Fisheries and Oceans Canada
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Canadian Coast Guard
Garde côtière canadienne

Canadian Coast Guard
Safety First, Service Always
STRATEGIC HUMAN RESOURCES PLAN
2008·2011

Canadä

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Message from the Commissioner

The Canadian Coast Guard (CCG) provides important maritime programs and services and ensures safe, secure and accessible Canadian waterways for the benefit of all Canadians. It is the professionalism, excellence and dedication of our employees that make the Coast Guard an effective institution. I am proud of the work of Coast Guard employees, and feel that the next few years hold great promise in what we can accomplish together — and with our stakeholders — for Canadians.

Modernizing human resources management is integral to the development of a vibrant Coast Guard. Global and Canadian labour markets are increasingly competitive. We are starting to experience an international shortage of skilled mariners and challenges in recruitment in many of our technical occupations. Furthermore, the last Public Service Employee Survey highlighted several areas where we need to make improvements in the workplace to facilitate recruitment and retention.

Human resources management is the biggest challenge this Agency faces and human resources strategies are key to delivering our business. Over the next five years, 25% of our workforce will be eligible to retire. Their knowledge and skills will be difficult to replace. At the same time, the labour market is changing and we need to be able to better accommodate diversity within the Coast Guard if we are to find all the people we need to do the job. With a thorough analysis of our demographic challenges, the *Canadian Coast Guard Strategic Human Resources Plan 2008/2011* is intended to help us mitigate the risks associated with this high level of attrition.

This plan was developed in close consultation with senior managers across the organization and has been integrated with our business planning. The strategies introduced here were informed by our business needs and address our most pressing human resources issues, now and for the future.

Our people have always been the cornerstone of our operations and, as we navigate this period of significant change, we will ensure that there are opportunities for development and promotion.

George Da Pont
Commissioner, Canadian Coast Guard

INTRODUCTION

The purpose of the *Canadian Coast Guard Strategic Human Resources Plan 2008/2011* is to set out an overarching framework for the management of our workforce and to provide a consistent national analysis of the most important trends that will impact upon our recruitment and retention. This will allow for better integrated human resources and business planning, one of the pillars of the 2003 *Public Service Modernization Act.*

Integrated planning promotes excellence in attracting and retaining an engaged, competent and diverse workforce; it ultimately helps managers fulfill their responsibilities by providing a clearer picture of human resources requirements. Through integrated planning, we ensure staff is able to meet operational and organizational requirements, both current and future.

The four strategies presented in this plan will form the basis of Priority Five of the Canadian Coast Guard Agency Business Plan (http://ccg-gcc.ncr.dfo-mpo.gc.ca/busplan-planactivite/07-10/Business_Plan_v19_e.pdf). Each annual Business Plan will set out specific commitments so that our human resources strategies are implemented over a period of several years. We will measure and report our progress through CCG's mid-year and year-end monitoring reports. Accountabilities specific to each commitment will be clearly identified.

The wealth of demographic data featured here was, unless otherwise stated, gathered from PeopleSoft and the Salary Management Information System on April 1st of the year in question. It includes indeterminate, term, casual and seasonal employees, and students. This plan also benefits from the significant effort to gather data from a variety of Department of Fisheries and Oceans (DFO) and CCG sources, such as the CCG HR Planning Workbooks and Guides which were completed in 2006/2007.

About the Canadian Coast Guard

A National Institution

The Canadian Coast Guard is a national institution that contributes to maintaining a safe, secure, accessible and sustainable maritime transportation system. It is Canada's civilian maritime organization and plays an essential role in fulfilling the Government of Canada maritime mandate. Coast Guard is also a symbol of Canada's sovereignty, providing Canadians with a federal presence and sense of safety and security on all three coasts.

On an average day, the Coast Guard:
- saves eight lives;
- assists 55 people in 19 search and rescue cases;
- services 55 navigational aids;
- handles 1,127 marine radio contacts;
- manages 2,346 commercial ship movements;
- escorts four commercial ships through ice;
- carries out 12 fisheries patrols, supports eight scientific surveys and supports three hydrographic missions;
- deals with three reported pollution events;
- surveys five kilometres of navigation channel bottom; and
- provides, through the Canadian Coast Guard College, the vital technical training and leadership skills needed to successfully fulfill all of our above noted responsibilities.

Programs and Services

Coast Guard operates across one of the longest coastlines in the world, the largest archipelago, inland water systems that stretch 3,700 kilometres and a 3.7 million square-kilometre Canadian Exclusive Economic Zone. Coast Guard's mission, *Excellence in maritime services,* guides the delivery of the following program activities:

- Aids to Navigation Services;
- Waterways Management Services;
- Marine Communications and Traffic Services;
- Icebreaking Services;
- Search and Rescue Services;
- Environmental Response Services; and
- Maritime Security.

These programs and services are supported through:
- Fleet Operational Readiness;
- Lifecycle Asset Management Services; and
- The Coast Guard College.

Managing the Coast Guard Workforce and Workplace

Public Service Modernization

Recent reforms to the public service human resources management framework give the Coast Guard increased authority to address its human resources requirements. This flexibility is balanced by the need for thorough planning that is information driven, transparent, values-based and well communicated. Such planning helps identify human resources challenges and risks as we deliver on our commitments, as well as determining priorities to mitigate critical issues.

For more information on business priorities, please consult the 2007/10 edition of the Canadian Coast Guard Agency Business Plan:
http://ccg-gcc.ncr.dfo-mpo.gc.ca/busplan-planactivite/07-10/Business_Plan_v19_e.pdf

Canadian Coast Guard — www.ccg-gcc.gc.ca

The Coast Guard is committed to fostering an environment guided by flexibility, affordability, accountability, operational readiness, fairness, accessibility, representativeness and transparency in the recruitment and development of employees. These values will also encourage effective and efficient human resources planning.

National Human Resources Strategies

To ensure public service renewal, the Clerk of the Privy Council established four human resources priorities for 2007/2008: human resources planning, recruitment, employee development and enabling the human resources infrastructure. The Coast Guard recognizes the importance of developing human resources strategies that are in line with these government-wide priorities, and that will facilitate delivery of Agency programs and services. This three-year plan will help ensure the annual human resources commitments identified in the *Canadian Coast Guard Agency Business Plan* are met.

Trends in the Labour Market

Like any other organization, the Coast Guard will be impacted by both worldwide and domestic trends in the labour market and it will have to develop its strategies accordingly.

Worldwide Trends

It is predicted that, over the next 10 years, there will be a worldwide shortage of mariners including 10,000 officers, which represents 2% of the global workforce. The global marine labour market may impact Coast Guard's ability to recruit. It may also draw our trained mariners to opportunities in the private sector, here and in other countries. As a result, the Coast Guard will have to put far more emphasis on retention strategies than has been the case in the past.

In addition, the increasing use of technology aboard vessels is changing the skill profile required of the maritime workforce — there is a higher need for technical skills and abilities. This means that CCG will have to place more focus on training to develop and maintain the required skills.

Canadian Trends

Canada can expect a shortage of mariners due to a combination of declining enrolment in provincial marine schools and the impending retirement of the "baby boom" generation. The domestic marine industry is already competitive — certified Coast Guard personnel are highly attractive to private sector employers. Commercial maritime activity is expanding in Canada, so the CCG needs to expect and plan for more of its personnel opting to pursue private sector opportunities. While private sector compensation is generally higher, there will still be opportunities for CCG to attract trained mariners from Canada's private sector. We must promote the total employment package — salary, benefits, pension, learning and developmental opportunities, as well as the unique and engaging nature of public sector work.

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Although Coast Guard attrition rates for seagoing employees are currently low, industry pressures and the addition of new CCG vessels at a time when higher numbers are eligible to retire mean we need to be prepared to recruit and train more mariners. In addition, training mariners in French is an ongoing challenge.

There are no widespread general labour shortages expected in Canada for most other occupational groups, but the labour market will become more competitive. The challenge for the Coast Guard will be attracting individuals to the maritime sector and maintaining a bilingual, diverse and certified workforce. There will also be increased competition for skilled occupations such as engineers.

