

Employment Equity

Annual Report 2006–07



Office of the Auditor General of Canada

**Employment Equity
in the
Office of the Auditor General
of Canada**

Annual Report 2006–07

To:
**President of the Treasury Board
of Canada Secretariat**

31 March 2007

Pursuant to section 21 of the *Employment Equity Act*, I am pleased to submit to Parliament, through your Office, the Annual Report on Employment Equity in the Office of the Auditor General of Canada for 2006–07.

Sincerely,

Sheila Fraser, FCA
Auditor General of Canada

Table of Contents

Introduction	7
Employment Equity Environment.....	8
Enabling legislation.....	8
Independence from government.....	8
Application of the Employment Equity Act.....	8
Our work	8
Our organization	8
Our values	8
Our structure.....	9
Employment Equity Implementation	10
Implementation of the legislation	10
Employment equity records	10
Recruitment strategy	10
Activities and events	10
Succession planning.....	10
Employment Equity Plan	11
Communication and consultation	11
Numerical goals.....	11
Employment Equity Numbers	12
Representation in designated groups—highlights	12
Women	12
Aboriginal peoples.....	13
Persons with disabilities	13
Persons in a visible minority	13
Representation in hirings, promotions, and separations	13
Hirings as a percentage of workforce availability	13
Promotions	13
Separations	13
Appendix—Statistics	14
Report coverage	14
Data on people in the designated groups.....	14
List of Tables	15

Introduction

This Annual Report on Employment Equity at the Office of the Auditor General of Canada highlights employment equity activities during the period 1 April 2006 to 31 March 2007.

It also presents information on the representation of designated groups as of 31 March 2007.

Employment Equity Environment

Enabling legislation

The *Auditor General Act*, the *Financial Administration Act*, and a variety of other acts and orders-in-council set out the duties of the Auditor General as they relate to legislative auditing and monitoring of federal departments and agencies, Crown corporations, and other national and internal organizations.

Independence from government

We differ from government departments and agencies through our independence from the government of the day and our reporting relationship to Parliament. Our independence is assured by a broad legislative mandate, freedom from certain controls over our budget and staff, and a ten-year term for the Auditor General.

Application of the *Employment Equity Act*

The Office of the Auditor General of Canada falls under the *Employment Equity Act*, section 4(1)(c) as a portion of the Public Service of Canada.

Our work

The principal activity of the Office is legislative auditing—providing reliable, relevant, and timely assurance and other information on financial and program performance to help legislators hold government accountable.

Our organization

The Office is organized into three branches—Audit Practices, Audit Services, and the Executive—along with the Office of the Commissioner of the Environment and Sustainable Development. Most of the staff work from the head office in Ottawa. Regional offices are located in Vancouver, Edmonton, Montréal, and Halifax.

We have a specialized workforce, with about 75 percent of our employees (481 of 627) at the middle management and audit professional levels.

Our values

We have six values that define how we conduct our work and ourselves. These values are articulated in our Strategic Plan. They include

- Serving the public interest
- Independence and objectivity
- Commitment to excellence

- Trust and integrity
- Leading by example
- Respectful workplace

Employment equity is considered an integral part of a respectful workplace.

Our Vision

An independent audit office serving Parliament, widely respected for the quality and impact of our work.

We promote

- accountable government;
- an ethical and effective federal public service;
- good governance;
- sustainable development; and
- the protection of Canada's legacy and heritage.

We do this by

- conducting independent audits and studies that provide objective information, advice, and assurance to Parliament, government, and Canadians;
- working collaboratively with legislative auditors, federal and territorial governments, and professional organizations; and
- providing a respectful workplace in which our diverse workforce can strive for excellence and realize their full career potential.

We are committed to providing a work environment in which all are treated with dignity and respect, and all are supported as they work toward their full career potential. We encourage open and honest communication to create a climate of trust and teamwork. We value each other's talent and diversity and support learning and quality-of-life endeavours.

The Office staff members are expected to demonstrate personal integrity and ethics and to adhere to Office values, standards, and codes of conduct. People management competencies and behaviours are evaluated during recruitment and annual performance appraisals.

