Public Service Human Resources
Management Agency of Canada

Agence de gestion des ressources humaines
de la fonction publique du Canada

# Employment Equity in the Federal Public Service

## 2003–04

Canada

# Employment Equity in the Federal Public Service

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# President's Message

It is my pleasure to present this twelfth annual report on employment equity for the 2003–04 fiscal year as President of the Treasury Board and Minister responsible for the Public Service Human Resources Management Agency of Canada. The Agency was created in December 2003 to play a leadership role in modernizing the federal Public Service.

Like any modern professional organization, our Public Service must recruit and retain the most qualified and skilled workers available. This means drawing on the talents of the entire population and building a workforce that truly reflects Canada's diversity. We continue to make progress in reflecting that diversity. Nevertheless, challenges remain, particularly with respect to members of visible minorities.

Modernizing the Public Service means making it more representative and inclusive, i.e. more welcoming of diversity. It involves working with managers at all levels to continue improving our employment equity performance.

I want to thank all those who have partnered with the Agency and departments, including employee representatives, designated group networks, and persons responsible for employment equity, to accomplish what we must in this area.

The government remains committed to making the Public Service of Canada a representative national institution that serves all Canadians with excellence. Employment equity helps us attain that goal.

The paper version was signed by

Reg Alcock

President of the Treasury Board and
Minister responsible for the Canadian Wheat Board

# Speaker of the Senate

Dear Mr. Speaker:

Pursuant to subsection 21(1) of the *Employment Equity Act*, I have the honour of submitting to Parliament, through your good offices, the 2003–04 annual report on employment equity in the federal Public Service.

Sincerely,

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2005

# Speaker of the House of Commons

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# Executive Summary

## Our Commitment, the Law, and Employment Equity

The Government of Canada is committed to the implementation of employment equity and to the establishment of a representative Public Service of Canada. This commitment stems not only from the law but is a reflection of fundamental Canadian values of equality, equity, and inclusion.

The *Employment Equity Act* (the Act) has two stated purposes:

▶ to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability; and

▶ to correct the conditions of disadvantage in employment experienced by:

 • women;

 • Aboriginal peoples;

 • persons with disabilities; and

 • visible minorities.

This report, as required by the Act, provides information on our progress towards these objectives.

## Chapter 1: Where We Are Today– The Statistical Picture

### Women (2003–04)

▶ *Overall.* Some 53 per cent of all public service employees are women, just surpassing our workforce availability goal of 52 per cent.

▶ *Executives.* One in three public service executives is a woman, a proportion that continues to increase.

▶ *Scientists and professionals.* Women account for more than 40 per cent of employees in the scientific and professional category in the Public Service.

### Aboriginal peoples (2003–04)

▶ *Overall.* Over four per cent of all public service employees are Aboriginal peoples, higher than our workforce availability goal of 2.5 per cent.

▶ *Executives.* Aboriginal peoples make up almost three per cent of all public service executives, double the proportion of five years ago.

▶ *Scientists and professionals.* Aboriginal peoples make up 2.4 per cent of employees in the scientific and professional category.

### Persons with disabilities (2003–04)

▶ *Overall.* Nearly six per cent of all public service employees are persons with disabilities, which compares well with our workforce availability goal of just below four per cent.

▶ *Executives.* Almost five per cent of all executives in the public service are persons with disabilities, more than twice the number that there were in 1999.

▶ *Scientists and professionals.* Close to four per cent of employees in the scientific and professional category are persons with disabilities.

### Visible minorities (2003–04)

▶ *Overall.* About eight per cent of all public service employees are members of a visible minority group—more than two percentage points below our workforce availability goal of 10.4 per cent.

▶ *Executives.* Close to five per cent of all executives in the public service are members of visible minority groups—more than twice the number there were in 1999.

▶ *Scientists and professionals.* Nearly 12 per cent of all employees in the scientific and professional category are members of visible minority groups.

### Conclusion: What the numbers tell us

▶ Overall, women, Aboriginal peoples, and persons with disabilities are well represented in the Public Service.

▶ Visible minorities, however, remain under-represented; we are three-quarters of the way to our representation goal of just over 10 per cent.

### Chapter 2: Embracing Change: Evaluating Progress, Fulfilling the Promise

▶ In the spring of 2000, the Government of Canada endorsed the Embracing Change Action Plan to address under-representation and improve the participation of visible minorities in the Public Service.

▶ Embracing Change prescribes, among others:

• a one-in-five benchmark for the hiring, promotion, and career development of visible minorities; and

• measures for developing a more inclusive corporate culture in the federal workplace.

▶ In the spring of 2004, Consulting and Audit Canada submitted a report on progress so far in meeting the goals of the Action Plan. It confirmed that, though progress had been made, challenges remain.

To meet these challenges, the report recommends:

• engaging hiring managers more vigorously;

• strengthening accountability and imposing consequences; and

• developing more aggressive ways to recruit and promote visible minorities.

**Chapter 3: Building a Representative Public Service**

*Successful practices*

Various organizations have put into place practices that advance employment equity, among them Canadian Heritage, Health Canada, and the Department of Justice Canada. Successful practices can be found in many other departments, as well.

*Ensuring compliance with the law*

▶ The Canadian Human Rights Commission audits departments and agencies for compliance with the *Employment Equity Act*.

▶ To date, 64 organizations have been audited, representing 96 per cent of the workforce. Fifty-three of them have been found in compliance.

*Working with stakeholders*

We continue to work with stake-holders, including bargaining agents, the National Council of Visible

Minorities, the National Committee of Federal Public Servants with Disabilities, the Aboriginal National Network Initiative, and the External Advisory Group on Embracing Change to develop strategies and implement plans and programs for establishing a more representative and inclusive public service.

*Moving ahead*

▶ The Public Service of Canada, led by the Public Service Human Resources Management Agency of Canada, is committed to continuing its efforts to establish a representative public service capable of serving all Canadians.

▶ Objectives for this year and next include:

• preparing a new *Employment Equity Policy*;

• intensifying efforts to meet the one-in-five benchmarks for visible minorities, set forth in the Embracing Change Action Plan;

• integrating employment equity measures into management accountability frameworks, human resources and business plans, and ensuring that employment equity is an integral part of human resources modernization;

• working closely with stakeholders to implement our employment equity strategies.

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# Introduction

The *Public Service Modernization Act*, which received Royal Assent in November 2003, promises fundamental changes to how employees are managed, supported and led. With it comes the prospect of transforming employment systems and achieving employment equity in the Public Service.

On December 12, 2003, the government announced the creation of the Public Service Human Resources Management Agency of Canada (PSHRMAC) to ensure that the government's agenda for renewal of human resources management throughout the Public Service is carried out. This modernization agenda is about equipping the Public Service of Canada to respond more efficiently and effectively to the evolving needs of Canadians and their diversity.

The February 2004 Speech from the Throne elaborated further on restoring trust and accountability and on the commitment to change underlying the creation of PSHRMAC. They signal nothing less than the continuing pursuit of excellence in public service.

Achieving this excellence requires that the Public Service draw from the broadest talent pool and better reflect and understand the diverse needs and backgrounds of the Canadians it serves. The Clerk of the Privy Council and Head of the Public Service has again made diversity and the achievement of Embracing Change benchmarks corporate priorities for the 2003–04 fiscal year.

For three of the four employment equity designated groups—women, Aboriginal peoples and persons with disabilities—the representation picture is a good one. This is viewed against the backdrop of workforce availability indicators deriving from the 2001 Census and the 2001 Participation and Activity Limitation Survey conducted by Statistics Canada. By contrast, while there continue to be improvements in the representation of visible minorities, a significant gap remains overall and the Embracing Change benchmarks have still not been met.

It is clear that the commitment to change at even the highest levels of the Public Service has not been enough, on its own, to ensure a representative and inclusive public service. There have been calls for stronger oversight and holding managers at all levels accountable for the implementation of employment equity or the lack thereof in federal workforces. And such accountability should be for results, not simply processes. This report helps to strengthen accountability by indicating not only what has been achieved, but also what should be done to achieve more.

## What's in the Report?

As required by the *Employment Equity Act* (1995), the report provides the following information.

Chapter 1 provides a statistical portrait for the April 1, 2003, to March 31, 2004 reporting period. This year, PSHRMAC updated the Workforce Availability (WFA) estimates for all four designated groups, based on information from the 2001 Census and the post-censal Participation and Activity Limitation Survey. The summary WFA data for the Public Service as a whole are contained in Table 1 of this report.

Chapter 1 also provides an overview of historical data for the past decade, going back to 1993–94. For ease of reference and tracking, the tabular information in this chapter has been presented in a consistent manner over the years.

Chapter 2 reports on results and progress against the Embracing Change Action Plan. This Action Plan, prepared by the Task Force on the Participation of Visible Minorities in the federal Public Service, was endorsed by the Government of Canada in June 2000 to address the persistent under-representation and to improve the participation of visible minorities in the Public Service of Canada. March 2004 saw the completion of an independent evaluation of interim progress in implementing the Action Plan. The findings and observations contained in this evaluation report represent a valuable assessment of what works and what can be done differently to produce the results envisaged under the Action Plan.

Chapter 3 presents highlights from a sample of departments that are doing well and the strategies they employ to achieve their results. It also provides a snapshot of our work through committees and with our partners, including the National Council of Visible Minorities, the National Committee of Federal Public Servants with Disabilities, and bargaining agents. This chapter, as in the past, fosters an exchange of ideas and expertise and the sharing of successful practices.

Finally, the report looks ahead to some of the initiatives proposed for the 2004–05 fiscal year.

## Chapter 1
## Where We Are Today—The Statistical Picture

This chapter includes a series of tables and charts that provide statistical information on hirings, promotions and separations for the federal Public Service. It also provides highlights for each designated group.

### Women

- The proportion of federal public service employees who are women has increased to 53.1 per cent from 52.8 per cent last year.

- Representation of women in the Executive category is now at 34.9 per cent, up from 33.8 per cent last year and almost twice the proportion of a decade ago.

- Representation of women in the Scientific and Professional category rose from 40.3 per cent to 41.4 per cent.

- The percentage of indeterminate employees who are women increased from 51.9 per cent to 52.6 per cent over the past fiscal year.

- Almost 6 in 10 of term employees are women.

- Close to 6 in 10 of all hires were women in 2003–04.

- An increasing proportion of all persons hired into the Scientific and Professional category (now at 54.4 per cent, up from 51.7 per cent) were women. Although it remains the major point of entry, the proportion of women (4 in 10) entering the federal Public Service through the Administrative Support category continues to show slight decreased.

- Women received approximately 6 out of 10 promotions, a proportion that has been fairly constant over the last few years.

- Of the large departments and agencies, the Royal Canadian Mounted Police (civilian staff) employs the highest proportion of women (76.3 per cent).

- Just over 4 in 10 women in the federal Public Service work in the National Capital Region and close to 4 in 10 of all employees working outside of Canada are women.

- Just about half (50.9 per cent) of separations from the federal Public Service were by women, down from 53.7 per cent a year ago.

*Figure 1*
### Representation of Women, 1988–2004 (%)
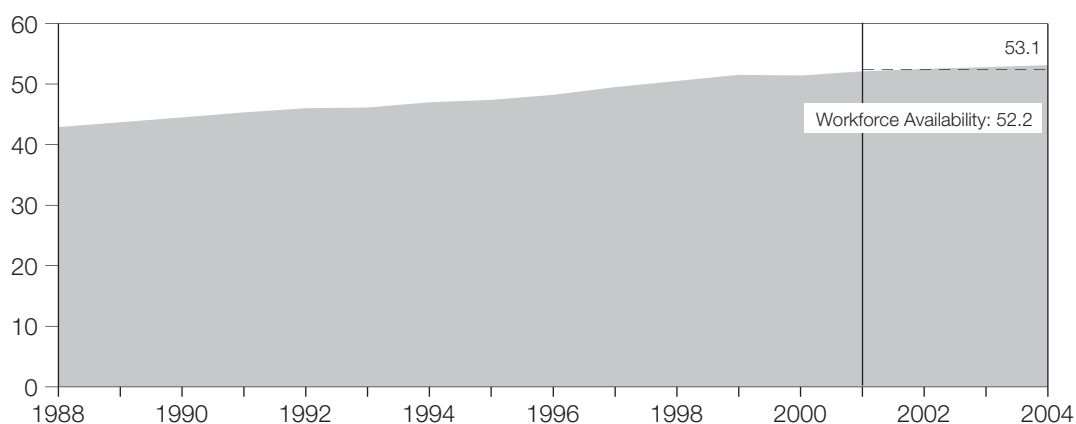
## Aboriginal Peoples

- Aboriginal peoples accounted for 4.1 per cent of the federal Public Service workforce in March 2004, up from 3.9 per cent the year before.

- The highest proportion of Aboriginal employees are in the Administration and Foreign Service category (42.5 per cent) and Administrative Support (24.6 per cent).

- Most Aboriginal employees (7 in 10) work outside the National Capital Region.

- Aboriginal peoples remained at 4.5 per cent of all new hires into the federal Public Service.

- One in three Aboriginal employees hired was indeterminate.

- Aboriginal employees continued to enter the federal Public Service primarily through the Administrative Support (32.4 per cent) and the Administration and Foreign Service categories (31.5 per cent), together accounting for just over 6 in 10 of Aboriginal employees hired this year.

- Aboriginal employees received 4.3 per cent of all promotions, up slightly from last year.

- Over half (52.1 per cent) of the promotions of Aboriginal employees occurred in or to the Administration and Foreign Service category.

- Of the Aboriginal employees who left the federal Public Service, 43.7 per cent were indeterminate.

- Aboriginal peoples accounted for 4.6 per cent of departures from the Public Service, down from 5.0 per cent a year ago.

- Indian and Northern Affairs Canada (INAC) remains the department that employs the largest proportion of Aboriginal peoples, at 31.3 per cent or 17.5 per cent of the entire Aboriginal population in the federal Public Service.

*Figure 2*
Representation of Aboriginal Peoples, 1988–2004 (%)
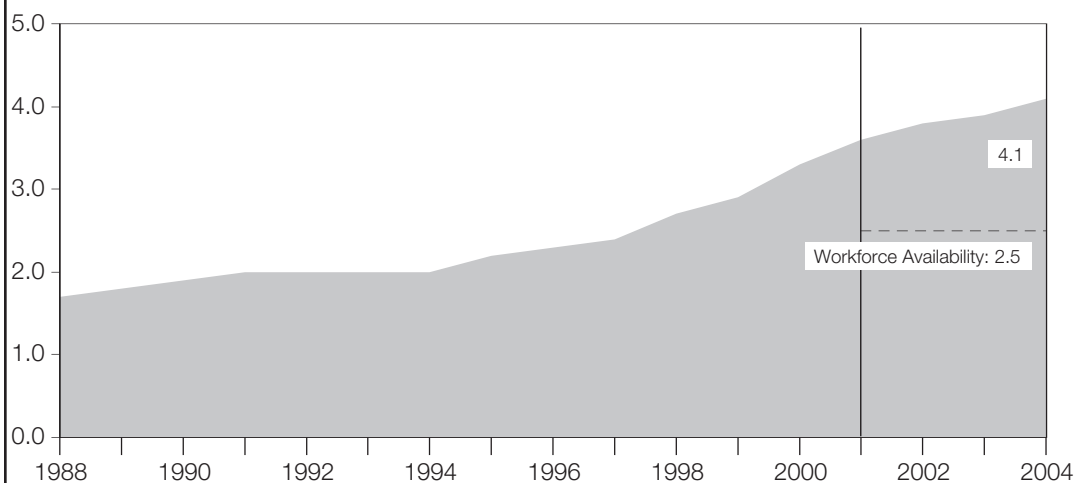
## Persons with Disabilities

- The representation of persons with disabilities in the federal Public Service was virtually unchanged, now at 5.7 per cent compared with 5.6 per cent a year ago.

- The percentage of indeterminate employees who are persons with disabilities remained the same as last year, 5.9 per cent.

- One third, or 33.7 per cent of persons with disabilities were hired as indeterminate employees continuing a pattern of increase over the past three years.

- The Administrative Support (37.1 per cent) and Administration and Foreign Service categories (36.6 per cent) continue to be main points of entry for persons with disabilities.

- Approximately two-thirds of persons with disabilities in the federal Public Service are 45 years of age or older.

- Employees with disabilities received 4.9 per cent of all promotions, the same as last year.

- Over 60 per cent of persons with disabilities separating from the federal Public Service are indeterminate employees.

- Of the large departments, Veterans Affairs Canada continues to employ the highest proportion of individuals with disabilities, 8.1 per cent, followed closely by Human Resources and Skills Development Canada (HRSDC) at 8.0 per cent.

- Among small and mid-sized departments and agencies that employ 100 employees or more, the Canadian Human Rights Commission has the highest proportion of employees with disabilities, 10.7 per cent, followed by the Office of the Chief Electoral Officer, 10.6 per cent.

- Among the large departments that increased their representation of persons with disabilities from last year were: Royal Canadian Mounted Police (civilian staff) from 5.0 to 6.2 per cent, Health Canada from 4.5 to 5.0 per cent, and Statistics Canada from 5.5 to 6.6 per cent.

