



President
of the Treasury Board

Président
du Conseil du Trésor

Employment Equity in the Public Service

Annual Report 1994-95

Canada

Employment Equity in the Public Service

Annual Report 1994-95

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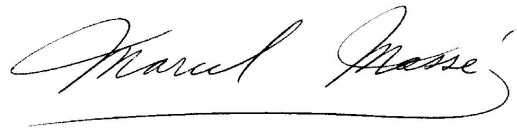
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**Speaker of
the Senate**

Dear Mr. Speaker:

Pursuant to section 11 of the *Financial Administration Act*, I have the honour of submitting to Parliament, through your good offices, the 1994-95 Annual Report on Employment Equity in the Public Service.

Sincerely,

A handwritten signature in cursive script, reading "Marcel Massé", with a horizontal line underneath.

Marcel Massé

President of the Treasury Board

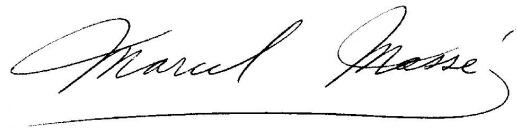
March 1996

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Foreword

In accordance with the provisions of the *Financial Administration Act*, I am pleased to table the 1994-95 Annual Report on Employment Equity in the Public Service.

While the federal government's Employment Equity Policy has evolved since its inception in the 1970s, its objective continues to be the same — to address representational imbalances experienced by Aboriginal peoples, persons with disabilities, persons in a visible minority, and women (the designated groups), within the context of the merit principle. This ensures that the Public Service better reflects the population it serves. The guiding principle of the Employment Equity Program also remains constant: employment opportunities must be open to all Canadians in a fair and equitable way.

The federal government has taken many steps to create a more accessible and welcoming work environment in the Public Service for persons in the designated groups. Nevertheless, while in many areas the federal government is on the leading edge in promoting equal employment opportunities, in other areas there is still a way to go.

The results for fiscal year 1994-95 were encouraging. Despite budgetary constraints, central agencies and departments have worked to achieve employment equity objectives and have made significant progress in a number of areas. The introduction of Bill C-64, *An Act Respecting Employment Equity*, into the House of Commons on December 12, 1994 was an important progressive step. This Act would create a new awareness of employment equity obligations in both the private and the public sectors, while ensuring that employers would continue to be able to draw on the talents of all Canadians. As well, the

review of the Treasury Board policy on Provision of Services for Employees with Disabilities has ensured that the original rationale for establishing this policy is still relevant in today's circumstances.

Throughout the Public Service, much emphasis has been placed on increasing awareness of and understanding the value of a diverse workforce that is representative of the Canadian population. Action has been taken to ensure that employees in each of the designated groups receive the support they need to allow them to contribute to their full potential in the Public Service workplace. Managers have been trained to manage a diverse workforce and are being encouraged to be sensitive to cultural values and differences.

I realize that improving representation levels is extremely difficult given the present limited recruitment opportunities. Nevertheless, the government has successfully maintained and, in some areas, increased the level of representation for designated groups. I also know that progress can take many forms. As you read the following pages, you will see many examples of creative approaches to implementing employment equity in the Public Service. I am confident that we will continue to build on our employment equity successes to date.

Introduction

This third Annual Report on Employment Equity in the Public Service highlights activities that advanced employment equity in the Public Service during the period of April 1, 1994 to March 31, 1995.

The report consists of three chapters.

Chapter I reviews policies and programs that the Treasury Board has put in place to support the equitable representation and distribution of the designated groups in the Public Service.

Chapter II describes many steps taken by federal institutions to implement employment equity.

Chapter III analyzes the statistics in the Appendix relating to the representation and distribution of members of the designated groups in the Public Service.

The organizational structure of the Government of Canada at March 31, 1994 is used in this report. Changes made since that date will be reflected in the 1995-96 Annual Report.

Chapter I

Central Agency Initiatives

As the employer for most federal departments and agencies, the Treasury Board is responsible for establishing a range of human resource policies and programs that advance employment equity.

Under specific provisions of the *Financial Administration Act*, the Treasury Board seeks

- to improve employment and career opportunities for Aboriginal peoples, persons with disabilities, persons in a visible minority, and women; and
- to correct conditions of disadvantage experienced by such groups in their employment.

The Treasury Board's specific role within the Employment Equity Program includes

- eliminating barriers to the employment and advancement of the designated groups;
- establishing positive policies and practices to permit the equitable representation and distribution of the designated groups in the Public Service;
- establishing numerical targets to guide departments in improving their levels of representation and distribution of the designated groups;
- providing advice and assistance to departments in developing and implementing their employment equity plans; and
- reporting to Parliament every fiscal year on the state of employment equity in the Public Service.

Legislation

Bill C-64, *An Act Respecting Employment Equity*

The government tabled Bill C-64, *An Act Respecting Employment Equity*, in the House of Commons on December 12, 1994. It did so to fulfil its electoral commitment to bring the federal

Public Service, commissions and agencies, and federally regulated employers under the jurisdiction of a single Act.

The *Employment Equity Act* (1986), as it now stands, applies only to federally regulated employers, including Crown corporations, with 100 or more employees. The Minister of Human Resources Development Canada administers the Act. The *Employment Equity Act* applies to about 350 employers and covers close to 600,000 employees. These employers are found primarily in the banking, transportation and communication fields. The federal Public Service is not governed by the present *Employment Equity Act*.

Since 1992, employment equity in the federal Public Service — that is, federal departments and agencies for which the Treasury Board is the employer — has been subject to the provisions of the *Financial Administration Act*, which are very similar to those in the current *Employment Equity Act*.

Bill C-64, *An Act Respecting Employment Equity* proposes to create a single legislative regime with similar obligations for both the federal Public Service and federally regulated employers. The employer's obligations outlined in Bill C-64, *An Act Respecting Employment Equity* are precise. Provision is made to enable the Canadian Human Rights Commission to audit an employer to verify compliance with the obligations. Bill C-64, *An Act Respecting Employment Equity* makes it clear that cases of non-compliance would be addressed through negotiation and in a cooperative fashion. The Bill stipulates that the employer and the Commission's compliance officer would negotiate a written undertaking by the employer to take corrective action. Bill C-64, *An Act Respecting Employment Equity* would also permit the Commission to issue a directive to the employer if the employer failed to implement a written undertaking or if negotiations were unfruitful. As an exceptional final resolution step, an employment equity review tribunal could consider cases referred by either the employer or the Commission and make a final order.

Every employer must issue an annual report on employment equity progress and achievements, thus ensuring accountability. The Minister of Human Resources Development Canada prepares a consolidated annual report focusing on the federally regulated sector. This report is tabled in Parliament. Bill C-64, *An Act Respecting Employment Equity* would require the President of the Treasury Board to continue tabling an annual report in Parliament on the employment equity situation in the federal Public Service.

Following first reading, Bill C-64, *An Act Respecting Employment Equity* was referred to the Standing Committee on Human Rights and the Status of Disabled Persons, which heard from representatives of employers, unions, and designated groups until March 1995. The President of the Treasury Board appeared before the Committee on January 31, 1995 to support Bill C-64, *An Act Respecting Employment Equity* and to answer questions from MPs. The President characterized Bill C-64, *An Act Respecting Employment Equity* as a fair and progressive initiative that is balanced and workable.

By the summer of 1995, the Committee plans to issue a report summarizing its position on the major provisions of Bill C-64, *An Act Respecting Employment Equity* and formulating recommendations on employment equity legislation.

It is expected that the proposed legislation will be adopted late in 1995.

Policies

Evaluation of the policy on Provision of Services for Employees with Disabilities

In 1989, the Treasury Board introduced the policy on Provision of Services for Employees with Disabilities. This policy ensures that the employment-related needs of employees with disabilities are reasonably accommodated in the federal Public Service, via technical aids, attendants, and other specialized services.

In keeping with the Treasury Board's general practice of reviewing all its Public Service-wide policies regularly, the policy was evaluated in 1994-95. The evaluation was designed to determine if, as a result of the policy, the needs of federal Public Service employees with disabilities were being reasonably accommodated; if these employees and other persons involved in the policy's implementation were aware of the policy and its provisions; and if departments and agencies were following proper administrative procedures and keeping necessary records.

To gather information and informed views about the policy and its implementation, evaluators interviewed a representative sample of policy stakeholders from nine federal departments and agencies. Stakeholders included, among others, the developers of the policy, employment equity coordinators in departments, managers, and employees with disabilities.

The evaluators concluded that, overall, the policy met the objectives set out for it. The needs of a significant number of employees with disabilities were being reasonably accommodated. As a result, they were able to perform their jobs in a satisfactory manner.

An extensive range of accommodations can be made under the policy. Departments and agencies have been addressing virtually all types of disabilities among employees, indicating that the policy is quite flexible.

There was an encouraging level of consensus among managers and employees with disabilities about the fundamental value of this policy, from both political and demographic points of view, and a very strong conviction that it should remain in force.

Some stakeholders recommended minor adjustments to the policy and improvements to aspects of the administrative framework for implementing the policy. These recommendations will be studied in the coming year with a view to putting them into action.

The real property policy on Accessibility

Accessibility to federal services and facilities is a legal right for all Canadians, stemming from the *Canadian Charter of Rights and Freedoms* and the *Canadian Human Rights Act*.

One element of the real property policy on Accessibility was a phased initiative, begun in 1990, to make facilities and services accessible for persons with impaired mobility or with visual or hearing disabilities. There was a target date of March 31, 1995 for full compliance with accessibility requirements. Under this policy, departments are to provide barrier-free access to, and use of, real property they administer or lease. During this period, departments submitted accessibility plans and annual progress reports to Treasury Board Secretariat.

In 1994, work began on reviewing the real property policy on Accessibility to take stock of our experiences over the previous five years. Consultations with custodian departments and representatives of persons with disabilities have taken place. The Treasury Board approved changes to the policy and departments are now expected to comply with it fully. Annual reporting will continue for the foreseeable future.

New target-setting strategy

Targets are an important element of the Employment Equity Program in the federal Public Service. Achieving them is one measure of success in employment equity, indicating progress towards the goal of equitable participation of the designated groups in the Public Service. Following a four-year period that ended in March 1995, the strategy for establishing these targets was modified and new targets were set for the period from April 1, 1995 to March 31, 1998. These new goals focus on hiring and promotion activity. Departments take them into consideration as they draw up their employment equity plans.

Hiring targets reflect the proportion of new recruits who, other things being equal, might normally be expected to come from the employment equity designated groups. They were established with reference to information collected in the 1991 Census of Canada and the post-census Health and Activity Limitation Survey.

Likewise, promotion targets reflect the share of promotions that, other things being equal, persons in the designated groups might normally be expected to receive. They are based on internal availability or the proportion of persons in the Public Service who are members of the designated groups.

Although there are no separation targets under the new strategy, separations are monitored to assess whether they are having a disproportionate impact on representation of the designated groups in the Public Service. It should be noted, however, that reasons for separation are often beyond the control of managers. The reasons for separation include retirement, resignation, and the end of a specified period of employment.

Programs and Initiatives

The Special Measures Initiatives Program

The Special Measures Initiatives Program is an important part of the Treasury Board's Employment Equity Program. Its aim is to bring about a fundamental change in the way employment equity is integrated into the operations of federal departments and agencies. Under this program, which will remain in effect until March 31, 1998, financial, technical and other forms of support are available to assist departments and agencies in achieving their employment equity objectives.

The Special Measures Initiatives Program was successful in 1994-95, judging from both the growing interest shown by departments and agencies and the program components' key indicators shown below.

Special Measures Innovation Fund

The Special Measures Innovation Fund supports innovative departmental initiatives in employment equity. In 1994-95, a total of 100 proposals were received, of which 66 projects were approved from 27 departments. The fund provided \$3 million in funding for these projects and departments contributed an additional \$1.8 million from their own budgets. The number of submissions was higher than anticipated, indicating that departments are actively pursuing a range of activities and that the Special Measures Initiatives Program is being received positively.

