



President
of the Treasury Board

Présidente
du Conseil du Trésor

Employment Equity in the Federal Public Service

2001-02

Canada



Employment Equity in the Federal Public Service

2001-02



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PRESIDENT'S MESSAGE

The tenth annual report to Parliament on employment equity in the Public Service of Canada provides an opportunity to celebrate our successes and prepare for the challenges that remain. The Public Service of Canada is committed to becoming a more representative and inclusive workplace, staffed by competent professionals who provide high quality programs and services to Canadians.

As a national institution and the largest employer in Canada, the federal Public Service draws on the many talents and backgrounds found in every region of our country. In doing so, it benefits from different perspectives to foster creativity and innovation and encourage excellence. Our modernization of the human resources management framework for the Public Service will provide greater flexibility to capitalize on the wealth of skills found in Canada's diverse population. And, as a learning organization, we will continue developing the skills of our people in order to stay relevant to the needs of Canadians.

A decade after our first annual report, persons in the employment equity designated groups — women, Aboriginal peoples, persons with disabilities and members of visible minorities — are increasingly represented in our workforce and are making excellent contributions in their service to Canadians. We will continue to improve our work environment by upholding and building on our core values of respect, integrity, transparency, and professionalism.

As we look back over the past year and the last decade, we can take pride in the fact that the federal Public Service increasingly reflects the people it serves. It is equally clear, however, that there is much more work to be done.

As we look forward, we remain committed to building on the principles of employment equity to become representative and inclusive as we continue providing excellent service to Canadians.

The paper version was signed by

Lucienne Robillard
President of the Treasury Board
2003





SPEAKER OF THE SENATE

Dear Mr. Speaker:

Pursuant to subsection 21(1) of the *Employment Equity Act*, I have the honour of submitting to Parliament, through your good offices, the 2001–02 annual report on employment equity in the federal Public Service.

Sincerely,

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SPEAKER OF THE HOUSE OF COMMONS

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INTRODUCTION

This is the tenth report on employment equity submitted to Parliament by the President of the Treasury Board. Looking back over fiscal year 2001–02, we can recognize several milestones in the implementation of employment equity in the Public Service of Canada. This period marks six full years that the federal Public Service has been covered by the *Employment Equity Act*, a period over which there were significant gains in improving the representation of all four designated groups: women, Aboriginal peoples, persons with disabilities, and members of visible minority groups.

In last year's annual report, we noted that "employment equity still matters" for all four designated groups, despite our continuing successes in improving representation. This is still very much the case. While we are proud of more than a decade of progress in increasing the representation and participation of members of designated groups at all levels in the Public Service, there is a still long way to go before we can claim to be truly representative and inclusive.

The Employment Equity Positive Measures Program (EEPMP) came to its conclusion in March 2002. The EEPMP was put in place in 1998 as a four-year temporary program to provide support to federal departments and agencies as they responded to their employment equity obligations. Over its four-year existence, this program served as a catalyst to help departments integrate employment equity into their human resource and business planning systems, reducing the initial tendency for employment equity to be viewed as an "add-on."

Fiscal year 2001–02 also marks the first full year of implementing the *Embracing Change in the Federal Public Service* Action Plan. This plan, which resulted from the work of the Task Force on the Participation of Visible Minorities in the Federal Public Service, was endorsed by the Government of Canada in June 2000 and established a strategy for addressing the persistent under-representation of visible minorities in the Public Service.

Toward the end of 2001–02, we were putting the finishing touches on our *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, jointly developed by the Treasury Board and the Public Service Commission of Canada. This policy provides a framework for "inclusion by design"; in other words, the creation and maintenance of an inclusive, barrier-free work environment in the Public Service of Canada. Such an environment can make the workplace better for everyone.

Over the year, departments and agencies continued to improve their performance, and many of those audited by the Canadian Human Rights Commission were found to be in full compliance with their legislated obligations. The Treasury Board of Canada Secretariat continued to work closely with its partners to strengthen the capacity of federal institutions to respond to requirements of the *Employment Equity Act*.





The events of September 11, 2001, challenged many Canadian values and, some say, shook the foundations of our efforts to build a more inclusive and respectful society. In response, the clear and balanced messages issued by many senior government officials, including the President and the Secretary of the Treasury Board and the President of the Public Service Commission of Canada, emphasized their continuing commitment to diversity and employment equity in the Public Service of Canada. This commitment stems from the belief that there is strength in diversity; that as a national institution striving for exemplary performance in delivering a wide range of services to Canadians, the Public Service of Canada must be representative of such diversity; and that Canadian values are strong enough to counter intolerance, mistrust, and exclusion.

What's in the Report

In December 1992, Parliament passed the *Public Service Reform Act*, which amended various federal statutes, including the *Financial Administration Act*, and provided the legal foundation for implementing employment equity in the federal Public Service. This legislative framework required the President of the Treasury Board to table in Parliament an annual report on the “state of employment equity in the Public Service during the immediately preceding fiscal year.” As noted in the first report to Parliament, for the 1992–93 fiscal year, “the federal government considers employment equity a priority because it believes that the Public Service will be more effective and better respected if people who are broadly representative of the Canadian population work in it. Diversity of experience and perspective are expected to lead to better advice to government and more responsive service to Canadians A representative Public Service will provide powerful testimony that all Canadians are treated equitably and have the opportunity to serve in the Public Service at all levels.”

There has been significant progress in implementing employment equity since this first report to Parliament. There is also strong evidence that the progress is sustainable. Our Embracing Change initiative and progress to date indicate that we are on the right path in responding to our most persistent challenge, the under-representation of members of visible minorities. The Public Service has also significantly increased its representation of women, Aboriginal peoples, and persons with disabilities, overall and in various occupational categories and levels.

As required by the 1995 *Employment Equity Act*, Chapter One covers the statistical picture, with data for the April 1, 2001, to March 31, 2002, reporting period. It again points to improvements in representation, hiring, promotion, and retention of persons in the designated groups. This chapter also presents historical data to help readers track our progress, including information dating back to the situation when the first report was tabled in Parliament.





In Chapter Two, we describe results achieved under the EEPMP. This four-year program served as the most significant central source of funding intervention in support of employment equity in the Public Service. It helped build institutional capacity for employment equity in federal organizations, facilitated the implementation of the *Employment Equity Act*, and supported the cultural changes required to establish a representative and inclusive Public Service. All regions and many departments are left with its legacy: the innovative programs and approaches to improving the representation and participation of members of designated groups and the networks established through the EEPMP, including those within the visible minority and persons with disabilities communities.

Chapter Three highlights achievements under the Embracing Change Action Plan, which was endorsed by the Government of Canada in June 2000. This major initiative is a reinforcement of the government's commitment to address the persistent under-representation and improve the participation of visible minorities in the Public Service. There is evidence of both statistical gains — for example, the number of visible minorities in the Public Service has increased by over 3,000 persons or close to 40 per cent — and significant cultural change since the Embracing Change Action Plan was implemented. The pace of progress needs to be significantly intensified, however, if the Public Service of Canada is to reach the goals outlined in the Action Plan.

In Chapter Four, we once again provide an update on the leadership role played by the Treasury Board of Canada Secretariat and some of the partnerships it has cultivated or strengthened to help implement employment equity in the Public Service of Canada. This chapter also describes some of the tools that have been developed as a result of these productive partnerships and presents the various ways departments view the implementation of employment equity.

Finally, the report concludes with a look ahead to next year and some of the challenges we must respond to and the mechanisms for so doing as we seek to foster a corporate culture that is more welcoming of diversity.

A Decade of Implementing Employment Equity in the Public Service of Canada: Our Statistical Progress

At the time of the first annual report to Parliament, designated group representation was as follows: women, 46.1 per cent; Aboriginal peoples, 2.0 per cent; persons with disabilities, 3.1 per cent; and members of visible minorities, 3.8 per cent. The current representation levels are as follows: women, 52.5 per cent; Aboriginal peoples, 3.8 per cent; persons with disabilities, 5.3 per cent; and members of visible minorities, 6.8 per cent. Within the Executive Group, which has decreased in size from 4,155 persons in 1992–93 to 3,901 in 2001–02, we have seen the following





improvements in designated group representation: women, 32.0 per cent from 17.6 per cent; Aboriginal peoples, 2.5 per cent from 1.1 per cent; persons with disabilities, 4.1 per cent from 1.9 per cent; and members of visible minorities, 3.8 per cent from 2.4 per cent. Progress has been dramatic in some areas and much slower in others.

The 1995 *Employment Equity Act* extended coverage to the federal Public Service, with obligations that are similar to those for the federally regulated private sector. The solid legal foundation and framework undoubtedly served as a stimulus to improving public service performance in implementing employment equity. However, as noted in our last report, other contributing factors included the Government of Canada's steadfast and continuing support for the principles of employment equity and acceptance among many that implementing employment equity is both a good thing and the right thing to do. By removing barriers to the full and equitable participation of designated group members and correcting conditions of historical disadvantage, organizations benefit from the wealth of skills, talents, experiences, and perspectives available in Canadian society.

The *Employment Equity Act* states that "five years after the coming into force of this Act and at the end of every five year period thereafter, a comprehensive review of the provisions and operation of this Act, including the effect of those provisions shall be undertaken by such committee of the House of Commons as may be designated by the House for that purpose."

Parliament therefore has a specified role in assuring the effectiveness of the *Employment Equity Act*. It is a role that will undoubtedly continue to have a significant effect on the implementation of employment equity in the Public Service of Canada and other organizations under federal jurisdiction. As the Act stipulates, this and previous reports to Parliament provide information to help carry out this role.

In December 2001, the House of Commons Standing Committee on Human Resources Development and the Status of Persons with Disabilities commenced such a review of the *Employment Equity Act*. In conducting its review and preparing a report to Parliament, the Committee heard from over 100 witnesses, including representatives of the Treasury Board of Canada Secretariat, the Public Service Commission of Canada, and several departments. The committee concluded that the legislation works even though there are important areas with respect to its implementation where improvements can be made. The Act therefore continues to provide a solid legislative framework for assuring equality and fairness in employment in workplaces under federal jurisdiction.





CHAPTER 1

MEASURING PROGRESS: A STATISTICAL PORTRAIT OF EMPLOYMENT EQUITY IN THE PUBLIC SERVICE

The data in this chapter cover the fiscal year April 1, 2001, to March 31, 2002. Several trends are worth noting. First, the overall representation of all designated groups continued to increase. Second, recruitment outpaced workforce availability for three of the designated groups, although readers should note that the availability figures date back to 1996. In the case of persons with disabilities, recruitment is below workforce availability, the latter deriving from 1991 data. Third, progress continued to be made in the promotion of designated groups within the federal Public Service. Finally, a comparison of data in this the tenth annual report on employment equity with that in the first annual report to Parliament (for 1992–93) reveals that there has been considerable progress in improving the situation of members of the designated groups.

2001–02 Employment Equity Statistical Highlights

WOMEN

- *There continued to be improvement in the overall representation of women, who now make up 52.5 per cent of all employees, up marginally from 52.1 per cent last year. This contrasts with 46.1 per cent representation a decade ago.*
- *There was a small increase in the percentage of women who were indeterminate employees last year, from 50.5 per cent to 51.2 per cent. Women continued to make up 6 in 10 term employees (60.4 per cent), similar to previous years. Slightly more than one-third of seasonal employees were women (35.7 per cent), down from approximately 40 per cent last year.*
- *Progress continued to be made in the Executive category, where the representation of women was at 32 per cent, an increase from 30 per cent last year and 28.4 per cent two years ago.*

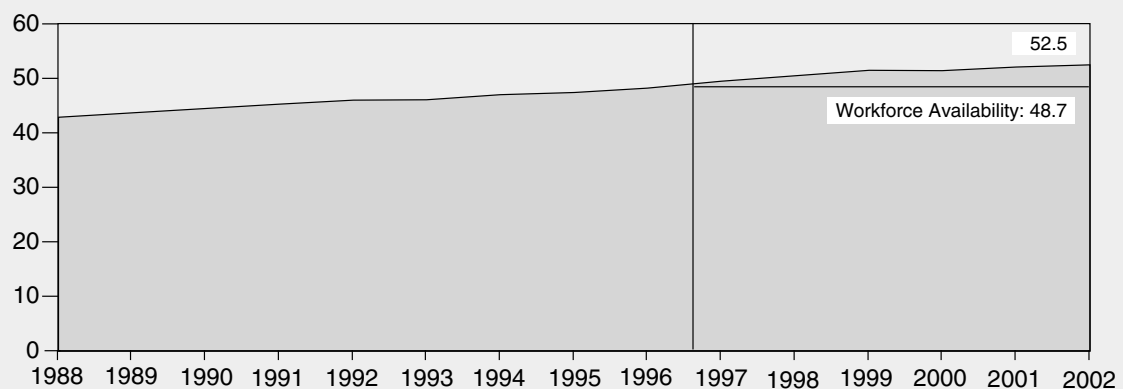




WOMEN (cont'd)

- *Women also continued to have increasing representation in the Scientific and Professional category, rising from 37.8 per cent last year to 38.9 per cent.*
- *Women who are also members of another designated group (for example, Aboriginal women) rose to 16.5 per cent from 15.5 per cent in 2000–01.*
- *Most persons hired into the federal Public Service (6 in 10) were women, the same proportion as for the past several years. Some progress has been made in the hiring of indeterminate (now over a quarter of women hired) versus term employees.*
- *The proportion of women entering the federal Public Service via the Administrative Support category continued to decline (now at less than half), although this category is still the major point of entry. Close to 30 per cent of women were hired into the Administration and Foreign Service category. Just about half of all persons hired into the Scientific and Professional category (49 per cent) were women.*
- *Women received 6 in 10 of all promotions, similar to last year's share.*
- *As it has for several years, of the large departments and agencies, the Royal Canadian Mounted Police (federal public service staff) continued to employ the highest proportion of women, at 77.6 per cent.*

Figure 1
Representation of Women, 1988 to 2002 (%)

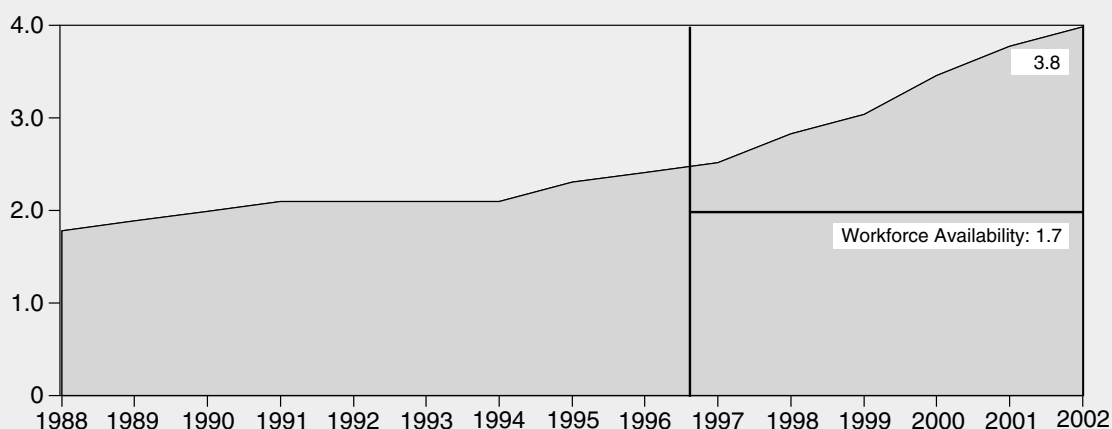




ABORIGINAL PEOPLES

- *Aboriginal peoples accounted for 3.8 per cent of the federal public service workforce, a slight improvement from the 3.6 per cent as at March 31, 2001.*
- *Aboriginal peoples constituted just about the same proportion (4.5 per cent versus 4.6 per cent a year ago) of all new hires into the federal Public Service.*
- *New Aboriginal employees continued to enter the federal Public Service primarily through the Administrative Support or the Administration and Foreign Service categories (37.2 per cent and 31.6 per cent respectively; the data recorded for each category are higher than a year ago).*
- *The past couple of years have seen a significant increase in the proportion of Aboriginal peoples hired as indeterminate employees (34 per cent this year compared to 24.3 per cent a year ago and 17 per cent the previous year).*
- *Most Aboriginal employees (approximately 7 in 10) work outside the National Capital Region, no change from last year.*
- *Aboriginal employees received 4.1 per cent of all promotions compared to 3.8 per cent last year and 3.3 per cent a year earlier.*
- *Over one third of all Aboriginal peoples who left the federal Public Service were indeterminate employees, a similar proportion to last year.*
- *While the largest number of Aboriginal employees (1,117) worked at Indian and Northern Affairs Canada (INAC), this is less than 20 per cent of the Aboriginal population in the Public Service. Four of five Aboriginal employees, therefore, work at departments other than INAC.*

Figure 2
Representation of Aboriginal Peoples, 1988 to 2002 (%)

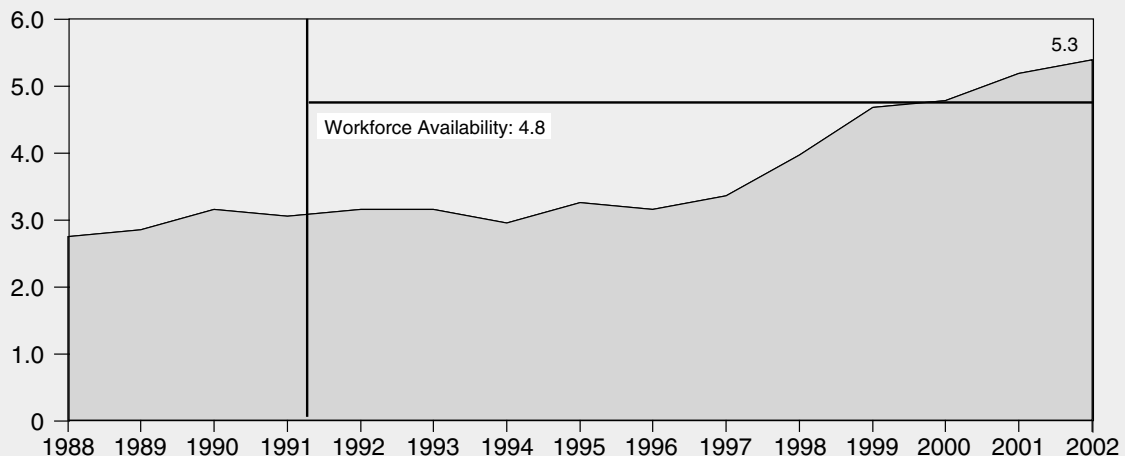




PERSONS WITH DISABILITIES

- *There was a slight increase in the representation of persons with disabilities in the federal Public Service, up to 5.3 per cent from 5.1 per cent a year ago and 4.7 per cent a year earlier.*
- *Nine out of 10 persons with disabilities were indeterminate employees.*
- *One out of 4 employees with disabilities was hired as an indeterminate employee, an improvement from last year's 1 in 5 and 1 in 6 a year earlier.*
- *Three quarters of persons with disabilities entered the federal Public Service in the Administrative Support or Administration and Foreign Service categories, down from 8 in 10 a year ago.*
- *Employees with disabilities received 4.8 per cent of all promotions, roughly the same as last year.*
- *Well over half (57 per cent) of persons with disabilities separating from the federal Public Service were indeterminate employees, down from 60 per cent last year.*
- *Of the large departments and agencies, Human Resources Development Canada (HRDC) continued to employ the highest proportion of persons with disabilities, at 7.9 per cent, although the proportion has decreased from 8.2 per cent a year ago.*

Figure 3
Representation of Persons with Disabilities
1988 to 2002 (%)