*Figure 3*
Representation of Persons with Disabilities, 1988–2004 (%)
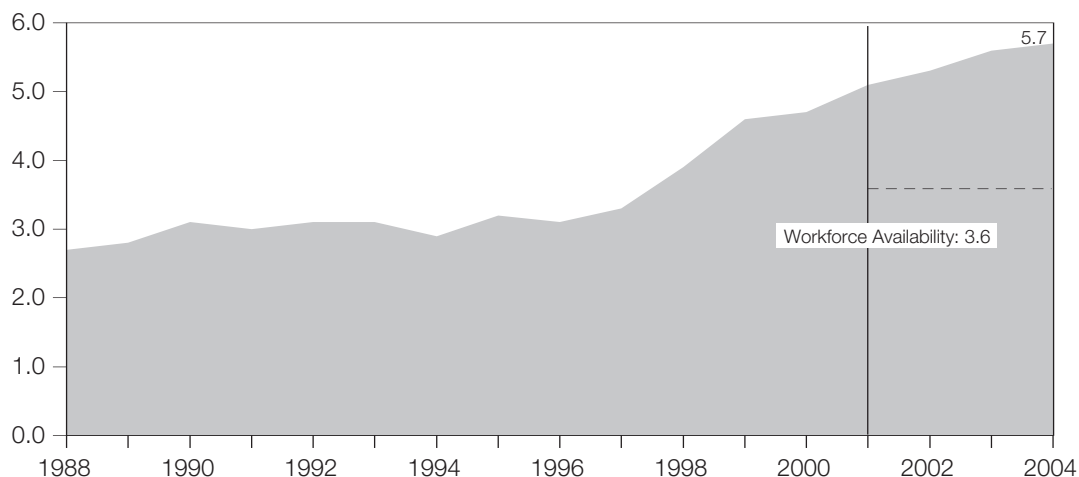
## Persons in a Visible Minority Group

- The number of employees in a visible minority group has been on a steady increase in the federal Public Service for the last four years. The representation has increased again this year from 7.4 per cent to 7.8 per cent.

- The number of visible minority employees in the Executive category increased to 208 (4.8 per cent) from 177 (4.2 per cent) a year ago.

- There was an increase in the proportion of persons in a visible minority group who are indeterminate employees, now at 87.0 per cent, up from 83.9 per cent.

- Of all indeterminate employees, 7.6 per cent are visible minorities, an increase from 7.1 per cent a year ago.

- For the past few years, the highest proportion of persons in a visible minority group has been in the Administration and Foreign Service category (41.4 per cent).

- Excluding the NCR, the three regions with the highest proportion of visible minority employees are Ontario, British Columbia, and Quebec with 18.8 per cent, 14.7 per cent, and 6.9 per cent respectively.

- Just over 45 per cent of all employees in a visible minority group work in the National Capital Region, up slightly from last year.

- Of all new hires, 10.1 per cent were persons in a visible minority group, a moderate increase from 9.5 per cent a year go.

- Employees in a visible minority group received 8.1 per cent of all promotions.

- Promotions for visible minorities, in or to the Executive category increased to 6.0 per cent from 4.8 per cent a year ago.

- Visible minority employees entered the Public Service primarily through the Administrative Support (32 per cent) and Administration and Foreign Service categories (31.3 per cent). Over 20 per cent entered via the Scientific and Professional category, higher than for any other group.

- Overall, visible minorities accounted for 6.5 per cent of all separations, down slightly from 6.7 per cent.

- Among large departments and agencies, Citizenship and Immigration Canada (14.5 per cent) and Health Canada (12.1 per cent), for the third year in a row employed the highest proportions of persons in a visible minority group.

- Among all other departments with 100 employees or more, the Immigration and Refugee Board again this year had the highest percentage, 21.2 per cent.

## Figure 4
Representation of Persons in a Visible Minority Group, 1988–2004 (%)

Workforce Availability: 10.4

7.8
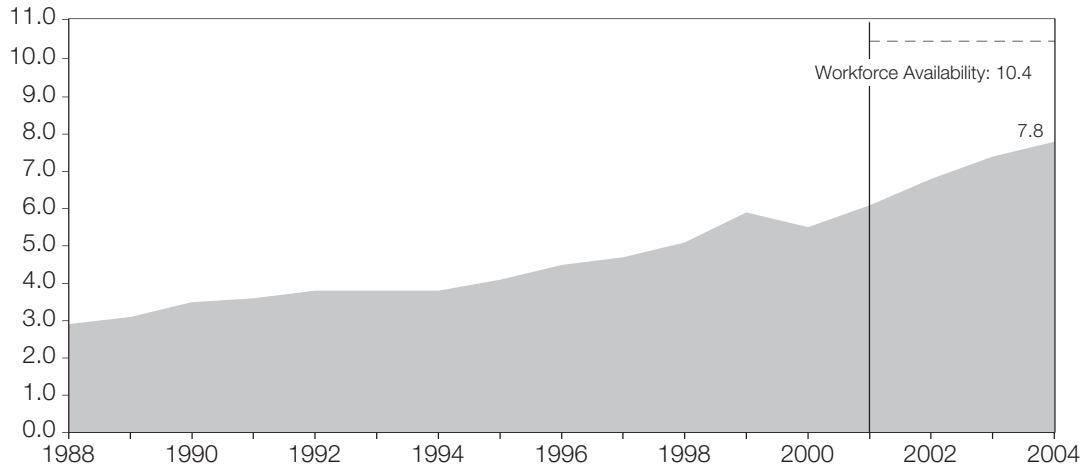
## Figure 5
Hiring and Promotion of Women, 1988 and 1996–2004 (%)

**Hirings**

| 1988 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|------|------|------|------|------|------|------|------|------|------|
| 47.1 | 63.4 | 63.2 | 59.9 | 62.1 | 57.4 | 57.8 | 56.8 | 55.9 | 57.2 |

**Promotions**

| 1988 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|------|------|------|------|------|------|------|------|------|------|
| 51.6 | 54.6 | 56.5 | 52.3 | 57.6 | 57.4 | 58.3 | 60.4 | 61.0 | 59.7 |
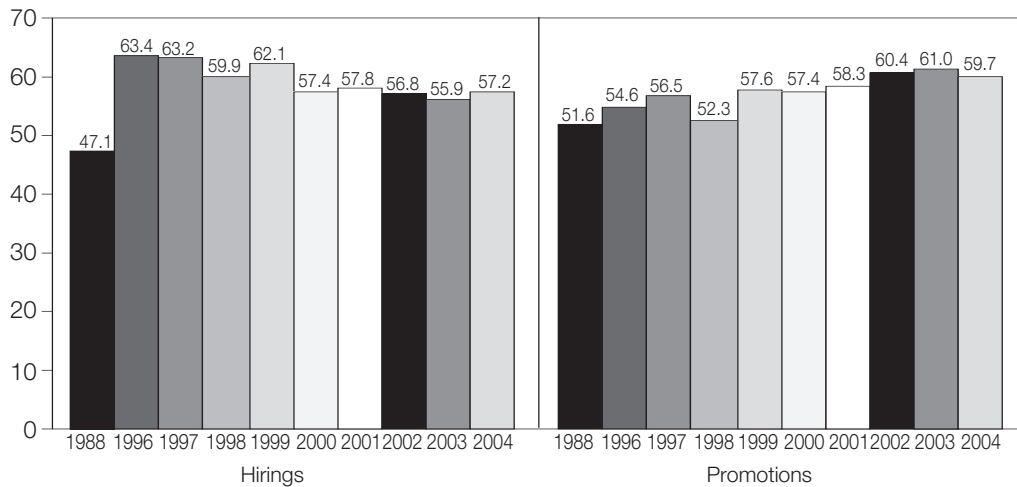
*Figure 6*
## Hiring and Promotion of Aboriginal Peoples, 1988 and 1996–2004 (%)
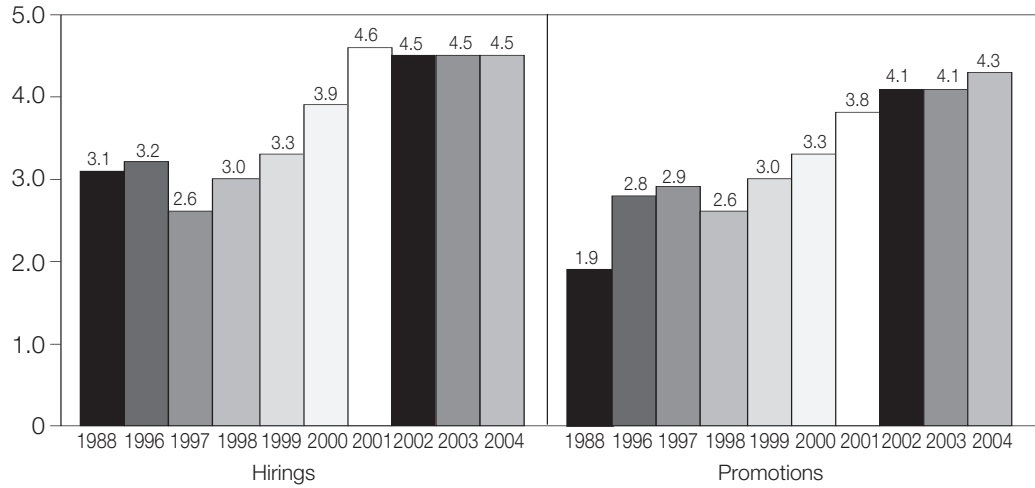


*Figure 7*
## Hiring and Promotion of Persons with Disabilities, 1988 and 1996–2004 (%)
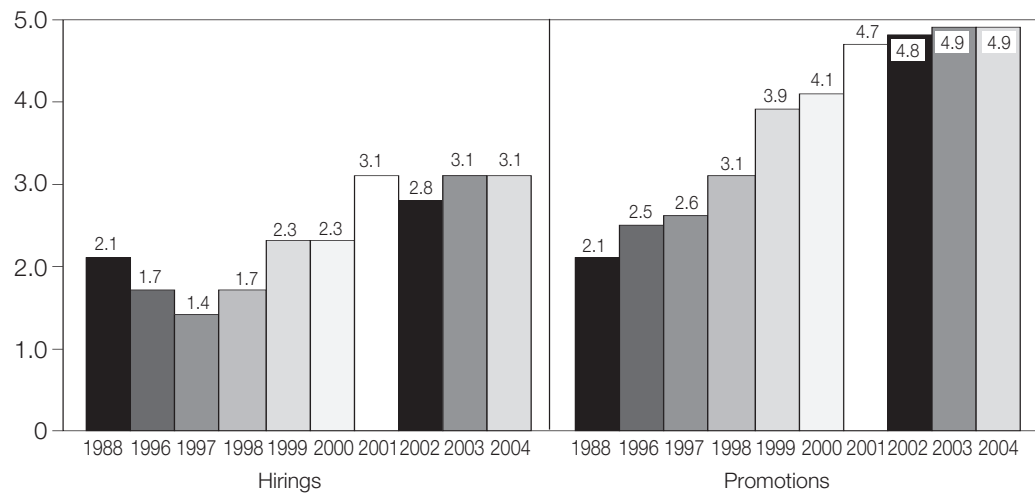
*Figure 8*
Hiring and Promotion of Visible Minorities,
1988 and 1996–2004 (%)
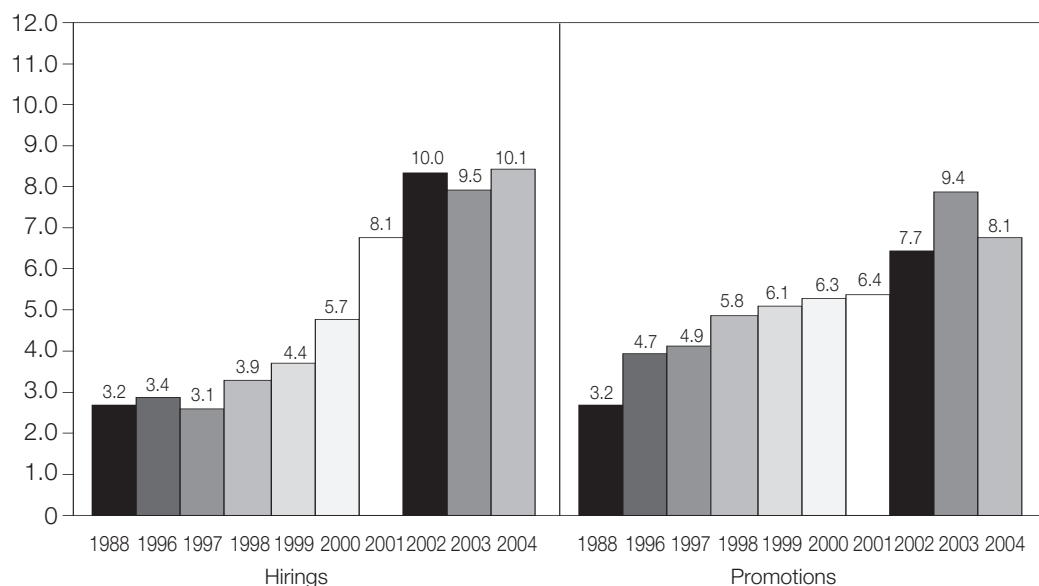


## Representation
(Tables 1 and 2)

▶ In 2003–04, the federal public service workforce, as defined in the *Employment Equity Act*, showed a net increase of 2,662 employees, bringing the total to 165,976.

▶ Three of the four designated groups are well represented. Women account for 53.1 per cent of public service employees, Aboriginal peoples for 4.1 per cent, and persons with disabilities for 5.7 per cent compared to respective workforce availabilities of 52.2 per cent, 2.5 per cent, and 3.6 per cent.

▶ There remains a gap between representation (7.8 per cent) and workforce availability (10.4 per cent) for visible minorities.

▶ Indeterminate employees make up 90 per cent of the Public Service workforce. Representation of indeterminate employees among the designated groups is fairly consistent with the overall picture:

– 93 per cent of persons with disabilities;

– 90 per cent of both Aboriginal peoples and women; and

– 87 per cent of visible minorities are indeterminate employees.

▶ The overall number of term employees decreased by almost 5,000 from 20,782 to 15,812.

## Gender
(Table 2)

▶ In 2003–04, the number of women in the Public Service increased to 88,175 or 53.1 per cent of the workforce.

▶ The proportion of women in designated groups has risen since last year. Women now account for 61.2 per cent of Aboriginal peoples, 54.3 per cent of visible minorities, and 50.6 per cent of persons with disabilities in the Public Service.

▶ Women continue to comprise close to 6 in 10 of term employees.

## Representation in Multiple Groups

▶ There was a slight increase in the number of employees belonging to more than one employment equity group, as indicated below, but the numbers are still small.

## Occupational Category
(Table 3)

▶ The proportion in the Executive category has increased for all designated groups: visible minorities from 4.2 to 4.8 per cent, persons with disabilities from 4.6 to 4.9 per cent, Aboriginal peoples from 2.7 to 2.9 per cent, and women from 33.8 to 34.9 per cent.

▶ Administration and Foreign Service is the largest occupational category in the Public Service. Women account for almost 60 per cent of the 69,868 employees in this category.

▶ The Administrative Support category has the highest concentration of women—82.7 per cent, although this continues to show slight decreases over the years.

### Distribution of Employees Showing Representation in Multiple Groups

| | 2003 | | | 2004 | | |
|---|---|---|---|---|---|---|
| | All | Aboriginal Peoples with Disabilities | Persons in a Visible Minority Group with Disabilities | All | Aboriginal Peoples with Disabilities | Persons in a Visible Minority Group with Disabilities |
| Public Service Employees | 163,314 | 380 | 391 | 165,976 | 424 | 441 |
| Men | 77,152 | 188 | 201 | 77,801 | 210 | 230 |
| All Women | 86,162 | 192 | 190 | 88,175 | 214 | 211 |
| Aboriginal Women | 3,910 | | | 4,114 | | |
| Women with Disabilities | 4,592 | | | 4,781 | | |
| Visible Minority Women | 6,509 | | | 7,057 | | |

*Figure 9*
Distribution of Women by Occupational Category



Executive
(1.7%) 1,510

Scientific and Professional
(11.2%) 9,912

Administration and
Foreign Service
(47.3%) 41,697

Technical
(6.3%) 5,521

Administrative Support
(29.8%) 26,260

Operational
(3.7%) 3,275
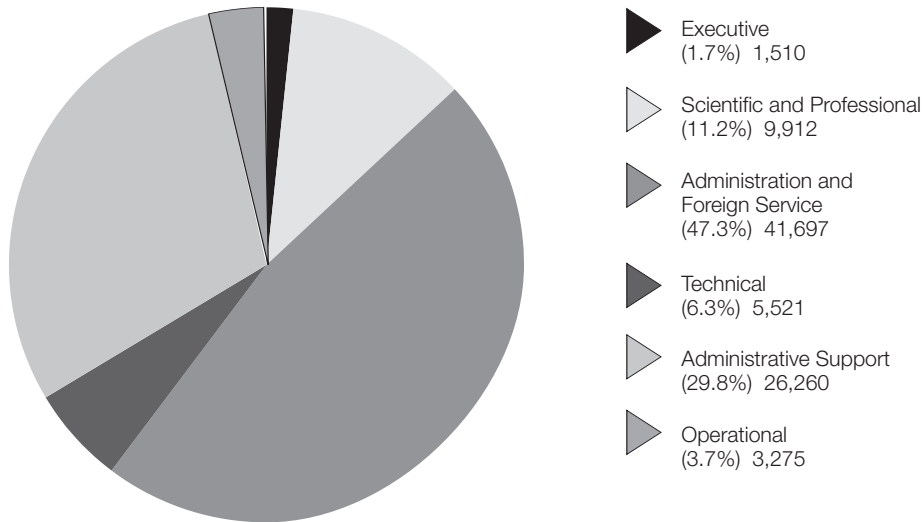
*Figure 10*
Distribution of Aboriginal Peoples
by Occupational Category