The approved projects covering a wide range of activities are expected to bring about significant changes in the areas of recruitment, training, development, advancement, and retention of members of designated groups, as well as changing organizational culture.

In support of the Special Measures Innovation Fund, the Public Service Commission made over 200 presentations to managers and human resource specialists across the Public Service, providing them with useful information on how to prepare submissions and, most importantly, on how to take advantage of the incentives and assistance offered by the Program.

Program Marketing

A number of marketing tools including brochures, publicity materials and self-help guides for designated group employees were developed and disseminated to promote the Special Measures Initiatives Program. In addition, regional visits and information workshops were carried out to help managers gain greater understanding of the Program.

Technical Aids Loan Bank

Employees with disabilities and their managers were able to take advantage of the services of the Technical Aids Loan Bank, which offers work-related assistance devices, as well as information

and advice. A total of 148 equipment loans were made. A significant number of employees with disabilities indicated that their needs have been met in a satisfactory manner.

Training, Development and Recruitment Programs

Members of the designated groups who participated in various developmental assignment programs benefited from a range of services funded by the Special Measures Initiatives Program. For example, the Public Service Commission provided 1,770 career consultation and planning sessions for current and future executives. In addition, more than 206 members of designated groups were referred for developmental assignments and 44 simulation interview sessions were conducted. Recruitment carried out under the Special Measures Initiatives Program resulted in 498 assignments. The majority of these assignments were to term positions.

Program Evaluation

The Treasury Board Secretariat and the Public Service Commission jointly established a framework for program evaluation. This framework will serve as a guide for monitoring and evaluating the Program before it ends in March 1998.

Study on exit interviews

Exit interviews are one way to determine whether designated group employees leave the Public Service for reasons arising from their status as part of a designated group, or for reasons common to all employees. If they leave for reasons related to their designated group status, their organization needs to work harder to eliminate barriers. The Personnel Psychology Centre of the Public Service Commission carried out a study, on behalf of the Treasury Board, to research and document experiences and theories on the merits of exit interviews, to develop a model questionnaire and interview, and to make recommendations on how such an interview should be carried out for best results.

Seminars on a supportive workplace

The Canadian Centre for Management Development developed two seminars — “The Humane Manager” and “Influencing the Equity Agenda” — and a course called “Balancing Work and Family Life,” and will offer them in 1995-96. This training focuses on the supportive workplace.

Employment equity orientation course

The Official Languages and Employment Equity Branch of Treasury Board Secretariat approved the development of an employment equity orientation training course in response to requests from departmental employment equity coordinators.

Training and Development Canada designed the course, which will be offered to departmental managers of employment equity programs. It will help them acquire further knowledge so they can better implement employment equity programs.

Symposium on self-identification

Information on Aboriginal peoples, persons with disabilities, and visible minorities is obtained through voluntary self-identification. In March 1995, Treasury Board Secretariat began to share and improve knowledge of this process, by co-hosting a workshop on self-identification with Human Resources Development Canada (HRDC) and the Employment Equity Commission (Ontario).

More than 300 people from federal departments and agencies, provincial governments, private companies, and professional organizations participated in this two-day workshop and shared their experiences and suggestions regarding self-identification. They discussed many topics related to self-identification, notably the strengthening of partnerships, the implementation of good communication strategies, questionnaire design, data collection and misidentification issues, human rights, and respect for privacy.

The proceedings from the workshop will be released in fiscal year 1995-96.

Information sharing

Increased efforts have been made to provide information and advice to managers through publications and other media, so that managers may better understand issues related to employment equity. Treasury Board Secretariat has been particularly active in this regard:

- a brochure called *The Special Measures Initiatives Program* explains the major elements of the Program;
- two managers' guides on employing persons with psychiatric or developmental disabilities were completed. Their release is scheduled for May 1995. These publications provide practical tips on responding to the employment-related needs of these employees. They also contain suggestions for awareness training and a list of contact organizations with expertise in this field;
- *Retaining Aboriginal Employees: A Practical Guide for Managers* was published to address concerns about retaining Aboriginal employees in the federal Public Service;
- the video *Exploding the Myths* was developed to educate managers, supervisors, and employees about misconceptions of employment equity in the federal Public Service. It presents facts on employment equity, and is scheduled for release in May 1995;
- *Guidelines for Developing a Mentoring Program* was designed to help managers develop and implement mentoring programs. It outlines various options, taking into consideration various mentoring program models that have been implemented in public- and private-sector organizations. This document will interest both employment equity coordinators and human resource specialists. It will be released in fiscal year 1995-96.

Consultations

A number of employment equity consultation groups provided advice, as required, to the President and to Treasury Board Secretariat officials on matters related to the recruitment, retention, career development, and progression of designated group members in the federal Public Service.

The Treasury Board Secretariat informed these groups about Bill C-64, *An Act Respecting Employment Equity*. These groups also had the opportunity to discuss other issues, including the impact of restructuring and downsizing on designated groups.

The Consultation Group on Employment Equity for Women completed its third report, entitled *Looking to the Future*. The report outlines progress in the advancement of women since the 1990 release of *Beneath the Veneer*, the task force report on barriers to women in the Public Service. The new report is expected to be released in 1995-96.

The Consultation Group on Employment Equity for Persons with Disabilities released its report entitled *Effective Practices in the Employment of Persons with Disabilities*. The report outlines successful practices that eight large public and private organizations across Canada have used in hiring persons with disabilities.

Bargaining agents were consulted through the National Joint Council subcommittee on employment equity. Topics addressed in these consultations included Bill C-64, *An Act Respecting Employment Equity*, self-identification, the target-setting strategy, and the Special Measures Initiatives Program. In addition, Treasury Board Secretariat encourages departments to consult their bargaining agents when developing employment equity plans.

Broad consultations with managers and employees also took place. For example, representatives of Treasury Board Secretariat conducted a series

of regional visits to reach managers who supervise front-line staff. It is particularly important to reach these people because federal institutions face the challenge of promoting employment equity while trying to carry out major resource reductions and program changes. Altogether, representatives visited 14 cities and conducted 47 sessions for a total of 653 people. Participants appreciated the opportunity to meet senior policy and program officials from Treasury Board Secretariat, and feedback was very positive.

The Interdepartmental Committee on Employment Equity comprises departmental employment equity coordinators and central agency specialists. Members are consulted regularly on all components of the federal Employment Equity Program. In 1994-95, committee members provided valuable input on several Treasury Board Secretariat initiatives, including the employment equity orientation course, *Guidelines for Developing a Mentoring Program*, the redesign of the self-identification questionnaire, and the Employment Equity Accountability Framework. In addition, committee members helped establish a resource centre for equity and diversity at the Canadian Centre for Management Development. This centre was established to collect, produce, and provide resources and practical tools on employment equity and workforce diversity.

Awards

The Treasury Board recognizes the efforts of departments and agencies that have made significant contributions to meeting employment equity objectives. It presents awards during the National Public Service Week in June, together with awards honouring excellence in a variety of endeavours.

In 1994-95, the Treasury Board honoured five departments for their achievements.

Public Works and Government Services Canada (PWGSC) received an award for the Aboriginal Supplier Awareness project. This project develops

in-house expertise to handle business relations between PWGSC and Aboriginal businesses in areas served by the department's Western Region. Other significant measures include initiatives to develop a professional consulting capacity within PWGSC to deal with Aboriginal issues that affect the federal government.

The Canadian Space Agency was honoured for its notable advancement in employing visible minorities in the Professional and Scientific category and the Executive group. The Agency also hired a high percentage of visible minority students who will benefit from the work experience gained while working for a Canadian federal institution with a high international reputation.

Natural Resources Canada was chosen for its useful and innovative activities in promoting employment equity beyond the Public Service. It publicly showed its commitment to partnership with Aboriginal peoples through a joint project to help the Cree community of Oujé-Bougoumou build a heating system using an alternative source of fuel. This alternative technology is compatible with the traditional Aboriginal philosophy of conservation and environmental protection. The project also created work in the community.

Revenue Canada won an award for its exemplary leadership in all areas of employment equity. Particular initiatives included a policy on providing services for employees with disabilities and plans to review possible systemic discrimination in tests given to persons with disabilities; a project to identify Aboriginal stakeholders with whom Revenue Canada will build strategic partnerships; and development of an advanced course on cultural interaction for customs inspectors that is designed to promote discussion on strategies to overcome intercultural communication barriers.

Heritage Canada accepted an award for its work to enhance understanding of gender issues through a highly successful two-day conference. Some 300 conference participants discussed issues of vital concern facing women and men in the modern workplace.

Chapter II

Departmental Experience

Under the provisions of the *Financial Administration Act*, Treasury Board Secretariat will assist departments and agencies in preparing their employment equity plans. The plan is a public document outlining specific activities to be undertaken by each department or agency to meet its employment equity objectives. Furthermore, each department or agency must report annually to the Treasury Board on its progress.

In 1994-95, the federal Public Service faced significant changes to its structure as a result of program and budgetary decisions. In spite of downsizing and budget reductions, departments and agencies made remarkable efforts to meet their employment equity goals. This chapter focuses particularly on areas where they made progress.

Retention

Many departments and agencies tried to minimize the adverse impact of downsizing on employees of the designated groups. If it were found that designated groups are being downsized in disproportionate numbers, investigations would be conducted to ensure that there has been no discrimination. As they did for all employees, departments worked to ensure that "affected" designated group members were given fair access to employment opportunities elsewhere within the organization.

Recruitment

When recruiting from outside, organizations actively sought designated group members so that candidate pools included a fair sampling. Where possible, at least one designated group employee was a member of the selection board. In one department, directors of personnel constantly reminded managers of their obligation to include members of designated groups on selection boards, when appropriate and feasible, to lessen the possibility of bias and to ensure equal treatment. At Indian and Northern Affairs Canada, 73 per cent of competitions involving selection boards had an Aboriginal member on the board, and 90 per cent had at least one female representative on the board.

Several departments reviewed their staffing guidelines to determine the relevance of statements of qualifications to job descriptions and the appropriateness of selection tools used to assess candidates. For example, Transport Canada removed some basic requirements from the Security Inspection and Protective Services statement of qualifications. In the past, these requirements had limited the number of women without police or military experience who could successfully apply for these positions.

Several departments concentrated on recruiting university graduates to ensure a qualified and diverse resource pool for the future. In the past year, Foreign Affairs and International Trade Canada, Industry Canada, and Statistics Canada, among others, met their recruitment targets for visible minorities, Aboriginal peoples, and women in non-traditional occupations. They used programs such as the Special Measures Initiatives Program, the Foreign Service Internship Program, the Accelerated Economist Program, and management trainee programs, as well as university placement programs.

Departments and agencies continued to establish partnerships and informal contacts with the private sector, professional associations, and ethnic and Aboriginal communities to attract possible qualified candidates. Some advertised employment opportunities through job fairs and ethno-cultural newspapers; others sent their personnel staff to native reserves to market employment opportunities with the federal government. The Canadian Grain Commission developed a video entitled *Stay in School* that described typical Canadian Grain Commission jobs. It distributed this video to junior high schools in northern Manitoba with large numbers of Aboriginal students, and to inner-city schools in Winnipeg.

Career development

Departments and agencies continued to provide designated group members with training and development opportunities by promoting a continuous learning culture, by encouraging the use of developmental assignments and by providing job enrichment, training, and transfers.

Status of Women Canada encouraged employees to participate in interdepartmental exchanges that allowed them to gain experience in and exposure to other aspects of government. It fostered lateral mobility through internal developmental assignments. The Management Trainee Program, secondments, and acting opportunities gave employees career development opportunities. Higher pay was available for higher level work. Status of Women Canada encouraged employees to take training and development courses, to travel to other regions or countries, and to participate in national and international conferences and seminars. The organization recognized individual achievements and successes through letters of appreciation, awards, and special mentions at meetings.