PERSONS IN A VISIBLE MINORITY GROUP

- *Persons in a visible minority group represented 6.8 per cent of the federal public service workforce at the end of March 2002, an increase of more than half a percentage point, which constitutes the largest annual increase to date.*
- *Eight out of 10 workers in this group were indeterminate employees, the same proportion as last year.*
- *Just over 21 per cent of all persons in a visible minority group were in the Scientific and Professional category. Six in 10 were found in the Economics, Sociology and Statistics (ES); Engineering and Land Survey (EN); Scientific Research (SE); and Law (LA) groups. These same groups account for more than half of all employees in the Scientific and Professional category.*
- *Forty-three per cent of employees in a visible minority group worked in the National Capital Region, a little higher than last year and roughly the same as for all employees.*
- *Of all new hires, 10 per cent were persons in a visible minority group, a noteworthy increase from 8.1 per cent a year earlier and 5.7 per cent the previous year.*
- *Of all new indeterminate employees, 12.3 per cent were members of a visible minority group, up from 11.5 per cent a year earlier.*
- *While over half of all new employees in a visible minority group entered via the Scientific and Professional and the Administration and Foreign Service categories, almost one third were hired into the Administrative Support category.*
- *Employees in a visible minority group received 7.7 per cent of all promotions, higher than their internal representation of 6.8 per cent.*





PERSONS IN A VISIBLE MINORITY GROUP (cont'd)

- *Persons in a visible minority group accounted for 5.7 per cent of separations by indeterminate employees, just about the same as a year ago.*
- *Of the large departments and agencies, Citizenship and Immigration Canada and Health Canada employed the highest proportions of persons in a visible minority group, at 13.6 per cent and 11.4 per cent respectively, compared with 12.8 per cent and 10.1 per cent each a year ago. At 21.2 per cent, the Immigration and Refugee Board has the highest percentage overall.*

Figure 4
Representation of Persons in a Visible Minority Group
1988 to 2002 (%)

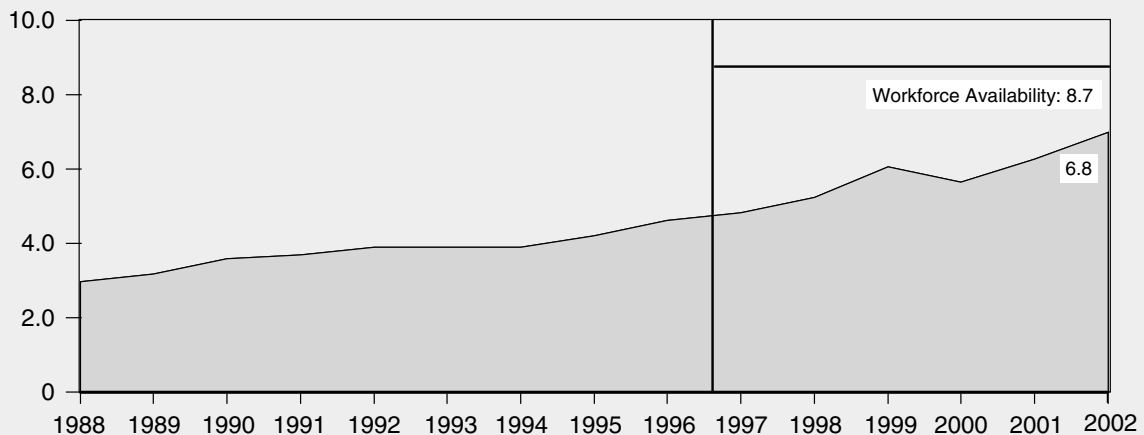




Figure 5
Hiring and Promotion of Women
1988, 1996, 1997, 1998, 1999, 2000, 2001, and 2002 (%)

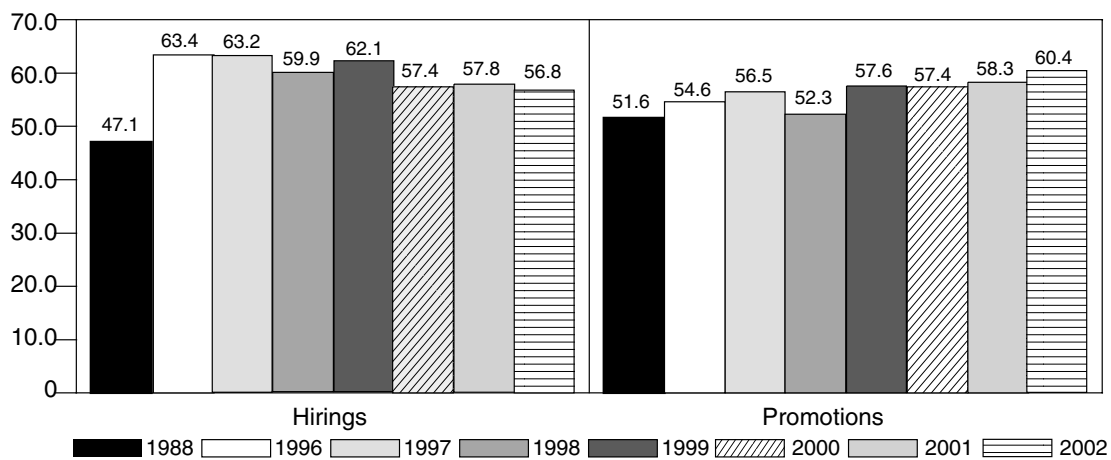


Figure 6
Hiring and Promotion of Aboriginal Peoples
1988, 1996, 1997, 1998, 1999, 2000, 2001, and 2002 (%)

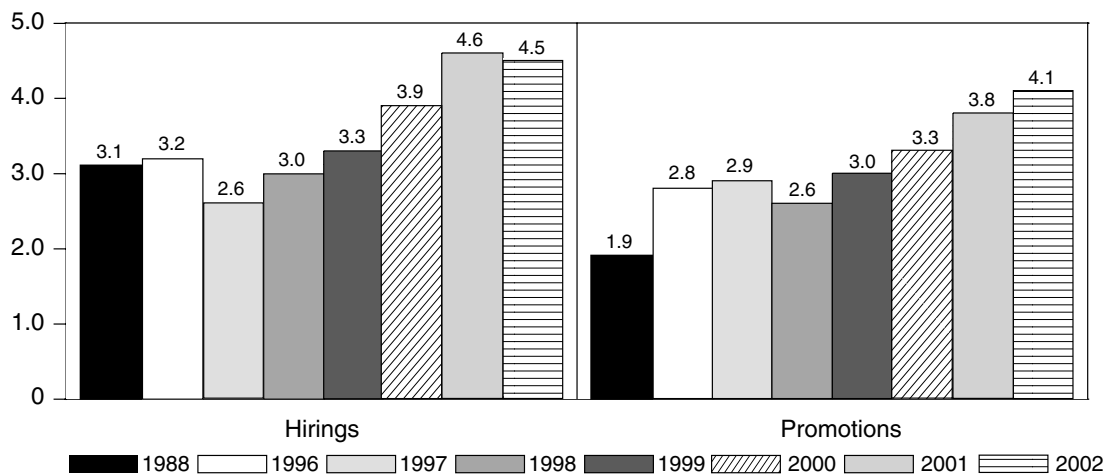




Figure 7
Hiring and Promotion of Persons with Disabilities
1988, 1996, 1997, 1998, 1999, 2000, 2001, and 2002 (%)

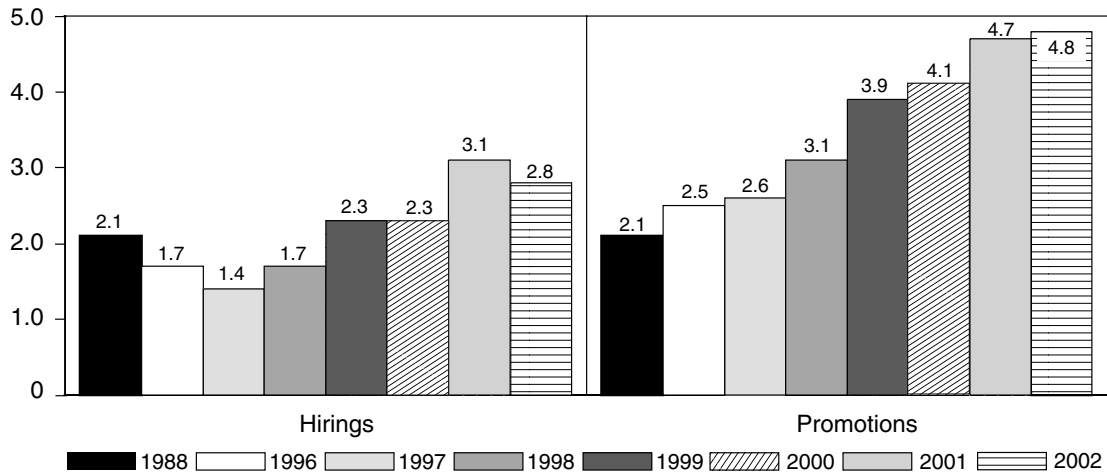
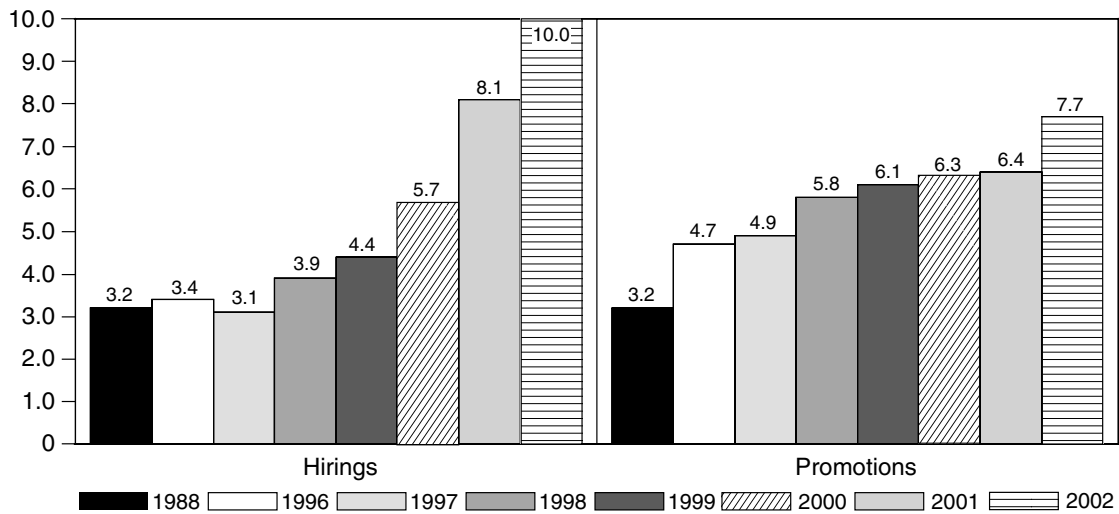


Figure 8
Hiring and Promotion of Visible Minorities
1988, 1996, 1997, 1998, 1999, 2000, 2001, and 2002 (%)





OVERALL REPRESENTATION

Figures 1 through 4 compare the representation of each designated group with workforce availability. (See Technical Notes at the end of this chapter.) These charts, as well as figures 5 through 8 and Table 1, also provide historical information on the four designated groups to help in tracking our progress over the past decade and a half.

Below is a current representation of the federal Public Service compared with the latest workforce availability estimates.

- For three of the four designated groups — women (52.5 per cent), persons with disabilities (5.3 per cent), and Aboriginal peoples (3.8 per cent) — representation rates are higher than their respective workforce availability rates of 48.7 per cent, 4.8 per cent, and 1.7 per cent.
- There is still under-representation of persons in a visible minority group with a gap of 1.9 percentage points between representation, 6.8 per cent, and the workforce availability figure of 8.7 per cent derived for public service purposes. This gap has narrowed, however, from the previous year, when it was 2.6 percentage points.

The *Employment Equity Act* requires that workforce availability indicators be used in determining whether or not an organization is representative. These indicators derive from the 1996 Census in the case of women, Aboriginal peoples, and persons in a visible minority group and from the 1991 Health and Activity Limitation Survey (HALS) for persons with disabilities. A new survey, the Participation and Activity Limitation Survey (PALS), was carried out in autumn 2001. Data from the 2001 Census and the PALS will allow the availability indicators for all designated groups to be updated in 2003.

Workforce availability estimates provide a picture of the Canadian workforce. They are derived initially from the population aged 15 years and older who have had some work experience in at least the 16 months prior to the Census (for women, Aboriginal peoples, and persons in a visible minority group) and the five years prior to the HALS (for persons with disabilities). Taking into account the preference accorded to Canadian citizens in hiring decisions for open competitions under the *Public Service Employment Act*, workforce availability estimates are based on the population of Canadian citizens with the skills and work experience relevant to the occupational groups in the federal Public Service. In March 2002, in the case of *Lavoie et al v. the Attorney General*





of Canada, the Supreme Court of Canada upheld the constitutionality of citizenship provisions in the *Public Service Employment Act*. The Court recognized the importance of Canada's citizenship policy and the legislative provisions that permit the application of such a preference. Workforce availability estimates for visible minorities in the Public Service are lower than in the general workforce because this citizenship preference is factored into the calculation of workforce indicators.

Gender

Table 2 presents the distribution of federal public service employees by gender as at March 31, 2002. The proportion of women who are also members of another designated group is now at 16.5 per cent of all women, up from 15.5 per cent a year earlier. There were increases for two groupings — the proportion of women in a visible minority group increased to 7.0 per cent compared with 6.2 per cent a year earlier, while the proportion of Aboriginal women rose marginally from 4.3 per cent to 4.5 per cent. Women with disabilities remained the same, at 5.0 per cent.

Women continue to account for more than 60 per cent of Aboriginal peoples in the federal Public Service. This is also true for both indeterminate and term employees. A more even gender balance was found among persons with disabilities and persons in a visible minority group, with exactly half and 53.5 per cent of employees being women, respectively.

Employment Type

Table 2 also includes information by employment type. The proportion of indeterminate employees is slightly higher than in previous years, 85.0 per cent compared with 83.9 per cent in 2000–01. There are similarly high proportions of indeterminate employees among the designated groups: 82.9 per cent for women, 83.6 per cent for Aboriginal employees, 90.6 per cent for persons with disabilities, and 81.5 per cent for employees in a visible minority group, all higher than last year.

The number of employees on strength for a specified period of three months or more was just about the same as last year: 23,107 versus 23,009, or 14.6 per cent of the total population (i.e., indeterminate employees, terms of three months or more, and seasonal employees). Over the past several years, most term employees — more than three-quarters but down from 8 in 10 last year — were members of the designated groups; this year 60.4 per cent are women, down by over 10 percentage points from last year.





Occupational Category

Overall, 2.5 per cent of all employees are in the Executive ranks, a touch higher than the previous year (2.4 per cent). Close to 1 in 3 persons in this occupational category are women (32 per cent), up from 30 per cent last year and almost double the percentage recorded in our first annual report.

With respect to the other occupational categories, the Scientific and Professional category showed the most growth (9.7 per cent or 1,865 employees), followed by Administration and Foreign Services (9.0 per cent or 5,209 employees), Technical (4.9 per cent or 794 employees), Operational (0.6 per cent or 116 employees), and Administrative Support (which decreased by almost 200 employees or 0.6 per cent).

More than half of all women (56.3 per cent, up from 53.6 per cent) were in the Executive, Scientific and Professional and Administration and Foreign Service categories. The Administration and Foreign Service category continued to be the largest grouping of women in the federal Public Service (44.8 per cent of all women), with some 9,000 more employees than the Administrative Support category (33.8 per cent). Approximately one-and-a-half per cent of all women in the federal Public Service were in the Executive category, well below the 3.5 per cent for men and the 2.5 per cent for all employees.

The representation of Aboriginal peoples, persons with disabilities, and persons in a visible minority group in the Executive category have all increased since last year's report. This year, they were at 2.5 per cent, 4.1 per cent, and 3.8 per cent respectively, up from 2.0 per cent, 3.5 per cent, and 3.4 per cent in 2001.

Age

Table 4 presents the age structure of the designated groups in 2001–02 by occupational category. At 43.4 years, the average age of federal public service employees is about the same as it was the past few years.

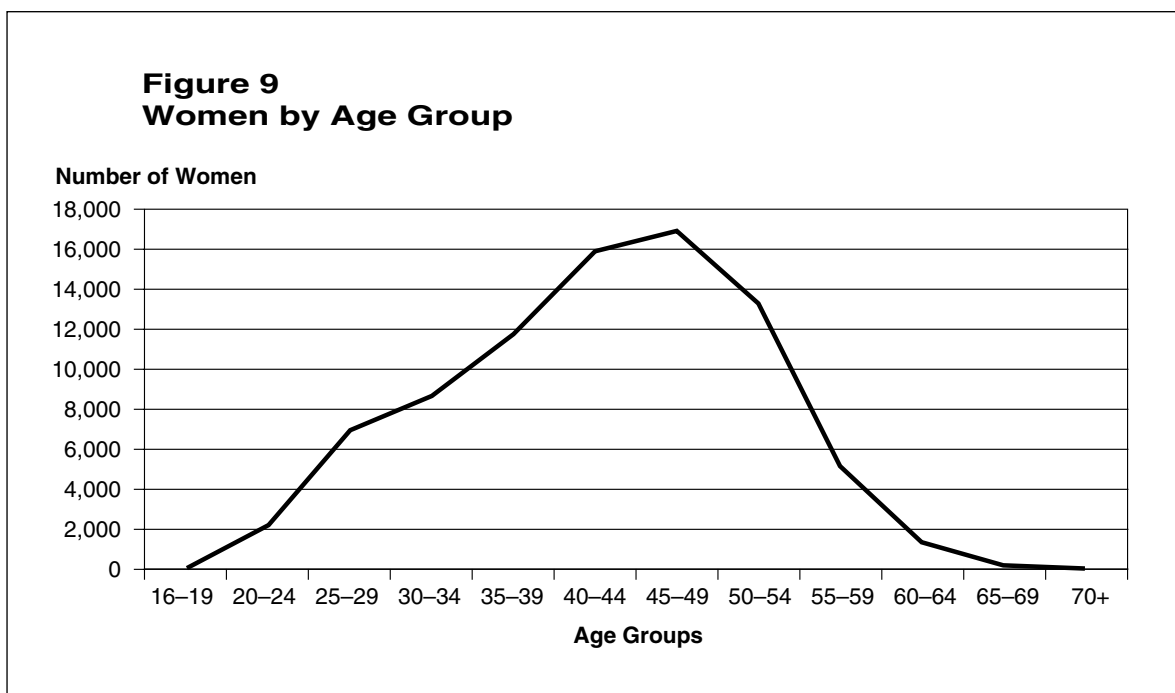
The proportion of employees aged 45 and older dropped slightly from last year, currently at 47.9 per cent, versus 48.3 per cent last year. However, apart from persons in a visible minority group, the designated groups showed increases in the proportion of individuals in the upper age brackets. Almost two thirds of persons with disabilities were 45 years or older. This group had the highest average age (46.5), while Aboriginal employees had the lowest average age (41.1).