Executive
(1.8%) 124

Scientific and Professional
(8.7%) 585

Administration and
Foreign Service
(42.5%) 2,857

Technical
(7.7%) 521

Administrative Support
(24.6%) 1,654

Operational
(14.6%) 982
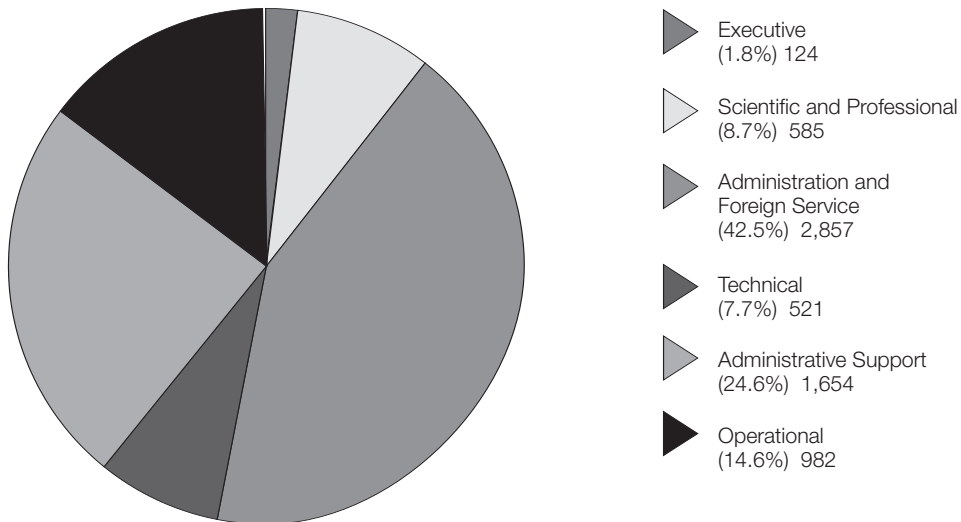
*Figure 11*
Distribution of Persons with Disabilities
by Occupational Category

Executive
(2.3%) 213

Scientific and Professional
(9.5%) 894

Administration and
Foreign Service
(44.1%) 4,171

Technical
(8.3%) 780

Administrative Support
(26.7%) 2,525

Operational
(9.2%) 869
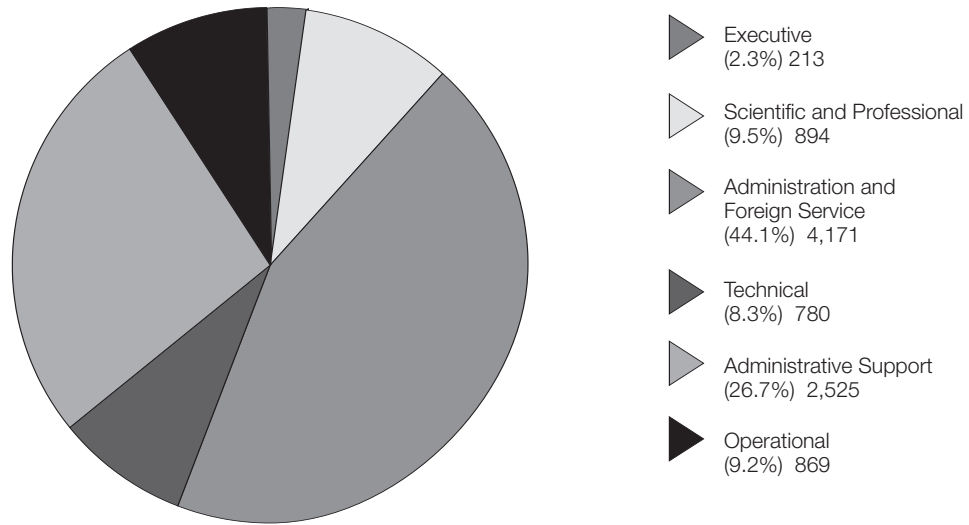
*Figure 12*
Distribution of Persons in a Visible Minority Group
by Occupational Category

Executive
(1.6%) 208

Scientific and Professional
(21.9%) 2,846

Administration and
Foreign Service
(41.4%) 5,386

Technical
(7.0%) 915

Administrative Support
(22.6%) 2,942

Operational
(5.4%) 704
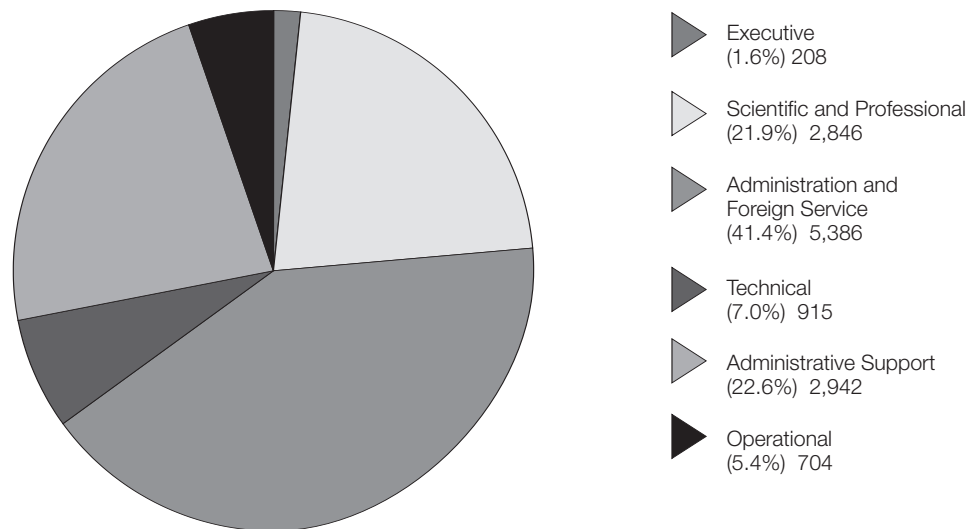
*Figure 13*
Women by Age Group
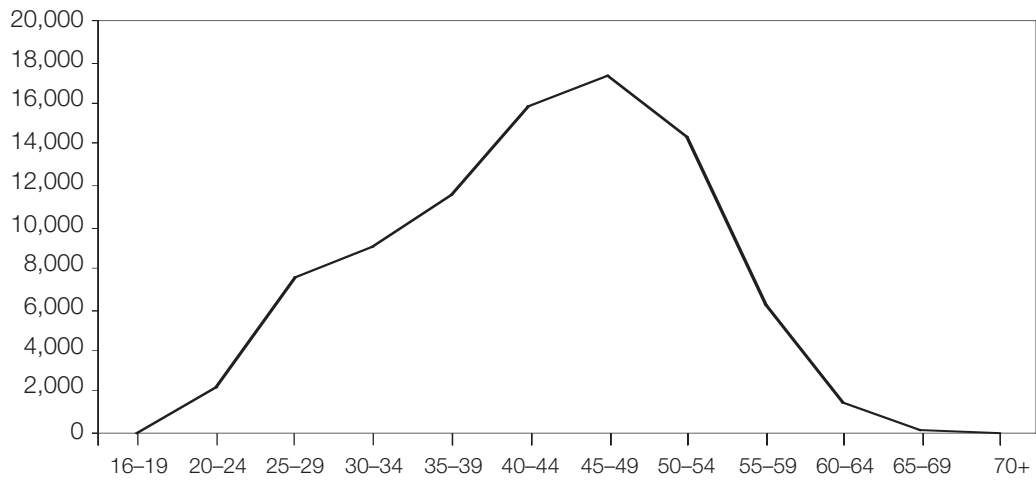


*Figure 14*
Three Designated Groups of Employees by Age Group
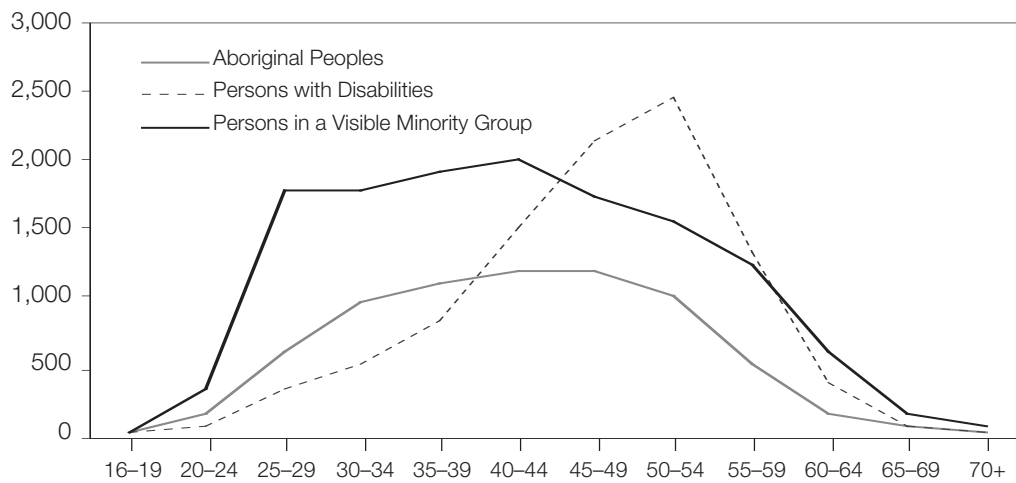
## Age
(Table 4)

▶ In 2003–04, the average age of public service employees was 44.

▶ The oldest group of people in the Public Service are in the Executive category, averaging approximately 50 years of age.

▶ Among the designated groups overall, visible minorities are the youngest (41.8 years old) and persons with disabilities are the oldest (47.1 years old).

▶ Once again, the group with the highest proportion (two-thirds) of workers over the age of 45 is persons with disabilities.

## Departments and Agencies
(Table 5)

On December 12, 2003, the government announced changes in the structure of some federal departments and agencies and the creation of several new organizations, including the Canada Border Services Agency; Canadian Firearms Centre; Canada School of Public Service; Department of International Trade; Department of Social Development Canada; Department of Public Safety and Emergency Preparedness; Human Resources and Skills Development Canada; Public Service Human Resources Management Agency of Canada; and the Public Service Staffing Tribunal.

This report refers to departments prior to the restructuring, that is for the better part of the 2003–04 fiscal year. Data reflecting the new structures will be contained in next year's report.

▶ Women made up 70 percent of the workforce in three of the 18 largest departments — Royal Canadian Mounted Police (civilian staff), Human Resources Development Canada (HRDC) and Veterans Affairs Canada.

▶ Sixty percent of Aboriginal peoples in the Public Service are employed by five departments: Indian and Northern Affairs Canada (INAC), Correctional Service Canada, HRDC, Health Canada, and National Defence. Aboriginal peoples constitute approximately one-third of the workforce at INAC.

▶ Approximately 20 per cent of persons with disabilities in the Public Service (1,876 people) are employed by HRDC, followed by National Defence with 12 per cent or 1,112 employees.

▶ Just over 30 per cent of visible minorities in the Public Service work in three departments: HRDC (1,892), Health Canada (1,097), and National Defence (1,010). Among the large departments, the highest proportions are at Citizenship and Immigration Canada (14.5 per cent), Health Canada (12.1 per cent), Statistics Canada (11 per cent), and Industry Canada (10 per cent).

## Geography
(Table 6)

▶ The concentration of the federal workforce is highest in the National Capital Region (42.2 per cent). The proportion is similar for visible minorities (45.1 per cent), women (44.4 per cent), and persons with disabilities (42 per cent). By contrast, only 32 per cent of Aboriginal peoples work in the NCR and over 4 in 10 Aboriginal employees are found west of Ontario.

▶ Just over 1 in 3 public service employees working outside Canada are women.

▶ As it has for many years, British Columbia had the highest representation of visible minorities at 12.9 percent, followed by Ontario (excluding NCR) with 11.8 per cent.

*Figure 15*

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

|  | Women | Aboriginal Peoples | Persons with Disabilities | Persons in a Visible Minority Group |
|---|---|---|---|---|
| Newfoundland and Labrador | 40.9 | 4.2 | 5.2 | 1.1 |
| Prince Edward Island | 62.4 | 2.4 | 8.7 | 1.8 |
| Nova Scotia | 40.8 | 2.6 | 7.0 | 4.9 |
| New Brunswick | 53.1 | 2.9 | 5.1 | 1.3 |
| Quebec (excl. NCR) | 54.2 | 1.5 | 3.1 | 4.6 |
| NCR | 55.8 | 3.1 | 5.7 | 8.4 |
| Ontario (excl. NCR) | 55.7 | 3.9 | 7.1 | 11.8 |
| Manitoba | 55.6 | 11.5 | 6.6 | 6.3 |
| Saskatchewan | 52.6 | 12.8 | 5.6 | 3.4 |
| Alberta | 54.3 | 7.3 | 6.4 | 7.3 |
| British Columbia | 48.3 | 5.0 | 6.1 | 12.9 |
| Yukon | 64.1 | 18.3 | 6.0 | 2.5 |
| Northwest Territories | 54.7 | 20.8 | 4.3 | 3.0 |
| Nunavut | 52.8 | 28.4 | 1.7 | 4.0 |

## Salary
(Table 7)

▶ In the federal Public Service, 54.2 per cent of all employees earn $50,000 or more. For the designated groups, the proportions are:

- visible minorities
  54.0 per cent;

- persons with disabilities
  48.3 per cent;

- Aboriginal peoples,
  45.2 per cent; and

- women
  43.9 per cent.

## Hiring
(Tables 8 through 10)

▶ The federal Public Service hired 4,100 (25 per cent) fewer employees in 2003–04 than during the previous year. All designated groups likewise showed decreases in hiring, with visible minorities being least affected.

▶ Persons in visible minority groups made up approximately 10 per cent of new hires, not much change from last year. The proportion of Aboriginal peoples and persons with disabilities hired was the same as last year, 4.5 and 3.1 per cent respectively.

▶ Four geographic areas show double-digit percentages for hiring of Aboriginal peoples: Saskatchewan (13.1 per cent), Manitoba (11.2 per cent), Nunavut (27.7 per cent), and the Northwest Territories (12.3 per cent). With respect to visible minorities, there are seven such areas, including the NCR, British Columbia, and Alberta.

▶ Of the 75 external hires into the Executive category, 10 were members of visible minority groups and 29 were women.

▶ For the Public Service as a whole and for all designated groups, there was more hiring of term than of indeterminate employees—close to twice as much for all employees, Aboriginal peoples, women, and persons with disabilities. The ratio (1.8) was significantly lower for visible minorities.

## Promotions
(Tables 11 through 13)

▶ There were over 5,000 fewer promotions than last year. While all designated groups experienced numeric decreases, only women and visible minorities experienced a decrease in their share.

▶ Half of all promotions occurred in the NCR, as was the case for women, persons with disabilities, and visible minorities. The NCR share for Aboriginal peoples drops to 38 per cent.

▶ Indeterminate employees received over 90 per cent of all promotions and of those received by persons in the designated groups.

▶ Exactly half of all promotions in the federal Public Service were in or to the Administration and Foreign Service category. For women, this category accounted for 57.2 per cent, for persons with disabilities 53.7 per cent, for Aboriginal peoples 52.1 per cent, and for 49.9 per cent among visible minorities.

## Separations
(Tables 14 through 16)

▶ The total number of separations from the federal Public Service was 10,572, down from 11,546 last year. Together, the minority-designated groups accounted for 17.4 per cent of separations as follows: visible minorities 6.5 per cent, persons with disabilities 6.3 per cent, and Aboriginal peoples 4.6 per cent.

▶ Women accounted for slightly more than half of all separations from the federal Public Service.

▶ Overall, separations from indeterminate employment exceeded those from term employment with the former accounting for just under half of all separations.

▶ Term separations exceeded indeterminate separations for three of the four designated groups; the exception was for persons with disabilities, where there were almost twice as many separations from indeterminate employment as from term employment.

## Technical Notes

The tables in this chapter provide statistics on the designated groups in the federal Public Service as at March 31, 2004. They include summary data on women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group, as well as tables on hirings, promotions, and separations of persons in these groups.

### Federal Public Service

The Treasury Board is the employer for the federal Public Service as set out in the *Public Service Staff Relations Act*, Schedule I, Part I (PSSRA I-I). Appointments are made according to the merit principle under the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada. The total number of employees in the federal Public Service as at March 31, 2004, is 171,457. This is an increase of 2,594 persons, or 1.5 per cent, from March 31, 2003.

## Report Coverage

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees, with the exception of those seasonal employees who are on leave without pay at the end of March. Due to their rapid turnover, no information is reported on students or casual employees, except in the case of hiring. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables. In some smaller departments, their exclusion may affect the representation of designated groups.

Statistics in this document also exclude Governor in Council appointees, ministerial staff, federal judges, and deputy ministers, who are also on the federal public service payroll. As required under the *Employment Equity Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 2003, and ending March 31, 2004.

Employees are classified according to the following categories:

| | |
|---|---|
| Indeterminate, terms of three months or more, and seasonal | 165,976 |
| Terms of less than three months | 735 |
| Casual employees | 4,746 |
| Total | 171,457 |

## Federal Departments and Agencies

The *Employment Equity Act* prescribes that this report cover the portions of the Public Service of Canada set out in Part I of Schedule I of the PSSRA. Under the PSSRA I-I, the federal Public Service comprises some 70 departments, agencies, and commissions for which the Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for organizations covered by the PSSRA I-I. These organizations vary in size from large departments with more than 3,000 employees to small institutions with fewer than 100 employees and some with 10 or fewer. Some departments have employees in all provinces and territories, while others are located only in the NCR. The population for some small organizations is included with the larger institution that handles their payroll and administrative matters.