Our structure

Our first Employment Equity Plan was introduced in 1998 to identify under-represented groups and take action to meet Office goals. This plan was incorporated into our Human Resources

Corporate Plan. That year, we also created the Human Resources Committee to monitor the implementation of both our Human Resources Corporate Plan and our Employment Equity Plan.

In addition, an Employment Equity Committee was formed with subcommittees that represent the four designated groups, to promote awareness and understanding of employment equity and diversity issues in the workplace.

The Chair of the Employment Equity Committee is a member of the Human Resources Committee. The Chair provides input on all policies and issues that may affect employment equity.

The Auditor General and two members of senior management serve as employment equity champions to increase the profile of employment equity and diversity issues in the Office.

Employment Equity Implementation

Implementation of the legislation

Our first step in implementing the requirements of the legislation was to organize and complete a self-identification survey. We then did a workforce analysis to determine the degree of under-representation of members of designated groups in each occupational group.

This analysis is updated annually, and the results as of 31 March 2007 are presented in this report.

Employment equity records

We have implemented procedures for maintaining orderly and accurate employment equity records. We have also developed information vehicles and practices to keep our employees up-to-date on employment equity matters. For example, our INTRANet provides all employees with easy access to current employment equity information.

All new employees are asked to complete a self-identification questionnaire before their first day at the Office, and notices are sent periodically to remind all employees of their right to self-identify at any time.

Recruitment strategy

Our challenge is to enlist and retain audit professionals who are in high demand within government.

The Human Resources Group has developed a recruitment strategy to meet the immediate and future staffing needs of the Office. For example, our student recruitment program includes outreach directed at specific university campuses across Canada. Over time, it is expected that the closer relationships established with associations representing designated groups on campuses will allow the Office to recruit and develop audit professionals from the groups currently under-represented within the organization.

Activities and events

The Office participates in several activities throughout the year to promote a corporate environment that supports employment equity values and ideals, including

- Aboriginal Awareness Week

- International Day for Persons With Disabilities
- International Day for the Elimination of Racial Discrimination
- International Women's Day
- Interdepartmental Forum for Persons With Disabilities
- Women's History Month

In addition, the Office continues to actively support awareness and fundraising campaigns for causes that affect members of designated groups. These include

- Breast Cancer Research—Denim Day
- Canadian National Institute for the Blind—Crocus sale
- National Day of Remembrance and Action on Violence Against Women
- Terry Fox Run

Finally, the Office promotes the principles of workplace respect and understanding, during staff orientation and through ongoing in-house training programs. The following courses are offered to all managers and staff:

- Working in a Diverse Workforce
- Creating a Respectful Environment
- Understanding Differences
- Elements of Supervision
- Public Service Values and Ethics

Succession planning

In September 1999, the Office began succession planning in anticipation of the number of senior-level retirements expected between 2003 and 2008.

The number of forecasted retirements has decreased since then. However, the Office continues to ensure that it gives due consideration to all designated group members who are involved in annual rotation and promotion processes.

Over time, these sustained efforts should result in opportunities for higher numbers of designated group members to be promoted.

Employment Equity Plan

Historically, the Office developed an employment equity plan that outlined activities and initiatives intended to increase awareness of equity and diversity issues and to improve opportunities in the workplace for all employees.

Since 1997, the Employment Equity Committee has formalized the Office's activities and initiatives that are meant to increase awareness of equity and diversity issues and enhance employment and promotion opportunities for all groups.

In 1997, in response to specific requirements in section 10 of the *Employment Equity Act*, the Office developed its first Employment Equity Plan. The Office's subsequent plans have covered three-year periods and have included specific goals for improved representation.

In 2003, the Canadian Human Rights Commission audited our employment equity practices and performance. In 2004, it announced that our Office fully complied with the *Employment Equity Act*. Since that time, corporate Employment Equity and Workplace Accommodation policies have come into force and a mandatory diversity training program has come into effect.

The Office's Employment Equity Plan will continue to lead efforts to ensure that all groups are appropriately represented within the Office. The Plan gives us practical steps that we can follow to achieve measurable results.

Communication and consultation

Ongoing communication is a critical factor in the success of our employment equity initiative. The Office undertakes a number of communication activities to support the equity and diversity programs.

