

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

**Annual Report 2009–10**

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Office of the Auditor General of Canada



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

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 2009–10.

Sincerely,

Sheila Fraser, FCA  
Auditor General of Canada



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## Introduction

This Annual Report on Employment Equity at the Office of the Auditor General of Canada (the Office) highlights employment equity activities during the period from 1 April 2009 to 31 March 2010.

It also presents information on the representation of designated groups as of 31 March 2010.

## 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 international 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 10-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 77 percent of our employees (497 of 645) 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, articulated in our Strategic Plan, are

- serving the public interest,
- independence and objectivity,
- commitment to excellence,
- trust and integrity,
- leading by example, and
- respectful workplace.

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

### Our vision

The Office is 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 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 one another's talent and diversity, and we support learning and quality-of-life endeavours.

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 four designated groups, to promote awareness and understanding of employment equity and diversity issues in the workplace. The four designated groups comprise women, Aboriginal people, persons with disabilities, and persons in a visible minority.

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 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 representation of members of the designated groups in each occupational group.

This analysis is updated annually, and the results as of 31 March 2010 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.

In 2008–09, a two-year project was undertaken to contact all employees with more than five years of service to have them complete a new self-identification questionnaire. The purpose of this project is to ensure that the Office holds the most accurate data possible on its workforce. At the end of March 2010, the project was over 80 percent complete with an expectation that it will be completed midway through next fiscal year.

## Recruitment strategy

One of our biggest challenges 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. Student bridging is a commonly used staffing option provided to managers to help integrate students into the federal public service after they finish their education. The Office uses student bridging to hire new auditors. It is important that we increase hiring of the designated groups into student positions as this is a key component of our recruiting strategy and a way to address gaps in representation of the designated groups. We are convinced that our student programs have directly contributed to improvements to the Office's representation of designated groups.

## 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
- the OAG Cultural Festival celebrating Canadian Multicultural Day

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

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. New auditors working in the North receive Cultural Awareness Training to support a better understanding of the community in which they work. The following courses are offered to all managers and staff:

- Working in a Diverse Workforce,
- Leading a Diverse Workforce,
- Creating a Respectful Environment,
- Understanding Differences,
- Elements of Supervision, and
- 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 forecast retirements continues to be monitored. The Office continues to ensure that it gives due consideration to all designated group members who are involved in annual rotation and promotion processes through education of hiring managers and representative selection committees.

Over time, these sustained efforts have resulted in opportunities for the promotion of a higher number of designated group members. This is clearly evident since women and persons in visible minority groups, in particular, are well-represented as a proportion of promotions in 2009–10 (Table 9).

## Employment Equity Plan

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

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 improving representation of designated group members.

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 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.

Our most recent tri-annual Employment Equity Plan covering 2008–11 continues to provide guidance in this area.

### Communication and consultation

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

- We offer 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.

- We make information on the *Employment Equity Act* and related organizational plans and policies available on the Office INTRANet site.
- We keep employees informed of the Office's progress on achieving representation objectives.
- We keep 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.
- We consult with a union–management committee before policies and plans such as the tri-annual Employment Equity Plan are finalized.

### Numerical goals

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

The Office's Human Resources and Executive committees establish goals to improve representation of the designated groups 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

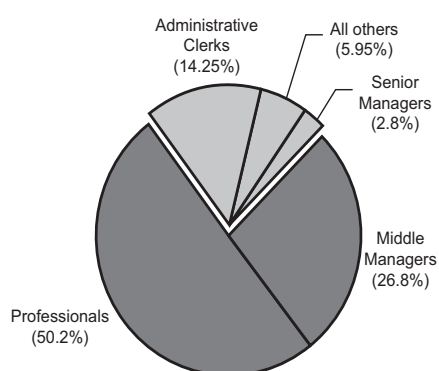
Our employment equity numbers are prepared according to the National Occupational Classification (NOC) system (Exhibit 1), which was developed by Human Resources Development Canada (now Human Resources and Skills Development Canada). This system comprises 14 Employment Equity Occupational Groups (EEOG)—as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

**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 1111 – Auditors
3 – Professionals	1221 – Administrative Officers
4 – Semi-Professionals and Technicians	1441 – Administrative Clerks
5 – Supervisors	
7 – Administrative and Senior Clerical Personnel	
10– Clerical Personnel	

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

- The 645 employees in our Office represent 7 of the 14 EEOGs.
- Most of our employees (77 percent) are concentrated in 2 occupational groups—Middle Managers and Professionals (Exhibit 2).

