

AUDIT OF SUCCESSION PLANNING

PREPARED BY
AUDIT AND EVALUATION DIRECTORATE

MAY 2026

Agence spatiale canadienne | Canadian Space Agency

Canada

Audit of Succession Planning

May 2026

Canadian Space Agency's Audit and Evaluation Directorate

Ce document est aussi disponible en français sous le titre *Audit de la planification de la relève*.

© His Majesty the King Head of Canada, represented by the Minister of Innovation, Science and Economic Development Canada, 2026.

No de cat. ST99-96/2025E-PDF (English)

ISBN : 978-1-100-00562-1

No de cat. ST99-96/2026F-PDF (French)

ISBN : 978-1-100-00563-8

https://www.asc-csa.gc.ca/eng/terms.asp

Acknowledgments

This review was made possible through the contribution and collaboration of many people. We wish to thank everyone who participated in interviews and data collection, responded to inquiries, and provided information and feedback.

Contents

Assurance Statement....4

1. Introduction....5

1.1 Context....5

1.2 Terms of references....6

1.2.1. Justification....6

1.2.2. Objective....6

1.2.3. Scope....6

1.2.4. Criteria....7

1.2.5. Methodology....7

2. Findings and Recommendations....8

2.1 Succession Planning....8

2.1.1 Succession Planning Process....8

2.1.2 Identification of Key Positions....10

2.1.3 Planning for Future Needs....13

2.2 Recruitment Strategies....16

2.2.1 Alignment of Recruitment Strategies with Succession Planning....16

2.2.2 Integration of Equity, Diversity, and Inclusion....17

3. Conclusion....18

Appendix B – Management Action Plan....19

Assurance Statement

As chief audit executive, I believe that sufficient and appropriate audit procedures were followed and that sufficient evidence was obtained to support the accuracy of the opinion provided in this assurance engagement. The evidence was obtained in accordance with the objective and scope and in compliance with Treasury Board policies, directives and standards for internal audit. The procedures followed are consistent with professional standards of the Institute of Internal Auditors (IIA). The evidence obtained is sufficient to satisfy senior management of the merits of the opinion resulting for the assurance engagement.

_____

Katherine Ludwig

Chief Audit Executive

Audit Team Members:

Eric Provencher, Jérémy Poulin, Audrey Provencher-Côté

1. Introduction

1.1 Context

The Canadian Space Agency (CSA)'s *2024-2025 Corporate Risk Profile* identifies talent management as a top risk. It refers to the CSA's organizational capabilities being limited by a possible lack of qualified resources and difficulties in filling positions with individuals having the appropriate profile. One of the main challenges affecting its operational capacity is the increased competition with the private sector to hire candidates with specialized knowledge of the space industry. Furthermore, given that space is a key sovereign capability under *Canada's Defence Industrial Strategy* (2025), competition for qualified resources will only continue to grow.

Last year, the Government of Canada launched a *Comprehensive Expenditure Review* (CER), a government-wide exercise to reduce duplication and inefficiencies and realign activities towards the core federal mandate. Federal Budget 2025 delivered the results of the CER and one of the main measures is the return of the public service to a more sustainable level of 330,000 positions by the end of 2028-2029, representing a decline of about 40,000 positions from the peak of 368,000 in 2023-2024. While the workforce reduction at the CSA will mainly occur through attrition and the elimination of vacant positions, the voluntary *Early Retirement Incentive* (ERI) program introduced in Budget 2025 is offering early retirement to several public servants under certain conditions. This ERI program may affect CSA's talent management posture as a significant number of key employees are already eligible for retirement or will become so in the near future.

According to CSA's *2023-2024 Demographic Profile*, the *Scientific and Professional* category includes the most employees with 406 of a total of 968, or 42% of the CSA's workforce. Within this category, engineers are the largest classification with 310 employees, or 32% of the CSA's workforce. According to the same source, which was compiled before the introduction of the ERI program, it is estimated that 70% of the level six engineers (ENG-06) would be eligible to retire by March 31, 2029.

Despite this challenging context, the Government of Canada continues to rely on the CSA to provide critical services to Canadians and contribute to top priorities. For example, the Government of Canada recently announced a significant investment of approximately $664.6 million to support the growth of a space industrial base capable of contributing to Canada's defence and security needs. Considering the different contextual elements described above, succession planning is of critical importance.

