



Better government: with partners, for Canadians

Real Property Community Demographics: Beyond the Numbers

Acquired Services and Assets
Sector Communities



November 2015

Acquired Services and Assets Sector
Communities Management Office
Office of the Comptroller General

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Outline

- **Who are we?**
 - Demographics
 - PSES Results
- **Beyond the Numbers**
 - What are they saying? Trends.
 - What's TBS doing about it?
 - What can departments do about it?
 - What are “you” going to do about it?
- **Questions & Comments**

0123
3456 7123
471 09283

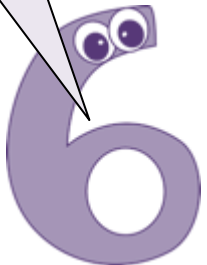
42



99%



613
219
6681



0123 5098122 3456 7123 471
09283 410938 7410 9874 123
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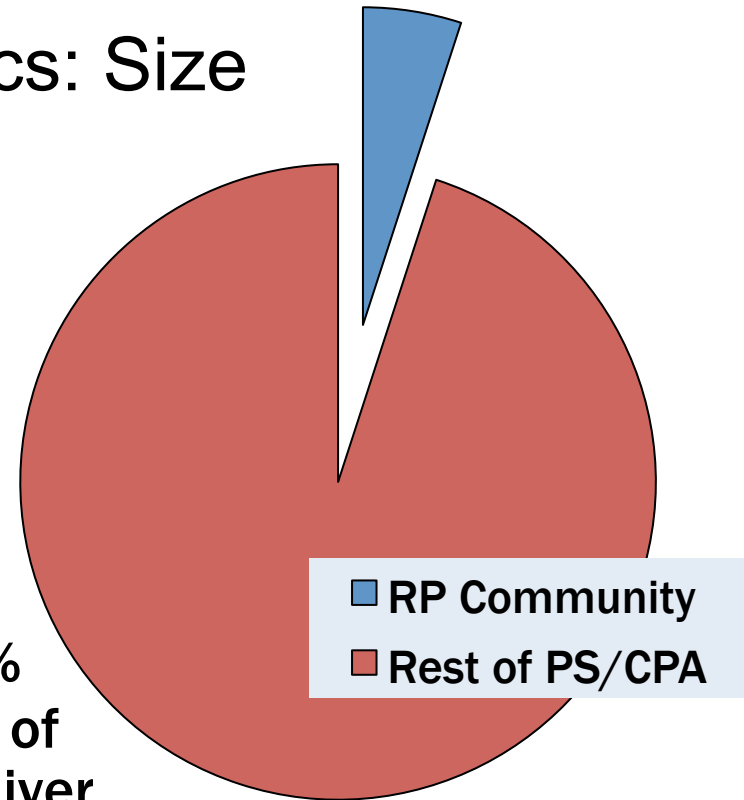
Demographics: Size

We are the 5%!

- **10,000 in the CPA**
- **13,000 in the PS**

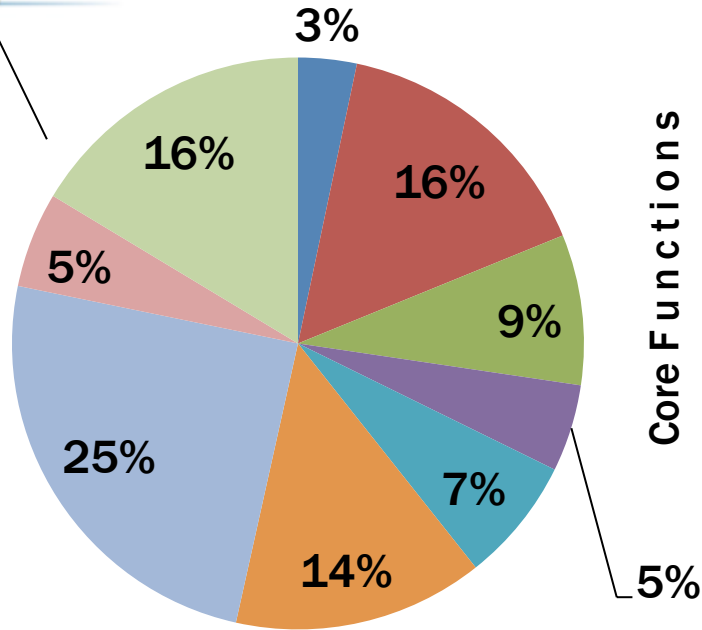
We are key enablers.

