President’s meeting with   
Ms. Gitane De Silva, Chief Executive Officer,

Canada Energy Regulator

Information valid as of September 1, 2020

# Introduction

## Deputy Head

Gitane De Silva was appointed as the Chief Executive Officer of the Canadian Energy Regulator (CER), to hold office for a term of five years, effective August 10, 2020.

Ms. De Silva is exercising the Public Service Commission’s (PSC) authority for the second time as Deputy Head. It is suggested that the New Direction in Staffing (NDS) highlights for DHs be shared with her. A copy of this document is attached as [Annex A](#AnnexA).

# Organizational Context

## Mandate

On June 21, 2019, Parliament passed Bill C-69 which replaced the National Energy Board Act with the Canadian Energy Regulator Act. On August 28, 2019, the National Energy Board officially became the CER.

The CER oversees how energy moves within Canada. It is responsible for keeping watch over the companies operating oil and gas pipelines and electrical powerlines that cross a national, provincial or territorial border. The CER:

* reviews applications for new projects and upgrades to current ones;
* provides oversight of oil and gas exploration and activities on frontier lands and offshore not otherwise regulated under territorial law or joint federal/provincial accord;
* decides what can be transported in pipelines and how much companies are allowed to charge for their services;
* approves the export and import of natural gas and the export of oil; and
* provides people with energy statistics, analysis and information.

While the CER is a separate agency named in Schedule V of the Financial Administration Act (FAA), its employees are subject to the Public Service Employment Act (PSEA). It also has its own classification system that is different than the one for organizations with Treasury Board Secretariat is the employer (i.e. all positions are classified as NB from levels 1 to 16).

The organization is headquartered in Calgary, Alberta with 3 regional offices (Montréal, Vancouver and Yellowknife). There were 500 employees (indeterminate, term, casual and student) as of March 31, 2020.

Of note, the CER was chosen as one of Canada’s Top 100 Employers in 2020, which is announced annually in a special feature published in The Globe and Mail.

## Challenges

The determination of the linguistic identification of a position, establishing the appropriate linguistic profile of a bilingual position (e.g. CBC/CBC) and the staffing of bilingual positions present challenges for the CER, given that the majority of the organization’s workforce is located in a unilingual region.

Acting appointments to bilingual positions present a particular challenge because employees in subordinate positions often do not have the required level of bilingualism. In addition, the organization finds it difficult to recruit bilingual Technical Writers to work at its headquarters in Calgary, however it has had some success in finding bilingual employees to fill these positions in its Montreal regional office.

The Staffing Support Advisor (SSA) is working with the CER on potential recruitment strategies and is providing ongoing support with respect to official languages in assessment and recruitment.

## Experimentation

The CER does not have any examples of innovative practices that they are implementing, but it is focussing its efforts on better human resources planning, which it hopes will lead to better staffing outcomes for its hiring managers.

# Population and Staffing Activities

## Population

The CER is a small organization with a population of 500 employees (as of March 31, 2020). Most employees work at the CER’s headquartered in downtown Calgary, Alberta. The remaining employees work in the 3 regional offices in Montréal, Vancouver and Yellowknife. No CER employees work in the National Capital Region.

## Staffing Activities

In the 2019-2020 fiscal year, the CER conducted a total of 207 staffing activities:

* 62 promotions made within the public service;
* 41 indeterminate and term appointments to the public service;
* 43 acting appointments (excluding acting appointments of less than 4 months);
* 17 casual workers;
* 9 students; and
* 35 lateral and downward movements.

Please refer to [Annex B](#AnnexB) for additional details on staffing activities.

Since the beginning of 2020, it made 13 FSWEP referrals and previously hired 9 students through the program in the 2019-2020 fiscal year.

Notable staffing priorities include expanding the human resources team and adding over 30 new positions related to conducting analysis and increasing its capacity to communicate with Canadians. Also, in support its mandate, the CER is interested in attracting more indigenous employees. For example, part of its indigenous recruitment strategy involves working with other federal public service organizations in the region, such as Indian Oil and Gas Canada. The CER also plans to continue to participate in indigenous job fairs and is considering exploring PSR and other PSC recruitment programs to conduct employment equity hiring.

# Time to Staff

There are insufficient data to provide time to staff results for internal or external staffing processes at the CER.

# Staffing Framework

## New Direction in Staffing Implementation

The CER has completed all the mandatory documentation (i.e. policy on area of selection, direction on the use of advertised and non-advertised appointment processes and the articulation of selection decisions) related to new requirements stemming from the NDS.

In addition to the mandatory requirements, the CER has established additional policies and/or work instructions in support of its Appointment Policy on the following topics: assignments, interchange and acting; recourse and investigations; and probation and term employment.

