

WORKFORCE ANALYTICS - FNIHB



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FNIHB Workforce: Way Forward

This document presents a general overview of FNIHB's workforce demographics as well as the Branch operational environment that has an impact on our current and future workforce. The "snapshot in time" is collected from consolidated information currently stored in multiple databases and applications into one report; however, in some instance you will find in the report some discrepancies when it comes to annual data source comparison timelines (e.g. July 2019 vs. April 2019) as we have limited access to raw data and must rely on our key partners' data platform provided. Ultimately, the goal is to produce an annual report to FNIHB's senior management to share the workforce compilation at a glance, and also provide strategic employee data and current trends to help inform people management decision making processes and ensure that FNIHB is current and in touch with its ever changing workforce.



Benefits of Workforce Analytics

Workforce analytics improve the value of our source data, allowing us to create a more complete picture of our workforce, and provide our executive team the critical information necessary to make decisions that drive organizational success.

Simply put, success or failure of our human resources objectives hinges on our workforce's effectiveness in supporting the organization's vision and goals. The Branch will gain a competitive edge if using workforce analytics to provide the basis for specific action plans and workforce investments that address gaps or inefficiencies in an organization's talent mix that need to be addressed in order to have better business outcomes.

At the end of the day, workforce analytics lets you analyze data to gain insight so you can make better decisions, take appropriate actions to drive greater organizational success.

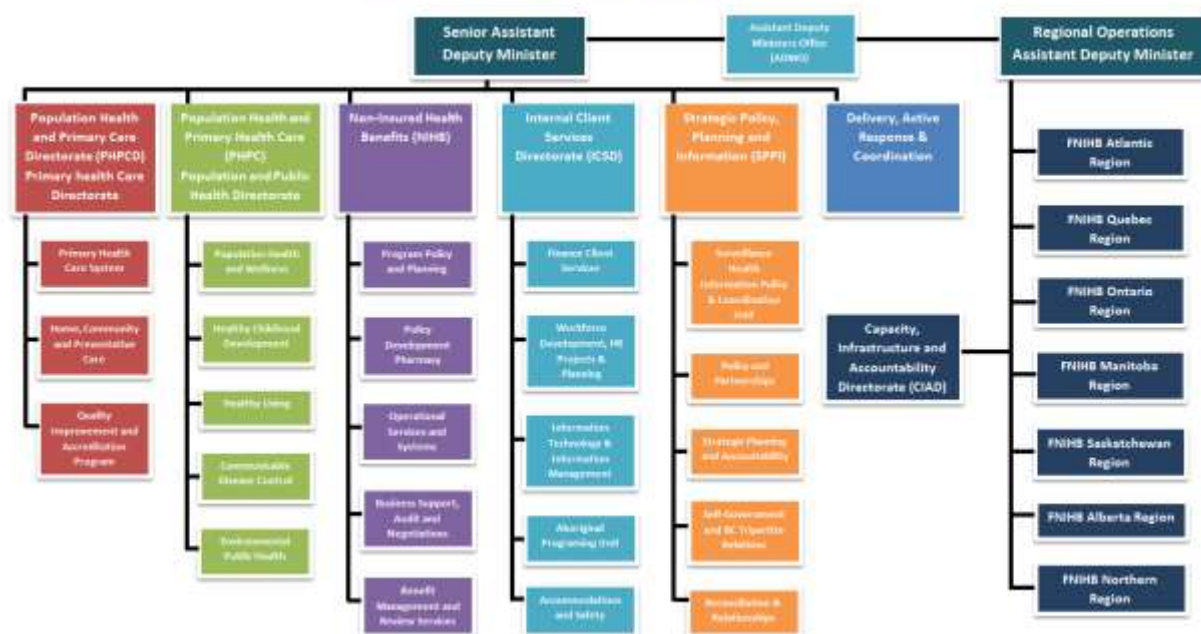


Source: Privy Council - Twenty-fifth annual report to prime-minister on public-service renewal

FNIHB's Structure

FNIHB is comprised of National Office and regional offices. As of July 1, 2019, there are approximately 636 employees across 5 directorates in National Office, that report directly to the Senior Assistant Deputy Minister and 2,250 employees across 7 Regional Offices that report directly to the Assistant Deputy Minister of Regional Operations. The Regional Offices are geographically located in Atlantic, Quebec, Ontario, Manitoba, Saskatchewan, Alberta and Northern regions. In addition, the Capacity, Infrastructure and Accountability Directorate (CIAD), located in the National Office area, is also associated with regional operations. National Office consists of separate directorates that are based out of the National Capital Region. These directorates are Population Health and Primary Health Care Directorate (PHPCD) (which includes the Population and Public Health and the Office of Primary Care), Non-Insured Health Benefits (NIHB), Internal Client Services Directorate (ICSD) and Strategic Policy, Planning and Information Directorate (SPPI).

FNIHB Organizational Chart

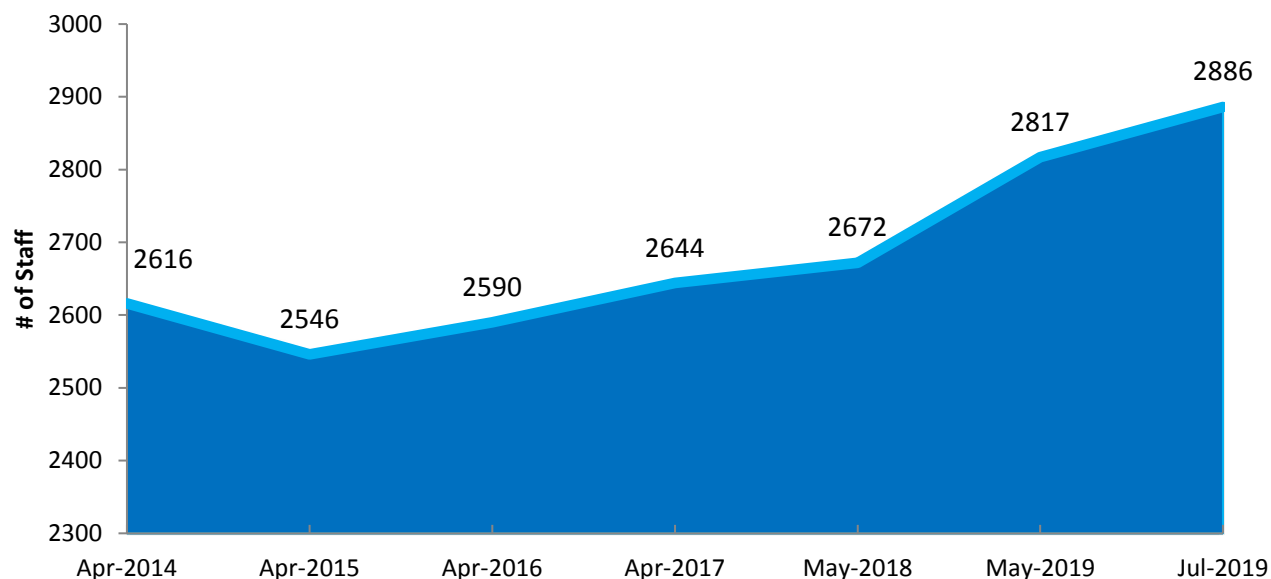


The workforce population trend for FNIHB is a result of many variables including fluctuations between many staffing initiatives and departures. Within the past 5 years, there has been noticeable decreases and increases that correspond to the number of active staff within FNIHB. A steep increase in the workforce population was experienced from May 2018 to May 2019, with the total population increasing by 145 staff.

Current Context

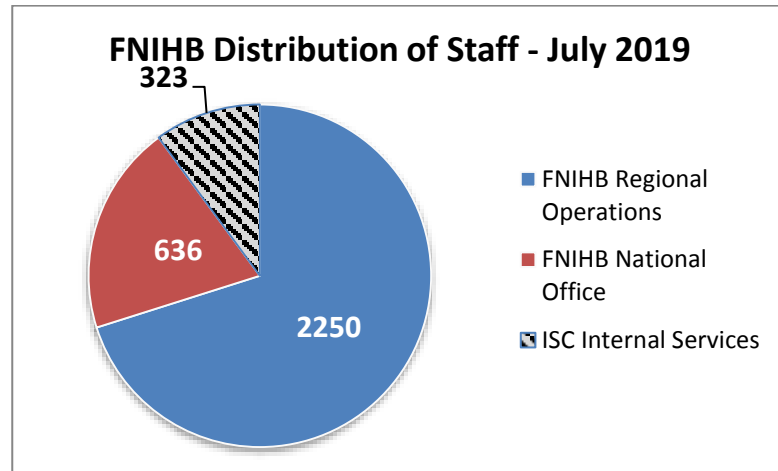
As of July 2019, FNIHB's workforce was 2,886 (a 8.01% increase from the beginning of FY 2018-2019), consisting of 80.7% indeterminate employees, 8.63 % term employees, 9.04% casual employees and 1.63% students. At that time, 77.96% of employees, or 2,250 people, worked in the Regions. The remaining 22.04% or 636 individuals were at National Office. (see charts).

FNIHB Workforce Population



Source: PeopleSoft FY 2014-15-July 1, 2019. Includes indeterminate, term, casual and students

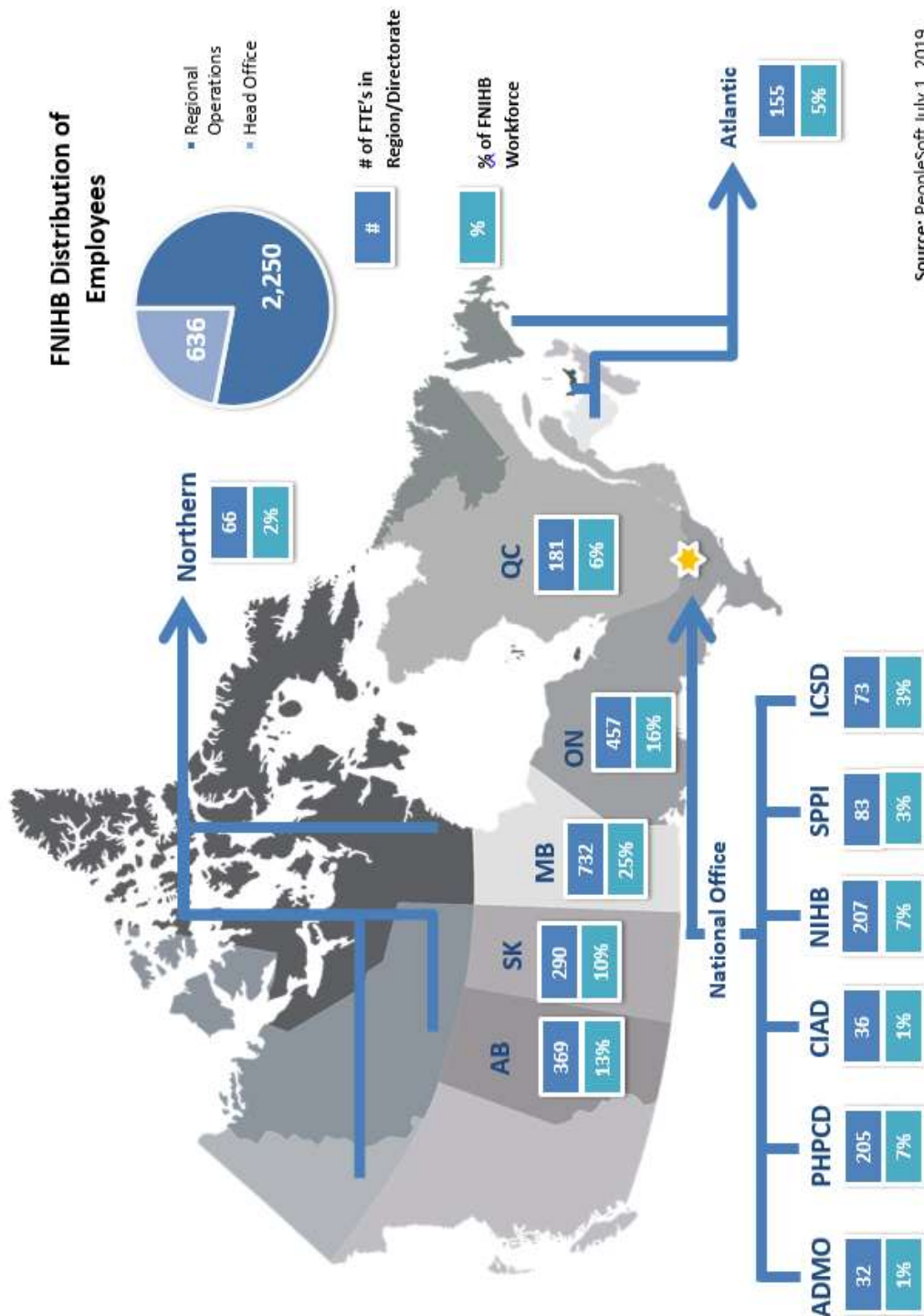
Exclusion of ISC-Internal Services:



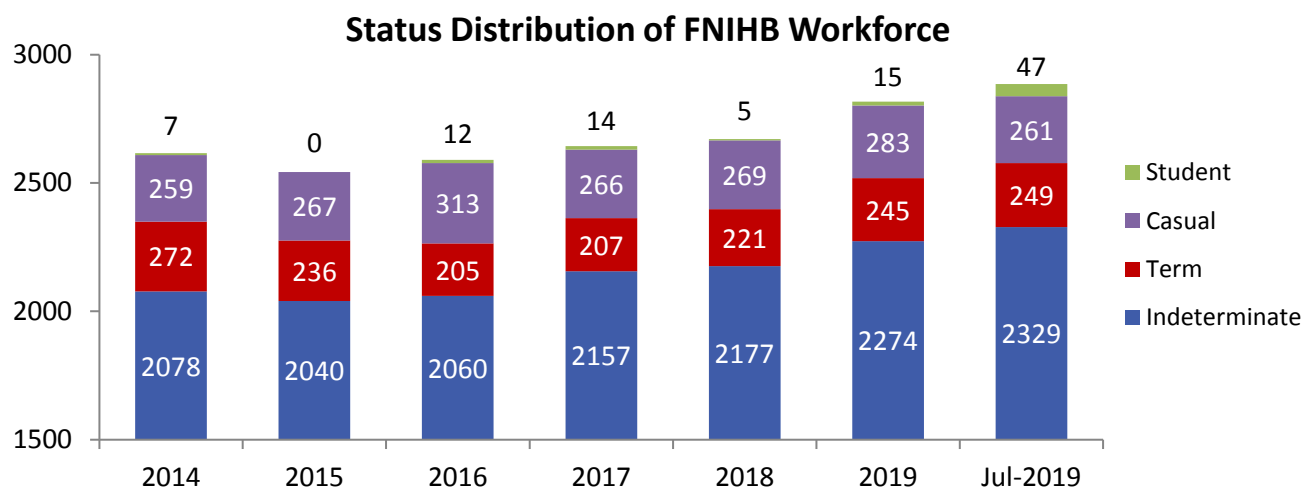
The total workforce population identified in the above chart is based on FNIHB's workforce before July 1st, 2019 and excludes the ISC Internal Services employees (323 employees) that were transferred to Indigenous Services Canada (ISC) from Health Canada. This information was excluded to ensure that a consistent lens was applied for historical data comparison.

Source: PeopleSoft July 1, 2019. Includes indeterminate, term, casual and students

FNIHB Full Time Employees by Region as of July 2019



As of July 2019, indeterminate staffs represent the majority of the FNIHB workforce and make up 80.7% of FNIHB staff. This is a slight increase of 1.27% from April 2014. Both Term and Casual staffing numbers have fluctuated since 2014 and the number of students in the FNIHB workforce follows a seasonal trend as most students work during summer months with very few working part time during their periods of study.



Source: PeopleSoft FY 2014-15-July, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

Term and Casual Employees in FNIHB:

As you will see in the displayed chart (below), the reliance on casual staffing in FY 2018-19 was significantly higher in the Manitoba Region than all other Regions or Directorates in the Branch. These numbers certainly reflect a large portion of casual staffing needs in remote nursing stations and hospitals within the Region. They are “as needed backups” who are security cleared and become trained to fill in for absent indeterminate employees of all sorts: maintenance, clerical, housekeeping, as well as other roles such as dietary and ward aids in two hospitals. Nurses are used as casuals as well if they are not available to accept regular part-time employment and casuals have also been used to fill immediate needs in the Regional office, in NIHB, due to the requirement to meet immediate needs while awaiting the completion of more lengthy staffing processes. The reliance on Term staffing was also highest in Manitoba (followed by PHPCD and Northern Region). Most areas show a year over year increase in casual hires in FY 18-19 as compared to FY 17-18.