- **We ensure that the other 95% have the quantity and quality of real property they need to deliver results for Canadians.**
- **Without us the other 95% couldn't do their job!**
- **When RP isn't done right it can have an impact on the health and safety of employees, it can have an impact on a department's ability to deliver results, it can lead to poor stewardship.**



Demographics: Diverse Community

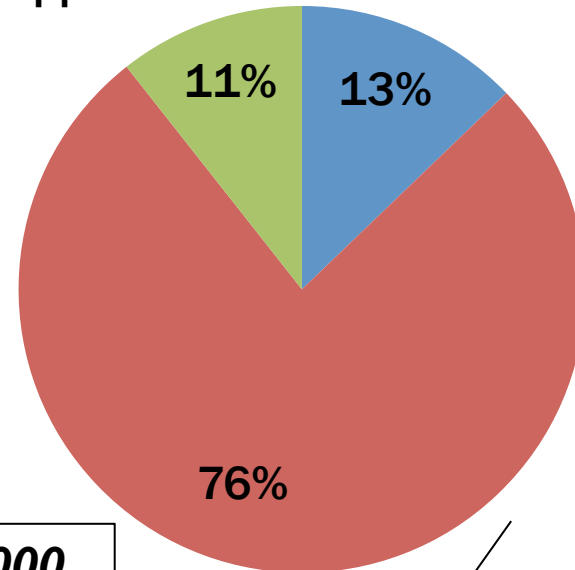
Core Population: 6,000



- Accommodation Mgmt. Services
- Architecture and Engineering Services
- Environment
- Geomatics
- Portfolio, Program and Policy Mgmt.
- Project Mgmt. Services
- Property and Facility Mgmt. Services
- Real Estate Services
- RP-Support

Non-Core Functions

- Fire Protection Services
- General Labour and Trades
- Heating Plant



Non-Core Population: 4,000

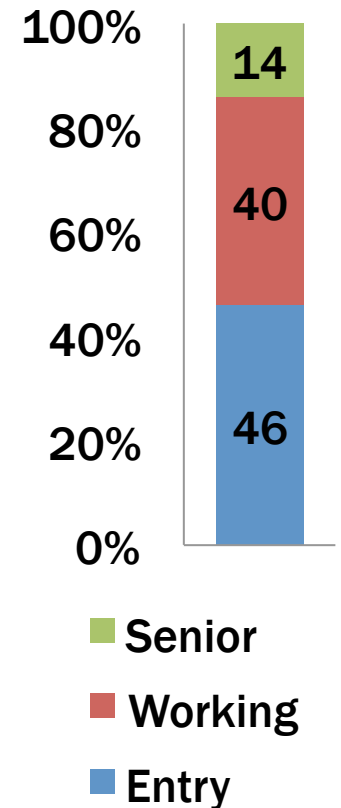
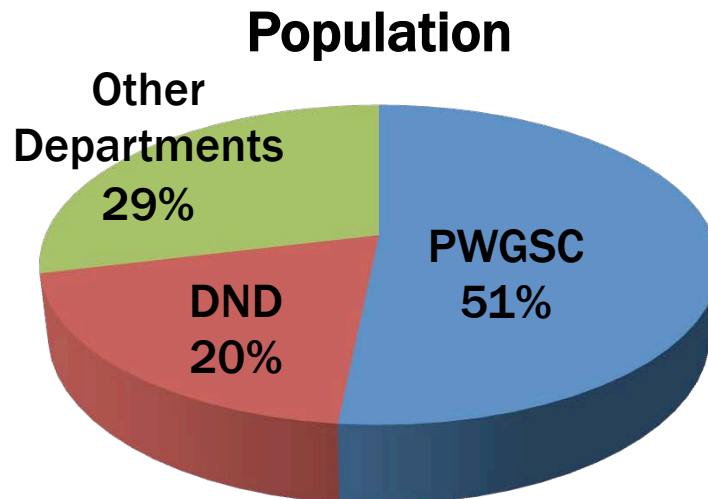
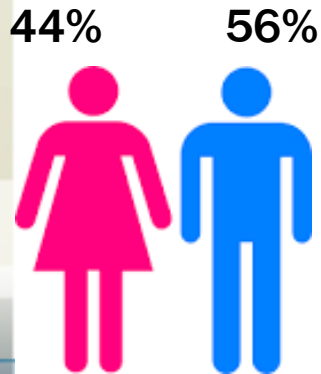
Demographics: Distribution of Core RP

Primary occupational groups (core):

- AS: 36%
- EG: 24%

Primary occupational groups vary by function:

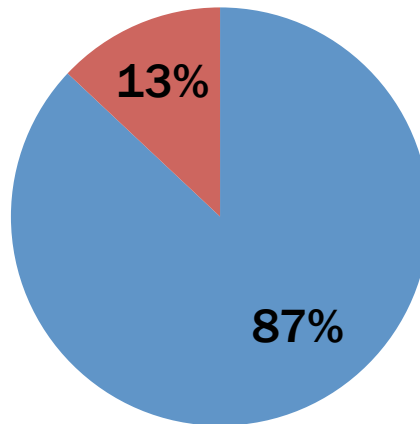
- Each function is largely carried out by 1 or 2 occupational groups.
- For example: 81% of Environment function carried out by PCs
- For example: 77.5% of Portfolio, Program and Policy Management carried out by ASs and ECs.