It is projected that by 2011, all Canadian labour force growth will result from immigration.[1] It is also estimated that labour market participation of Aboriginal peoples and members of visible minorities will increase significantly.[2] To address its human resources needs, CCG will need to be far more proactive in recruiting from these sources of labour. A welcoming and supportive work environment that values diversity will be essential to both recruitment and retention. Otherwise, it will be very difficult to find all of the skilled people we need to maintain excellence in service delivery.

THE COAST GUARD ENVIRONMENT

The Coast Guard has 4,554 employees working in 127 locations and on 114 vessels across Canada. Work is carried out in five regions, at the CCG College in Sydney, Nova Scotia, and at national headquarters in Ottawa, Ontario. Because CCG is a highly operational organization, many programs and services are provided 24 hours a day, seven days a week.

More than half (53%) of CCG employees work on vessels. The remaining 47% work in shore-based operations, providing pollution response, marine communications and traffic services (MCTS), operational support, technical services, instructional services, and business management functions. This proportion has remained consistent since 2004, and is not projected to change significantly over the next few years.

Like many organizations, CCG will lose experienced employees and significant corporate knowledge over the next five years, as approximately 25% of its existing workforce will be eligible to retire. Five occupational groups essential to operations are at particular risk — Ships' Crews (SC), Ships' Officers (SO), Marine Communications and Traffic Services Officers (RO), Engineers (EN)[3] and Electronics (EL)— their numbers are expected to decline by 28%.

1   Public Service Human Resources - Environmental Scan 2004-2005 - Key Findings, http://www.psagency-agencefp.gc.ca/hr-rh/hrp-prh/pshres-aerhfp1_e.asp, consulted on January 2, 2008.

2   Canada 2017 • Serving Canada's Multicultural Population for the Future, Canadian Heritage, http://www.pch.gc.ca/progs/multi/canada2017/policy_forum/policy_forum_e.pdf, consulted on January 2, 2008.

3   While members of the EN, EG and SO occupational groups all have engineering skills, only ENs are eligible for certification as professional engineers in Canada.

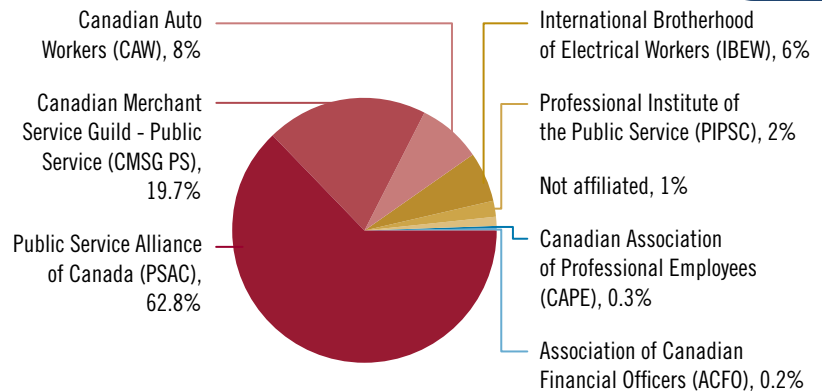Canadian Coast Guard — www.ccg-gcc.gc.ca

These five groups make up 68% of the total CCG workforce. This plan focuses on these groups because, in each case, labour market pressures and specialized training requirements will add to our recruitment and retention challenges.

In addition, these anticipated departures come at a time when parts of the organization are expanding — for example, ships' officers and crew will be required for the five new vessels being added to our fleet over the next few years. Therefore, we will have to plan not just to replace those who leave, but for new requirements. Understanding our demographic challenges is critical to establishing effective strategies and mitigating risks.

Unions

Coast Guard programs and services are delivered in a highly unionized environment. CCG's diversified workforce is represented by seven bargaining agents: the Public Service Alliance of Canada (PSAC), the Canadian Merchant Service Guild – Public Service (CMSG PS), the Canadian Auto Workers (CAW), the International Brotherhood of Electrical Workers (IBEW), the Professional Institute of the Public Service (PIPSC), the Canadian Association of Professional Employees (CAPE), and the Association of Canadian Financial Officers (ACFO). Graph A illustrates the percentage of employees each bargaining agent represents.

Graph A – Employee Representation by Bargaining Agent

Canadian Auto Workers (CAW), 8%

Canadian Merchant Service Guild - Public Service (CMSG PS), 19.7%

Public Service Alliance of Canada (PSAC), 62.8%

International Brotherhood of Electrical Workers (IBEW), 6%

Professional Institute of the Public Service (PIPSC), 2%

Not affiliated, 1%

Canadian Association of Professional Employees (CAPE), 0.3%

Association of Canadian Financial Officers (ACFO), 0.2%

CCG places a great deal of importance on developing and maintaining effective communications and working relationships with its unions. There are regular union-management committee meetings at both the national and regional level, as well as union representation on health and safety committees. Coast Guard management is committed to working with unions in both formal and informal processes to address issues and to resolve disputes and grievances. It is, however, an ongoing challenge to maintain effective communications with all seven bargaining agents, each of which has different interests and priorities.

Collective agreements regulate significant aspects of the work environment, such as hours of work and leave entitlements. Because a number of agreements apply to people on vessels and in MCTS Centres, there are different provisions to be applied for hours worked on a daily or weekly basis, vacation leave, etc. This can make administration and scheduling challenging.

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Through the collective bargaining process, the Coast Guard will work towards improving consistency for marine personnel (SOs and SCs). Efforts are ongoing to negotiate "identical wording" for the work system provisions (dealing with hours of work and overtime/entitlements provisions) in the SO collective agreement and the Operational Services collective agreement (which includes SCs). Negotiations are complicated by the fact that the groups are represented by different bargaining agents (SO-CMSG, SC-PSAC/UCTE).

Snapshot of Our Workforce

CCG has a total workforce of 4,554 employees. Graph B shows the distribution of employees across the five regions, the CCG College, and National Capital Region (NCR).

Graph B –
National Employment Distribution
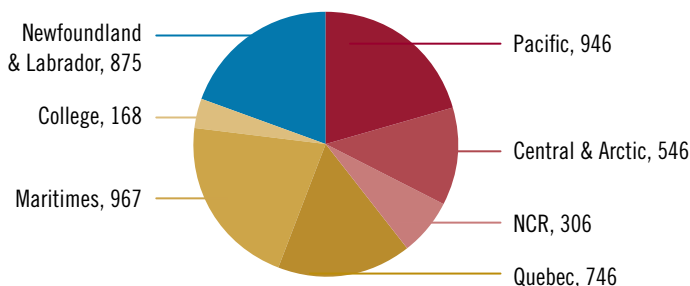
Note: Because the organizational snapshot reflects data from April 1, 2007, it does not include the higher number of students typically employed in the summer. For example, CCG's Inshore Rescue Boat Program hires from 150 to 160 students each summer.

Table A shows CCG-wide employment tenure from 2004 to 2007.

Table A –
Employment Tenure (2004 – 2007)

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	3747	301	311	186	14	4559
2005	3664	227	228	149	3	4271
2006	3770	252	287	150	7	4466
2007	3784	332	275	146	17	4554

Please see Appendix A for employment tenure breakdowns by region, and for the CCG College and CCG National Capital Region.

The Coast Guard relies on a multi-faceted, professional and dedicated workforce to satisfy its objective of safe and accessible waterways. Ships' Crew, Ships' Officers, Marine Communications and Traffic Services Officers, Electronics, General Technical (GT), as well as General Labour and Trades (GL), are the main occupational groups responsible for operational delivery; combined, these groups represent approximately 80% of the Coast Guard workforce. The remaining 20% of employees are in occupational groups dedicated to management, administration and technical support of operations. Although approximately 100 additional seagoing personnel (60 SCs and 40 SOs) will be required to operate the new vessels being added to the fleet base, the relative proportion of operational to support personnel is expected to remain stable.

Table B shows distribution by occupational group from 2004 to 2007. Of the five occupational groups at increased risk, the number of SOs and ROs have risen marginally, the number of SCs and ENs have fallen somewhat, and ELs have remained stable.