Succession planning and management is a risk management strategy involving an integrated, systematic approach to identify, develop and retain employees in line with current and projected business objectives. It is about developing pools of talent to preserve institutional knowledge, fill key areas and positions that are critical to an organization's ongoing operations and long-term goals, and develop future leaders.

1.2 Terms of references

1.2.1. Justification

The last internal audit of succession planning at the CSA was completed in 2011. As mentioned above, CSA's *2024-2025 Corporate Risk Profile* identifies talent management as one of its top risks and the development of succession plans is a requirement under Treasury Board's *Policy on People Management*. Finally, the *2025-2026 Integrated Audit and Evaluation Plan*, approved by CSA's President on June 27, 2025, includes an audit engagement on succession planning during the current fiscal year.

1.2.2. Objective

The audit objective was to determine whether the CSA has an effective process that is compliant with the *Policy on People Management* to plan and develop the succession of engineers and other scientific professions.

1.2.3. Scope

The audit engagement covered all activities related to succession planning of the *Scientific and Professional category* over a period of nearly six (6) years, from April 1, 2020, to December 31, 2025, including their progression to the executive levels. The *Scientific and Professional category* is based on the classifications list from the CSA's *2023-2024 Demographic Profile*, covering positions from the three space sectors (Space Utilization, Space Exploration, and Space Science and Technology) and the Programs and Integrated Planning Directorate. Classifications include:

- Executive (EX)
- Engineering (ENG)
- Biological Sciences (BI)
- Physical Sciences (PC)
- Research Manager (SE-REM)

The audit engagement did not cover succession planning of other classifications, nor compliance with classification, recruitment, and promotion processes.

1.2.4. Criteria

Criteria	Sub-criteria
1. The CSA develops and implements a formal succession planning process that integrates current and future needs.	1.1 The CSA identifies key positions and revises them periodically based on the evolution of its activities.
	1.2 The CSA develops and updates succession plans for identified key positions.
2. The CSA implements recruitment strategies aligned with succession plans while considering equity, diversity, and inclusion.	
3. The CSA relies on relevant and up-to-date data to make decisions related to succession planning.	3.1 The CSA collects and analyzes relevant and up-to-date data to measure the performance of succession plans.
	3.2 The CSA uses the results obtained to support strategic decision-making and adjust its plans as needed.

Description: This table presents the criteria used to assess the effectiveness of the CSA's succession planning approach. It focuses on whether the Agency has established a formal process to identify key positions and maintain succession plans that address current and future workforce needs, implements recruitment strategies aligned with succession objectives while promoting equity, diversity, and inclusion, and uses relevant and up-to-date data to monitor succession plan performance, inform decision-making, and adjust its workforce strategies as required.

1.2.5. Methodology

The audit engagement involved various processes, namely:

- Review of CSA documentation.
- Data analysis.
- Interviews with CSA employees.
- A discussion panel with about twenty (20) CSA employees at entry and mid-term levels in the *Scientific and Professional category* to get their perspective on succession planning, recruitment strategies, learning and development opportunities, and career progression.

The methodology used is consistent with the standards for internal audit within the government of Canada, including the international standards for the professional practices of internal audit of the IIA.

2. Findings and Recommendations

2.1 Succession Planning

2.1.1 Succession Planning Process

Treasury Board implemented its *Policy on People Management* on April 1, 2021, requiring Deputy Heads to develop talent management and succession plans. Treasury Board had previously developed a *Succession planning and management guide* (TB's Guide) to assist federal entities with succession planning, but, while still available on the web as a reference document, it has not been replaced or updated since 2012. Having a succession planning process in place is important because if it is absent, insufficient, or not well-structured, it could seriously affect the organization's ability to plan for the future and may have an impact on business continuity.