The CER has shared its Appointment Policy, and associated work instructions, with the PSC, as well as its sub-delegation instrument. Of note is that the CER is starting a review of its Appointment Policy, notably with respect to the deputy head’s direction on the use of advertised and non-advertised appointments. Also, in the summer of 2020, the CER commenced a review of its Student Employment Program Policy and Guidelines. The organization’s SSA has already started providing support related to these initiatives, including recommending that the CER increase its use of the recognized Student Employment Programs.

During September 2018 and April 2019 in-person visits to the CER headquarter in Calgary, the SSA delivered various sessions for CER human resources professionals to discuss areas of interest identified by the organization such as: the renewal of job advertisements, how to improve communication about job openings with potential candidates, approaches to develop better merit criteria and the use of performance management information in the context of staffing. The SSA also presented updates on various PSC initiatives, discussed trending topics and experimentation in staffing and reviewed NDS staffing scenarios. In addition, the Personnel Psychology Centre (PPC) presented an overview its PPC products and services.

During the visit in April 2019, the SSA also provided a customised NDS overview session to CER union representatives. Members of the CER’s human resources team were also in attendance and available to answer organizational-specific questions. Staffing-related scenarios were selected for discussion and resulted in a candid and effective exchange between the organization and its bargaining agents.

When the SSA last visited the CER in-person in October 2019, the SSA delivered the following sessions over a two-day period: a customized NDS scenarios session with over 30 managers, two NDS for employee sessions in partnership with CER human resources for over 50 employees each, and met with the CER human resources team to provide them with PSC updates and answer their questions. Each of these four sessions generated discussion and engagement, most notably the NDS sessions for managers and employees.

The SSA is currently in discussions with the organization about possible topics of interest for future virtual sessions. To date, the following presentations are planned to take place in the fall of 2020:

* Employment Equity and possible ways that the legislative framework could be used to support efforts to hire indigenous employees; and
* Cyclical assessment.

In addition, a number of sessions are currently in the planning phase for the fall of 2020, including:

* Overview of the PSC’s data products;
* PSC’s recruitment programs and assessment services; and
* Official languages in the staffing process and bilingual non-imperative appointments.

In the fall of 2020, the SSA also plans to invite the CER’s human resources team to a virtual visit and has recently started having monthly meetings with the organizational contact.

# Appointment Delegation and Accountability Instrument Annex D Reporting

## Use of the Public Service Official Languages Exclusion Approval Order (PSOLEAO) and the Public Service Official Languages Appointment Regulations (PSOLAR)

The CER reported that the organization made use of the PSOLEAO and the PSOLAR four times for the period of April 1, 2019 to March 31, 2020. There were no unresolved situations where the employee did not meet the initial two-year period referred to in an agreement to become bilingual and no situations requiring follow up by the PSC.

## Approved Deputy Head Exceptions to the National Area of Selection (NAOS) Requirements for an External Advertised Appointment Process

The CER did not report any deputy head exceptions to the NAOS between April 1, 2019 and March 31, 2020.

## Results of Organizational Cyclical Assessment

The CER has not yet conducted a cyclical assessment; however, it is planning to do so starting in the fall of 2020. The SSA will provide support to the organization throughout this project.

## Inquiries and Trends

Since the NDS came into effect on April 1, 2016, the majority of CER’s questions were related to the Appointment Policy, more specifically about assessment. Overall, the questions received were quite varied. More recently, since April 1, 2020, the organization’s questions have focussed on official languages, including making non-imperative appointments, the PSC’s new measures related to Covid-19, and the PSC’s new suite of second language assessment tools and resources. Since February 2020, the CER has submitted 4 inquiries to its SSA related to Covid-19. These questions were related to accommodations, job posters for remote work, and the PSC’s new measure exempting deputy heads from the requirement to use the PSC’s second language evaluation tests when assessing second language proficiency.

The organization has also asked the SSA to provide feedback as it updates its staffing framework to better reflect the intent of the NDS and the organization’s context, as well as for assistance with its cyclical assessment, which is intends to start later this fall.

# Oversight

## Audits

The CER was audited by the PSC in 2011 and is included in the audit sample of one of its current performance audits.

### **Current Audits:**

The CER is among the organizations selected as part of the Audit of Employment Equity Representation in Recruitment that is currently underway. The objectives of this audit are as follows:

1. To determine whether the four designated employment equity groups are proportionately represented in recruitment processes.
2. To identify key factors that influence representation in the appointment system among the four designated employment equity groups.

It is important to note that results will be presented at an aggregate level in the final report and not at the level of the organization. Two CER staffing processes were included in the overall sample of 181 processes selected from 30 organizations.

The final report will be published in the 2020-2021 fiscal year.

## Investigations

Between August 21, 2017 and August 21, 2020, one allegation was referred by the CER to the PSC under s.66 External Appointments (i.e. merit, error, omission, improper conduct). However, it was closed by the PSC upon receipt. A second allegation was received by the PSC under s.69 Fraud. The status of this investigation is ongoing.

