where possible.</li> <li>Implement Career Development and Individual Learning Plans</li> </ul>	<p>On going</p>	<ul style="list-style-type: none"> <li>Opportunities to address conditions of employment will be given (for ex: flexible hours).</li> </ul> <p><b>Responsibility:</b> Management and Human Resources</p> <ul style="list-style-type: none"> <li>Employees will have regular opportunities to express concerns and make suggestions directly to their supervisor at meetings, through their union representative or through surveys initiated by management. Practices will be adjusted in accordance with comments received, in order to ensure employee well-being.</li> </ul> <p><b>Responsibility:</b> Management and employees</p> <ul style="list-style-type: none"> <li>Every employee will have a learning plan and performance agreement reflecting learning needs related to their work and personal growth. Language training, among other things, could be included in the learning plan, depending on the employee's needs.</li> </ul> <p><b>Responsibility:</b> Supervisors (when going over learning agreement with their employees)</p>

Priority	Action items	Time frame	Details and responsibility
			<ul style="list-style-type: none"><li>Analyse information received in exit questionnaire to develop retention strategies.</li></ul> <p><b>Responsibility:</b> Human Resources</p>

## 8. Measures, monitoring and report on progress

Measures	Monitoring	Report on progress
<p><b>1. Develop Recruiting Plan with focus on Investigator Group</b></p>		
<p>By March 2010, 15 new indeterminate investigators will be hired.</p> <p>From April 2010 to March 2014, maintain a total of 45 indeterminate investigators.</p> <p>EE targets are met.</p> <p>PM-03, PM-04 and PM-05 pools of qualified investigator are available.</p>	<p>At the end of each fiscal year:</p> <ul style="list-style-type: none"> <li>• The number of new investigators will be verified and compared to the established goals.</li> <li>• Organizational EE representation will be analyzed with availability in Canadian population.</li> <li>• Availability of pools will be confirmed and the number of qualified candidates in the pool will be verified to ensure that it can be used to staff vacant investigator positions in the year to come.</li> </ul>	<p>At the end of each fiscal year, the results of the analysis will be presented at the Information Commissioner Management Committee.</p> <p>In light of the results, review priorities and revise HR integrated plan if needed for every new fiscal year.</p>

<b>2. Support recruitment for new positions</b>		
<p>By March 2010, new positions are staffed.                  PSC's recruitment programs are used when appropriate.                  EE targets are met.                  Pools of qualified AS-01 and CR-04 are available.</p>	<ul style="list-style-type: none"> <li>• At the end of March 2010, we will compare the positions that were staffed vs the positions that needed to be staffed. We will develop strategies for the positions that are left vacant.</li> <li>• We will also verify the type of selection processes that were used to provide conclusions on their efficiency.</li> <li>• At the end of each fiscal year, organizational EE representation will be compared with availability in the Canadian population.</li> <li>• Availability of pools will be confirmed and the number of qualified candidates in the pool will be verified to ensure that it can be used to staff vacant positions in the year to come.</li> </ul>	<p>At the end of each fiscal year, the results of the analysis will be presented at the Information Commissioner Management Committee.</p> <p>In light of the results, review priorities and revise HR integrated plan if needed for every new fiscal year.</p>
<b>3. Enhanced retention efforts</b>		

<p>Every employee has a learning agreement.</p> <p>By the end of March of each year from 2009 to 2014, the learning plan is revised and approved.</p> <p>Supervisor and employees observe what was agreed in the learning agreement.</p> <p>Employees' suggestions / concerns in regards to working conditions are heard and addressed on a timely basis.</p>	<ul style="list-style-type: none"> <li>• At the end of each fiscal year, HR will be responsible for gathering every learning agreement and filing them. HR will follow up with managers to ensure that every employee has an updated learning agreement.</li> <li>• A record will be kept of all the suggestions and comments expressed by employees and the actions taken by HR to address them.</li> </ul>	<p>At the end of each fiscal year, the results of the analysis will be presented at the Information Commissioner Management Committee.</p> <p>In light of the results, review priorities and revise HR integrated plan if needed for every new fiscal year.</p>
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## 9. Communication Plan

Management recognizes the importance of communicating its plans to employees, who will be regularly informed of hiring strategies through team meetings. The staffing strategies being considered will be posted on our intranet. To ensure the confidentiality of employees' personal data, a second version of this plan, with more general statistics, will be prepared and posted on the intranet.

## 10. Revision

As a constantly evolving document, this plan will be amended regularly to reflect organizational realities. Senior management will be consulted quarterly concerning changes to the plan, if necessary.