Each fiscal year since 2022-2023, the Canadian Space Agency (CSA)'s Human Resources (HR) Directorate leads a succession planning exercise aligned with Treasury Board's requirements. The HR Directorate also developed internal guidelines (CSA's Guidelines) to support sectors going through the exercise. This annual exercise is divided into four steps:

1. The HR Directorate provides all CSA sectors with a template requiring them to collect relevant and up-to-date information related to executive (EX) and critical non-EX positions (EX minus one positions only). **Exhibit 01** lists key information required during the succession planning exercise.
2. The HR Directorate then analyzes the information to develop and/or update succession plans for EX and critical non-EX positions (EX minus one positions only). Succession plans are then compiled into a digital binder and communicated to senior management to support their decision-making.
3. The HR Directorate organizes a formal meeting with senior management to set priorities, assess implementation of decisions from previous succession planning exercises, and take actions based on the new/updated succession plans.
4. Throughout the upcoming year, the HR Directorate and the sectors implement senior management's decisions (e.g., offering specialized training or mobility within the organization to potential successors).

EXHIBIT 01: KEY SUCCESSION PLANNING INFORMATION REQUIRED FOR THE ANNUAL EXERCISE

Position Incumbent	Potential Successor(s)
Group and Level	Name of Potential Successor
Position title	Employment Equity Information
Criticality of the position	Level of Readiness
Vacant: Yes or No	Eligibility to Retirement
Name of the Incumbent	Completed Training
Incumbent's Eligibility to Retirement	Qualified in a Pool
Intention of Retirement	Talent Management Plan in the current year
Vacancy Risk	Mentee in the last year
Knowledge, Skills & Competencies required for the position	Identified Learning & Development Needs

Source: CSA Succession Planning Template

Description: This table captures the key information used to identify and assess succession candidates for critical positions within the CSA. It includes data on position incumbents, such as the position title, criticality, vacancy and retirement risks, and the knowledge, skills, and competencies required for the role, alongside information on potential successors, including their readiness level, employment equity representation, training and development activities, talent management status, qualifications, and identified learning needs.

Overall, the CSA has succession plans in place for its critical positions. For the 2025-2026 succession planning exercise, the CSA developed and/or updated one hundred and five (105) succession plans for sixty-seven (67) key positions in the *Scientific and Professional category* since CSA's Guidelines recommend having more than one potential successor for each key position. At the time of the audit, there were two (2) vacant key positions, for a total of sixty-five (65) incumbents. For the two positions, the risk is assessed as ''high'' and ''very high'', respectively, if vacant. Both of them have potential successors identified, but they are assessed as ''not ready now''. The CSA implemented temporary solutions to ensure that business continuity would not be compromised. Also, since candidates may be potential successors for more than one key position, the CSA developed one hundred and fifty-nine (159) succession scenarios for the sixty-seven (67) key positions.

The HR Directorate does not regularly use performance indicators to measure the results of its succession planning process. Although HR officials referred to indicators such as the vacancy rate for critical positions, the time it takes to fill a position, the percentage of critical positions with a "ready now"

successor, and the performance rating of the successor in their new role, there is no formalized performance measurement strategy in place. Measuring succession planning is critical to ensuring business continuity and strengthening both talent quality and the organization's bench strength.

Recommendation 1

The Executive Director of Human Resources should:

- Develop performance indicators related to succession planning.
- Collect and analyze relevant and up-to-date information to measure the performance of succession planning against these indicators.

2.1.2 Identification of Key Positions

The identification of key positions is a critical element of effective succession planning because it allows management to prioritize risk, anticipate the impact of vacancies, and allocate development resources where they matter most. According to TB's Guide, key positions are those that exert critical influence on the operational activities or strategic objectives of the organization. This means that without this role, the organization would be unable to effectively achieve its business objectives. More importantly, succession planning must consider all key areas and positions within the organization and not be limited to executive-level positions. CSA's guidelines require key positions to be reviewed quarterly to reflect changes in government priorities, CSA's strategic direction, new activities, the introduction of new technologies, etc.

At the CSA, EX and EX-equivalent (e.g., ENG-06) positions are automatically labeled as key positions while EX minus one positions (e.g., ENG-05) require a criticality evaluation to be considered as such. During the initial step of the annual succession planning exercise, the HR Directorate first requires sectors to categorize the aforementioned positions based on impact and risk for the organization. **Exhibit 2** describes the four (4) categories outlined in CSA's Guidelines. If a position belongs to one or more categories, it is considered a key position.