Table B –
Distribution by Occupational Group

Occupa-tional Group	2004	2005	2006	2007
SC	1506	1359	1428	1474
SO	894	872	917	917
RO	366	357	376	384
EL	262	256	266	262
EN	70	65	66	68
EG	53	46	50	43
CR	226	207	206	213
GT	320	300	315	325
GL	324	288	319	314
AS	224	219	229	239
EX	32	29	29	38
LI	119	121	112	102
Student	14	3	7	17
Other	149	149	146	158
Total	4559	4271	4466	4554

Note: The GT, EN and EG groups provide scientific and technical support to ship and shore-based infrastructure. GTs include Marine Engineers who have graduated from the Coast Guard College's Marine Engineering Program. ENs include Engineers who have graduated from a recognized university, and are eligible for membership in an association of professional engineers in Canada. EGs include engineering technicians or technologists, an increasing percentage of whom are certified by a recognized Canadian technical association.

Snapshot by Age Group

The federal public service is older than the Canadian labour market and Coast Guard is no exception. As Graph C shows, our workforce is mainly comprised of workers between 40 and 49 years of age (36.7%), followed closely by those who are 50 to 59 (34.2%). There are significantly fewer employees in the remaining groups: 30 to 39 (14.9%), 20 to 29 (9.2%), over

60 (4.6%), and under 20 (0.4%). The high departure levels expected over the next five years will be predominantly from the 40 to 49 and 50 to 59 age groups. This will necessitate a high level of knowledge transfer as we attempt to replace employees with, in some cases, 30 or more years of experience at CCG. We must also recognize that, with significant numbers of employees advancing more quickly than has historically been the case, special attention must be placed on skill development.

Graph C – Distribution by Age Group (2007)
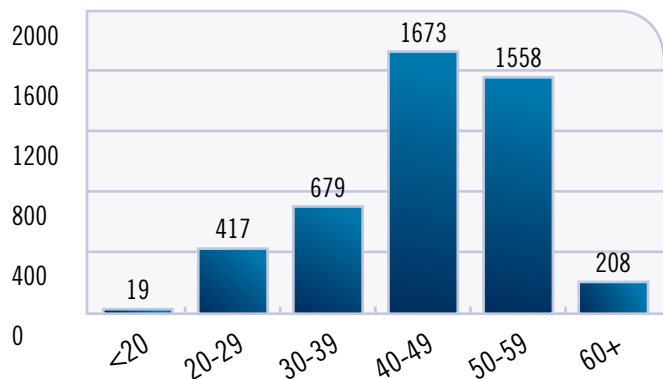
Projected Retirement

Coast Guard is facing unprecedented employee departures: approximately 25% of the existing workforce will be eligible to retire in the next five years. A comparison of retirement eligibility and actual retirements helps predict the percentage of those eligible to retire who are likely to do so.

Graph D shows retirement eligibility for 2004 to 2007.

Graph D – Retirement Eligibility

Eligible Employees

2004	2005	2006	2007
148	141	165	181
135	154	173	175

Year

■ *Age 60 with two or more Years of Service*
■ *Age 55-59 with 30 Years of Service*
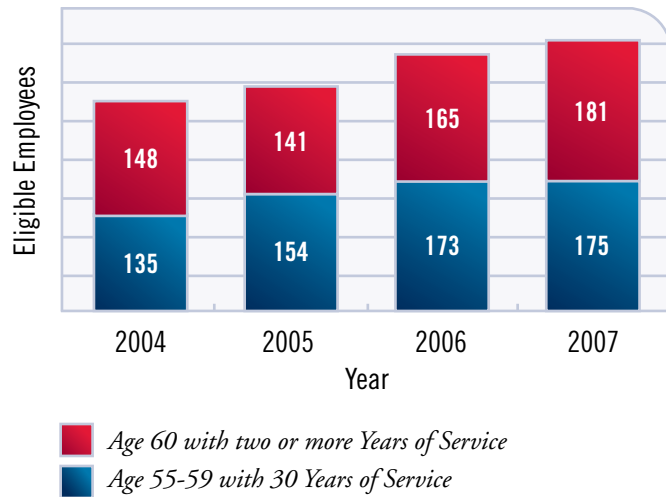
Table C shows how many employees become eligible to retire in each year, providing a further breakdown by key occupational group.

Table C – Retirement Eligibility

Year	SC	SO	RO	EL	EN	Others	Retirement Eligibility of Total Workforce
2007	89	61	26	39	14	134	**363**
2008	40	28	16	9	2	62	**157**
2009	33	23	12	11	1	74	**154**
2010	38	40	10	18	1	72	**179**
2011	61	50	11	19	3	74	**218**
2012	67	35	16	10	1	66	**195**
Total	328	237	91	106	22	482	1266

Note: These figures denote employees eligible to retire, recognizing that not all those eligible to retire will do so. This may create a cascading effect into future years.

Attrition

Attrition, including retiring employees and those leaving for other reasons (residual attrition), has been fairly stable for CCG over the past four years, with a total of 3.4% in 2004, 4.0% in 2005, 3.9% in 2006, and 3.9% in 2007.

Assuming the trend continues, over the next five years the projected departures will be 1070 employees, with 629 of that number from the five groups essential to operations: SCs, SOs, ROs, ELs and ENs.

Graph E – Actual Attrition (2004-2007)

Percentage

2004	2005	2006	2007
1.0%	1.4%	1.2%	1.3%
2.4%	2.6%	2.7%	2.6%

Year

■ *Residual Attrition*
■ *Retirement Attrition*
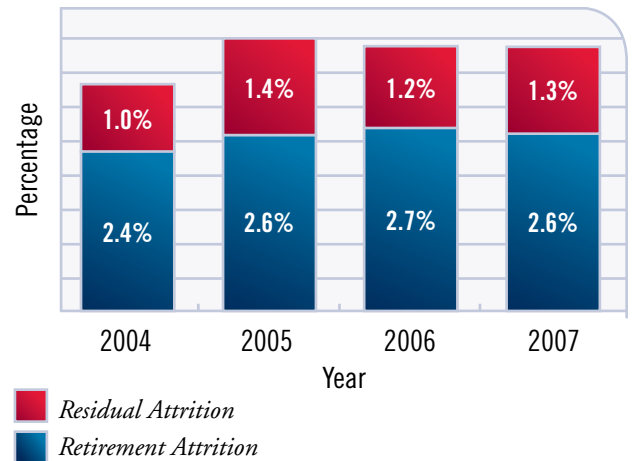
Note: Based on five year historical data; attrition includes retirement, resignation, transfer out and death.

Table D below shows projected departures for 2008 to 2012.

Table D – Projected Departures

Occupa-tional Group	2008	2009	2010	2011	2012	Total
SC	46	46	47	56	63	258
SO	33	32	38	45	44	192
RO	20	18	16	16	18	88
EL	14	14	16	18	16	78
EN	3	3	2	3	2	13
EG	3	3	3	3	3	15
CR	12	11	14	15	12	64
GT	14	18	20	19	18	89
GL	13	17	21	21	22	94
AS	16	15	14	19	18	82
EX	6	5	5	4	6	26
LI	6	7	7	6	5	31
Other	11	10	8	7	8	44
Total	197	199	211	232	235	1074

Note: Calculations do not reflect anticipated growth or reductions in the workforce.

Additional Requirements

Pressure to replace retiring workers will be further compounded in the future with the need for Coast Guard to hire additional staff to crew new vessels. The five recently approved vessels alone will require approximately 40 SOs and 60 SCs.

CCG also recognizes that it does not have enough people to do the additional maintenance and refit work that will be required, so we will have to increase resources devoted to these activities both on vessels and on shore. Actual requirements are being assessed, as is

the feasibility of reallocating resources to fund these new positions. Next year's version of this strategic plan will include actual numbers.

Table E - Additional Requirements

Occupational Group	Projected Departures	Additional Requirements	Total
SC	258	60	318
SO	193	40	233
EN	13	49	62

Summary of Projected Requirements over the Next Five Years

CCG's projected requirements for the next five years, reflecting projected departures and anticipated requirements, total 1227 employees, with 778 or 63.4% in the five occupational groups essential to operations (see Table F).