- The Office offers a range of equity and diversity courses to staff annually.
- We post equity and diversity-related communication materials in areas within the Office where staff gather.
- The Office makes information on the *Employment Equity Act* and related organizational plans and policies available on its INTRANet site.
- We keep employees informed of the Office's progress on achieving representation objectives.
- The Office keeps staff, management, and our local union representatives engaged in meaningful dialogue to help us overcome remaining recruitment and retention challenges.
- We reach out to and partner with educational institutions and professional associations to assist us in achieving our goals.

Numerical goals

We are committed to the employment equity ideals and work diligently to ensure that these principles are reflected in our workforce and our workplace.

The Office's Human Resources and Executive committees establish goals to improve representation for each occupational group that is identified as being under-represented. The success of our efforts is monitored by the Human Resources Committee and reported to Parliament annually.

Employment Equity Numbers

Our employment equity numbers are prepared according to the National Occupational Classification (NOC) system (Exhibit 1), which was developed by Human Resources Development Canada (now Human Resources and Social Development Canada). This system comprises 14 Employment Equity Occupational Groups (EEOG)—as defined in Schedule II of the Employment Equity Regulations—and 520 NOC unit groups (Exhibit 2).

Classifying our employees under this system shows that we have a very specialized workforce:

- The 627 employees in our Office fall into 7 of the 14 EEOGs.
- Most of our employees (76.7 percent) are concentrated in 2 NOC unit groups—Middle Managers and Auditors (professionals).

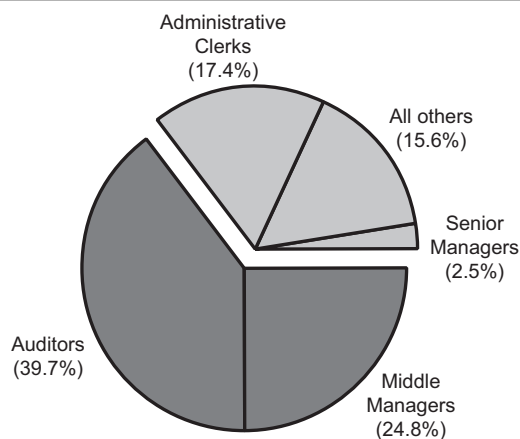
Exhibit 1

Classification of Office employees under the National Occupational Classification

Employment Equity Occupational Group (EEOG)	Major National Occupation Classification (NOC) unit group
1 – Senior Managers	0012 – Senior Managers
2 – Middle and Other Managers	0414 – Middle Managers
3 – Professionals	1111 – Auditors
4 – Semi-professional and Technicians	1221 – Administrative Officers
5 – Supervisors	1441 – Administrative Clerks
7 – Administrative and Senior Clerical Personnel	
10 – Clerical Personnel	

Exhibit 2

Distribution of employees by major National Occupation Classification unit groups



Representation in designated groups—highlights

We have compared our representation in each designated group with the most recent workforce availability figures provided by Human Resources and Social Development Canada in the Employment Equity Data Report. We have used national figures for this comparison in most areas, with the exception of administrative and senior clerical personnel and clerical personnel, for whom we used data for the national capital area.

Women

As of 31 March 2007, women represent 59 percent of the Office's workforce, which surpasses the workforce availability of 52 percent. We have surpassed workforce availability in 6 of the 7 occupational groups.

In the past year, although the number of women in the senior manager group decreased, the number in the middle manager group increased. We have achieved our goal with the middle manager group, where the representation of women as a percentage of workforce availability has surpassed 100 percent (Table 4).

Aboriginal peoples

The number of Aboriginal employees is higher than last year. We have increased representation as a percentage of workforce availability in the middle and other managers group. We have also surpassed workforce availability in four groups: professionals, clerical personnel, administrative and senior clerical personnel, and semi-professionals and technicians (Table 5).

The number of aboriginal people and persons with disabilities in the Office is small; therefore, trends are more difficult to monitor and report.

Persons with disabilities

Overall representation of persons with disabilities in the Office increased in the past year from 3.3 percent to 3.8 percent, surpassing workforce availability, and we continue to match or surpass workforce availability for three groups: clerical personnel, semi-professionals and technicians, and middle and other managers (Table 6). Furthermore, we have nearly achieved our goal in the professional category (95.1 percent).