At the Canadian International Development Agency, two of the three employees supported for the Career Assignment Program (CAP) were women. Out of eight employees on educational leave or receiving financial assistance to pursue graduate academic programs, six were women, one was Aboriginal, and another was a member of a visible minority.

The Diversity in Leadership executive development program at the Canadian Centre for Management Development was offered a second time to 26 participants. These included, for the first time, Aboriginal peoples and persons with disabilities. Participants included 17 employees in a visible minority group, 3 Aboriginal persons and 3 employees with a disability.

Statistics Canada encouraged members of designated groups to let their managers know about their career aspirations. All employees have the opportunity to meet with their supervisor's supervisor (skip-level) at least once every two years to discuss specific career and development plans. Skip-level supervisors serve as advisors for establishing employee training and career plans. Feedback from designated group members was positive.

National Defence increased its efforts to help employees move out of the Administrative Support category by using bridging programs and other special measures. It also worked to increase the number of women in non-traditional occupations by raising awareness of opportunities in these fields. The department promoted initiatives such as career counselling, coaching, and mentoring.

Balancing work and family

Flexible work arrangements may help employees balance work requirements with family needs. As part of their ongoing responsibilities, both managers and departmental human resources staff identified options for accommodating employee needs in this area.

The Department of Finance Canada supported flexible, alternative work arrangements and telework whenever these were operationally feasible. Examples included part-time work for parents of school-aged children; three- and four-day work-at-home arrangements; ongoing flexibility for a single parent to work at home as the need arises; regular afternoon or evening shifts that allowed correspondence staff to handle mail backlog while balancing family responsibilities; and a variable commuting arrangement for a member of one of the designated groups.

Transport Canada and several other federal departments jointly produced a video called *Teleworking — Why not?* This video addresses the benefits teleworking offers all employees, particularly persons with disabilities.

Environment Canada set up on-site day-care services to accommodate the needs of employees with young children. A few other departments are considering setting up similar day-care facilities on their premises.

Accommodation and accessibility

To improve the welfare and career opportunities of employees with disabilities, numerous accommodations were made on a Service-wide basis.

Most departments improved and modified their facilities to ensure full access to federal establishments. Other departments made significant financial commitments to providing technical aids for employees with disabilities. For instance, National Defence allocated \$255,300 to the Job Accommodation Fund in 1994-95.

In some departments, managers accommodated employees with disabilities who were affected by government restructuring by agreeing that special equipment would move with the employee, even if that employee moved to another federal department. In addition, several departments paid parking costs for employees with permanent disabilities.

In accordance with Treasury Board Secretariat guidelines on providing publications in alternative formats, most government publications have been made available in large print, Braille, computer diskette or audiocassette format. Several departments used alternative formats to accommodate contractors with a disability. Every six months, the departmental employment equity coordinator at the Public Service Commission contacted employees with visual impairments to ensure that the Commission was adequately meeting their alternative format needs.

Moreover, departments made every reasonable attempt to accommodate employees with disabilities during competition processes.

At the Canadian Human Rights Commission, competition posters mentioned the availability of TDDs and TYYs for hearing-impaired employees and cassettes for visually impaired candidates, as well as the fact that Canadian Human Rights Commission offices were accessible by wheelchair.

Fisheries and Oceans offered sign interpretation during its selection processes.

Statistics Canada developed a script for a video explaining staffing procedures in sign language. In two departments, employees could take sign language courses during working hours so that they could communicate effectively with colleagues and clients.

The Public Service Commission launched a project to incorporate staffing information into its new electronic bulletin board service (BBS). It created a template that resembles the current staffing competition notice so that persons with visual impairment could more easily access this information.

Several departments, including Human Resources Development Canada and National Defence, developed a pilot project in disability management to prevent injuries, and to rehabilitate and re-integrate employees who become disabled. It was designed to reduce the social, financial, and human costs of disability, and to increase the job participation of persons with disabilities in the Public Service. This project was piloted with approximately 2,000 National Defence employees. In addition, National Defence is working on a proposal to make it easier for Canadian Forces members who become injured in the line of duty to find civilian employment.

Promoting diversity

Understanding the needs and concerns of designated group members is essential to creating a supportive and responsive work environment. Departmental communication strategies included training for managers on managing diversity, employment equity information sessions for employees, awareness days, cross-cultural training sessions, and workshops on intercultural relations, gender awareness, and disability issues. Departments also produced many employment equity policies, brochures, videos, and newsletters.

Managers and employees continued to receive courses in managing diversity through the Canadian Centre for Management Development, the Public Service Commission, and Training and Development Canada, as well as departmental in-house training sessions.

National Defence included a comprehensive module on managing diversity in its training package for military and civilian middle managers. Veterans Affairs Canada developed a one-day

course called "Celebrating Diversity," designed to foster awareness of the unique qualities that people of different genders, racial and ethnic origins, and mental and physical abilities bring to the workplace.

Many departments — including Treasury Board Secretariat and Department of Finance Canada, Canadian Heritage, Citizenship and Immigration Canada, Canadian International Development Agency, Revenue Canada, Fisheries and Oceans, Public Service Commission, National Library of Canada, Veterans Affairs Canada, Canadian Centre for Management Development, and National Defence — participated in special awareness events such as the International Women's Day Symposium, Women's History Month, the Week for the Elimination of Racial Discrimination, Aboriginal Awareness Week, and National Access Awareness Week. They used information kiosks, posters, workshops, video presentations, discussions, buttons, e-mail, lunchtime speakers, and cultural activities to support and promote these events, successfully increasing employee awareness and participation.

Consultations

Many departments have advisory committees comprising designated group members. These committees advise senior management on the implementation of employment equity. They help to ensure that the decision-making process addresses the needs of designated group members. In some departments, such as Citizenship and Immigration Canada, employment equity advisory committees also include union representatives, human resource managers, and regional coordinators.

Departments regularly consulted committee members when preparing their employment equity plans, and senior managers valued these members' views. At Revenue Canada, the four consultation groups were invited to advise the Deputy Minister on ways to implement employment equity in the context of downsizing. They made 33 recommendations that will be included in the 1995-96 action plan.

Some departments regularly invited advisory committee chairpersons to participate in senior management meetings where issues of interest to designated group members were discussed. During the transition period at Transport Canada, advisory committee chairpersons regularly participated in Workforce Adjustment Management meetings.

Departments also consulted union officials on initiatives and issues related to employment equity. At the Public Service Commission, a union-management committee was formed to identify areas of common interest and to develop collective initiatives.

Accountability

Performance in the area of employment equity remains an integral part of the overall accountability for human resource management. Departments and agencies inform managers at all levels of the importance of employment equity, and of their roles and responsibilities. Senior managers regularly discuss employment equity issues during management meetings. One department even includes the ability to manage a diverse workforce as an element in the statement of qualifications for several middle management-level competitions.

Some departments and agencies established management contracts with their senior managers. For example, vice presidents at the Atlantic Canada Opportunities Agency entered into accountability accords with the Agency's President. Each vice president is responsible for ensuring that employment equity objectives are met. Specific recruitment targets were established for the head office and each regional office for the fiscal year 1995-96. At Indian and Northern Affairs Canada, the Deputy Minister consistently reminded assistant deputy ministers during Human Resources Committee meetings to continue their employment equity efforts. The Deputy Minister spearheaded the initiative to develop a three-year employment equity recruitment plan. Each regional director general and assistant deputy minister was asked to provide a recruitment plan for the next three years and will be accountable

for its success. Moreover, employment equity representation will now be included in the Workforce Management monitoring reports.

Through performance evaluations and appraisals, departments regularly assessed managers' contributions to attaining employment equity targets. In some cases, employment equity was routinely included in human resource management audits. One department decided to include questions related to employment equity in its staff survey.

Exit interviews

Several departments, including the Canadian Human Rights Commission, Treasury Board Secretariat and Department of Finance Canada, Supreme Court, Governor General, and Transport Canada, continue to conduct exit interviews when indeterminate, term, seconded, and student employees leave their organizations. This feedback helps managers determine the reasons for departure. When they identify problems, they inform senior managers so that the department can take appropriate action.

Some departments conducted exit interviews using a questionnaire. Others gave employees the opportunity to meet with a manager or a human resource advisor to discuss any concerns.

Self-identification

Despite the fact that central agencies and departments have promoted self-identification, some employees seem reluctant to identify themselves as part of a designated group. Treasury Board Secretariat is actively addressing this issue on a Public Service-wide basis, since it has a significant impact on representation figures. A new self-identification form has been developed in consultation with employees and unions. The new form, along with related tools and products, should come into use in 1996.

Improved procedures for collecting data and increased efforts to promote self-identification have produced an increase in the number of employees who have self-identified.

At the departmental level, efforts continued to encourage designated group members to self-identify. For example, many departments provided self-identification forms, along with an information sheet outlining and promoting the benefits of self-identification, to new employees at the time of documentation, or included them with the letters of offer to new employees.

To further promote the concept of self-identification, Veterans Affairs Canada began revising a brochure called *Why Identify?* The department also decided to use a new self-identification form, to produce a promotional poster, and to plan a self-identification "focus week."

The Maritimes Region of Transport Canada launched an initiative to profile designated group employees' skills, aptitudes, and career aspirations in an easily accessible, computerized inventory. This database will provide information for marketing these employees to managers for possible deployments and assignments. As a result, more designated group employees may self-identify to take advantage of this service.

Chapter III

The Numbers

The data in this report cover the fiscal year April 1, 1994 to March 31, 1995. Information on the statistical base of this annual report appears in the Technical notes, beginning on page 24. The following comments are highlights of the detailed information in the statistical section.

Women

- The overall representation of women in the Public Service workforce was 47.4%, up from 47.0% on March 31, 1994.
- Their representation in the Executive group stood at 19.1%, up from 18.3% on March 31, 1994.
- One in 10 female employees was also a member of another designated group.
- Seven out of 10 women hired into the Public Service entered the Administrative Support category, compared to 52% of all employees.
- More than half of all employees promoted were women.

Aboriginal peoples

- The overall representation of Aboriginal peoples in the Public Service workforce was 2.2%, up from 2.0% on March 31, 1994.
- The number of Aboriginal peoples hired increased to 371 or 2.6% of all new hires, compared to 274 or 2.0% of all new hires in the preceding fiscal year.
- Although most Aboriginal hiring occurred in the Administrative Support category (48%), this percentage was lower than the percentage for all employees (52%).
- The proportion of Aboriginal peoples hired as indeterminate employees (21.8%) was the highest among the designated groups.

Persons with disabilities

- The overall representation of persons with disabilities in the Public Service workforce was 3.2%, up from 2.9% on March 31, 1994.
- Eight out of 10 new employees with disabilities were term employees.
- There was a marginal increase in the number and percentage of persons with disabilities hired (252 and 1.8% compared to 227 and 1.7% in the preceding fiscal year).
- Two out of three persons with disabilities entered the Public Service in the Administrative Support category.