Demographics: Education

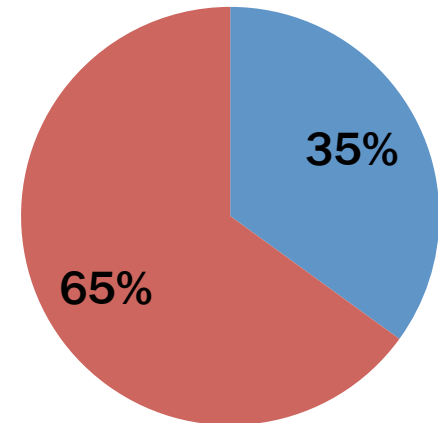
Real Property community is very educated

- 87% have post-secondary education (above PS average)
- Almost half (45%) have a university education.
- Only 35% of RP professionals are in an occupational group that requires post-secondary education.



■ Have Post-secondary Education

■ Don't have...



■ Are in occ. groups that require post-secondary education

■ Are in occ. groups that don't...

Community comes equipped with great "skills" inventory!

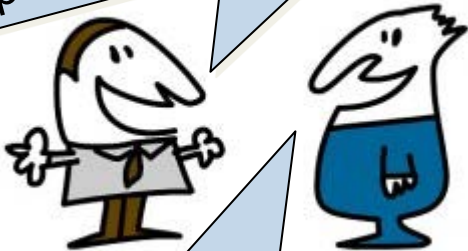


Demographics: Age & Experience of Core

RP community average age (47.5) is a few years older than the Public Service average age (44.9).

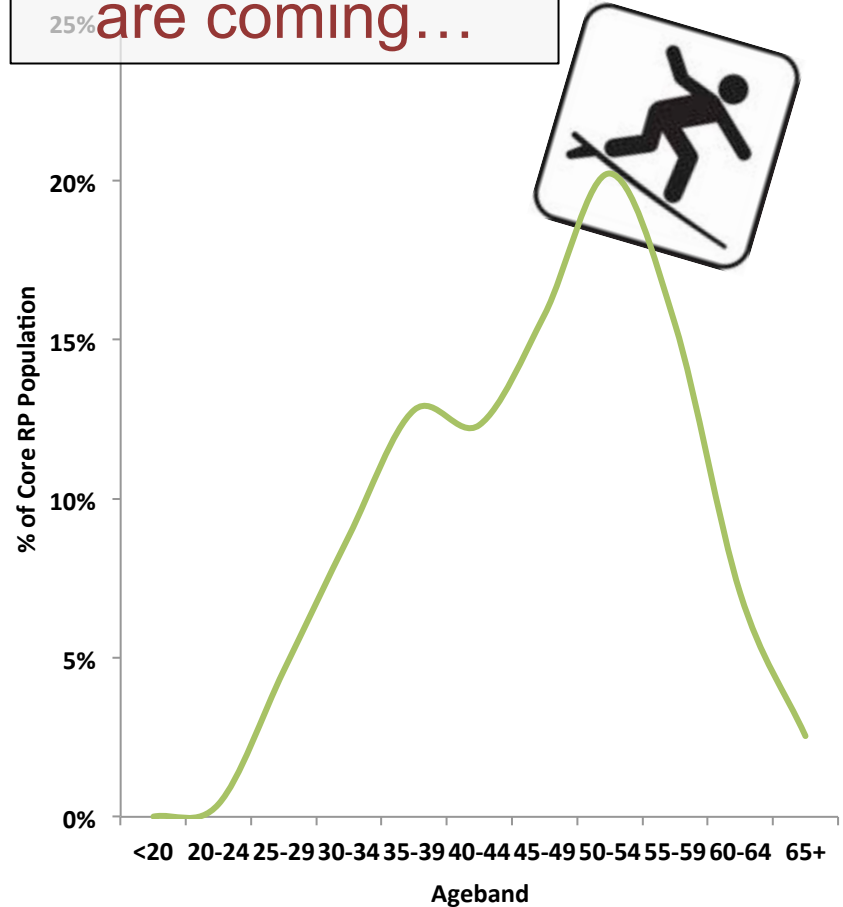
Average years of pensionable service = 15.9 years

Only 5% of the population is under 30



35% have 20 or more years of continuous service

RP Surf's Up!
The "boomers"
are coming...