Persons in a visible minority

In the past year, representation as a percentage of workforce availability among persons in a visible minority group has fallen slightly from 66 percent to 65 percent. On a positive note, we have surpassed workforce availability in two groups—senior managers and semi-professionals and technicians—where representation as a percentage of workforce availability has surpassed 100 percent. We are continuing to work

to enhance our performance in the other five occupational groups (Table 7).

Representation in hirings, promotions, and separations

This annual report includes an analysis of the numbers of employees hired, promoted, and terminated, and the degree of representation in those numbers of persons who are members of each designated group.

Hirings as a percentage of workforce availability

In the past year, 107 people joined the Office. The percentage of women, Aboriginal peoples, and persons with disabilities exceeded workforce availability, while the representation of persons in a visible minority (79.2 percent) was below workforce availability (Table 8).

Promotions

In 2006–07, 95 (15.7 percent) Office employees were promoted. All designated groups were represented and more than half (56 percent) of those promoted were women (Table 9).

Separations

In 2006–07, 73 employees left the Office—an attrition rate of 12.1 percent, which included 9.8 percent women and 11.9 percent persons in a visible minority. There were no separations of Aboriginal peoples and persons with disabilities (Table 10).

Retention and hiring of persons in a visible minority remains a concern for the Office, and we will address it in our Employment Equity Plan.

Appendix—Statistics

Report coverage

This report contains information on our indeterminate employees and term employees of three months or more as of 31 March 2007. Employees who were on secondment to other organizations are also included in our numbers.

Employees who were on leave without pay from our Office as of 31 March 2007 are not included in the population. Because of the rapid turnover of students and casual employees, no information is reported on them.

Data on people in the designated groups

All data, other than that for women, was obtained through self-identification, the process by which people identify themselves as being from one of the other three designated groups. The data on women was obtained from other human resources information.

The completeness and accuracy of employment equity data depend on employees being willing to self-identify and being given the opportunity to do so.

Our self-identification process began in April 1997. Employees who joined the Office since then have been provided with a questionnaire.

At any time during the year, any employee may complete or revise a self-identification questionnaire, available from our Human Resources Group.

In tables 4 to 7, we show our representation as a percentage of workforce availability, with comparative figures for the prior year. We believe this is the best measure of how well we are progressing toward our goal of achieving a representative workforce.

We provide information by Employment Equity Occupational Group (EEOG). In tables 4 to 7, we also provide information for the two National Occupational Classification (NOC) unit groups that comprise the majority of our employees—middle managers (NOC Unit 0414), which is part of EEOG 2 (middle and other managers); and auditors (NOC Unit 1111), included in EEOG 3 (professionals).

List of Tables

- | | |
|---|--|
| <p>Table 1 — Representation of designated groups in the Office of the Auditor General of Canada</p> <p>Table 2 — Distribution of employees by designated group and region of work</p> <p>Table 3 — Representation of designated groups by Employment Equity Occupational Group</p> <p>Table 4 — Representation of women by Employment Equity Occupational Group and two largest National Occupational Classification unit groups</p> <p>Table 5 — Representation of Aboriginal peoples by Employment Equity Occupational Group and two largest National Occupational Classification unit groups</p> <p>Table 6 — Representation of persons with disabilities by Employment Equity Occupational Group and two largest National Occupational Classification unit groups</p> | <p>Table 7 — Representation of persons in a visible minority by Employment Equity Occupational Group and two largest National Occupational Classification unit groups</p> <p>Table 8 — Hirings by designated group and Employment Equity Occupational Group</p> <p>Table 9 — Promotions by designated group and Employment Equity Occupational Group</p> <p>Table 10 — Separations by designated group and Employment Equity Occupational Group</p> <p>Table 11 — Distribution of employees by designated group and salary band</p> |
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Table 1**Representation of designated groups in the Office of the Auditor General of Canada**

As of 31 March 2007

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	627		369	58.9	13	2.1	24	3.8	43	6.9
Workforce availability				52.1		1.9		3.6		10.6

Table 2**Distribution of employees by designated group and region of work**

As of 31 March 2007

Region of work	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	570	338	59.3	10	1.8	23	4.0	32	5.6
All other regions	57	31	54.4	3	5.3	1	1.8	11	19.3
Total	627	369	58.9	13	2.1	24	3.8	43	6.9