**Exhibit 2—Distribution of employees by major occupational groups**

## Representation in designated groups—highlights

We compared our representation in each designated group with the most recent workforce availability figures provided by Human Resources

and Skills 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 2010, women represent 61.2 percent of the Office's workforce, which surpasses the workforce availability of 52 percent. We continue to surpass workforce availability in five of the seven occupational groups.

Over the past two years, the number of women in the senior manager group has continued to increase, mostly as a result of internal promotions. A 10 percent improvement was realized over the last year in the senior management category. While we have not yet achieved full representation at this level, we are confident that further improvements will be achieved in the coming years through a combination of promotions and attrition (Table 4).

### Aboriginal peoples

We are pleased to report that the number of Aboriginal employees has improved significantly since our last report, from 94.7 percent of availability in 2008–09 to over 100 percent of workforce availability. This increase was mainly due to the hiring of three new Aboriginal employees. It should also be noted that Aboriginal peoples are represented in six of the seven occupational groups at the Office, including senior management (Table 5).

### Persons with disabilities

Overall representation of persons with disabilities in the Office has, for the most part, remained the same over the past year, from 4.3 percent to 4.2 percent. It should be noted that the Office remains fully compliant in this area as we continue to surpass workforce availability (Table 6).

### Persons in a visible minority

For the third year in a row, representation as a percentage of workforce availability among persons in a visible minority group has increased.

This year, the representation increased significantly from 73.6 percent to 89.6 percent, this is due mainly to increased recruitment and retention. We have surpassed workforce availability in one group—senior managers—where representation as a percentage of workforce availability has surpassed 100 percent. We are most pleased with the increase in representation in the professional category, where we have seen a rise from 78.8 percent to 94.9 percent of availability (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.

#### **Hiring as a percentage of workforce availability**

In the past year, 69 people joined the Office. The percentage of women, Aboriginal peoples, and persons in a visible minority hired far exceeded workforce availability, while the hiring for persons with disabilities (0 percent) was below workforce availability (Table 8).

#### **Promotions**

In 2009–10, 65 office employees were promoted, representing about 10 percent of our employee population. We are pleased to report that all four of the designated groups were represented in these promotions. More than half (64 percent) of those promoted were women (Table 9).

#### **Separations**

In 2009–10, 81 employees left the Office—an attrition rate of 12.4 percent, which included 11.7 percent women and 19.6 percent persons in a visible minority. We were pleased to find that the rate of attrition has remained stable over the past year when compared to 2008–09. One point worth highlighting is the drop in the attrition rate of visible minorities, from 31.9 percent in 2008–09 to 19.6 percent this year. We will continue to monitor our results in this area to ensure that we do not have retention issues, particularly among the designated groups (Table 10).

## Appendix—Statistics

### Report coverage

This report contains information on our indeterminate employees and term employees of three months or more as of 31 March 2010.

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 2010 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. All new employees who join the Office are provided with a questionnaire at the time of hiring. In addition, 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).

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**Table 1****Representation of designated groups in the Office of the Auditor General of Canada**

As at 31 March 2010

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	645		395	61.2	17	2.6	27	4.2	61	9.5
Workforce availability				52.1		1.9		3.6		10.6

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

As at 31 March 2010

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	587		364	62.0	15	2.6	24	4.1	51	8.7
All other regions	58		31	53.4	2	3.4	3	5.2	10	17.2
<b>Total</b>	<b>645</b>		<b>395</b>	<b>61.2</b>	<b>17</b>	<b>2.6</b>	<b>27</b>	<b>4.2</b>	<b>61</b>	<b>9.5</b>

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

As at 31 March 2010

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
<b>All occupations</b>	<b>645</b>	<b>395</b>	<b>61.2</b>	<b>17</b>	<b>2.6</b>	<b>27</b>	<b>4.2</b>	<b>61</b>	<b>9.5</b>
Senior Managers	18	5	27.8	1	5.6	0	0.0	1	5.6
Middle and Other Managers	173	86	49.7	4	2.3	7	4.0	7	4.0
Professionals	324	206	63.6	5	1.5	15	4.6	48	14.8
Semi-Professionals and Technicians	19	7	36.8	1	5.3	0	0.0	1	5.3
Supervisors	3	2	66.7	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	16	9	56.3	0	0.0	0	0.0	0	0.0
Clerical Personnel	92	80	87.0	6	6.5	5	5.4	4	4.3