Term & Casual Staffing (FY 2018-19)

Directorate/Region	Terms			Casuals			Total*
	# of Terms	Terms as a % of Workforce	% change terms from last year	# of Casuals	Casuals as a % of Workforce	% change casuals from last year	
Alberta	16	4.37%	33.33%	40	10.93%	17.65%	366
Atlantic	11	7.38%	83.33%	9	6.04%	-47.06%	149
Manitoba	103	14.23%	24.10%	155	21.41%	17.42%	724
Northern	8	12.12%	0.00%	4	6.06%	0.00%	66
Ontario	34	7.38%	-10.53%	19	4.12%	-20.83%	461
Quebec	13	7.47%	-13.33%	16	9.20%	14.29%	174
Saskatchewan	16	5.65%	-38.46%	14	4.95%	7.69%	283
ADMO	0	0.00%	0.00%	1	4.00%	0.00%	25
CIAD	2	5.88%	0.00%	1	2.94%	0.00%	34
ICSD	3	4.17%	0.00%	6	8.33%	0.00%	72
NIHB	10	5.00%	-37.50%	7	3.50%	-12.50%	200
PHPCD	28	14.89%	0.00%	10	5.32%	-16.67%	188
SPPI	1	1.33%	0.00%	1	1.33%	0.00%	75
Total:	245	8.70%	25.00%	283	10.05%	11.42%	2817

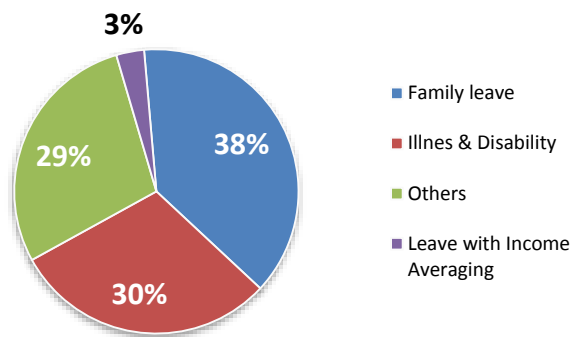
Source: HC HR Boxi as of May 2019

* Total includes indeterminate + term + casual + student employees

Employees' on Leave without Pay

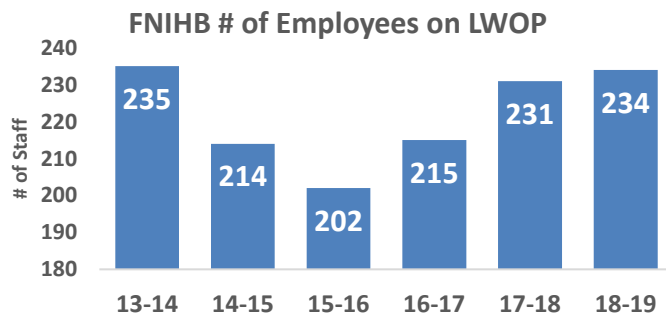
Employee's on leave without pay (LWOP) is an important metric when discussing wellness within FNIHB. LWOP includes employees who are on temporary or extended period of absence for reasons including family leave, illness & disability, other and leave with income averaging. It is important to note that higher numbers of LWOP could potentially be indicative of either positive or negative aspects of health within the workforce as it may be used as a means to cope with hardship, illness and stress or for promoting work life balance for purposes such as family related leave or leave with income averaging.

Reasons for LWOP in FNIHB July 2019



As of July 2019, the top reasons for taking LWOP is Family Leave (38% - 3% lower than last year), Illness and Disability (30% - remaining unchanged since last year), Leave with Income Averaging (3% - 1% higher than last year) and other (29% - 2% higher than last year).

Source: PeopleSoft April 2014-July 1, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.



From FY 2013/14 to 2018/19, the average number of employees on LWOP is 222 (# of employees on LWOP/6 years).

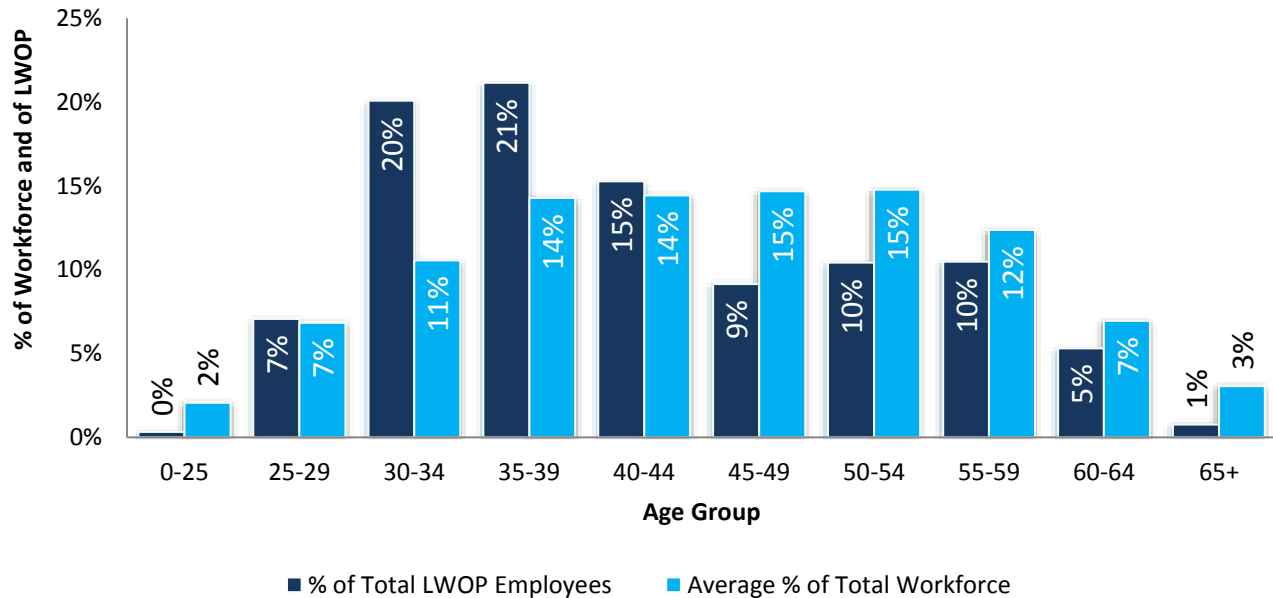
FY 2013/14 has the highest number of staff on LWOP at 235 employees while FY 2015/16 showed the lowest at 202.

Source: PeopleSoft July 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

The LWOP total usage fluctuates from year to year, however, it is notable that the utilization differs by age group in FNIHB as some age groups have a higher usage rate of LWOP and use more LWOP in proportion to their population ratio while some age groups use less LWOP. The primary age group that overuses LWOP in respect to their population percentage are those aged 30-39 (Age group 35-39 and 30-34).

On average, 41% of employees who used LWOP were between the ages of 30-39 even though this group only accounts for 25% of the FNIHB workforce. It is likely that increased LWOP usage in this age range is due to life and/family planning stages that potentially require family leave.

Average LWOP Usage in Comparison to Age Group Size (2014-2019)



Source: PeopleSoft April 2014-July 1, 2019.

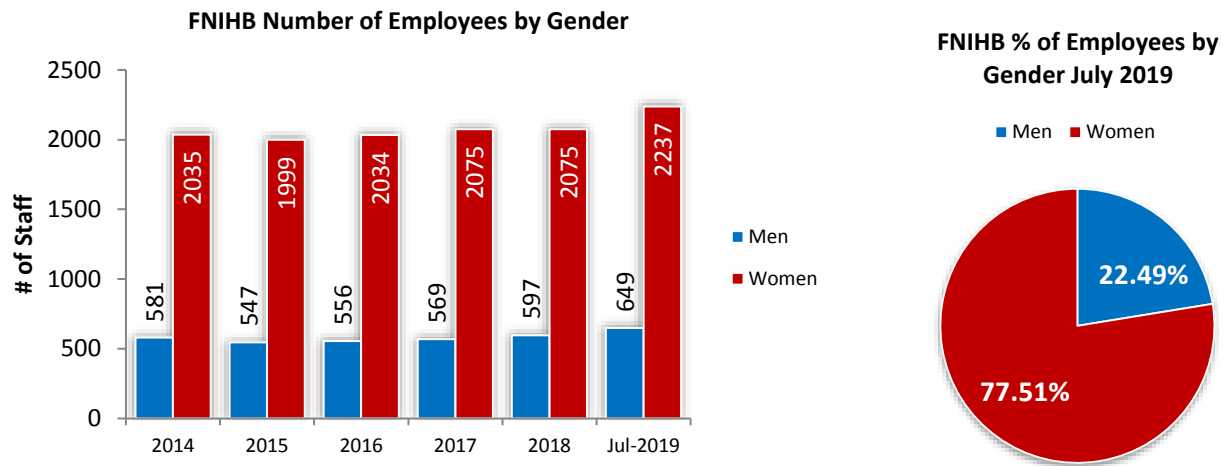
This chart is based on the average LWOP utilized by respected age groups from 2014-2018. This is shown in comparison to the average percentage each age group makes up as a total of FNIHBs workforce population. These averages are calculated from various snapshots taken from April of each fiscal year and may have limitations when determining fluctuations that take place within each year.

Some age groups that under-utilize LWOP are generally dominated by age groups 45-49 and 50-54. On average, only 19% of employees on LWOP were in this age group yet those aged between 45-49 and 50-54 represent 30% of the FNIHB workforce. It could be suggested that less usage of LWOP for this age group stems from more options pertaining to more disposable vacation/sick leave accumulated through seniority.

Groups that have essentially no utilization of LWOP are those aged 65+ and individuals under 25. These age groups account for only 5% of the FNIHB workforce population. There are also limitations in the information collected as to why employees are taking LWOP as the reason was recorded as “other”, which could therefore account for a variety of workplace wellness factors.

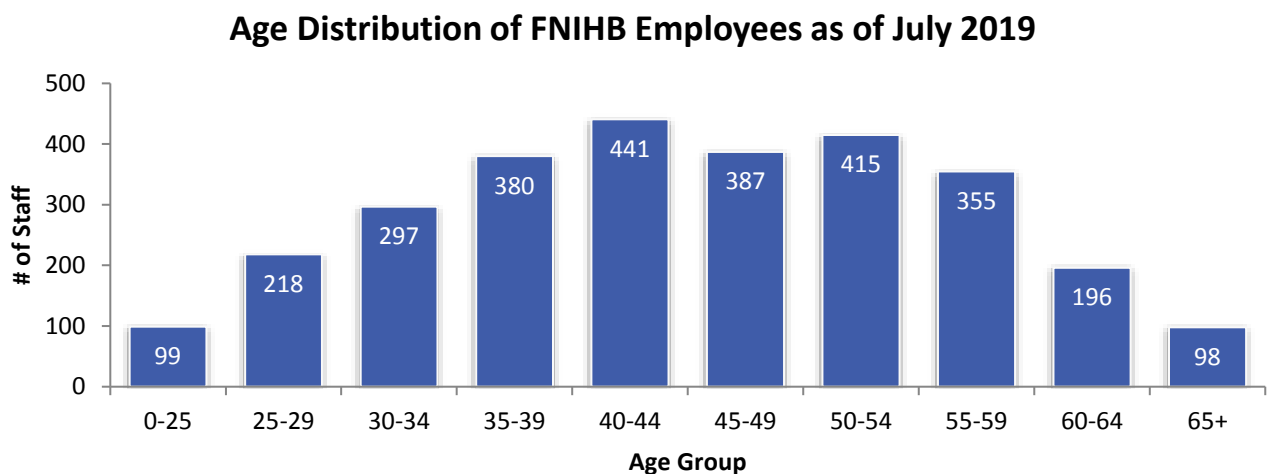
FNIHB Demographics by Gender and Age Group

From 2014 to July 2019, the gender distribution in FNIHB has remained consistent with no significant noticeable changes. As of July 2019, women made up approximately 77.51% of FNIHB's workforce and men made up 22.49%, with the proportion of women slightly decreasing by 0.15%, in comparison to 2018, and the proportion of men increasing by 0.15%.



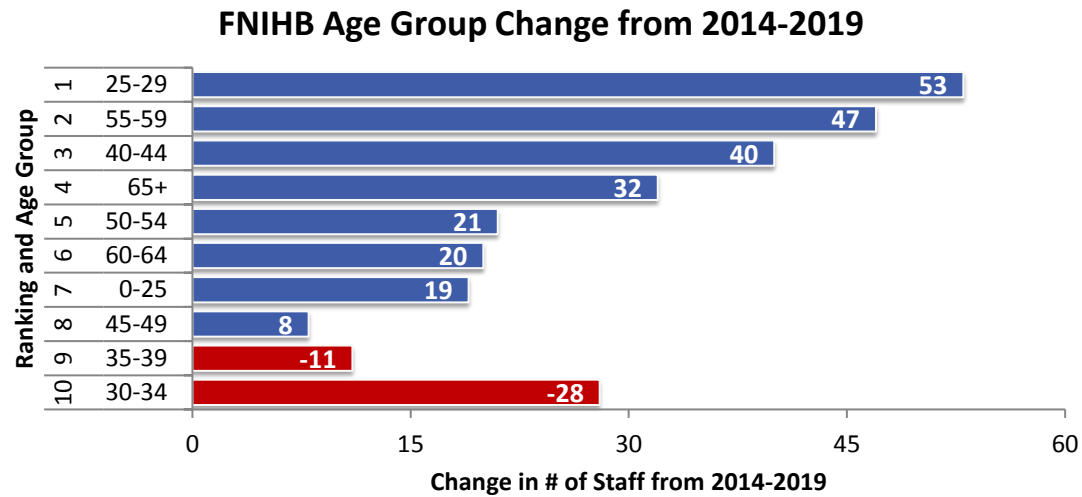
Source: PeopleSoft FY 2014-15-July 1, 2019. Includes Indeterminate, term, casual, students and employees currently on leave without pay.

As of July 2019, employee age groups within FNIHB generally follow an almost normal distribution. There are 2,689 employees (93.17%) between the ages of 25 and 65 with only 99 employees (3.43%) younger than 25 and 98 employees (3.4%) that are over 65. Currently, the largest age groups in the FNIHB workforce are employees with ages between 40-44 with 441 individuals (15.28%) and employees with ages 50-54 with 415 individuals (14.38%).



Source: PeopleSoft July 1, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

FNIHB Demographics by gender and age group (Continued):



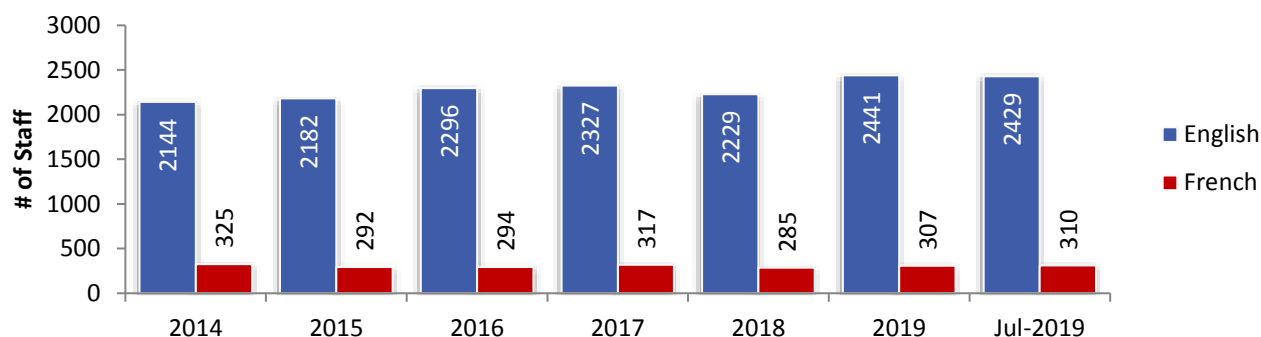
Source: PeopleSoft April 2014-May, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

From April 2014 to May 2019, there has been a noticeable increase in the number of younger aged staff groups as well as a slight increase in older age groups. The fastest growing age group in FNIHB is those aged 25-29 with an increase of 53 staff followed by the age group 55-59 with an increase of 47 staff. The third largest increase is those aged 40-44 with an increase of 40 followed by those aged 65+ with an increase of 32 staff. The aging population trend with FNIHB staff suggests that increases in the number of retirements are inevitable in the near future as a cluster of staff will soon be eligible to retire.