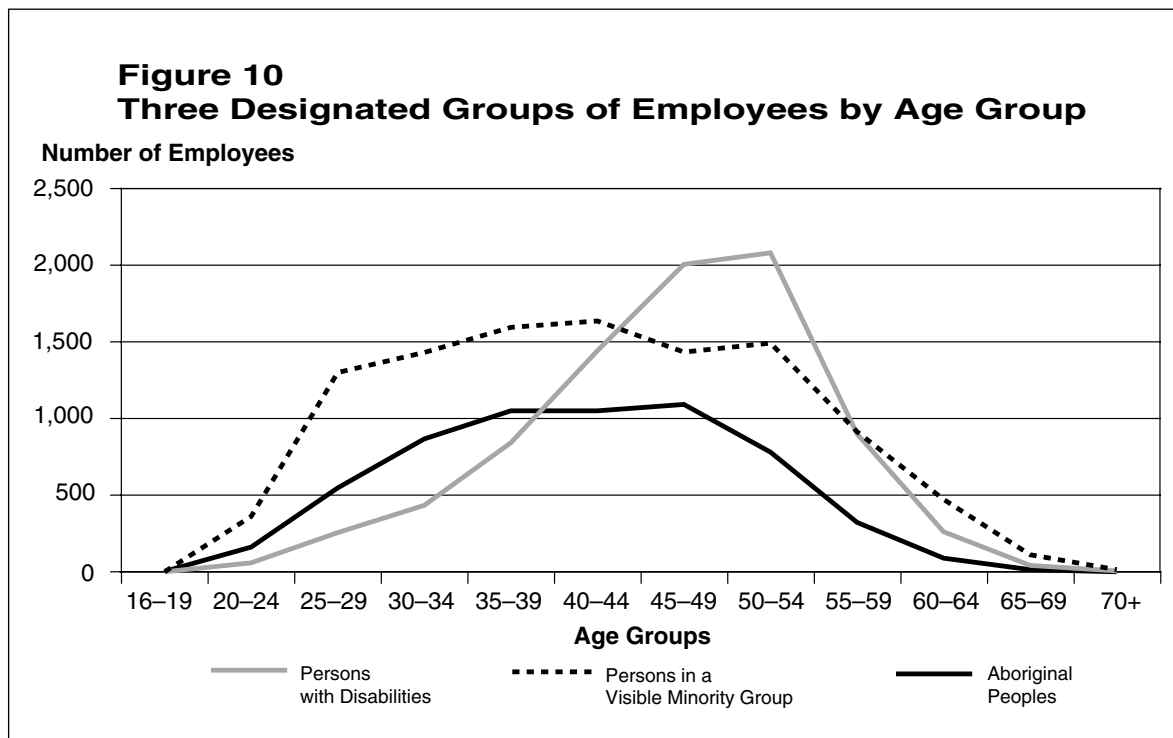
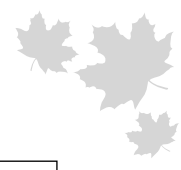




The gap between men and women continued the trend started several years ago when half of all men were aged 45 and over compared with 4 in 10 women. The proportion of women in this age group increased this year by 1.5 per cent to 44.8 per cent whereas for men the proportion is 54 per cent. The average age for women was 42.4 years, one year younger than the overall average and two years younger than that for men (44.4 years).

With respect to the other designated groups, the proportion of Aboriginal employees aged 45 and over rose by 1.0 per cent to reach 38.5 per cent of all Aboriginal employees. The proportion of employees with disabilities in the same age bracket has continued to rise since 1993–94 when it was 45 per cent. Currently, it is 63.6 per cent compared with 61.8 per cent last year. The proportion of employees in a visible minority group aged 45 or older dropped by 2.5 per cent compared to a year ago (43.7 per cent versus 41.2 per cent). At 42 years, the average age for all employees in a visible minority group decreased slightly from last year's 42.6.





Departments and Agencies

Table 5 shows representation by departments and agencies, most of which experienced increases in the size of their populations, continuing the upward trend started in 1998-99. Among the 18 larger departments (i.e., those with 3,000 or more employees), only Agriculture and Agri-Food Canada showed a decrease in total number of employees. The Department of Justice Canada showed the greatest increase, up 16.3 per cent to 4,239 employees from last year's 3,646.

There was little change in the proportion of women in each of the large departments. The highest proportion was again at the Royal Canadian Mounted Police (RCMP) (federal public service staff) and HRDC, where approximately 8 in 10 and 7 in 10 employees, respectively, were women. As in previous reports, the department with the lowest proportion of women employees was Fisheries and Oceans Canada where increases have been marginal over the past two years (29.8 per cent now versus 28.5 per cent a year ago and 27.7 per cent prior to that). With an increase of almost 900 employees overall, Health Canada had the largest increase in the number of women (584) compared to last year, while the proportion of women in the Department of Foreign Affairs and International Trade had the largest percentage point increase (1.6) and now has 48 per cent women in its workforce.



As they did last year, five departments — INAC, Correctional Service Canada, HRDC, Health Canada, and National Defence — accounted for nearly 63 per cent of Aboriginal employees this year, up from just under 60 per cent.

At 29.9 per cent, up from 29.2 per cent a year earlier, INAC continued to have the highest proportion of Aboriginal employees, as it has since our first report. This was more than four times the proportion in the next highest department, Health Canada, with 7.2 per cent. Correctional Service Canada surpassed HRDC to become second in the number of Aboriginal employees in its workforce, 862 compared with 1,117 at INAC.

While eighteen departments and agencies (two more than last year) had only one or no Aboriginal employees, for the most part, it was primarily the small ones (i.e., 100 employees or fewer) that had low levels of Aboriginal representation. Twelve of these smaller departments had 30 or fewer employees.

Among departments and agencies with between 100 and 1,000 employees, the Canadian Human Rights Commission and the Office of the Secretary to the Governor General both recorded the highest proportions of persons with disabilities (12.1 and 8.7 per cent respectively). Among departments with more than 1,000 employees, HRDC and the Public Service Commission of Canada, at 7.9 and 7.0 per cent respectively, have the highest proportions. Each of the 13 departments that had no employees with disabilities has a population of fewer than 100 employees.

Together, HRDC, Public Works and Government Services Canada (PWGSC), Health Canada, National Defence, Citizenship and Immigration Canada, Statistics Canada, and Correctional Service Canada account for 56.8 per cent of employees in a visible minority group compared with 54.9 per cent of all federal public service employees. Each of these departments employs more than 500 individuals from this designated group. Close to 1 in 6 of all employees in a visible minority group worked at HRDC, where they represent 7.1 per cent of the total employee population. As it did last year, Citizenship and Immigration Canada leads the large departments in percentage representation (13.6 per cent versus 12.8 per cent last year), along with Health Canada. Among departments and agencies with fewer than 1,000 employees, for the fourth year in a row, the Immigration and Refugee Board has the highest percentage of employees from a visible minority group (21.2 per cent).





Geographic Location

The geographic distribution of federal public service employees is presented in Table 6 and Figure 11. With over 64,000 employees, the National Capital Region has the highest concentration (40.8 per cent) of the federal workforce, slightly higher than last year's 39.4 per cent. The proportions of women (42.9 per cent) and members of visible minority groups (43.4 per cent) in the NCR were slightly higher than for the public service workforce as a whole. Over two thirds of Aboriginal peoples worked outside the National Capital Region.

Excluding the National Capital Region, Ontario has the highest number of employees in all four designated groups. Prince Edward Island has the highest proportion of women (6 in 10). One third of all employees working outside Canada are women, the same proportion as last year.

Figure 11
Distribution of Federal Public Service Employees
by Designated Group and Region of Work (%)

	Women	Aboriginal Peoples	Persons with Disabilities	Persons in a Visible Minority Group
Newfoundland and Labrador	40.4	3.3	3.9	0.7
Prince Edward Island	61.6	2.4	6.7	1.5
Nova Scotia	39.9	2.4	6.2	4.6
New Brunswick	52.6	2.1	4.5	1.0
Quebec	53.7	2.8	4.0	5.0
Ontario	54.5	2.8	5.9	8.6
Manitoba	55.1	10.7	5.9	5.7
Saskatchewan	52.6	12.1	5.0	2.9
Alberta	53.8	7.0	6.2	6.4
British Columbia	48.0	4.6	5.6	11.4
Yukon	58.0	17.0	4.4	1.5
Northwest Territories	54.6	22.3	2.6	3.5
Nunavut	51.0	29.7	2.1	4.1





Excluding the territories, Manitoba and Saskatchewan have the highest proportions of Aboriginal employees in the federal workforce (10.7 per cent and 12.1 per cent respectively). Quebec (excluding the National Capital Region) and New Brunswick have the lowest proportions (1.4 per cent and 2.1 per cent respectively). Employees with disabilities ranged from a low of 2.1 per cent in Nunavut to a high of 7.1 per cent in Ontario (outside the National Capital Region). As with Aboriginal peoples, the regional distribution of visible minority group members showed considerable variation. As in previous years, British Columbia leads all provinces with 11.4 per cent of visible minorities in the federal workforce there. At the other end of the spectrum is Newfoundland and Labrador at less than 1 per cent, the same as the previous year. Newfoundland and Labrador is the only province or territory with less than 1 per cent representation for any designated group. At 29.7 per cent, Nunavut has the largest proportion of Aboriginal employees, an increase of 1.4 percentage points over the last year.

Salary

Table 7 presents the distribution of designated groups by salary as at March 31, 2002. All four groups showed a slight increase in the proportion of employees earning \$50,000 or more.

The proportion of federal public service employees earning \$50,000 or more rose by 8.1 percentage points to 45.2 per cent. The proportion of women earning \$50,000 or more improved to 33.3 per cent of all women in 2001–02 from last year's 25.9 per cent and 22.3 per cent two years ago. However, the gap between women and men remains similar to last year's. The proportion of men earning this salary also increased, to 58.3 per cent from 49.4 per cent. This amounts to a 25-percentage point difference between men and women, the equivalent of 2000–01. As a proportion of all employees, women earning \$50,000 or more rose to 38.7 per cent from 36.3 per cent last year and from 24.7 per cent six years ago. The proportion of individuals earning \$50,000 or more as a percentage of all employees also increased in the other designated groups. Aboriginal employees rose to 3.0 per cent from 2.6 per cent; persons with disabilities to 4.6 per cent from 4.4 per cent; and persons in a visible minority group to 6.7 per cent from 6.3 per cent.

An examination of each designated group separately reveals the following: the proportion of Aboriginal employees earning \$50,000 or more increased to 36.1 per cent from 26.7 per cent; employees with disabilities to 39.5 per cent from 32.1 per cent; and employees in a visible minority group to 44.4 per cent from 38.3 per cent. The relatively higher proportion of employees in a visible minority group earning \$50,000 or more is due largely to their heavy representation in the Scientific and Professional category.





Hirings

Hiring figures for the federal Public Service are displayed in Tables 8 to 10. They include persons added to the federal public service payroll between April 1, 2001, and March 31, 2002, and comprise indeterminate employees, students, casual employees, and other persons whose terms of three months or less have been extended. (See Technical Notes further in this chapter.)

Compared with last year, only persons in a visible minority group showed an increase in their share of hiring, increasing from 8.1 per cent in the previous year to 10.0 per cent this year. Women continued to account for the majority of new recruits at 56.8 per cent, versus 57.8 per cent last year. Persons with disabilities made up 2.8 per cent of new hires compared with 3.1 per cent last year, and Aboriginal persons, 4.5 per cent versus 4.6 per cent last year.

Despite increases for the other categories over the years, most women (42.7 per cent in 2001–02) continued to enter the federal Public Service via the Administrative Support category. Furthermore, nearly 8 in 10 of the new entrants into this category are women (although the figure this year is down marginally from last year). The proportion of women entering the Public Service via the Scientific and Professional category rose slightly from a year ago (13.1 per cent compared with 11.9 per cent), while 42.5 per cent of hires into the Executive category (entries from outside the Public Service) were women. The figure for last year was 34.1 per cent.

While most people continue to enter the federal Public Service as term employees, the proportion has been dropping in recent years (71.4 per cent in 2001–02 from 76.3 per cent last year and 79.7 per cent two years ago). Conversely, the share of indeterminate employees among new hires has been increasing: 28.1 per cent compared to 21.0 per cent a year ago and 19.1 per cent in 1999–2000. An examination of the designated groups reveals that 25.3 per cent of women, 34 per cent of Aboriginal peoples, 27 per cent of persons with disabilities, and 34.6 per cent of persons in a visible minority group were hired for an indeterminate period. This represents a significant increase in indeterminate hires for all designated groups.

More than 4 in 10 of all new employees, and nearly half of all new female employees, were hired in the National Capital Region. A lower ratio was recorded for Aboriginal persons (33.9 per cent), and slightly higher ones for employees with disabilities (52.6 per cent) and members of a visible minority group (52.2 per cent).





Ontario (excluding the National Capital Region) led all areas in the number (2,137) of women hired. The proportion of women among new hires was highest in Prince Edward Island, where 7 out of 10 new employees were female. While 13 per cent of all new employees joined the federal Public Service in the Prairie provinces, 30.1 per cent of all new Aboriginal employees were hired in those provinces. British Columbia accounted for 8.4 per cent of all new hires and 12.3 per cent of persons in a visible minority group.

Promotions

Promotions constitute appointments to positions at higher maximum levels of pay. (See Technical Notes further in this chapter.) Tables 11 to 13 provide information on promotions in 2001–02.

There continued to be increases in the share of promotions experienced by all four designated groups. For three of the four, shares of promotions were higher than internal representation. For persons with disabilities, the promotion share of 4.8 per cent was below this year's representation of 5.3 per cent.

For Aboriginal employees and persons in visible minority groups, the variances between promotional share and internal representation were slight: 4.1 per cent of all promotions for the former compared with an internal representation of 3.8 per cent and 7.7 per cent for visible minorities compared with an internal representation of 6.8 per cent.

Women earned 60.4 per cent of all promotions compared with an internal representation of 52.5 per cent.

For the federal Public Service as a whole, 90.4 per cent of promotions during 2001–02 went to indeterminate employees, a small rise from last year. Similarly, among the designated groups, the overwhelming majority of promotions went to indeterminate employees.

The highest number of promotions for all four designated groups, as for the federal Public Service as a whole, involved movements to or within the Administration and Foreign Service category. These movements accounted for approximately half of all promotions, as well as for Aboriginal peoples, persons with disabilities, and persons in a visible minority group. The share was slightly higher for women (57.8 per cent). Almost one quarter of all promotions attained by visible minorities involved movements to or within the Scientific and Professional category.





Over half of all promotions (56.2 per cent) were in the National Capital Region, up by 5 percentage points over last year. This region also accounted for 57.3 per cent of promotions for women, 57.6 per cent for visible minority employees, 56.5 per cent for employees with disabilities, and 45.8 per cent for Aboriginal employees.

Separations

The final three tables, 14 to 16, present information on separations — persons removed from the federal public service payroll. Separations include employees whose appointment for a term or specified period ended during the 2001–02 fiscal year. There were 11,192 separations this year, an increase of more than 1,000 or 10.2 per cent over last year's total of 10,159.

Almost 7 in 10 of all separations (69.3 per cent) involved persons in the designated groups, compared with 65.5 per cent last year. Women showed a small increase in the proportion of separations (to 53.9 per cent in 2001–02 from 51.7 per cent the previous year). The other three designated groups also showed slight increases — for Aboriginal employees to 4.5 per cent and persons with disabilities to 4.6 per cent from 4.1 per cent each in 2000–01 and for visible minorities to 6.3 per cent from 5.6 per cent.

Analysis by regions reveals that the ratio of total separations to total employees is lowest in Prince Edward Island (4.6 per cent) and highest in Saskatchewan (12.9 per cent).

Sixty per cent of all separations occurred in the Administration and Foreign Service and the Administrative Support categories, up from 57 per cent for these two categories a year ago. Women accounted for 53.9 per cent and 78.7 per cent respectively of all separations from these groups; women are heavily represented in both of these categories. Among the separations from the Scientific and Professional category, the proportion of women increased marginally to 48.8 per cent from 46.6 per cent last year.

The separation rate of persons in a visible minority group was highest in the Scientific and Professional category, where they are more heavily concentrated. This year's rate for this occupational category was 9.1 per cent, compared to 8.9 per cent last year.

The rate of Aboriginal separations ranged from 1.9 per cent in the Technical category to 5.6 per cent in the Administration and Foreign Service category.





Technical Notes

The following section provides statistics on the designated groups in the federal Public Service as at March 31, 2002. It includes summary data on women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group, as well as tables on hirings, promotions, and separations of persons in these groups.

Federal Public Service

Treasury Board is the employer for the federal Public Service as set out in the *Public Service Staff Relations Act*, Schedule I, Part I (PSSRA, I-I). Appointments are made according to the merit principle under the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada.

The total number of employees in the federal Public Service was 164,220 as at March 31, 2002. This represents an increase of 8,860 persons or 5.7 per cent from March 31, 2001.

The employee population was distributed among the following categories:

Indeterminate, terms of three months or more, and seasonal	157,510
Terms of fewer than three months	1,073
Casual employment	5,637
Total	164,220

Report Coverage

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees. Due to the rapid turnover of students and casual employees, no information is reported on them, except in the case of hirings. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables. Their exclusion may affect the representation in some smaller departments. The statistics in this document also exclude Governor in Council appointees, ministerial staff, federal judges, and deputy ministers, who are also on the federal public service payroll.

As required under the *Employment Equity Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 2001, and ending March 31, 2002.





Federal Departments and Agencies

Under the PSSRA, I-I, the federal Public Service comprises almost 70 departments, agencies, and commissions for which the Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for organizations covered by the PSSRA, I-I. These organizations vary in size, from large departments with more than 3,000 employees, through medium-sized departments with between 1,000 and 3,000 employees, to small institutions with 100 to 1,000 employees, and very small institutions with fewer than 100 employees. Some departments have employees in all provinces and territories while others are located only in the National Capital Region. The population for some small organizations is included with the larger institution that handles its payroll and administrative matters.

Term Employees

Both the *Financial Administration Act* and the *Employment Equity Act* define “employee” to include persons hired for a fixed duration of at least three months, traditionally referred to as “term employees.”

Term employees fall into two categories:

- short-term employees appointed for fewer than three months; and
- long-term employees appointed for three months or more.

Since persons hired for less than three months are not part of the population under the *Employment Equity Act*, they are excluded from the statistics in this report. While employed in the federal Public Service, however, some persons who are initially hired as short-term employees become long-term or indeterminate employees. When this change in status occurs and the employee is not given an opportunity to self-identify, designated group representation may be under-reported. For this reason, departments and agencies have been collecting self-identification information from everyone added to the federal public service payroll.

Self-identification is the process by which persons voluntarily identify themselves as being members of one or more of the minority-designated groups or confirm that they are not.





Data on Persons in the Designated Groups

To assure consistency in the data presented in this chapter's statistical section, the Treasury Board of Canada Secretariat (TBS) uses the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with the PSSRA, I-I. Self-identification data are generated from the Employment Equity Data Bank maintained by TBS. Information derived from these two sources may not harmonize exactly with what may be obtained from departmental sources.

Data in the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Data on movements into the federal Public Service (hirings) and out of it (separations) are derived from the Incumbent File and one of its subsets, the Mobility File. Data on promotions come from the Appointments File administered by the Public Service Commission of Canada.

All tabulations, other than those for women, contain data obtained through self-identification.

The completeness and accuracy of employment equity data for the federal Public Service and its departments depend on employees being willing to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department's workforce (including when they are engaged as students or casual employees) and during departmental self-identification surveys and campaigns. At any time, they may simply complete a self-identification form available from Employment Equity Co-ordinators in the department.

Terminology

“Hirings” refers to the number of persons added to the employee population during the fiscal year that the report covers. This includes indeterminate and seasonal employees, those with terms of three months or more, and those students and casual employees whose employment status has changed (to indeterminate, term of three months or more, or seasonal). “Hiring” measures the flow of employees into the federal Public Service; it may include more than one staffing action for term employees.

“Promotions” refers to the number of employee appointments to positions at higher maximum pay levels either within the same occupational group or subgroup or in another group or subgroup during the fiscal year covered by the report.





“Separations” refers to the number of employees (i.e., indeterminate, terms of three months or more, and seasonal) removed from the federal public service payroll during the fiscal year that the report covers. It measures the flow of persons out of the federal Public Service and may include more than one action for term employees. Separations include people who retired or resigned, as well as persons whose specified employment period (term) in the federal Public Service has ended. While people on leave without pay are excluded from the population counts derived from the pay-driven Incumbent File, they are included as separations when they leave the federal Public Service.

“Indeterminate employees” refers to people appointed to the federal Public Service for an unspecified duration.

“Seasonal employees” refers to people hired to work cyclically for a season or portion of each year.

“Casual employees” refers to people hired for a specified period of no more than 90 days by any one department or agency during the fiscal year. Casual employees are not included in the representation figures.

“Workforce availability” refers to the distribution of people in the designated groups as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based only on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupational groups in the federal Public Service.