**Table 4**

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

As at 31 March 2010

Employment Equity Occupational Group	All employees	Women		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2010	March 2009
<b>All occupations</b>	<b>645</b>	<b>395</b>	<b>61.2</b>	<b>52.1</b>	<b>100+</b>	<b>100+</b>
Senior Managers	18	5	27.8	39.2	70.9	60.0
Middle and Other Managers	173	86	49.7	41.7	100+	100+
Professionals	324	206	63.6	52.4	100+	100+
Semi-Professionals and Technicians	19	7	36.8	32.2	100+	100+
Supervisors	3	2	66.7	62.5	100+	100+
Administrative and Senior Clerical Personnel	16	9	56.3	75.5	74.6	82.8
Clerical Personnel	92	80	87.0	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 2010	March 2009
<b>Middle Managers (0414)</b>	<b>150</b>	<b>75</b>	<b>50.0</b>	<b>40.9</b>	<b>100+</b>	<b>100+</b>
<b>Auditors (1111)</b>	<b>263</b>	<b>162</b>	<b>61.6</b>	<b>52.5</b>	<b>100+</b>	<b>100+</b>

Table 5

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

As at 31 March 2010

Employment Equity Occupational Group	All employees	Aboriginal peoples		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2010	March 2009
<b>All occupations</b>	<b>645</b>	<b>17</b>	<b>2.6</b>	<b>1.9</b>	<b>100+</b>	<b>94.7</b>
Senior Managers	18	1	5.6	5.6	100	0.0
Middle and Other Managers	173	4	2.3	2.9	79.3	75.9
Professionals	324	5	1.5	1.0	100+	100+
Semi-Professionals and Technicians	19	1	5.3	1.0	100+	100+
Supervisors	3	0	0.0	N/A	N/A	N/A
Administrative and Senior Clerical Personnel	16	0	0.0	1.8	0.0	0.0
Clerical Personnel	92	6	6.5	2.3	100+	91.3

National Occupational Classification unit group	All employees	Aboriginal peoples		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2010	March 2009
<b>Middle Managers (0414)</b>	<b>150</b>	<b>3</b>	<b>2.0</b>	<b>3.1</b>	<b>64.5</b>	<b>61.3</b>
<b>Auditors (1111)</b>	<b>263</b>	<b>1</b>	<b>0.38</b>	<b>0.9</b>	<b>42.2</b>	<b>84.4</b>

**Table 6**

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

As at 31 March 2010

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2010	March 2009
<b>All occupations</b>	<b>645</b>	<b>27</b>	<b>4.2</b>	<b>3.6</b>	<b>100+</b>	<b>100+</b>
Senior Managers	18	0	0.0	2.1	0.0	0.0
Middle and Other Managers	173	7	4.0	2.5	100+	100+
Professionals	324	15	4.6	4.1	100+	100+
Semi-Professionals and Technicians	19	0	0.0	3.9	0.0	0.0
Supervisors	3	0	0.0	2.0	0.0	0.0
Administrative and Senior Clerical Personnel	16	0	0.0	4.0	0.0	0.0
Clerical Personnel	92	5	5.4	4.4	100+	100+

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2010	March 2009
<b>Middle Managers (0414)</b>	<b>150</b>	<b>6</b>	<b>4.0</b>	<b>2.5</b>	<b>100+</b>	<b>100+</b>
<b>Auditors (1111)</b>	<b>263</b>	<b>9</b>	<b>3.4</b>	<b>4.1</b>	<b>82.9</b>	<b>100+</b>

Table 7

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

As at 31 March 2010

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 2010	March 2009
<b>All occupations</b>	<b>645</b>	<b>61</b>	<b>9.5</b>	<b>10.6</b>	<b>89.6</b>	<b>73.6</b>
Senior Managers	18	1	5.6	4.5	100+	100+
Middle and Other Managers	173	7	4.0	5.7	70.2	49.1
Professionals	324	48	14.8	15.6	94.9	78.8
Semi-Professionals and Technicians	19	1	5.3	9.8	54.1	54.1
Supervisors	3	0	0.0	5.9	0.0	0.0
Administrative and Senior Clerical Personnel	16	0	0.0	5.4	0.0	0.0
Clerical Personnel	92	4	4.3	6.4	67.2	65.6

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 2010	March 2009
<b>Middle Managers (0414)</b>	<b>150</b>	<b>6</b>	<b>4.0</b>	<b>5.1</b>	<b>78.4</b>	<b>51.0</b>
<b>Auditors (1111)</b>	<b>263</b>	<b>44</b>	<b>16.7</b>	<b>16.6</b>	<b>100+</b>	<b>82.5</b>