Table F – Projected Requirements (2008)

SC	46
SO	33
RO	20
EL	14
EN	3
EG	3
CR	12
GT	14
GL	13
AS	16
EX	6
LI	6
Other	11
Total	197

The focus has been placed on these five groups because, in each case, labour market pressures and specialized training requirements will add to our recruitment and retention challenges.

In addition, one needs to remain cognizant of the fact that retirements have a domino effect — they create opportunities for advancement for others in the organization, but there are associated staffing and training requirements. These factors must be addressed in our strategies.

Official Language Representation

Official language representation in the Coast Guard has remained relatively consistent since 2005: approximately 20% of employees declare French as their first language, and 80% declare English. The Coast Guard College, a fully bilingual institution, offers bilingual training programs for Officer Cadets; for many positions in Coast Guard's five regions, some degree of proficiency is required.

Over the past five years, Coast Guard's total annual investment in language training has averaged $350,000, exclusive of employee salaries. In future, more positions will be staffed as bilingual imperative, so Coast Guard must be proactive in creating language training opportunities, and individuals who wish to advance within the organization will need to make language proficiency a priority. This is especially important for individuals who aspire to management positions.

Over the past few years, significant effort has gone into ensuring that people meet the language requirements of their jobs. As shown in Table G, the percentage of employees who meet the requirements of their bilingual positions has risen year-over-year since 2004. CCG is, however, experiencing two key challenges — finding technically competent candidates who meet the language requirements of vacant positions and training mariners in French. If we cannot meet language training needs through traditional sources, CCG will have to develop in-house training resources.

Table G – Incumbents Meeting Requirements of Bilingual Positions

Year	Bilingual Positions	Incumbents who Meet	Percentage of all Bilingual Positions
2004	741	638	86.1
2005	724	637	88.0
2006	715	648	90.6
2007	735	685	93.2

Diversity

The Canadian Human Rights Commission's 2007 Annual Report documented that, in the public service, women, Aboriginal peoples and persons with disabilities continue to be fully represented. However, members of visible minorities continue to be under-represented when compared to their availability in the workforce. Given present hiring trends, gaps will continue to increase unless assertive, dynamic, corrective actions are taken.[4]

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4   Canadian Human Rights Commission Annual Report 2007 http://www.chrc-ccdp.ca/publications/ar_2007_ra/toc_tdm-en.asp

Through considerable effort, CCG is making progress. The composition of its workforce is improving relative to Canadian labour market availability, although it is not yet representative. As Graph F demonstrates, from 2004 to 2007, representation of women has increased from 72.6% to 82.5% of labour market availability. The majority of this increase was in the SC occupational group. In the same period, representation of Aboriginal persons increased from 77.5% to 85.7% of labour market availability, and persons with disabilities increased from 90.1% to 93.8% of labour market availability.

Even though positive results have been achieved, there are still significant gaps to be addressed, including the need to increase representation of visible minorities which, in 2007, was at 70.5% of labour market availability. This mirrors the national public service under-representation of this group. And, although it has increased from 37.8% in 2004, there is still a significant gap in representation of women in the SC occupational group at 50.7% of labour market availability.

Through hiring in the years ahead, CCG will have opportunities to reduce these gaps and create a workforce that is more aligned with Canadian labour market availability.

Graph F – Representation of the Four Employment Equity Groups

Representation — Women (2004 - 2007)

Year	Percentage
2004	72.6%
2005	75.6%
2006	77.3%
2007	82.5%

Representation — Persons with Disabilities (2004 - 2007)

Year	Percentage
2004	90.1%
2005	89.0%
2006	95.4%
2007	93.8%

Representation — Aboriginal Peoples (2004 - 2007)

Year	Percentage
2004	77.5%
2005	80.0%
2006	84.9%
2007	85.7%

Representation — Visible Minorities (2004 - 2007)

Year	Percentage
2004	72.9%
2005	69.5%
2006	69.7%
2007	70.5%

In Summary

CCG is entering a period of unprecedented change and challenge. A high percentage of our employees — many of whom have spent the majority of their career with CCG — will depart, taking their significant corporate knowledge and skills with them. Attrition rates suggest that, next year alone, CCG will need 195 employees, 116 in at-risk occupational groups, just to maintain current staffing levels. This does not take into account the staff requirements for CCG's new vessels. Hiring provides us with an excellent opportunity to improve the diversity of our workforce. With this in mind, we must continue to make human resources management our highest priority so that we have the skilled people in place to fulfill our mandate.

With this plan, we are taking steps to prepare for the challenges associated with the high level of attrition we anticipate over the next three years, and to address the particular pressures associated with the five occupational groups at highest risk.

The four Coast Guard human resources strategies are:

1. *Attract and retain* a skilled workforce.
2. Improve the *diversity* of our workforce.
3. Focus on *training, learning and career development.*
4. Improve *national consistency* in human resources management.

Where We Are

The Coast Guard's workforce is mainly comprised (approximately 80%) of a relatively stable indeterminate pool of employees; the other 20% is made up of term and seasonal employees, casual workers and students.

The biggest single influence on our workforce over the next three years will be demographic shifts. These will have a profound effect on every occupational group, in every region, at the CCG College and in the NCR.

Organization-wide recruitment and retention efforts must be the focus for CCG over this period, and will build on recent regional successes, including updated recruitment materials, participation in career fairs, etc. Specific and targeted staffing measures are required to mitigate anticipated losses among the five occupational groups presenting the biggest human resources risk — SC, SO, RO, EN and EL. These occupations are essential to operations. Coast Guard is at risk of losing 20.3% of its population in these groups by 2011.

What We Will Do

Over time, more emphasis will be placed on development and use of pools of qualified personnel to staff positions. Traditionally pools have been used for some occupational groups such as SOs and SCs. They have been managed on a regional basis and have been reasonably effective in satisfying regular turnover needs. Looking forward, we will have to assess whether the use of pools would be effective for other areas

and, if so, how best to organize and manage them so that they are fair, accessible to all interested staff, efficient and effective. Bargaining agents will be consulted before we move to a more widespread use of pools. In addition, we will rely more heavily on collective staffing, already in place for seagoing personnel, as an efficient means to recruit non-seagoing personnel.

As we move away from vacancy-by-vacancy staffing, it will become more important for employees to assess their mobility options if they wish to take full advantage of the range of opportunities that will be available. Mobility will be encouraged as a means to help ensure efficient response to regional and seasonal demand.

Temporary Employment

Coast Guard will continue to strategically use temporary employment measures as an effective means to support operations. Our emphasis on fairness, access, representativeness and transparency, as well as sound human resources planning will continue.

Term and casual positions will continue to be important and legitimate staffing options for CCG to meet its needs. The number of term and seasonal employees, as well as casual workers, is a reflection of the operational nature of the Coast Guard and the need to have ships with a full complement of crew members and officers before a vessel can leave port. Casual employment will continue to be a necessary tool that allows us to fill short-term gaps as required. The use of terms and casuals has remained fairly stable over

the past few years and will continue to do so into the future.