Persons in a visible minority

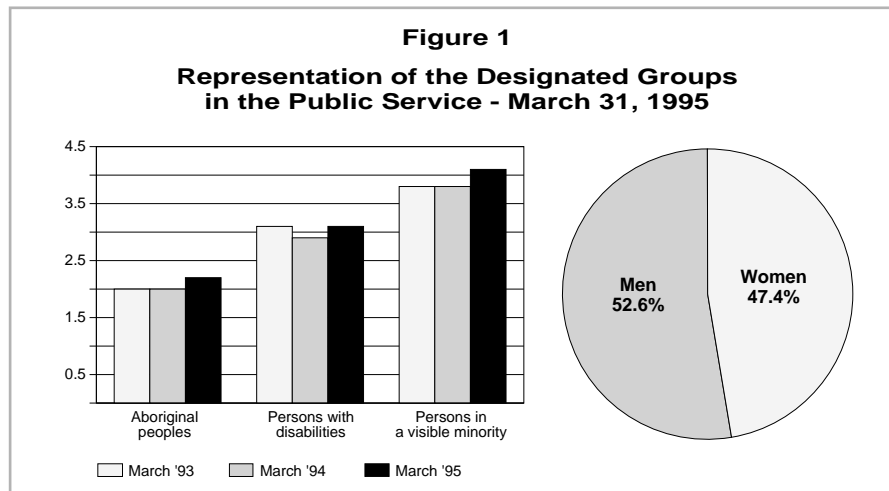
- The overall representation of persons in a visible minority in the Public Service workforce was 4.1%, up from 3.8% on March 31, 1994.
- The number of persons in a visible minority hired rose to 423 or 2.9% of all new hires, compared to 367 and 2.7% of all new hires in the preceding year.
- Less than half of all hiring of persons in a visible minority occurred in the Administrative Support category, the lowest percentage among the designated groups.
- One out of three new employees in a visible minority group entered the Administrative and Foreign Service category (23%) or the Scientific and Professional category (13%). Both were the highest proportions of designated group hiring into these categories.

Overall representation

Table 1 shows the representation levels of the designated groups in the Public Service of Canada. On March 31, 1995, these levels were 47.4% for women, 2.2% for Aboriginal peoples, 3.2%

for persons with disabilities, and 4.1% for persons in a visible minority group. These data are shown in graphical form in Figure 1. All levels were improvements over the previous two years.

numbered women among visible minorities (53.8% male) and persons with disabilities (56.0% male). By contrast, 57.8% of Aboriginal employees were women.



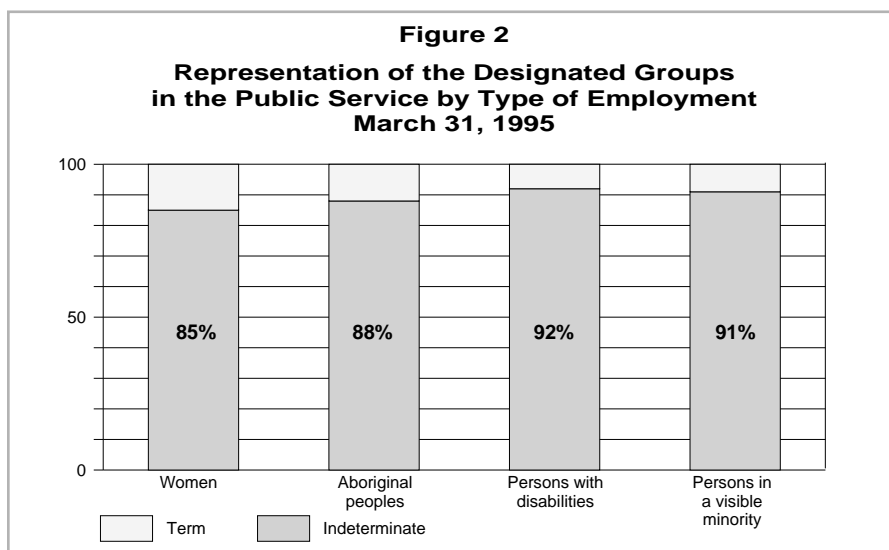
Gender

Table 2 presents the distribution of Public Service employees by gender, as of March 31, 1995. The data reveal that 10% of women were also members of another designated group. Four per cent of women in the Public Service were members of a visible minority group, 3.0% were persons with disabilities, and another 2.7% were Aboriginal women.

Just over half of all employees (52.6%) in the Public Service were men; the proportion of women increased slightly from the March 31, 1994 level of 47.0%. Men also out-

Employment type

As of March 31, 1995, roughly nine out of 10 of the employees in each of the four designated groups were indeterminate, with almost the same proportions as a year earlier: women at 85.1%, Aboriginal peoples at 86.8%, persons with disabilities at 91.9% and persons in a visible minority at 90.5% (see Figure 2). Likewise, the proportion of term employees who were members of the designated groups did not change significantly: it stood at 67.1% on March 31, 1995 compared to 66.4% the previous year, despite an overall reduction of some 3,000 term employees. As of March 31, 1995, just under two-thirds of the 23,051 term employees in the federal Public Service were women.



Occupational category

Table 3 shows that women accounted for 19.1% of the Executive category as of March 31, 1995, an increase from the March 31, 1993 figure of 17.6% and the March 31, 1994 figure of 18.3%. This improvement in women's level of representation in the senior ranks of government occurred despite a 3.7% reduction in the total number of employees in the Executive category since March 31, 1994. Continuing the pattern observed over the 1993-94 period, representation levels for women also rose slightly in the other occupational categories of the federal Public Service, and remained stable for the Operational category at the March 31, 1994 share of 13.4%.

Representation of the other designated groups in the Executive category was slightly higher at March 31, 1995 than it had been a year earlier: Aboriginal peoples were up to 1.2%, persons with disabilities rose to 2.2%, and persons in a visible minority were at the March 1993 level of 2.4%. For the other occupational categories, the representation levels of these three designated groups also increased slightly from March 31, 1994 levels.

Age

The proportion of women in the Public Service who were younger than 45 declined to 68.9% (Table 4) from 71.1% on March 31, 1994. Similarly, the proportion of men younger than 45 declined to 55.2% from 58%. This aging of the Public Service workforce resulted, in large measure, from decreased opportunities for recruiting young employees. Table 4 also reveals that women comprised 36.1% of Executive employees younger than 45, up slightly from 33.8% a year earlier. Aboriginal employees comprised a youthful population, with slightly more than 70% being younger than 45. This proportion was well above those for the other minority designated groups (52.7% for persons with disabilities and 54.2% for persons in a visible minority).

Departments and agencies

Representation within individual departments and agencies continued to vary widely (Table 5). Among the 20 large departments — departments with more than 3,000 employees — the Royal Canadian Mounted Police (RCMP) (civilian staff) continued to have the best overall representation level for women (83%). Most of these women (90%) were in the Administrative Support category, specifically in the CR (clerical) group. By contrast, Transport Canada, with a relatively high proportion of employees in occupations that are non-traditional jobs for women (such as engineering, natural sciences, and computer science), had the lowest representation of women, at less than a quarter of its workforce. In four of the large departments — RCMP (civilian staff), Human Resources Development Canada, Veterans Affairs Canada, and Health and Welfare Canada — more than 60% of all employees were women; in another five, representation levels for women were above the Public Service average of 47.4%.

Indian and Northern Affairs Canada continued to have the highest proportion of Aboriginal employees, up two percentage points over its March 31, 1994 level. At 20.7% as of March 31, 1995, this number was almost three times higher than that of the next highest department, Health and Welfare Canada (7.2%), which also showed an increase of just over two percentage points from March 1994. Human Resources Development Canada had the largest number of Aboriginal employees, with 749, followed by Indian and Northern Affairs Canada, with 658. Almost 60% of Aboriginal employees in the Public Service worked in five departments: Human Resources Development Canada, Indian and Northern Affairs Canada, National Defence, Revenue Canada, and Health and Welfare Canada. In 7 of the 32 departments with more than 500 employees, less than 1% of employees were Aboriginal peoples.

Among all departments and agencies, the Canadian Human Rights Commission had the highest proportion of persons with disabilities among its employees (9.9%). With 6.3% of its workforce consisting of persons with disabilities, the RCMP (civilian staff) was the leader among departments with more than 3,000 employees. Close behind was Human Resources Development Canada, with 6.2% and the largest number of employees with disabilities (1,630).

The four largest departments — Revenue Canada, National Defence, Human Resources Development Canada, and Transport Canada — accounted for nearly half of all Public Service employees who are members of a visible minority. Among departments and agencies with more than 100 employees, the Immigration and Refugee Board (15.2%) led all departments and agencies in employment of people in a visible minority, while Citizenship and Immigration Canada (7.6%) led the large departments. At 2,098 — more than twice the number in any other department or agency — Revenue Canada employees in a visible minority group accounted for almost a quarter of all persons in this group in the federal Public Service.

Geographic location

As shown in Table 6, more than 70,000 employees, or one-third of the Public Service, worked in the National Capital Region (NCR). Outside the NCR, the distribution of employees in the designated groups varied. Excluding employees in the NCR, the province of Ontario had the largest number of employees in each of the four designated groups, followed by Quebec for women and persons with disabilities, and British Columbia for Aboriginal peoples and persons in a visible minority. The percentage of female employees ranged from a high of 53.1% of all employees in Prince Edward Island and the Quebec portion of the NCR to a low of 32.1% among employees outside Canada and 34.5% in Nova Scotia. Men continued to comprise a significant majority in the Foreign Service group, with the result that more than two-

thirds of federal Public Service employees outside Canada were men. In 1994, however, that figure was almost three-quarters.

For Aboriginal employees, the Northwest Territories (16.6%) and Yukon (10.2%) continued to have the highest representational levels. Just under a quarter of all Aboriginal employees in the Public Service worked in the NCR.

The highest percentage representation of persons with disabilities was found in Prince Edward Island (4.7 %), followed by the Quebec portion of the NCR (4.1%). For the most part, there was a fairly even distribution of persons with disabilities among geographic areas, with employees outside Canada (1.3%) and in the Yukon (1.9%) being at the low end of the spectrum.

Persons in a visible minority comprised 7.1% of all Public Service employees in British Columbia and 6.6% in Ontario outside the NCR. Both percentages reflected increases over their March 31, 1994 levels. On the low side, persons in a visible minority again comprised less than 1% of Public Service employees in Newfoundland, Prince Edward Island, New Brunswick, and the Yukon.

Salary

Table 7 reveals that, as of March 31, 1995, 10.3% of all women in the Public Service earned \$50,000 per year or more, up half a percentage point from the previous year. This compared to 32.7% of all men, up a little more than half a percentage point from a year earlier. For Aboriginal employees, persons with disabilities, and members of visible minorities, the proportions earning \$50,000 or more were almost unchanged from a year earlier at 11.6%, 17.7% and 27.7% respectively. The relatively high proportion for members of visible minorities (close to that for all men in the Public Service) was due in part to the representation of visible minority employees in the Scientific and Professional category, where salaries tended to be higher than in the other non-management occupational groups.

Hirings

Tables 8 to 10 show the number of hirings — that is, additions to the Public Service payroll — between April 1, 1994 and March 31, 1995 (see Technical notes in the Appendix). Almost two-thirds of the 14,376 employees hired were women. More than half of all hirings occurred in the Administrative Support category, and 83% of those hired were women. Among new employees, 2.9% were members of a visible minority, 2.6% were Aboriginal peoples, and 1.8% were persons with disabilities. The most common type of employment for people entering the Public Service continued to be term employment, with only 14.6% of all new employees being hired for an indeterminate period. More than three-quarters of new hires in each designated group were term employees.

If the NCR is excluded, Quebec led all areas in number of women hired, Ontario led all areas in number of persons with disabilities hired, and British Columbia led all areas in number of both Aboriginal peoples and persons in a visible minority hired. The Yukon (for visible minorities) and the Northwest Territories (for persons with disabilities) were the only geographic areas without designated group representation among employees hired.

Promotions

Tables 11 to 13 provide information on promotions, indicating that more than half (56.1%) of the employees who were promoted in 1994-95 were women, compared to internal representation of 47.4% as of March 31, 1995. For Aboriginal peoples and visible minorities, there was practically no difference between the share of promotions and internal availability (2.3% versus 2.2% for the former and 4.1% for both promotions and internal availability for the latter). Persons with disabilities had a smaller share of promotions (2.5%) than internal availability (3.2%).