EXHIBIT 2: CSA'S CATEGORIES OF KEY POSITIONS

Category	Description
Mandate	The position incumbent has significant decision-making power; they contribute significantly to the fulfillment of the organization's mandate and to the respect of its commitments and priorities and/or to the achievement of operational, commercial and strategic objectives and/or to compliance with legislative or regulatory requirements; he/she exerts significant influence on the organization's operational activities/strategic objectives.
Functionality	The position incumbent executes tasks that are essential to the vital functions of the organization; he/she exercises specialized leadership that is specific to the operational mandate.
Health, Safety and Security	The position incumbent executes tasks that are essential to health, safety and security of the CSA's employees or the Canadian public.
Specialization	The position requires a subject matter expert to provide specialized leadership, which necessitates a unique set of skills, knowledge, or qualification; highly specialized candidates are difficult to attract and/or retain.

Source: ASC – Planification de la relève : Postes cadres (EX) et EX moins 1, Guide – Lignes directrices

Description: This table defines the criteria used by the CSA to determine whether a position is considered critical. It outlines the factors that contribute to a position's significance, including its impact on the Agency's mandate, operational functionality, health, safety and security responsibilities, and the level of specialized expertise required. Together, these categories help the CSA identify positions that are essential to achieving strategic and operational objectives, maintaining business continuity, safeguarding people and operations, and preserving critical institutional knowledge and capabilities.

The HR Directorate then requires sectors to review and update the criticality and the vacancy risk of EX and EX minus one positions to determine a global criticality level, allowing to adjust the number of key positions based on the evolution of operational activities and strategic objectives. Despite CSA's Guidelines requiring a quarterly review of key positions, the practice is to carry this review annually during the succession planning exercise. TB's Guide does not prescribe a specific frequency and only mentions that key positions should be reviewed "periodically". **Exhibit 3** breaks down CSA's key positions for the *Science and Professional* category from the last four (4) succession planning exercises and shows the evolution in the number of key positions for each level based on the annual assessment.

EXHIBIT 3: LIST OF KEY POSITIONS FROM THE LAST FOUR (4) SUCCESSION PLANNING EXERCISES

Key Positions				
Classification and Level	2022-2023	2023-2024	2024-2025	2025-2026
Biologist			**1**	**1**
BI-05			1	1
Engineer	**34**	**44**	**43**	**43**
ENG-05	16	16	14	14
ENG-06	18	28	29	29
Executive	**16**	**17**	**17**	**17**
EX-01	8	8	9	9
EX-02	5	6	5	5
EX-03	3	3	3	3
Researcher		**1**		
REM-01		1		
Scientist	**7**	**7**	**7**	**6**
PC-04	4	4	4	3
PC-05	3	3	3	3
Grand Total	**57**	**69**	**68**	**67**

Source: E-binders from exercise 2022-2023 to 2025-2026

Description: This table presents the number and distribution of the CSA's identified key positions over a four-year period, grouped by occupational category and classification level. It provides a historical view of succession planning priorities by showing how the number of critical positions has evolved across executive, engineering, scientific, biological, and research functions.

Throughout consultations, it was often mentioned that several employees at all levels of the organization have a wealth of knowledge and expertise who would not be easily replaced if they were to leave the CSA. This includes for instance positions in safety mission assurance and robotics.

Consequently, the CSA may be overlooking positions essential to operations or strategy, or it may be at risk of losing operational expertise and institutional knowledge when the incumbent leaves. It may also be at risk of not targeting the most impactful roles or skills gap with its training investments. Overall, if these risks materialize, they may impact the CSA's ability to deliver on its mandate and achieve its strategic objectives.