Table 1 - Investigations

| Nature of Issue | Cases Received | Cases Referred by Organization | Closed - Not Accepted | Completed Unfounded | Completed Founded | Ongoing |
| --- | --- | --- | --- | --- | --- | --- |
| s.66 External Appointments (Merit, Error, Omission, Improper Conduct) | 1 | 1 | 1 | 0 | 0 | 0 |
| s.67.2 Internal Appointment - Deputy Head Request | 0 | 0 | 0 | 0 | 0 | 0 |
| s.68 Political Influence | 0 | 0 | 0 | 0 | 0 | 0 |
| s.69 Fraud | 1 | 0 | 0 | 0 | 0 | 1 |
| s.118 Improper Political Activities - Employees | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 2 | 1 | 1 | 0 | 0 | 1 |

Note: The numbers may not add up as discontinued cases, cases resolved via early intervention and rare cases (s.119, s.67.1) are not included in this table.

Note: Each column is an independent calculation of the others. Cases received are cases received in the time period, cases completed are those completed in the period, not necessarily cases completed out of those received.

## Staffing and Non-Partisanship Survey Results

Overall, the CER’s Staffing and Non-Partisanship Survey (SNPS) results are generally comparable to public service-wide results and to those of other similar-sized organizations (i.e. small), with some notable exceptions. The organization did not receive results for questions in the SNPS intended for staffing advisors, as results were only provided for questions with a minimum of 10 respondents.

Below are some key findings from the CER’s 2018 SNPS results:

* 47.9% of **employees** indicated that, in their work units, staffing activities are conducted fairly, as compared to 56.9% in similar size organizations and 46.4% across all organizations in the federal public service.
* 58.8% of **employees** agreed that people hired can do the job, compared to 67.1% in organizations of similar size, and 53.8% in the federal public service.
* 50% of **employees** indicated that, in their work units, appointments depend on who you know, as compared to 45.5% in similar size organizations and 54% across all organizations in the federal public service.
* 44.3% of **employees** indicated that, in their work units, staffing activities are carried out in a transparent way, as compared to 51.3% in similar size organizations and 44.3% across all organizations in the federal public service.
* 54.5% of **managers** indicated that they understand the NDS, as compared to 72.8% in similar size organizations and 61.4% across all organizations in the federal public service.
* 50% of **managers** indicated that the NDS has improved the way they hire and appoint persons to and within their organizations, as compared to 69.7% in similar size organizations and 56.1% across all organizations in the federal public service.
* 66.6% of **managers** indicated that the NDS did not make staffing simpler in their organization, as compared to 41.7% in similar size organizations and 53.8% across all organizations in the federal public service.
* 78.7% **managers** feel staffing is burdensome, as compared to 79.3% in similar size organizations and 87.9% across all organizations in the federal public service.
* 60% of **managers** feel staffing is not quick enough, as compared to 45% in similar size organizations and 62.4% across all organizations in the federal public service.

These results were used to inform the choice of various customized sessions that were delivered by the SSA to CER human resources, managers and employees in April and October of 2019.

# Diversity Profile

The CER is doing well in its representation of women and Aboriginals and has participated in indigenous recruitment events. However, the organisation is below workforce availability for persons with disabilities, who represent only 4.3% of its workforce, while the workforce availability for this group is 9.0%. The CER is also below workforce availability for members of visible minorities, who represent 12.1% of its workforce, while the workforce availability for this group is 15.3%.

Table 2 - Diversity Profile

| Designated Group | Public Service  Work Force Availability (WFA) | Canada Energy Regulator | Representation across the Public Service of Canada |
| --- | --- | --- | --- |
| Women | 52.7% | 64.7% | 54.8% |
| Aboriginal Peoples | 4.0% | 5.0% | 5.1% |
| Persons with Disabilities | 9.0% | 4.3% | 5.2% |
| Members of Visible Minorities | 15.3% | 12.1% | 16.7% |

Source: [National Energy Board – Employment Equity Report 2018-2019](https://www.cer-rec.gc.ca/bts/pblctn/mplmntqt/2018-2019/index-eng.html#t1) – no reporting data found for 2017-2018

[Employment Equity in the Public Service of Canada 2018-2019](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/employment-equity-annual-reports/employment-equity-public-service-canada-2018-2019.html), Treasury Board of Canada Secretariat

The organization should take action to close the gap for persons with disabilities and members of visible minorities and continue to make merit-based appointments of members of the designated groups when required to ensure ongoing representativeness of its workforce.

As a separate agency (Schedule 5 to the Financial Administration Act) of 100 or more employees, the CER creates its own reports on employment equity. This means that their data is not included in the Treasury Board report on Employment Equity.