Graph G – Terms and Casuals

Determinate > 3 mo (2004 - 2007)
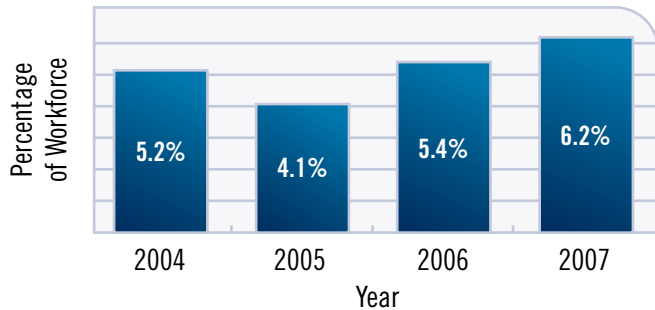
Determinate < 3 mo (2004 - 2007)
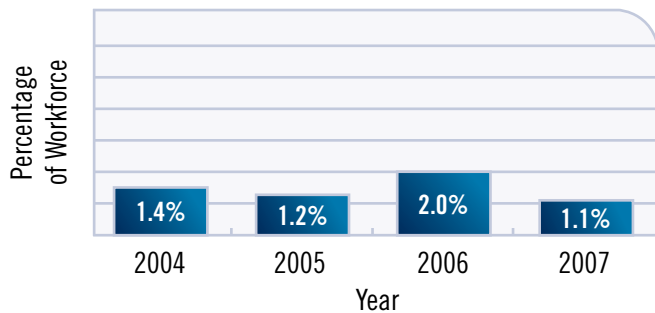
Casual (2004 - 2007)
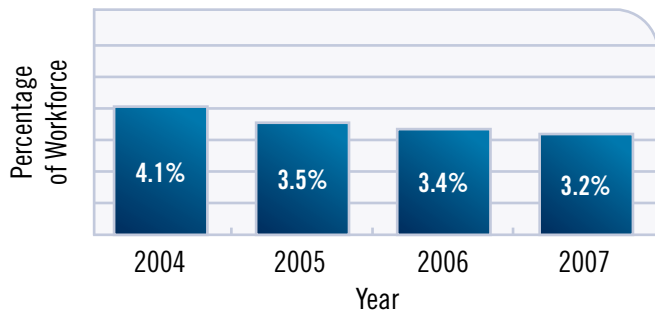
Along with other temporary staffing measures, acting assignments will continue to be used. As well as addressing key vacancies, acting assignments provide important developmental opportunities. Through regular monitoring, Coast Guard has determined that acting appointments are generally used pending completion of staffing and classification processes, or when positions are encumbered due to long-term employee leave, assignments or secondments. However, the number of acting assignments that exceed one year is too high. We will continue to focus on decreasing the use of acting appointments that exceed one year in duration.

Table H – Acting Appointments Over One Year in Duration

Year	Shore	Seagoing	Number of Appt.'s	Total Pop.	%
2004	129	220	349	4359	8.0
2005	97	216	313	4119	7.6
2006	103	233	336	4309	7.8
2007	100	227	327	4391	7.4

Note: Casuals and students are not included in these numbers, as they are not eligible for acting assignments.

Graph H shows acting appointments of one to three years, three to five years, and more than five years duration.

Graph H – Acting Appointments

Acting Appointments 1 - 3 Years (2004 - 2007)

Year	Value
2004	99
2005	66
2006	98
2007	148

Acting Appointments 3 - 5 Years (2004 - 2007)

Year	Value
2004	101
2005	114
2006	140
2007	109

Acting Appointments More Than 5 Years (2004 - 2007)

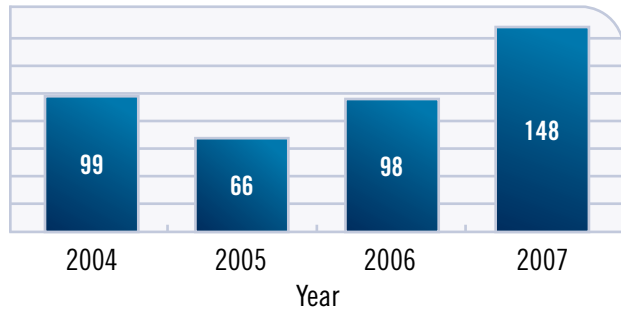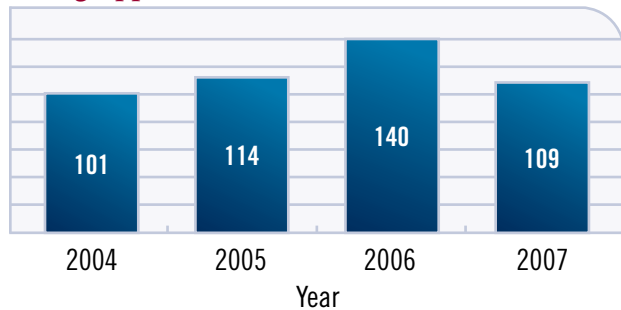| Year	Value
2004	149
2005	131
2006	98
2007	70
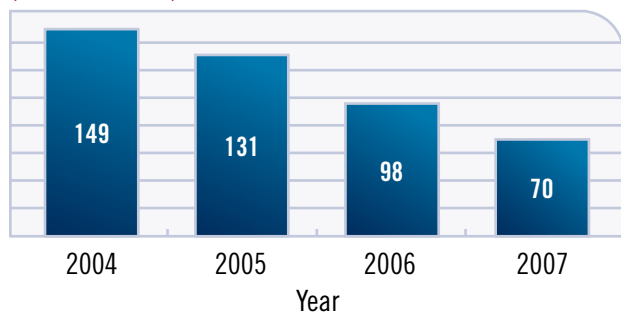
Student employment will also facilitate access to varying skill sets on a short-term basis. Coast Guard employs students through the Federal Student Work Experience Program (FSWEP), as well as the Co-operative Education (CO-OP) and Internship Programs. CCG also hires summer students through a departmental FSWEP program, the Inshore Rescue Boat Program. Moving forward, student bridging will be an effective way to offer positions to students who have gained knowledge of the organization.

Coast Guard will continue to contribute to public service renewal targets by focusing on leadership development. Over the next five years, CCG will recruit candidates who are interested in the Executive stream through the Career Assignment and Management Trainee Programs.

At-Risk Groups

The Coast Guard will focus on at-risk groups in recruitment and retention efforts. It will also put in place measures for specific groups, as described here.

Ships' Officers and Ships' Crew

Our need for SOs and SCs over the next five years has been estimated in the context of CCG's fleet renewal efforts. From now until 2012, we expect to require approximately 318 SCs and 233 SOs. Among other recruitment strategies, opportunities to work cooperatively with industry to promote the maritime profession will be pursued.

In 2008, in response to CCG's need for SOs, the Coast Guard College increased intake of officer cadets to 48 from the 15 to 25 typical of previous years. The Canadian Coast Guard Officer Training Program is a four-year program that provides graduates with either an engineering or a navigation degree. The program includes at-sea training. Out of each new group of inductees to

the College, we forecast that approximately 77% will graduate. This success rate needs to be taken into account when establishing the intake rate necessary to replace the SOs who will be eligible to retire in coming years.

CCG is undertaking a variety of complementary initiatives to foster learning and development, and to ensure continuity of knowledge from seagoing to and from on-shore operations, and from regional management to and from headquarters. Fleet is developing the Seagoing Personnel Career Development Initiative which will be launched in 2008/2009. It will capitalize on our diverse operations and offer opportunities for rich and varied career paths within the Coast Guard.

Ships' Officers (Navigation and Engine Room) in the lower and middle levels will be encouraged to take shore positions of up to four months in the regions or in Headquarters. These shore-based positions will require professional seagoing expertise and will provide these officers with pertinent experience in marine management. These assignments will be a pre-requisite for consideration for advancement to senior SO positions. There are also situations in which SOs at all levels are required to fill term or acting assignments ashore. Where appropriate, positions are staffed in accordance with regular selection processes.

A phased approach will see positions ashore offered on a rotational basis. It is estimated that by the end of 2012, 60 to 70 work terms will have taken place. Upon the conclusion of the pilot, an evaluation will be conducted and consideration will be given to making the Seagoing Personnel Career Development Initiative a permanent CCG program.

In the past, the Ships' Crew Officer Training (SCOT) Program has been offered at the Coast Guard College to SCs who possess appropriate certification. The goal is to create opportunities to supplement officer recruitment by fast-tracking SCs to SOs. CCG is investigating opportunities to re-establish the SCOT Program.

Commitment	Lead
2008/2009	
Implement pilot Seagoing Personnel Career Development Initiative	DG, Fleet

Marine Communications and Traffic Services Officers

The MCTS *ab initio* program is a development program for new recruits who have no previous experience as MCTS Officers. The program consists of three phases of training: Phase I is an introduction to the MCTS environment. The *ab initio* spends two weeks at an assigned centre. Phase II consists of a 25-week course at the Canadian Coast Guard College. The course consists of theory, practical applications and simulations. The trainee learns the basics necessary to complete the third phase. Upon graduation, a trainee is assigned to a MCTS

centre to complete on-the-job training (Phase III) which takes three to seven months depending on the MCTS centre.