Recommendation 2

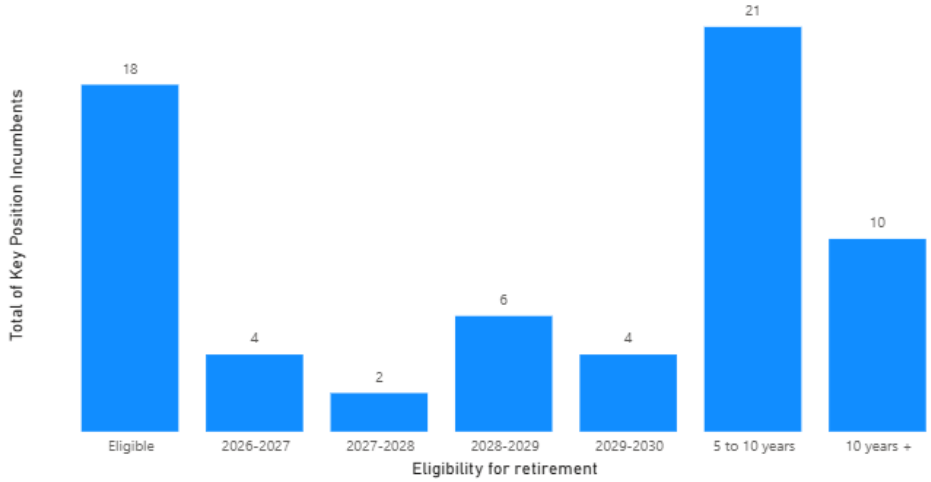
The Executive Director of Human Resources should update the CSA's internal guidelines and the Directorate's instructions to sectors during the annual succession planning exercise to assess positions at all levels for criticality.

2.1.3 Planning for Future Needs

According to TB's Guide, effective succession planning ensures that the federal government will have a supply of candidates who are qualified for leadership roles and other key areas and positions when these become vacant. The leading approach is for succession plans to be linked to building the competencies and skills required to achieve current and future business goals.

During the annual succession planning exercise, the CSA collects information about the eligibility for retirement and the intention of retirement of incumbents to identify key positions that could become vacant in the near future. It should be noted that the intention of retirement constitutes personal information and that no incumbent is required to provide it. **Exhibit 4** shows the eligibility for retirement of key position incumbents for the *Scientific and Professional category* based on the 2025-2026 succession plans.

EXHIBIT 4: ELIGIBILITY FOR RETIREMENT OF KEY POSITION INCUMBENTS IN THE SCIENTIFIC AND PROFESSIONAL CATEGORY*



Source: 2025-2026 E-Binder Succession Plans

* Two (2) key positions were ''vacant" at the time of the audit

Description: This graphic illustrates the retirement eligibility profile of incumbents occupying the CSA's key positions. It shows the number of employees who are currently eligible for retirement, as well as those expected to become eligible over the coming years. The graphic also presents the distribution of key position incumbents by estimated time remaining until retirement, highlighting that a significant proportion are either already eligible to retire or are expected to reach retirement eligibility within the next five to ten years.

Based on analyses of the 2025-2026 succession plans, the CSA may not have potential successors "ready" for all sixty-five (65) key positions currently staffed.

Eighteen (18) key position incumbents are currently eligible for retirement:

- All of them have at least one potential successor identified.
- For fourteen (14) of these key positions (78%), the incumbent's intention to retire is unavailable.
- Four (4) key positions have only one potential successor. One of them is also the unique potential successor for another key position. The risk is assessed as ''high'' if vacant for one position and ''low'' if vacant for the other position. If the potential successor is promoted to one of these two key positions, the other one would be left without a potential successor.
- For nine (9) key positions, potential successors are assessed as "not ready now". If the incumbents of these key positions would retire now, potential successors would not be ready to take over the responsibilities of these key positions.

The number of incumbents eligible for retirement increases to thirty-four (34) for the next five (5) years (51%), between now and 2029-2030. It may also increase even more considering the voluntary *Early Retirement Incentive* (ERI) program introduced in Budget 2025.

There are sixteen (16) additional key positions whose incumbent will be eligible for retirement between 2026-2027 and 2029-2030:

- All positions have a successor identified.
- For thirteen (13) of these positions (81%), the information about the incumbent's intention to retire is unavailable.
- Two (2) key positions have only one potential successor, but they are not potential successors for other positions. For both positions, the risk is assessed as ''low'' if vacant.
- For seven (7) key positions, potential successors are assessed as "not ready now". Again, if these incumbents would retire now (e.g., through voluntary ERI), potential successors would not be ready to take over the responsibilities of these key positions.

Throughout the audit, CSA officials expressed concerns about knowledge transfer because the departure of a key position incumbent could compromise operational continuity if knowledge is not properly transferred to the potential successor. Furthermore, it is a resource intensive exercise to have the incumbent and the successor both hold the position to ensure a smooth transfer of knowledge.