The following array of solutions may be useful as Canada Energy Regulator continues to build a representative and diverse organization:

* The Public Service Employment Act includes provisions that enable managers to:
* Target designated group members through the area of selection for advertised appointment processes.
* Establish and apply an organizational need to appoint designated group members.
* Use external and internal non-advertised appointment to appoint designated group members.
* The PSC offers recruitment solutions that target designated group members:
  + Request referrals of designated group members when using student programs such the FSWEP and Post-Secondary Co-op and Internship Program, with a plan that could include eventually recruiting students into the public service
  + Advertising through the student program Research Affiliate Program to recruit students of designated group members.
  + Request referrals of designated group members when using certain inventories, such as PSR, which the SSA has highlighted as a viable means of increasing representation.

Organizational recommendations can be found in the National Energy Board – Employment Equity Report 2018-2019.

# Priority Entitlements and Veterans

## Appointments of Persons with a Priority Entitlement

From April 1, 2019 to August 20, 2020, the CER has not appointed any persons with a priority entitlement (PPE) indeterminately.

## Appointments of Persons with a Canadian Armed Forces (CAF) Priority Entitlement

Since the coming into force of the Veterans Hiring Act on July 1, 2015 until August 20, 2020, the CER has not made any appointments of persons with a CAF Priority Entitlement.

## Priority Clearance Requests

From April 1, 2019 to August 20, 2020, CER submitted 162 priority clearance requests.

Table 3- Priority Clearance Type

| Priority Clearance Type | Amount | Percentage |
| --- | --- | --- |
| Internal advertised processes   * Internal advertised (12) * Appointment from a previously established pool (12) * Employment Equity (EE) process (1) | 25 | 15.4% |
| Internal non-advertised processes | 23 | 14.2% |
| External advertised processes   * External advertised (43) * Appointment from a previously established pool (25) * EE process (4) | 72 | 44.4% |
| External non-advertised processes | 39 | 24.1% |
| Appointment of persons with a priority entitlement (includes term and indeterminate appointments) | 0 | 0% |
| Student bridging | 2 | 1.2% |
| Section 43 | 1 | 0.6% |
| Total | 162 | 100% |

Source: Priority Information Management System

Since the Priority Entitlements Policy Division began monitoring priority entitlement clearances related to Covid-19, the CER has submitted 5 requests to the PSC for NB positions:

* 2 AS equivalents,
* 1 EN equivalent, and
* 2 EX equivalents.

## Persons with a Priority Entitlement

As of August 21, 2020, the CER had 5 PPEs activated in the Priority Information Management System:

* 4 with a Leave of Absence entitlement, and
* 1 with a relocation of spouse entitlement.

# Non-Partisanship in the Public Service

The following information regarding political activities and non-partisanship encompasses the present, as well as the period prior to August 28, 2019, when the CER was the National Energy Board.

* Each organization has a designated political activities representative (DPAR) who is an employee of that organization. The DPAR acts as a liaison with the PSC on matters related to political activities and non-partisanship and facilitates the timely treatment of candidacy requests. CER’s DPAR is Alexis Williamson, Vice President, People and Workforce Support and Chief Human Resources Officer.
* The results of the 2018 Staffing and Non-Partisanship Survey demonstrate that CER employees have an overall higher awareness and understanding of political activities and non-partisanship than the public service as a whole. For example, 87.9% of CER employees indicated a moderate to great awareness of their rights and obligations for engaging in political activities, whereas the results for the public service as a whole is 80.1%.
* During the last decade, the PSC has received two candidacy requests from CER employees: a municipal request in 2011 and a federal request in 2014. This low volume of employees running for elected office is consistent with other similarly-sized organizations.

# Recruitment Programs

## Federal Internship Program for Canadians with Disabilities (FIPCD)

Although the CER is not currently participating in the FIPCD Program, this program is an excellent initiative to contribute to the Government of Canada’s Accessibility Strategy by having an intern and supporting them in skill development to increase their employability. The program also offers for a 50% salary reimbursement to hiring departments for the duration of the internship period. In addition, the PSC provides guidance on possible training opportunities offered by schools and associations.

The Covid-19 pandemic delayed the launch of year two of FIPCD Program and the recruitment of the next cohort of interns. The PSC’s revised plan is to hire interns by December 2020. The initial assessment process for potential candidates is underway, as is the engagement with interested hiring managers. The matching phase of the process is scheduled for September and October 2020. Should the CER wish to participate, the FIPCD Program staff would be pleased to provide more information and assist the organization in getting started.

## Employment Opportunity for Students with Disabilities (EOSD) / Indigenous Student Employment Opportunity (ISEO)

Although the CER has not hired students from these initiatives, the EOSD and ISEO are excellent recruitment options to increase diversity in the workplace by hiring students living with disabilities or indigenous students. Managers and students are provided with resources, such as onboarding tools, training, and networking events. The candidates from both these initiatives are available year-round in the FSWEP ongoing inventory.