While the bulk of promotions (80.2%) continued to be given to indeterminate employees, the percentage of promotions going to term employees increased from 14% to 19.8%. For the designated groups, the proportion of term employees among promotions was highest for Aboriginal peoples (25.2%).

Among women, Aboriginal peoples, and persons with disabilities, the highest number of promotions occurred from or within the Administrative Support category, followed by the Administrative and Foreign Service category. For women, the percentages were 48.4% and 33.6% respectively, for Aboriginal peoples 41.0% and 31.4%, and for persons with disabilities 42.4% and 35.2%. Among persons in a visible minority, the Administrative and Foreign Service, and Administrative Support categories had roughly equal shares of promotions (32.7% and 32.4%, respectively), while the Scientific and Professional category received 24.3%.

Separations

The final three tables (tables 14 to 16) present information on separations. These include employees whose appointment for a term or specified period ended. Over the 1994-95 fiscal year, 6 out of 10 separations related to persons in the designated groups. The representation of designated groups in separations was, however, 2% lower than that over the 1993-94 fiscal period. Women accounted for 56% of separations, also 2% lower than a year earlier, while the total proportion of separations accounted for by the other three designated groups was unchanged at 7.8%. The percentage share of the total declined for Aboriginal peoples, from 2.5% to 2.3%; remained the same for persons in a visible minority at 2.8%; and rose for persons with disabilities, from 2.5% to 2.7%. By contrast, the overall number of separations from the Public Service increased by 7% over the amount a year earlier.

Conclusion

The government remains fully committed to building a Public Service comprising highly skilled individuals from all backgrounds. It also recognizes the challenges that managers face in implementing employment equity in the context of budgetary constraints.

As we look ahead, Treasury Board Secretariat will provide advice and guidance to federal institutions and will work closely with them to ensure that they implement employment equity effectively.

The government will give priority to implementation of Bill C-64, *An Act Respecting Employment Equity*. In doing so, the Treasury Board will work with the Canadian Human Rights Commission and other key players to ensure that departments implement the principles built into the legislation in a timely and satisfactory fashion.

In addition, the Treasury Board will monitor the impact of downsizing to assess whether the designated groups are disproportionately affected.

To address areas where under-representation of designated groups persists, departments must find ways to create opportunities for additional work experience and training for members of the designated groups.

Finally, the government will continue its efforts to make managers more sensitive to cultural values and differences through regional consultation activities, awareness workshops, special events, publications, and audio-visual materials.

Leadership and a concerted collaborative effort at all levels of the Public Service are vital to deal successfully with the challenges ahead. All Public Service managers will have to reconsider their approaches to responding to the needs of a diverse workforce. Employment equity is not about numbers only. Organizational culture is the key.

Appendix

Statistics

Technical notes

This appendix presents statistical profiles of the designated groups in the federal Public Service as of March 31, 1995. It includes summary data on women, Aboriginal peoples, persons in a visible minority, and persons with disabilities, as well as statistics on hirings, promotions, and separations of persons in these groups.

The Public Service

The Treasury Board of Canada is the employer for the population comprising the Public Service as set out in the *Public Service Staff Relations Act*, Schedule I, Part I. Most of these employees are appointed under the *Public Service Employment Act* administered by the Public Service Commission and with respect for the merit principle. As of March 31, 1995, the Public Service had 225,619 employees as follows:

Indeterminate, terms of three months or more, and seasonal	217,784
Terms of less than three months	4,739
Casual employees	3,096
Total	225,619

Report coverage

In this report, information is presented on indeterminate employees, term employees of three months or more, and seasonal employees. Because of the short duration of their employment and the continual turnover of students and casual employees, no information is reported on them. The statistics in this document also do not include Governor-in-Council appointees, ministerial staff, federal judges, and deputy ministers.

As required under the *Financial Administration Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 1994 and ending March 31, 1995. The previous report covered the period beginning April 1, 1993 and ending March 31, 1994.

Names of departments and agencies

Under the *Public Service Staff Relations Act*, Schedule I, Part I, the federal Public Service comprises some 70 departments, agencies and commissions (listed in Table 5). As part of a series of government initiatives announced in June and November 1993 and implemented over the 1993-94 and 1994-95 fiscal periods, 6 new federal departments were created, largely through the reorganization of 14 others. A summary of these changes in departmental structure is included in the notes accompanying Table 5. When all employee records have not yet been converted to reflect the new departmental structure, the department or agency is still shown by its previous name.

Employee population and full-time equivalents

The statistical summaries in this report provide information on the number of employees on strength as of March 31, 1995, the end of the 1994-95 fiscal year. This number does not correspond to the measure of human resource usage known as full-time equivalents (for example, two part-time employees each working half the regularly scheduled weekly hours of work comprise one full-time equivalent). Full-time equivalents are not addressed within the context of employment equity information.

Term employees (specified period of employment)

Effective June 1993, the definition of employee was modified to include persons hired for a fixed duration of at least three months. Before this modification resulting from an amendment to the *Financial Administration Act*, a term employee for reporting purposes was an employee hired for six months or more.

Term employees fall into two categories:

- short term: those appointed for less than three months; and
- long term: those appointed for three months or more.

Since short-term employees are not required to self-identify, the statistics in this report include only long-term employees. However, during the course of their employment in the Public Service, some persons who are hired as short-term employees become long-term employees. This change in status without accompanying self-identification information may contribute to a small undercount in designated group representation.

Data on people in the designated groups

The source of data in the statistical appendix is the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer, in accordance with the *Public Service Staff Relations Act*, Schedule I, Part I. Data from the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Movements into and out of the Public Service are identified from the Mobility File, a subset of the Incumbent File. Data on promotions are obtained from the Appointments File administered by the Public Service Commission.

All tabulations, other than those for women, contain data obtained through self-identification, the process by which persons voluntarily identify themselves as being in an employment equity group. Sources of these data include:

- the 1985 Survey of Public Service Employees, conducted by Treasury Board Secretariat;

- information that departments provide to Treasury Board Secretariat each quarter (departments submit forms completed during surveys or collected from employees joining the department or availing themselves of other opportunities to self-identify);
- self-identification questionnaires sent directly to Treasury Board Secretariat by individual employees; and
- the Appointment Information Management System and the Management Resource Information System, both administered by the Public Service Commission.

Despite the variety of ways to obtain self-identification information, the completeness and accuracy of employment equity data for the federal Public Service depend on the opportunities available to employees to self-identify, and the willingness of employees to do so.

Particular terms used in this report

“Hirings” refers to the number of employees (indeterminate, terms of three months or more, and seasonal) added to the Public Service payroll during the fiscal year that the report covers.

“Promotions” refers to the number of appointments of employees to positions at higher maximum levels of pay — 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 (indeterminate, terms of three months or more, and seasonal) removed from the Public Service payroll during the fiscal year that the report covers. Separations include people who retired or resigned, or those whose specified period of employment in the Public Service ended. People on leave without pay are excluded from the population counts derived from the pay-driven Incumbent File; however, they are included as separations when they leave the Public Service.

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

“Seasonal employees” refers to people who are appointed 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 employee totals for employment equity purposes.

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

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Table 1

Representation of the Designated Groups in the 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	
		#	%	#	%	#	%	#	%
Public Service Representation									
As of March 31, 1995	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As of March 31, 1994	224,640	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As of March 31, 1993	221,114	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability									
1991 Census		47.3		2.6		4.8		9.0	

Note: The data in this and other tables in this report cover employees defined for employment equity purposes in the *Financial Administration Act*. The workforce availability estimates are based on information from the 1991 Census of Canada and the post-census Health and Activity Limitation Survey. They include only those occupations in the Canadian workforce that correspond to the occupational groups in the Public Service. The next census will be held in May 1996.

Table 2**Representation of the Designated Groups in the Public Service
by Type of Employment and Gender***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

As of March 31, 1995

	All Employees		Type of Employment					
			Indeterminate			Term ≥ 3 Months		
	#	%	#	%	Gender	#	%	Gender
Public Service								
					%			%
Total	217,784		193,250		100.0	23,051		100.0
Women	103,191	47.4	87,876	45.5	84.5	14,867	64.5	30.2
Men	114,593	52.6	105,374	54.5	55.5	8,184	35.5	69.8
Aboriginal Peoples								
Total	4,783	2.2	4,151	2.1	100.0	571	2.5	100.0
Women	2,764	2.7	2,348	2.7	56.6	406	2.7	71.1
Men	2,019	1.8	1,803	1.7	43.4	165	2.0	28.9
Persons with Disabilities								
Total	6,935	3.2	6,376	3.3	100.0	537	2.3	100.0
Women	3,051	3.0	2,731	3.1	42.8	313	2.1	58.3
Men	3,884	3.4	3,645	3.5	57.2	224	2.7	41.7
Persons in a Visible Minority								
Total	8,914	4.1	8,064	4.2	100.0	842	3.7	100.0
Women	4,114	4.0	3,616	4.1	44.8	494	3.3	58.7
Men	4,800	4.2	4,448	4.2	55.2	348	4.3	41.3
Seasonal								
Total								
Women								
Men								

Note: Shaded columns indicate the percentage representation by gender within each group of employees. Other percentages are of the Public Service total for all employees, women and men respectively. Thus women in a visible minority are 4.0% of all women in the federal Public Service.

Table 3

**Distribution of Public Service Employees by Designated Group
Showing Occupational Category and Occupational Group**

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

As of March 31, 1995

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Executive	3,735	714	19.1	46	1.2	81	2.2	88	2.4	
Scientific and Professional										
AC Actuarial Science	4	1	25.0	0	0.0	0	0.0	0	0.0	
AG Agriculture	282	74	26.2	1	0.4	3	1.1	11	3.9	
AR Architecture and Town Planning	293	52	17.7	5	1.7	5	1.7	31	10.6	
AU Auditing	5,248	1,220	23.2	26	0.5	66	1.3	667	12.7	
BI Biological Sciences	1,296	418	32.3	11	0.8	8	0.6	72	5.6	
CH Chemistry	507	154	30.4	1	0.2	11	2.2	75	14.8	
DE Dentistry	12	0	0.0	0	0.0	0	0.0	0	0.0	
DS Defence Scientific Service	492	40	8.1	1	0.2	5	1.0	22	4.5	
ED Education	1,114	578	51.9	88	7.9	31	2.8	54	4.8	
EN Engineering and Land Survey	2,889	238	8.2	17	0.6	83	2.9	356	12.3	
ES Economics, Sociology and Statistics	2,984	952	31.9	27	0.9	69	2.3	230	7.7	
FO Forestry	159	17	10.7	3	1.9	4	2.5	5	3.1	
HE Home Economics	29	29	100.0	1	3.4	0	0.0	0	0.0	
HR Historical Research	287	102	35.5	7	2.4	5	1.7	1	0.3	
LA Law	1,421	610	42.9	17	1.2	29	2.0	39	2.7	
LS Library Science	506	368	72.7	6	1.2	12	2.4	35	6.9	
MA Mathematics	249	85	34.1	0	0.0	4	1.6	36	14.5	
MD Medicine	248	61	24.6	2	0.8	7	2.8	28	11.3	
MT Meteorology	592	70	11.8	1	0.2	7	1.2	15	2.5	
NU Nursing	1,541	1,338	86.8	102	6.6	19	1.2	65	4.2	
OP Occupational and Physical Therapy	36	33	91.7	0	0.0	0	0.0	2	5.6	
PC Physical Sciences	1,445	367	25.4	14	1.0	24	1.7	75	5.2	

Table 3 (Cont'd)