In a typical year, the training program accepts 23 candidates. The graduation rate from the *ab initio* program is approximately 83%, which is very encouraging given the fact that the MCTS Officers have been identified as an at-risk group. Still, this success rate needs to be taken into account when establishing the intake rate necessary to replace MCTS officers.

A national MCTS *ab initio* recruitment process began in January 2008. The objective is to establish a national pool of partially assessed candidates for the next two years. To be considered for the national pool, a candidate must receive a successful score on the MCTS aptitude test, a keyboarding test and the selection interview. Coast Guard is the sole employer and trainer of MCTS Officers in Canada. Recruitment is critical in ensuring the continuity of service delivery.

A MCTS National Refresher Course is being developed to support professional development of the MCTS workforce. A pilot refresher course is planned along with the development of an implementation strategy. A competency profile will also be required to ensure the recruitment of MCTS Officers who meet program technical training requirements for the 21st century. A MCTS Officer learning profile has been developed through a joint MCTS Management and Union Joint Learning and Study Group.

Commitment	Lead
2009/2010	
Develop refresher course and implementation strategy for existing MCTS Officers	DG, MS ED, College

Electronics

The EL community has remained steady over the past five years, owing largely to CCG's Marine Electronics Development (MELDEV) Program. MELDEV is a development program for new members of the Electronics Group hired below the EL-05 level. The program provides guidelines on acquiring experience, knowledge and skills through training assignments and work situations. ELs enter the program on hiring, and stay until they reach CCG's working level, EL-05. Program trainees must be graduates of an accredited community college or institute of technology.

The program will be reviewed in 2008/2009 to ensure its ongoing success and to maintain staff numbers from this important community.

Engineers

CCG employs federally certified marine engineers and university trained engineers, both of whom are eligible for membership in a provincial association of professional engineers. Recruitment and retention of these engineers is expected to pose increasing and significant challenges. The severity of these challenges will vary from region to region.

In respect to shore-based engineering capacity needed to fulfill CCG's maintenance and refit requirements, an additional 32 to 49 engineering positions above the current approved staff levels are estimated to be required nationally (15 to 23 certified marine engineers and 17 to 26 university trained engineers).

University Graduate Engineers

In light of this, a study was commissioned in early 2007 to identify key challenges and opportunities associated with CCG's engineering requirements in the context of current and future engineering labour markets and to develop a framework for an Engineering Development Program to address these challenges and opportunities. Among other identified challenges, the study noted impending retirements, increasing need for engineers to manage new major projects, decreasing numbers of engineering graduates in Canada, and increasing competition in the engineering labour market, most notably within the naval architecture community.

CCG will begin development of an Engineering Development Program in fiscal year 2009/2010, for implementation in fiscal year 2010/2011, focused on:

- Increasing the numbers of qualified engineers;
- Recruiting today for current and future shortfalls of engineering personnel;
- Preparing engineering personnel for increased effort required over a 5 to 10 year forecast; and
- Aiding in the transfer of technical knowledge and skills from existing to new staff.

The Engineering Development Program will also help increase the profile of the Coast Guard among university graduates who may be potential employees.

Commitment	Lead
2009/2010	
Develop Engineering Development Program	DG, ITS DG, MCP

Marine Engineers and Engineering Technologists/Technicians

These communities include SOs (seagoing marine engineers) and GTs (shore-based marine engineers), both certified by Transport Canada Engineers, and EGs (engineering technologists/technicians, including certified engineering technologists and technicians), accredited by one of several recognized Canadian technical associations. There have been significant decreases in the GT (approximately 10%) and EG (45%) groups in the past five years.

These reductions are the result of various factors, including:

- A decision within CCG to staff more GT and EG positions with persons eligible for membership in a provincial association.
- Insufficient compensation, in comparison with other government departments and the private sector, to attract and retain shore-based marine engineers. In particular, those who wish to transfer from seagoing positions (SO) to shore-based positions (GT) must accept significant pay cuts if they decide to remain

with CCG. Other shore-based positions offer higher pay for like work;

- The increasing challenge of recruiting technically competent candidates who are both representative of the diverse Canadian population and meet official language requirements.

These challenges will be reviewed in an effort to reverse this trend in the short- and long-term.

Where We Are

Coast Guard is committed to being a more representative organization. Our efforts to build a respectful and welcoming workplace that employs people as diverse and representative as the population we serve are continuous. Employment equity initiatives help us meet business needs while ensuring that we employ the best talent available.

> "The Coast Guard competitive advantage is our people and our people are diverse. Diversity is strength and a strategy through which the Coast Guard will continue to realize its business goals."
>
> *- George Da Pont, Commissioner and Employment Equity Champion for the Canadian Coast Guard*

Thanks to recruitment and retention efforts, the composition of CCG's workforce, while not yet representative, is improving relative to labour market availability.

While representation trends are positive, there are still significant gaps, and management commitment will be key to our success.

To achieve representation equal to labour market availability across the country, Coast Guard needs to recruit a total of 186 employees from the four employment equity groups: Aboriginal peoples, persons with disabilities, visible minorities and women. The most significant representation gap is women in the SC category, at -126. It should also be noted that recruiting and maintaining a diverse workforce can be particularly challenging in small communities.

Table I shows designated group representation at CCG compared to labour market availability.

Table I –Representation of Designated Employment Equity Groups

Gap - Women

Group	2004	2005	2006	2007
SC	-153	-139	-148	-126
SO	10	9	10	17
RO	11	14	21	26
EL	-21	-21	-21	-21
EN	0	0	-2	-1

Gap - Persons with Disabilities

Group	2004	2005	2006	2007
SC	-4	-3	-3	1
SO	-1	-1	-1	-1
RO	-2	-2	-2	-2
EL	-9	-9	-8	-6
EN	0	-2	-2	-3

Gap - Aboriginal

Group	2004	2005	2006	2007
SC	-23	-22	-15	-14
SO	4	3	2	1
RO	12	11	13	12
EL	3	5	6	6
EN	0	0	0	0

Gap - Visible Minorities

Group	2004	2005	2006	2007
SC	-4	-3	-3	1
SO	-1	-1	-1	-1
RO	-2	-2	-2	-2
EL	-9	-9	-8	-6
EN	0	-2	-2	-3

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As part of DFO, CCG conducts reviews of employment policies, systems and practices every three years to identify barriers that adversely affect members of designated groups and to propose possible solutions. Past reviews have found that Coast Guard has to improve management accountability, better analyze occupational category issues to reduce gaps, and enhance efforts to foster a welcoming and diverse workplace.

What We Will Do

Concerted efforts will be required to improve the diversity of the Coast Guard workforce. It is crucial that CCG adopts a more proactive approach to recruiting if it is to make the most of existing and future labour market possibilities.

CCG will continue to support individual managers in improving the participation of Aboriginal peoples, persons with disabilities, visible minorities and women in the workforce. Recruitment efforts will be in line with public service staffing values of fairness, access and transparency.

Coast Guard will also implement qualitative and quantitative commitments under the DFO Employment Equity Management Action Plan that will address outreach recommendations. The Commissioner's role, as departmental Employment Equity Champion, will be key in ensuring adequate senior management engagement in action plan implementation.

CCG will need to study the possibility of eliminating the second language requirement of its Ship's Officer Cadet Training Program, the main source for development of SOs. The requirement is seen as a significant barrier to recruitment of visible minorities. Given that CCG must maintain its capacity to serve in both official languages, any adjustment to the second language requirement for recruitment purposes would have to be accompanied by enhanced language training to ensure that we continue to meet our language requirements.

Our efforts to implement all of the Employment Equity Management Action Plan commitments will be ongoing. DFO will deliver training to CCG employees on diversity, employment equity and official languages (over a two-year period).

Commitment	Lead
2008/2009	
Launch a network of women who represent Ships' Officers and Ships' Crew and provide mentoring	DG, Fleet
2009/2010	
Expand CCG's participation in the Partners for Workplace Inclusion Program in cities where it has offices (Vancouver, Winnipeg and St John's)	ACs
Develop Bona Fide Occupational Requirements for vision for seagoing positions.	DG, Fleet

Where We Are

Coast Guard achieves its goals through the individual efforts of employees. Investments in people to maintain a skilled and professional workforce ensure programs and services are delivered to high CCG standards.