* Number of available students in EOSD[[1]](#footnote-1): 3580
* Number of available students in ISEO[[2]](#footnote-2): 2215

## Federal Student Work Experience Program (FSWEP)

The CER has submitted 13 requests for referrals from FSWEP in 2020. This program remains an excellent way for an organization to renew its workforce and bring new energy, ideas and approaches to its workplace. The number of available students in this program is 71,962[[3]](#footnote-3). For reference, please visit the Monthly FSWEP Dashboards.

## Post-Secondary Recruitment (PSR)

The CER has submitted 15 requests for referrals from the PSR inventories. These were to staff positions related to the AS, CS, EC, EN, IS and PM classifications.

## Participation in Initiatives Related to the Hiring of Indigenous Peoples

Although the CER has not participated in any initiatives with the PSC, the PSC’s Aboriginal Centre of Expertise (ACE) and the Treasury Board Secretariat’s Office of the Chief Human Resources Officer have developed an Indigenous Career Pathways that may be of interest to the CER. It provides information on indigenous recruitment, career progression, as well as development and retention:

* The Inventory of Indigenous Applicants facilitates the matching between hiring managers and candidates by sourcing indigenous talents from existing inventories of the Public Service Commission and proactively promoting their profiles to federal organizations.
* The Indigenous Recruitment Toolbox will provide tools, resources and advice on indigenous recruitment, outreach and share initiatives that PSC and other departments offer. The toolbox is expected to be available to hiring managers and HR advisors on GCintranet at the end of 2020.

The CER does not have its own specific recruitment partnership with the PSC.

# Staffing Support

## Public Service of Commission Representatives and Organizational Contacts

The SSA assigned to the CER is Steven Davidson and the primary organizational contacts are Stacey Narrowmore, Acting Director, Human Resources Services and Programs (Staffing), and Cathy Martinello Acting Group Leader, Human Resources Services (Staffing). The head of human resources at the CER is Alexis Williamson, Vice President, People and Workforce Support.

**PREPARED BY:**

Steven Davidson

Staffing Support Advisor

Annexes:

* [Annex A – A New Direction in Staffing (NDS) highlights for DHs](#AnnexA)
* [Annex B - Data on Population and Staffing Activities](#AnnexB)

### **Annex A**

**A New direction in Staffing – A merit-based system that is effective, efficient and fair**

### Appointment Policy

**New focus on core requirements** to provide sub-delegated persons greater discretion in making an appointment

* **One Appointment Policy**, no duplication with legal requirements
* **Broader focus on values-based system**, away from rules-based system
* Appointments Policy supported by **streamlined guidance:**
  + A roadmap to the requirements in legislation, regulations and policy
  + Options and considerations for decision-making where there is discretion
* **Clear expectations** for priority entitlements
* No restrictions to assessment methods for EX appointments
* Exceptions to National Area of Selection approved by deputy head

### Delegation

* **New ability to customize organizational staffing system** based on unique context and evolving business needs
* Deputy head establish a direction on the **use of advertised and non-advertised** appointment processes
* Deputy heads to establish requirement(s) for sub-delegated persons to **articulate, in writing, their selection decision**
* Clarity on requirements related to investigations
* **Attestation form** to reinforce the accountabilities of sub-delegated persons

All PSC monitoring and reporting requirements now found in the Appointment Delegation and Accountability Instrument

### Monitoring and Reporting

**Monitoring built by organizations**, targeted to their needs

* Annual Departmental Staffing Accountability Report no longer required
* **Annual reporting to the PSC limited** to:
  + Use of Public Service Official Language Exclusion Approval Order
  + Exceptions to the National Area of Selection approved by the deputy head
  + Results of any internal investigations
  + Actions taken following any PSC investigations or audits.
* Deputy head responsible for **ongoing monitoring of organizational staffing system** based on the organization’s unique context
  + **Assessment of adherence to requirements**, based on organization’s own risks, at the minimum every five years

### PSC Oversight

System wide-focus

* **Government-wide compliance audit every two years**
* **Renewed Survey of Staffing** administered in alternating years with government-wide audit
* **System-wide effectiveness and efficiency reviews** to support continuous improvement
* **Targeted PSC audits** as a result of identified system-wide or organizational risks or at the deputy head request
* **Investigations conducted** when there is a reason to believe there was political influence, fraud or improper conduct in an appointment process

**This document should be read in conjunction with the** Public Service Employment Act**, the** Public Service Employment Regulations**, the PSC Appointment Policy and the PSC Appointment Delegation and Accountability Instrument**