**Distribution of Public Service Employees by Designated Group
Showing Occupational Category and Occupational Group**

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
PH Pharmacy	34	47.1	16	47.1	0	0.0	0	0.0	3	8.8
PS Psychology	187	38.0	71	38.0	0	0.0	6	3.2	8	4.3
SE Scientific Research	2,170	11.3	245	11.3	5	0.2	44	2.0	246	11.3
SG Scientific Regulation	586	33.8	198	33.8	4	0.7	20	3.4	60	10.2
SW Social Work	60	46.7	28	46.7	6	10.0	1	1.7	2	3.3
UT University Teaching	209	7.2	15	7.2	1	0.5	1	0.5	19	9.1
VM Veterinary Medicine	537	20.5	110	20.5	1	0.2	13	2.4	27	5.0
Total	25,417	29.5	7,490	29.5	347	1.4	477	1.9	2,184	8.6
Administrative and Foreign Service										
AS Administrative Services	15,534	59.8	9,286	59.8	334	2.2	547	3.5	438	2.8
CO Commerce	2,180	27.2	592	27.2	38	1.7	55	2.5	95	4.4
CS Computer Systems Administration	7,316	26.7	1,954	26.7	73	1.0	227	3.1	539	7.4
FI Financial Administration	2,738	38.8	1,063	38.8	52	1.9	89	3.3	228	8.3
FS Foreign Service	1,133	25.7	291	25.7	11	1.0	18	1.6	51	4.5
IS Information Services	1,649	60.6	1,000	60.6	15	0.9	45	2.7	21	1.3
MM/AT Management/Administration Trainee	320	53.8	172	53.8	7	2.2	9	2.8	26	8.2
OM Organization and Methods	477	43.4	207	43.4	5	1.0	25	5.2	13	2.7
PE Personnel Administration	3,168	64.5	2,043	64.5	115	3.6	170	5.4	87	2.7
PG Purchasing and Supply	2,446	42.8	1,048	42.8	40	1.6	90	3.7	92	3.8
PM Program Administration	35,341	50.5	17,843	50.5	880	2.5	1,333	3.8	1,328	3.8
TR Translation	895	57.4	514	57.4	3	0.3	35	3.9	20	2.2
WP Welfare Programs	1,804	43.6	786	43.6	82	4.5	55	3.0	53	2.9
Total	75,001	49.1	36,799	49.1	1,655	2.2	2,698	3.6	2,991	4.0

Technical											
AI	Air Traffic Control	2,423	157	6.5	8	0.3	12	0.5	14	0.6	
AO	Aircraft Operations	586	36	6.1	2	0.3	7	1.2	6	1.0	
DD	Drafting and Illustration	876	217	24.8	8	0.9	47	5.4	35	4.0	
EG	Engineering and Scientific Support	7,176	1,495	20.8	85	1.2	180	2.5	222	3.1	
EL	Electronics	2,601	55	2.1	22	0.8	34	1.3	56	2.2	
EU	Educational Support	4	1	25.0	1	25.0	0	0.0	0	0.0	
GT	General Technical	3,236	800	24.7	67	2.1	48	1.5	39	1.2	
PI	Primary Products Inspection	2,270	312	13.7	28	1.2	43	1.9	48	2.1	
PY	Photography	47	5	10.6	0	0.0	0	0.0	1	2.1	
RO	Radio Operations	1,302	162	12.4	16	1.2	18	1.4	10	0.8	
SI	Social Science Support	2,591	1,483	57.2	38	1.5	58	2.2	118	4.6	
SO	Ship's Officer	1,133	52	4.6	9	0.8	9	0.8	10	0.9	
TI	Technical Inspection	1,373	86	6.3	14	1.0	39	2.8	56	4.1	
Total		25,618	4,861	19.0	298	1.2	495	1.9	615	2.4	
Administrative Support											
CM	Communications	239	64	26.8	3	1.3	5	2.1	8	3.3	
CR	Clerical and Regulatory	46,980	38,573	82.1	1,382	2.9	2,149	4.6	2,020	4.3	
DA	Data Processing	2,644	2,085	78.9	33	1.2	90	3.4	143	5.4	
OE	Office Equipment Operation	163	86	52.8	1	0.6	24	14.7	3	1.8	
ST	Secretarial, Stenographic, Typing	8,733	8,610	98.6	169	1.9	220	2.5	333	3.8	
Total		58,759	49,418	84.1	1,588	2.7	2,488	4.2	2,507	4.3	
Operational											
CX	Correctional Services	4,533	743	16.4	231	5.1	51	1.1	118	2.6	
FR	Firefighters	1,050	19	1.8	34	3.2	7	0.7	6	0.6	
GL	General Labour and Trades	11,032	341	3.1	278	2.5	276	2.5	131	1.2	
GS	General Services	6,563	2,127	32.4	176	2.7	256	3.9	146	2.2	
HP	Heat, Power, Stationary										
	Plant Operation	1,104	17	1.5	22	2.0	44	4.0	42	3.8	
HS	Hospital Services	888	463	52.1	77	8.7	17	1.9	39	4.4	
LI	Lightkeepers	138	2	1.4	0	0.0	2	1.4	0	0.0	
PR	Printing Operations	173	84	48.6	0	0.0	5	2.9	5	2.9	
SC	Ship's Crew	1,651	72	4.4	21	1.3	15	0.9	21	1.3	
SR	Ship Repair	2,122	41	1.9	10	0.5	23	1.1	21	1.0	
Total		29,254	3,909	13.4	849	2.9	696	2.4	529	1.8	
Total Public Service		217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1	

Table 4

**Distribution of Public Service Employees by Designated Group
Showing Occupational Category and Age**
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

As of March 31, 1995

Occupational Category	Age	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%	#	%
Executive	25-29	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	30-34	9	33.3	3	33.3	0	0.0	1	11.1	0	0.0
	35-39	138	42.8	59	42.8	1	0.7	1	0.7	4	2.9
	40-44	645	34.7	224	34.7	11	1.7	17	2.6	10	1.6
	45-49	1,267	21.4	271	21.4	17	1.3	26	2.1	28	2.2
	50-54	1,071	11.2	120	11.2	12	1.1	18	1.7	24	2.2
	55-59	487	6.8	33	6.8	4	0.8	12	2.5	13	2.7
	60-64	107	3.7	4	3.7	1	0.9	5	4.7	9	8.4
	65+	9	0.0	0	0.0	0	0.0	1	10.0	0	0.0
Total		3,735	19.1	714	19.1	46	1.2	81	2.2	88	2.4
Scientific and Professional	20-24	136	61.0	83	61.0	3	2.2	0	0.0	10	7.4
	25-29	1,711	50.7	867	50.7	47	2.7	15	0.9	129	7.5
	30-34	3,221	43.1	1,387	43.1	51	1.6	30	0.9	178	5.5
	35-39	4,373	36.6	1,600	36.6	65	1.5	62	1.4	256	5.9
	40-44	4,837	28.5	1,380	28.5	67	1.4	85	1.8	323	6.7
	45-49	4,984	23.1	1,152	23.1	52	1.0	113	2.3	446	8.9
	50-54	3,290	18.6	613	18.6	37	1.1	96	2.9	361	11.0
	55-59	1,879	14.3	268	14.3	23	1.2	40	2.1	310	16.5
	60-64	756	15.3	116	15.3	1	0.1	26	3.4	136	18.0
	65-69	188	11.2	21	11.2	1	0.5	6	3.2	30	16.0
	70+	42	7.1	3	7.1	0	0.0	4	9.5	5	11.9
Total		25,417	29.5	7,490	29.5	347	1.4	477	1.9	2,184	8.6

Administrative and
Foreign Service

16-19	3	2	66.7	0	0.0	0	0.0	1	33.3
20-24	780	392	50.3	18	2.3	9	1.2	32	4.1
25-29	5,493	2,769	50.4	169	3.1	69	1.3	368	6.7
30-34	10,298	5,665	55.0	292	2.8	245	2.4	506	4.9
35-39	13,999	8,115	58.0	318	2.3	414	3.0	489	3.5
40-44	17,000	9,024	53.1	346	2.0	623	3.7	466	2.7
45-49	14,637	6,270	42.8	293	2.0	661	4.5	476	3.3
50-54	8,024	3,009	37.5	152	1.9	412	5.1	368	4.6
55-59	3,328	1,146	34.4	45	1.4	182	5.5	205	6.2
60-64	1,186	334	28.2	19	1.6	70	5.9	66	5.6
65-69	214	58	27.1	2	0.9	13	6.1	13	6.1
70+	39	15	38.5	1	2.6	0	0.0	1	2.6

Total

	75,001	36,799	49.1	1,655	2.2	2,698	3.6	2,991	4.0
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Technical

16-19	15	6	40.0	0	0.0	0	0.0	0	0.0
20-24	372	119	32.0	7	1.9	0	0.0	7	1.9
25-29	1,862	620	33.3	28	1.5	17	0.9	58	3.1
30-34	3,431	944	27.5	54	1.6	31	0.9	67	2.0
35-39	4,372	1,086	24.8	59	1.3	67	1.5	93	2.1
40-44	5,153	1,043	20.2	55	1.1	107	2.1	80	1.6
45-49	4,878	562	11.5	47	1.0	115	2.4	95	1.9
50-54	3,292	300	9.1	28	0.9	86	2.6	104	3.2
55-59	1,539	129	8.4	14	0.9	47	3.1	70	4.5
60-64	577	43	7.5	6	1.0	23	4.0	31	5.4
65-69	108	8	7.4	0	0.0	2	1.9	8	7.4
70+	19	1	5.3	0	0.0	0	0.0	2	10.5

Total

	25,618	4,861	19.0	298	1.2	495	1.9	615	2.4
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Administrative Support

16-19	38	31	81.6	2	5.3	0	0.0	1	2.6
20-24	1,746	1,355	77.6	71	4.1	20	1.1	50	2.9
25-29	5,931	4,746	80.0	214	3.6	147	2.5	248	4.2
30-34	9,340	7,800	83.5	337	3.6	350	3.7	347	3.7
35-39	11,702	10,009	85.5	330	2.8	510	4.4	365	3.1
40-44	11,217	9,457	84.3	285	2.5	532	4.7	467	4.2
45-49	8,904	7,571	85.0	192	2.2	408	4.6	468	5.3
50-54	5,396	4,609	85.4	97	1.8	289	5.4	304	5.6
55-59	3,033	2,641	87.1	48	1.6	143	4.7	186	6.1
60-64	1,198	990	82.6	11	0.9	75	6.3	60	5.0
65-69	214	180	84.1	1	0.5	11	5.1	9	4.2
70+	40	29	72.5	0	0.0	3	7.5	2	5.0

Total

	58,759	49,418	84.1	1,588	2.7	2,488	4.2	2,507	4.3
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Table 4 (Cont'd)**Distribution of Public Service Employees by Designated Group
Showing Occupational Category and Age**

Occupational Category	Age	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
			#	%	#	%	#	%	#	%
Operational	16-19	11	3	27.3	0	0.0	0	0.0	0	0.0
	20-24	403	127	31.5	26	6.5	4	1.0	9	2.2
	25-29	1,600	352	22.0	98	6.1	11	0.7	50	3.1
	30-34	3,556	606	17.0	129	3.6	60	1.7	64	1.8
	35-39	5,348	681	12.7	145	2.7	103	1.9	68	1.3
	40-44	5,659	583	10.3	145	2.6	125	2.2	88	1.6
	45-49	4,906	593	12.1	126	2.6	127	2.6	104	2.1
	50-54	3,787	470	12.4	79	2.1	119	3.1	62	1.6
	55-59	2,593	332	12.8	68	2.6	87	3.4	61	2.4
	60-64	1,168	129	11.0	28	2.4	52	4.5	20	1.7
	65-69	186	28	15.1	4	2.2	5	2.7	3	1.6
	70+	37	5	13.5	1	2.7	3	8.1	0	0.0
Total		29,254	3,909	13.4	849	2.9	696	2.4	529	1.8
Public Service	16-19	67	42	62.7	2	3.0	0	0.0	2	3.0
	20-24	3,437	2,076	60.4	125	3.6	33	1.0	108	3.1
	25-29	16,598	9,354	56.4	556	3.3	259	1.6	853	5.1
	30-34	29,855	16,405	54.9	863	2.9	717	2.4	1,162	3.9
	35-39	39,932	21,550	54.0	918	2.3	1,157	2.9	1,275	3.2
	40-44	44,511	21,711	48.8	909	2.0	1,489	3.3	1,434	3.2
	45-49	39,576	16,419	41.5	727	1.8	1,450	3.7	1,617	4.1
	50-54	24,860	9,121	36.7	405	1.6	1,020	4.1	1,223	4.9
	55-59	12,859	4,549	35.4	202	1.6	511	4.0	845	6.6
	60-64	4,992	1,616	32.4	66	1.3	251	5.0	322	6.5
	65-69	919	295	32.1	8	0.9	38	4.1	63	6.9
	70+	178	53	29.8	2	1.1	10	5.6	10	5.6
Total Public Service		217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1