## Term Employees

Both the *Financial Administration Act* and the *Employment Equity Act* define "employee" to include persons hired for a fixed duration of at least three months, traditionally referred to as term employees. Federal public service term employees fall into two categories:

▶ short-term employees (appointed for less than three months); and

▶ long-term employees (appointed for three months or more).

Since persons hired for less than three months are not part of the population under the *Employment Equity Act*, they are not included in this report. Some persons who are initially hired as short-term employees, however, become long-term or indeterminate employees. When this change in status occurs and the employee is not given an opportunity to self-identify (the process by which persons voluntarily identify themselves as members of one or more of the minority-designated groups or confirm that they are not), designated group representation may be under-reported. For this reason, departments and agencies have been collecting self-identification information from everyone added to the federal public service payroll.

## Data on Persons in the Designated Groups

To assure consistency in the data presented in this chapter, the Public Service Human Resources Management Agency of Canada uses the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with the PSSRA I-I. Self-identification data

are generated from the Employment Equity Data Bank, which is maintained by PSHRMAC. Information derived from these two sources does not always harmonize exactly with information from departmental sources.

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

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

The completeness and accuracy of employment equity data for the federal Public Service depend on the willingness of employees to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department (including those engaged as students or casual employees) and during departmental self-identification censuses and other campaigns. They may complete a self-identification form (available from employment equity co-ordinators in the department) at any time.

**Terminology**

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

"**Promotions**" refers to the number of appointments to positions at higher maximum pay levels, either within the same occupational group or subgroup or in another group or subgroup.

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

"**Indeterminate employees**" refers to people appointed to the federal Public Service for an unspecified duration.

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

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

"**Workforce availability**" refers to the distribution of people in the designated groups as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based only on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupations in the federal Public Service. Estimates for women, Aboriginal peoples, and persons in a visible minority group derive from statistics collected in the Census of Canada. Those for persons with disabilities derive from data in surveys such as the Health and Activity Limitation Survey (1991) and the Participation and Activity Limitation Survey (2001). These are also collected by Statistics Canada.

"**Benchmarks**," like targets, are established to measure progress toward goals that an organization has set for itself. Benchmarks take into account the realities of an organization's operations and, in the case of the Public Service, complement the concept of merit by ensuring that the public service workforce is qualified and representative, reflecting the diversity of Canadian society and the pools from which employees are drawn.

*Table 1*

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

| | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| **Public Service Representation** | | | | | | | | | |
| As at March 31, 2004 | 165,976 | 88,175 | 53.1 | 6,723 | 4.1 | 9,452 | 5.7 | 13,001 | 7.8 |
| As at March 31, 2003 | 163,314 | 86,162 | 52.8 | 6,426 | 3.9 | 9,155 | 5.6 | 12,058 | 7.4 |
| As at March 31, 2002 | 157,510 | 82,663 | 52.5 | 5,980 | 3.8 | 8,331 | 5.3 | 10,772 | 6.8 |
| As at March 31, 2001 | 149,339 | 77,785 | 52.1 | 5,316 | 3.6 | 7,621 | 5.1 | 9,143 | 6.1 |
| As at March 31, 2000* (Revenue Canada excluded) | 141,253 | 72,549 | 51.4 | 4,639 | 3.3 | 6,687 | 4.7 | 7,764 | 5.5 |
| As at March 31, 1999 (Revenue Canada included) | 178,340 | 91,856 | 51.5 | 5,124 | 2.9 | 8,137 | 4.6 | 10,557 | 5.9 |
| As at March 31, 1998 | 179,831 | 90,801 | 50.5 | 4,770 | 2.7 | 6,943 | 3.9 | 9,260 | 5.1 |
| As at March 31, 1997 | 186,378 | 92,281 | 49.5 | 4,551 | 2.4 | 6,227 | 3.3 | 8,690 | 4.7 |
| As at March 31, 1996 | 201,009 | 96,794 | 48.2 | 4,665 | 2.3 | 6,291 | 3.1 | 8,981 | 4.5 |
| As at March 31, 1995 | 217,784 | 103,191 | 47.4 | 4,783 | 2.2 | 6,935 | 3.2 | 8,914 | 4.1 |
| As at March 31, 1994 | 224,640 | 105,621 | 47.0 | 4,492 | 2.0 | 6,623 | 2.9 | 8,566 | 3.8 |
| Workforce Availability 2001 Census and PALS | | | 52.2 | | 2.5 | | 3.6 | | 10.4 |

* Revenue Canada became a separate employer, Canada Customs and Revenue Agency, on November 1, 1999.

**Note**

The data in this and other tables in this report cover employees identified for the purpose of employment equity in the *Employment Equity Regulations*. The estimates of workforce availability are based on information from the 2001 Census of Canada and the 2001 post-Census Participation and Activity Limitation Survey (PALS). They include only Canadian citizens in those occupations in the Canadian workforce that correspond to occupations in the federal Public Service.

*Table 2*

Distribution of Designated Groups in the Federal Public Service by Type of Employment and Gender
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| | All employees | | Gender | Indeterminate | | Gender | Term ≥ 3 Months | | Gender | Seasonal | | Gender |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | % | % | # | % | % | # | % | % | # | % | % |
| **Federal Public Service** | | | | | | | | | | | | |
| Total | 165,976 | 100.0 | 100.0 | 149,298 | 100.0 | 100.0 | 15,812 | 100.0 | 100.0 | 866 | 100.0 | 100.0 |
| Women | 88,175 | 53.1 | 53.1 | 78,509 | 52.6 | 52.6 | 9,325 | 59.0 | 59.0 | 341 | 39.4 | 39.4 |
| Men | 77,801 | 46.9 | 46.9 | 70,789 | 47.4 | 47.4 | 6,487 | 41.0 | 41.0 | 525 | 60.6 | 60.6 |
| **Aboriginal Peoples** | | | | | | | | | | | | |
| Total | 6,723 | 4.1 | 100.0 | 6,066 | 4.1 | 100.0 | 609 | 3.9 | 100.0 | 48 | 5.5 | 100.0 |
| Women | 4,114 | 4.7 | 61.2 | 3,676 | 4.7 | 60.6 | 415 | 4.5 | 68.1 | 23 | 6.7 | 47.9 |
| Men | 2,609 | 3.4 | 38.8 | 2,390 | 3.4 | 39.4 | 194 | 3.0 | 31.9 | 25 | 4.8 | 52.1 |
| **Persons with Disabilities** | | | | | | | | | | | | |
| Total | 9,452 | 5.7 | 100.0 | 8,836 | 5.9 | 100.0 | 576 | 3.6 | 100.0 | 40 | 4.6 | 100.0 |
| Women | 4,781 | 5.4 | 50.6 | 4,451 | 5.7 | 50.4 | 314 | 3.4 | 54.5 | 16 | 4.7 | 40.0 |
| Men | 4,671 | 6.0 | 49.4 | 4,385 | 6.2 | 49.6 | 262 | 4.0 | 45.5 | 24 | 4.6 | 60.0 |
| **Persons in a Visible Minority Group** | | | | | | | | | | | | |
| Total | 13,001 | 7.8 | 100.0 | 11,314 | 7.6 | 100.0 | 1,656 | 10.5 | 100.0 | 31 | 3.6 | 100.0 |
| Women | 7,057 | 8.0 | 54.3 | 6,020 | 7.7 | 53.2 | 1,020 | 10.9 | 61.6 | 17 | 5.0 | 54.8 |
| Men | 5,944 | 7.6 | 45.7 | 5,294 | 7.5 | 46.8 | 636 | 9.8 | 38.4 | 14 | 2.7 | 45.2 |

*Type of Employment*

**Note**

Shaded columns indicate the percentage representation by gender within each group of employees (e.g. 61.2 per cent of Aboriginal employees are women, i.e. 4,114 ÷ 6,723 x 100).
Percentages in the unshaded columns in each case show the representation of all members of the designated groups within the Public Service and their representation by gender within the Public Service (e.g. 9.8 per cent of men who are term employees are members of a visible minority group, i.e. 636 ÷ 6,487 x 100).

*Table 3*

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Group PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Occupational Category and Group | All Employees # | Women # | Women % | Aboriginal Peoples # | Aboriginal Peoples % | Persons with Disabilities # | Persons with Disabilities % | Persons in a Visible Minority Group # | Persons in a Visible Minority Group % |
|---|---|---|---|---|---|---|---|---|---|
| Executive | 4,322 | 1,510 | 34.9 | 124 | 2.9 | 213 | 4.9 | 208 | 4.8 |
| Scientific and Professional | | | | | | | | | |
| AC Actuarial Science | 5 | 1 | 20.0 | 0 | 0.0 | 0 | 0.0 | 1 | 20.0 |
| AG Agriculture | 7 | 1 | 14.3 | 1 | 14.3 | 1 | 14.3 | 0 | 0.0 |
| AR Architecture and Town Planning | 240 | 68 | 28.3 | 4 | 1.7 | 6 | 2.5 | 29 | 12.1 |
| AU Auditing | 189 | 60 | 31.7 | 1 | 0.5 | 5 | 2.6 | 39 | 20.6 |
| BI Biological Sciences | 1,858 | 782 | 42.1 | 34 | 1.8 | 60 | 3.2 | 213 | 11.5 |
| CH Chemistry | 413 | 166 | 40.2 | 3 | 0.7 | 7 | 1.7 | 93 | 22.5 |
| DE Dentistry | 11 | 0 | 0.0 | 0 | 0.0 | 1 | 9.1 | 0 | 0.0 |
| DS Defence Scientific Service | 598 | 97 | 16.2 | 1 | 0.2 | 9 | 1.5 | 77 | 12.9 |
| ED Education | 779 | 485 | 62.3 | 77 | 9.9 | 33 | 4.2 | 47 | 6.0 |
| EN Engineering and Land Survey | 2,614 | 375 | 14.3 | 34 | 1.3 | 86 | 3.3 | 408 | 15.6 |
| ES Economics, Sociology and Statistics | 5,831 | 2,700 | 46.3 | 132 | 2.3 | 258 | 4.4 | 773 | 13.3 |
| FO Forestry | 94 | 16 | 17.0 | 0 | 0.0 | 4 | 4.3 | 2 | 2.1 |
| HR Historical Research | 127 | 49 | 38.6 | 2 | 1.6 | 7 | 5.5 | 3 | 2.4 |
| LA Law | 2,714 | 1,383 | 51.0 | 78 | 2.9 | 143 | 5.3 | 238 | 8.8 |
| LS Library Science | 415 | 308 | 74.2 | 11 | 2.7 | 17 | 4.1 | 27 | 6.5 |
| MA Mathematics | 332 | 121 | 36.4 | 1 | 0.3 | 17 | 5.1 | 51 | 15.4 |
| MD Medicine | 262 | 92 | 35.1 | 3 | 1.1 | 14 | 5.3 | 31 | 11.8 |
| MT Meteorology | 517 | 87 | 16.8 | 2 | 0.4 | 16 | 3.1 | 31 | 6.0 |
| ND Nutrition and Dietetics | 40 | 40 | 100.0 | 2 | 5.0 | 0 | 0.0 | 2 | 5.0 |
| NU Nursing | 1,594 | 1,355 | 85.0 | 137 | 8.6 | 40 | 2.5 | 104 | 6.5 |
| OP Occupational and Physical Therapy | 55 | 42 | 76.4 | 0 | 0.0 | 1 | 1.8 | 3 | 5.5 |
| PC Physical Sciences | 2,053 | 769 | 37.5 | 45 | 2.2 | 60 | 2.9 | 194 | 9.4 |
| PH Pharmacy | 20 | 14 | 70.0 | 1 | 5.0 | 0 | 0.0 | 1 | 5.0 |
| PS Psychology | 334 | 167 | 50.0 | 3 | 0.9 | 15 | 4.5 | 22 | 6.6 |
| SE Scientific Research | 1,852 | 321 | 17.3 | 7 | 0.4 | 51 | 2.8 | 307 | 16.6 |
| SG Scientific Regulation | 652 | 319 | 48.9 | 4 | 0.6 | 24 | 3.7 | 115 | 17.6 |
| SW Social Work | 49 | 38 | 77.6 | 2 | 4.1 | 2 | 4.1 | 1 | 2.0 |
| UT University Teaching | 229 | 37 | 16.2 | 0 | 0.0 | 15 | 6.6 | 31 | 13.5 |
| VM Veterinary Medicine | 36 | 19 | 52.8 | 0 | 0.0 | 2 | 5.6 | 3 | 8.3 |
| **Total** | **23,920** | **9,912** | **41.4** | **585** | **2.4** | **894** | **3.7** | **2,846** | **11.9** |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Administration and Foreign Service** | | | | | | | | |
| AS Administrative Services | 21,048 | 15,746 | 74.8 | 841 | 4.0 | 1,230 | 5.8 | 1,151 | 5.5 |
| CA Career Assignment Program | 152 | 82 | 53.9 | 18 | 11.8 | 12 | 7.9 | 45 | 29.6 |
| CO Commerce | 2,960 | 1,208 | 40.8 | 104 | 3.5 | 133 | 4.5 | 234 | 7.9 |
| CS Computer Systems Administration | 11,495 | 3,414 | 29.7 | 234 | 2.0 | 578 | 5.0 | 1,291 | 11.2 |
| FI Financial Administration | 3,157 | 1,620 | 51.3 | 90 | 2.9 | 141 | 4.5 | 437 | 13.8 |
| FS Foreign Service | 1,187 | 439 | 37.0 | 19 | 1.6 | 39 | 3.3 | 128 | 10.8 |
| IS Information Services | 2,769 | 1,890 | 68.3 | 84 | 3.0 | 143 | 5.2 | 169 | 6.1 |
| MM Management Trainee | 182 | 114 | 62.6 | 4 | 2.2 | 7 | 3.8 | 25 | 13.7 |
| OM Organization and Methods | 202 | 120 | 59.4 | 3 | 1.5 | 17 | 8.4 | 12 | 5.9 |
| PE Personnel Administration | 3,317 | 2,453 | 74.0 | 156 | 4.7 | 327 | 9.9 | 294 | 8.9 |
| PG Purchasing and Supply | 2,399 | 1,258 | 52.4 | 79 | 3.3 | 149 | 6.2 | 174 | 7.3 |
| PM Program Administration | 17,438 | 11,264 | 64.6 | 1,055 | 6.1 | 1,198 | 6.9 | 1,259 | 7.2 |
| TR Translation | 1,182 | 807 | 68.3 | 3 | 0.3 | 40 | 3.4 | 37 | 3.1 |
| WP Welfare Program | 2,380 | 1,282 | 53.9 | 167 | 7.0 | 157 | 6.6 | 130 | 5.5 |
| **Total** | **69,868** | **41,697** | **59.7** | **2,857** | **4.1** | **4,171** | **6.0** | **5,386** | **7.7** |
| **Technical** | | | | | | | | |
| AI Air Traffic Control | 13 | 1 | 7.7 | 0 | 0.0 | 0 | 0.0 | 1 | 7.7 |
| AO Aircraft Operations | 513 | 43 | 8.4 | 10 | 1.9 | 8 | 1.6 | 14 | 2.7 |
| DD Drafting and Illustration | 232 | 86 | 37.1 | 5 | 2.2 | 17 | 7.3 | 17 | 7.3 |
| EG Engineering and Scientific Support | 6,293 | 1,782 | 28.3 | 147 | 2.3 | 268 | 4.3 | 356 | 5.7 |
| EL Electronics | 1,020 | 41 | 4.0 | 20 | 2.0 | 50 | 4.9 | 40 | 3.9 |
| EU Educational Support | 32 | 28 | 87.5 | 18 | 56.3 | 0 | 0.0 | 0 | 0.0 |
| GT General Technical | 2,138 | 587 | 27.5 | 102 | 4.8 | 103 | 4.8 | 58 | 2.7 |
| PI Primary Products Inspection | 247 | 49 | 19.8 | 9 | 3.6 | 21 | 8.5 | 15 | 6.1 |
| PY Photography | 11 | 2 | 18.2 | 0 | 0.0 | 1 | 9.1 | 0 | 0.0 |
| RO Radio Operations | 351 | 66 | 18.8 | 12 | 3.4 | 13 | 3.7 | 7 | 2.0 |
| SI Social Science Support | 3,479 | 2,197 | 63.2 | 138 | 4.0 | 213 | 6.1 | 257 | 7.4 |
| SO Ships' Officers | 1,001 | 67 | 6.7 | 23 | 2.3 | 21 | 2.1 | 12 | 1.2 |
| TE RCMP Special Group | 791 | 419 | 53.0 | 1 | 0.1 | 1 | 0.1 | 10 | 1.3 |
| TI Technical Inspection | 1,446 | 153 | 10.6 | 36 | 2.5 | 64 | 4.4 | 128 | 8.9 |
| **Total** | **17,567** | **5,521** | **31.4** | **521** | **3.0** | **780** | **4.4** | **915** | **5.2** |
| **Administrative Support** | | | | | | | | |
| CM Communications | 64 | 16 | 25.0 | 1 | 1.6 | 5 | 7.8 | 1 | 1.6 |
| CR Clerical and Regulatory | 29,988 | 24,720 | 82.4 | 1,586 | 5.3 | 2,423 | 8.1 | 2,819 | 9.4 |
| DA Data Processing | 318 | 193 | 60.7 | 7 | 2.2 | 21 | 6.6 | 26 | 8.2 |
| OE Office Equipment Operation | 14 | 9 | 64.3 | 0 | 0.0 | 4 | 28.6 | 0 | 0.0 |
| ST Secretarial, Stenographic, Typing | 1,352 | 1,322 | 97.8 | 60 | 4.4 | 72 | 5.3 | 96 | 7.1 |
| **Total** | **31,736** | **26,260** | **82.7** | **1,654** | **5.2** | **2,525** | **8.0** | **2,942** | **9.3** |