Official Languages

A majority of employees in FNIHB identify English or French as their first language. As of July 2019, there were 2,429 English (88.68%) and 310 French (11.32%) speaking employees. From the previous fiscal year end to the 2018-2019 fiscal year end FNIHB saw a 0.19% increase in the proportion of English speakers and a respective 0.19% decline in French speakers.

FNIHB Number of Employees by Official Language Preference

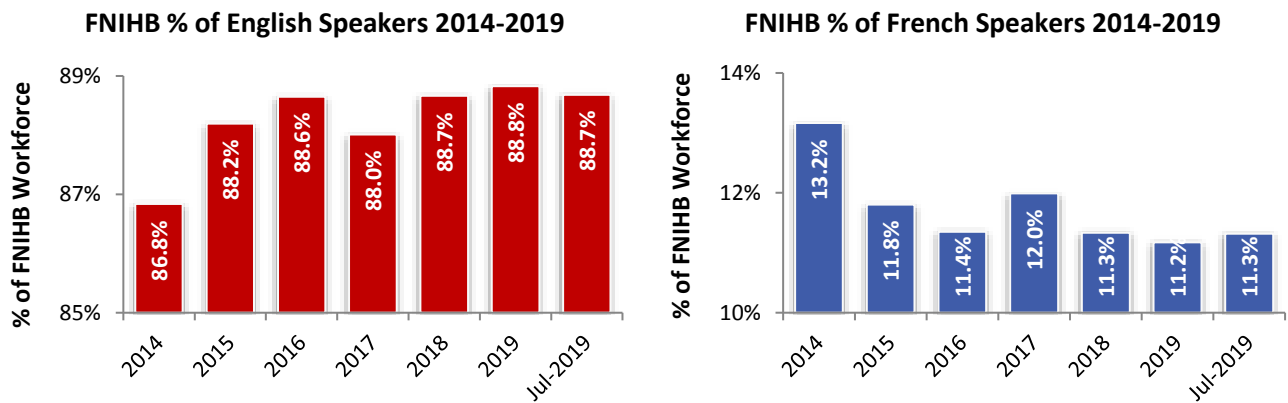


Source: PeopleSoft FY 2014-15-July 1, 2019- Staff whose first language is not English or French are not included in this analysis.

- From 2014 to 2019, the number of employees that identified English as their first official language has increased by 285 people (13.29%) (2,429 in July 2019 as compared to 2,144 in 2014).
- From 2014 to 2019, the number of employees that identified French as their first official language has decreased by 15 people (4.62%) (310 in July 2019 as compared to 325 in 2014).

FNIHB continues to promote French and English within the Department by making sure linguistic identification of positions are established objectively and reflects the functions and duties related to the position. The Branch also continues to encourage and maintain a work environment conducive to the effective use of both official languages. While the 2018 PSES did not capture feedback on Official languages, questions returned to the survey in 2019 which will allow for a more fulsome comparison when those results are released in 2020. Until then, 2017 PSES results showed the use of Official Languages to be an area of strength for the Branch.

2017 PSES Question #	Question	Positive % Response
23	During meetings, I feel free to use the official languages of my choice.	90
2	The material and tools provided for my work, including software and other automated tools, are available in the official language of my choice.	92
33	When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	94
51	The training offered by my department or agency is available in the official language of my choice.	91

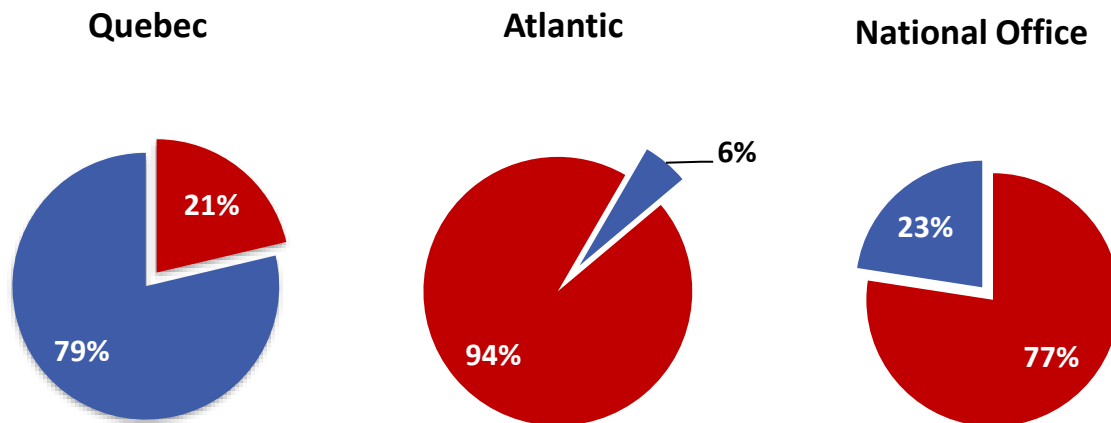


Source: PeopleSoft FY 2014-15-July 1, 2019- Staff whose first language is not English or French are not included in this analysis.

French speaking employees are more prominent in FNIHB's designated bilingual regions, employing 275 (88.7%) of all 310 French speaking employees in July 2019. These regions include the National Office, Atlantic region (in the province of New Brunswick) and the Quebec region. The largest total French speaking population in FNIHB is the National Office where 134 employees (23%) are French speaking. Other French speaking areas include the Quebec Region, to no surprise, with 133 (79%) followed by the Atlantic region with 8 (6%) that speak French.

Designated Bilingual Regions July 1, 2019

● French speakers ● English speakers

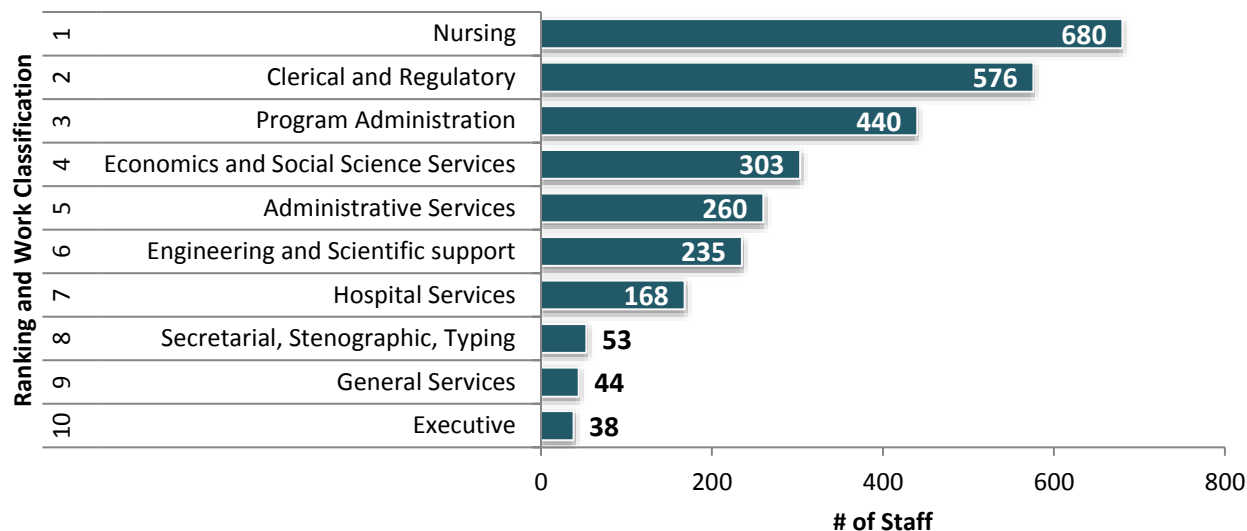


Source: Peoplesoft July 1, 2019 –Percentages are calculated only using populations that identify as an English and/or French Speaker. Staff whose first language is not English or French are not included in this analysis.

Job Classification

The top 10 occupied job classifications in FNIHB are the NU, CR, PM, EC, EG, AS, HS, ST, GS, and the EX categories. NU (nurses) is the largest occupational group in FNIHB with 680 employees that make up 23.56% of the total population. The second largest group is the CR (Clerical & Regulatory) category with 576 staff (19.96% of the population) and third largest is the PM (Program Administration) with 440 (15.25%) staff.

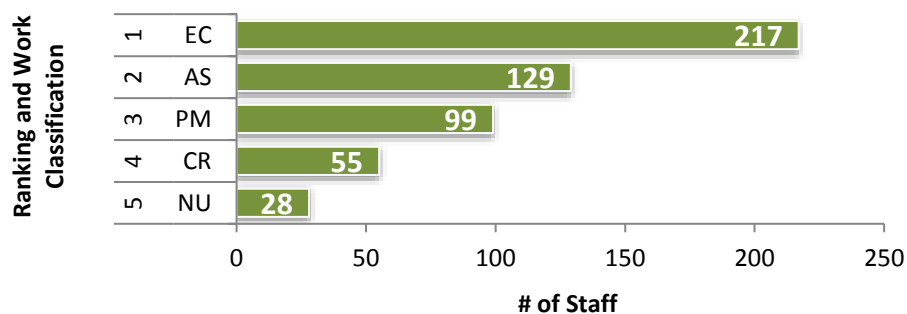
Top 10 Job Classifications in FNIHB July 2019



Source: PeopleSoft July 1, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

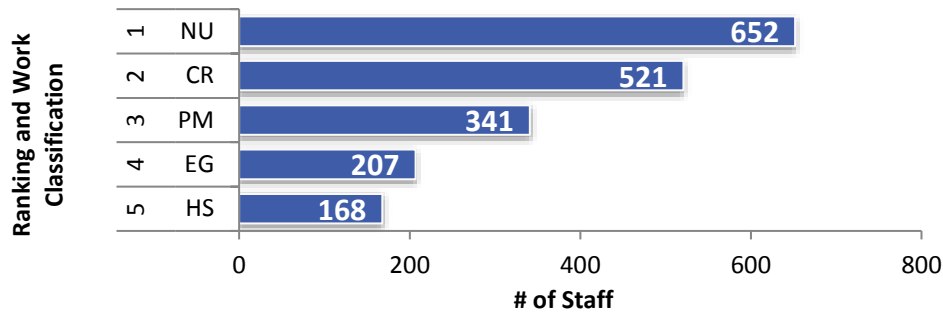
There is a large difference in the breakdown of positions between National Office and Regional Operations. In National Office, the top classification of employees is the EC category (Economics and Social Sciences) with 217 staff (36% of National Office) followed by AS (Administrative Services) with 129 staff (22% of National Office), where these 2 categories do not make the top 5 classifications in the regions.

Top 5 Job Classifications in National Office July 2019



Source: PeopleSoft July 1, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

Top 5 Job Classifications in Regions July 2019

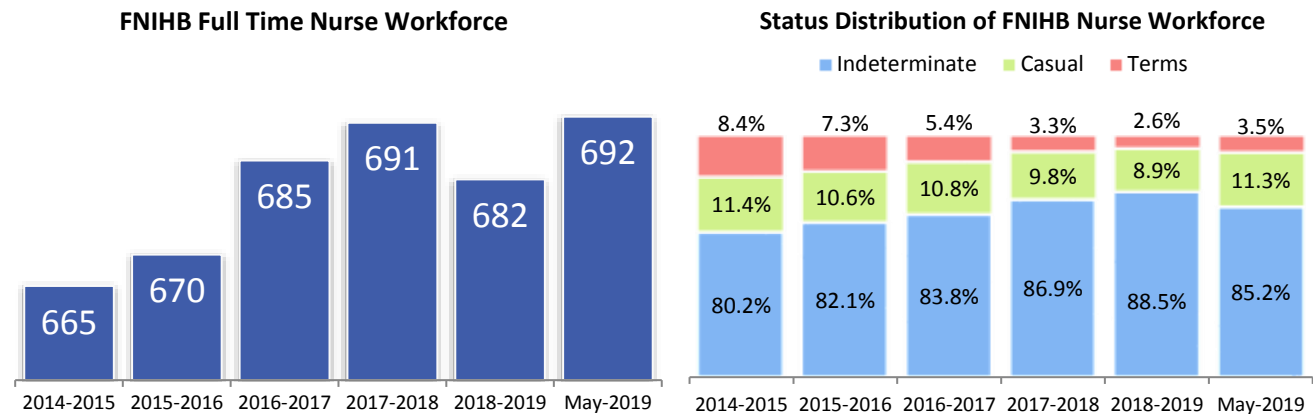


Source: PeopleSoft July 1, 2019. Includes indeterminate, term, casual, students, active employees and employees currently on leave without pay.

Nurses in FNIHB

As noted previously, nurses represent the largest job classification in FNIHB and a May 2019 snapshot shows that numbers continue to rise with nurses, representing 24.15% of the workforce, at that time. Because this population is significant, this section will focus on staff numbers, geographical breakdown, gender, official language, age distribution and leave without pay (LWOP) utilization, specifically for FNIHB nurses.

FNIHB Nurse Staffing Counts:

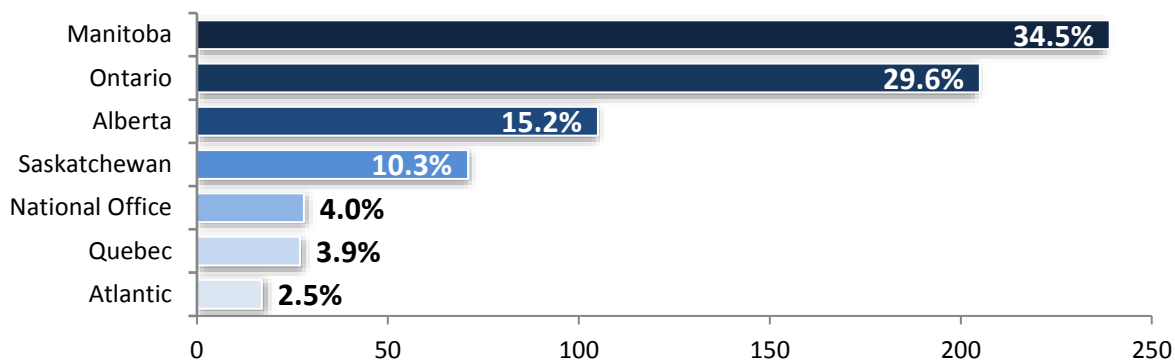


Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay.

As of May 2019, indeterminate staff represents the majority of the FNIHB nurse workforce and make up 85.2% of FNIHB nurses. This is a increase of 1.5% from FY 2018-19, however a long term increase of 5.1% from FY 2014-15. Both Term and Casual staffing numbers have fluctuated since 2014, however, there is a noticeable decrease for the reliance of Term employees, which has changed from 8.4% in 2014-15, to 3.5% in May 2019.

FNIHB Nurse Geographical Breakdown:

FNIHB Distribution of Nurses - May 2019

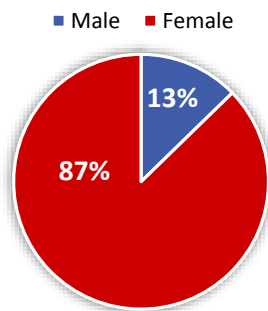


Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay.

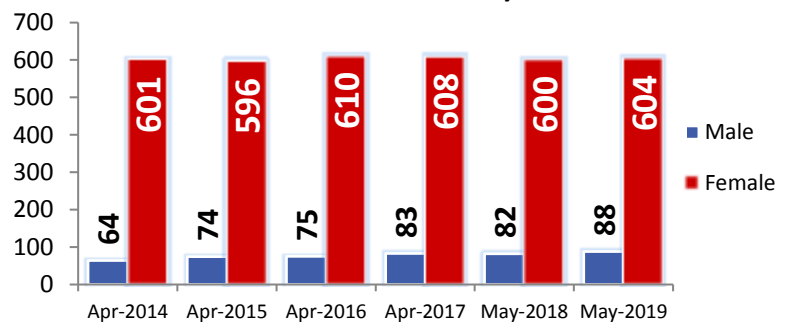
Out of the 7 regions that employ nurses in FNIHB, the majority are employed in three regions: Manitoba (239), Ontario (205) and Alberta (105) representing 79.3% of the FNIHB nurse workforce.