Table 5

Distribution of Public Service Employees by Designated Group Showing Departments and Agencies

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

As of March 31, 1995

Department/Agency	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Revenue Canada	40,275	21,803	54.1	448	1.1	914	2.3	2,098	5.2
National Defence	26,968	9,185	34.1	455	1.7	776	2.9	650	2.4
Human Resources Development Canada ³	26,342	18,234	69.2	749	2.8	1,630	6.2	953	3.6
Transport Canada	17,948	4,350	24.2	231	1.3	338	1.9	475	2.6
Correctional Service Canada	10,752	3,714	34.5	359	3.3	227	2.1	283	2.6
Agriculture and Agri-Food Canada	9,162	3,370	36.8	75	0.8	173	1.9	313	3.4
Public Works Canada ⁶	8,428	3,274	38.8	182	2.2	492	5.8	549	6.5
Health and Welfare Canada ^{1,3}	5,859	3,695	63.1	423	7.2	151	2.6	366	6.2
Environment Canada ¹	5,453	1,765	32.4	60	1.1	99	1.8	235	4.3
Fisheries and Oceans	5,444	1,616	29.7	79	1.5	131	2.4	193	3.5
Industry Canada ⁴	5,334	2,350	44.1	84	1.6	161	3.0	239	4.5
Canadian Heritage ¹	5,277	2,327	44.1	173	3.3	92	1.7	99	1.9
Natural Resources Canada ⁵	5,158	1,771	34.3	48	0.9	145	2.8	244	4.7
Supply and Services Canada ⁶	4,971	2,533	51.0	88	1.8	227	4.6	220	4.4
Statistics Canada	4,655	2,291	49.2	38	0.8	117	2.5	309	6.6
Citizenship and Immigration Canada ²	4,136	2,443	59.1	80	1.9	160	3.9	313	7.6
Foreign Affairs and International Trade Canada	3,895	1,779	45.7	55	1.4	86	2.2	135	3.5
Royal Canadian Mounted Police (Civilian Staff)	3,417	2,837	83.0	113	3.3	214	6.3	120	3.5
Indian and Northern Affairs Canada	3,186	1,821	57.2	658	20.7	100	3.1	202	6.3
Veterans Affairs Canada	3,178	2,026	63.8	73	2.3	127	4.0	148	4.7
Department of Justice Canada	2,363	1,425	60.3	44	1.9	51	2.2	82	3.5
Public Service Commission of Canada	1,761	1,121	63.7	54	3.1	90	5.1	81	4.6
Department of the Secretary of State of Canada ^{1,2,3,6}	1,275	849	66.6	8	0.6	51	4.0	32	2.5
Canadian International Development Agency	1,214	643	53.0	14	1.2	42	3.5	65	5.4
Department of Finance Canada	838	410	48.9	7	0.8	15	1.8	33	3.9

Table 5 (Cont'd)

Distribution of Public Service Employees by Designated Group Showing Departments and Agencies

Department/Agency	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Immigration and Refugee Board	818	519	63.4	15	1.8	24	2.9	124	15.2
National Archives of Canada	782	359	45.9	15	1.9	23	2.9	13	1.7
Canadian Grain Commission	738	226	30.6	7	0.9	18	2.4	15	2.0
Treasury Board of Canada, Secretariat ⁷	728	379	52.1	7	1.0	19	2.6	30	4.1
Prairie Farm Rehabilitation Administration	659	170	25.8	3	0.5	6	0.9	4	0.6
Privy Council Office	560	340	60.7	15	2.7	17	3.0	10	1.8
National Library of Canada	538	376	69.9	12	2.2	20	3.7	27	5.0
Registry of the Federal Court of Canada	448	283	63.2	9	2.0	11	2.5	23	5.1
National Transportation Agency of Canada	444	245	55.2	8	1.8	22	5.0	16	3.6
Canadian Radio-television and Telecommunications Commission	422	236	55.9	2	0.5	13	3.1	12	2.8
Public Works and Government Services Canada ⁶	405	223	55.1	9	2.2	15	3.7	57	14.1
Atlantic Canada Opportunities Agency	366	173	47.3	3	0.8	5	1.4	1	0.3
National Parole Board	293	231	78.8	8	2.7	13	4.4	8	2.7
Canadian Space Agency	284	103	36.3	1	0.4	1	0.4	23	8.1
Transportation Safety Board of Canada	280	100	35.7	5	1.8	6	2.1	9	3.2
Western Economic Diversification Canada	277	145	52.3	13	4.7	14	5.1	17	6.1
Solicitor General Canada	272	153	56.3	13	4.8	12	4.4	6	2.2
Federal Office of Regional Development (Quebec)	242	122	50.4	1	0.4	2	0.8	5	2.1
Canadian Human Rights Commission	202	131	64.9	13	6.4	20	9.9	25	12.4
Office of the Chief Electoral Officer	178	93	52.2	3	1.7	3	1.7	1	0.6
Office of the Commissioner of Official Languages	159	87	54.7	7	4.4	6	3.8	6	3.8
Office of the Registrar of the Supreme Court of Canada	147	91	61.9	2	1.4	6	4.1	9	6.1
Registry of the Tax Court of Canada	130	85	65.4	3	2.3	6	4.6	5	3.8
Office of the Governor General's Secretary	122	72	59.0	1	0.8	8	6.6	2	1.6

Bureau of Pensions Advocates Canada	115	89	77.4	3	2.6	4	3.5	6	5.2
Canadian Centre for Management Development	111	78	70.3	4	3.6	4	3.6	0	0.0
Canada Labour Relations Board	91	61	67.0	1	1.1	4	4.4	3	3.3
Canadian International Trade Tribunal	91	47	51.6	0	0.0	1	1.1	4	4.4
Emergency Preparedness Canada	89	36	40.4	1	1.1	4	4.5	0	0.0
Offices of the Information and Privacy Commissioners	85	44	51.8	0	0.0	5	5.9	1	1.2
Canadian Dairy Commission	60	29	48.3	0	0.0	0	0.0	1	1.7
Status of Women Canada	45	42	93.3	1	2.2	2	4.4	4	8.9
International Joint Commission	38	18	47.4	0	0.0	0	0.0	1	2.6
Office of the Commissioner for Federal Judicial Affairs	36	19	52.8	0	0.0	2	5.6	1	2.8
Canadian Pension Commission	35	30	85.7	0	0.0	2	5.7	1	2.9
Office of the Director of <i>Veterans' Land Act</i>	33	20	60.6	0	0.0	2	6.1	0	0.0
Veterans Appeal Board Canada	31	26	83.9	0	0.0	3	9.7	1	3.2
Patented Medicine Prices Review Board Canada	29	19	65.5	0	0.0	0	0.0	3	10.3
Office of the Grain Transportation Agency Administrator	25	14	56.0	0	0.0	1	4.0	0	0.0
Canadian Intergovernmental Conference Secretariat	23	13	56.5	0	0.0	0	0.0	0	0.0
National Farm Products Marketing Council	18	9	50.0	0	0.0	0	0.0	0	0.0
Hazardous Materials Information Review Commission Canada	13	5	38.5	0	0.0	1	7.7	0	0.0
Registry of the Competition Tribunal	11	7	63.6	0	0.0	1	9.1	0	0.0
Canadian Secretariat (NAFTA)	8	2	25.0	0	0.0	0	0.0	2	25.0
Civil Aviation Tribunal of Canada	6	5	83.3	0	0.0	0	0.0	0	0.0
Copyright Board Canada	6	2	33.3	0	0.0	0	0.0	1	16.7
Communications Canada ^{1, 4, 6}	2	2	100.0	0	0.0	0	0.0	0	0.0
Total	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1

¹ Canadian Heritage was created in the 1993 restructuring. It includes portions of the former departments of Communications; Environment; Multiculturalism and Citizenship; National Health and Welfare; and the Secretary of State of Canada.

² Citizenship and Immigration Canada was created in the 1993 restructuring, and subsequently proclaimed in 1994. It includes portions of the former departments of Employment and Immigration; Multiculturalism and Citizenship; and Secretary of State of Canada.

³ Human Resources Development Canada was created in the 1993 restructuring. It includes portions of or all of the former departments of Employment and Immigration; Labour; National Health and Welfare; and Secretary of State of Canada.

⁴ Industry Canada was created in the 1993 restructuring. It includes portions of or all of the former departments of Consumer and Corporate Affairs; Communications; Investment Canada; and Industry, Science and Technology.

⁵ Natural Resources Canada was created in the 1993 restructuring. It includes the entire former departments of Energy, Mines and Resources; and Forests.

⁶ Public Works and Government Services Canada was created in the 1993 restructuring. It includes portions of the former departments of Public Works; Supply and Services; Communications; and Secretary of State of Canada.

⁷ The Office of Comptroller General of Canada was amalgamated into the Treasury Board of Canada, Secretariat as part of the 1993 restructuring.

Table 6**Distribution of Public Service Employees by Designated Group and Region of Work***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

As of March 31, 1995

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	6,018	2,255	37.5	213	3.5	142	2.4	26	0.4
Prince Edward Island	2,401	1,276	53.1	32	1.3	113	4.7	19	0.8
Nova Scotia	12,190	4,210	34.5	132	1.1	444	3.6	404	3.3
New Brunswick	7,376	3,302	44.8	97	1.3	231	3.1	56	0.8
Quebec (less NCR*)	30,570	14,452	47.3	289	0.9	712	2.3	433	1.4
NCR* (Quebec part)	17,222	9,142	53.1	436	2.5	711	4.1	706	4.1
NCR* (Ontario part)	53,011	26,508	50.0	731	1.4	1,697	3.2	2,263	4.3
Ontario (less NCR*)	36,474	17,818	48.9	793	2.2	1,204	3.3	2,423	6.6
Manitoba	9,753	4,937	50.6	499	5.1	346	3.5	249	2.6
Saskatchewan	5,678	2,705	47.6	329	5.8	202	3.6	112	2.0
Alberta	13,042	6,031	46.2	471	3.6	451	3.5	646	5.0
British Columbia	21,105	9,397	44.5	550	2.6	629	3.0	1,502	7.1
Yukon	676	339	50.1	69	10.2	13	1.9	6	0.9
Northwest Territories	802	349	43.5	133	16.6	21	2.6	20	2.5
Outside Canada	1,466	470	32.1	9	0.6	19	1.3	49	3.3
Total	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1