*Table 3 (cont'd)*

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Group PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Occupational Category and Group | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Operational | | | | | | | | | |
| CX Correctional Services | 6,005 | 1,447 | 24.1 | 587 | 9.8 | 229 | 3.8 | 311 | 5.2 |
| FR Firefighters | 427 | 9 | 2.1 | 14 | 3.3 | 10 | 2.3 | 5 | 1.2 |
| GL General Labour and Trades | 5,160 | 225 | 4.4 | 164 | 3.2 | 272 | 5.3 | 110 | 2.1 |
| GS General Services | 3,057 | 1,106 | 36.2 | 120 | 3.9 | 194 | 6.3 | 137 | 4.5 |
| HP Heat, Power and Stationary Plant Operation | 484 | 4 | 0.8 | 8 | 1.7 | 37 | 7.6 | 22 | 4.5 |
| HS Hospital Services | 601 | 347 | 57.7 | 40 | 6.7 | 18 | 3.0 | 60 | 10.0 |
| LI Lightkeepers | 110 | 6 | 5.5 | 4 | 3.6 | 1 | 0.9 | 0 | 0.0 |
| PR Printing Operations | 44 | 13 | 29.5 | 2 | 4.5 | 3 | 6.8 | 3 | 6.8 |
| SC Ships' Crews | 1,290 | 79 | 6.1 | 23 | 1.8 | 42 | 3.3 | 28 | 2.2 |
| SR Ship Repair | 1,385 | 39 | 2.8 | 20 | 1.4 | 63 | 4.5 | 28 | 2.0 |
| **Total** | **18,563** | **3,275** | **17.6** | **982** | **5.3** | **869** | **4.7** | **704** | **3.8** |
| **TOTAL FEDERAL PUBLIC SERVICE** | **165,976** | **88,175** | **53.1** | **6,723** | **4.1** | **9,452** | **5.7** | **13,001** | **7.8** |

*Table 4*

Distribution of Federal Public Service Employees by Designated Group According to Occupational Category
and Age Group
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Occupational Category | Age Group | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | # | # | % | # | % | # | % | # | % |
| Executive | | | | | | | | | | |
| | 30–34 | 58 | 24 | 41.4 | 5 | 8.6 | 1 | 1.7 | 3 | 5.2 |
| | 35–39 | 226 | 100 | 44.2 | 14 | 6.2 | 2 | 0.9 | 25 | 11.1 |
| | 40–44 | 530 | 229 | 43.2 | 21 | 4.0 | 20 | 3.8 | 34 | 6.4 |
| | 45–49 | 922 | 393 | 42.6 | 28 | 3.0 | 41 | 4.4 | 35 | 3.8 |
| | 50–54 | 1,455 | 547 | 37.6 | 40 | 2.7 | 77 | 5.3 | 55 | 3.8 |
| | 55–59 | 905 | 190 | 21.0 | 14 | 1.5 | 61 | 6.7 | 41 | 4.5 |
| | 60–64 | 205 | 25 | 12.2 | 1 | 0.5 | 8 | 3.9 | 13 | 6.3 |
| | 65–69 | 20 | 2 | 10.0 | 1 | 5.0 | 3 | 15.0 | 2 | 10.0 |
| | 70+ | 1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| **Total** | | **4,322** | **1,510** | **34.9** | **124** | **2.9** | **213** | **4.9** | **208** | **4.8** |
| Scientific and Professional | | | | | | | | | | |
| | 16–19 | 1 | 1 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| | 20–24 | 222 | 150 | 67.6 | 5 | 2.3 | 2 | 0.9 | 33 | 14.9 |
| | 25–29 | 2,207 | 1,251 | 56.7 | 61 | 2.8 | 42 | 1.9 | 326 | 14.8 |
| | 30–34 | 3,092 | 1,584 | 51.2 | 102 | 3.3 | 59 | 1.9 | 387 | 12.5 |
| | 35–39 | 3,276 | 1,575 | 48.1 | 93 | 2.8 | 101 | 3.1 | 409 | 12.5 |
| | 40–44 | 3,747 | 1,622 | 43.3 | 91 | 2.4 | 129 | 3.4 | 438 | 11.7 |
| | 45–49 | 3,839 | 1,503 | 39.2 | 79 | 2.1 | 181 | 4.7 | 376 | 9.8 |
| | 50–54 | 3,766 | 1,308 | 34.7 | 89 | 2.4 | 188 | 5.0 | 313 | 8.3 |
| | 55–59 | 2,555 | 689 | 27.0 | 47 | 1.8 | 139 | 5.4 | 285 | 11.2 |
| | 60–64 | 936 | 192 | 20.5 | 16 | 1.7 | 41 | 4.4 | 184 | 19.7 |
| | 65–69 | 212 | 28 | 13.2 | 2 | 0.9 | 9 | 4.2 | 76 | 35.8 |
| | 70+ | 67 | 9 | 13.4 | 0 | 0.0 | 3 | 4.5 | 19 | 28.4 |
| **Total** | | **23,920** | **9,912** | **41.4** | **585** | **2.4** | **894** | **3.7** | **2,846** | **11.9** |

**Table 4 (cont'd)**

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

PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Occupational Category | Age Group | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | # | # | % | # | % | # | % | # | % |
| **Administrative and Foreign Service** | | | | | | | | | | |
| | 16–19 | 3 | 2 | 66.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| | 20–24 | 1,196 | 723 | 60.5 | 57 | 4.8 | 13 | 1.1 | 136 | 11.4 |
| | 25–29 | 5,949 | 3,441 | 57.8 | 218 | 3.7 | 138 | 2.3 | 816 | 13.7 |
| | 30–34 | 7,286 | 4,240 | 58.2 | 382 | 5.2 | 224 | 3.1 | 818 | 11.2 |
| | 35–39 | 8,852 | 5,289 | 59.7 | 481 | 5.4 | 354 | 4.0 | 882 | 10.0 |
| | 40–44 | 11,724 | 7,596 | 64.8 | 496 | 4.2 | 688 | 5.9 | 876 | 7.5 |
| | 45–49 | 13,671 | 8,877 | 64.9 | 528 | 3.9 | 920 | 6.7 | 689 | 5.0 |
| | 50–54 | 13,326 | 7,679 | 57.6 | 436 | 3.3 | 1,135 | 8.5 | 569 | 4.3 |
| | 55–59 | 6,187 | 3,107 | 50.2 | 203 | 3.3 | 542 | 8.8 | 412 | 6.7 |
| | 60–64 | 1,437 | 655 | 45.6 | 48 | 3.3 | 138 | 9.6 | 154 | 10.7 |
| | 65–69 | 207 | 82 | 39.6 | 8 | 3.9 | 16 | 7.7 | 32 | 15.5 |
| | 70+ | 30 | 6 | 20.0 | 0 | 0.0 | 3 | 10.0 | 2 | 6.7 |
| **Total** | | **69,868** | **41,697** | **59.7** | **2,857** | **4.1** | **4,171** | **6.0** | **5,386** | **7.7** |
| **Technical** | | | | | | | | | | |
| | 16–19 | 18 | 3 | 16.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| | 20–24 | 392 | 170 | 43.4 | 9 | 2.3 | 5 | 1.3 | 23 | 5.9 |
| | 25–29 | 1,328 | 706 | 53.2 | 50 | 3.8 | 26 | 2.0 | 108 | 8.1 |
| | 30–34 | 1,638 | 756 | 46.2 | 72 | 4.4 | 39 | 2.4 | 103 | 6.3 |
| | 35–39 | 1,950 | 734 | 37.6 | 76 | 3.9 | 62 | 3.2 | 121 | 6.2 |
| | 40–44 | 2,995 | 938 | 31.3 | 91 | 3.0 | 116 | 3.9 | 135 | 4.5 |
| | 45–49 | 3,478 | 995 | 28.6 | 96 | 2.8 | 184 | 5.3 | 141 | 4.1 |
| | 50–54 | 3,324 | 807 | 24.3 | 78 | 2.3 | 223 | 6.7 | 122 | 3.7 |
| | 55–59 | 1,804 | 331 | 18.3 | 37 | 2.1 | 100 | 5.5 | 96 | 5.3 |
| | 60–64 | 516 | 70 | 13.6 | 10 | 1.9 | 21 | 4.1 | 47 | 9.1 |
| | 65–69 | 107 | 11 | 10.3 | 2 | 1.9 | 3 | 2.8 | 17 | 15.9 |
| | 70+ | 17 | 0 | 0.0 | 0 | 0.0 | 1 | 5.9 | 2 | 11.8 |
| **Total** | | **17,567** | **5,521** | **31.4** | **521** | **3.0** | **780** | **4.4** | **915** | **5.2** |

### Administrative Support

| Age | (All) | | (%) | | (%) | | (%) | | (%) |
|---|---|---|---|---|---|---|---|---|---|
| 16–19 | 22 | 13 | 59.1 | 2 | 9.1 | 0 | 0.0 | 2 | 9.1 |
| 20–24 | 997 | 798 | 80.0 | 58 | 5.8 | 22 | 2.2 | 118 | 11.8 |
| 25–29 | 2,547 | 1,991 | 78.2 | 148 | 5.8 | 77 | 3.0 | 419 | 16.5 |
| 30–34 | 2,839 | 2,254 | 79.4 | 213 | 7.5 | 142 | 5.0 | 382 | 13.5 |
| 35–39 | 3,829 | 3,149 | 82.2 | 271 | 7.1 | 237 | 6.2 | 401 | 10.5 |
| 40–44 | 5,375 | 4,582 | 85.2 | 305 | 5.7 | 422 | 7.9 | 400 | 7.4 |
| 45–49 | 6,274 | 5,268 | 84.0 | 280 | 4.5 | 558 | 8.9 | 381 | 6.1 |
| 50–54 | 5,600 | 4,610 | 82.3 | 241 | 4.3 | 600 | 10.7 | 381 | 6.8 |
| 55–59 | 3,143 | 2,659 | 84.6 | 104 | 3.3 | 338 | 10.8 | 284 | 9.0 |
| 60–64 | 917 | 780 | 85.1 | 27 | 2.9 | 110 | 12.0 | 140 | 15.3 |
| 65–69 | 166 | 135 | 81.3 | 5 | 3.0 | 18 | 10.8 | 29 | 17.5 |
| 70+ | 27 | 21 | 77.8 | 0 | 0.0 | 1 | 3.7 | 5 | 18.5 |
| **Total** | **31,736** | **26,260** | **82.7** | **1,654** | **5.2** | **2,525** | **8.0** | **2,942** | **9.3** |

### Operational

| Age | (All) | | (%) | | (%) | | (%) | | (%) |
|---|---|---|---|---|---|---|---|---|---|
| 16–19 | 7 | 3 | 42.9 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| 20–24 | 326 | 121 | 37.1 | 23 | 7.1 | 4 | 1.2 | 22 | 6.7 |
| 25–29 | 1,169 | 359 | 30.7 | 117 | 10.0 | 29 | 2.5 | 82 | 7.0 |
| 30–34 | 1,730 | 465 | 26.9 | 155 | 9.0 | 47 | 2.7 | 92 | 5.3 |
| 35–39 | 2,032 | 470 | 23.1 | 166 | 8.2 | 60 | 3.0 | 82 | 4.0 |
| 40–44 | 3,136 | 603 | 19.2 | 153 | 4.9 | 129 | 4.1 | 99 | 3.2 |
| 45–49 | 3,937 | 521 | 13.2 | 168 | 4.3 | 225 | 5.7 | 109 | 2.8 |
| 50–54 | 3,419 | 369 | 10.8 | 96 | 2.8 | 202 | 5.9 | 107 | 3.1 |
| 55–59 | 2,066 | 255 | 12.3 | 77 | 3.7 | 130 | 6.3 | 83 | 4.0 |
| 60–64 | 637 | 92 | 14.4 | 25 | 3.9 | 36 | 5.7 | 25 | 3.9 |
| 65–69 | 89 | 15 | 16.9 | 1 | 1.1 | 4 | 4.5 | 2 | 2.2 |
| 70+ | 15 | 2 | 13.3 | 1 | 6.7 | 3 | 20.0 | 1 | 6.7 |
| **Total** | **18,563** | **3,275** | **17.6** | **982** | **5.3** | **869** | **4.7** | **704** | **3.8** |

### Federal Public Service

| Age | (All) | | (%) | | (%) | | (%) | | (%) |
|---|---|---|---|---|---|---|---|---|---|
| 16–19 | 51 | 22 | 43.1 | 2 | 3.9 | 0 | 0.0 | 2 | 3.9 |
| 20–24 | 3,133 | 1,962 | 62.6 | 152 | 4.9 | 46 | 1.5 | 332 | 10.6 |
| 25–29 | 13,200 | 7,748 | 58.7 | 594 | 4.5 | 312 | 2.4 | 1,751 | 13.3 |
| 30–34 | 16,643 | 9,323 | 56.0 | 929 | 5.6 | 512 | 3.1 | 1,785 | 10.7 |
| 35–39 | 20,165 | 11,317 | 56.1 | 1,101 | 5.5 | 816 | 4.0 | 1,920 | 9.5 |
| 40–44 | 27,507 | 15,570 | 56.6 | 1,157 | 4.2 | 1,504 | 5.5 | 1,982 | 7.2 |
| 45–49 | 32,121 | 17,557 | 54.7 | 1,179 | 3.7 | 2,109 | 6.6 | 1,731 | 5.4 |
| 50–54 | 30,890 | 15,320 | 49.6 | 980 | 3.2 | 2,425 | 7.9 | 1,547 | 5.0 |
| 55–59 | 16,660 | 7,231 | 43.4 | 482 | 2.9 | 1,310 | 7.9 | 1,201 | 7.2 |
| 60–64 | 4,648 | 1,814 | 39.0 | 127 | 2.7 | 354 | 7.6 | 563 | 12.1 |
| 65–69 | 801 | 273 | 34.1 | 19 | 2.4 | 53 | 6.6 | 158 | 19.7 |
| 70+ | 157 | 38 | 24.2 | 1 | 0.6 | 11 | 7.0 | 29 | 18.5 |
| **TOTAL FEDERAL PUBLIC SERVICE** | **165,976** | **88,175** | **53.1** | **6,723** | **4.1** | **9,452** | **5.7** | **13,001** | **7.8** |

| Department or Agency | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Human Resources Development Canada | 23,400 | 16,374 | 70.0 | 843 | 3.6 | 1,876 | 8.0 | 1,892 | 8.1 |
| National Defence* | 19,708 | 7,496 | 38.0 | 458 | 2.3 | 1,112 | 5.6 | 1,010 | 5.1 |
| Correctional Service Canada | 14,134 | 5,978 | 42.3 | 969 | 6.9 | 701 | 5.0 | 674 | 4.8 |
| Public Works and Government Services Canada | 12,574 | 6,434 | 51.2 | 303 | 2.4 | 717 | 5.7 | 978 | 7.8 |
| Fisheries and Oceans Canada† | 9,958 | 3,028 | 30.4 | 319 | 3.2 | 447 | 4.5 | 366 | 3.7 |
| Health Canada | 9,093 | 6,050 | 66.5 | 609 | 6.7 | 453 | 5.0 | 1,097 | 12.1 |
| Agriculture and Agri-Food Canada‡ | 6,197 | 2,833 | 45.7 | 169 | 2.7 | 260 | 4.2 | 461 | 7.4 |
| Industry Canada | 5,714 | 2,863 | 50.1 | 140 | 2.5 | 291 | 5.1 | 570 | 10.0 |
| Environment Canada | 5,651 | 2,349 | 41.6 | 132 | 2.3 | 257 | 4.5 | 553 | 9.8 |
| Statistics Canada | 5,522 | 2,810 | 50.9 | 115 | 2.1 | 363 | 6.6 | 607 | 11.0 |
| Citizenship and Immigration Canada | 5,203 | 3,339 | 64.2 | 116 | 2.2 | 287 | 5.5 | 755 | 14.5 |
| Department of Justice Canada | 4,966 | 3,232 | 65.1 | 170 | 3.4 | 265 | 5.3 | 463 | 9.3 |
| Royal Canadian Mounted Police (Civilian Staff) | 4,949 | 3,776 | 76.3 | 239 | 4.8 | 305 | 6.2 | 319 | 6.4 |
| Transport Canada | 4,550 | 1,868 | 41.1 | 113 | 2.5 | 201 | 4.4 | 363 | 8.0 |
| Natural Resources Canada | 4,422 | 1,722 | 38.9 | 106 | 2.4 | 197 | 4.5 | 397 | 9.0 |
| Department of Foreign Affairs and International Trade | 3,869 | 1,880 | 48.6 | 96 | 2.5 | 172 | 4.4 | 312 | 8.1 |
| Indian and Northern Affairs Canada | 3,767 | 2,354 | 62.5 | 1,178 | 31.3 | 237 | 6.3 | 207 | 5.5 |
| Veterans Affairs Canada | 3,476 | 2,432 | 70.0 | 103 | 3.0 | 283 | 8.1 | 258 | 7.4 |
| Department of Canadian Heritage | 1,995 | 1,345 | 67.4 | 79 | 4.0 | 96 | 4.8 | 166 | 8.3 |
| Canadian International Development Agency | 1,565 | 955 | 61.0 | 38 | 2.4 | 64 | 4.1 | 142 | 9.1 |
| Public Service Commission of Canada | 1,510 | 1,011 | 67.0 | 45 | 3.0 | 110 | 7.3 | 177 | 11.7 |
| Passport Office | 1,418 | 1,014 | 71.5 | 30 | 2.1 | 60 | 4.2 | 194 | 13.7 |
| Treasury Board of Canada Secretariat | 1,124 | 676 | 60.1 | 26 | 2.3 | 103 | 9.2 | 108 | 9.6 |
| Library and Archives Canada | 1,116 | 625 | 56.0 | 34 | 3.0 | 71 | 6.4 | 53 | 4.7 |
| Department of Finance Canada | 1,028 | 515 | 50.1 | 12 | 1.2 | 43 | 4.2 | 101 | 9.8 |
| Immigration and Refugee Board | 955 | 640 | 67.0 | 22 | 2.3 | 46 | 4.8 | 202 | 21.2 |
| Privy Council Office | 742 | 427 | 57.5 | 27 | 3.6 | 34 | 4.6 | 55 | 7.4 |
| Atlantic Canada Opportunities Agency | 613 | 343 | 56.0 | 15 | 2.4 | 22 | 3.6 | 15 | 2.4 |
| Canadian Grain Commission | 607 | 211 | 34.8 | 29 | 4.8 | 45 | 7.4 | 48 | 7.9 |
| Court Administration Services | 564 | 374 | 66.3 | 18 | 3.2 | 33 | 5.9 | 58 | 10.3 |
| Canadian Space Agency | 552 | 211 | 38.2 | 4 | 0.7 | 11 | 2.0 | 58 | 10.5 |
| Economic Development Agency of Canada for the Regions of Quebec | 416 | 233 | 56.0 | 9 | 2.2 | 12 | 2.9 | 24 | 5.8 |
| Communication Canada | 414 | 242 | 58.5 | 8 | 1.9 | 8 | 1.9 | 25 | 6.0 |
| Canadian Radio-television and Telecommunications Commission | 397 | 229 | 57.7 | 9 | 2.3 | 33 | 8.3 | 22 | 5.5 |
| Western Economic Diversification Canada | 358 | 206 | 57.5 | 22 | 6.1 | 22 | 6.1 | 40 | 11.2 |
| Solicitor General of Canada | 329 | 199 | 60.5 | 13 | 4.0 | 17 | 5.2 | 21 | 6.4 |
| Office of the Chief Electoral Officer | 320 | 157 | 49.1 | 13 | 4.1 | 34 | 10.6 | 22 | 6.9 |
| National Parole Board | 296 | 226 | 76.4 | 15 | 5.1 | 17 | 5.7 | 22 | 7.4 |