Gender of FNIHB Nurses:

FNIHB Nurses by Gender May 2019



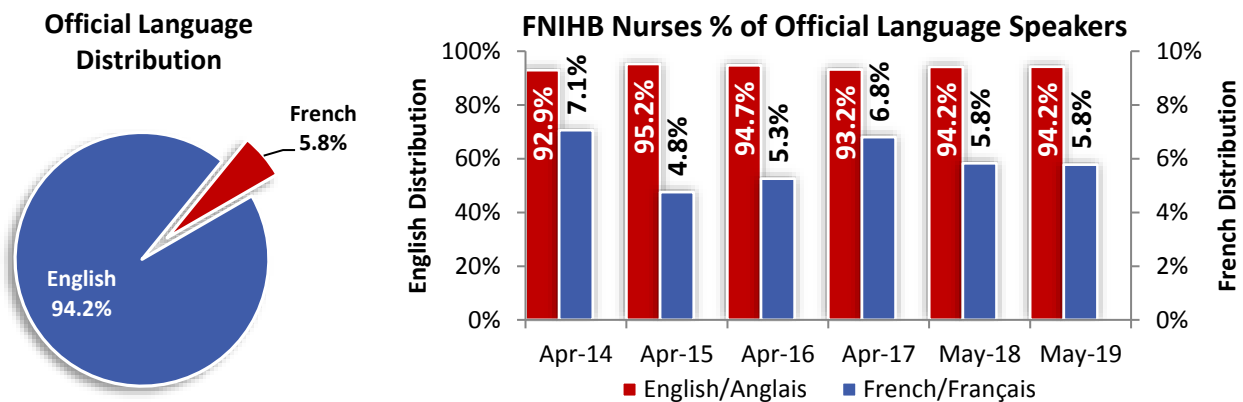
FNIHB Number of Nurses by Gender



Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay.

As of May 2019, approximately 87% (604) nurses were female and 13% (88) nurses are male. The population of male nurses has increased by 37.5% from April 2014 (88 in May 2019 in comparison to 64 in April 2014). The female nurse population has seen little change in comparison during the same period (601 female nurses in April 2014 in comparison to 604 in May 2019).

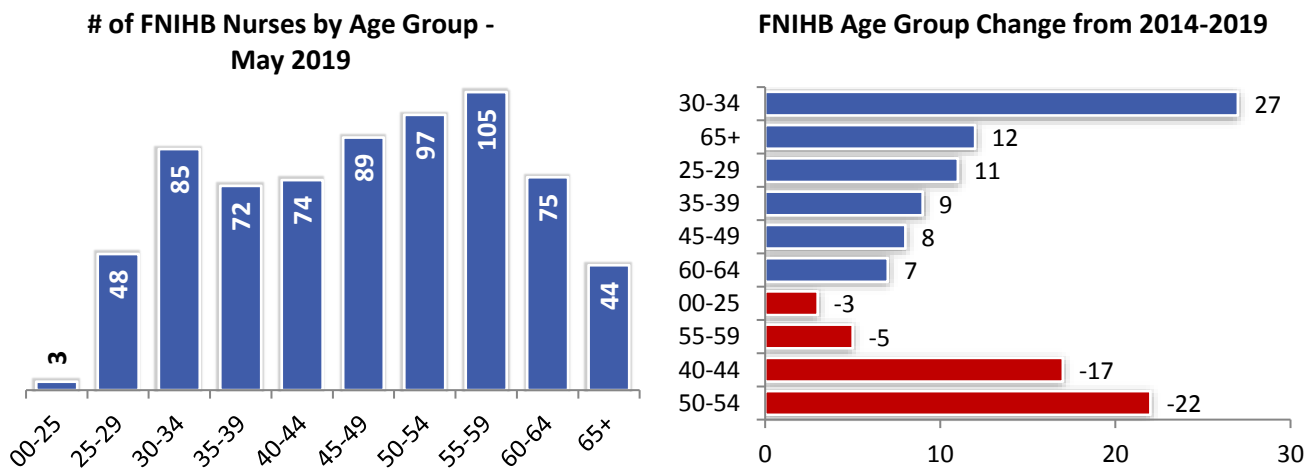
Official Language of FNIHB Nurses:



Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay. Percentages are calculated only using populations that identify as an English and/or French Speaker. Staff whose first language is not English and/or French is not included in this analysis.

As of May 2019, there were approximately 636 (94.4%) English speaking and 38 (5.6%) French speaking nurses. With the exception of designated bilingual regions, a majority of nurses generally use English in the workplace. The population of English speaking nurses has increased by 12.37% from April 2014 (636 speakers in May 2019 in comparison to 566 in April 2014). The French Speaking population has seen little change in comparison during the same period (43 French speaking nurses in April 2014 in comparison to 49 in May 2019).

Age Distribution of FNIHB Nurses:



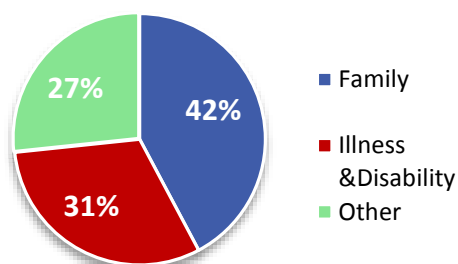
Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay.

As of May 2019, employee age groups for nurses within FNIHB generally follow a saddle shaped distribution with two population peaks. This differs from the FNIHB total that follows a more even distribution with one peak. There is a smaller age group with a mode of nurses aged between 30-34 (85 nurses) and a larger mode of nurses aged between 50 to 59 (105 nurses). The top three age groups for FNIHB nurses are between the ages 45-59 (291 nurses). Nurses within this age range represent 42 % of the FNIHB nurse population. From April 2014 to May 2019, there has been a noticeable increase in nurses aged 30—34 (27 employee increase),

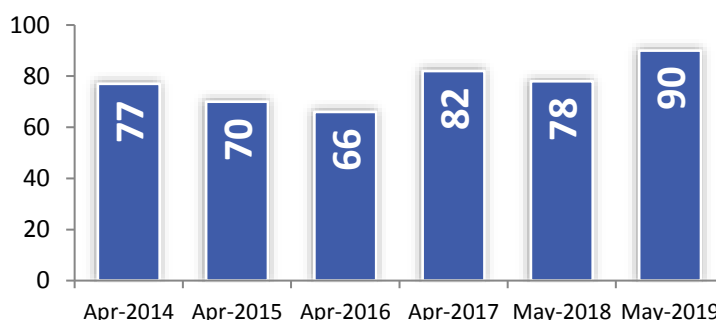
65+ (12 employee increase) and 25-29 (11 employee increase). In contrast, age groups that are experiencing a population decline include nurses aged between 50-54 (22 employee decline), 40-44 (17 employee decline) and 55-59 (5 employee decline). The workforce population for nurses in FNIHB is representative of a larger older population and a smaller younger population.

FNIHB Nurse Leave Without Pay (LWOP) Utilization:

Reasons for LWOP for FNIHB nurses as of May 2019



Number of Nurses on LWOP



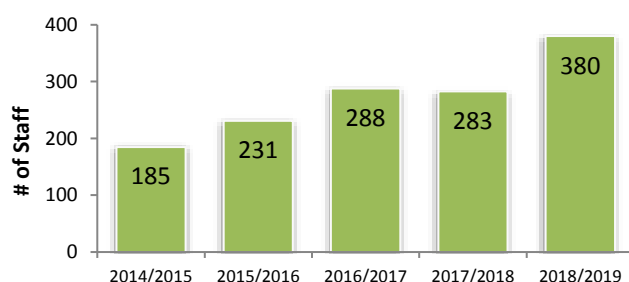
Source: PeopleSoft May 1, 2019 – Includes indeterminate, term, casual, active employees and employees currently on leave without pay.

LWOP total usage fluctuates from year to year; however, it is notable that May 2019 shows a record period for LWOP usage for FNIHB nurses. As of May 2019, approximately 13% (90) of the total FNIHB nurses population took leave without pay. Currently, the top reasons for taking leave without pay was for family needs (42% of LWOP usage), illness and disability (31% of LWOP usage) and other (27% of LWOP usage).

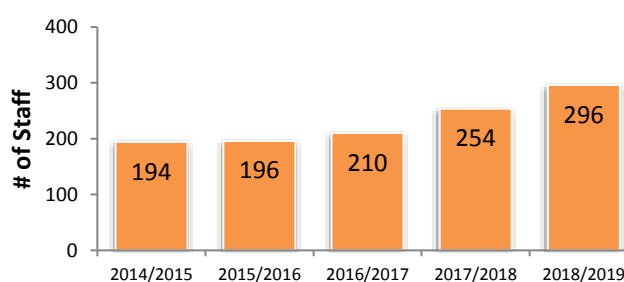
FNIHB Employees' Workforce Mobility

From April 2014 to April 2019¹, FNIHB hired 626 new employees. During those same fiscal years (2014 to 2019), the mobility statistics show that 1,367 new indeterminate employees were added to the branch, which is higher than the number of departures of 1,150, over the same period. From those total departures, 370 employees resigned from their position and 282 retired during that timeframe. However, the Branch does not have any data on the reason(s) why employees departed (e.g. retirement, deployment, and resignation) over those same fiscal years as a very low amount of FNIHB employees either decided not to complete or were not offered the opportunity to complete the voluntary exit questionnaire.

Total Branch New Indeterminates



Total Indeterminate Branch Departures



Source: PeopleSoft 2014-2019. Does not include, term, casual, students and employees currently on leave without pay.

¹ Unfortunately for this version of the Workforce Analytics report, no mobility data by Regional/Directorate breakdown was made available through HC HR Boxi reporting.

If we take a closer look at the overall Intake and Departure rates within FNIHB between 2014/15 & 2018-19:

FNIHB Mobility Dashboard Overview

		New Indeterminates								Departures									
		New Hires		Inter-Departmental Transfers In		Term to Indeterminate		Total New Indeterminates		Inter-department Transfers Out		Public Service Departures						Total Departmental Departures	
Fiscal Year	Average Population											Resignation		Retirement		Other			
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
2014-2015	2061	102	4.9%	34	1.6%	49	2.4%	185	9.0%	51	2.5%	73	3.5%	45	2.2%	25	1.2%	194	9.4%
2015-2016	2048	125	6.1%	43	2.1%	63	3.1%	231	11.3%	60	2.9%	71	3.5%	48	2.3%	17	0.8%	196	9.6%
2016-2017	2128	128	6.0%	87	4.1%	73	3.4%	288	13.5%	79	3.7%	74	3.5%	51	2.4%	6	0.3%	210	9.9%
2017-2018	2172	131	6.0%	69	3.2%	83	3.8%	283	13.0%	104	4.8%	79	3.6%	64	2.9%	7	0.3%	254	11.7%
2018-2019	2509	140	5.6%	114	4.5%	126	5.0%	380	15.1%	143	5.7%	73	2.9%	74	2.9%	6	0.2%	296	11.8%
2019-2020 YTD	2611	44	6.8%	28	4.3%	54	8.3%	126	19.4%	15	2.3%	16	2.5%	15	2.3%	8	1.2%	54	8.3%

Rates for partial year data (YTD) are extrapolated for an entire fiscal year in order to compare to previous years.

The term "Departmental" or inter-Departmental means FNIHB Branch data

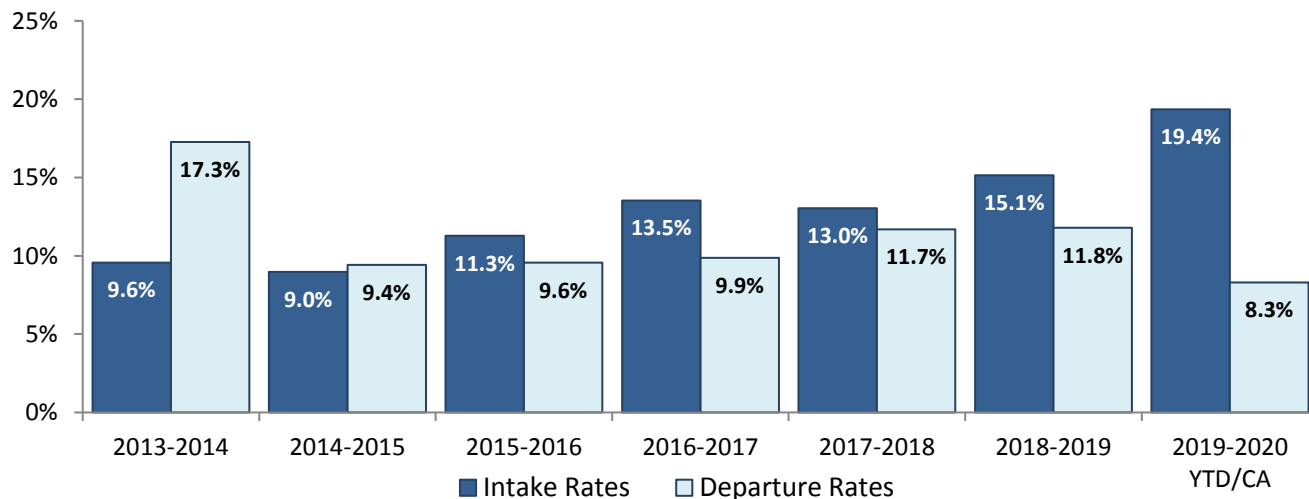
Source: HC Mobility Dashboard Data (HC-Corporates Services)

Example: Total New Indeterminates 2018-2019 = New Hires (140) + Inter-Departmental Transfers In (114) + Term to Indeterminate (126) = 380 or 15.1%

Example: Total Departures 2018-2019 = Inter department Transfers out (143) + Resignations (73) + Retirements (74) + Other (6) = 296 or 11.8%

- Since 2014-15, FNIHB has gradually increased its workforce employee intake from 9% to over 15% in March 2019. The highest % of Branch's workforce "new Indeterminate" was last fiscal which saw 140 new employees hired within the Branch.
- In FY 2018-19, however, FNIHB also had its highest departure rate of 296 staff (11.8%) which is explained by a small increase in retirements (74 employees) and a noticeable increase in staff transferring out of the Branch at 5.7 % (143 employees).

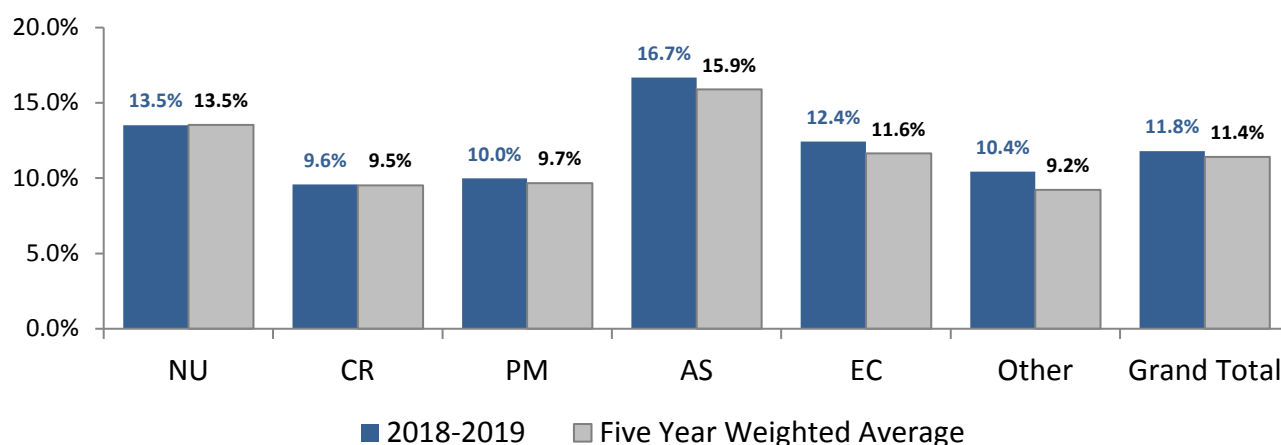
Intake and Departure Rates - First Nations and Inuit Health



Source: HC Mobility Dashboard Data (Corporate Services)

The bar graph below shows the highest departure rates across five functional groups over the last five years.