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TABLE 1

Representation of Designated Groups in the Federal Public Service
PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Public Service Representation										
As at March 31, 2002	157,510	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8	
As at March 31, 2001	149,339	77,785	52.1	5,316	3.6	7,621	5.1	9,143	6.1	
As at March 31, 2000* (Revenue Canada excluded)	141,253	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5	
As at March 31, 1999 (Revenue Canada included)	178,340	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9	
As at March 31, 1998	179,831	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1	
As at March 31, 1997	186,378	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7	
As at March 31, 1996	201,009	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5	
As at March 31, 1995	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1	
As at March 31, 1994	224,640	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8	
As at March 31, 1993	221,114	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8	
Workforce Availability 1996 Census			48.7		1.7		4.8		8.7	

* Revenue Canada became the new Canada Customs and Revenue Agency on November 1, 1999.

Note

The data in this and other tables in this report cover employees identified for the purpose of employment equity in the *Employment Equity Regulations*. The estimates of workforce availability are based on information from the 1996 *Census of Canada* and the 1991 *post-census Health and Activity Limitation Survey*. They include only those occupations in the Canadian workforce that correspond to occupational groups in the federal Public Service.



TABLE 2

Distribution of Designated Groups in the Federal Public Service by Type of Employment and Gender
PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

	Type of Employment												
	All Employees		Indeterminate		Term ≥ 3 Months		Seasonal		Gender		Gender		
	#	%	#	%	#	%	#	%	#	%	#	%	
Federal Public Service													
Total	157,510	100.0	133,818	100.0	23,009	100.0	683	100.0	683	100.0	683	100.0	
Women	82,663	52.5	68,528	51.2	13,891	60.4	244	35.7	244	35.7	244	35.7	
Men	74,847	47.5	65,290	48.8	9,118	39.6	439	64.3	439	64.3	439	64.3	
Aboriginal Peoples													
Total	5,980	3.8	5,002	3.7	945	4.1	33	4.8	33	4.8	33	100.0	
Women	3,705	4.5	3,009	4.4	682	4.9	14	5.7	14	5.7	14	42.4	
Men	2,275	3.0	1,993	3.1	263	2.9	19	4.3	19	4.3	19	57.6	
Persons with Disabilities													
Total	8,331	5.3	7,549	5.6	762	3.3	20	2.9	20	2.9	20	100.0	
Women	4,162	5.0	3,710	5.4	442	3.2	10	4.1	10	4.1	10	50.0	
Men	4,169	5.6	3,839	5.9	320	3.5	10	2.3	10	2.3	10	50.0	
Persons in a Visible Minority Group													
Total	10,772	6.8	8,782	6.6	1,982	8.6	8	1.2	8	1.2	8	100.0	
Women	5,766	7.0	4,548	6.6	1,215	8.8	3	1.2	3	1.2	3	37.5	
Men	5,006	6.7	4,234	6.5	767	8.4	5	1.1	5	1.1	5	62.5	

Note

Shaded columns indicate the percentage representation by gender within each group of employees. Percentages in the unshaded columns in each case show the representation of all members of the designated groups within the Public Service and their representation by gender within the Public Service.





TABLE 3

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Group

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	3,901	32.0	1,248	32.0	97	2.5	159	4.1	148	3.8
Scientific and Professional										
AC Actuarial Science	4	25.0	1	25.0	0	0.0	0	0.0	0	0.0
AG Agriculture	8	12.5	1	12.5	1	12.5	1	12.5	0	0.0
AR Architecture and Town Planning	221	25.8	57	25.8	4	1.8	6	2.7	26	11.8
AU Auditing	177	29.4	52	29.4	2	1.1	5	2.8	29	16.4
BI Biological Sciences	1,542	39.7	612	39.7	22	1.4	34	2.2	139	9.0
CH Chemistry	428	38.1	163	38.1	1	0.2	7	1.6	88	20.6
DE Dentistry	9	0.0	0	0.0	0	0.0	1	11.1	0	0.0
DS Defence Scientific Service	508	14.0	71	14.0	1	0.2	8	1.6	59	11.6
ED Education	681	58.7	400	58.7	75	11.0	27	4.0	36	5.3
EN Engineering and Land Survey	2,406	12.7	306	12.7	31	1.3	78	3.2	370	15.4
ES Economics, Sociology and Statistics	4,788	43.2	2,067	43.2	92	1.9	207	4.3	569	11.9
FO Forestry	101	16.8	17	16.8	1	1.0	6	5.9	3	3.0
HR Historical Research	137	40.9	56	40.9	2	1.5	4	2.9	3	2.2
LA Law	2,345	50.3	1,179	50.3	67	2.9	112	4.8	177	7.5
LS Library Science	422	72.0	304	72.0	9	2.1	17	4.0	26	6.2
MA Mathematics	326	34.7	113	34.7	0	0.0	13	4.0	46	14.1
MD Medicine	232	30.2	70	30.2	2	0.9	10	4.3	29	12.5
MT Meteorology	513	14.4	74	14.4	3	0.6	14	2.7	29	5.7
ND Nutrition and Dietetics	26	100.0	26	100.0	1	3.8	0	0.0	1	3.8
NU Nursing	1,506	84.1	1,266	84.1	127	8.4	40	2.7	104	6.9
OP Occupational and Physical Therapy	45	82.2	37	82.2	0	0.0	1	2.2	2	4.4





PC	Physical Sciences	1,800	611	33.9	32	1.8	44	2.4	153	8.5
PH	Pharmacy	12	8	66.7	0	0.0	0	0.0	1	8.3
PS	Psychology	300	145	48.3	0	0.0	14	4.7	15	5.0
SE	Scientific Research	1,854	298	16.1	9	0.5	41	2.2	298	16.1
SG	Scientific Regulation	515	221	42.9	3	0.6	23	4.5	75	14.6
SW	Social Work	47	34	72.3	4	8.5	0	0.0	1	2.1
UT	University Teaching	169	20	11.8	1	0.6	3	1.8	16	9.5
VM	Veterinary Medicine	34	14	41.2	0	0.0	2	5.9	6	17.6
Total		21,156	8,223	38.9	490	2.3	718	3.4	2,301	10.9
Administration and Foreign Service										
AS	Administrative Services	18,209	13,345	73.3	668	3.7	936	5.1	815	4.5
CA	Career Assignment Program	133	82	61.7	22	16.5	13	9.8	9	6.8
CO	Commerce	2,796	1,118	40.0	77	2.8	118	4.2	203	7.3
CS	Computer Systems Administration	10,017	3,057	30.5	192	1.9	464	4.6	1,011	10.1
FI	Financial Administration	2,809	1,371	48.8	72	2.6	118	4.2	324	11.5
FS	Foreign Service	1,071	371	34.6	14	1.3	31	2.9	88	8.2
IS	Information Services	2,432	1,651	67.9	75	3.1	96	3.9	109	4.5
MM	Management Trainee	171	96	56.1	1	0.6	6	3.5	16	9.4
OM	Organization and Methods	220	131	59.5	3	1.4	13	5.9	7	3.2
PE	Personnel Administration	3,128	2,249	71.9	153	4.9	288	9.2	236	7.5
PG	Purchasing and Supply	2,244	1,125	50.1	63	2.8	135	6.0	163	7.3
PM	Program Administration	16,571	10,457	63.1	937	5.7	1,132	6.8	1,111	6.7
TR	Translation	1,105	729	66.0	5	0.5	39	3.5	33	3.0
WP	Welfare Program	2,392	1,278	53.4	152	6.4	138	5.8	120	5.0
Total		63,298	37,060	58.5	2,434	3.8	3,527	5.6	4,245	6.7



TABLE 3 (cont'd)

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Group

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Technical										
AI Air Traffic Control	11	9.1	1	0.0	0	0.0	0	0.0	0	0.0
AO Aircraft Operations	513	8.0	41	1.6	8	1.6	9	1.8	7	1.4
DD Drafting and Illustration	252	37.7	95	1.2	3	1.2	19	7.5	18	7.1
EG Engineering and Scientific Support	6,167	27.5	1,694	2.4	145	2.4	224	3.6	320	5.2
EL Electronics	1,138	2.9	33	1.8	20	1.8	47	4.1	39	3.4
EU Educational Support	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GT General Technical	2,091	26.9	563	3.6	76	3.6	74	3.5	42	2.0
PI Primary Products Inspection	294	18.0	53	3.7	11	3.7	22	7.5	22	7.5
PY Photography	24	20.8	5	0.0	0	0.0	1	4.2	0	0.0
RO Radio Operations	349	17.8	62	1.1	4	1.1	4	1.1	5	1.4
SI Social Science Support	3,367	62.6	2,107	3.9	131	3.9	168	5.0	239	7.1
SO Ships' Officers	974	6.3	61	1.2	12	1.2	10	1.0	7	0.7
TE RCMP Special Group	562	50.4	283	0.2	1	0.2	2	0.4	3	0.5
TI Technical Inspection	1,354	9.5	128	2.3	31	2.3	54	4.0	94	6.9
Total	17,097	30.0	5,126	2.6	442	2.6	634	3.7	796	4.7
Administrative Support										
CM Communications	74	35.1	26	1.4	1	1.4	5	6.8	0	0.0
CR Clerical and Regulatory	30,301	82.2	24,922	5.0	1,526	5.0	2,267	7.5	2,431	8.0
DA Data Processing	421	61.3	258	3.1	13	3.1	29	6.9	36	8.6
OE Office Equipment Operation	20	70.0	14	5.0	1	5.0	4	20.0	1	5.0
ST Secretarial, Stenographic, Typing	2,786	98.1	2,733	3.6	101	3.6	134	4.8	207	7.4
Total	33,602	83.2	27,953	4.9	1,642	4.9	2,439	7.3	2,675	8.0





TABLE 4

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Age Group

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
Executive	30-34	50	34.0	17	34.0	4	8.0	0	0.0	1	2.0
	35-39	183	43.7	80	43.7	8	4.4	5	2.7	15	8.2
	40-44	513	45.6	234	45.6	17	3.3	20	3.9	23	4.5
	45-49	903	41.6	376	41.6	24	2.7	33	3.7	28	3.1
	50-54	1,373	29.7	408	29.7	30	2.2	63	4.6	46	3.4
	55-59	723	15.8	114	15.8	10	1.4	27	3.7	27	3.7
	60-64	140	12.1	17	12.1	4	2.9	10	7.1	7	5.0
65-69	15	13.3	2	13.3	0	0.0	1	6.7	1	6.7	
70+	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total		3,901	32.0	1,248	32.0	97	2.5	159	4.1	148	3.8
Scientific and Professional	16-19	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
	20-24	226	55.8	126	55.8	6	2.7	3	1.3	37	16.4
	25-29	1,806	53.6	968	53.6	57	3.2	21	1.2	225	12.5
	30-34	2,520	51.5	1,297	51.5	73	2.9	51	2.0	293	11.6
	35-39	3,077	43.8	1,349	43.8	86	2.8	81	2.6	316	10.3
	40-44	3,432	41.7	1,431	41.7	84	2.4	109	3.2	342	10.0
	45-49	3,606	36.7	1,324	36.7	77	2.1	151	4.2	279	7.7
	50-54	3,593	30.8	1,107	30.8	66	1.8	176	4.9	316	8.8
	55-59	1,959	24.2	474	24.2	36	1.8	88	4.5	245	12.5
	60-64	725	16.4	119	16.4	4	0.6	27	3.7	181	25.0
65-69	167	13.8	23	13.8	1	0.6	9	5.4	58	34.7	
70+	44	9.1	4	9.1	0	0.0	2	4.5	9	20.5	
Total		21,156	38.9	8,223	38.9	490	2.3	718	3.4	2,301	10.9





Administrative and Foreign Service

16-19	4	2	50.0	0	0.0	0	0.0	0	0.0
20-24	1,352	754	55.8	35	2.6	19	1.4	147	10.9
25-29	4,959	2,932	59.1	197	4.0	108	2.2	598	12.1
30-34	6,379	3,722	58.3	358	5.6	174	2.7	619	9.7
35-39	8,669	5,285	61.0	426	4.9	337	3.9	715	8.2
40-44	11,438	7,393	64.6	435	3.8	609	5.3	689	6.0
45-49	13,208	8,244	62.4	486	3.7	875	6.6	536	4.1
50-54	11,863	6,266	52.8	347	2.9	935	7.9	534	4.5
55-59	4,290	1,993	46.5	121	2.8	370	8.6	271	6.3
60-64	971	423	43.6	25	2.6	89	9.2	120	12.4
65-69	137	38	27.7	4	2.9	9	6.6	14	10.2
70+	28	8	28.6	0	0.0	2	7.1	2	7.1
Total	63,298	37,060	58.5	2,434	3.8	3,527	5.6	4,245	6.7

Technical

16-19	6	1	16.7	1	16.7	0	0.0	0	0.0
20-24	399	205	51.4	12	3.0	5	1.3	20	5.0
25-29	1,376	687	49.9	50	3.6	15	1.1	86	6.3
30-34	1,510	658	43.6	63	4.2	29	1.9	86	5.7
35-39	2,178	746	34.3	74	3.4	58	2.7	118	5.4
40-44	3,146	975	31.0	83	2.6	117	3.7	134	4.3
45-49	3,476	934	26.9	76	2.2	167	4.8	117	3.4
50-54	3,060	652	21.3	55	1.8	156	5.1	114	3.7
55-59	1,432	217	15.2	18	1.3	62	4.3	80	5.6
60-64	427	45	10.5	7	1.6	21	4.9	31	7.3
65-69	78	6	7.7	3	3.8	4	5.1	10	12.8
70+	9	0	0.0	0	0.0	0	0.0	0	0.0
Total	17,097	5,126	30.0	442	2.6	634	3.7	796	4.7





TABLE 4 (cont'd)

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Age Group

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
Administrative Support	16-19	50	70.0	2	4.0	0	0.0	2	4.0		
	20-24	1,277	78.2	79	6.2	25	2.0	135	10.6		
	25-29	2,556	78.3	150	5.9	76	3.0	325	12.7		
	30-34	3,219	80.5	239	7.4	144	4.5	361	11.2		
	35-39	4,566	83.7	303	6.6	276	6.0	352	7.7		
	40-44	6,241	86.2	291	4.7	454	7.3	367	5.9		
	45-49	6,714	83.8	287	4.3	563	8.4	383	5.7		
	50-54	5,535	82.5	188	3.4	560	10.1	374	6.8		
	55-59	2,498	85.9	74	3.0	247	9.9	233	9.3		
	60-64	789	83.9	25	3.2	79	10.0	115	14.6		
65-69	134	82.8	4	3.0	15	11.2	25	18.7			
70+	23	73.9	0	0.0	0	0.0	3	13.0			
Total		33,602	83.2	27,953	4.9	2,439	7.3	2,675	8.0		





Operational	16-19	19	4	21.1	0	0.0	0	0.0	0	0.0
	20-24	399	126	31.6	31	7.8	6	1.5	24	6.0
	25-29	1,220	382	31.3	94	7.7	36	3.0	68	5.6
	30-34	1,600	403	25.2	129	8.1	37	2.3	72	4.5
	35-39	2,321	504	21.7	153	6.6	85	3.7	79	3.4
	40-44	3,353	524	15.6	140	4.2	134	4.0	81	2.4
	45-49	3,973	464	11.7	141	3.5	216	5.4	92	2.3
	50-54	3,264	334	10.2	96	2.9	192	5.9	109	3.3
	55-59	1,718	221	12.9	63	3.7	107	6.2	59	3.4
	60-64	505	76	15.0	25	5.0	36	7.1	20	4.0
	65-69	74	12	16.2	3	4.1	4	5.4	3	4.1
	70+	10	3	30.0	0	0.0	1	10.0	0	0.0
Total		18,456	3,053	16.5	875	4.7	854	4.6	607	3.3
Federal Public Service	16-19	80	43	53.8	3	3.8	0	0.0	2	2.5
	20-24	3,653	2,209	60.5	163	4.5	58	1.6	363	9.9
	25-29	11,917	6,971	58.5	548	4.6	256	2.1	1,302	10.9
	30-34	15,278	8,688	56.9	866	5.7	435	2.8	1,432	9.4
	35-39	20,994	11,784	56.1	1,050	5.0	842	4.0	1,595	7.6
	40-44	28,123	15,938	56.7	1,050	3.7	1,443	5.1	1,636	5.8
	45-49	31,880	16,967	53.2	1,091	3.4	2,005	6.3	1,435	4.5
	50-54	28,688	13,331	46.5	782	2.7	2,082	7.3	1,493	5.2
	55-59	12,620	5,166	40.9	322	2.6	901	7.1	915	7.3
	60-64	3,557	1,342	37.7	90	2.5	262	7.4	474	13.3
	65-69	605	192	31.7	15	2.5	42	6.9	111	18.3
	70+	115	32	27.8	0	0.0	5	4.3	14	12.2
TOTAL FEDERAL PUBLIC SERVICE		157,510	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8





TABLE 5

Distribution of Federal Public Service Employees by Designated Group According to Department or Agency

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Human Resources Development Canada	23,846	70.1	16,713	3.4	813	1,895	7.9	1,683	7.1	
National Defence*	17,761	36.7	6,527	2.3	407	956	5.4	704	4.0	
Correctional Service Canada	13,961	41.5	5,789	6.2	862	776	5.6	595	4.3	
Public Works and Government Services Canada	12,321	50.6	6,239	2.2	276	690	5.6	930	7.5	
Fisheries and Oceans Canada†	9,905	29.8	2,947	2.2	217	227	2.3	296	3.0	
Health Canada	8,365	66.5	5,562	6.9	578	389	4.7	956	11.4	
Statistics Canada	6,076	51.2	3,111	2.1	126	319	5.3	645	10.6	
Agriculture and Agri-Food Canada‡	5,624	44.3	2,490	2.4	134	230	4.1	368	6.5	
Industry Canada	5,306	48.7	2,586	2.3	120	285	5.4	435	8.2	
Environment Canada	5,256	39.9	2,099	1.9	101	194	3.7	406	7.7	
Citizenship and Immigration Canada	4,781	63.0	3,010	2.4	116	280	5.9	652	13.6	
Royal Canadian Mounted Police (Civilian Staff)	4,364	77.6	3,388	4.0	174	228	5.2	210	4.8	
Transport Canada	4,282	40.9	1,750	2.3	98	218	5.1	313	7.3	
Natural Resources Canada	4,271	38.0	1,623	2.1	91	168	3.9	341	8.0	
Department of Justice Canada	4,239	64.2	2,721	3.3	142	220	5.2	371	8.8	
Indian and Northern Affairs Canada	3,740	61.6	2,305	29.9	1,117	114	3.0	184	4.9	
Department of Foreign Affairs and International Trade	3,689	48.0	1,769	2.1	79	126	3.4	230	6.2	
Veterans Affairs Canada	3,494	69.3	2,421	2.7	96	185	5.3	209	6.0	
Canadian Heritage	1,760	67.8	1,193	3.2	57	85	4.8	129	7.3	

* Civilian staff only. Data for members of the Canadian Forces are not included, as the Treasury Board is not their employer.

† Fisheries and Oceans Canada data include the Canadian Coast Guard.

‡ Data for the Prairie Farm Rehabilitation Administration is included.