Eligibility for retirement does not mean that the incumbent must or will immediately retire. Data from the CSA's 2023-2024 demographic profile have shown that between 2019-2020 and 2023-2024, only 21,8% of CSA's employees eligible to retire had in fact retired. However, in the 2025-2026 succession plans, the information about "intention to retire" is missing for fifty-one (51) of the sixty-five (65) incumbents of staffed key positions (78%).

This information gap combined with the potential effect of voluntary ERI program participation and the fact that almost half of potential successors (16 out of 34) of positions where the incumbent is or soon will be eligible for retirement are currently being assessed as "not ready now" makes planning for future needs much more difficult and unpredictable. Current succession planning practices focus exclusively on

internal candidates, but the CSA may also have to turn its attention to potential external candidates to staff some of its key scientific and engineering positions.

One of the objectives of the discussion panel was to gather participants' perspectives on professional development to get them ready to assume the responsibilities of key positions. They were specifically asked what type of training is provided to them, whether the CSA offers sufficient professional development opportunities and whether these opportunities are clearly communicated to them. Here are the key discussion points:

- The CSA implemented a two-year ENG-02 development program for engineers with a clear pathway leading to an ENG-03 position, which is much appreciated by participants. The mentoring program is equally appreciated. However, there is no formal development program for other engineering levels and the competencies required to reach ENG-04 and ENG-05 levels are unclear.
- Career progression and development opportunities are more limited for scientists. There is no formal development program for scientists similar to the ENG-02 development program.
- The ability to hold senior engineering and executive positions considers the incumbent's leadership skills and there seems to be less recognition of technical expertise for staffing them.

In addition to the comments provided at the discussion panel, analyses of the succession plans revealed that for sixty-seven (67) of the one hundred and fifty-nine (159) succession scenarios (42%), learning and development needs of potential successors were not provided. In forty-two (42) of the sixty-seven (67) scenarios identified above, the designated successors are assessed as not yet ready to assume their succession responsibilities. If this information is missing, the CSA cannot provide potential successors with the necessary training and experience to acquire the skills and competencies required to occupy key positions.

Finally, there is no organization-wide exercise to assess CSA's long-term needs and identify new skills and competencies needed in the space sector. According to the *State of the Canadian Space Sector 2024*, from 2019-2023, there have been minimal year-over-year changes in the space workforce composition as engineers and scientists constitute 40% of it. However, the report notes that over the next five years, Canadian space companies will be looking for sought-after skills related to software development, business development, applications of artificial intelligence, and mechanical engineering systems. If the CSA does not keep pace with the fast-changing space industry, its national and strategic capability may be reduced.

Recommendation 3

The Executive Director of Human Resources in collaboration with the Director General of Space Exploration, the Director General of Space Utilization, and the Director General of Space Science and Technology, should:

- Collect and provide complete information required by the HR Directorate during the succession planning exercise, when possible, to ensure that each key position has potential successors ready to occupy them when required.
- Identify gaps related to actual and future competencies required in the space industry, assess if the CSA would need to acquire such competencies, and include them for discussion in the next succession planning exercises.
- Consider external candidates to fill vacant key positions when internal potential successors have not been identified or are being assessed as "not ready" to assume the responsibilities of these positions.

2.2 Recruitment Strategies

2.2.1 Alignment of Recruitment Strategies with Succession Planning

According to TB's Guide, a key principle of succession planning is that it must be aligned with human resources planning process and linked to staffing and recruitment. This alignment is critical because it ensures that the CSA is continually attracting and selecting individuals whose skills, potential, and values meet both current and future needs. If recruitment strategies and succession planning are misaligned, the CSA may lose internal talent and knowledge, face leadership disruptions, and be at risk of being unprepared for future strategic demands.

In 2022, the HR Directorate developed a recruitment strategy (the strategy) covering a three-year period up to November 2025. The strategy established three (3) priorities:

1. Increasing diversity at the CSA
2. Optimizing and simplifying processes
3. Staffing vacant positions using effective and appropriate staffing mechanisms

The strategy was adopted a year before the first succession planning exercise was launched in 2023. This explains why succession planning is mentioned explicitly in the strategy only once as a key focus for successful recruitment. As of January 2026, the HR Directorate was at the consultation stage to develop a new recruitment strategy. In this new strategy, the CSA would like to include a component on mobility to facilitate the movement of employees between sectors. For example, many project management competencies are transferable from one sector to the other. In the current fiscal context resulting from the Government of Canada's *Comprehensive Expenditure Review* (CER) where budgets are tight, the mobility of employees becomes a knowledge transfer strategy and creates development opportunities within the organization allowing the CSA to retain key competencies and maximize skill sets and knowledge internally.