First Nations and Inuit Health Departure Rates by Large Occupational Groups



Source: HC Mobility Dashboard Data (Corporate Services)

Employment Equity

FNIHB continues to build its workforce diversity that strengthens the culture of respect and inclusion, and supports the equitable distribution of employment equity designated groups (Indigenous peoples, persons with disabilities, members of visible minorities and women), at all levels, in the organization.

In 2018-2019, FNIHB continued to meet or exceed all four designated groups and has made significant gains toward increasing the Indigenous Peoples Representation above labour market availability and in compliance with the Aboriginal Peoples Employment Program target of 30% by 2020 (see next section on Indigenous Peoples representation). Demographic data will continue to be closely monitored as the Branch looks to maintain Departmental standards for representation in 2019-20.

Representation of Women 2018-19:

Branch	Region	Population of Women	Representation of Women	Expected Women	LMA for Women	Gap for Women
First Nations& Inuit Health Branch	National Office	374	72.1%	352	67.8%	22
	Alberta	214	76.7%	209	74.9%	5
FNIH Regional Operations	Atlantic	89	73.6%	88	72.7%	1

Manitoba	400	78.7%	404	79.5%	-4
Northern	46	76.7%	44	73.3%	2
Ontario	308	80.8%	268	70.3%	40
Quebec	105	75.0%	103	73.6%	2
Saskatchewan	191	80.6%	182	76.8%	9
FNIH Regional Operations Total	1,353	77.8%	1,298	75.0%	55
Grand Total	1,727	76.9%	1,650	73.5%	77

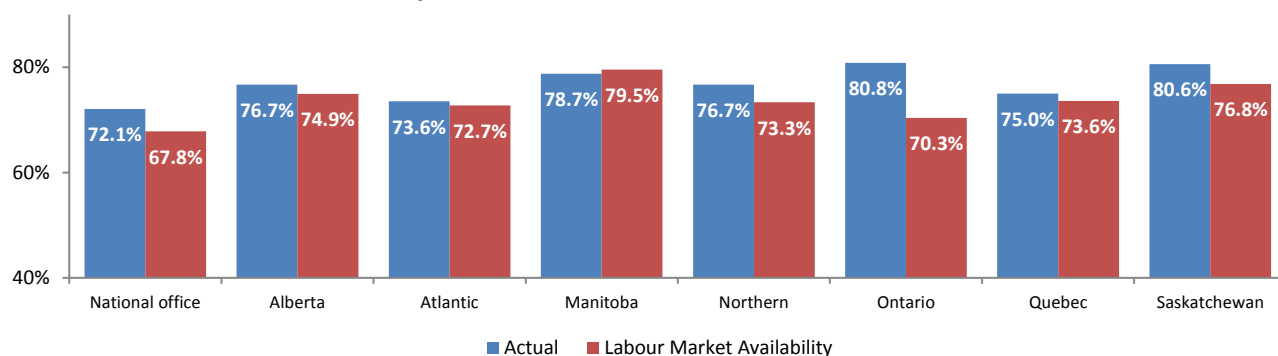
Source: employment equity data – HR Boxi reporting (HC Corporate Services) – Includes Indeterminate and Terms greater than 6 months only. (National Office includes all directorates, ADMO National Office and ADMO Regional Operations).

- As the population of women in FNIHB (2018-19) was 1,727 employees, which represented 76.9% of the total Branch workforce, it exceeded the labour workforce availability average of women working in FNIHB of 73.5%.
- In comparison to 2017/18 (table below), FNIHB's women representation has steadily increased over 2018-19.

Women Representation Comparison 2017/18* VS 2018/19					
FNIHB	Women Population	Women %	Women Expected	Women LMA	Women Gap
Total (2017-18)	1524	76.70%	1473	74.13%	51
Total (2018-19)	1727	76.9%	1650	73.5%	77

*data period from April 2017 to June 2018
Source: employment equity data – HR Boxi reporting (HC Corporate Services) Includes Indeterminate and Terms greater than 6 months only.

Representation of Women in FNIHB 2018-19



Source: employment equity data – HR Boxi reporting (HC Corporate Services) – Includes Indeterminate and Terms greater than 6 months only.

The representation rate of women working within the Branch in 2018-19 continues to be strong, averaging at 76.9%, while FNIHB's labour market availability (LMA) is 73.5%. Within National Office, the representation rate of women is 72.1%, which is above the National Office's LMA rate of 67.8%.

Persons with Disabilities (PWD) representation 2018-19:

Branch	Region	PWD Population	PWD representation	PWD Expected	PWD LMA	PWD Gap
First Nations& Inuit Health Br	National Office	36	6.9%	21	4.0%	15
FNIH Regional Operations	Alberta Region	18	6.45%	12	4.30%	6
	Atlantic Region	8	6.61%	5	4.13%	3
	Manitoba Region	16	3.15%	23	4.53%	-7
	Northern Region	3	5.00%	3	5.00%	0
	Ontario Region	13	3.41%	17	4.46%	-4
	Quebec Region	0	0.00%	6	4.29%	-6
	Saskatchewan Region	15	6.33%	10	4.22%	5
FNIH Regional Operations Total		73	4.27%	76	4.39%	-3
Grand Total		109	4.86%	97	4.32%	12

Source: PeopleSoft 2014-2019. Includes Indeterminate and Terms greater than 6 months only. National Office includes all directorates, ADMO National Office and ADMO Regional Operations).

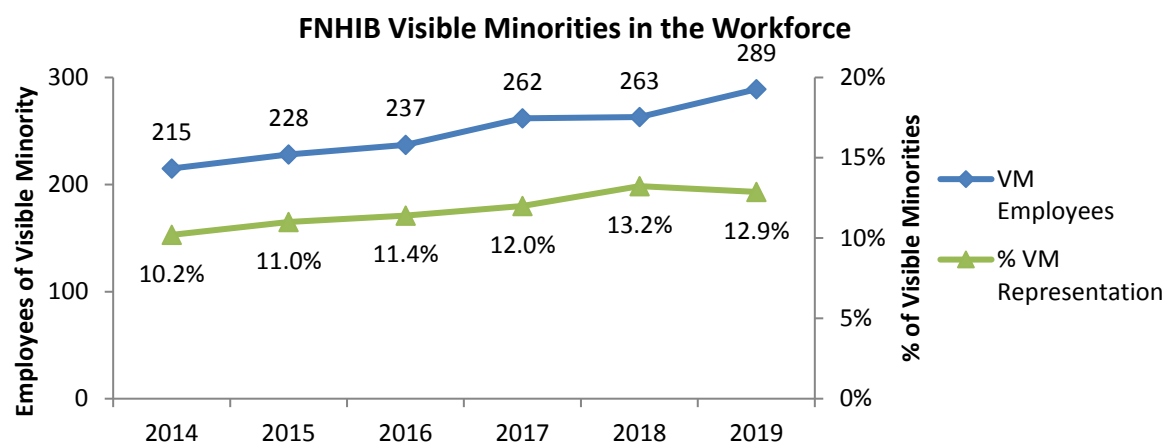
In 2018-19, FNIHB remained above the estimated workforce availability benchmark expected for persons with disabilities employed within FNIHB. The proportion of visible minorities employed in FNIHB continues to increase in comparison to 2017-18 figures.

PWD Representation Comparison 2017/18 VS 2018/19					
FNIHB	PWD Population	PWD %	PWD Expected	PWD LMA	PWD Gap
Branch Total (2017-18)	95	4.78%	86	4.33%	9
Branch Total (2018-19)	109	4.86%	97	4.32%	12

Visible Minorities' representation:

From 2014 to 2019, the number of visible minorities within FNIHB increased by a total of 74 individuals (from 215 in 2014 to 289 in 2019). The proportion of visible minorities in FNIHB has also increased by 2.7% (from 10.2% in 2014 to 12.9% in 2019)¹.

¹ Confidentiality measures prevent the release of data pertaining to specific positions and/or specific levels occupied by a member of a visible minority group. For this reason, we can only analyze workforce trends based on staff members who knowingly self-identify as a member of a visible minority group.



Source: PeopleSoft 2014-2019. Includes Indeterminate and Terms greater than 6 months only.

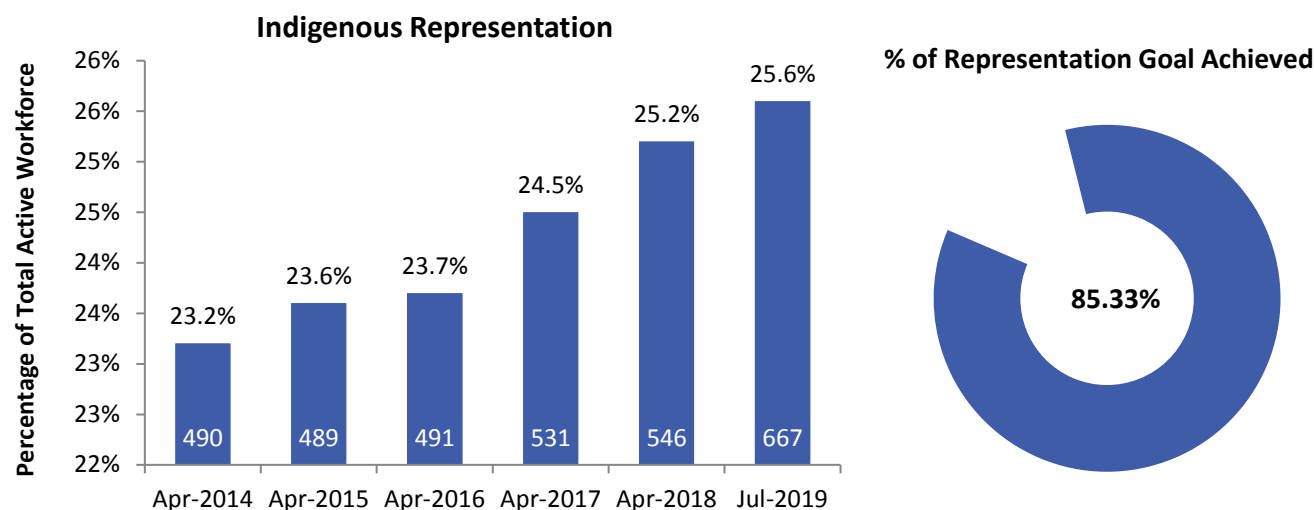
Branch	Region	Visible Minority Population	Visible Minority Representation	Visible Minority Expected	Visible Minority LMA	Visible Minority Gap
First Nations& Inuit Health Br	National Office	85	16.27%	79	15.12%	6
FNHI Regional Operations	Alberta Region	52	19.00%	38	13.60%	14
	Atlantic Region	8	7.00%	8	6.60%	0
	Manitoba Region	46	9.00%	50	9.90%	-4
	Northern Region	4	7.00%	6	9.80%	-2
	Ontario Region	45	12.00%	49	13.00%	-4
	Quebec Region	26	19.00%	16	11.30%	10
	Saskatchewan Region	23	10.00%	22	9.30%	1
FNHI Regional Operations Total		204	12.01%	189	11.13%	15
Grand Total		289	13.02%	268	12.07%	21

Source: PeopleSoft 2014-2019. Includes Indeterminate and Terms greater than 6 months only. National Office includes all directorates, ADMO National Office and ADMO Regional Operations).

Indigenous Peoples Representation:

In its fifth year of existence, FNHIB's Aboriginal Peoples Employment Program (APEP) continues to increase Indigenous representation within the organization, from 23.6% in 2014 to 25.6% in 2019 which represents 85.3% of the representation goal (30%). It seeks to ensure better distribution across functional categories and classification levels in areas that will have the most positive impact on program delivery and health outcomes of the disadvantaged target client population and to reach its 30% representation goal by 2020.

Please note: All information is based on FNIHB employees.



Source: APEP at a Glance April 2018

Post-Secondary Recruitment (PSR) & Student Bridging:

Over the past three fiscal years (2015-16 to 2017-18) 25% of FNIHB's student hires have been dedicated to Indigenous students. In 2017-18, 73% of student hires was for term employment as compared to 53% in 2015-16. In addition, the intake of the FSWEP students hires and Indigenous students being recruited and bridged into federal employment have gradually increased annually over the last 4 fiscal years.

Post-Secondary Recruitment & Student Bridging (to create an environment where the intake of students and graduates leads to future employment.)				
Fiscal Year	2014-15	2015-16	2016-17	2017-18
Student Hires	19	45	66	79
Student Type	14 FSWEP & 5 COOP	36 FSWEP & 9 COOP	56 FSWEP & 10 COOP	69 FSWEP & 10 COOP
Student Bridging & PSR	80	74	107	136
Employment Type	28 Ind. & 52 Term	35 Ind. & 39 Term	38 Ind. & 69 Term	37 Ind. & 99 Term
% Aboriginal	15.0% (12)	25.7 % (19)	24.3% (26)	25.0% (34)

Source: APEP at a Glance April 2018

Training in FNIHB

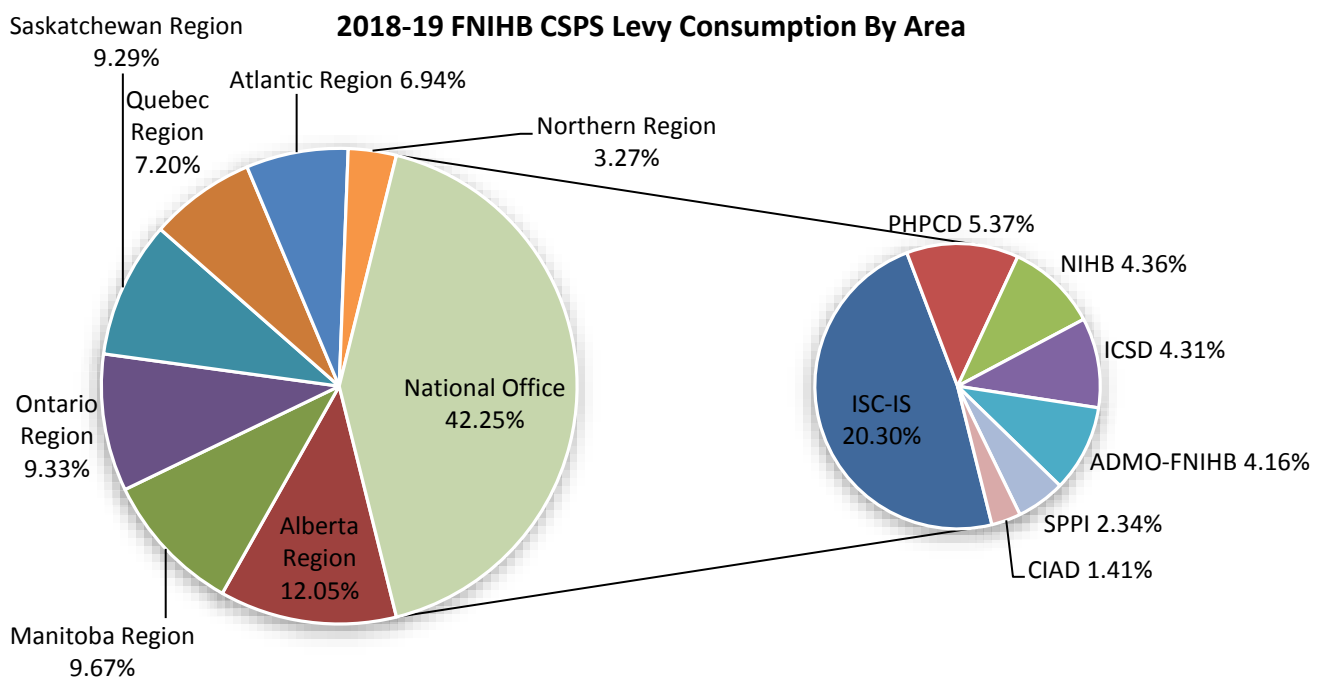
Canada School of Public Service Training Uptake:

FNIHB uses the Canada School of Public Service (CSPS) for the delivery of common standardized learning curriculums that specifically support public servants through key career transitions and development. The CSPS provides FNIHB employees with access to several courses that can be completed efficiently online or in class.

Many of the CSPA courses taken by FNIHB employees are mandatory and are pre-requisites for occupying certain positions.