### **Annex B**

# Population by tenure as of March 31

Figure 1 - Population by tenure as of March 31

Table 4- *Public Service Employment Act* population by tenure as of March 31

| Year | Indeterminate population | Term population | Casual population | Student population | Total population |
| --- | --- | --- | --- | --- | --- |
| As of March 31, 2015 | 401 | 34 | 5 | 1 | 441 |
| As of March 31, 2016 | 416 | 28 | 12 | 4 | 460 |
| As of March 31, 2017 | 424 | 35 | 12 | 1 | 472 |
| As of March 31, 2018 | 418 | 45 | 10 | 2 | 475 |
| As of March 31, 2019 | 422 | 40 | 9 | 1 | 472 |
| As of March 31, 2020 | 435 | 56 | 9 | 0 | 500 |

# Population by language requirements as of March 31, 2020

Figure 2 - Population by language requirements as of March 31, 2020

Table 5 - *Public Service Employment Act* population by language requirements of the position for fiscal year 2019 to 2020

| Linguistic requirements of the position | Population as of March 31, 2020 | Percentage of population as of March 31, 2020 |
| --- | --- | --- |
| Bilingual | 87 | 19% |
| Unilingual | 363 | 81% |
| Unknown | 50 | 0% |

# Population by occupational group as of March 31, 2020

Figure 3 - Population by occupational group as of March 31, 2020

Table 6 - Top occupational groups, as a percentage of the *Public Service Employment Act* population for fiscal year 2019 to 2020

| Occupational group | Population as of March 31, 2020 | Percentage of population as of March 31, 2020 |
| --- | --- | --- |
| NB – Canada Energy Regulator employees | 500 | 100% |

# Population by region as of March 31, 2020

Figure 4 - Population by region as of March 31, 2020

Table 7 - Distribution by region, as a percentage of the *Public Service Employment Act* population for fiscal year 2019 to 2020

| Region | Population as of March 31, 2020 | Percentage of population as of March 31, 2020 |
| --- | --- | --- |
| National Capital Region (NCR) | 0 | 0% |
| Non-NCR | 500 | 100% |
| Unknown | 0 | 0% |

# External indeterminate hires by occupational group, 2019-2020

Figure 5 - External indeterminate hires by occupational group, 2019-20

Table 8 - External indeterminate hires by top occupational groups, for fiscal year 2019 to 2020

| Occupational group | Number of indeterminate hiring activities | Percentage of all indeterminate hiring activities |
| --- | --- | --- |
| NB – Canada Energy Regulator employees | 11 | 100% |
| Total | 11 | 100% |

# Staffing by region

Figure 6 - Staffing by region

Table 9 - Percentage of staffing activities in the National Capital Region compared with all other regions by fiscal year

| Fiscal year | Percentage of staffing activities in the National Capital Region (NCR) | Percentage of staffing activities in all other regions (Non-NCR) |
| --- | --- | --- |
| 2015 to 2016 | 0% | 100% |
| 2016 to 2017 | 0% | 100% |
| 2017 to 2018 | 0% | 100% |
| 2018 to 2019 | 0% | 100% |
| 2019 to 2020 | 0% | 100% |

* Regional distribution excludes unknowns.

# Staffing by process type

Figure 7 - Staffing by process type

Table 10 - Number and percentage of staffing activities by type of process and fiscal year

| Fiscal year | Non-advertised processes (excludes unknowns) | Advertised processes | % of Non- advertised processes |
| --- | --- | --- | --- |
| 2015 to 2016 | 7 | 66 | 10% |
| 2016 to 2017 | 2 | 51 | 4% |
| 2017 to 2018 | 7 | 84 | 8% |
| 2018 to 2019 | 22 | 59 | 27% |
| 2019 to 2020 | 34 | 50 | 40% |

* Includes indeterminate and specified term appointments.
* Excludes lateral and downward movements, deployments and acting appointments of less than 4 months.
* Includes only appointments where the staffing process type is known (54% to 73% of appointments).

# Staffing by appointment type

Figure 8 - Staffing by appointment type

Table 11 - Staffing activities by appointment type and fiscal year

| Fiscal year | Promotions | Lateral and downward movements | Appointments to the public service (includes casuals and students) | Acting appointments (excludes appointments of less than 4 months) | Total |
| --- | --- | --- | --- | --- | --- |
| 2015 to 2016 | 73 | 30 | 68 | 24 | 195 |
| 2016 to 2017 | 43 | 39 | 64 | 18 | 164 |
| 2017 to 2018 | 51 | 41 | 80 | 29 | 201 |
| 2018 to 2019 | 60 | 46 | 47 | 32 | 185 |
| 2019 to 2020 | 62 | 35 | 67 | 43 | 207 |

# Staffing by tenure

Figure 9 - Staffing by tenure

Table 12 - Staffing activities by tenure and fiscal year

| Fiscal year | Indeterminate staffing activities | Term staffing activities | Casual staffing activities | Student staffing activities | Total staffing activities |
| --- | --- | --- | --- | --- | --- |
| 2015 to 2016 | 138 | 22 | 18 | 17 | 195 |
| 2016 to 2017 | 112 | 25 | 20 | 7 | 165 |
| 2017 to 2018 | 127 | 39 | 24 | 11 | 201 |
| 2018 to 2019 | 142 | 21 | 19 | 3 | 185 |
| 2019 to 2020 | 135 | 46 | 17 | 9 | 207 |