| Organization | Total | # | % | # | % | # | % | # | % |
|---|---|---|---|---|---|---|---|---|---|
| Canadian Transportation Agency | 257 | 149 | 58.0 | 5 | 1.9 | 16 | 6.2 | 12 | 4.7 |
| Transportation Safety Board of Canada | 216 | 68 | 31.5 | 2 | 0.9 | 12 | 5.6 | 23 | 10.6 |
| Canadian Human Rights Commission | 205 | 136 | 66.3 | 9 | 4.4 | 22 | 10.7 | 17 | 8.3 |
| Canadian Centre for Management Development | 191 | 130 | 68.1 | 8 | 4.2 | 11 | 5.8 | 13 | 6.8 |
| Office of the Registrar of the Supreme Court of Canada | 166 | 107 | 64.5 | 9 | 5.4 | 11 | 6.6 | 13 | 7.8 |
| Office of the Secretary to the Governor General | 162 | 98 | 60.5 | 1 | 0.6 | 13 | 8.0 | 9 | 5.6 |
| Office of the Commissioner of Official Languages | 143 | 90 | 62.9 | 7 | 4.9 | 5 | 3.5 | 3 | 2.1 |
| Offices of the Information and Privacy Commissioners | 135 | 81 | 60.0 | 3 | 2.2 | 11 | 8.1 | 9 | 6.7 |
| Canadian Environmental Assessment Agency | 121 | 68 | 56.2 | 5 | 4.1 | 2 | 1.7 | 8 | 6.6 |
| Office of Indian Residential Schools Resolution of Canada | 117 | 78 | 66.7 | 11 | 9.4 | 9 | 7.7 | 5 | 4.3 |
| Status of Women Canada | 110 | 101 | 91.8 | 4 | 3.6 | 8 | 7.3 | 14 | 12.7 |
| Canada Industrial Relations Board | 94 | 61 | 64.9 | 2 | 2.1 | 7 | 7.4 | 6 | 6.4 |
| Canadian International Trade Tribunal | 85 | 43 | 50.6 | 0 | 0.0 | 3 | 3.5 | 4 | 4.7 |
| Infrastructure Canada | 79 | 48 | 60.8 | 2 | 2.5 | 2 | 2.5 | 8 | 10.1 |
| Canadian Dairy Commission | 60 | 36 | 60.0 | 1 | 1.7 | 0 | 0.0 | 6 | 10.0 |
| Office of the Commissioner for Federal Judicial Affairs | 56 | 39 | 69.6 | 3 | 5.4 | 3 | 5.4 | 3 | 5.4 |
| Canadian Forces Grievance Board | 40 | 29 | 72.5 | 2 | 5.0 | 1 | 2.5 | 2 | 5.0 |
| Patented Medicine Prices Review Board | 38 | 22 | 57.9 | 0 | 0.0 | 2 | 5.3 | 3 | 7.9 |
| Royal Canadian Mounted Police Public Complaints Commission | 36 | 24 | 66.7 | 1 | 2.8 | 2 | 5.6 | 0 | 0.0 |
| International Joint Commission | 31 | 13 | 41.9 | 0 | 0.0 | 2 | 6.5 | 1 | 3.2 |
| Hazardous Materials Information Review Commission | 31 | 18 | 58.1 | 0 | 0.0 | 1 | 3.2 | 4 | 12.9 |
| Canadian Intergovernmental Conference Secretariat | 21 | 10 | 47.6 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Military Police Complaints Commission | 21 | 14 | 66.7 | 1 | 4.8 | 1 | 4.8 | 0 | 0.0 |
| Canadian Human Rights Tribunal | 18 | 12 | 66.7 | 1 | 5.6 | 1 | 5.6 | 0 | 0.0 |
| National Farm Products Council | 15 | 8 | 53.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Copyright Board | 11 | 7 | 63.6 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Registry of the Competition Tribunal | 11 | 6 | 54.5 | 0 | 0.0 | 2 | 18.2 | 1 | 9.1 |
| Canadian Artists and Producers Professional Relations Tribunal | 10 | 7 | 70.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Law Commission of Canada | 9 | 4 | 44.4 | 0 | 0.0 | 1 | 11.1 | 0 | 0.0 |
| NAFTA Secretariat, Canadian Section | 7 | 3 | 42.9 | 0 | 0.0 | 0 | 0.0 | 2 | 28.6 |
| Civil Aviation Tribunal of Canada | 5 | 5 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Royal Canadian Mounted Police External Review Committee | 4 | 3 | 75.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| **Total** | **165,976** | **88,175** | **53.1** | **6,723** | **4.1** | **9,452** | **5.7** | **13,001** | **7.8** |

* Civilian staff only. Data for members of the Canadian Forces are not included because the Treasury Board is not their employer.
† Fisheries and Oceans Canada data include data for the Canadian Coast Guard.
‡ Data for the Prairie Farm Rehabilitation Administration are included.

*Table 6*

Distribution of Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Region of Work | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Newfoundland and Labrador | 3,037 | 1,242 | 40.9 | 129 | 4.2 | 157 | 5.2 | 33 | 1.1 |
| Prince Edward Island | 1,718 | 1,072 | 62.4 | 41 | 2.4 | 150 | 8.7 | 31 | 1.8 |
| Nova Scotia | 8,604 | 3,510 | 40.8 | 226 | 2.6 | 600 | 7.0 | 423 | 4.9 |
| New Brunswick | 5,508 | 2,927 | 53.1 | 160 | 2.9 | 281 | 5.1 | 72 | 1.3 |
| Quebec (without the NCR*) | 19,449 | 9,858 | 54.2 | 289 | 1.5 | 601 | 3.1 | 897 | 4.6 |
| NCR* (Quebec) | 19,668 | 11,358 | 57.7 | 889 | 4.5 | 1,091 | 5.5 | 1,473 | 7.5 |
| NCR* | 70,100 | 39,112 | 55.8 | 2,151 | 3.1 | 3,967 | 5.7 | 5,866 | 8.4 |
| Ontario (without the NCR*) | 20,685 | 11,520 | 55.7 | 808 | 3.9 | 1,474 | 7.1 | 2,438 | 11.8 |
| NCR* (Ontario) | 50,432 | 27,754 | 55.0 | 1,262 | 2.5 | 2,876 | 5.7 | 4,393 | 8.7 |
| Manitoba | 6,365 | 3,539 | 55.6 | 735 | 11.5 | 418 | 6.6 | 400 | 6.3 |
| Saskatchewan | 4,303 | 2,263 | 52.6 | 552 | 12.8 | 243 | 5.6 | 147 | 3.4 |
| Alberta | 8,903 | 4,838 | 54.3 | 646 | 7.3 | 568 | 6.4 | 646 | 7.3 |
| British Columbia | 14,796 | 7,149 | 48.3 | 739 | 5.0 | 906 | 6.1 | 1,907 | 12.9 |
| Yukon | 284 | 182 | 64.1 | 52 | 18.3 | 17 | 6.0 | 7 | 2.5 |
| Northwest Territories | 576 | 315 | 54.7 | 120 | 20.8 | 25 | 4.3 | 17 | 3.0 |
| Nunavut | 176 | 93 | 52.8 | 50 | 28.4 | 3 | 1.7 | 7 | 4.0 |
| Outside Canada | 1,472 | 555 | 37.7 | 25 | 1.7 | 42 | 2.9 | 110 | 7.5 |
| **Total** | **165,976** | **88,175** | **53.1** | **6,723** | **4.1** | **9,452** | **5.7** | **13,001** | **7.8** |

* "NCR" stands for "National Capital Region."

*Table 7*

Distribution of Federal Public Service Employees by Designated Group and Salary Band
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2004

| Salary Band | All Employees | | Women | | | Aboriginal Peoples | | | Persons with Disabilities | | | Persons in a Visible Minority Group | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | # | CUM % | # | % | CUM % | # | % | CUM % | # | % | CUM % | # | % | CUM % |
| ≤ 19,999 | 114 | 0.1 | 34 | 29.8 | 0.0 | 2 | 1.8 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 |
| 20,000–24,999 | 8 | 0.1 | 5 | 62.5 | 0.0 | 1 | 12.5 | 0.0 | 5 | 62.5 | 0.1 | 0 | 0.0 | 0.0 |
| 25,000–29,999 | 1,227 | 0.8 | 755 | 61.5 | 0.9 | 64 | 5.2 | 1.0 | 71 | 5.8 | 0.8 | 51 | 4.2 | 0.4 |
| 30,000–34,999 | 4,874 | 3.7 | 2,382 | 48.9 | 3.6 | 277 | 5.7 | 5.1 | 344 | 7.1 | 4.4 | 368 | 7.6 | 3.2 |
| 35,000–39,999 | 25,590 | 19.2 | 18,009 | 70.4 | 24.0 | 1,438 | 5.6 | 26.5 | 1,816 | 7.1 | 23.7 | 2,107 | 8.2 | 19.4 |
| 40,000–44,999 | 24,127 | 33.7 | 16,225 | 67.2 | 42.4 | 1,057 | 4.4 | 42.2 | 1,467 | 6.1 | 39.2 | 2,056 | 8.5 | 35.2 |
| 45,000–49,999 | 20,113 | 45.8 | 12,027 | 59.8 | 56.1 | 848 | 4.2 | 54.8 | 1,181 | 5.9 | 51.7 | 1,396 | 6.9 | 46.0 |
| 50,000–54,999 | 18,523 | 57.0 | 9,355 | 50.5 | 66.7 | 861 | 4.6 | 67.6 | 948 | 5.1 | 61.7 | 1,402 | 7.6 | 56.8 |
| 55,000–59,999 | 12,818 | 64.7 | 6,326 | 49.4 | 73.9 | 527 | 4.1 | 75.5 | 614 | 4.8 | 68.2 | 1,107 | 8.6 | 65.3 |
| 60,000–64,999 | 12,342 | 72.1 | 5,649 | 45.8 | 80.3 | 422 | 3.4 | 81.8 | 593 | 4.8 | 74.5 | 1,022 | 8.3 | 73.1 |
| 65,000–69,999 | 11,812 | 79.3 | 5,079 | 43.0 | 86.0 | 411 | 3.5 | 87.9 | 604 | 5.1 | 80.9 | 952 | 8.1 | 80.5 |
| 70,000–74,999 | 8,648 | 84.5 | 3,794 | 43.9 | 90.3 | 263 | 3.0 | 91.8 | 473 | 5.5 | 85.9 | 619 | 7.2 | 85.2 |
| 75,000–79,999 | 7,199 | 88.8 | 2,388 | 33.2 | 93.0 | 164 | 2.3 | 94.2 | 354 | 4.9 | 89.6 | 707 | 9.8 | 90.7 |
| 80,000–84,999 | 5,613 | 92.2 | 2,151 | 38.3 | 95.5 | 142 | 2.5 | 96.3 | 340 | 6.1 | 93.2 | 340 | 6.1 | 93.3 |
| 85,000–89,999 | 4,186 | 94.7 | 1,248 | 29.8 | 96.9 | 69 | 1.6 | 97.4 | 197 | 4.7 | 95.3 | 344 | 8.2 | 95.9 |
| 90,000–94,999 | 1,741 | 95.8 | 514 | 29.5 | 97.5 | 33 | 1.9 | 97.9 | 77 | 4.4 | 96.1 | 117 | 6.7 | 96.8 |
| 95,000–99,999 | 1,569 | 96.7 | 401 | 25.6 | 97.9 | 35 | 2.2 | 98.4 | 80 | 5.1 | 97.0 | 127 | 8.1 | 97.8 |
| ≥ 100,000 | 5,472 | 100.0 | 1,833 | 33.5 | 100.0 | 109 | 2.0 | 100.0 | 288 | 5.3 | 100.0 | 286 | 5.2 | 100.0 |
| **Total** | **165,976** | **100.0** | **88,175** | **53.1** | **100.0** | **6,723** | **4.1** | **100.0** | **9,452** | **5.7** | **100.0** | **13,001** | **7.8** | **100.0** |

**Notes**

Each figure in the "CUM %" column represents the cumulative total percentage of each designated group in the public service workforce (all employees, women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group) in the identified salary band or lower.

Other percentages are a designated group's share of each salary band (rows).

For example, in the "CUM %" column, one finds that 56.1 per cent of all women (or 49,437) earned less than $50,000 in fiscal year 2003–04. The figure in the column to the left (59.8 per cent) represents the percentage of women in this salary band, that is, the $45,000–$49,999 range.

*Table 8*

Hirings into the Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to March 31, 2004

| Region of Work | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Newfoundland and Labrador | 108 | 63 | 58.3 | 5 | 4.6 | 3 | 2.8 | 1 | 0.9 |
| Prince Edward Island | 75 | 54 | 72.0 | 1 | 1.3 | 4 | 5.3 | 1 | 1.3 |
| Nova Scotia | 422 | 210 | 49.8 | 15 | 3.6 | 10 | 2.4 | 27 | 6.4 |
| New Brunswick | 254 | 157 | 61.8 | 7 | 2.8 | 10 | 3.9 | 9 | 3.5 |
| Quebec (without the NCR*) | 1,280 | 674 | 52.7 | 24 | 1.9 | 24 | 1.9 | 150 | 11.7 |
| NCR* (Quebec) | 1,383 | 851 | 61.5 | 52 | 3.8 | 43 | 3.1 | 157 | 11.4 |
| NCR* | 5,283 | 3,126 | 59.2 | 148 | 2.8 | 180 | 3.4 | 565 | 10.7 |
| Ontario (without the NCR*) | 1,715 | 992 | 57.8 | 74 | 4.3 | 52 | 3.0 | 200 | 11.7 |
| NCR* (Ontario) | 3,900 | 2,275 | 58.3 | 96 | 2.5 | 137 | 3.5 | 408 | 10.5 |
| Manitoba | 618 | 379 | 61.3 | 69 | 11.2 | 23 | 3.7 | 47 | 7.6 |
| Saskatchewan | 382 | 183 | 47.9 | 50 | 13.1 | 9 | 2.4 | 16 | 4.2 |
| Alberta | 765 | 460 | 60.1 | 55 | 7.2 | 28 | 3.7 | 78 | 10.2 |
| British Columbia | 1,209 | 629 | 52.0 | 79 | 6.5 | 34 | 2.8 | 141 | 11.7 |
| Yukon | 40 | 25 | 62.5 | 2 | 5.0 | 0 | 0.0 | 1 | 2.5 |
| Northwest Territories | 106 | 62 | 58.5 | 13 | 12.3 | 2 | 1.9 | 1 | 0.9 |
| Nunavut | 47 | 30 | 63.8 | 13 | 27.7 | 1 | 2.1 | 2 | 4.3 |
| Outside Canada | 16 | 5 | 31.3 | 0 | 0.0 | 0 | 0.0 | 1 | 6.3 |
| **Total** | **12,320** | **7,049** | **57.2** | **555** | **4.5** | **380** | **3.1** | **1,240** | **10.1** |

* "NCR" stands for "National Capital Region."