Public Service Commission of Canada	1,494	1,000	66.9	48	3.2	104	7.0	141	9.4
Canadian International Development Agency	1,438	837	58.2	33	2.3	61	4.2	111	7.7
Passport Office	1,065	776	72.9	25	2.3	34	3.2	110	10.3
Treasury Board of Canada Secretariat	1,050	642	61.1	24	2.3	71	6.8	77	7.3
Department of Finance Canada	992	492	49.6	13	1.3	33	3.3	70	7.1
Immigration and Refugee Board	891	602	67.6	24	2.7	40	4.5	189	21.2
Canadian Grain Commission	685	219	32.0	29	4.2	44	6.4	60	8.8
Privy Council Office	662	383	57.9	19	2.9	23	3.5	26	3.9
National Archives of Canada	620	315	50.8	19	3.1	35	5.6	23	3.7
Atlantic Canada Opportunities Agency	529	294	55.6	9	1.7	19	3.6	5	0.9
National Library of Canada	486	311	64.0	13	2.7	27	5.6	27	5.6
Canadian Space Agency	462	184	39.8	4	0.9	8	1.7	44	9.5
Registry of the Federal Court of Canada	456	303	66.4	10	2.2	31	6.8	37	8.1
Canadian Radio-television and Telecommunications Commission	376	220	58.5	8	2.1	24	6.4	19	5.1
Economic Development Agency of Canada for the Regions of Quebec	369	210	56.9	5	1.4	14	3.8	22	6.0
Western Economic Diversification Canada	353	195	55.2	21	5.9	26	7.4	37	10.5
National Parole Board	298	231	77.5	16	5.4	18	6.0	15	5.0
Solicitor General Canada ^s	280	169	60.4	11	3.9	15	5.4	14	5.0
Office of the Chief Electoral Officer	257	122	47.5	9	3.5	17	6.6	14	5.4
Canadian Transportation Agency	256	150	58.6	4	1.6	17	6.6	13	5.1
Transportation Safety Board of Canada	229	79	34.5	2	0.9	8	3.5	11	4.8
Canadian Human Rights Commission	207	137	66.2	9	4.3	25	12.1	19	9.2
Communication Canada	182	112	61.5	3	1.6	5	2.7	2	1.1
Office of the Registrar of the Supreme Court of Canada	158	101	63.9	8	5.1	13	8.2	12	7.6
Office of the Secretary to the Governor General	150	93	62.0	1	0.7	13	8.7	8	5.3
Offices of the Information and Privacy Commissioners	138	78	56.5	2	1.4	9	6.5	5	3.6
Canadian Centre for Management Development	137	97	70.8	8	5.8	3	2.2	6	4.4
Tax Court of Canada	118	78	66.1	5	4.2	7	5.9	6	5.1
Office of the Commissioner of Official Languages	115	72	62.6	5	4.3	3	2.6	2	1.7

^s Data for Royal Canadian Mounted Police Public Complaints Commission and Royal Canadian Mounted Police External Review Committee are included.





TABLE 5 (cont'd)

Distribution of Federal Public Service Employees by Designated Group According to Department or Agency

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Status of Women Canada	111	93.7	104	93.7	4	3.6	9	8.1	13	11.7
Canada Industrial Relations Board	92	66.3	61	66.3	1	1.1	3	3.3	3	3.3
Canadian International Trade Tribunal	85	52.9	45	52.9	0	0.0	2	2.4	4	4.7
Canadian Dairy Commission	61	55.7	34	55.7	0	0.0	0	0.0	2	3.3
Office of the Commissioner for Federal Judicial Affairs	52	65.4	34	65.4	2	3.8	2	3.8	2	3.8
Patented Medicine Prices Review Board Canada	38	55.3	21	55.3	0	0.0	1	2.6	4	10.5
Canadian Forces Grievance Board	35	68.6	24	68.6	3	8.6	0	0.0	2	5.7
International Joint Commission	31	35.5	11	35.5	0	0.0	0	0.0	1	3.2
Hazardous Materials Information Review Commission Canada	23	47.8	11	47.8	0	0.0	1	4.3	1	4.3
Canadian Intergovernmental Conference Secretariat	21	61.9	13	61.9	0	0.0	0	0.0	0	0.0
Military Police Complaints Commission	20	65.0	13	65.0	0	0.0	0	0.0	0	0.0
Canadian Human Rights Tribunal	16	62.5	10	62.5	1	6.3	0	0.0	0	0.0
National Farm Products Council	12	58.3	7	58.3	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	11	63.6	7	63.6	0	0.0	2	18.2	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	10	60.0	6	60.0	0	0.0	0	0.0	0	0.0
Law Commission of Canada	10	80.0	8	80.0	0	0.0	0	0.0	0	0.0
NAFTA Secretariat, Canadian Section	8	37.5	3	37.5	0	0.0	0	0.0	1	12.5
Copyright Board Canada	6	50.0	3	50.0	0	0.0	0	0.0	1	16.7
Civil Aviation Tribunal of Canada	4	100.0	4	100.0	0	0.0	0	0.0	0	0.0
Millennium Bureau of Canada	4	50.0	2	50.0	0	0.0	0	0.0	0	0.0
Total	157,510	82,663	52,5	3.8	5,980	8,331	10,772	5.3	6.8	



TABLE 6

Distribution of Federal Public Service Employees by Designated Group and Region of Work

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,089	40.4	1,247	39.9	103	3.3	121	3.9	23	0.7
Prince Edward Island	1,702	61.6	1,048	61.6	40	2.4	114	6.7	26	1.5
Nova Scotia	8,360	39.9	3,339	39.9	198	2.4	516	6.2	382	4.6
New Brunswick	5,430	52.6	2,856	52.6	114	2.1	242	4.5	55	1.0
Quebec (without the NCR*)	19,045	50.2	9,553	50.2	270	1.4	576	3.0	706	3.7
NCR* (Quebec)	18,217	57.5	10,473	57.5	768	4.2	927	5.1	1,152	6.3
NCR*	64,263	55.2	35,494	55.2	1,850	2.9	3,371	5.2	4,677	7.3
Ontario (without the NCR*)	20,114	55.0	11,068	55.0	750	3.7	1,435	7.1	2,158	10.7
NCR* (Ontario)	46,046	54.3	25,021	54.3	1,082	2.3	2,444	5.3	3,525	7.7
Manitoba	5,920	55.1	3,264	55.1	631	10.7	347	5.9	336	5.7
Saskatchewan	4,163	52.6	2,190	52.6	502	12.1	210	5.0	119	2.9
Alberta	8,563	53.8	4,611	53.8	597	7.0	531	6.2	546	6.4
British Columbia	14,295	48.0	6,856	48.0	660	4.6	799	5.6	1,626	11.4
Yukon	481	58.0	279	58.0	82	17.0	21	4.4	7	1.5
Northwest Territories	546	54.6	298	54.6	122	22.3	14	2.6	19	3.5
Nunavut	145	51.0	74	51.0	43	29.7	3	2.1	6	4.1
Outside Canada	1,394	34.9	486	34.9	18	1.3	31	2.2	86	6.2
Total	157,510	52.5	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8

* "NCR" stands for National Capital Region.





TABLE 7

Distribution of Federal Public Service Employees by Designated Group and Salary Band

PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2002

Salary Band	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	CUM %	#	%	#	%	#	%	#	%
≤ 19,999	87	0.1	32	36.8	1	1.1	2	2.3	0	0.0
20,000–24,999	48	0.1	17	35.4	8	16.7	3	6.3	2	0.0
25,000–29,999	1,460	1.0	848	58.1	66	4.5	98	6.7	68	0.6
30,000–34,999	10,900	7.9	6,914	63.4	568	5.2	834	7.7	752	7.6
35,000–39,999	27,459	25.4	18,859	68.7	1,291	4.7	1,517	5.5	2,081	26.9
40,000–44,999	24,056	40.6	14,804	61.5	977	4.1	1,260	5.2	1,707	42.8
45,000–49,999	22,345	54.8	13,648	61.1	909	4.1	1,323	5.9	1,378	55.6
50,000–54,999	16,657	65.4	7,350	44.1	682	4.1	786	4.7	1,071	65.5
55,000–59,999	10,981	72.4	4,682	42.6	364	3.3	476	4.3	801	73.0
60,000–64,999	12,375	80.2	5,139	41.5	420	3.4	621	5.0	827	80.6
65,000–69,999	6,416	84.3	2,673	41.7	163	2.5	297	4.6	464	85.0
70,000–74,999	8,150	89.5	2,785	34.2	207	2.5	384	4.7	591	90.4
75,000–79,999	4,801	92.5	1,641	34.2	125	2.6	206	4.3	325	93.5
80,000–84,999	4,105	95.1	1,134	27.6	73	1.8	187	4.6	262	95.9
85,000–89,999	1,916	96.3	529	27.6	35	1.8	80	4.2	127	97.1
90,000–94,999	2,503	97.9	772	30.8	46	1.8	119	4.8	131	98.3
95,000–99,999	654	98.4	120	18.3	5	0.8	22	3.4	63	98.9
≥ 100,000	2,597	100.0	716	27.6	40	1.5	116	4.5	122	100.0
Total	157,510	100.0	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8

Note

Each figure in the “CUM %” column represents the cumulative total percentage of each designated group in the public service workforce (all employees, women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group) in the identified salary band or lower. Other percentages are a designated group’s share of each salary band (rows).

For example, in the “CUM %” column, one finds that 66.7 per cent of all women earned less than \$50,000 in fiscal year 2001–02. The figure in the column to the left (61.1%) represents the percentage of women in this salary band, that is, the \$45,000–49,999 range.



TABLE 8

Hirings into the Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	193	61.7	119	4.1	8	4.7	9	3	1.6	
Prince Edward Island	147	72.1	106	2.7	4	4.8	7	4	2.7	
Nova Scotia	620	51.3	318	5.0	31	2.3	14	29	4.7	
New Brunswick	437	57.9	253	2.1	9	1.1	5	4	0.9	
Quebec (without the NCR*)	1,729	55.3	957	1.6	28	2.2	38	164	9.5	
NCR* (Quebec)	2,253	57.7	1,301	4.7	106	2.7	61	219	9.7	
NCR*	8,167	57.1	4,660	3.3	266	3.1	257	908	11.1	
Ontario (without the NCR*)	2,137	57.6	1,230	4.0	85	3.1	67	248	11.6	
NCR* (Ontario)	5,914	56.8	3,359	2.7	160	3.3	196	689	11.7	
Manitoba	661	58.5	387	12.6	83	1.5	10	69	10.4	
Saskatchewan	616	44.8	276	13.1	81	1.9	12	11	1.8	
Alberta	991	63.8	632	7.3	72	3.5	35	75	7.6	
British Columbia	1,459	55.2	805	5.4	79	2.2	32	214	14.7	
Yukon	66	57.6	38	9.1	6	1.5	1	1	1.5	
Northwest Territories	115	53.0	61	20.0	23	1.7	2	5	4.3	
Nunavut	45	64.4	29	22.2	10	0.0	0	3	6.7	
Outside Canada	4	100.0	4	0.0	0	0.0	0	0	0.0	
Total	17,387	56.8	9,875	4.5	785	2.8	489	1,738	10.0	

* "NCR" stands for National Capital Region.

Notes

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of "hirings" under the "Terminology" section in Chapter 1.)

Percentages are a designated group's share of the total for each region.





TABLE 9

**Hirings into the Federal Public Service by Designated Group and Occupational Category
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002**

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	73	42.5	31	42.5	0	0.0	1	1.4	3	4.1
Scientific and Professional	2,645	49.0	1,295	49.0	88	3.3	55	2.1	337	12.7
Administration and Foreign Service	5,290	55.3	2,924	55.3	248	4.7	153	2.9	614	11.6
Technical	1,944	43.9	854	43.9	51	2.6	30	1.5	131	6.7
Administrative Support	5,404	78.2	4,226	78.2	292	5.4	217	4.0	562	10.4
Operational	2,031	26.8	545	26.8	106	5.2	33	1.6	91	4.5
Total	17,387	56.8	9,875	56.8	785	4.5	489	2.8	1,738	10.0

Notes

“Hirings” refers to employees who were added to the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of “hirings” under the “Terminology” section in Chapter 1.)

Percentages are a designated group’s share of the total for each occupational category.



TABLE 10

Hirings into the Federal Public Service by Designated Group and Type of Employment
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	4,878	51.3	2,501	51.3	267	5.5	132	2.7	602	12.3
Term (three months or more)	12,427	59.2	7,352	59.2	513	4.1	355	2.9	1,136	9.1
Seasonal	82	26.8	22	26.8	5	6.1	2	2.4	0	0.0
Total	17,387	56.8	9,875	56.8	785	4.5	489	2.8	1,738	10.0

Notes

“Hirings” refers to employees who were added to the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of “hirings” under the “Terminology” section in Chapter 1.)

Percentages are a designated group’s share of the total for each type of employment.



TABLE 11

Promotions Within the Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	299	53.8	161	4.7	14	5.0	15	4	1.3	
Prince Edward Island	207	63.8	132	4.3	9	10.1	21	1	0.5	
Nova Scotia	892	56.7	506	3.1	28	5.6	50	50	5.6	
New Brunswick	497	59.2	294	3.4	17	3.8	19	7	1.4	
Quebec (without the NCR*)	1,626	57.7	939	1.4	22	2.4	39	74	4.6	
NCR* (Quebec)	3,409	62.5	2,130	5.2	176	4.3	148	230	6.7	
NCR*	11,758	123.7	7,238	7.8	395	9.4	571	923	15	
Ontario (without the NCR*)	1,839	62.8	1,154	3.8	70	6.5	120	233	12.7	
NCR* (Ontario)	8,349	61.2	5,108	2.6	219	5.1	423	693	8.3	
Manitoba	671	60.8	408	12.4	83	3.7	25	40	6.0	
Saskatchewan	372	61.6	229	12.4	46	4.6	17	11	3.0	
Alberta	811	58.0	470	7.6	62	4.8	39	53	6.5	
British Columbia	1,596	55.8	890	4.9	78	5.5	88	191	12.0	
Yukon	59	50.8	30	8.5	5	1.7	1	2	3.4	
Northwest Territories	65	53.8	35	35.4	23	3.1	2	0	0.0	
Nunavut	18	55.6	10	33.3	6	5.6	1	1	5.6	
Outside Canada	194	66.5	129	2.6	5	1.5	3	13	6.7	
Total	20,904	60.4	12,625	4.1	863	4.8	1,011	1,603	7.7	

* "NCR" stands for National Capital Region.

Notes

Data on promotions are obtained from the Public Service Commission of Canada and include information only from departments and agencies that fall under both the PSSRA I-I and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that region. (See the definition of "promotions" under the "Terminology" section in Chapter 1.)



TABLE 12

Promotions Within the Federal Public Service by Designated Group and Occupational Category

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	717	37.7	270	37.7	25	3.5	32	4.5	33	4.6
Scientific and Professional	3,296	44.5	1,467	44.5	95	2.9	99	3.0	397	12.0
Administration and Foreign Service	10,896	67.0	7,301	67.0	442	4.1	547	5.0	831	7.6
Technical	1,729	39.6	685	39.6	88	5.1	57	3.3	81	4.7
Administrative Support	3,255	83.3	2,712	83.3	152	4.7	229	7.0	229	7.0
Operational	1,011	18.8	190	18.8	61	6.0	47	4.6	32	3.2
Total	20,904	60.4	12,625	60.4	863	4.1	1,011	4.8	1,603	7.7

Notes

Data on promotions are obtained from the Public Service Commission of Canada and include information only from departments and agencies that fall under both the PSSRA I-I and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that occupational category. (See the definition of "promotions" under the "Terminology" section in Chapter 1.)





TABLE 13

Promotions Within the Federal Public Service by Designated Group and Type of Employment
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	18,898	60.2	11,368	60.2	736	3.9	924	4.9	1,445	8.2
Term (three months or more)	1,930	63.5	1,225	63.5	122	6.3	82	4.2	157	8.1
Seasonal	76	42.1	32	42.1	5	6.6	5	6.3	1	1.3
Total	20,904	60.4	12,625	60.4	863	4.1	1,011	4.8	1,603	7.7

Notes

Data on promotions were obtained from the Public Service Commission of Canada and include information only from departments and agencies that fall under both the PSSRA I-I and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that type of employment. (See the definition of "promotions" under the "Terminology" section in Chapter 1.)



TABLE 14

Separations from the Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	169	42.6	72	2.4	4	2.4	4	2.4	1	0.6
Prince Edward Island	79	57.0	45	0.0	0	0.0	3	3.8	0	0.0
Nova Scotia	423	47.3	200	4.5	19	4.5	25	5.9	17	4.0
New Brunswick	559	67.4	377	1.4	8	1.4	17	3.0	4	0.7
Quebec (without the NCR*)	1,357	51.1	694	1.8	25	1.8	43	3.2	62	4.6
NCR* (Quebec)	859	55.6	478	7.2	62	7.2	50	5.8	48	5.6
NCR*	4,100	53.9	2,211	3.6	148	3.6	214	5.2	295	7.2
Ontario (without the NCR*)	1,413	57.4	811	4.5	63	4.5	73	5.2	136	9.6
NCR* (Ontario)	3,241	53.5	1,733	2.7	86	2.7	164	5.1	247	7.6
Manitoba	580	57.2	332	13.1	76	13.1	21	3.6	26	4.5
Saskatchewan	537	39.9	214	7.4	40	7.4	13	2.4	19	3.5
Alberta	695	61.3	426	7.5	52	7.5	38	5.5	38	5.5
British Columbia	1,080	51.0	551	4.4	48	4.4	55	5.1	102	9.4
Yukon	63	54.0	34	15.9	10	15.9	2	3.2	1	1.6
Northwest Territories	63	61.9	39	17.5	11	17.5	2	3.2	4	6.3
Nunavut	15	66.7	10	26.7	4	26.7	1	6.7	1	6.7
Outside Canada	59	30.5	18	0.0	0	0.0	0	0.0	2	3.4
Total	11,192	53.9	6,034	4.5	508	4.5	511	4.6	708	6.3

* "NCR" stands for National Capital Region.

Note

"Separations" refers to employees who have left the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of "separations" under the "Terminology" section in Chapter 1.)





TABLE 15

Separations from the Federal Public Service by Designated Group and Occupational Category

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	193		43	22.3	1	0.5	6	3.1	4	2.1
Scientific and Professional	1,178		575	48.8	53	4.5	39	3.3	107	9.1
Administration and Foreign Service	3,183		1,717	53.9	179	5.6	154	4.8	203	6.4
Technical	1,385		568	41.0	27	1.9	34	2.5	48	3.5
Administrative Support	3,570		2,811	78.7	171	4.8	221	6.2	317	8.9
Operational	1,683		320	19.0	77	4.6	57	3.4	29	1.7
Total	11,192		6,034	53.9	508	4.5	511	4.6	708	6.3

Note

“Separation” refers to employees who have left the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of “separations” under the “Terminology” section in Chapter 1.)



TABLE 16

Separations from the Federal Public Service by Designated Group and Type of Employment

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2001, to March 31, 2002

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	4,366	46.6	2,033	46.6	187	4.3	290	6.6	247	5.7
Term (three months or more)	6,718	58.9	3,956	58.9	314	4.7	219	3.3	455	6.8
Seasonal	108	41.7	45	41.7	7	6.5	2	1.9	6	5.6
Total	11,192	53.9	6,034	53.9	508	4.5	511	4.6	708	6.3

Note

“Separations” refers to employees who have left the federal public service payroll between April 1, 2001, and March 31, 2002. (See the definition of “separations” under the “Terminology” section in Chapter 1.)





CHAPTER 2

THE EMPLOYMENT EQUITY POSITIVE MEASURES PROGRAM

This chapter reviews the accomplishments of the Employment Equity Positive Measures Program (EEPMP) during fiscal year 2001–02. Since funding for the initiative sunsets on March 31, 2002, the following section also provides brief highlights of some of the EEPMP's numerous successes over its four-year existence.

The government created the EEPMP in 1998 as a temporary four-year program to provide central leadership and support to federal departments and agencies in their efforts to increase the representation and distribution of designated group members within the federal Public Service. The EEPMP drew to its conclusion in 2001–02.

The strength of the EEPMP was that it fostered the idea that complying with the *Employment Equity Act* is a continual process, not an end point. Based on this principle, the EEPMP provided tools to support a dynamic process of applying the principles of employment equity in the workplace to improve the representation of the four designated groups. It provided additional tools, services, and funding to departments and agencies; this support enabled government employers to turn their good intentions into lasting results.

Assessment of the EEPMP's Success

The EEPMP represented a significant part of the Treasury Board of Canada Secretariat's (TBS) overall employment equity strategy for the federal Public Service. It created and fostered strategic partnerships and paved the way for the cost-sharing of national, regional, and sectoral multi-departmental projects to address employment barriers faced by members of the four designated groups. Among its many advantages, the EEPMP assured greater integration of employment equity in the planning processes, including human resources planning, and in the daily operations of departments and agencies.