**Key findings - Staffing and non-partisanship survey (2018)**

* 58.8% of **employees** agreed that people hired can do the job, compared to 67.1% in organizations of similar size, and 53.8% in the federal public service.
* 50.0% of **managers** agreed that the New Direction in Staffing has improved the way they hire and appoint persons to and within their organization, compared to 69.7% in organizatons of similar size, and 56.1% in the federal public service.
* 78.7% of **managers** agreed that within their organization, the administrative to staff a position is **burdensome,** compared to 79.3% in organizations of similar size, and 87.9% in the federal public service.

# Student program hires

Figure 10 - Student program hires

Table 13 - Student staffing activities by recruitment program and fiscal year

| Fiscal year | Federal Student Work Experience Program | Post-Secondary Co-op/Internship Program | Research Affiliate Program | Total |
| --- | --- | --- | --- | --- |
| 2015 to 2016 | 17 | 0 | 0 | 17 |
| 2016 to 2017 | 7 | 0 | 0 | 7 |
| 2017 to 2018 | 11 | 0 | 0 | 11 |
| 2018 to 2019 | 3 | 0 | 0 | 3 |
| 2019 to 2020 | 9 | 0 | 0 | 9 |

# External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires

Figure 11 - External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires

Table 14 - External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires by fiscal year

| Fiscal year | Post-Secondary Recruitment Program hires | Hiring of former students |
| --- | --- | --- |
| 2015 to 2016 | 1 | 2 |
| 2016 to 2017 | 0 | 2 |
| 2017 to 2018 | 0 | 4 |
| 2018 to 2019 | 0 | 4 |
| 2019 to 2020 | 0 | 1 |

Hiring of former students includes indeterminate and term hires with experience in a federal student recruitment program within the last 10 years.

# Internal time to staff

Internal Time to Staff

The data is insufficient for providing results on internal process times for Canada Energy Regulator.

Figure 12 - Internal time to staff Public service median = 175 days, 2019-2020

[Internal time to staff data table available here](#Internal_time_to_staff)

Internal time to staff is calculated as the number of calendar days between the opening date of the advertisement and the date of the first notification

The median internal time to staff for the public service (organizations subject to the Public Service Employment Act) for fiscal year 2019 to 2020 is 175 days

**Internal time to staff for fiscal year 2019 to 2020**

The data is insufficient for providing results on internal process times for Canada Energy Regulator.

# Internal time to staff

Table 15- Internal time to staff

| Number of calendar days | The number of internal appointments for which the TTS-IA was within the specified number of calendar days for organizations subject to the Public Service Employment Act |
| --- | --- |
| 0 calendar days | 0 |
| 0 to 29 calendar days | 13 |
| 30 to 59 calendar days | 106 |
| 60 to 89 calendar days | 256 |
| 90 to 119 calendar days | 331 |
| 120 to 149 calendar days | 313 |
| 150 to 179 calendar days | 314 |
| 180 to 209 calendar days | 258 |
| 210 to 239 calendar days | 191 |
| 240 to 269 calendar days | 143 |
| 270 to 299 calendar days | 109 |
| 300 to 329 calendar days | 91 |
| 330 to 359 calendar days | 70 |
| 360 to 389 calendar days | 49 |
| 390 to 419 calendar days | 43 |
| 420 to 449 calendar days | 41 |
| 450 to 479 calendar days | 36 |
| 480 to 509 calendar days | 20 |
| 510 to 539 calendar days | 15 |
| 540 to 569 calendar days | 23 |
| 570 to 599 calendar days | 20 |
| 600 to 629 calendar days | 18 |
| 630 to 659 calendar days | 11 |
| 660 to 689 calendar days | 15 |
| 690 to 719 calendar days | 6 |
| 720 to 749 calendar days | 11 |
| 750 to 779 calendar days | 6 |
| 780 to 809 calendar days | 5 |
| 810 to 839 calendar days | 6 |
| 840 to 869 calendar days | 10 |
| 870 to 899 calendar days | 1 |
| 900 to 929 calendar days | 4 |
| 930 to 959 calendar days | 5 |
| 960 to 989 calendar days | 4 |
| More than 990 calendar days | 43 |

# External time to staff

External Time to Staff

The data is insufficient for providing results on external process times for Canada Energy Regulator.

Figure 13 - External time to staff Public service median = 203 days, 2019-2020

[External time to staff data table available here](#External_time_to_staff)

External time to staff is calculated as the number of calendar days between the opening date of the advertisement and the date of the first estimated external hire

The median external time to staff for the public service (organizations subject to the Public Service Employment Act) for fiscal year 2019 to 2020 is 203 days

**External time to staff for fiscal year 2019 to 2020**

The data is insufficient for providing results on external process times for Canada Energy Regulator.