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2003, and March 31, 2004. (See the definition of "hirings" under the "Terminology" section in Chapter 1.)

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

*Table 9*

Hirings into the Federal Public Service by Designated Group and Occupational Category
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to March 31, 2004

| Occupational Category | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Executive | 75 | 29 | 38.7 | 3 | 4.0 | 0 | 0.0 | 10 | 13.3 |
| Scientific and Professional | 2,078 | 1,131 | 54.4 | 70 | 3.4 | 37 | 1.8 | 259 | 12.5 |
| Administration and Foreign Service | 3,652 | 2,014 | 55.1 | 175 | 4.8 | 139 | 3.8 | 388 | 10.6 |
| Technical | 1,669 | 766 | 45.9 | 52 | 3.1 | 30 | 1.8 | 96 | 5.8 |
| Administrative Support | 3,370 | 2,687 | 79.7 | 180 | 5.3 | 141 | 4.2 | 397 | 11.8 |
| Operational | 1,476 | 422 | 28.6 | 75 | 5.1 | 33 | 2.2 | 90 | 6.1 |
| **Total** | **12,320** | **7,049** | **57.2** | **555** | **4.5** | **380** | **3.1** | **1,240** | **10.1** |

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2003, and March 31, 2004. (See the definition of "hirings" under the "Terminology" section in Chapter 1.)

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

*Table 10*

Hirings into the Federal Public Service by Designated Group and Type of Employment
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to
March 31, 2004

| Type of Employment | All Employees | | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | # | # | % | # | % | # | % | # | % |
| Indeterminate | 4,055 | 2,193 | | 54.1 | 178 | 4.4 | 128 | 3.2 | 446 | 11.0 |
| Term (three months or more) | 8,019 | 4,738 | | 59.1 | 360 | 4.5 | 247 | 3.1 | 784 | 9.8 |
| Seasonal | 246 | 118 | | 48.0 | 17 | 6.9 | 5 | 2.0 | 10 | 4.1 |
| **Total** | **12,320** | **7,049** | | **57.2** | **555** | **4.5** | **380** | **3.1** | **1,240** | **10.1** |

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2003, and March 31, 2004.
(See the definition of "hirings" under the "Terminology" section in Chapter 1.)

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

*Table 11*

Promotions Within the Federal Public Service by Designated Group and Region of Work
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to March 31, 2004

| Region of Work | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Newfoundland and Labrador | 258 | 97 | 37.6 | 11 | 4.3 | 13 | 5.0 | 6 | 2.3 |
| Prince Edward Island | 168 | 119 | 70.8 | 6 | 3.6 | 12 | 7.1 | 4 | 2.4 |
| Nova Scotia | 744 | 329 | 44.2 | 25 | 3.4 | 34 | 4.6 | 34 | 4.6 |
| New Brunswick | 542 | 312 | 57.6 | 23 | 4.2 | 24 | 4.4 | 7 | 1.3 |
| Quebec (without the NCR*) | 1,707 | 959 | 56.2 | 41 | 2.4 | 53 | 3.1 | 116 | 6.8 |
| NCR* (Quebec) | 2,443 | 1,571 | 64.3 | 124 | 5.1 | 125 | 5.1 | 174 | 7.1 |
| NCR* | 8,751 | 5,488 | 62.7 | 283 | 3.2 | 445 | 5.1 | 726 | 8.3 |
| Ontario (without the NCR*) | 1,980 | 1,212 | 61.2 | 64 | 3.2 | 116 | 5.9 | 238 | 12.0 |
| NCR* (Ontario) | 6,308 | 3,917 | 62.1 | 159 | 2.5 | 320 | 5.1 | 552 | 8.8 |
| Manitoba | 557 | 345 | 61.9 | 71 | 12.7 | 26 | 4.7 | 40 | 7.2 |
| Saskatchewan | 405 | 231 | 57.0 | 58 | 14.3 | 14 | 3.5 | 15 | 3.7 |
| Alberta | 777 | 495 | 63.7 | 52 | 6.7 | 35 | 4.5 | 54 | 6.9 |
| British Columbia | 1,354 | 726 | 53.6 | 78 | 5.8 | 65 | 4.8 | 171 | 12.6 |
| Yukon | 30 | 23 | 76.7 | 8 | 26.7 | 2 | 6.7 | 0 | 0.0 |
| Northwest Territories | 76 | 36 | 47.4 | 14 | 18.4 | 4 | 5.3 | 3 | 3.9 |
| Nunavut | 19 | 9 | 47.4 | 5 | 26.3 | 2 | 10.5 | 0 | 0.0 |
| Outside Canada | 107 | 48 | 44.9 | 4 | 3.7 | 3 | 2.8 | 7 | 6.5 |
| **Total** | **17,475** | **10,429** | **59.7** | **743** | **4.3** | **848** | **4.9** | **1,421** | **8.1** |

* "NCR" stands for "National Capital Region."

**Notes**

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

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

*Table 12*

Promotions Within the Federal Public Service by Designated Group and Occupational Category
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to March 31, 2004

| Occupational Category | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Executive | 599 | 234 | 39.1 | 15 | 2.5 | 30 | 5.0 | 36 | 6.0 |
| Scientific and Professional | 2,710 | 1,285 | 47.4 | 73 | 2.7 | 87 | 3.2 | 366 | 13.5 |
| Administration and Foreign Service | 8,739 | 5,962 | 68.2 | 387 | 4.4 | 455 | 5.2 | 709 | 8.1 |
| Technical | 1,739 | 547 | 31.5 | 81 | 4.7 | 62 | 3.6 | 87 | 5.0 |
| Administrative Support | 2,651 | 2,238 | 84.4 | 134 | 5.1 | 176 | 6.6 | 191 | 7.2 |
| Operational | 1,037 | 163 | 15.7 | 53 | 5.1 | 38 | 3.7 | 32 | 3.1 |
| **Total** | **17,475** | **10,429** | **59.7** | **743** | **4.3** | **848** | **4.9** | **1,421** | **8.1** |

**Notes**

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

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

*Table 13*

Promotions Within the Federal Public Service by Designated Group and Type of Employment
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to
March 31, 2004

| Type of Employment | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Indeterminate | 15,935 | 9,565 | 60.0 | 690 | 4.3 | 798 | 5.0 | 1,307 | 8.2 |
| Term (three months or more) | 1,458 | 842 | 57.8 | 52 | 3.6 | 46 | 3.2 | 113 | 7.8 |
| Seasonal | 82 | 22 | 26.8 | 1 | 1.2 | 4 | 4.9 | 1 | 1.2 |
| **Total** | **17,475** | **10,429** | **59.7** | **743** | **4.3** | **848** | **4.9** | **1,421** | **8.1** |

**Notes**

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

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

*Table 14*

Separations from the Federal Public Service by Designated Group and Region of Work PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to March 31, 2004

| Region of Work | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Newfoundland and Labrador | 229 | 126 | 55.0 | 5 | 2.2 | 11 | 4.8 | 1 | 0.4 |
| Prince Edward Island | 78 | 43 | 55.1 | 0 | 0.0 | 7 | 9.0 | 0 | 0.0 |
| Nova Scotia | 471 | 219 | 46.5 | 19 | 4.0 | 31 | 6.6 | 27 | 5.7 |
| New Brunswick | 303 | 153 | 50.5 | 8 | 2.6 | 20 | 6.6 | 9 | 3.0 |
| Quebec (without the NCR*) | 1,268 | 636 | 50.2 | 20 | 1.6 | 58 | 4.6 | 72 | 5.7 |
| NCR* (Quebec) | 1,013 | 539 | 53.2 | 48 | 4.7 | 65 | 6.4 | 60 | 5.9 |
| NCR* | 4,129 | 2,103 | 50.9 | 129 | 3.1 | 289 | 7.0 | 296 | 7.2 |
| Ontario (without the NCR*) | 1,353 | 669 | 49.4 | 68 | 5.0 | 94 | 6.9 | 125 | 9.2 |
| NCR* (Ontario) | 3,116 | 1,564 | 50.2 | 81 | 2.6 | 224 | 7.2 | 236 | 7.6 |
| Manitoba | 523 | 308 | 58.9 | 68 | 13.0 | 36 | 6.9 | 24 | 4.6 |
| Saskatchewan | 373 | 182 | 48.8 | 28 | 7.5 | 13 | 3.5 | 11 | 2.9 |
| Alberta | 577 | 325 | 56.3 | 56 | 9.7 | 25 | 4.3 | 36 | 6.2 |
| British Columbia | 1,084 | 527 | 48.6 | 58 | 5.4 | 72 | 6.6 | 78 | 7.2 |
| Yukon | 38 | 26 | 68.4 | 7 | 18.4 | 2 | 5.3 | 0 | 0.0 |
| Northwest Territories | 76 | 43 | 56.6 | 12 | 15.8 | 5 | 6.6 | 7 | 9.2 |
| Nunavut | 25 | 13 | 52.0 | 12 | 48.0 | 0 | 0.0 | 0 | 0.0 |
| Outside Canada | 45 | 10 | 22.2 | 0 | 0.0 | 2 | 4.4 | 2 | 4.4 |
| **Total** | **10,572** | **5,383** | **50.9** | **490** | **4.6** | **665** | **6.3** | **688** | **6.5** |

* "NCR" stands for "National Capital Region."

**Note**

"Separations" refers to employees who left the federal public service payroll between April 1, 2003, and March 31, 2004. (See the definition of "separations" under the "Terminology" section in Chapter 1.)

*Table 15*

Separations from the Federal Public Service by Designated Group and Occupational Category
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to
March 31, 2004

| Occupational Category | All Employees | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|
| | # | # | % | # | % | # | % | # | % |
| Executive | 293 | 70 | 23.9 | 5 | 1.7 | 14 | 4.8 | 9 | 3.1 |
| Scientific and Professional | 1,267 | 550 | 43.4 | 47 | 3.7 | 55 | 4.3 | 143 | 11.3 |
| Administration and Foreign Service | 3,234 | 1,680 | 51.9 | 166 | 5.1 | 262 | 8.1 | 212 | 6.6 |
| Technical | 1,617 | 674 | 41.7 | 41 | 2.5 | 49 | 3.0 | 58 | 3.6 |
| Administrative Support | 2,728 | 2,156 | 79.0 | 166 | 6.1 | 218 | 8.0 | 224 | 8.2 |
| Operational | 1,433 | 253 | 17.7 | 65 | 4.5 | 67 | 4.7 | 42 | 2.9 |
| **Total** | **10,572** | **5,383** | **50.9** | **490** | **4.6** | **665** | **6.3** | **688** | **6.5** |

**Note**

"Separations" refers to employees who left the federal public service payroll between April 1, 2003, and March 31, 2004.
(See the definition of "separations" under the "Terminology" section in Chapter 1.)

*Table 16*

Separations from the Federal Public Service by Designated Group and Type of Employment
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2003, to
March 31, 2004

| Type of Employment | All Employees | | Women | | Aboriginal Peoples | | Persons with Disabilities | | Persons in a Visible Minority Group | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | | # | % | # | % | # | % | # | % |
| Indeterminate | 5,244 | | 2,353 | 44.9 | 214 | 4.1 | 426 | 8.1 | 300 | 5.7 |
| Term (three months or more) | 5,185 | | 2,951 | 56.9 | 267 | 5.1 | 228 | 4.4 | 380 | 7.3 |
| Seasonal | 143 | | 79 | 55.2 | 9 | 6.3 | 11 | 7.7 | 8 | 5.6 |
| **Total** | **10,572** | | **5,383** | **50.9** | **490** | **4.6** | **665** | **6.3** | **688** | **6.5** |

**Note**

"Separations" refers to employees who left the federal public service payroll between April 1, 2003, and March 31, 2004.
(See the definition of "separations" under the "Terminology" section in Chapter 1.)

## Chapter 2
## Embracing Change: Evaluating Progress, Fulfilling the Promise

Over the 2003–04 fiscal year, the Public Service Human Resources Management Agency of Canada (PSHRMAC) continued to work with departments, other central agencies, the National Council of Visible Minorities in the Federal Public Service, the External Advisory Group on Embracing Change, and others to implement the Embracing Change Action Plan endorsed by the government in June 2000. This Action Plan, resulting from the work of the Task Force on the Participation of Visible Minorities in the Federal Public Service, seeks to correct the under-representation of visible minorities in the Public Service of Canada.

As noted last year, accountability is a critical factor for success on the Embracing Change initiative. Through committees, departmental visits, and ongoing feedback and advice, PSHRMAC continued to press departments to produce results against the Action Plan elements. Departments and agencies with strong leadership and "ownership" of Embracing Change, are generally more successful in implementing the Action Plan. These organizations typically adopt measures such as active internal monitoring and discussion of progress at executive tables, efforts to transform corporate culture, focussed strategies to move visible minorities into executive ranks, investment in recruitment and development programs, and support for visible minority networks.

There are six broad goals of the Action Plan:

1. to meet one in five benchmarks for visible minority participation in public service-wide staffing actions (i.e. recruitment, acting appointments, promotion, and development opportunities at executive levels);

2. to create support tools to help departments and managers achieve the benchmarks;

3. to change the corporate culture in the Public Service and make it more welcoming of diversity;

4. to strengthen existing implementation and accountability frameworks;

5. to seek external advice and independent review of implementation; and

6. to provide financial resources to support implementation.

The following sets out some of the progress that has been made against the Action Plan, as well as a summary of the findings and recommendations from the Embracing Change evaluation carried out at the end of fiscal year 2003–04.

## 1. Setting the Benchmarks

The 2003–04 year marked the first major reference point with respect to the benchmarks—one in five for external recruitment and participation in management development programs by visible minorities.

Since implementation of the Action Plan began, the population of visible minorities has increased by over 5,200 employees and representation has gone up to 7.8 per cent, compared with 5.5 per cent in 2000. In addition, the number of visible minority executives has more than doubled, from 103 in 2000 to 208 in 2004.

However, as can be seen in the chart below, while the trend continues to be generally upward on all measures, the Public Service did not meet the external recruitment benchmark set for 2003 and is only about half way to those set for 2005. In spite of some

noteworthy departmental initiatives, such as targeted executive recruitment by Human Resources and Skills Development Canada and Social Development Canada, at the current rate of one in 12 for entries into the Executive category, it is unlikely that the Public Service will achieve the one in five benchmark by the 2005 reference point.

The situation is much more favourable with respect to corporately administered management development programs. The Management Trainee Program (MTP) and the Accelerated Economist Training Program (AETP), which recruit their participants directly from universities across the country, have both surpassed 20 per cent participation for visible minorities. The Career Assignment Program (CAP), which identifies high potential middle managers and develops them for entry into the Executive category, has visible

*Figure 16*
Progress Against the Benchmarks (%)
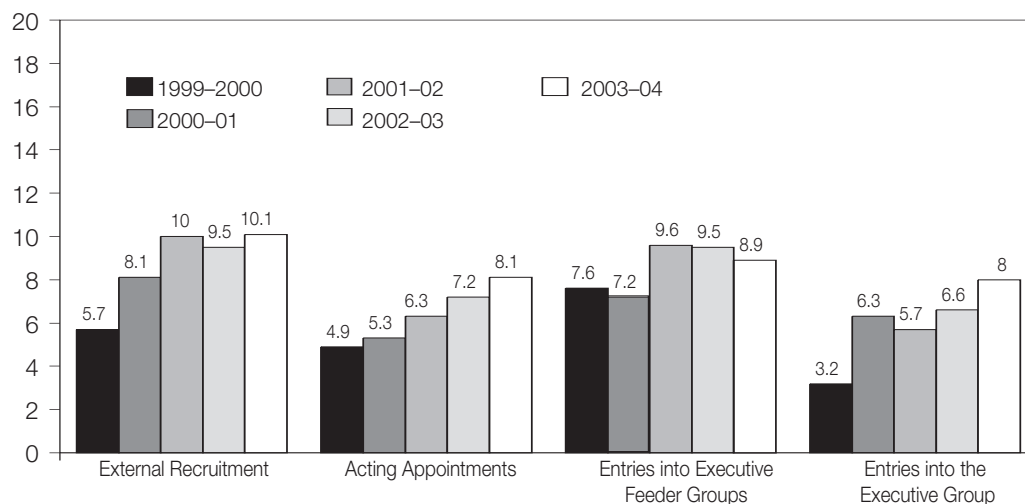
minority participation that surpasses 30 per cent. And the Accelerated Executive Development Program (AEXDP) for existing high potential executives has over 20 per cent visible minority participation.

## 2. Helping Achieve the Benchmarks

PSHRMAC developed a compendium of tools and practices called *Diversity Tools and Practices for Managers* to support managers in their day-to-day management and hiring practices. Designed as a quick reference to good practices drawn from across the Public Service, managers will find the descriptions and instructions on using each practice and how to get more information easy to use. PSHRMAC also continued its work to improve managers' knowledge about the Embracing Change benchmarks and other Action Plan elements.

## 3. Changing Corporate Culture

The goal in the Action Plan is to change corporate culture in the Public Service to make it more welcoming of diversity. During 2003–04, PSHRMAC continued to support cultural change by providing information and tools for all hiring managers. PSHRMAC also provided financial support to the Diversity Vision and Action course offered through the Canada School of Public Service. Since the course was launched

in 2000, there have been close to 1,100 participants, including almost 250 this past fiscal year. The School has also signalled its intention to integrate employment equity and diversity learning into the core curriculum for managers.

Over the last fiscal year, PSHRMAC designed *The Corporate Culture Change Self-Assessment Tool* to help managers determine how well they are managing corporate culture change. The tool also helps managers identify strategies for maintaining or improving their performance as they cope with changing realities in the Public Service.