**Table 8**

**Hirings by designated group and Employment Equity Occupational Group\***

1 April 2009 to 31 March 2010

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
<b>All occupations</b>	<b>69</b>		<b>44</b>	<b>63.8</b>	<b>3</b>	<b>4.3</b>	<b>0</b>	<b>0.0</b>	<b>18</b>	<b>26.1</b>
Senior Managers	0		0	0.0	0	0.0	0	0.0	0	0.0
Middle and Other Managers	8		2	25.0	1	12.5	0	0.0	0	0.0
Professionals	49		31	63.3	0	0.0	0	0.0	17	34.7
Semi-Professionals and Technicians	0		0	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0		0	0.0	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	1		1	100.0	0	0.0	0	0.0	0	0.0
Clerical Personnel	11		10	90.9	2	18.2	0	0.0	1	9.1

\*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	69		44	63.8	3	4.3	0	0.0	18	26.1
Workforce availability				52.1		1.9		3.6		10.6
Hirings as a percentage of workforce availability				122.5		226.3		0.0		246.2

**Table 9****Promotions by designated group and Employment Equity Occupational Group\***

1 April 2009 to 31 March 2010

<b>Employment Equity Occupational Group</b>	<b>All employees</b>	<b>Women</b>	<b>Aboriginal peoples</b>	<b>Persons with disabilities</b>	<b>Persons in a visible minority</b>
<b>All occupations</b>	<b>65</b>	<b>42</b>	<b>1</b>	<b>1</b>	<b>9</b>
Senior Managers	3	1	1	0	0
Middle and Other Managers	17	9	0	0	1
Professionals	34	24	0	0	8
Semi-Professionals and Technicians	1	0	0	0	0
Supervisor	0	0	0	0	0
Administrative and Senior Clerical Personnel	2	0	0	0	0
Clerical Personnel	8	8	0	1	0

\*Includes promotions and reclassifications.

<b>Promotion rate</b>	<b>All employees</b>	<b>Women</b>	<b>Aboriginal peoples</b>	<b>Persons with disabilities</b>	<b>Persons in a visible minority</b>
Number	65	42	1	1	9
Promotion rate (percentage)	10.0	10.4	8.3	3.6	17.6



**Table 10**

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

1 April 2009 to 31 March 2010

<b>Employment Equity Occupational Group</b>	<b>All employees</b>	<b>Women</b>	<b>Aboriginal peoples</b>	<b>Persons with disabilities</b>	<b>Persons in a visible minority</b>
<b>All occupations</b>	<b>81</b>	<b>47</b>	<b>1</b>	<b>3</b>	<b>10</b>
Senior Managers	2	0	0	0	0
Middle and Other Managers	15	6	0	1	0
Professionals	51	31	1	2	9
Semi-Professionals and Technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and Senior Clerical Personnel	0	0	0	0	0
Clerical Personnel	13	10	0	0	1

<b>Attrition rate</b>	<b>All employees</b>	<b>Women</b>	<b>Aboriginal peoples</b>	<b>Persons with disabilities</b>	<b>Persons in a visible minority</b>
Number	81	47	1	3	10
Attrition rate (percentage)	12.4	11.7	8.3	10.7	19.6

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

As of 31 March 2010

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	2	0.3%	2	0.5%	0	0.0%	0	0.0%	0	0.0%
40,000–44,999	30	5.0%	21	5.8%	2	11.8%	2	7.4%	7	11.5%
45,000–49,999	32	9.9%	17	10.1%	2	23.5%	0	7.4%	5	19.7%
50,000–54,999	60	19.2%	40	20.3%	0	23.5%	3	18.5%	6	29.5%
55,000–59,999	59	28.4%	51	33.2%	2	35.3%	1	22.2%	7	41.0%
60,000–64,999	29	32.9%	14	36.7%	0	35.3%	0	22.2%	4	47.5%
65,000–69,999	43	39.5%	31	44.6%	3	52.9%	3	33.3%	4	54.1%
70,000–74,999	27	43.7%	16	48.6%	3	70.6%	0	33.3%	4	60.7%
75,000–79,999	66	54.0%	43	59.5%	1	76.5%	8	63.0%	6	70.5%
80,000–89,999	97	69.0%	65	75.9%	0	76.5%	2	70.4%	10	86.9%
90,000–99,999	33	74.1%	18	80.5%	0	76.5%	1	74.1%	2	90.2%
100,000–109,999	18	76.9%	10	83.0%	1	82.4%	0	74.1%	1	91.8%
110,000–119,999	66	87.1%	36	92.2%	1	88.2%	4	88.9%	3	96.7%
120,000 +	83	100.0%	31	100.0%	2	100.0%	3	100.0%	2	100.0%
<b>Total</b>	<b>645</b>	<b>100.0%</b>	<b>395</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>27</b>	<b>100.0%</b>	<b>61</b>	<b>100.0%</b>