Demographics: Mobility of Core RP

Retirement:

- Eligibility: 13.9% (higher than PS rate of 9.8%).
- Eligibility: By 2019, 34.1% (of current population)
- Approximately 1 in 3 of those eligible to retire actually retire on an annual basis.
- Corporate service professionals tend to retire earlier than the remainder of the PS.
- Community is following PS trend of retiring later.
- Retirement rate: 3.7% (higher

Moving to another federal community:

- 3.5%

Leave CPA altogether:

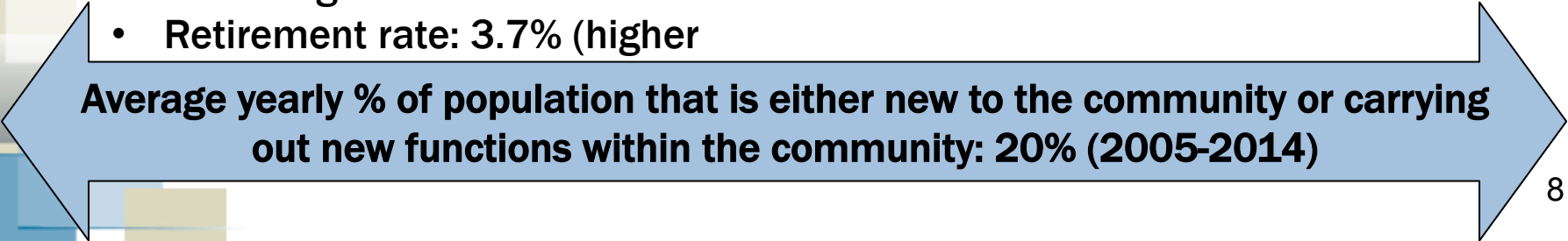
- 2.2%

Movement within RP Community:

- 7.2%



Approx.
10% yearly
outflow



Average yearly % of population that is either new to the community or carrying out new functions within the community: 20% (2005-2014)

PSES Results: How does RP compare?

Question 92:

“With which of the following communities do you most closely identify in relation to your current job?”

... Real Property

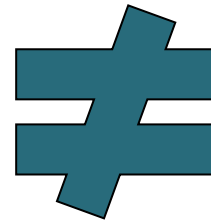
Overall, the RP community’s responses are similar to the PS average for 95% of the questions , 79 of 83 questions.