With an overall allocation of up to \$10 million annually, the EEPMP helped fund more than 160 projects, over four years, involving close to 100 partners. In addition, funding from the EEPMP created and supported the Centre of Excellence, whose legacy is the Diversity Collection at the Public Service Commission of Canada (PSC), and one pilot project, the Federal Public Service Job Accommodation Network (FPS-JAN), which was dedicated to issues related to the accommodation of members of the designated groups.





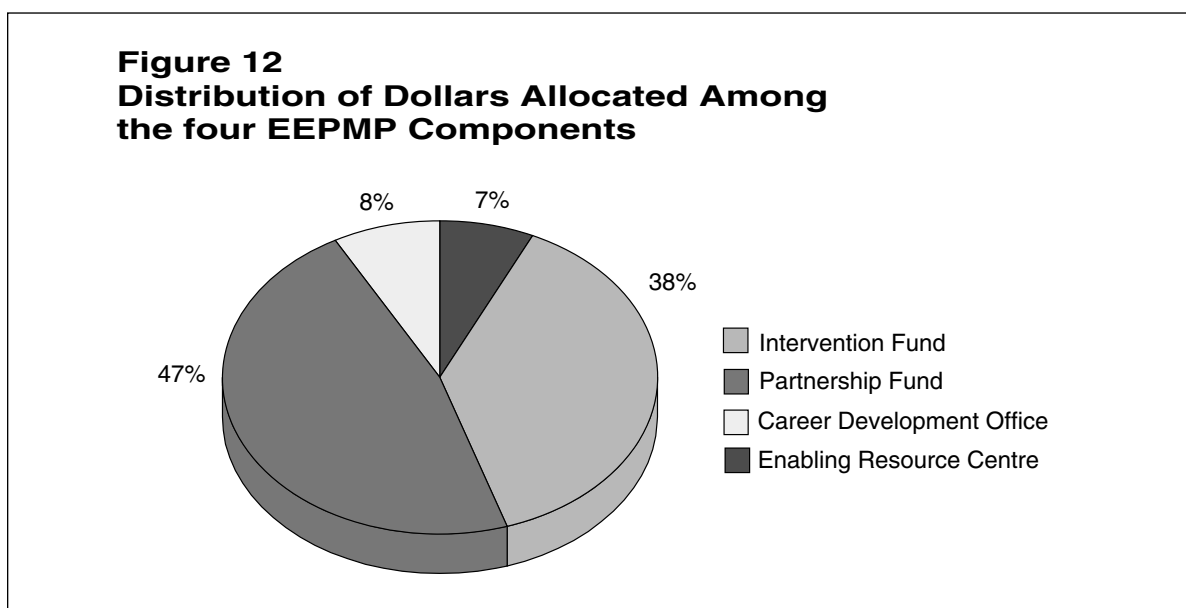
The EE Positive Practices Search Tool, which can be found at http://www.tbs-sct.gc.ca/ee/positive/positive_e.asp, provides a complete list and description of the EEPMP projects and resulting tools. An independent review and assessment of EEPMP made the following conclusion:

Clearly, the EEPMP has contributed significantly to employment equity implementation. Many exciting, innovative, and useful activities would not have occurred without EEPMP. While results have definitely been attained, achievement of the four objectives set for the program in 1998 could not have been reached within the four-year funding period set for the EEPMP.¹

2001–02 Projects

The EEPMP was divided into four components. The PSC administered and delivered three of the components on behalf of TBS: the Employment Equity Partnership Fund (EETF), the Employment Equity Career Development Office, and the Employment Equity Enabling Resource Centre for Persons with Disabilities. The fourth, the Employment Equity Intervention Fund (EEIF), was administered and co-ordinated by TBS.

Figure 12 provides the distribution of dollars allocated among the four EEPMP components during fiscal year 2001–02.



1. Weiner, Nan and Daina Green. *Review and Assessment of [the] Employment Equity Positive Measures Program*. Toronto, NS Weiner Consulting Inc., 2001.





As in previous years, this year's projects promoted government priorities as well as provided models and potential best practices to help implement the recommendations of the three subcommittees of the Committee of Senior Officials (COSO). In 2001–02, the subcommittees focussed on recruitment, workplace well-being, and learning and development.

Employment Equity Partnership Fund

One of the four components of the EEPMP, the EEPF was a regionally driven funding program that set out to accomplish the following:

- build employment equity capacity;
- promote a welcoming, supportive workplace;
- improve representation; and
- strengthen career development initiatives.

Nearly \$3,251,718, or almost 95 per cent of the \$3,442,175 funding approved, was spent on EEPF initiatives in 2001–02. To receive funding, projects were required to fall under one of the following categories: a partnership between one or more federal departments at the regional level; a department with a common problem across several regions; or a partnership between members of a functional community.

Each region's priorities were reflected in its project choices. For example, over half the projects in the Western Region were aimed at all four equity groups. In the Central Prairie Region, 55 per cent of the projects specifically addressed issues concerning Aboriginal peoples.

The Central and Southern Ontario and Quebec regions emphasized projects that involved removing barriers to members of visible minorities (75 per cent and 40 per cent of projects, respectively). Almost half of the projects in the National Capital and Eastern Ontario Region focussed on all four equity groups.

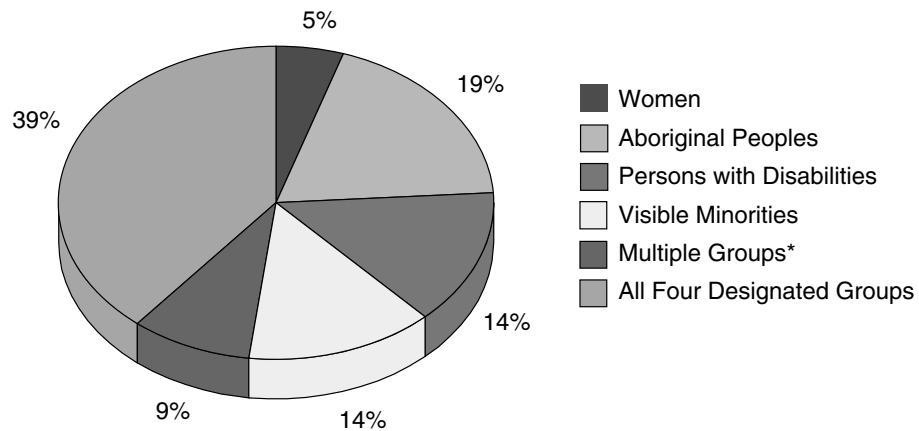
The Atlantic Region dedicated the largest commitment, 60 per cent, to projects involving persons with disabilities.





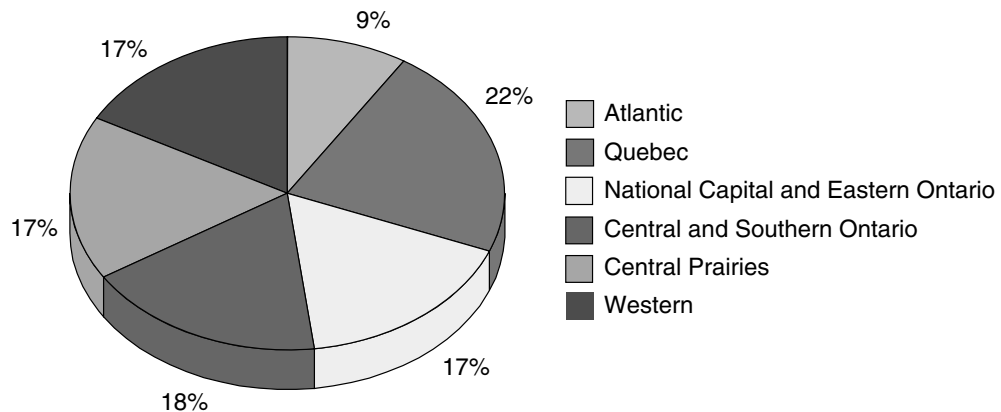
The following figures illustrate EEPF projects by designated group and by regional expenditures for 2001–02.

Figure 13
Distribution of the Partnership Fund Projects by Designated Group, 2001–02



* "Multiple Group" projects addressed issues pertaining to two or more designated groups.

Figure 14
Distribution of the Partnership Fund Expenditures by Region, 2001–02





Employment Equity Capacity Building

The EEPMP responded to a need for capacity building by developing and promoting the knowledge and skills necessary for federal departments and agencies to fulfil their obligations under the *Employment Equity Act*. To accomplish this, the government sought to create partnerships through the EEPMP to broaden its effect on departments and agencies.

An example of one such partnership was the **Consensus and Capacity Building** program, led by Western Economic Diversification Canada in the Central Prairie Region. This Harvard University executive training program was designed to foster collaboration among Manitoba Aboriginal affairs stakeholders in order to identify and promote an Aboriginal agenda based on employment equity principles. Over 75 persons attended a workshop entitled “Building on the Aboriginal Agenda”; it was designed for the federal and provincial public services and Aboriginal leaders.

The development of tools and the sharing of experiences was also a means of developing capacity in departments. For example, Human Resources Development Canada led a project that developed a video entitled *Just Ask Me!* The video is available in open caption, descriptive narration, and in American Sign Language and features federal government employees and managers talking about how accommodation can be achieved in the workplace.

The Power is People — A Guide for Managers: How to Recruit, Retain and Promote Women and Aboriginal Peoples (January 2002) is a publication by Health Canada, described which programs and services exist in the federal Public Service, how to effectively use these programs and services, and where to obtain advice about employment equity issues.

Supportive Workplace

The EEPMP helped to promote a welcoming, inclusive, and supportive work environment by funding initiatives aimed at creating positive changes in the work environment for all employees, especially for those who are members of a designated group. The following are examples of programs and projects that resulted from the EEPMP.

The **Employment Equity Career Counselling Course**, led by the PSC in the Western Region, played a key role in creating supportive workplaces and provided designated group members with counselling services to help them with their career development plans.





Culturally Aware Employee Services — The Mediation Component, led by Environment Canada, is a one-day component of a ten-day training session. This component is designed to ensure that cultural sensitivity is part of Environment Canada's ten-day Mediation Certification Program. This short-term project incorporated diversity awareness into the mediation training process while working to assure group representation in the pool of qualified mediators in the Atlantic region. Participants who completed the training were sensitized to the issue of ethnic stereotyping, to the importance of acknowledging diversity, and to how cultural sensitivity facilitates successful mediation resolution.

Representation

The EEPMP continued to fund initiatives to improve the representation of employment equity group members and to foster a supportive environment for designated groups, as demonstrated in the following examples:

The **Interdepartmental Outreach** project, led by Fisheries and Oceans Canada, invited various federal government departments and agencies to participate in the "Careers of Choice: Expo 2000," which was held in Vancouver. The project used booths, workshops, and multimedia information to raise the profile of the Public Service as an employer of choice. It also helped graduates and students, members of equity groups, and other qualified candidates in their career search through the use of techniques for attaining success in the application process.

The **Junior Visible Minorities Reporters** project increased the representation of visible minorities within Canadian Heritage and Parks Canada by giving 16 young adults from Greater Montreal's ethno-cultural communities high-quality work experience as reporters. This was accomplished by offering them positions as interpretive guides in the short term. Eventually, several were appointed as indeterminate employees.

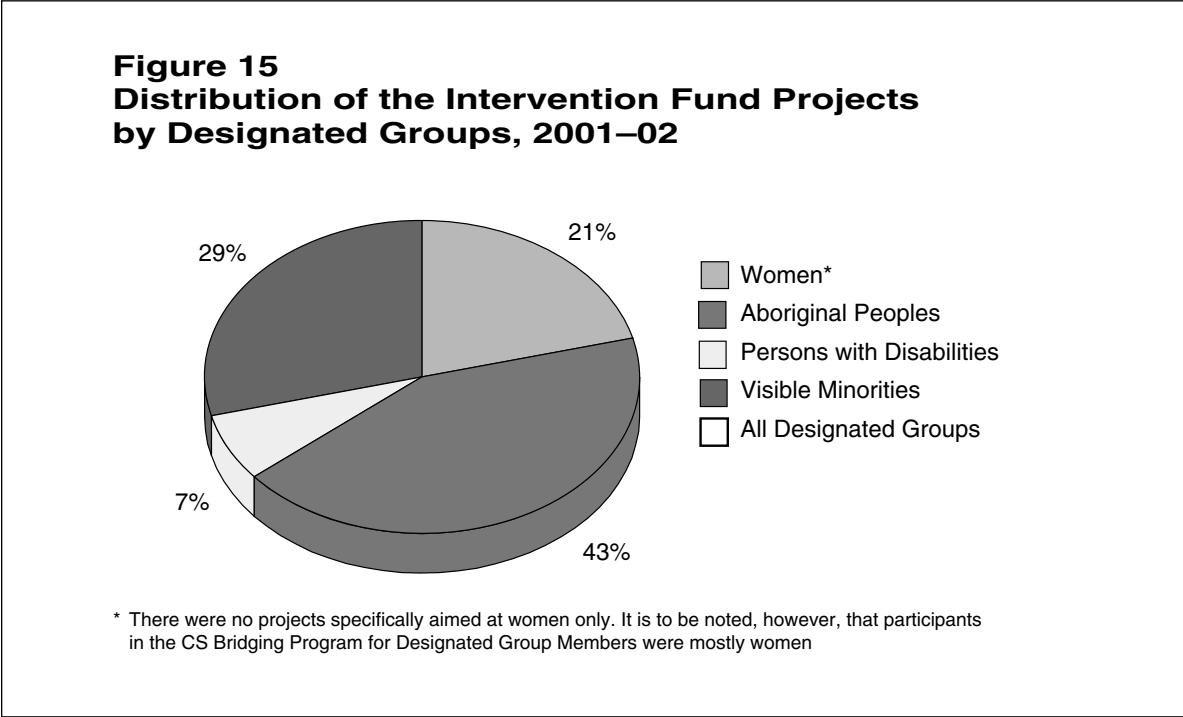
Employment Equity Intervention Fund

The EEIF was designed to help departments and agencies introduce and maintain an organizational culture conducive to learning by developing training activities, tools, and best practices.





The following figure provides a breakdown of the projects funded under the EEIF in 2001–02 by designated group.



Employment Equity Career Development Office

The Employment Equity Career Development Office (EECDO) provided advice and resources on all aspects of career development (mentoring, learning, coaching, counselling, etc.) to managers and human resources personnel.

Employment Equity Enabling Resource Centre for Persons with Disabilities

The Enabling Resource Centre (ERC) for Persons with Disabilities, managed by the PSC on behalf of the Treasury Board, was the fourth component of the EEPMP. During its four years of operation, the ERC helped public service managers provide assistive technologies and other accommodations needed to meet the needs of employees and potential employees with disabilities.



Under the *Employment Equity Act* and the current government policy on the duty to accommodate, departments are responsible for removing employment barriers and accommodating their employees with disabilities. Through its resources, the ERC was able to help departments move towards self-sufficiency in achieving these employment equity objectives.

The Atlantic Region in partnership with several major departments, for example, established an ERC in Halifax modelled on the PSC's ERC for Persons with Disabilities in the National Capital Region. As well, a number of departments also benefitted from the EEPMP and have established a pool of specialists to provide advice and technical assistance to accommodate their employees (e.g. Human Resources Development Canada, Public Works and Government Services Canada, Environment Canada, Industry Canada, Transport Canada, and the Canadian International Development Agency).

Federal Public Service Job Accommodation Network for Employees with Disabilities

The FPS-JAN for employees with disabilities was a single-window office that facilitated access to advice, policy information, relevant programs, and other services for managers, employees with disabilities, and public service employees in general. The FPS-JAN maintained contact with a network of over 75 partners and service providers, such as the PSC's ERC and various departmental technology centres. Although funding for FPS-JAN ended on March 31, 2002, the network still exists as an informal partnership among stakeholders and will likely be integrated into the work of the Employment Equity Division of TBS.

Reflecting on Progress

By providing resources and facilitating an exchange of information through the EEPMP, the government helped departments and agencies develop the tools, expertise, and opportunities to meet their employment equity objectives. Many of the projects funded under the EEPMP can be used or adapted by departments and agencies in any region.

Through the EEPMP, it was demonstrated that partnerships and a more horizontal approach to challenges lead to better results and improved services for Canadians. In the process, implementation of EEPMP contributed to building a modern federal Public Service.





Unquestionably, the various initiatives funded through the four components of the EEPMP contributed to shaping the future of employment equity across the federal Public Service. The challenge now is maintaining the momentum and mainstreaming employment equity in departments. While this may be the end of one phase, it is also the beginning of another. The sunset of the EEPMP does not mean that central agencies are withdrawing from the employment equity field. They will continue to actively monitor departmental progress and offer assistance to all organizations.

It does, however, mean a shift in emphasis. The new focus will be on the accountability of departments and managers in achieving results and meeting their legal obligations.

Ultimately, managers are responsible for the integration of all aspects of employment equity into their human resources policies and practices, including the creation of a positive workplace for everyone. Capacity has been increased; experience has been gained; and lessons have been learned — and all of the resulting tools are now widely available on the Internet through the EE Positive Practices Search Tool at the following Internet addresses: http://www.tbs-sct.gc.ca/ee/positive/positive_e.asp or http://www.psc-cfp.gc.ca/centres/employment_equity/leepmp_e.htm.

In this new phase, it is increasingly up to public service managers to act on employment equity issues and continue making progress toward an inclusive and representative Public Service.





CHAPTER 3

EMBRACING CHANGE IN THE FEDERAL PUBLIC SERVICE: A CATALYST FOR CHANGE

Change does not frighten us — we have always harnessed it to our advantage. It is often said that our country’s strength lies in its diversity.
— *Speech from the Throne, January 30, 2001*

On June 12, 2000, the President of the Treasury Board, on behalf of the Government of Canada, endorsed the report of the Task Force on the Participation of Visible Minorities in the Federal Public Service. This report, entitled *Embracing Change in the Federal Public Service*, outlined a practical action plan aimed at increasing the representation and participation of members of visible minorities and correcting their under-representation, which has persisted for several years.

The Embracing Change Action Plan provides a blueprint for renewing and modernizing the federal Public Service by acquiring and capitalizing on the wealth of skills, talents, experiences, and perspectives found in Canada’s diverse population. Such an approach to developing a skilled workforce would strengthen our capacity for innovation and help meet the demands and opportunities of globalization.

The business case for a representative workforce is more compelling than ever, particularly as immigration continues to enrich Canada’s cultural makeup and increase the labour market availability of members of visible minorities. Visible minorities represent Canada’s fastest growing contributor to population growth and are a significant proportion of university-educated Canadians. These are critical factors when responding to skills and labour supply shortages in the economy. More than just numbers, however, a diverse Public Service is essential to the effective development of policies and delivery of programs and services. By hiring and promoting members of the visible minority community, the federal government will improve the relevance and quality of the services it delivers to Canadians.





The representation of visible minorities in the Public Service continues to lag behind their labour market availability. Faster progress in hiring, training, developing, and advancing members of visible minority groups is vital if we are to keep pace with Canada's changing demographic makeup.

The Treasury Board of Canada Secretariat (TBS) has laid the foundation for Embracing Change through its work with its partners over the past two years. This considerable investment has provided the critical expertise for implementing the Embracing Change Action Plan. The test now is to continue making progress at a pace that will result in achievement of the objectives outlined by the Task Force and endorsed by the government.

TBS, the Privy Council Office, the Public Service Commission of Canada (PSC), and senior officials in departments play strong leadership roles in ensuring that diversity is integral to key corporate initiatives. TBS, in collaboration with the PSC, provides advice, co-ordination, and support to departments and agencies in their efforts to achieve the Embracing Change benchmarks and other elements of the Action Plan. This includes the dissemination of support tools and best practices, in addition to monitoring and assessing the progress made by departments and agencies in meeting the benchmarks and other elements of the Action Plan. TBS also administers, manages, and monitors the Employment Equity Embracing Change Support Fund, a Public Service-wide fund of up to \$10 million annually for 3 years (from 2000 to 2003) to support implementation of the Action Plan.