To mitigate risks associated with upcoming retirements and an increasingly competitive labour market, CCG will focus on training, learning and career development initiatives to build and maintain a skilled, well-trained, knowledgeable and professional workforce.

CCG already makes significant investments in training, including that required for certification purposes, technical training required by Fleet personnel to perform their duties, and mandatory public service courses and skills development, to ensure employees have the skills required to fulfill the organization's mandate. It also, hand-in-hand with employees, invests in learning and career development — helping employees to satisfy their career potential and objectives.

As we move forward, CCG will have increasing need for certain skill sets — motivated employees who make an effort to acquire them will be well placed and, within the context of human resources policies, will be supported by the organization.

> **Employees must take ownership** of their professional growth and be committed to continuous improvement of our service.
>
> There is a **joint employee-management responsibility** to assess current competency and the need for future development in order to ensure operational readiness.

The Canadian Coast Guard College has been providing CCG training and development since 1965. This bilingual institution delivers the Coast Guard Officer Training Program, the primary source for recruitment of Ships' Officers, as well as career programs in MCTS, and highly specialized training in search and rescue, environmental response, and marine maintenance and equipment training. CCG views the college as a significant asset and is committed to making it the best training facility it can be.

One of the Coast Guard's operational priorities is to keep seagoing personnel certificates current with regulatory requirements of the International Safety Management Code. The work schedules of seagoing personnel make arranging this training challenging. It also tends to be costly, due to the need for hands-on experience and specialized equipment such as simulators. We continue to refine our approach in the delivery of this training to maximize efficiency and control organizational costs.

> Certification requirements for seagoing personnel are based on:
> - Crewing regulations of the *Canada Shipping Act;*
> - Canadian Coast Guard Fleet Order 530.00; and
> - The Canadian Coast Guard Ships' Officers and Crew Training Standards (DFO/5730).

CCG also has formal professional development programs for MCTS, and for electronics systems technologists. The MCTS *ab initio* program features classroom learning at the CCG College and on-the-job training in various centres across the country. The MELDEV Program provides on-the-job training and development opportunities to help participants achieve technical proficiency.

The 2007/2008 Clerk's Public Service Renewal Plan calls for at least 90% of employees to have an individual learning plan. Learning plans give employees the opportunity to identify and define their career goals, and to discuss the plan with their supervisors, gaining valuable input and a sense of the future possibilities CCG has to offer as an employer. In January 2008, the CCG reported a 70% completion rate for employee learning plans. Coast Guard will aim to reach the 90% target in 2008/2009 and to maintain or increase it thereafter.

In 2007/2008, approximately $4 million — an average of $843 per employee — was spent in training and development-related expenditures (this does not include the $12.1 million in operational costs associated with the Coast Guard College). The $4 million expenditure includes training courses, seminars, conferences, travel related to training, tuition fees, books, and membership to professional associations. Some regions host annual training weeks which, in addition to efficient delivery of training, encourage networking and provide a setting for workshops on areas of overlapping interest.

Table J – Investments in Employee Training by Region (in $000s)

Region	2004/2005	2005/2006	2006/2007	2007/2008
Newfoundland and Labrador	649.2	822.8	722.9	645.3
Maritimes	952.4	783.0	712.3	688.3
Quebec	890.1	732.6	766.4	535.2
Central & Arctic	483.3	550.4	659.2	457.4
Pacific	741.2	799.0	783.9	600.0
NCR	391.2	635.7	573.4	522.8
College	485.9	506.0	471.1	390.0
Sub-Total	4593.3	4829.5	4689.2	3839.0
College (training institution)	10557.3	12222.6	12024.3	12105.4
Total	15150.6	17052.1	16713.5	15944.4

Note: The current financial coding practices present limitations in capturing costs associated with training (i.e. overtime, backfilling, etc.) As the 2007/2008 expenditures are not complete (since the fiscal year has not been finalized), the figure represents expenditures to January 3, 2008 and an estimate for the balance of the year. Figures for training week have been included.

Graph I – Training as a Percentage of Salary
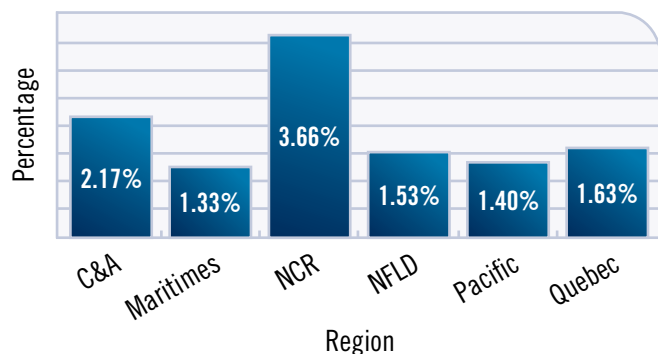
What We Will Do

In 2007/2008, Coast Guard drafted a national learning and development framework. The next step will be to consult with employees and bargaining agents on the framework, vision, and proposed action plan. At present, training is performed throughout the organization and core national educational programs are provided by the CCG College. The framework will ensure consistent educational standards, maximize the use of common national training resources and leverage best practices across the country. The national framework will assist the CCG in becoming a learning organization and will clarify the College's role in delivery of ongoing and specialized training.

> The Coast Guard is committed to the continuous improvement, growth, and development of its employees and sees this as vital to delivering our evolving mandate in keeping with our safety and service culture.

Commitment	Lead
2008/2009	
Consult with managers, employees and bargaining agents on the draft learning and development framework, vision, and proposed action plan.	AC Pacific

The following graphic shows how formal education and training, combined with work experience, create a continuous learning organization. A learning organization cannot be achieved by formal education alone, nor by work experience in isolation of new skills development — both elements need to be present.

Graph J – Continuous Learning Organization
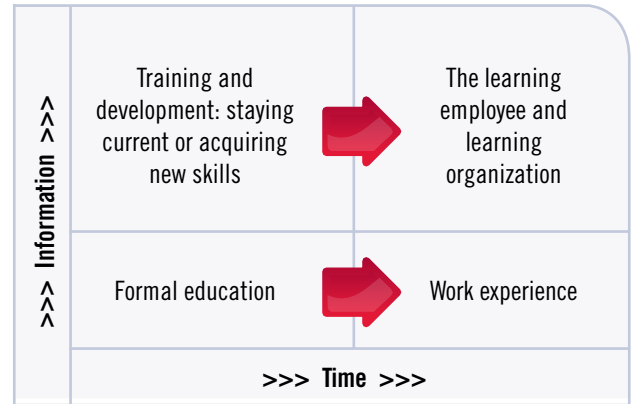
Because every job and individual is different and one global training framework cannot apply to every specific situation, CCG commits to the following principles:

1) Developing our people to develop our service.
2) Our leaders are trainers—our trainers are leaders.
3) Training is an inherent part of our day-to-day operations.
4) Training is priority based.
5) Best practices are promoted and shared.
6) Training is supported by clear, visible and measurable standards.

Over the next several years, the College will ensure its curriculum meets current and future CCG requirements and that it is able to adapt to evolving operational requirements. Its goals and responsibilities will be realigned to support national interests.

Commitment	Lead
2008/2009	
Develop CCG College Transformation Plan	ED, College

In 2007, the Coast Guard launched a national Leadership Development Pilot Program. The pilot provides opportunities for participants, who have potential to assume superintendent-level positions over the next decade, to develop leadership competencies. The pilot is being offered in all five regions from February 2008 to February 2010. If successful, consideration will be given to broadening the program to the CCG College and national headquarters to satisfy needs identified in the HR plan.

Commitment	Lead
2009/2010	
Evaluate the Canadian Coast Guard Leadership Development Pilot Program and determine next steps	AC, Nfld

Continuous learning for all employees is critical to organizational effectiveness, individual growth and capacity, and sound people management. CCG will continue its efforts to ensure all employees develop individual learning plans in consultation with their supervisors.