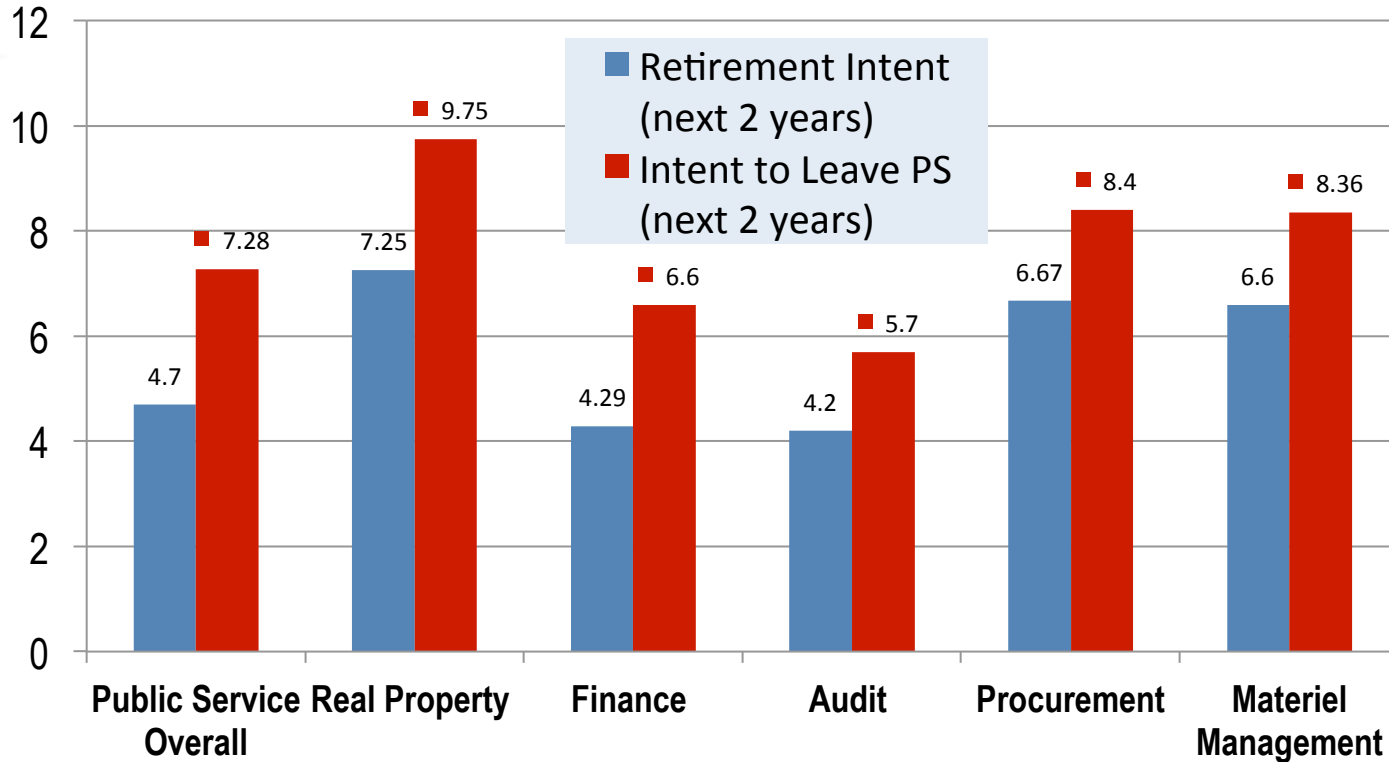
however

Results are significantly worse than the PS average for answers to 4 questions in 3 of the survey categories

Results are significantly worse than results for other comptrollership communities



PSES Results: Retention



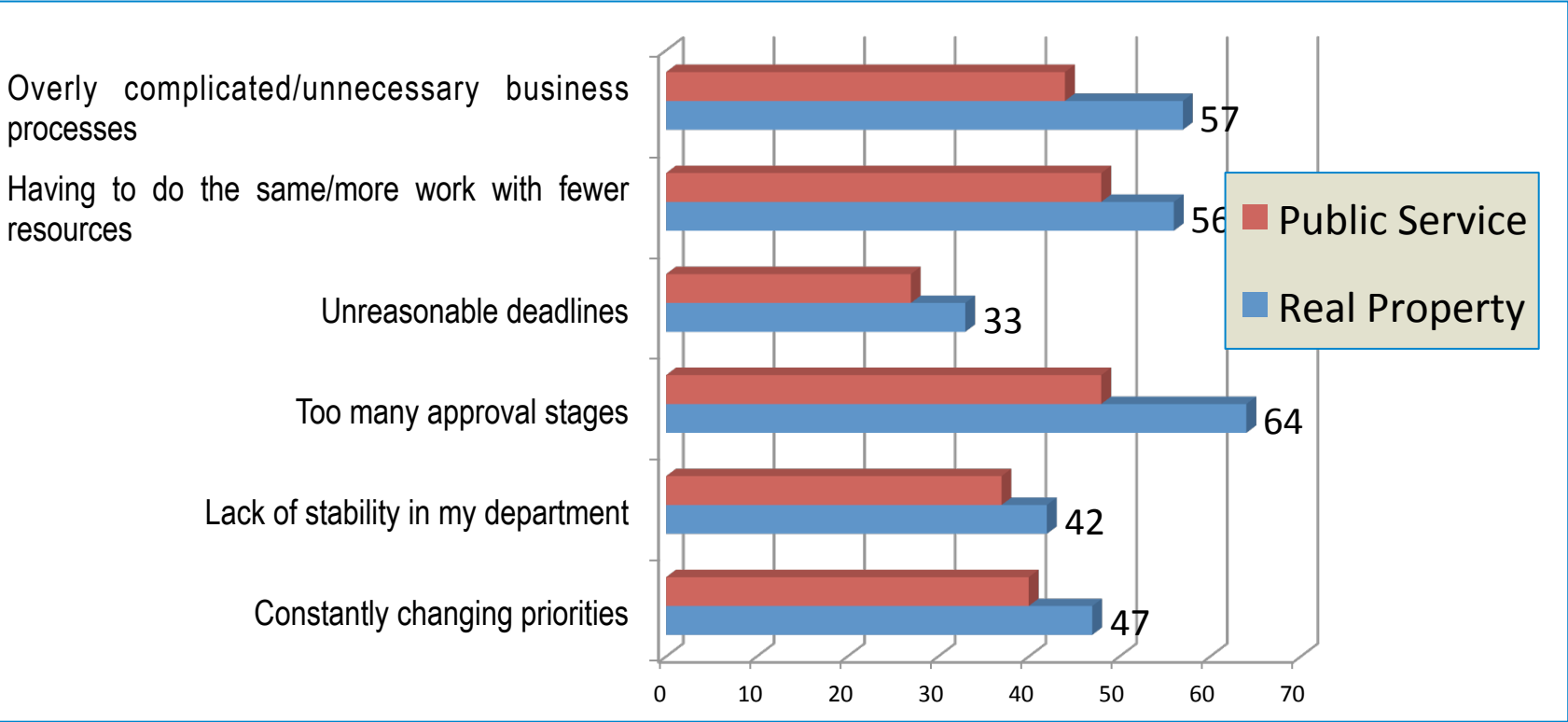
Good news: RP community churn rate (“intention to leave current position within the next 2 years”) is slightly below PS average.

but...

Bad news: When the RP community does move, it is much more likely to retire or leave the public service.