While TBS co-ordinates and supports implementation of the Embracing Change Action Plan, deputy heads play a key role in positioning it in their departments and are accountable for achieving results.

Engagement: A Broad-based Network

Deputy ministers and heads of agencies, employees who are members of a visible minority group and other employees, employment equity champions and co-ordinators, members of the human resources community, federal regional councils, bargaining agents, and the National Council of Visible Minorities in the Federal Public Service (NCVM) all contribute to the implementation of the Action Plan. Nevertheless, a major challenge remains: how to reach the middle manager community and, in particular, hiring managers?





From Commitment to Action

Pockets of Progress

There is evidence, from some departments, that progress is being made against the benchmarks and other elements of the Embracing Change Action Plan. The pace must increase significantly, however, if the Public Service is to be representative in the near future.

When the Task Force undertook its work, the rate of external recruitment of visible minorities was approximately 1 in 17, well below the Embracing Change benchmark of an annual rate of 1 in 5 (20 per cent) for external recruitment. While achieving such a goal by 2003 is very ambitious, the Public Service continues striving to get there. Data in this annual report indicate that we are only at the half-way mark of our objective. While we recognize the need for a much quicker rate of progress, it is important to reflect on what such change brings: increasing the talent pool, enriching decision making, broadening knowledge of the public being served, and being in tune with and providing better service to all Canadians.

A commitment to significant, renewed effort will maintain the momentum for reaching the corporate goals outlined in the Action Plan. At the end of the day, such commitment derives from the quest to establish a representative federal Public Service that can draw on the strengths of visible minorities and include them in shaping the Public Service of tomorrow, as stated in the Task Force's report entitled *Embracing Change in the Federal Public Service*.

In addition to benchmarks for external recruitment, the Action Plan outlined 1 in 5 participation rates for visible minorities in acting appointments to the executive feeder groups and for entry into the executive group by 2005. Similar rates were also established for visible minority participation in management development programs.



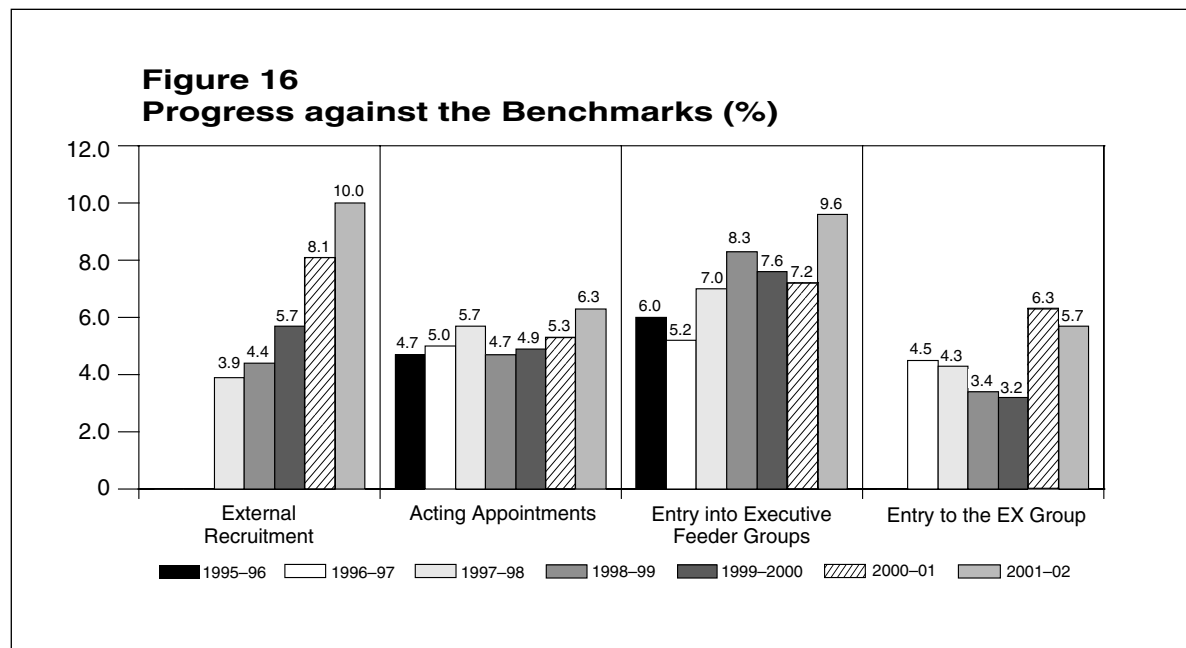


The table below provides a summary of progress against the benchmarks for fiscal year 2001–02.

FEDERAL PUBLIC SERVICE

Embracing Change Action Plan, April 2001 to March 2002

	<i>All Appointees</i>	<i>Visible Minority Appointees</i>	
	Total	#	%
External Recruitment	17,387	1,738	10.0
Acting Appointments –			
Executive Feeder Groups	2,384	150	6.3
Entry into Executive			
Feeder Groups	3,866	370	9.6
Entry to the EX Group	488	28	5.7
Participation in Management			
Development Programs	125	13	10.4



As illustrated in Figure 16 above, there is an upward trend for external recruitment. While it may be encouraging to note that 10 per cent of the 17,387 new hires into the federal Public Service in 2001–02 self-identified as members of visible minority groups — the highest percentage in four years — this is only half way to our goal of 20 per cent.





There are encouraging signals from some departments. Some examples of visible minority hiring over fiscal year 2001–02 are as follows:

- Citizenship and Immigration Canada: 18.6 per cent, up from 15.0 per cent a year ago.
- Treasury Board of Canada Secretariat: 18.1 per cent, up from 8.6 per cent a year ago.
- Public Service Commission of Canada: 17.5 per cent, up from 17.1 per cent a year ago.
- Natural Resources Canada: 15.3 per cent, up from 6.5 per cent a year ago.
- Department of Justice Canada: 14.7 per cent, up from 6.8 per cent a year ago.
- Health Canada: 13.7 per cent, up from 8.9 per cent a year ago.

Most departments, however, have not yet reached double digits with respect to visible minority hiring.

While they are presented in this report, data on participation in management development programs must be interpreted with caution. These data pertain only to the Career Assignment Program (CAP) and the Management Trainee Program (MTP), both of which are corporate management development programs. Those departments, such as Health Canada, that institute their own management development programs are not reflected in the corporate statistics.¹

While nowhere near the 20 per cent benchmark being sought, an upward trend is evident for two of the three remaining benchmarks: acting appointments and entry into executive feeder groups.

Although the benchmark for entry into the executive group is to be attained by 2005, the pace of progress has been extremely slow, and there was, in fact, a downturn for 2001–02.

Unlike external recruitment, which draws from a vast external pool, the four benchmarks related to visible minority participation in the management and executive categories have traditionally come from existing representation levels within the federal Public Service. Meeting the 2005 benchmarks will require considerable accelerated progress

1. Health Canada currently monitors and reports on the participation of members of visible minorities in a full range of management development programs, including Learning for Leadership, the Health Protection Management Development Program, Canadian Centre for Management Development (CCMD) programs, and the MTP.





in increasing the pool of eligible members of visible minorities in these categories internally. This may also need to be supplemented by external recruitment of executive-equivalent candidates into the Public Service. Without the efforts and support of hiring managers, reaching these benchmarks will pose a significant challenge.

Embracing Change Initiatives

Tools are available to assist managers in recruiting visible minorities and helping them prepare those who are hired for more senior responsibilities. Departments generally have the flexibility to employ best practices that work in other organizations, tailor these to individual departmental circumstances, or develop their own approaches to addressing the elements of the Action Plan. However, commonalities are emerging among departments in terms of the kinds of activities that seem to be the foundations for making progress against the Action Plan benchmarks.

These include the following:

- developing effective accountability mechanisms and actively monitoring performance against the benchmarks;
- integrating the Action Plan into departmental business plans and succession planning at all levels (senior management, managers, employees, human resources professionals);
- identifying and removing barriers to visible minority participation in the organization — this activity derives from the department's employment systems review (ESR), a legal obligation under the *Employment Equity Act*;
- determining the reasons for and acting to address the drop-off of members of visible minorities from application to appointment;
- actively involving visible minority networks and committees in development of action plans and corporate strategies; and
- stimulating and supporting action in the regions.

Below are examples of departmental initiatives to turn their organizational commitment into action with respect to the implementation of the elements of the Embracing Change Action Plan. Whether supported by the Employment Equity Embracing Change Support Fund or not, these projects may serve as models for progress.





Departmental Initiatives

1. Citizenship and Immigration Canada set an objective to have a designated group member (usually from a visible minority group) participate on every selection board. This initiative provides for more inclusive selection boards and gives visible minority employees the opportunity to gain valuable experience in the selection process. More importantly, visible minority participants on selection boards help overcome cultural barriers by bringing broader cultural perspectives to the selection process.
2. Natural Resources Canada provides its managers with numerous tools and other support mechanisms, including the following: an interactive database that contains bias-free statements of qualifications; staffing checklists; information on area of selection; the *Manager's Guide to Employment Equity*; departmental employment equity and diversity Web site; ongoing information sessions and training on employment equity and diversity; and developmental assignments for members of designated groups. By integrating comprehensive practices that strengthen overall program effectiveness, Natural Resources Canada builds a broad foundation for Embracing Change and advances future visible minority representation and participation.
3. Public Works and Government Services Canada uses an expanded 600-kilometre-radius area of selection, visible minority members on selection boards, and the Executive Development Program for Visible Minorities at the EX minus 1 level to ensure that increases in representation are sustainable and to promote retention.
4. TBS achieved close to a 1-in-5 rate of visible minority recruitment (18 per cent), partly as a result of the Financial Officer Recruitment and Development (FORD) Program in which almost one third of the successful applicants were members of visible minorities. FORD recruitment drives at Canadian university campuses report high interest among members of visible minorities, reflected in their high participation and placement in the Program.





Initiatives Funded Through the Employment Equity Embracing Change Support Fund

The Employment Equity Embracing Change Support Fund (EE-ECSF) provides some financial support to help departments implement the Action Plan and integrate it into their regular human resources and business activities.

1. Correctional Service Canada (Pacific Region) has created a developmental parole officer program to recruit visible minority parole officers in community corrections. This program will raise Correctional Service Canada's (Pacific Region) current ratio of indeterminate visible minority employees from 1 in 17 to approximately 1 in 8 by February 2003 and close to 1 in 5 by September 2003. In addition, the program will help to reach out to and build confidence in Correctional Service Canada in diverse communities within and outside the Public Service.
2. Correctional Service Canada has also created a program to hire up to six visible minority candidates as parole officers through the Federal Student Work Experience Program (FSWEP) and bridge these participants into indeterminate positions within the Agency. This initiative addresses visible minority representation while helping to renew the federal Public Service by recruiting young visible minority students.
3. Canadian Heritage is leading a career development initiative for six persons in a visible minority group at the PM 06 level who will subsequently fill vacancies in the Executive Group. This pilot initiative will also increase visible minority representation from 7.1 per cent to 9.0 per cent at the higher PM levels. If all six positions are filled, visible minority representation at the feeder group level will triple.
4. The Canadian Centre for Management Development created a three-day course to equip managers with the leadership skills, tools, and training required to meet the challenges of leading a diverse workforce, as well as to better position itself to achieve the benchmarks and address corporate culture change. A critical mass of 750 managers from across the federal Public Service received cutting-edge diversity training on leading a diverse workforce and changing corporate culture.
5. Citizenship and Immigration Canada is leading the development of a national interactive electronic inventory to enable the establishment of representative selection boards. Through the inventory, managers will be able to access and select qualified visible minorities to participate on selection boards. Initially, this initiative is being run as a pilot in six departments. It will improve access to bias-free selection boards and enable small departments and departments that have an under-representation of visible minority employees to benefit from having access to employees of departments with stronger representation.





6. The Manitoba Federal Council has developed a three-year strategy with six departments, bargaining agents, and the National Council of Visible Minorities in the Federal Public Service. It involves diversity and bias-free selection training for managers and trainers (provided by trained employees) as well as targeted outreach, recruitment, and retention of members of visible minorities. To date, 12 members of visible minority groups have been hired into the human resources community (PE positions), dramatically increasing representation in this group from 6.1 per cent to 12.2 per cent in Saskatchewan and from 5.1 per cent to 20.5 per cent in Manitoba.
7. The TBS ES 02 recruitment program, where visible minorities are projected to fill half of the 48 new positions, has contributed to a nearly 1-in-5 rate of visible minority recruitment (18 per cent). Fifteen of the 24 people hired to date have been members of visible minorities. A significant number of executives are drawn from the ES group, which has a high representation in the policy development community. Increased visible minority recruitment into this part of the workforce can translate into policy that better reflects the diversity of perspectives present in Canada's diverse population.
8. Health Canada (Quebec Region) has developed an initiative to hire 11 members of visible minority groups into indeterminate positions and provide them with development support intended to provide at least half of the group with an opportunity to advance to higher-level positions within two years.

The Embracing Change Action Plan highlights various activities, including educating managers; widening applicant pools; increasing the likelihood that visible minorities are referred rather than screened out of competitions; placing visible minorities on selection boards; reaching out to visible minority communities and focussing on youth; reinforcing a positive federal public service image; providing career paths and internships; sharing experiences; and celebrating achievements through national awards.

Departments and agencies are, to varying degrees, engaged in these activities. Perhaps the most practical steps being taken are the provisions under section 5 of the *Public Service Employment Act* (PSEA), which enables departments and agencies to apply for PSEA exemptions. These permit, for example, the restriction of any job competition where under-representation exists to members of visible minorities, expanding the geographic area of selection for visible minorities, and changing a visible minority employee's status from term to indeterminate. To date, 14 departments and agencies have obtained approval from the PSC to use this authority with respect to visible minorities.





Projects Supported by the Employment Equity Embracing Change Support Fund

Projects funded under the EE-ECSF must meet criteria that set out the project background and link activities to the management framework contained in the publication entitled *Results for Canadians: A Management Framework for the Government of Canada*. Projects are evaluated against the principles and objectives of the fund and the eligibility criteria for projects. A list of projects funded under the EE-ECSF is available on the Web at http://www.tbs-sct.gc.ca/ee/ec-fpac/fund-fonds_e.asp. The EE-ECSF ADM Review and Approval Committee, made up of assistant deputy ministers, was established to review and endorse projects. These are then submitted to Treasury Board ministers for approval.

Over the past fiscal year, certain central agencies and central activities were funded just over \$4.7 million annually: approximately \$1 million supported operations of the TBS Embracing Change Co-ordinating Unit (ECCU); another \$2.9 million supported executive programs, regional office services, and other Embracing Change activities of the PSC. The Canadian Centre for Management Development received just over \$700,000 for diversity training and impact assessment of its diversity training activities. Activities co-ordinated by the National Council of Visible Minorities in the Federal Public Service were also funded in the amount of \$151,000 for 2000–01 and \$300,000 for 2001–02.

The EE-ECSF is used to support the Action Plan, including career development programs, recruitment programs, the development of support tools, capacity building, and initiatives related to the enhancement of corporate culture. Project goals range from creating cross-departmental Embracing Change strategies in the regions to providing diversity awareness and related training nationally and increasing opportunities for visible minority placement. In 2001–02, 32 Embracing Change projects and initiatives were funded at a cost of \$8.5 million. For 2002–03, \$13.1 million has been allocated so far to support 34 projects and initiatives.

Through its efforts to solicit, screen, and focus department and agency applications, TBS is striving to ensure that EE-ECSF monies are invested strategically, with a view to developing and sharing successful models. Progress and outcomes established in letters of agreement are closely monitored and carefully assessed for results.





Measuring Progress

Departments and agencies are required to report regularly on quantitative and qualitative measures of progress against the Embracing Change Action Plan. Departments that have obtained monies through the EE-ECSF are required to provide progress reports and a final report on the results of their project.

Progress is measured against the following criteria:

- (a) 1 in 5 benchmarks;
- (b) integration;
- (c) corporate culture change; and
- (d) accountability.

The Employment Equity Division at TBS uses qualitative information in conjunction with statistical data on the performance of departments to monitor departmental efforts and give early signals of where interventions are required or where the development of corporate strategies is necessary. A global analysis is conducted to monitor the progress of the federal Public Service overall.

Departmental Visits

Feedback on departmental performance is provided to departments at several levels. Program officers in the Employment Equity Division at TBS work directly with employment equity co-ordinators and human resources staff within departments. Formal visits are also arranged at the deputy minister and assistant deputy minister levels among departments, the PSC, TBS, and the Privy Council Office to discuss progress and address gaps in meeting benchmarks and implementing the Action Plan.

Taking Stock

TBS commissioned a stocktaking exercise to examine the progress made on the implementation of the Action Plan since June 2000 and to help guide further activity. Sources of evidence included a review of background documents and statistics, such as internal progress reports, recent figures on hiring, recent statements by senior public service officials, Embracing Change Status Reports from the largest departments and agencies (with over 95 per cent of the public service population), and TBS records. Discussions were also held with managers and officers at TBS and PSC, both at headquarters and in regional offices; with departmental staff, including employment equity champions; with bargaining agents; and with representatives of the National Council of Visible Minorities in the Federal Public Service.





Challenges

The report entitled *Embracing Change in the Federal Public Service: Stocktaking* observed that the government and the highest levels of the Public Service have made a commitment to and an investment in employment equity and creating a representative workforce.

Nevertheless, a central challenge remains: while there appears to be commitment among deputy ministers and assistant deputy ministers to the hiring of visible minorities, the message that there is an obligation to make special efforts to identify, hire, mentor, and promote visible minority employees is not being effectively conveyed to managers at lower levels. Work still needs to be done to convince hiring managers that increasing the representation and participation of visible minorities makes good business sense.

Our goal is to help more managers appreciate that — in order to effectively develop and manage government policies, programs, and activities — the Public Service should be made up of people whose background and experience includes the same diversity of cultural perspectives as the overall Canadian population. Equally important, shifting demographics have made it in every department's interest to embrace change for another fundamental reason: it provides improved access to a much larger pool of qualified personnel at a time when new talent is in short supply. The federal labour pool is shrinking and, with it, the government's competitive edge. Over the coming decade, all departments and agencies will face a huge challenge: to fill the gaps as aging baby boomers leave the federal workforce.

Since the Task Force on the Participation of Visible Minorities in the Federal Public Service released its report in April 2000, this message seems to be filtering through. The hiring of visible minorities (1,738 persons in 2001–02) is now more than double what it was two years ago (787 persons). The overall representation of visible minorities has risen from 5.5 per cent to 6.8 per cent, or by more than 3,000 persons.

As encouraging as this is, if the rate of increase is not accelerated, the federal Public Service will not reach the 2003 benchmark for external recruitment. Departments need to significantly improve their rates of progress against all the benchmarks if the Public Service is to be successful in its goal of being representative at all levels.

There is little doubt that the recruitment, hiring, and promotion of visible minorities increases the talent pool, enriches decision making, broadens our knowledge of the public being served, and ensures better service for all Canadians.

The process of determining whether we have successfully *embraced change* is ongoing. Our efforts toward this end need to continue as well.





CHAPTER 4

PARTNERING FOR PROGRESS

This chapter provides an overview of the partnerships that the Treasury Board of Canada Secretariat (TBS) has cultivated or strengthened to support the implementation of employment equity in the Public Service of Canada. It also describes some of the wide array of tools that have been developed as a result of these productive partnerships and demonstrates how they are being used on the front lines in federal departments and agencies.

At its core, employment equity derives from the recognition that a diverse workforce provides the variety of talents, backgrounds, experiences, and perspectives necessary for exceptional service delivery in an increasingly diverse Canada.

The effective implementation of employment equity requires the development of solid partnerships as well as collaboration among many players. These partnerships help the various players work together more effectively toward a common goal: excellence in service to Canadians.

As part of its leadership role within the federal Public Service, TBS facilitates the establishment of such partnerships and fosters the collaboration that is so critical to making progress on employment equity objectives.