Commitment	Lead
2008/2009	
All CCG employees will have an individual learning plan	DGs & ACs

Where We Are

The Coast Guard has taken two key steps to improve national consistency of human resources management — the development of a standard regional organization and the introduction of a performance review system.

> Employee performance affects organizational performance. If you express clear expectations to your employees, they will be more motivated. And this will translate directly into clearly measurable goals, improved morale and a happier workplace.
>
> *- CCG Performance Review System Directives*

The standard regional organization was developed in response to the 2007 Report of the Auditor General, the 2006 A-Base Review and the Public Service Employee Survey (PSES). This standard regional organization is key to our efforts to ensure CCG, as a Special Operating Agency, conducts its business consistently across the nation. The objective is not to standardize at the operational level for the sake of standardization; it is to create a truly national institution, with consistency in our workplaces. It is important to note that this is not a reduction exercise.

The implementation of the standard regional organization will simplify reporting relationships and enable more efficient human resources, financial and program management. The impact should be very manageable given that the vast majority of the organization remains unchanged. The demographic changes and substantial hiring that will be required over the next several years will make it easier for CCG to make the adjustments needed to achieve consistency in structure, classification and function.

As noted in the PSES results, classification is a priority issue for employees. Coast Guard is developing National Model Work Descriptions to standardize core competencies and reduce the number of work descriptions in use. This is a new approach for the Coast Guard: descriptions are typically shorter and summarize work requirements rather than presenting exhaustive lists of tasks.

During 2007/2008, CCG developed a new performance review system. It responds to the results of the 2005 PSES, which indicate a need to revitalize performance planning and ensure all employees receive an annual performance review. CCG's system was created in consultation with an advisory team including representatives from all regions and unions.

What We Will Do

The standard regional organization will be released in 2008 after information sessions with bargaining agents. It is expected that the transition be completed over the next several years, improving efficiency, consistency and inter-operability, and taking advantage of best practices to enhance the overall level of service delivery to Canadians. In addition, Coast Guard will develop a process to ensure national consistency in future organizational changes.

Commitment	Lead
2008/2009	
Begin the migration to standard regional organizations	DGs and ACs
2009/2010	
Continue the migration to standard regional organizations	DGs and ACs

CCG will develop National Model Work Descriptions for all positions, a task which is expected to be complete in 2010. It will continue to seek the input of bargaining agents and work in collaboration with external partners to ensure National Model Work Descriptions remain current and respond to regulatory requirements. Furthermore, CCG will establish national priorities to guide development of National Model Work Descriptions for remaining shore-based positions and begin their development. CCG currently has 134 work descriptions applying to 2216 Agency positions. This includes all 467 RO positions and 48 of 50 SO positions.

Commitment	Lead
2008/2009	
Complete the development of National Model Work Descriptions for technical and seagoing positions	DG, Fleet DG, ITS

The national performance review system will be implemented in 2008 to encourage annual employee performance reviews and individual learning plans. Information sessions will help managers and employees rediscover the value of performance reviews, facilitating discussion of required and/or developmental training and the creation of learning plans.

Managers and employees are encouraged to make the most of individual learning plans and performance discussions, establishing links between everyday tasks and key activities contained in work descriptions.

Commitment	Lead
2008/2009	
Implement the CCG Performance Review System	DGs and ACs

Looking Ahead

Coast Guard is a national institution that helps ensure safe, secure and accessible Canadian waterways for all users. It delivers programs and services essential to the safety of all Canadians. The strength of the organization continues to be the professional and dedicated people who care about their jobs and who live by the motto of *Safety First, Service Always.*

The *Canadian Coast Guard Strategic Human Resources Plan 2008/2011* covers a period of great change inside and outside the Coast Guard. Our capacity to adapt, both at the individual and organizational level, will be key to our success. Meeting the challenges outlined in this strategic plan will require strong leadership and a sustained commitment to making human resources management a priority.

Appendix A – Employment Tenure by Region (2004-2007)

Pacific

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	823	101	0	26	5	955
2005	817	87	0	12	0	916
2006	851	98	0	15	0	964
2007	844	90	0	10	2	946

Central and Arctic

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	422	29	115	28	1	595
2005	404	16	83	13	0	516
2006	413	10	103	13	1	540
2007	411	22	97	16	0	546

Quebec

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	496	81	152	33	0	762
2005	493	53	116	24	0	686
2006	503	45	142	42	0	732
2007	504	36	137	69	0	746

Maritimes

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	928	7	44	31	0	1010
2005	893	8	42	75	0	1018
2006	882	6	42	124	1	1055
2007	867	58	40	2	0	967

Newfoundland and Labrador

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	716	64	0	20	5	805
2005	698	50	0	9	2	759
2006	733	84	0	17	2	836
2007	734	115	0	15	11	875

Coast Guard College

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	164	3	1	5	0	173
2005	162	2	0	12	0	176
2006	157	1	1	6	0	165
2007	152	0	1	15	0	168

National Capital Region

YEAR	IND.	TERM	SEAS.	CASUAL	STU.	TOTAL
2004	238	17	0	10	1	266
2005	236	10	1	7	1	255
2006	246	9	0	19	3	277
2007	272	11	0	19	4	306

Appendix B – Summary of Coast Guard Strategies and Commitments

Commitment	Lead
Strategy 1 – Attract and Retain a Skilled Workforce	
2008/2009	
Implement pilot Seagoing Personnel Career Development Initiative	DG, Fleet
2009/2010	
Develop refresher course and implementation strategy for existing MCTS Officers	DG, MS; ED, College
Develop Engineering Development Program	DG, ITS; DG, MCP

Commitment	Lead
Strategy 2 – Improve the Diversity of Our Workforce	
2008/2009	
Launch a network of women who represent Ships' Officers and Ships' Crew and provide mentoring	DG, Fleet
2009/2010	
Expand CCG's participation in the Partners for Workplace Inclusion Program in cities where it has offices (Vancouver, Winnipeg and St John's)	ACs
Develop Bona Fide Occupational Requirements for vision for seagoing positions	DG, Fleet

Commitment	Lead
Strategy 3 – Focus on Training, Learning and Career Development	
2008/2009	
Consult with managers, employees and bargaining agents on the draft learning and development framework, vision, and proposed action plan	AC Pacific
Develop CCG College Transformation Plan	ED, College
All CCG employees will have an individual learning plan	DGs and ACs
2009/2010	
Evaluate the Canadian Coast Guard Leadership Development Pilot Program and determine next steps	AC, NFLD

Commitment	Lead
Strategy 4 – Improve National Consistency in Human Resources Management	
2008/2009	
Begin the migration to standard regional organizational structures	DGs and ACs
Complete the development of National Model Work Descriptions for technical and seagoing positions	DG, Fleet; DG, ITS
Implement the CCG Performance Review System	DGs and ACs
2009/2010	
Continue the migration to standard regional organizational structures	DGs and ACs

APPENDIX C –
CCG MANAGEMENT STRUCTURE

CCG organizational chart representing management structure

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                    ┌─────────────────────┐
                    │   Canadian          │
                    │   Coast Guard       │
                    │   Commissioner      │
                    └─────────────────────┘
         ┌─────────────────────┐
         │   Deputy            │
         │   Commissioner      │
         └─────────────────────┘

┌──────────┐  ┌──────────┐  ┌──────────────┐  ┌──────────┐  ┌──────────┐  ┌──────────────┐
│ DG, IBMS │  │   AC,    │  │     AC,      │  │   AC,    │  │   AC,    │  │     AC,      │
│          │  │ Pacific  │  │ Central &    │  │ Québec   │  │ Maritimes│  │ Newfoundland │
│          │  │          │  │   Arctic     │  │          │  │          │  │              │
└──────────┘  └──────────┘  └──────────────┘  └──────────┘  └──────────┘  └──────────────┘

┌──────────┐
│ DG, ITS  │
└──────────┘

┌──────────┐
│ DG, MS   │
└──────────┘

┌──────────┐
│ DG, Fleet│
└──────────┘

┌──────────┐
│ DG, MCP  │
└──────────┘

┌──────────────┐
│ Exec. Director,│
│ CCG College    │
└──────────────┘
```