PSES Results: Workplace

RP community had areas of significant concern with respect to results for 6 of the 7 “High Performing Organization” questions.



HPO results are very low. Left unchecked, this will impact on healthy work environments and departments’ ability to deliver on their core mandate.

PSES Results: Training & Development

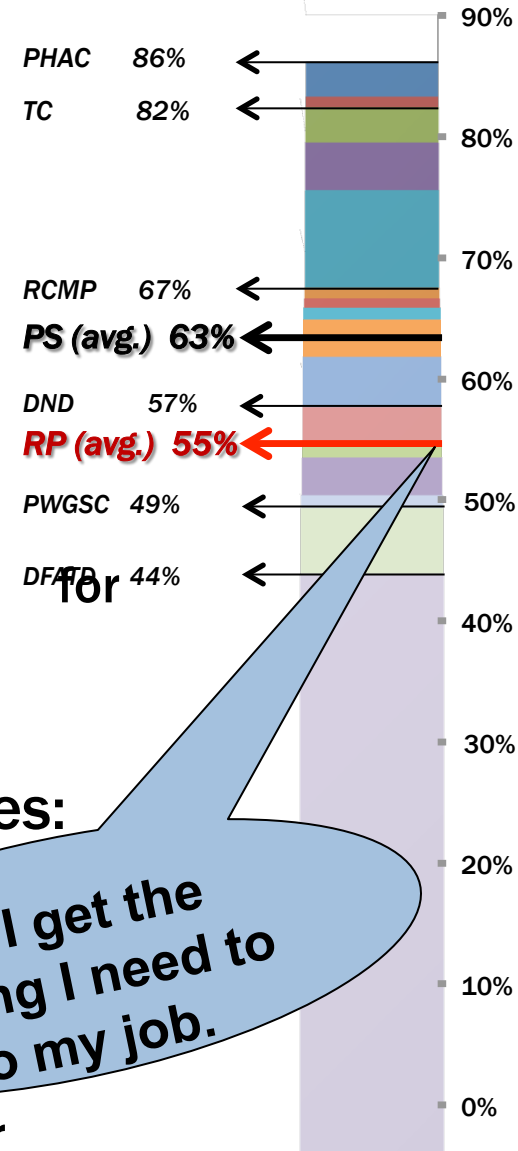
Training and career development ranked significantly below average in the Real Property Community:



- Only 55% indicated getting training to do their job, the second lowest result of all communities.
- Less than half (47%) indicated getting support career development.

Real Property Community scored lowest compared to all comptrollership communities:

- Finance (FI) and Internal Audit (IA) communities: 70+% indicated getting training to do their job
- FI, IA & Procurement communities: approximately 60+% indicated getting support for career development.



Q5: I get the training I need to do my job.

Beyond the Numbers (What are they saying?)

The RP community has a Unique Distribution presents challenges and opportunities.

- Over 50% of the workforce is at PWGSC
- Over 70% are in only 2 departments i.e. PWGSC + DND

Opportunities & benefits:

- These departments are well placed to play leadership roles in talent management and recruitment.
- *Breadth and specialized nature of opportunities at PWGSC seem to create an environment where RP professionals are less likely to leave the RP community and more likely to remain in their positions.*

Challenges & risks:

- Directive on Travel, Hospitality, Conference and Event Expenditures has \$\$\$ limits that apply equally to all departments regardless of size.
- Health and strength of community largely in hands of 2 depts.



Beyond the Numbers (What are they saying?)

RP Community Composition is Changing!
The RP community is changing!



RP community is shrinking!

- 12.4% decline 2012-14 (CPA decline of only 8.5%)
- 3.8% decline 2005-14 (CPA increase of 6.1%)

RP community is shrinking in very specific areas

- Non-core RP has shrunk more than core RP functions
- Outsourcing and move to Alternate Forms of Delivery have had a significant impact: -600 General Trades positions; -200 Property and Facility Mgmt. positions; -100 Architecture and Engineering Services positions (2005-2014)

RP community is growing in very specific areas:

- +44.6% in Portfolio, Program and Policy Management,
- +23.3% in Environment, + 20.4% in RP Support.

Beyond the Numbers (what are they saying?)

RP Community: More strategic and complex

The RP function is becoming more strategic and complex

- Within core, growth rate of positions in occupational groups requiring a university degree have increased by **12.3%** (compared to 2.7% for positions not requiring a degree).
- For example: EXs +145%, PCs +32.8%, ECs +21%
- Highest growth rates at highest levels
- High rate of supervisors i.e. 1 in 3 (compared to 1 in 4 in Public Service).
- Increase in bilingual positions by 20% (indicates increased importance of communications skills).

Junior



Senior

Level	Growth Rate
RP01-03	- 4.2%
RP-04	+ 8.6%
RP-04	+ 10.7%
RP06	+ 12%
RP07 (e.g. EX01 & EC07)	+ 37.8%



Beyond the Numbers (what are they saying?)