Employment equity committees strive to build and sustain commitment to achieving employment equity objectives across departments and agencies. These committees provide networking opportunities, increase links between departments as well as within respective departments and agencies, allow for the exchange of ideas and best practices, and encourage the sharing of tools and initiatives. Several committees are described in the following paragraphs.

The **Employment Equity Champions' Forum** is a group that currently includes some thirty senior managers at the assistant deputy minister level, identified by their deputy heads to develop and promote corporate or regional objectives or priorities with respect to employment equity in their department or agency. They share a commitment to achieving a representative and equitable workforce and exercise leadership in creating a welcoming workplace culture.

The employment equity champions demonstrate their ongoing commitment through their personal and visible support for employment equity. They exchange information on employment equity challenges, best practices, and innovations that have achieved





concrete results and, when required, provide feedback to TBS on current or proposed employment equity initiatives and programs. In addition to meeting twice yearly, the employment equity champions have held meetings with departmental champions for recruitment to discuss common priority issues.

The **Employment Equity Executive Committee**, which meets approximately five times a year, is composed of public service employees at the director general level or equivalent, representatives of the Employment Equity Champions' Forum, as well as key stakeholders. This committee serves as a catalyst for the strategic development, implementation, and sustainability of good practices among departments and agencies.

The Employment Equity Executive Committee focusses on horizontal issues, such as recruitment, career development, retention, accountability, and corporate culture. Individually, the members also provide support to each employment equity champion within their respective departments.

The **Interdepartmental Forum on Employment Equity (IDF-EE)** is a partnership between departments (employment equity managers and co-ordinators) and the Employment Equity Division of the TBS. It provides leadership on, and helps facilitate, the achievement of employment equity objectives. This forum, which meets every two months, fosters learning; the exchange of information; and an opportunity for networking and consultations among members, representatives of central agencies, and the larger community of employment equity stakeholders and clients. It also provides an opportunity for participants to discuss issues requested by the employment equity co-ordinators, share new initiatives, and raise matters that could be of general interest to the membership.

Regional employment equity personnel often participate in forum meetings. Over the past year, these forum meetings covered topics like diversity and learning, accountability and recruitment tools, and HR Modernization and organizational culture.

The **Joint Employment Equity Committee (JEEC)** is a working committee of the National Joint Council (NJC). It serves as a forum of choice for the employer and bargaining agents to consult with each other and collaborate on employment equity issues, as required under the *Employment Equity Act*.

The NJC provides for regular consultations between the government, as the employer, and employee organizations certified as bargaining agents under the *Public Service Staff Relations Act*. Through the NJC, there is a sharing of information, consultation on workplace policies, and co-development of directives that provide Public Service-wide benefits.





The JEEC is the only Public Service-wide union-management committee established to address employment equity issues. Membership in 2001–02 included representatives from TBS, the PSC, Public Works and Government Services Canada, Environment Canada, Health Canada, Human Resources Development Canada, the Public Service Alliance of Canada (PSAC), the Professional Institute of the Public Service of Canada, and the Social Science Employees Association. The JEEC is co-chaired by a representative from TBS and PSAC.

At regular meetings in 2001–02, JEEC members exchanged information and developed strategies to implement employment equity in the Public Service. In particular, JEEC contributed to the development of the joint TBS-PSC policy, entitled *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*; the Embracing Change implementation strategy; and discussed items in preparation for the statutory review of the *Employment Equity Act*. The JEEC also provided input for the development of the government's Travel Directive; in particular, they provided an assessment to determine whether any of the proposed content could reasonably be expected to pose problems for persons in the employment equity designated groups.

The 2002–03 action plan for the JEEC will focus on the following major areas: the implementation of the new *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, the final push for the Embracing Change initiative, the development of communication messages in support of employment equity, and analysis of the findings and conclusions related to employment equity in the 2002 Public Service Employee Survey.

The **External Advisory Group on Embracing Change** was appointed to advise the Secretary of the Treasury Board and the President of the PSC on ways to sustain momentum on the Embracing Change Action Plan. The Advisory Group, which meets quarterly, brings a valuable perspective from outside the Public Service, suggesting or providing feedback on initiatives being developed in support of Embracing Change. This included approaches to assessing performance on the Action Plan, introducing accountability mechanisms, and determining options for sustaining Embracing Change beyond 2003.

TBS officials continued to work with the executive of the **National Council of Visible Minorities in the Federal Public Service (NCVM)** in 2001–02, as NCVM focussed on strengthening its organizational capacity and operations. As a key player in the implementation of the Embracing Change Action Plan across the country, and with a strong focus on establishing and maintaining collaborative relationships with TBS,





departments and agencies, federal regional councils, and regional offices of the PSC, the NCVM helps increase awareness among all stakeholders of the issues and challenges facing visible minority employees of the Public Service.

NCVM-sponsored activities in 2001–02 — some of which were funded under the EE–ECSF — included the planning and organization of regional workshops, visible minority network forums, and the presentation of a position paper to the federal Task Force on Modernizing Human Resources Management in the Public Service, emphasizing the importance of values and the need for active involvement of visible minorities in all aspects of human resources management.

The NCVM also hosted Symposium 2001 under the theme *Embracing a Culture Change — Focus on the Federal Public Service and Visible Minority Communities*. The Symposium provided a forum where managers, human resources practitioners, visible minority employees, and senior government officials could share experiences and contribute to the development of approaches for implementing the Embracing Change Action Plan. In her keynote address, the President of the Treasury Board underlined the importance of diversity and its valuable contribution to Canadian society as well as the need to translate this into greater participation of visible minorities in the federal Public Service.

More details on the activities of the NCVM over 2001–02, including regional initiatives, are available by consulting the NCVM report entitled *Report on Achievements: Making a Difference — Taking Actions and Influencing Change*.

In 2001–02, the **Canadian Human Rights Commission** continued auditing departments and agencies to assess compliance with the Commission's assessment factors, which derive from the *Employment Equity Act* and related regulations. The auditing of individual departments and agencies is conducted under authority of a memorandum of understanding between TBS and the Canadian Human Rights Commission. Most of the 48 departments and agencies with over 100 employees have been audited or notified of an upcoming audit.





To date, the following departments have been found to be in full compliance with the Act, while several others are in partial compliance:

- Atlantic Canada Opportunities Agency
- Canadian Heritage
- Canadian Human Rights Commission
- Canadian International Development Agency
- Canadian Radio-television and Telecommunications Commission
- Canadian Space Agency
- Canadian Transportation Agency
- Correctional Service of Canada
- Department of Finance Canada
- Department of Foreign Affairs and International Trade
- Department of Justice Canada
- Human Resources Development Canada
- Immigration and Refugee Board
- Indian and Northern Affairs Canada
- National Archives of Canada
- National Parole Board
- Natural Resources Canada
- Office of the Chief Electoral Officer
- Office of the Commissioner of Official Languages
- Office of the Registrar of the Supreme Court of Canada
- Office of the Secretary to the Governor General
- Privy Council Office
- Public Works and Government Services Canada
- Statistics Canada
- Status of Women Canada
- Transportation Safety Board of Canada
- Treasury Board of Canada Secretariat
- Western Economic Diversification Canada





In addition to preparing data to help in the compliance assessment, TBS supported departments during the assessment process by providing policy advice and guidance, helping resolve departmental concerns, and addressing issues of interdepartmental significance through ongoing discussions with the Canadian Human Rights Commission. A proactive approach to supporting departments during the audit process has produced positive results by moving most audited departments close to compliance.

TBS, in collaboration with the PSC, also continued with the **Employment Equity and Diversity Award Program**. Reinstated in June 2000 when the Government of Canada endorsed the Embracing Change Action Plan prepared by the Task Force on the Participation of Visible Minorities in the Federal Public Service, this award recognizes and celebrates the achievements of individuals or teams who, through their ongoing diligence and commitment, are helping the Public Service of Canada become representative and inclusive, particularly with respect to the Action Plan. Thirty-six nominations were submitted, and awards were granted to four individuals and two teams.

- **Mr. David Cail**, in recognition of his contribution as an advocate and a leader determined to create a representative work environment within Correctional Service Canada.
- **Ms. Adelaida Bustamante**, in appreciation for her active role in promoting diversity issues within Health Canada and throughout the Public Service of Canada.
- **Ms. Arlene Geburt**, for her contributions to promoting employment equity and for making respect and diversity an integral part of the corporate culture of Human Resources Development Canada, Manitoba Region.
- **Ms. Zarina Khan**, in recognition of her career-long involvement in employment equity and diversity at Veterans Affairs Canada.
- The **Adaptive Computer Technology Team** at Human Resources Development Canada, Mr. André Demers, Ms. Nicole Richard, and Ms. Byatris Kattackal, for setting the standard in workplace accommodation.
- The co-chairs of the **Manitoba Federal Council – Diversity and Inclusiveness Sub-committee**, Mr. Bill Balan and Mr. John Charrette, who took a leading role in developing a comprehensive plan for the advancement of employment equity and diversity in the Manitoba Region.





In addition, an award and special recognition were given to **Mr. Georges Tsai** for his continuing devotion to the application of employment equity and diversity principles and his outstanding contributions in the advancement of employment equity in the Public Service of Canada.

TBS has also partnered with Training and Development Canada to address some of the learning objectives identified by employment equity practitioners. A two-day **Orientation to Employment Equity and Diversity Workshop** was developed to replace the “Orientation to Employment Equity Course.” The new workshop covers, among other topics, human rights concepts, the relationship between employment equity and diversity, legislation that affects the implementation of employment equity in the federal government, the *Employment Equity Act*, and audit criteria of the Canadian Human Rights Commission.

With funding from the EE–ECSF, and again in co-operation with Training and Development Canada and the Human Resources Community Secretariat, this workshop was conducted for some forty members of the human resources community in the National Capital Region. The workshop was modified to include a lunchtime presentation on the Embracing Change Action Plan. A PSC representative also provided information on PSC regulations, practices, and tools that assist departments and agencies in the recruitment, as well as hiring and retention, of members of the designated groups, with particular emphasis on members of visible minority groups.

Snapshots from Departments and Agencies — A Glimpse of Some Initiatives and Tools

TBS is continually assessing what distinguishes departments and agencies that are achieving employment equity goals from those that are experiencing some difficulty in demonstrating progress. It is evident that many departments and agencies follow similar approaches and practices. It is equally evident that progress stems from demonstrable commitment at all levels and not solely in human resources offices. The challenge is to successfully integrate employment equity concepts and principles into human resources and business planning operations and to make effective use of the many tools that are available to support the implementation of employment equity in public service organizations.





The following examples, provided in previous annual reports, are but snippets of what is happening in departments and agencies of the Public Service of Canada. Additional details may be obtained from the departments.

All Designated Groups

In order to encourage post-secondary graduates to join the Department of Finance Canada, an employment equity scholarship program awards \$1,000 scholarships to summer students who are members of a designated group to help them continue their post-secondary education.

At Health Canada, designated group members participated in a pilot project for language training that is an element of Health Canada's efforts to help fulfil the career aspirations of employees and improve their access to the EX Group. The project is aimed at employees currently at the EX minus 1 to EX minus 4 levels and includes employees who received a negative assessment in the standard language aptitude test during the last five years. These employees are given the opportunity to increase their knowledge of the other official language through part-time courses offered on-site during working hours. This program consists of one or two weeks of intensive training followed by six to nine hours of courses per week, which is then followed by a self-instruction period.

Correctional Service Canada has developed and is using an electronic form to collect self-identification information.

The new computerized selection board inventory at Health Canada makes it easier for managers to establish diverse selection boards and for employees to identify their interest in participating in these boards. The inventory includes the names of all departmental employees and can be searched using various criteria, such as group and level, linguistic profile, geographic location, and employment equity information for those who have self-identified and indicated that this information can be used for human resources planning purposes. The inventory can track employees who have received the Bias-free Selection Course offered by the department. It also stores the names of non-departmental employees and persons outside the Public Service who have expressed an interest in participating in Health Canada selection boards. As a result, visible minority members sat on selection boards for competitive processes for which visible minority candidates were included.





Persons with Disabilities

At Agriculture and Agri-Food Canada, an accommodation consultant has been hired full-time to help managers and employees better identify accommodation needs.

Human Resources Development Canada has put in place a centre for informatics accommodation.

All Statistics Canada employees who receive a negative result on their language diagnostic test have the option of having a further assessment to determine the existence of a learning disability, the cost of which is borne by the department. If the results of this evaluation indicate that the employee has a learning disability, the employee may be appointed to a position with a different linguistic profile, and personalized training is provided.

Certain departments have developed partnerships with other departments or agencies. That is the case for the Canadian Grain Commission (CGC), which has partnered with the Canadian Human Rights Commission to provide training to all CGC supervisors in order to sensitize them to the issue of workplace accommodation.

The Department of Justice Canada now offers internal training sessions on American Sign Language and Quebec Sign Language to help employees communicate with the deaf. The department's consultation committee for persons with disabilities, with the assistance of the employment equity office in the Human Resources Directorate, supervises the organization of training for employees who show an interest in learning sign language.

Health Canada has installed flashing lights over fire alarms to provide more safety to employees who are deaf or hard of hearing.

Fisheries and Oceans Canada has developed partnerships with other science-based organizations to promote a recruitment and retention strategy for persons with disabilities. Currently, Fisheries and Oceans Canada is the lead department for the inter-departmental project on Recruitment and Retention Strategy for Persons with Disabilities in Science and Technology.

The Canadian Human Rights Commission retains the services of sign interpreters for interviews with candidates with a hearing loss as well as for employee information sessions.





Members of Visible Minorities

In addition to the initiatives described more fully in Chapter 3, “Embracing Change in the Federal Public Service,” of this report, the following activities are also worthy of mention.

Following one of the conclusions of its the employment systems review (ESR), which found that visible minorities were largely relegated to the lower levels of the PM Group, Citizenship and Immigration Canada (CIC) instituted a development program for visible minority employees. Partially funded by the Employment Equity Positive Measures Program, this development program aims to

- relieve the concentration of visible minorities in junior positions;
- develop the supervisory skills and official languages proficiency of visible minorities and develop their operational expertise through assignments to the regions or to headquarters and through formal training; and
- create a pool of employees qualified at the EX minus 2 level who can progress to the EX minus 1 level in CIC or elsewhere in the Public Service.

Transport Canada has formed a partnership with SPAR Aviation in Edmonton for an interchange program for aircraft maintenance engineers who are members of a visible minority group in order to develop their skills so they can qualify as civil aviation safety inspectors.

Women

At Transport Canada, developmental assignments were created in three directorates in the National Capital Region. These assignments were created specifically to train female employees for future appointments to the TI Inspector Training Program.

The Bridging the Gap Program at Indian and Northern Affairs Canada pertains to women in the support category and monitors promotion from this category. In the last fiscal year, 2001–02, Indian and Northern Affairs Canada saw 60 women and 20 men promoted from support category positions to higher-level positions in the organization.





Aboriginal Persons

- Indian and Northern Affairs Canada undertook the role of lead department, in partnership with the Canadian Aboriginal Science and Engineering Association, to organize the 2001 National Aboriginal Career Symposium. The Department provided office accommodations and salary dollars for the hiring of Aboriginal employees to assist in the success of this project, which drew over 1,000 Aboriginal youth from across Canada, from Grade 6 to university, and provided them with the opportunity to learn about career options. Volunteers from within Indian and Northern Affairs Canada played an important role in numerous on-site events, and opportunities were available for participants to talk with Elders and role models. A total of 52 private and public sector organizations and 25 post-secondary institutions offered information on career choices to the youth.
- As an integral component of the Aboriginal Management Executive Development Program at Indian and Northern Affairs Canada, those candidates who did not qualify for acting EX positions were referred to a national career and organizational design firm to review their results. Consultants from the firm worked with these individuals to develop learning plans aimed at improving the competencies that Indian and Northern Affairs Canada considers critical within the department.
- In order to facilitate the integration of Aboriginal employees at Correctional Service Canada (CSC) and to encourage their retention, the CSC Atlantic Region has implemented the use of a buddy system for new Aboriginal employees. New recruits are teamed up with a “seasoned” Aboriginal employee and are encouraged to bring forward issues and concerns.
- To encourage Aboriginal employees to remain at or to join an organization that is supportive of their culture, Health Canada has constructed a Healing and Wellness Lodge. The lodge, known as “Iskotew” (the Cree word for “fire within an individual, a family, a community, or a nation”), provides an opportunity for Aboriginal and non-Aboriginal employees to gain a greater appreciation and understanding of Aboriginal cultures, traditions, practices, and philosophies. It provides all employees with support and guidance for problems in the workplace arising from cultural differences, work-related stress, and differing attitudes.





SUMMARY AND CONCLUSION

The Public Service of Canada has made significant progress in improving the representation and participation of the employment equity designated groups in the ten years since we began submitting reports to Parliament. The strong legal foundation for employment equity, the strategic investment in tools and program development, and the continuing commitment of many players — senior government officials, managers, human resources professionals, bargaining agents, and employees — are clearly contributing factors. Despite this progress, however, there is still much to do, as we noted in last year's report.

As the largest single employer subject to the *Employment Equity Act*, the Public Service of Canada will continue to demonstrate its leadership by being an organization that embodies fairness, equity, and the inclusion of all Canadians. These are the cornerstones of employment equity.

As required by the *Employment Equity Act*, a standing committee of the House of Commons — the Standing Committee on Human Resources Development and the Status of Persons with Disabilities — has reviewed the Act. The Committee's recommendations will no doubt have an effect on the implementation of employment equity in the federal Public Service. In appearing before the Committee, Treasury Board officials noted "the current *Employment Equity Act* has applied to the federal Public Service since 1996, providing a strong legal foundation for our goals and actions, aimed at improving our representativeness. The Act helps us to focus on removing barriers, instituting positive policies and programs, and ensuring the consistent application of employment equity principles across government."

Over the course of the next fiscal year, the government plans to continue instituting mechanisms to modernize the federal Public Service and make it more responsive to the needs of the Canadian population, one that is becoming increasingly diverse. The process of modernization not only entails a streamlining of processes — for recruitment, staffing, career mobility, and accountability, among others — but also a transformation of the Public Service into an exemplary workplace. Inclusion must clearly be a part of such transformation in order to ensure that designated group members are afforded opportunities to participate fully at all levels of the Public Service.





The Employment Equity Positive Measures Program (EEPMP) came to its conclusion in March 2002, bringing to an end a temporary intervention measure that provided seed funding to public service organizations to help them meet employment equity obligations and integrate these into human resources and business planning activities. While some may suggest that the cessation of central funding has created a vacuum, it should be noted that many of the projects developed through the EEPMP have been integrated into departmental operations. Still, the need for such centralized support and a source of funds must be continually assessed.

In discharging its responsibilities on behalf of the employer, the Treasury Board of Canada Secretariat will continue to collaborate with its many partners toward the effective implementation of employment equity in the Public Service of Canada. It will also strengthen its collaboration with the Labour Program at Human Resources Development Canada to assure continuing consistency in the approaches toward implementation in the public and private sectors.

We will begin to implement our new *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, a policy that underscores our commitment to continue working toward the full participation of persons with disabilities in our workforce.

There is continuing evidence of the need for more education on employment equity, particularly on the relationship between merit and representativeness. Likewise, there is a need for more education on methods to combat biased and prejudicial attitudes in the workplace, to eliminate barriers, and to eradicate the systemic discrimination that has contributed to the employment disadvantage experienced by designated group members. These require that corporate culture issues be addressed head-on.

The faces of Canada continue to change and present a picture of an increasingly cosmopolitan society that derives its population from all corners of the globe. The *Embracing Change in the Federal Public Service Action Plan* recognizes this evolution and seeks to capitalize on the opportunities that it presents for continuing excellence and relevance in service to Canadians. Over the next year, the Public Service will continue to implement the Action Plan, seeking to increase the rate of progress and achievement of the first set of benchmarks. While the foundation for success has been laid, achieving the desired results within the identified time frame requires intensified efforts by departments. The Public Service needs to respond to these challenges.