Another objective of the discussion panel was to obtain participants' perspectives on opportunities to be involved in technical work related to their field of expertise at the CSA, which influences the ability to recruit at the CSA. The audit team was told that, for engineers, competencies acquired at the CSA are transferable to the private sector. Engineers at the CSA focus strongly on transferable project

management soft skills like teamwork and problem solving. However, the audit team was told that engineers' technical competencies are not optimized and their contribution to projects mostly focuses on schedule, costs, and scope.

Overall, an updated recruitment strategy aligned with succession planning and the importance of internal mobility to provide engineers with a diverse set of experiences to develop technical and project management expertise is critical to retain key personnel.

Recommendation 4

The Executive Director of Human Resources should explicitly integrate succession planning in the new recruitment strategy.

2.2.2 Integration of Equity, Diversity, and Inclusion

The *Employment Equity Act* and Treasury Board's *Directive on Employment Equity, Diversity and Inclusion* require the CSA to implement employment equity in its workforce and ensure that it is incorporated into the human resources / business planning exercise. TB's Guide also mentions that as a key principle, succession planning should be linked to equity and diversity. One of the three priorities of the 2022-2025 recruitment strategy is to increase diversity at the CSA. It outlines several sub-strategies to grow the representation of employment equity groups at all levels of the CSA, such as greater use of unannounced and non-imperative staffing mechanisms for employment equity members and prioritizing CSA members as availability allows and promote the hiring of students who are part of an employment equity group. The integration of equity, diversity, and inclusion promotes sustainable performance, resilient leadership, and a culture of respect and continuous improvement, positioning the organization for long-term success.

The HR Directorate collects and analyzes data related to the representation of employment equity groups in the *Scientific and Professional category*, including the EX-level. The *Employment Equity Act* defines employment equity groups as women, Aboriginal peoples, persons with disabilities, and members of visible minorities. Overall, as of September 2025, the representation of employment equity groups in the *Scientific and Professional category* at the CSA is generally higher than their availability in the active population, except for ENG-06 positions for both women and members of visible minorities and for ENG-05 and scientific positions only for the latter:

- **Women**'s representativity in the *Scientific and Professional category* is higher at the CSA than the availability in the active population: 29.2% vs. 20.7%, respectively. For most classifications/levels in the *Scientific and Professional category*, women's representativity is higher than their availability in the active population (20.7%), except at the ENG-06 level. There are 27 ENG-06 positions at the CSA, but only four (4) incumbents are women for a representativity of 14.8%.
- **Aboriginal peoples**' representativity in the *Scientific and Professional category* is higher at the CSA than the availability in the active population: 1.1% vs. 0.7%, respectively.
- **Members of visible minorities**' representativity is lower in the *Scientific and Professional category* than the availability in the active population: 23.2% vs. 27.6%, respectively. They are

underrepresented in most classifications, but not for the ENG where their representativity (29.8%) is on par with their availability in the active population (27.6%). However, they are less represented at the ENG-05 (21.2%) and ENG-06 level (22.2%).

- **Persons with disabilities**' representativity is slightly lower in the *Scientific and Professional category* than the availability in the active population: 11.9% vs. 12.2%, respectively.

The CSA must remain aware of the evolution in the composition of the Canadian population and ensure to accurately reflect it at all levels, as much as possible, including in senior positions.

3. Conclusion

The CSA has implemented a formal succession planning process that meets the requirements of the *Policy on People Management* to plan and develop the succession of engineers and other scientific professions. Overall, processes supporting succession planning are mostly effective. However, there are areas for improvement related to performance indicators, assessment of key positions, talent development, and the integration of succession planning into the recruitment strategy.