Levy Consumption:

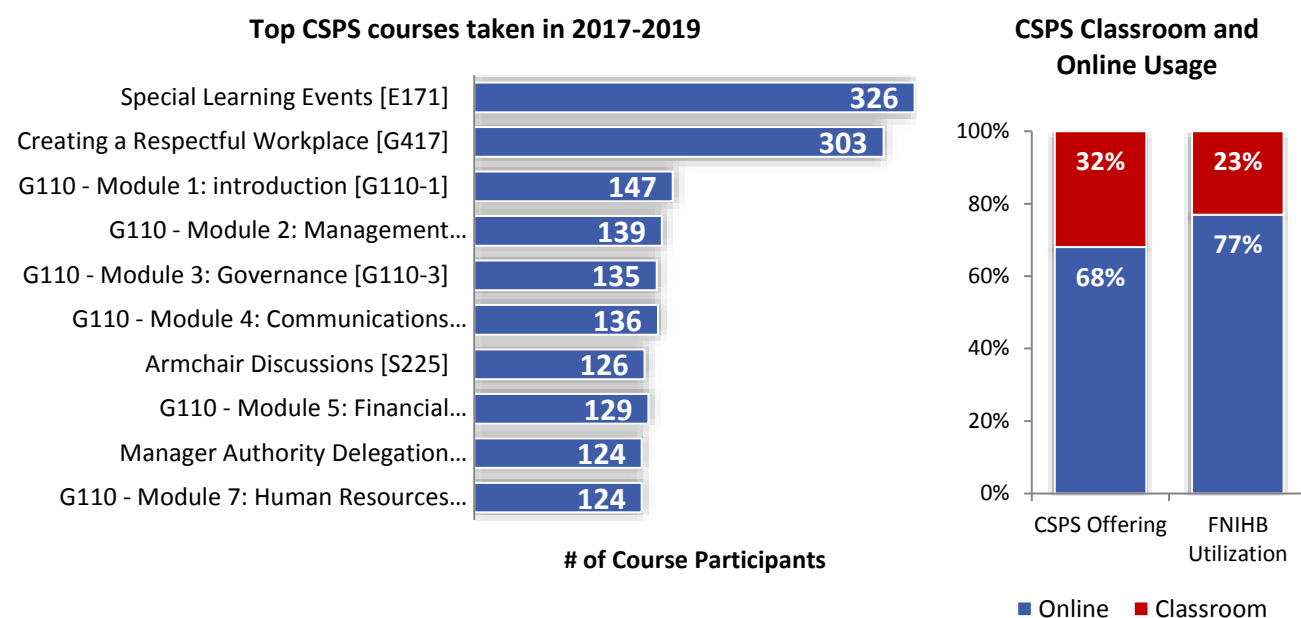
Annually, since 2016-17, FNIHB has invested \$476,792 toward the CSPA Levy agreement. In 2018-19 ISC Internal Services was added to the FNIHB CSPA levy and approximately 308 additional staffs were provided with access to the CSPA with the same levy investment. In 2018-19, FNIHB National Office (including ISC's Internal Services) dedicated to FNIHB consumed 42.25% (with 28% of the FNIHB workforce population) of the FNIHB Levy though course completion while regions consumed the 57.75% (with 71% of the workforce population) of the CSPA levy. ISC's Internal Services as a whole was the largest consumer of CSPA courses and utilized 20.30% of the levy.



Training Type:

Approximately 68% of the CSPA training portfolio is online based with the remaining 32% being allocated to in-class instruction and special events. While this mixture is offered to the whole public service, FNIHB employees participated in 77% online (9% above the CSPA average offering) and 23% in-class training (9% below the CSPA average offering). Online training participation through the CSPA is more lucrative for FNIHB employees as the duration to complete online courses is often shorter and can be done at an individual pace. Many CSPA online courses (Ex. G417 Creating a Respectful Workplace and G110 Essentials of Managing in the Public Service) are also considered mandatory or are position requirements that can be completed without prior registration or long time frames. Geographically, approximately 79% of FNIHB employees work outside of National Office in regional offices, zone offices, nursing stations etc., where in-class training would be more costly to implement for fewer participants. In-class training is often less commonly used by FNIHB as many in-class or special event

initiatives take place in Ottawa where only 21% of FNIHB employees work. These initiatives also often more time consuming.



FNIHB CSPS Utilization:

The utilization of CSPS within FNIHB can be represented through participation rates, the average hours of training undertaken per employee and the total number of courses completed per employee. These metrics can be described as follows:

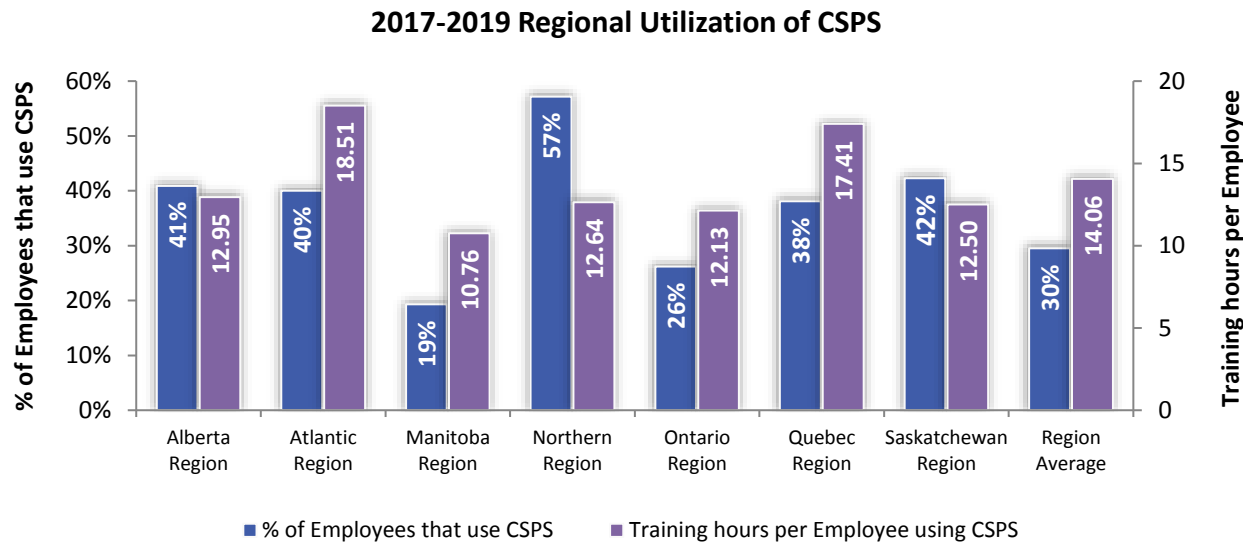
- 1) **Participation Rate:** The participation rate is the percentage of employees who have taken at least one course through the CSPS from 2017-2019 divided by the total workforce that has access to the CSPS.
- 2) **Estimated Training Time:** The duration of training that has been consumed is calculated by dividing the sum of total hours completed from 2017-2019 by a total population that participated in the CSPS training. The CSPS provides time estimations for each course. Some CSPS courses range from 30 minutes to several weeks of in-class comprehensive training. It is important to note that some online courses may have been completed in more or less time than the estimation provided.
- 3) **Average Number of Courses:** The average number of courses has been calculated by dividing the total number of courses taken from 2017-19 by the total population that participated in CSPS training.

It is important to note that some areas within FNIHB may have above average CSPS participation rates but below average consumption of training hours or course completion numbers. The CSPS utilization is unique to each area and is dependent on an area's training needs, accessibility and time availability to complete training in addition to normal work operations.

For fiscal years 2017-18 and 2018-19, approximately 33% of employees within FNIHB participated in at least one course that was offered through the CSPS. (919 FNIHB Employees participated out of 2,789 FNIHB employees who had access to the CSPS). The average CSPS participation rate for FNIHB regions is 30% and the average participation rate for FNIHB National Office is 45%. CSPS participation is generally higher within National Office by 15% in comparison to regions. During the same period, the average training hours utilized

for FNIHB regions was 14 hours and 19.8 hours for the FNIHB National Office. The higher utilization for National Office may be due to greater accessibility to Ottawa based in-class training and a greater importance on required training for a higher concentration of managers.

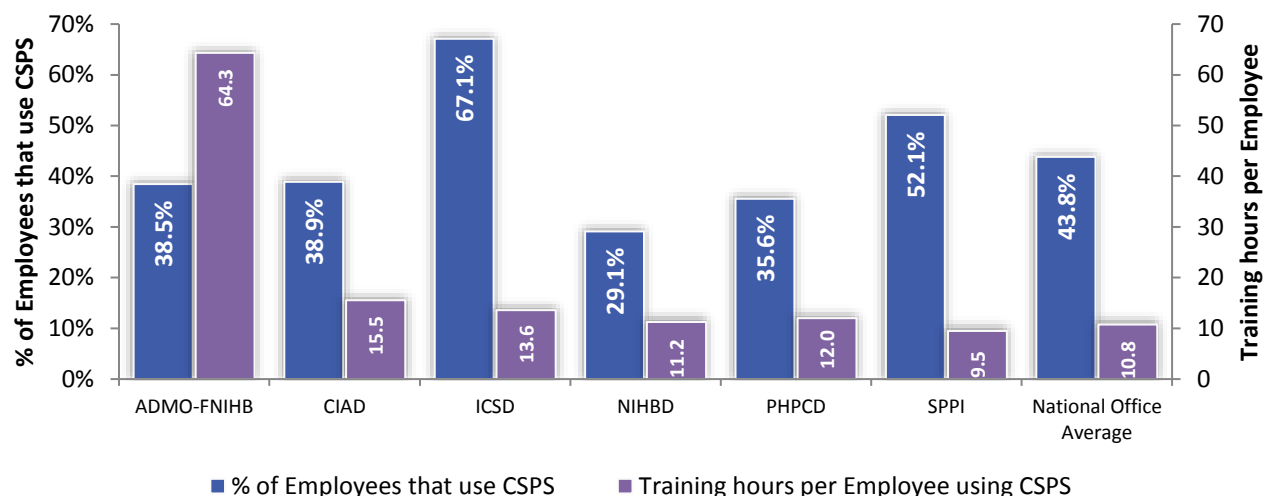
The Average number of CSPS courses taken per FNIHB employee is 4.02 courses. On average, Atlantic Region consumes the highest number of courses with 4.81 courses being completed per participating employee. SPPI consumes the lowest number of FNIHB CSPS courses with 2.5 courses being taken per employee.



On average, 30% of the FNIHB population within regions utilize the CSPS. FNIHB regions with the highest participation include Northern (57% participation), Saskatchewan (42% participation) and the Alberta region with 41% participation. Other regions’ participation rates include Manitoba (18% participation), Ontario (26% participation), Quebec (38% participation) and the Atlantic Region with 40% participation. A conclusion can be made that, due to the number of remote and isolated FNIHB workers in Manitoba and Ontario (i.e. Nurses), the lower participation rate is a result of their limited accessibility and connectivity to online courses.

The average CSPS training hours consumed by FNIHB regions is 14 hours. Regions that consume the most training hours include the Atlantic (18.5 hours), Quebec (17.4 hours) and the Alberta with 12.9 hours.

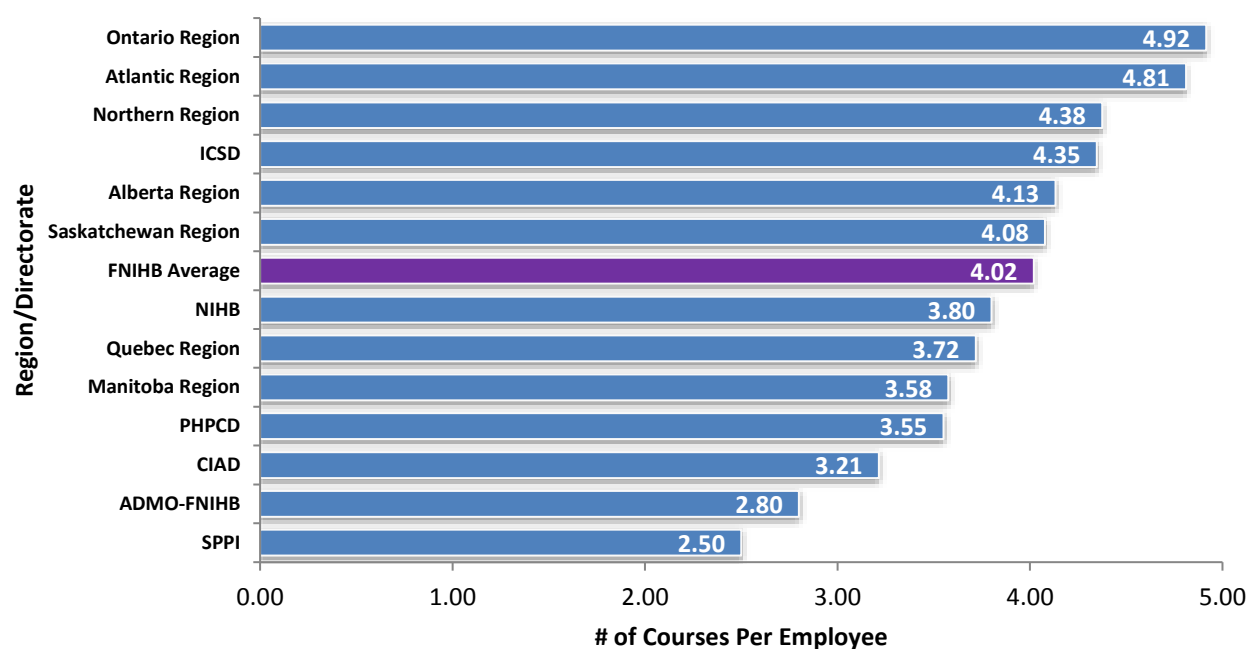
2017-2019 National Office Utilization of CSPS



On average, 45% of the FNIHB population within National Office utilize the CSPS. FNIHB directorates with the highest participation include ICSD (67.1% participation), SPPI (52% participation) and CIAD with 38.9% participation.

The average CSPS training hours consumed by FNIHB National Office is 19.8 hours. Directorates that consumed the most training hours include ADMO-FNIHB (64.3 hours), CIAD (15.5 hours) and the Northern Region with 12.6 hours. Directorates that consumed fewer hours include SPPI (9.5 hours), NIHB (11.2 hours) and PHPCD with 12 hours. In the case where one area is unexpectedly high, it is important to note that one employee consuming, for example, full time language training for a set period of time would impact results.