*National Capital Region

Table 7

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

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

As of March 31, 1995

Salary Band	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority		
	#	CUM %		#	%	CUM %	#	%	CUM %	#	%	CUM %	#	%	CUM %
≤ 19,999	261	0.1		156	59.8	0.2	4	1.5	0.1	14	5.4	0.2	6	2.3	0.1
20,000 - 24,999	14,464	6.8		10,888	75.3	10.7	416	2.9	8.8	703	4.9	10.3	491	3.4	5.6
25,000 - 29,999	44,942	27.4		32,258	71.8	42.0	1,368	3.0	37.4	1,767	3.9	35.8	1,813	4.0	25.9
30,000 - 34,999	28,270	40.4		15,454	54.7	56.9	678	2.4	51.6	739	2.6	46.5	1,024	3.6	37.4
35,000 - 39,999	31,098	54.7		14,049	45.2	70.6	745	2.4	67.1	838	2.7	58.6	1,058	3.4	49.3
40,000 - 44,999	31,715	69.2		13,020	41.1	83.2	666	2.1	81.1	1,054	3.3	73.8	1,286	4.1	63.7
45,000 - 49,999	18,881	77.9		6,719	35.6	89.7	351	1.9	88.4	595	3.2	82.3	769	4.1	72.3
50,000 - 54,999	11,967	83.4		3,530	29.5	93.1	185	1.5	92.3	293	2.4	86.6	529	4.4	78.3
55,000 - 59,999	11,076	88.5		2,536	22.9	95.6	132	1.2	95.0	303	2.7	90.9	645	5.8	85.5
60,000 - 64,999	7,298	91.8		1,773	24.3	97.3	84	1.2	96.8	205	2.8	93.9	380	5.2	89.8
65,000 - 69,999	6,509	94.8		1,259	19.3	98.5	63	1.0	98.1	152	2.3	96.1	380	5.8	94.0
70,000 - 74,999	5,383	97.3		734	13.6	99.2	45	0.8	99.0	127	2.4	97.9	214	4.0	96.4
75,000 - 79,999	1,763	98.1		246	14.0	99.5	12	0.7	99.3	40	2.3	98.5	106	6.0	97.6
80,000 - 84,999	1,905	99.0		213	11.2	99.7	20	1.0	99.7	61	3.2	99.4	136	7.1	99.1
85,000 - 89,999	544	99.2		119	21.9	99.8	5	0.9	99.8	14	2.6	99.6	32	5.9	99.5
90,000 - 94,999	812	99.6		105	12.9	99.9	3	0.4	99.9	15	1.8	99.7	34	4.2	99.6
95,000 - 99,999	192	99.7		43	22.4	99.9	4	2.1	99.9	3	1.6	99.8	3	1.6	99.6
100,000+	704	100.0		89	12.6	100.0	2	0.3	100.0	12	1.7	100.0	8	1.1	99.7
Total	217,784	100.0		103,191	47.4	100.0	4,783	2.2	100.0	6,935	3.2	100.0	8,914	4.1	100.0

Note: Cumulative percentages (CUM) are the percentages of the overall totals (columns) for the Public Service, as well as for each of the designated groups.
Other percentages are a designated group's share of each salary band (rows).

Table 8

Hirings into the Public Service by Designated Group and Region of Work

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

April 1, 1994 to March 31, 1995

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	699	516	73.8	11	1.6	9	1.3	3	0.4
Prince Edward Island	112	62	55.4	1	0.9	6	5.4	1	0.9
Nova Scotia	638	356	55.8	8	1.3	13	2.0	26	4.1
New Brunswick	393	212	53.9	3	0.8	3	0.8	2	0.5
Quebec (less NCR*)	2,470	1,798	72.8	13	0.5	34	1.4	27	1.1
NCR* (Quebec part)	684	391	57.2	46	6.7	25	3.7	27	3.9
NCR* (Ontario part)	3,165	1,854	58.6	41	1.3	57	1.8	143	4.5
Ontario (less NCR*)	1,952	1,186	60.8	48	2.5	39	2.0	63	3.2
Manitoba	1,008	728	72.2	37	3.7	18	1.8	32	3.2
Saskatchewan	471	232	49.3	26	5.5	6	1.3	5	1.1
Alberta	935	515	55.1	39	4.2	11	1.2	29	3.1
British Columbia	1,643	973	59.2	64	3.9	30	1.8	64	3.9
Yukon	120	61	50.8	17	14.2	1	0.8	0	0.0
Northwest Territories	86	54	62.8	17	19.8	0	0.0	1	1.2
Total	14,376	8,938	62.2	371	2.6	252	1.8	423	2.9

*National Capital Region

Note: "Hirings" refers to employees who were added to the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical notes in the Appendix).

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

Table 9**Hirings into the Public Service
by Designated Group and Occupational Category***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

April 1, 1994 to March 31, 1995

Occupational Category	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	71	26	36.6	1	1.4	3	4.2	2	2.8
Scientific and Professional	1,143	632	55.3	39	3.4	6	0.5	57	5.0
Administrative and Foreign Service	2,119	995	47.0	69	3.3	51	2.4	97	4.6
Technical	1,099	437	39.8	20	1.8	11	1.0	29	2.6
Administrative Support	7,540	6,259	83.0	178	2.4	160	2.1	199	2.6
Operational	2,404	589	24.5	64	2.7	21	0.9	39	1.6
Total	14,376	8,938	62.2	371	2.6	252	1.8	423	2.9

Note: "Hirings" refers to employees who were added to the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical notes in the Appendix). Percentages are a designated group's share of the total for each occupational category.

Table 10**Hirings into the Public Service
by Designated Group and Type of Employment***(PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

April 1, 1994 to March 31, 1995

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	2,093	1,004	48.0	81	3.9	52	2.5	105	5.0
Term (Three Months or more)	12,245	7,921	64.7	288	2.4	200	1.6	318	2.6
Seasonal	38	13	34.2	2	5.3	0	0.0	0	0.0
Total	14,376	8,938	62.2	371	2.6	252	1.8	423	2.9

Note: "Hirings" refers to employees who were added to the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical notes in the Appendix). Percentages are a designated group's share of the total for each type of employment.

Table 11

**Promotions within the Public Service
by Designated Group and Region of Work**

(PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees)

April 1, 1994 to March 31, 1995

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	396	173	43.7	11	2.8	5	1.3	3	0.8
Prince Edward Island	126	89	70.6	1	0.8	9	7.1	0	0.0
Nova Scotia	421	222	52.7	8	1.9	14	3.3	15	3.6
New Brunswick	334	186	55.7	5	1.5	7	2.1	0	0.0
Quebec (less NCR*)	1,657	1,034	62.4	17	1.0	32	1.9	17	1.0
Ontario (less NCR*)	2,312	1,338	57.9	37	1.6	74	3.2	151	6.5
NCR*	5,302	3,032	57.2	95	1.8	138	2.6	239	4.5
Manitoba	605	324	53.6	30	5.0	13	2.1	21	3.5
Saskatchewan	279	137	49.1	28	10.0	8	2.9	5	1.8
Alberta	864	432	50.0	35	4.1	16	1.9	40	4.6
British Columbia	1,315	678	51.6	38	2.9	30	2.3	77	5.9
Yukon	71	46	64.8	11	15.5	1	1.4	1	1.4
Northwest Territories	61	28	45.9	3	4.9	0	0.0	1	1.6
Outside Canada	67	29	43.3	0	0.0	0	0.0	1	1.5
Unknown	14	4	28.6	3	21.4	0	0.0	0	0.0
Total	13,824	7,752	56.1	322	2.3	347	2.5	571	4.1

*National Capital Region

Note: Data on promotions are obtained from the Public Service Commission and include only information 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 Public Service employees in that region (see definition of promotions in Technical notes in the Appendix).

Table 12**Promotions within the Public Service by Designated Group and Occupational Category***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

April 1, 1994 to March 31, 1995

Occupational Category	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	241	67	27.8	4	1.7	6	2.5	5	2.1
Scientific and Professional	1,678	634	37.8	29	1.7	24	1.4	139	8.3
Administrative and Foreign Service	4,658	2,607	56.0	101	2.2	122	2.6	187	4.0
Technical	1,684	438	26.0	21	1.2	21	1.2	32	1.9
Administrative Support	4,463	3,751	84.0	132	3.0	147	3.3	185	4.1
Operational	950	176	18.5	32	3.4	25	2.6	22	2.3
Not Specified	150	79	52.7	3	2.0	2	1.3	1	0.7
Total	13,824	7,752	56.1	322	2.3	347	2.5	571	4.1

Note: Data on promotions are obtained from the Public Service Commission and include only information 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 Public Service employees in that occupational category (see definition of promotions in Technical notes in the Appendix).

Table 13

Promotions within the Public Service by Designated Group and Type of Employment

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

April 1, 1994 to March 31, 1995

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	11,082	5,929	53.5	241	2.2	301	2.7	469	4.2
Term (Three Months or More)	2,742	1,823	66.5	81	3.0	46	1.7	102	3.7
Total	13,824	7,752	56.1	322	2.3	347	2.5	571	4.1

Note: Data on promotions are obtained from the Public Service Commission and include only information 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 Public Service employees having that type of employment (see also definition of promotions in the Technical notes in the Appendix).

Table 14**Separations from the Public Service by Designated Group and Region of Work***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

April 1, 1994 to March 31, 1995

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	1,081	696	64.4	11	1.0	13	1.2	3	0.3
Prince Edward Island	203	90	44.3	1	0.5	12	5.9	1	0.5
Nova Scotia	1,704	627	36.8	20	1.2	58	3.4	59	3.5
New Brunswick	802	330	41.1	11	1.4	20	2.5	9	1.1
Quebec (less NCR*)	4,823	3,207	66.5	33	0.7	92	1.9	35	0.7
NCR* (Quebec part)	1,103	552	50.0	40	3.6	56	5.1	42	3.8
NCR* (Ontario part)	5,206	2,925	56.2	79	1.5	164	3.2	197	3.8
Ontario (less NCR*)	4,453	2,459	55.2	106	2.4	142	3.2	173	3.9
Manitoba	2,164	1,425	65.9	75	3.5	46	2.1	63	2.9
Saskatchewan	748	353	47.2	41	5.5	15	2.0	11	1.5
Alberta	1,593	822	51.6	84	5.3	43	2.7	45	2.8
British Columbia	3,188	1,731	54.3	85	2.7	78	2.4	120	3.8
Yukon	152	72	47.4	19	12.5	3	2.0	0	0.0
Northwest Territories	108	49	45.4	33	30.6	0	0.0	3	2.8
Outside Canada	41	11	26.8	2	4.9	2	4.9	1	2.4
Total	27,369	15,349	56.1	640	2.3	744	2.7	762	2.8

*National Capital Region

Note: "Separations" refer to employees leaving the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical Notes in the Appendix).

Table 15

Separations from the Public Service by Designated Group and Occupational Category

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

April 1, 1994 to March 31, 1995

Occupational Category	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	250	35	14.0	5	2.0	8	3.2	8	3.2
Scientific and Professional	1,729	783	45.3	72	4.2	40	2.3	123	7.1
Administrative and Foreign Service	3,833	1,671	43.6	109	2.8	145	3.8	131	3.4
Technical	2,226	534	24.0	38	1.7	47	2.1	44	2.0
Administrative Support	13,549	11,176	82.5	284	2.1	395	2.9	366	2.7
Operational	5,782	1,150	19.9	132	2.3	109	1.9	90	1.6
Total	27,369	15,349	56.1	640	2.3	744	2.7	762	2.8

Note: "Separations" refers to employees leaving the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical notes in the Appendix).

Table 16**Separations from the Public Service by Designated Group and Type of Employment***(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)*

April 1, 1994 to March 31, 1995

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	9,262	3,670	39.6	289	3.1	385	4.2	312	3.4
Term (Three Months or more)	17,768	11,520	64.8	349	2.0	356	2.0	444	2.5
Seasonal	339	159	46.9	2	0.6	3	0.9	6	1.8
Total	27,369	15,349	56.1	640	2.3	744	2.7	762	2.8

Note: "Separations" refers to employees leaving the Public Service payroll between April 1, 1994 and March 31, 1995 (see also Technical notes in the Appendix).