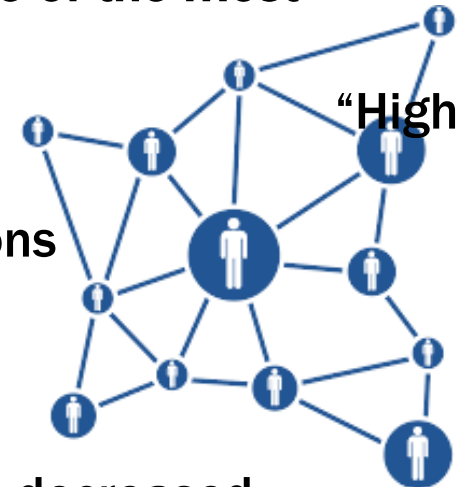
Challenging Work Environment

PSES highlighted that the RP community works in one of the most challenging work environments in government.

- **1st, 2nd or 3rd worst results in government for 5/7 Performing Organization” (HPO) questions.**
- **Significantly below PS results for 6/7 HPO questions**

Understandable when you consider that:

- **Function of RP is in transition (e.g. outsourcing)**
- **The number of people supporting the function has decreased**
- **The number of stakeholders and stakeholder interests has increased**
- **Challenging portfolios (e.g. rust out)**
- **Complex considerations (e.g. FSDS, strategic disposals, aboriginal interests, PPPs, Economic Action Plan)**
- **Overlap with security, health and safety, contracting, employee benefits (e.g. daycare & parking)**
- **Central agencies are moving to principle based direction**



Beyond the Numbers (What are they saying?)

Despite one of the most challenging work environments, RP community still has above average results for:

I'm proud of the work I do. (90%)

Am willing to put in the extra effort to get the job done. (95%)

Overall, I like my job. (81%)

I get a sense of satisfaction from my work. (75%)



Beyond the Numbers (What are they saying?)

Retirements are coming and they're going to hit **Sustainable RP Capacity**
RP community harder than other communities.

Loss of expertise to private sector higher than
in other comptrollership communities.

Loss of expertise to other communities.

Access to professional development second lowest of
communities.

Real Property competencies and skills are changing

To maintain community capacity (status quo), the community
needs to train the 10% of the community that are new to RP or
carrying out new functions within RP on a yearly basis.



Beyond the Numbers

(What are we going to do about it?)



What is TBS doing?

- Demographic work.
- Career pathing work with OCHRO.
- Targeted learning for the EX community.
- Updating the real property learning architecture.
- Policy re-set exercise (e.g. CG oversight of community)
- Actively promoting the use of competency-based management.
- Working with third parties like RPIC to develop and deliver training.

What can departments do?

- Collective staffing ...
- When staffing, create pools accessible to all departments.
- Use Performance Management Agreements (PMAs) as talent management tools.
- Is updated governance in place e.g. RPMF?

Beyond the Numbers

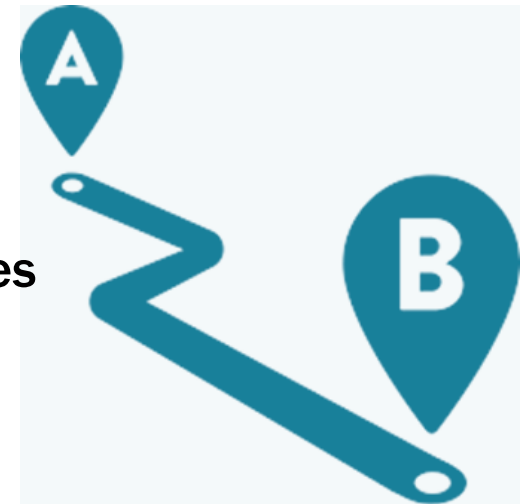
(What are “you” going to do?)

Take ownership of your career... opportunities are coming down the pipe!

- ✓ **Take stock of your competencies**
- ✓ **Have a plan and identify your competency gaps**
- ✓ **Leverage “your” PMA and “your” learning plan**
- ✓ **Build your network (get involved in working groups and committees)**
- ✓ **Update that CV...**

Leverage existing resources

- ✓ **CSPS curriculum**
- ✓ **TBS/CSPS “free” armchair discussions**
- ✓ **RPIC website and newsletter**
- ✓ **RPIC breakfast series and “brown bag” lunches**
- ✓ **RPIC PD days and workshops.**
- ✓ **GCPedia’s Community Management Site**
- ✓ **In-house training**
- ✓ **TBS booth at RPIC national workshop**



Questions / Comments



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Appendix A: OCG Communities PSES Comparison (methodology)

Responses for all ASAS communities identified in the PSES (Procurement, Real Property, Materiel Management) were compared to the overall PS results.