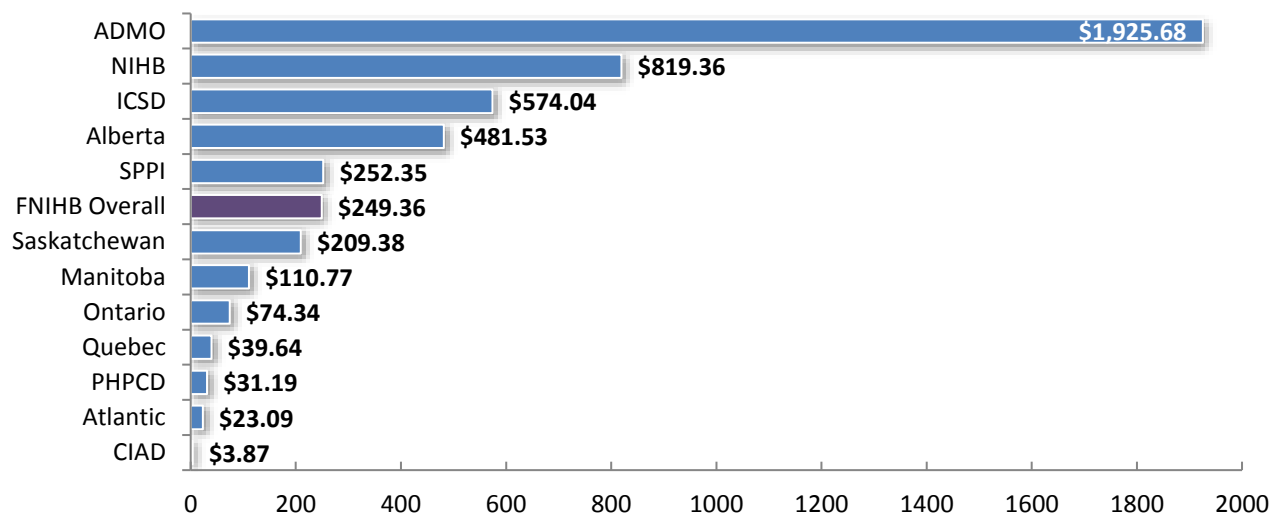
2017-19 FNIHB CSPS Courses Taken Per Employee



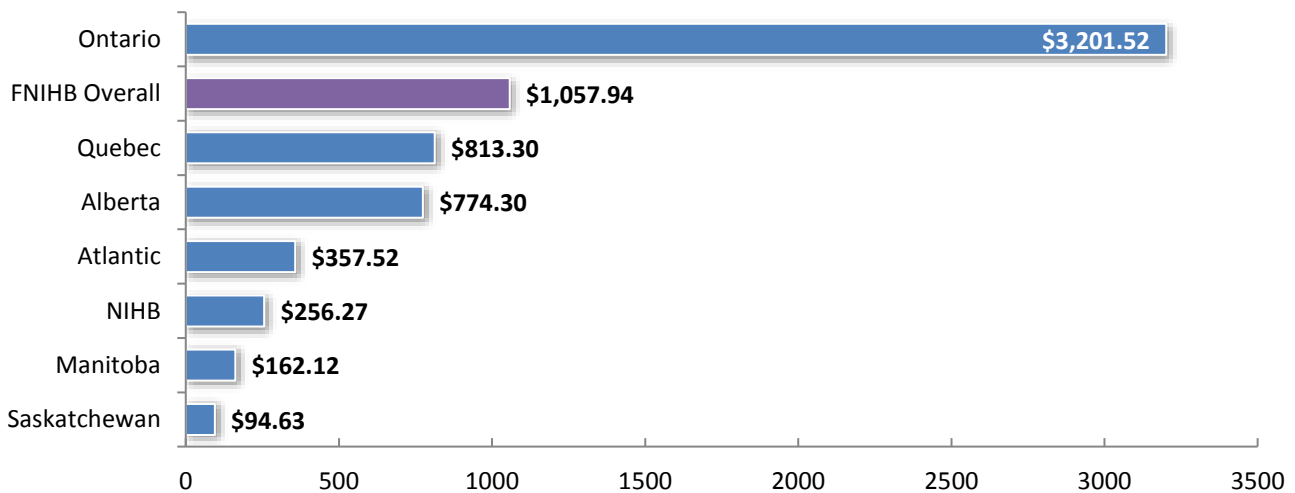
Health and Non-Health Professional Employee Training Expenditures:

In addition to the CSPS levy applied to the Branch, each year FNIHB's Senior Management training needs for health professionals and non-health professional employees through the Management Operational Planning (MOP) process. Approximately \$2,000 training dollars are forecasted per health professional and \$510 per non-health professional employee; however, training expenditures may differ from the MOP forecasts as the workforce's mobility & training needs may shift during the year. For 2018-19, the average amount spent on each Health professional in FNIHB was \$992.46. The average amount spent on each non-health professional in FNIHB was \$306.79. The training costs used per employee will also differ by region or directorate.

Non-Health Professional Training Expenditures per Employee for FY 2018-19



Health Professional Training Expenditures per Employee for FY 2018-19



Training Utilization Investment Under-Achieved

What were the results?

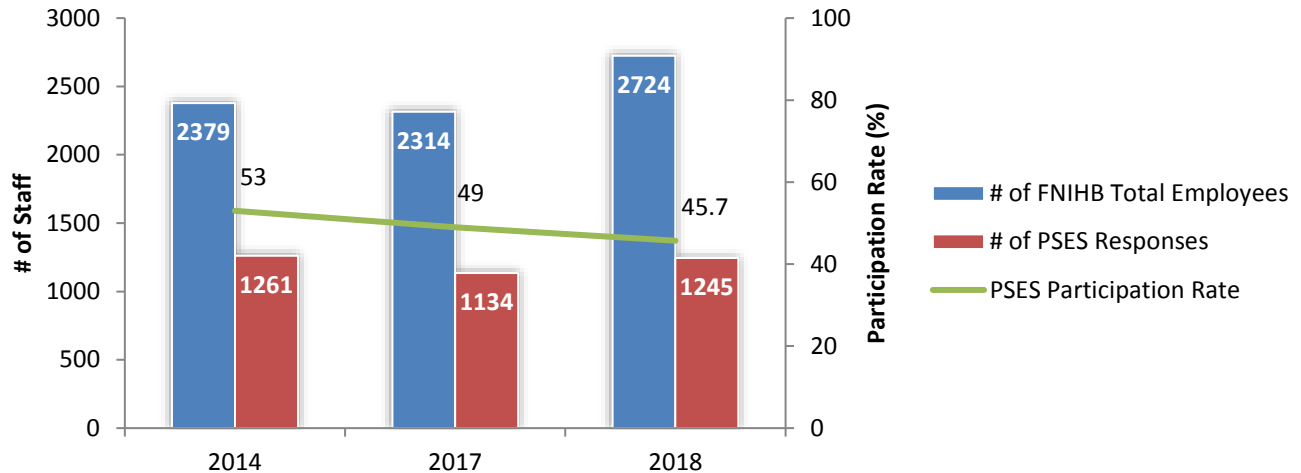
- (I) The Branch has increasingly relied on lower cost online training for their employees through an enterprise-wide approach to access career-related training over the last few years; however, in 2018-19 FNIHB's Levy investment consumption used through various Canada's School of Public Service training was approximately 44.3% of its total value. Even before the integration of FNIHB within the new Indigenous Services Canada in 2017-18, the Branch consumed approximately 74% of its annual investment in 2016-17 and 30% in 2015/16 under Health Canada's Learning Strategy purview.
- (II) Another area where FNIHB employees training expenditures used were lower was towards the health professional employees' management operational planning training forecast within the Branch. Every year approximately \$2,000 is forecasted per health professionals to cover their training needs over the fiscal year. The average Branch cost per individuals in 2018-19 were approximately \$1,058 which is half of the total training forecast used. Unfortunately no similar training expenditures were calculated in 2017/18; however, in 2016/17 the average health professional training expenditures were captured, calculated and came to roughly the same total amount used around \$1024.

Public Service Employee Survey

The Public Service Employee Survey (PSES) is distributed across 84 federal departments and agencies within the Public Service. Employees have the opportunity to answer questions based on many aspects of how they perceive the health of their job and organization. The PSES is now distributed annually during the summer of each fiscal year; however the survey was completed every three years prior to 2017.

The FNIHB participation rate in the PSES has been gradually in decline and is typically below the Public Service average. For PSES 2018, FNIHB's participation rate was 45.7% and the Public Service average was 57.7%. From 2014 to 2018, the FNIHB participation rate in the PSES had decreased by 7.3% (45.7% participation for PSES 2018 in comparison to 53% participation for PSES 2014). During the same period, the population of employees eligible to take the survey has increased by 14.5% (2,724 employees for PSES 2018 in comparison to 2,379 employees for PSES 2014). It is possible that response rates have been in decline for FNIHB due to the survey launch period being within the summer holiday period and accessibility issues for remote workers.

FNIHB PSES Survey Participation

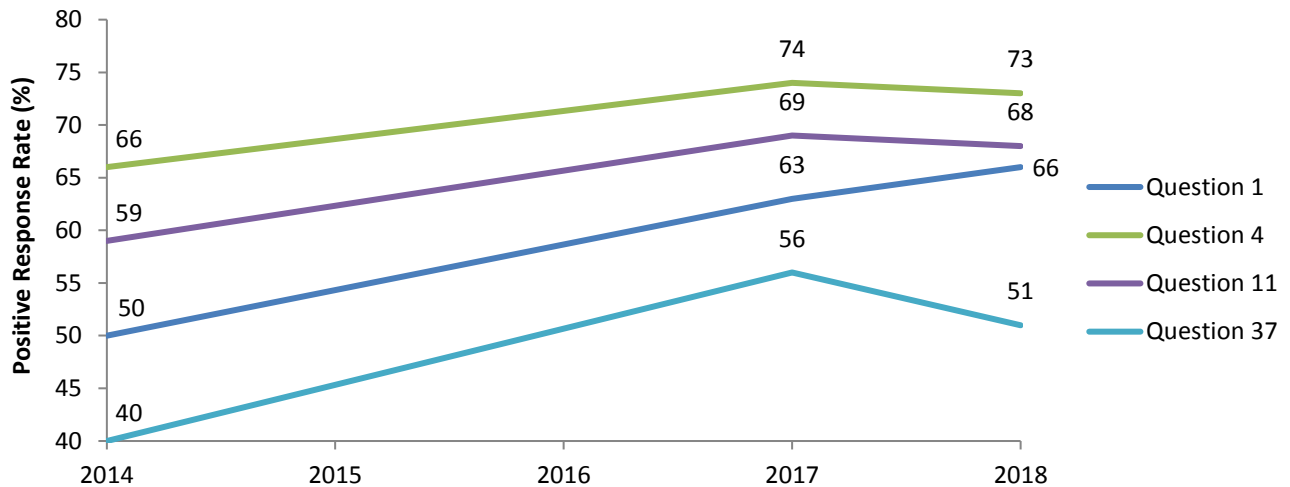


Source: Treasury Board of Canada Secretariat – June 6, 2019

The number of questions in each PSES fluctuates every year. 106 questions were included in the PSES 2014, 119 questions in PSES 2017 and 91 questions in 2018. The ability to compare trends over several PSES's may be slightly limited as questions are often removed; re-worded and new questions are inserted. Some improvements in PSES responses can be seen for FNIHB for 2018 PSES in comparison to 2014 PSES that includes the following:

- According to Question 1 more employees feel they get the training they need to do their job (73% positive in 2018 in comparison to 66% positive in 2014).
- According to Question 4 more employees feel they have support at work to balance their work and personal life (68% positive in 2018 in comparison to 59% positive in 2014).
- According to Question 11 more employees feel they have opportunities to provide input into decisions that affect their work (66% positive in 2018 in comparison to 50% positive in 2014).
- According to Question 37 more employees feel that their department or agency does a good job of supporting career development (51% positive in 2018 in comparison to 40% positive in 2014).

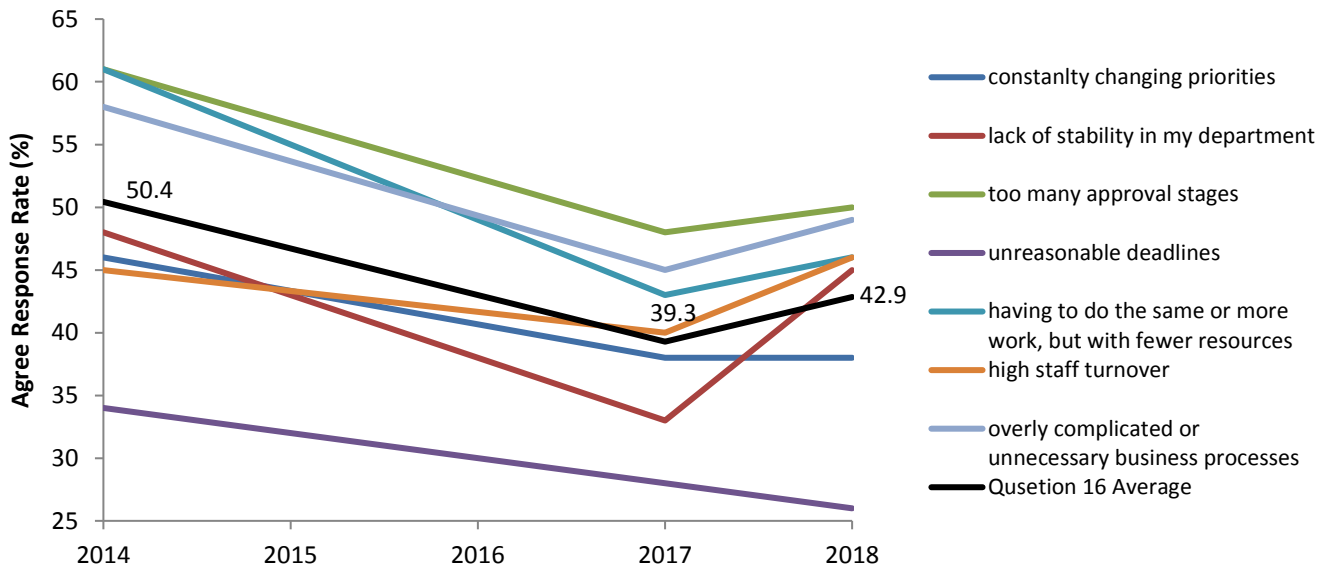
FNIHB PSES Questions with Most Improvement 2014-2018



Source: Treasury Board of Canada Secretariat – June 6, 2019

In addition to the previous questions that show improvement, historical trends indicate factors that typically affect the quality of work for FNIHB employees on average have declined by 7.5% from 2014. The average negative response for Question # 16 for PSES 2018 is 42.9% in comparison to 50.4% for PSES 2014. This decrease indicates that employees within FNIHB are seeing lower amounts of disturbances that may include: constantly changing priorities, lack of stability, too many approval stages, unreasonable deadlines, work with fewer resources, high staff turnover and overly complicated business processes.

FNIHB Results for Question 16 "I feel that the quality of my work suffers because of..."



Source: Treasury Board of Canada Secretariat – June 6, 2019

PSES Results toward Harassment/Discrimination

The employee perception of decreased Departmental support toward a diverse workplace correlates with the fact that harassment and discrimination remain areas requiring focus following the analysis 2018 PSES results. Since employee perception of being treated with respect has increased 6% from 2017 PSES results, it can be assumed that the efforts made to improve overall wellness within the Branch has had an impact even if not fully realized as of yet.

This is also consistent with the fact that FNIHB employees still feel reluctant that they can initiate a formal recourse process without fear of reprisal.

Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 2 years?							
SURVEY RESULTS RELATED TO HARASSMENT OVER THE YEARS							
FNIHB	PSES 2008	PSES 2011	PSES 2014	PSEAS 2017	PSES 2017	PSES 2018	Average over 10 years
Survey total response rate (%)	20%	62%	53%	41%	49%	45.7%	
Survey total respondents (#)	377	1191	1261	962	1134	1245	
"yes" response on question	29%	42%	27%	31%	26%	22%*	31%

*Please note, respondents are asked if they are a victim of harassment and/or discrimination within 12 months for PSES 2018 verses within 2 years for all years prior. It does not account for a difference in the harassment/discrimination timeline.

The above table shows that FNIHB is making improvements against Harassment in the workplace (a 4%* decline from FNIHB 2018 results. While consistent senior management messaging of a zero tolerance policy regarding harassment in the workplace and mandatory Mental Wellness related training (which outlines what constitutes harassment), would have helped to increase employee awareness, a complete change in behaviour might take longer to be realized. Note as well that those individuals who identified as being a victim of harassment (in the past two years) identify 'co-workers' and 'individuals with authority over them' as the group from whom they receive the harassment most often.

Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 2 years?							
SURVEY RESULTS RELATED TO HARASSMENT OVER THE YEARS							
FNIHB	PSES 2008	PSES 2011	PSES 2014	PSEAS 2017	PSES 2017	PSES 2018	Average over 10 years
Survey total response rate (%)	20%	62%	53%	41%	49%	45.7%	
Survey total respondents (#)	377	1191	1261	962	1134	1245	
"yes" response on question	19%	21%	9%	17%	13%	12%*	16%

The above data shows that FNIHB has been making some strides against Discrimination as well (a 1% decline from FNIHB 2018 PSES results); however, the response rate is still up 3% from 2014. Similar to the information on Harassment, 'co-workers' and 'individuals with authority over them' remain the groups most often identified from whom they felt discriminated against.

Continuum of Wellness in FNIHB

FNIHB is committed to providing a safe and healthy work environment for all of its employees. The workplace has a substantial effect on the health of employees. It is clear that the health of a person directly affects their job satisfaction and their productivity.

Workplace Wellness:

The Branch is committed to ensuring that all managers/supervisors complete the *Occupational Health and Safety (OHS)* and the *Building Blocks of Respect (BBR)* mandatory training. Since the last completion rate reading in 2018/19, **68%** had completed the OHS and **72%** the BBR. This remains a requirement as part of the Department's ability to meet its Occupational Health and Safety obligations.

Implementation of 360 evaluation exercise

The 360° feedback initiative started in 2013-14 as a professional development initiative for EX and equivalent groups. This feedback exercise that FNIHB undertook was with the Personnel Psychology Centre (PPC) – Public Service Commission of Canada and was based on the participant's actual work context and designed to give participants an understanding of their strengths and potential development needs with a view to achieving management excellence.

Over 5 years, we conducted five 360° Feedback processes for EXs, EX Equivalents, and EX minus 1, with 147 FNIHB employees having completed a 360 Evaluation.