# External time to staff

Table 16 - External time to staff

| Number of calendar days | The number of external appointment processes for which the TTS-EA was within the specified number of calendar days for organizations subject to the Public Service Employment Act |
| --- | --- |
| 0 calendar days | 0 |
| 0 to 29 calendar days | 55 |
| 30 to 59 calendar days | 75 |
| 60 to 89 calendar days | 95 |
| 90 to 119 calendar days | 108 |
| 120 to 149 calendar days | 166 |
| 150 to 179 calendar days | 164 |
| 180 to 209 calendar days | 160 |
| 210 to 239 calendar days | 133 |
| 240 to 269 calendar days | 122 |
| 270 to 299 calendar days | 101 |
| 300 to 329 calendar days | 80 |
| 330 to 359 calendar days | 61 |
| 360 to 389 calendar days | 50 |
| 390 to 419 calendar days | 45 |
| 420 to 449 calendar days | 34 |
| 450 to 479 calendar days | 34 |
| 480 to 509 calendar days | 21 |
| 510 to 539 calendar days | 16 |
| 540 to 569 calendar days | 19 |
| 570 to 599 calendar days | 13 |
| 600 to 629 calendar days | 7 |
| 630 to 659 calendar days | 7 |
| 660 to 689 calendar days | 4 |
| 690 to 719 calendar days | 11 |
| 720 to 749 calendar days | 6 |
| 750 to 779 calendar days | 2 |
| 780 to 809 calendar days | 4 |
| 810 to 839 calendar days | 4 |
| 840 to 869 calendar days | 0 |
| 870 to 899 calendar days | 1 |
| 900 to 929 calendar days | 0 |
| 930 to 959 calendar days | 0 |
| 960 to 989 calendar days | 0 |
| More than 990 calendar days | 0 |

# Technical notes:

* The Time to Staff - Internal Appointments (TTS-IA) is the median number of calendar days between the opening date of an internal advertisement and the date of the first Notice of Appointment or Proposal of Appointment (NAPA) from the Public Service Resourcing System for internal term and indeterminate positions. As NAPAs are not required for all internal staffing actions, this measure is limited to reporting on internal promotional appointments.
* The Time to Staff - External Appointments (TTS-EA) is the median number of calendar days between the opening date of an external advertisement and the date of the first estimated appointment of an individual from outside an organization subject to the Public Service Employment Act for term and indeterminate positions. Because data between systems is linked using a probabilistic match, errors in data linkage are a potential source of measurement error.
* Only estimated term and indeterminate appointments/notifications are included (deployments, casual and acting appointments are excluded).

# Sources:

* Hiring and staffing activities data are derived from information received from the Treasury Board of Canada Secretariat Incumbent File. The Incumbent File is extracted from the Public Services and Procurement Canada’s pay system. The data constitutes an estimate of hiring and staffing activities to and within organizations.
* Information from the Priority Information Management System and the Public Services Resourcing System is also used to determine if staffing actions are advertised or non-advertised as well as for calculating time to staff.
* The data are not expected to match an organization’s human resources data, due to methodology and timing differences.
* The Time to Staff - Internal Appointments (TTS-IA) is the median number of calendar days between the opening date of an internal advertisement and the date of the first Notice of Appointment or Proposal of Appointment (NAPA) from the Public Service Resourcing System for internal term and indeterminate positions. As NAPAs are not required for all internal staffing actions, this measure is limited to reporting on internal promotional appointments
* Only estimated term and indeterminate appointments/notifications are included (deployments, casual and acting appointments are excluded)
* The Time to Staff - External Appointments (TTS-EA) is the median number of calendar days between the opening date of an external advertisement and the date of the first estimated appointment of an individual from outside an organization subject to the Public Service Employment Act for term and indeterminate positions. Only estimated term and indeterminate appointments/notifications are included (deployments, casual and acting appointments are excluded)
* Because data between systems is linked using a probabilistic match, errors in data linkage are a potential source of measurement error
* Hiring and staffing activities data are derived from information received from the Treasury Board of Canada Secretariat Incumbent File. The Incumbent File is extracted from the Public Services and Procurement Canada’s pay system. The data constitutes an estimate of hiring and staffing activities to and within organizations.
* Information from the Priority Information Management System and the Public Services Resourcing System is also used to determine if staffing actions are advertised or non-advertised as well as for calculating time to staff.
* The data are not expected to match an organization’s human resources data, due to methodology and timing differences.

1. As of July 31, 2020 [↑](#footnote-ref-1)
2. As of July 31, 2020 [↑](#footnote-ref-2)
3. As of May 31, 2020 [↑](#footnote-ref-3)