Appendix B – Management Action Plan

Recommendations	Responsibility	Management response	Action plan	
			Action plan details	Deadlines
1. The Executive Director of Human Resources should: • Develop performance indicators related to succession planning. • Collect and analyze relevant and up-to-date information to measure the performance of succession planning against these indicators.	Human Resources Directorate	We agree with the recommendation.	As part of developing an expanded model for measuring human resources planning performance, performance indicators will be set up to track succession planning activities and support continuous improvement. **Proposed indicators**: 1. Percentage of critical positions for which at least one successor has been identified 2. Percentage of critical positions with a "ready now" successor 3. Percentage of employees with a talent placement 4. Retention rate of identified talents 5. Percentage of appointments to critical positions coming from the identified succession	December 2026

2. The Executive Director of Human Resources should update the CSA's internal guidelines and the Directorate's instructions to sectors during the annual succession planning exercise to assess positions at all levels for criticality.	Human Resources Directorate	We agree with the recommendation.	Setting up a uniform approach to assessing the critical nature of positions at the CSA:
			• Update of the guidelines to clarify the definition of a critical position according to common criteria:
			  ○ Operational impact
			  ○ Rarity of skills
			  ○ Replacement time
			  ○ Organizational vulnerability
			• Develop decision-making tools to help managers identify critical positions.
				March 2027

Recommendations	Responsibility	Management response	Action plan	
			Action plan details	**Deadlines**
			• Supporting managers through information sessions and integrated support within the annual succession planning cycle. Gradually expand the scope of the exercise: • Expand the review of position criticality to include EX-equivalent and EX minus 1 levels in the 2026-2027 succession planning cycle (a total of about 240 positions). • Gradually integrate the identification of critical positions into other levels as part of integrated HR planning starting with the 2027-2028 cycle.	
3. The Executive Director of Human Resources in collaboration with the Director General of Space Exploration, the Director General of Space Utilization, and the Director General of Space Science and Technology, should: • Collect and provide complete information required by the HR Directorate during the succession planning exercise, when possible, to ensure that each key position has	Human Resources Directorate	We agree with the recommendation.	**Clarify roles and responsibilities**: • **Sectors**: Identify critical positions, assess succession risks, validate current and future critical skills, and help with talent identification. • **Human Resources**: Provide the framework, tools, data, and advisory expertise to ensure a consistent approach across the Agency. **Improve the quality of information and the visibility of talent**: • Modernize data collection using digital tools (development of an app for the 2027 exercise). • Conduct an organizational review of talents and assign a talent placement to each employee to	March 2027

Recommendations	Responsibility	Management response	Action plan	
			Action plan details	Deadlines
potential successors ready to occupy them when required. • Identify gaps related to actual and future competencies required in the space industry, assess if the CSA would need to acquire such competencies, and include them for discussion in the next succession planning exercises. • Consider external candidates to fill vacant key positions when internal potential successors have not been identified or are being assessed as "not ready" to assume the responsibilities of these positions.			support development, mobility, and succession decisions. • Strengthen the quality and consistency of the data used for management decisions. **Integrate skills into succession planning**: • As part of integrated HR planning, sectors will be supported to: ○ Analyze current and future critical skills ○ Identify skill gaps and organizational risks ○ Determine the most appropriate strategies to fill these gaps: ▪ Talent development ▪ Mobility ▪ Internal recruitment ▪ External recruitment when internal succession is insufficient.	
4. The Executive Director of Human Resources should explicitly integrate succession planning in the new recruitment strategy.	Human Resources Directorate	We agree with the recommendation.	Succession planning is a central pillar of the Agency's new *People Management Strategy* and informs other HR strategies, including the Recruitment Strategy. Key elements will be integrated into these plans: **Integration of succession planning into**:	March 2027

Recommendations	Responsibility	Management response	Action plan	
			Action plan details	Deadlines
			• The new recruitment strategy and the annual collective staffing schedule • Managing pools and inventories • Prioritizing recruitment and development needs based on critical positions, employment equity representation gaps, official language requirements, and at-risk strategic skills **Increased use of information from succession planning for**: • Steer recruitment efforts • Focus investments on development and language training • Support strategic staffing decisions **Support and facilitation of mobility**: • Increasing the use of internal mobility as a way to develop skills • Targeted use of temporary assignments to prepare successors • Knowledge transfer for critical positions	