Table 3**Representation of designated groups by Employment Equity Occupational Group**

As of 31 March 2007

Employment Equity Occupational Group	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	627	369	58.9	13	2.1	24	3.8	43	6.9
Senior Managers	15	3	20.0	0	0.0	0	0.0	2	13.3
Middle and Other Managers	176	76	43.2	3	1.7	7	4.0	8	4.5
Professionals	305	193	63.3	5	1.6	12	3.9	28	9.2
Semi-Professionals and Technicians	22	10	45.5	1	4.8	1	4.8	3	13.6
Supervisors	1	1	100.0	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	17	13	76.5	1	5.9	0	0.0	0	0.0
Clerical Personnel	91	73	80.2	3	3.3	4	4.4	2	2.2

Table 4

Representation of women by Employment Equity Occupational Group and two largest National Occupational Classification unit groups

As of 31 March 2007

Employment Equity Occupational Group	All employees	Women		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
All occupations	627	369	58.9	52.1	100+	100+
Senior Managers	15	3	20.0	39.2	51.0	68.1
Middle and Other Managers	176	76	43.2	41.7	100+	90.9
Professionals	305	193	63.3	52.4	100+	100+
Semi-Professionals and Technicians	22	10	45.5	32.2	100+	100+
Supervisors	1	1	100.0	62.5	100+	100+
Administrative and Senior Clerical Personnel	17	13	76.5	75.5	100+	96.3
Clerical Personnel	91	73	80.2	74.6	100+	100+

National Occupational Classification unit group	All employees	Women		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
Middle Managers (0414)	164	76	46.3	40.9	100+	93.0
Auditors (1111)	247	150	60.7	52.5	100+	100+

Table 5

Representation of Aboriginal peoples by Employment Equity Occupational Group and two largest National Occupational Classification unit groups

As of 31 March 2007

Employment Equity Occupational Group	All employees	Aboriginal peoples		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
All occupations	627	13	2.1	1.9	100+	89.5
Senior Managers	15	0	0.0	5.6	0.0	0.0
Middle and Other Managers	176	3	1.7	2.9	58.6	41.4
Professionals	305	5	1.6	1.0	100+	100.0
Semi-Professionals and Technicians	22	1	4.5	1.0	100+	100+
Supervisors	1	0	0.0	N/A	N/A	N/A
Administrative and Senior Clerical Personnel	17	1	5.9	1.8	100+	0.0
Clerical Personnel	91	3	3.3	2.3	100+	100+

National Occupational Classification unit group	All employees	Aboriginal peoples		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
Middle Managers (0414)	164	3	1.8	3.1	58.1	41.9
Auditors (1111)	247	4	1.6	0.9	100+	100+

Table 6

Representation of persons with disabilities by Employment Equity Occupational Group and two largest National Occupational Classification unit groups

As of 31 March 2007

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
All occupations	627	24	3.8	3.6	100+	91.7
Senior Managers	15	0	0.0	2.1	0.0	0.0
Middle and Other Managers	176	7	4.0	2.5	100+	100+
Professionals	305	12	3.9	4.1	95.1	75.6
Semi-Professionals and Technicians	22	1	4.5	3.9	100+	100+
Supervisors	1	0	0.0	2.0	0.0	0.0
Administrative and Senior Clerical Personnel	17	0	0.0	4.0	0.0	0.0
Clerical Personnel	91	4	4.4	4.4	100+	100.0

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
Middle Managers (0414)	164	5	3.0	2.5	100+	80.0
Auditors (1111)	247	6	2.4	4.1	58.5	41.5

Table 7

Representation of persons in a visible minority by Employment Equity Occupational Group and two largest National Occupational Classification unit groups

As of 31 March 2007

Employment Equity Occupational Group	All employees	Persons in a visible minority		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
All occupations	627	43	6.9	10.6	65.1	66.0
Senior Managers	15	2	13.3	4.5	100+	100+
Middle and Other Managers	176	8	4.5	5.7	78.9	71.9
Professionals	305	28	9.2	15.6	59.0	63.5
Semi-Professionals and Technicians	22	3	13.6	9.8	100+	96.9
Supervisors	1	0	0.0	5.9	0.0	0.0
Administrative and Senior Clerical Personnel	17	0	0.0	5.4	0.0	0.0
Clerical Personnel	91	2	2.2	6.4	34.4	32.8