This initiative is a very important in the Branch's pursuit of excellence and its strategic goal to *fostering a supportive environment in which employees excel*.

Respectful Workplace:

Values and Ethics

Values and Ethics are an integral part of FNIHB's culture. FNIHB is committed to increasing its emphasis on values & ethics in order to continue to foster a positive work environment. The Branch will continue to collaborate with corporate partner to offer harassment prevention and resolution training to staff in 2018-19 and beyond. As it stands, the Branch completion rates for managers/supervisors is at 57%.

Summary of What We've Seen

Throughout the report, we see a variety of data pieces from a number of varied sources that together help weave the story of the FNIHB workforce and further emphasize the need for consistent, reliable and readily available access to HR data. Even with the limitations on data release dates, we are able to capture some of key facts & findings that highlight FNIHB's growth or changes from 2017/18 to 2018/19 as well as other historical data trends showing the workforce's current landscape.

The Growth of FNIHB's Workforce

Overall, the report found that the Branch's workforce population is increasing. Since the beginning of FY 2018-19 up to July 2019, we have seen an increase of 8.01% in the workforce population and has grown steadily at 5% over three years. In terms of composition, the proportion of middle-aged employees (40-54 age range) within FNIHB is the highest employee group; while the proportion of younger FNIHB employees has noticeably continued to increase over the last year.

- (i) ***Some factors that could explain this?*** **The recruitment of Indigenous people is on the rise** – While the Branch has not yet achieved 30 percent representation by Indigenous peoples, their level of representation is significantly higher than the general workforce market availability for this population and APEP has helped to make progress on its objective. However, with a steadily indigenous staffing increase over the last 5 years, which represent 85.33% of its representation goal achieved, and under the assumption that the Branch's workforce may stabilize, it could experience a slow increase in Indigenous workforce representation due to various internal/external factors such as: decrease in Indigenous employees' mobility rates (ratio) over the next few years and the 2019 federal election.
- (ii) **More FNIHB employees were hired vs departure** – FNIHB's total departure rate has remained relatively stable around 11.8 % between 2018-19 and 2017-18; the mobility ratio over the last 5 years clearly shows more employee intakes were initiated compared to staff departing the Branch. Given the facts, we can make a factual assumption that the Branch has kept a steadily employees mobility rate balanced since the post Deficit Reduction Action Plan in 2013 which is over and above the increase in employee retirements (and an aging workforce and the higher turnover rate linked to uncertainty of a change in department from Health Canada to Indigenous Services Canada in October 2017).
- (iii) FNIHB continues to demonstrate the ongoing efforts and support of the equitable distribution of the four groups designated under the *Employment Equity Act*: women, Indigenous peoples, persons with disabilities and members of visible minorities. Statistics show that FNIHB's representation listed under all four groups are above labour market availability and actually have increased in 2018-19 in comparison to 2017-18. Over the last few years, FNIHB has continued to meet or exceed all four designated groups and made significant gains toward increasing the Indigenous Peoples Representation above labour market availability and in compliance with the Aboriginal Peoples Employment Program target of 30% by 2020.

- (iv) A FNIHB exit process to come underway in FY 19-20 which will also help in assessing why people are leaving and therefore what can be done to increase the likelihood of employees staying with FNIHB for their career.
- (v) Through yearly data comparison and the analysis of trends, the goal continues to be in line with the FNIHB Strategic plan to support employees throughout their career lifespan and encourage the growth of talent and development within FNIHB.

CONCLUSION

Considering all the data outlined in the previous pages, this report focussed on key statistical facts and benchmark data on issues like workforce demographics, employment equity, workforce mobility, training needs and expenditures, and PSES data in order to better understand trends and patterns in FNIHB to inform both decision making in the organisation, and the knowledge transfer of comprehensive workforce data and research to support the Branch.

This document will be updated on an annual basis as part of the Branch's workforce analytics reporting process; taking into account emerging factors in the Department's business priorities. By raising awareness on workforce issues to a strategic level, FNIHB can better focus its efforts on important issues that are critical to success, and plan its way forward to create a sustainable workforce and also be prepared for current and future challenges.

As FNIHB enters in its third year within Indigenous Services Canada's organizational sector, one of the key to success will be continued focus on supporting Human Resources Data Analytics Modernization that foster high quality data standards in business intelligence and also provide insight and predictive abilities to recommend options in solving complex Human Resources Management business needs within the Branch.

ANNEXES

Figure 1a – Indeterminate Staff Intake

FNIHB 2017-18		New Indeterminates						
Region/Directorate	Average Population	New Hires	Inter-Departmental Transfers In	Term to Indeterminate	Interbranch Transfers In		Total Branch New Indeterminates	
		#	#	#	Promotion	Lateral & Down		
		#	#	#	#	#	#	%
ADMO First Nat & Inuit Health	16	1	1	0	1	1	4	25.7%
ADMO FNIH Regional Operations	3	0	0	0	0	0	0	0.0%
CIAD	34	0	0	0	0	1	1	2.9%
FNIH Alberta Region	305	16	3	4	1	0	24	7.9%
FNIH Atlantic Region	117	7	1	3	0	0	11	9.4%
FNIH Manitoba Region	474	21	0	13	0	0	34	7.2%
FNIH Northern Region	56	4	1	0	0	1	6	10.6%
FNIH Ontario Region	368	37	0	14	2	1	54	14.7%
FNIH Quebec Region	147	10	2	5	0	0	17	11.5%
FNIH Saskatchewan Region	219	13	1	14	0	0	28	12.8%
Internal Client Services	58	2	1	0	2	0	5	8.6%
Non-Insured Health Benefits	155	7	4	11	0	0	22	14.2%
Population & Public Health	93	3	1	1	0	0	5	5.4%
Primary Health Care	54	2	1	2	2	2	9	16.6%
Strategic Policy Planning & Info	70	10	4	2	4	1	21	30.0%
Grand Total	2170	133	20	69	12	7	241	11.1%

Figure 1b –Indeterminate Staff Departures

FNIHB 2017-18		Departures							
		Interbranch Transfers Out		Inter-department Transfers Out	Public Service Departures			Total Branch Departures	
Region/Directorate	Average Population	Promotion	Lateral & Down		Resignation	Retirement	Other		
		#	#	#	#	#	#	#	%
ADMO First Nat & Inuit Health	16	1	0	1	0	0	0	2	12.8%
ADMO FNIH Regional Operations	3	0	0	0	0	0	0	0	0.0%
CIAD	34	2	1	0	0	0	0	3	8.8%
FNIH Alberta Region	305	0	0	5	17	11	3	36	11.8%
FNIH Atlantic Region	117	2	2	2	3	3	0	12	10.2%
FNIH Manitoba Region	474	1	1	1	27	15	1	46	9.7%
FNIH Northern Region	56	1	1	3	0	0	0	5	8.9%
FNIH Ontario Region	368	1	3	1	20	12	1	38	10.3%
FNIH Quebec Region	147	0	1	3	3	4	0	11	7.5%
FNIH Saskatchewan Region	219	0	0	8	2	1	2	13	5.9%
Internal Client Services	58	4	4	0	1	4	0	13	22.3%
Non-Insured Health Benefits	155	4	1	5	0	5	0	15	9.7%
Population & Public Health	93	0	2	3	0	1	0	6	6.5%
Primary Health Care	54	0	1	2	0	2	1	6	11.1%
Strategic Policy Planning & Info	70	2	3	0	2	0	0	7	10.0%
Grand Total	2170	18	20	34	75	58	8	213	9.8%

Please note - this calculation includes outbound Inter-branch promotions.

Figure 2a. FNIHB PSES 2017 Placemat

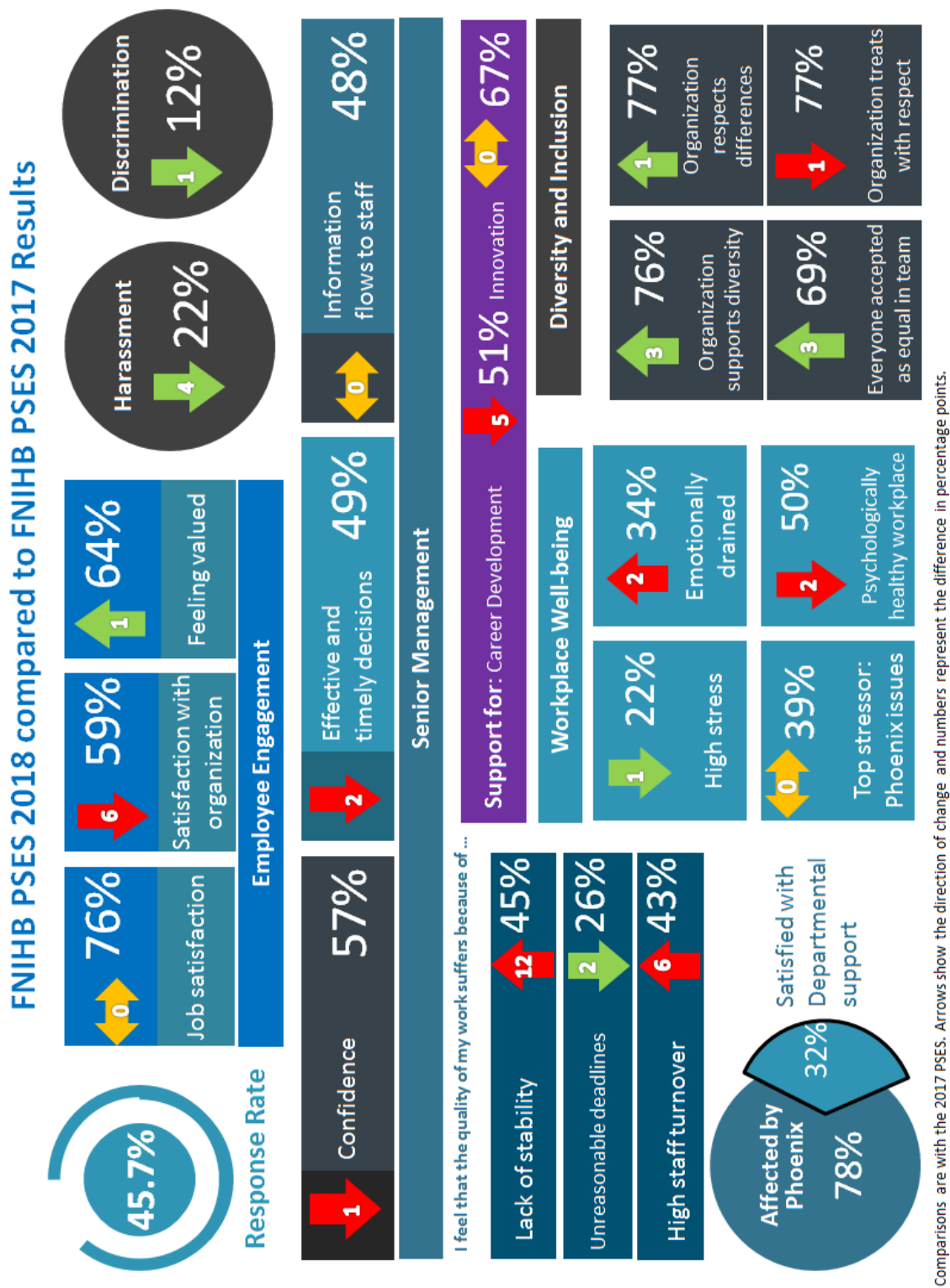


Figure 2b. FNIHB PSES 2018 Placemat

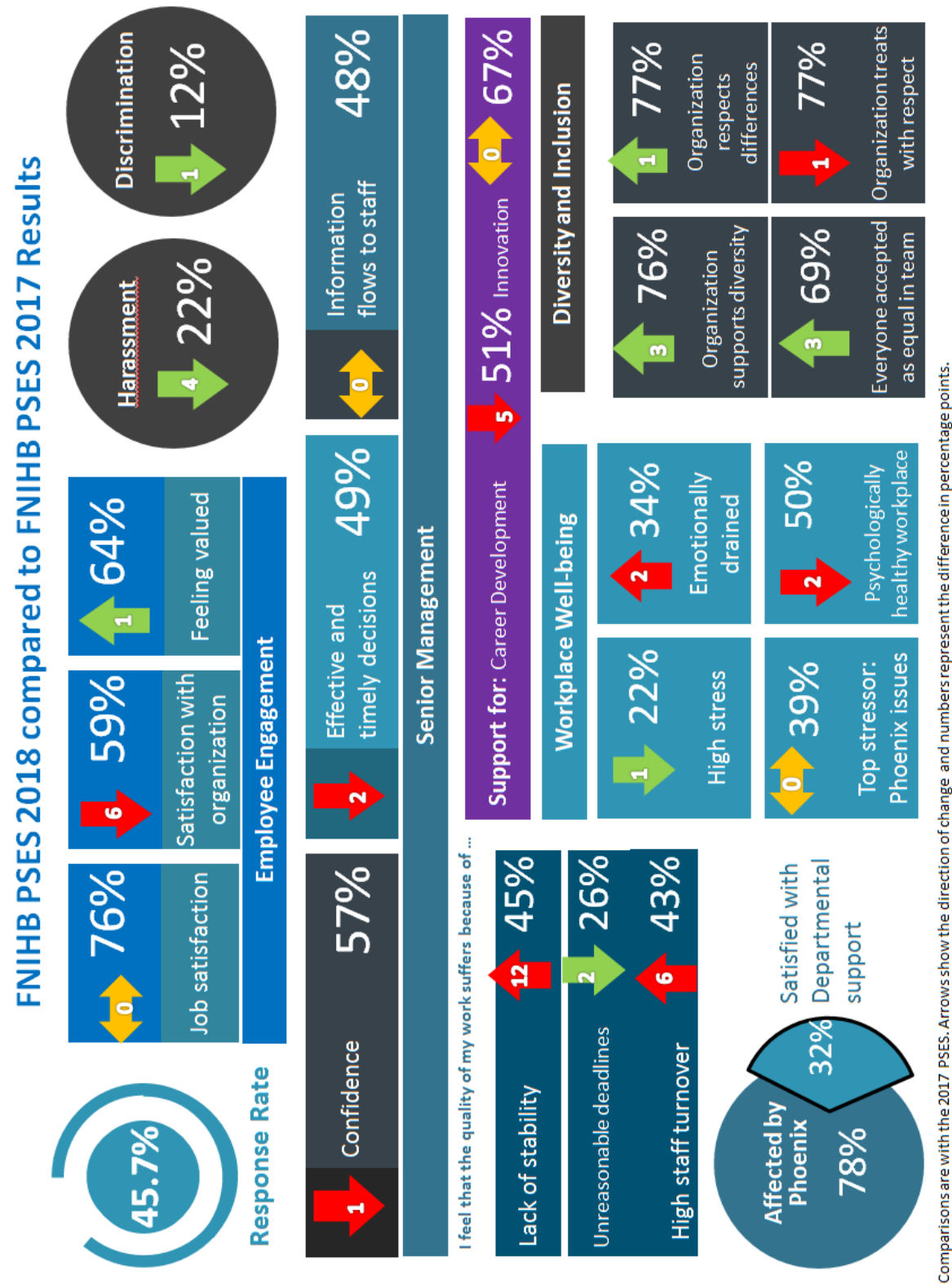


Figure 3. Term and Casual Staffing

Term & Casual Staffing (FY 2017-18) Figure 3					
	Terms		Casuals		
Directorate/Region	# of Terms	Terms as a % of Workforce	# of Casuals	Casuals as a % of Workforce	Total
Alberta	12	3.33%	34	9.44%	360
Atlantic	6	4.29%	17	12.14%	140
Manitoba	83	11.71%	132	18.62%	709
Northern	0	0.00%	0	0.00%	59
Ontario	38	8.96%	24	5.66%	424
Quebec	15	8.88%	14	8.28%	169
Saskatchewan	26	10.79%	13	5.39%	241
ADMO	0	0.00%	0	0.00%	28
CIAD	0	0.00%	0	0.00%	26
ICSD	0	0.00%	0	0.00%	66
NIHB	16	9.58%	8	4.79%	167
PHPCD	0	0.00%	12	7.59%	158
SPPI	0	0.00%	0	0.00%	64
Total:	196	7.51%	254	9.73%	2611*
* Source of data from HC HR Boxi as of July 2018 * Total includes indeterminate + term+ casual + student employees					