In order to identify notable trends, the relative difference between the communities' results and the PS's were calculated.

In order to identify the magnitude of the difference, 7 thresholds were identified: within + or - 6% of the PS average; + or - 7 to 9 % of the PS average; + or - 10 to 19% of the PS average; + or - 20% or more of the PS average.

Results were visualized by assigning a colour coding

- Red = negative trend
- Green = positive trend
- Intensity of colour = intensity of trend

Where ASAS communities had notable differences from the PS, results for the other OCG communities were added for comparison purposes.

Appendix A: OCG Communities PSES Comparison (results)

PSES Questions		Comptrollership Communities						% Variance from PS Average				
		PS	FI	IA	P	RP	MM	FI	IA	P	RP	MM
Employee Engagement												
58	Would recommend my dept. or agency as a great place to work.	63	70	69	68	62	66	11%	10%	8%	-2%	5%
59	I am satisfied with my dept.	64	71	71	70	62	66	11%	11%	9%	-3%	3%
Leadership - Senior Management												
40	Have confidence in senior management	53	63	63	57	52	54	19%	19%	8%	-2%	2%
41	Senior mgmt. make effective & timely decisions.	45	54	53	47	41	45	20%	18%	4%	-9%	0%
42	Senior mgmt. will try to resolve concerns raised in survey.	46	54	55	47	43	44	17%	20%	2%	-7%	-4%
Workforce - Performance Management												
28	In my work unit, unsatisfactory perf. managed effectively.	38	44	42	35	37	32	16%	11%	-8%	-3%	-16%
34	My immediate supervisor assesses my work against identified goals and objectives.	79	81	86	79	77	73	3%	9%	0%	-3%	-8%
Workforce - Staffing												
26	In my work unit, we hire people who can do the job.	66	71	69	61	64	57	8%	5%	-8%	-3%	-14%
27	In my work unit, process for selecting a person is done fairly.	57	63	63	54	60	51	11%	11%	-5%	5%	-11%

Appendix A: OCG Communities PSES Comparison (results)

PSES Questions		Comptrollership Communities						% Variance from PS Average				
		PS	FI	IA	P	RP	MM	FI	IA	P	RP	MM
Workforce - Job Fit & Develoment												
5	Get training to do the job.	63	71	72	67	55	64	13%	14%	6%	-13%	2%
53	My dept. supports career development.	52	65	63	58	47	54	25%	21%	12%	-10%	4%
Workforce - Empowerment												
16	Have opportunities to provide input into decisions that affect my work.	62	70	69	68	67	67	13%	11%	10%	8%	8%
17	Encouraged to be innovative or to take initiative in my work.	63	72	66	68	67	68	14%	5%	8%	6%	8%
Workforce - Work-life Balance and Workload												
20	Can complete my assigned workload during my regular working hours.	70	73	76	68	64	71	4%	9%	-3%	-9%	1%
35	Supervisor support flexible work arrangements.	78	81	81	79	78	72	4%	4%	1%	0%	-8%
Workforce - Retention												
61	Intend to leave position within 2 years.	26	33	30	29	25	22	27%	15%	12%	-4%	-15%
62b	If YES, to retire.	18	13	14	23	29	30	-28%	-22%	28%	61%	67%
62e	If YES, to leave PS for another opportunity.	10	7	5	6	10	8	-30%	-50%	-40%	0%	-20%
62(b+e)	If YES, to leave PS (all reasons).	28	20	19	29	39	38	-29%	-32%	4%	39%	36%
61*62	Intend to leave PS within 2 years	7.28	6.60	5.70	8.41	9.75	8.36	-9%	-22%	16%	34%	15%

Appendix A: OCG Communities PSES Comparison (results)

PSES Questions		Comptrollership Communities						% Variance from PS Average				
		PS	FI	IA	P	RP	MM	FI	IA	P	RP	MM
Workplace - High Performing Organisation												
21a	Quality of work suffers because: Constantly changing priorities.	40	37	31	44	47	39	-8%	-23%	10%	18%	-3%
21b	Quality of work suffers because: Lack of stability in my dept.	37	32	28	34	42	36	-14%	-24%	-8%	14%	-3%
21c	Quality of work suffers because: Too many approval stages.	48	42	42	52	64	49	-13%	-13%	8%	33%	2%
21d	Quality of work suffers because: Unreasonable deadlines.	27	27	19	34	33	21	0%	-30%	26%	22%	-22%
21e	Quality of work suffers because: Having to do the same or more work, but with fewer resources.	48	42	36	53	56	51	-13%	-25%	10%	17%	6%
21f	Quality of work suffers because: High staff turnover.	31	29	31	34	31	33	-6%	0%	10%	0%	6%
21g	Quality of work suffers because: Overly complicated or unnecessary business process.	44	36	34	45	57	43	-18%	-23%	2%	30%	-2%