National Occupational Classification unit group	All employees	Persons in a visible minority		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2007	March 2006
Middle Managers (0414)	164	7	4.3	5.1	84.3	92.2
Auditors (1111)	247	24	9.7	16.6	58.4	68.1

Table 8

Hirings by designated group and Employment Equity Occupational Group*

1 April 2006 to 31 March 2007

Employment Equity Occupational Group	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	107	75	70.1	3	2.8	4	3.7	9	8.4
Senior Managers	1	0	0.0	0	0.0	0	0.0	0	0.0
Middle and Other Managers	13	9	69.2	0	0.0	2	15.4	0	0.0
Professionals	79	58	73.4	2	2.5	2	2.5	8	10.1
Semi-Professionals and Technicians	1	0	0.0	0	0.0	0	0.0	1	100.0
Supervisors	0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	3	2	66.7	0	0.0	0	0.0	0	0.0
Clerical Personnel	10	6	60.0	1	10.0	0	0.0	0	0.0

*Includes employees hired into term positions (three months or more) and indeterminate positions.

Hirings as a percentage of workforce availability	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	107	75	70.1	3	2.8	4	3.7	9	8.4
Workforce availability			52.1		1.9		3.6		10.6
Hirings as a percentage of workforce availability			134.5		147.4		102.8		79.2

Table 9**Promotions by designated group and Employment Equity Occupational Category***

1 April 2006 to 31 March 2007

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
All occupations	95	53	2	2	8
Senior Managers	0	0	0	0	0
Middle and Other Managers	27	12	1	0	0
Professionals	62	36	1	2	8
Semi-Professionals and Technicians	0	0	0	0	0
Supervisor	0	0	0	0	0
Administrative and Senior Clerical Personnel	3	2	0	0	0
Clerical Personnel	3	3	0	0	0

*Includes promotions and reclassifications.

Promotion rate	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
Number	95	53	2	2	8
Promotion rate (percentage)	15.7	15.8	20.0	10.0	19.0

Table 10**Separations by designated group and Employment Equity Occupational Group**

1 April 2006 to 31 March 2007

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
All occupations	73	33	0	0	5
Senior Managers	1	1	0	0	0
Middle and Other Managers	17	4	0	0	0
Professionals	47	24	0	0	5
Semi-Professionals and Technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and Senior Clerical Personnel	2	0	0	0	0
Clerical Personnel	6	4	0	0	0

Attrition rate	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
Number	73	33	0	0	5
Attrition rate (percentage)	12.1	9.8	0	0	11.9

Table 11**Distribution of employees by designated group and salary band**

As of 31 March 2007

Salary band (\$)	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage
35,000 – 39,999	23	3.7	11	3.0	1	7.7	1	4.2	2	4.7
40,000 – 44,999	40	10.0	26	10.0	0	7.7	1	8.3	5	16.3
45,000 – 49,999	51	18.2	40	20.9	2	23.1	3	20.8	3	23.3
50,000 – 54,999	58	27.4	44	32.8	2	38.5	2	29.2	4	32.6
55,000 – 59,999	28	31.9	17	37.4	2	53.8	0	29.2	2	37.2
60,000 – 64,999	48	39.6	35	46.9	0	53.8	3	41.7	4	46.5
65,000 – 69,999	41	46.1	32	55.6	0	53.8	0	41.7	3	53.5
70,000 – 74,999	57	55.2	35	65.0	1	61.5	5	62.5	5	65.1
75,000 – 79,999	33	60.4	21	70.7	0	61.5	1	66.7	2	69.8
80,000 – 89,999	72	71.9	40	81.6	3	84.6	2	75.0	4	79.1
90,000 – 99,999	23	75.6	13	85.1	0	84.6	0	75.0	3	86.0
100,000 – 109,999	31	80.5	19	90.2	0	84.6	3	87.5	0	86.0
110,000 – 119,999	54	89.2	15	94.3	0	84.6	1	91.7	4	95.3
120,000 +	68	100.0	21	100.0	2	100.0	2	100.0	2	100.0
Total	627	100.0	369	100.0	13	100.0	24	100.0	43	100.0