## 4. Providing for Implementation and Accountability

Effective management for results requires a clear delineation of accountability. As noted last year, the principle and practice of accountability has been successfully established at the highest levels of the federal Public Service. In 2002–03, the Clerk of the Privy Council and Head of the Public Service defined Embracing Change as one of the Corporate Priorities for the Public Service. For 2003–04, deputy ministers were again asked to focus on diversity as a corporate priority by accelerating progress in the *Embracing Change* initiative, including increases in external recruitment rates for term

appointments in excess of three months and indeterminate appointments.

Over the course of the fiscal year, this high-level corporate priority was starting to have a "trickle down" effect and more performance accords of senior managers reference some measure of accountability for diversity and Embracing Change.

## 5. External Advice and Independent Review

PSHRMAC continued to seek external input and advice from the External Advisory Group (EAG) on Embracing Change. This group was created in June 2000 to help recommend ways to sustain the momentum in implementing the Action Plan.

Over the year, the EAG was instrumental in crafting and proposing adoption of a Diversity Implementation Framework, with key areas of focus being organizational culture, leadership, accountability, employment systems, performance measures, and communication support. The group has also been focussing attention on official languages policies and practices and their possible impact on prospects for meeting the one in five benchmarks.

The EAG remained committed to sustaining a dialogue with senior officials of the Public Service, in order to review approaches for promoting

diversity and accelerating progress on the Action Plan. In addition, the EAG has been contributing its perspective to human resources modernization initiatives.

The Embracing Change Action Plan provided for an independent review after three years, to measure progress in the implementation of Embracing Change. Consulting and Audit Canada (CAC) was commissioned to conduct the evaluation and it delivered its report earlier this year; the full report is available at www.hrma-agrh.gc.ca/ee.

The CAC's evaluation was guided by a framework that addressed 12 questions from two different perspectives, those of central agencies —specifically the Treasury Board of Canada Secretariat/PSHRMAC and the Public Service Commission of Canada—and departments.

The final report confirmed that, while there has been progress, challenges remain. These include the need for more active engagement of hiring managers, strengthening accountability, specifying consequences and ultimately developing more aggressive ways to recruit and promote visible minorities.

The report provided "mixed" findings for departments and central agencies. It observed the following:

- The Embracing Change Support Fund was appropriately managed. Projects were closely aligned with the selection criteria for funding and approvals demonstrated due diligence and probity.

- Significant effort has been made across the Pubic Service on most elements of the Action Plan.

- Embracing Change-funded projects, such as the Manitoba Omnibus, the Leadership Career Mobility Initiative, and the Recruitment Outreach Development Program for Visible Minorities in Nova Scotia, have spurred innovative thinking and action in the areas of collaboration, targeted recruitment, and outreach programs.

- PSHRMAC has mechanisms in place to actively monitor Embracing Change progress across the Public Service, particularly in the 27 largest departments that account for 95 per cent of public service employees.

- Embracing Change activities are ongoing in two-thirds of departments, typically as part of Employment Equity or diversity programs.

- The departments that appear to be sustaining change have integrated Embracing Change with corporate human resources plans and allocated funding to it.

The report also identified areas where there are weaknesses, thus providing an opportunity to strengthen overall implementation of the Action Plan and improve performance against its six broad elements. These include:

- limited flexibility in the *Public Service Employment Act* for targeting recruitment to visible minorities, an area that may be rectified through the new flexibilities in the *Public Service Modernization Act*, including the new definition of merit;

- a complex project funding process; and

- the need to engage managers on visible minority-oriented staffing and hiring options.

The evaluation provided some key recommendations, including:

- promote stronger leadership;

- transform corporate culture;

- focus recruitment on visible minority executives; and

- remove systemic hiring and staffing barriers.

It was clear to the evaluators that achieving the Embracing Change vision will take longer than the five years laid out in the Action Plan, since it entails a fundamental shift in corporate culture, creation of a more welcoming environment, and a full integration of diversity into departments' business practices.

## 6. Providing for Incremental Financial Resources

While endorsement of the Embracing Change Action Plan was in itself a strong signal of commitment to creating a more representative Public Service, there was accompanying tangible evidence of support through a government financial allocation of up to $10 million annually for three years, 2000 through 2003.

Our last report noted the efforts to secure new funding for ongoing implementation of the Embracing Change Action Plan. These efforts resulted in $15 million being set aside to further support initiatives with respect to all four designated groups, but with continuing emphasis on Embracing Change.

Notwithstanding the critical importance of financial support to departments, implementing the Action Plan remains about helping departments to become more self-sufficient by integrating Embracing Change into their human resources and business planning processes and working with their own departmental budgets.

In addition to the six principal elements of the Action Plan, PSHRMAC has been responding to the concerns of visible minorities as follows:

**Official Languages**

We are working to determine whether official languages policies and practices are a specific barrier to the career advancement of visible minorities in the Public Service.

The first phase in the study was a review of the literature on learning capacity. It was not possible to conclude that visible minorities as a group (or the subgroups within the broader group) have more difficulty than others in learning a second language. To date, the findings do not appear to support the perception that there are systemic barriers with regard to language training, but they do show that there are a number of personal and cultural characteristics and attributes that may make it difficult for a person to learn English or French. These are areas for further investigation.

The second phase involved a series of individual interviews and focus groups (held in Montréal, Ottawa, and Vancouver) with federal public service employees from a variety of departments. The results of this work and ongoing quantitative research are expected to further contribute to an understanding of the intersect between official languages policies and the achievement of Embracing Change goals.

**Term Employment Policy**

The National Council of Visible Minorities in the Federal Public Service and individual employees in a visible minority group have raised concerns about the prospect of the *Term Employment Policy* being used to restrict the conversion of visible minorities from term to indeterminate status. The Policy stipulates that, after three years of continuous employment, an employee with term status can advance directly to indeterminate (or permanent) employment. When term employees'

positions are discontinued shortly before three full years have elapsed, it is natural for them to wonder why.

Over the fiscal year, PSHRMAC continued to provide information to people interested in the operation of the *Term Employment Policy*, through participation in workshops. PSHRMAC also continued to monitor changes in the size of the visible minority term population vis-à-vis all other employees. The table below summarizes these changes.

| Years | Representation - Terms ≥ 3 months | | | Separations - Terms ≥ 3 months | | |
|---|---|---|---|---|---|---|
| | All | Visible Minorities | % | All | Visible Minorities | % |
| 2001 | 23,107 | 1,768 | 6.4 | 5,895 | 326 | 5.5 |
| 2002 | 23,009 | 1,982 | 8.6 | 6,718 | 455 | 6.8 |
| 2003 | 20,782 | 1,929 | 9.3 | 6,675 | 517 | 7.7 |
| 2004 | 15,812 | 1,656 | 10.5 | 5,185 | 380 | 7.3 |

## Chapter 3
## Building a Representative Public Service

### 3.1 Modernization, Planning, and Accountability

Building a representative public service is an integral part of ongoing efforts to modernize human resources management practices. The *Public Service Modernization Act* (PSMA) makes clear that effective human resources (HR) planning is essential and must become integral to operational and business planning in departments. Under the PSMA, the increasing sub-delegation of staffing authorities to managers requires strong accountability mechanisms to protect the integrity of the system and to hold managers accountable for achieving the results established in departmental employment equity, human resources and business plans. Many departments are beginning to implement employment equity (EE) accountability mechanisms within an EE and human resources planning framework, with guidelines for implementation, performance measures linked to EE representation, and the identification of pay-at-risk. They are assigning accountability for progress to the highest levels of management—and frequently to every level—committing to co-operation with employee representatives and the active monitoring of progress. This chapter provides a few examples of departments that are doing well and making good progress in implementing employment equity. It also indicates how some of the work with partners and on committees is helping in achieving the vision of a representative and inclusive public service.

**Canadian Heritage** has developed an HR framework with clear components for building, strengthening, and supporting a diverse workforce and with each component subject to an "employment equity lens." Results are monitored twice yearly with analysis of key indicators such as EE representation at the sector and branch level, the number of staffing actions taken, and eligibility for retirement. The department is continuing to integrate employment equity and diversity into branch business plans and an employment equity component is part of performance accords for every executive. Employment equity has similarly been factored into several learning events and the department has been increasing visible minority representation on selection boards. The Senior Advisory Committee on Employment Equity and Diversity at Canadian Heritage has updated its mandate to place emphasis on meeting the Embracing Change benchmarks.

Canadian Heritage has expanded its *Duty to Accommodate Policy* to now cover situations related to religious beliefs, national or ethnic origin, age, family status, marital status, and sexual orientation. The Bob Fern Accessibility Centre was opened to showcase technologies aimed at removing barriers in the workplace, providing basic accessibility testing of Websites and other applications, and raising awareness about accessibility-related issues. The department also collaborated with Canada Customs and Revenue Agency and Camp Caragona in developing a travelling exhibit to raise awareness of cognitive impairments. This initiative won an award from the Conseil fédéral du Québec in 2003–04.

The department's strong support for advisory committees includes the assignment of an employee to work with the National Committee of Federal Public Servants with Disabilities.

**Health Canada** has developed a network of 26 employment equity co-ordinators drawn from every branch and region; one of their goals is to change the organization's corporate culture in co-operation with Regional Diversity Advisory Committees, the corporate Employment Equity Advisory and Review Committee, and employee networks. Regional contributions to EE goals are monitored through performance indicators and reports on representation gaps. Each branch and region has developed an EE plan that mirrors the overall departmental EE plan and each reports biannually on implementation of its plan. The department seeks to include designated group representation on departmental selection boards. It has continued to improve its Language Training Program for designated group members and launched an inclusive policy, with guidelines, on accommodation in the workplace.

> At Canadian Heritage, fostering diversity is viewed as an essential business activity. Having individuals from different backgrounds has improved our perception and understanding of the society that we have to serve. It allows us to develop better policies and programs.
>
> Denis Thompson
> Employment Equity Champion
> Canadian Heritiage

> The general climate in the department has changed. One problem in the past was that Health Canada didn't look like a modern department. When Canadians look at Health Canada now, they can see themselves in all their diversity.
>
> Phyllis Colvin
> Employment Equity Co-ordinator
> Health Canada

Health Canada has introduced EE accountability into its annual performance appraisal process for executives, supervisors, and managers at branch and regional levels. The process includes performance indicators and mandatory assessment against the department's People Management Objectives, which include promoting diversity and employment equity.

At the **Department of Justice Canada**, progress in implementing employment equity is monitored semi-annually and results are reported to the Employment Equity Steering Committee, the EE Champions, the Deputy Minister, and the Executive Council.

Employment equity is included in the Performance Management Agreements of all senior managers, along with mandatory numerical goals that incorporate the *Embracing Change* benchmarks for each portfolio and region. Senior managers are expected to cascade their goals to their management teams. The Department of Justice Canada has a comprehensive human resources policy consultation and approval framework that seeks input from all stakeholders, including EE advisory committees. The Department conducts "cultural audits" that provide a snapshot of cultural attitudes of employees and enables management

to respond as appropriate. The Department continues to support an informal peer support group, JUSTACCESS, which comprises designated group members from across the country.

The Department of Justice Canada has upgraded its human resources management system to better track the participation of designated groups in staffing, learning, and other processes and it has launched an employee Departure Feedback Program. It continues to offer sign language training for employees in the National Capital Region and has completed an analysis (focussing on promotion-readiness and developmental needs) of its potential pool of designated group candidates for executive and senior-level lawyer positions. In the British Columbia Regional Office, management continued to support paralegal training for legal assistants and during 2003–04, 27 legal assistants received support, half of whom were from visible minority groups.

> When we first started to develop and later to implement our employment equity plan, you'd get "push-back," but now you don't. There is less debate about whether it's good and more discussion about how to do it.
>
> Elizabeth Sanderson
> Assistant Deputy Attorney General
> Department of Justice Canada

## 3.2 Monitoring and Review

Monitoring and review are important in implementing plans and holding individuals accountable for results. For example:

▶ Industry Canada initiated a multi-year study to analyze the experiences of employees in EE-designated groups with respect to advancement, promotion, and career development. The study will also identify any significant differences in outcomes for designated group members and other employees.

▶ The Canadian Human Rights Commission developed an EE Staffing Checklist to track the participation of EE-designated groups in the various stages of the recruitment process and identify possible systemic barriers.

## 3.3 Regional Collaboration with Stakeholders

Outreach to and collaboration with stakeholders is continuing at a regional level.

In 2003–04, for example:

▶ The Manitoba/Saskatchewan Region of Health Canada participated in a community partnership to discuss regional EE and diversity issues with other levels of government and non-governmental organizations.

▶ The Ontario Region of Public Works and Government Services Canada established relations with the Canadian Paraplegic Association (CPA), the Canadian Hearing Society, and the Miziwi Biik, an Aboriginal employment and training agency, for recruitment purposes. In addition, the Western Region of Public Works and Government Services Canada used the Aboriginal EE Recruitment Program to help staff the new Coutts border crossing in southern Alberta. This program involved working with Aboriginal Employment Centres and the Blood and Blackfoot reserves.

## 3.4 Learning, Career Development, and Retention Initiatives

In 2003–04, a number of departments and agencies undertook initiatives in learning, career development, and retention.

▶ Industry Canada developed five diversity-training tools for use by managers, human resources advisors, and consultants. The tools are designed to change behaviours by increasing awareness of diversity issues and fostering team building and communication skills. A number of departments have signalled their intention to use these and similar tools.

- The Public Service Commission of Canada targeted Career Assignment Program (CAP) opportunities to persons with disabilities and expects to place 10 to 12 candidates during 2004–05.

- Correctional Services Canada conducted over 100 training sessions on diversity with close to 2,000 managers and HR advisors attending.

- Western Economic Diversification Canada has Regional Learning Committees and a corporate committee to address short- and long-term education requests and group learning events. Its Deputy Minister sponsors on a rotational basis a Special Assistant assignment for a designated group member. The departmental *Long-Term Educational Policy* supports designated group members in achieving post-secondary and graduate degrees.

## 3.5 Audits by the Canadian Human Rights Commission

The Canadian Human Rights Commission audits departments for compliance with the *Employment Equity Act* and to date 64 departments, representing 96 per cent of the workforce, have been or are currently being audited. This includes 17 departments and agencies with fewer than 100 employees for which a streamlined auditing approach was developed. In 2003–04, 13 departments and agencies (identified by an asterisk) were found in compliance, bringing the total number to over 50 (see note below).[1]

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[1] Agriculture and Agri-Food Canada, Atlantic Canada Opportunities Agency, Canada Industrial Relations Board *, Canadian Artists and Producers Professional Relations Tribunal *, Canadian Dairy Commission *, Canadian Grain Commission *, Canadian Human Rights Commission, Canadian Intergovernmental Conference Secretariat, Canadian International Development Agency, Canadian International Trade Tribunal, Canadian Radio-television and Telecommunications Commission, Canadian Space Agency, Canadian Transportation Agency, Citizenship and Immigration Canada, Copyright Board *, Correctional Service Canada, Canadian Heritage, Department of Finance Canada, Department of Foreign Affairs and International Trade, Department of Justice Canada, Economic Development Agency of Canada for the Regions of Quebec, Environment Canada, Hazardous Materials Information Review Commission, Health Canada, Human Resources Development Canada, Immigration and Refugee Board, Industry Canada *, Indian and Northern Affairs Canada, International Joint Commission *, Law Commission of Canada, NAFTA Secretariat, Canadian Section, National Archives Canada, National Farm Products Council, National Parole Board, Natural Resources Canada, Office of the Chief Electoral Officer, Office of the Commissioner for Federal Judicial Affairs *, Office of the Commissioner of Official Languages, Office of the Information Commissioner of Canada, Office of the Secretary to the Governor General, Passport Office *, Patented Medicine Prices Review Board *, Privy Council Office, Public Works and Government Services Canada, Office of the Registrar of the Supreme Court of Canada, Registry of the Competition Tribunal, Statistics Canada, Status of Women Canada, Transport Canada, Civil Aviation Tribunal of Canada *, Transportation Safety Board of Canada, Treasury Board of Canada Secretariat, Western Economic Diversification Canada.

## 3.6 Committees' Activities

Employment equity committees continue to be very valuable in building and sustaining commitment to employment equity objectives in federal departments and agencies. They provide networking opportunities, strengthen links between departments (as well as within departments and agencies), and foster the exchange of ideas, tools, and information on new initiatives and good employment equity practices.

The **Employment Equity Champions Forum** comprises some 30 senior managers at the assistant deputy minister level who demonstrate their ongoing commitment as senior managers through their personal and visible support for employment equity. They exchange information on employment equity challenges, successful practices and innovations that have achieved concrete results. They also provide feedback to PSHRMAC on employment equity initiatives, priorities, and programs and are in a position to influence employment equity issues within their respective departments.

Two meetings were held this past year, both joint meetings with the Employment Equity Executive Committee. Discussions covered topics such as Human Resources Modernization, Embracing Change issues, transition to the Public Service Human Resources Management Agency of Canada, and Official Languages.

The **Employment Equity Executive Committee** is composed of public service managers at the director general level or equivalent. This committee focusses on horizontal issues, such as recruitment, career development, retention, accountability, corporate culture, and official languages. During its meetings this year, the committee discussed and provided feedback on the Public Service Commission of Canada's (PSC) new framework for EE programs, the corporate culture self-assessment tool, HR modernization, the Conference Board project on "Maximizing the Talents of Visible Minorities," revisions to the EE Policy, and a presentation on successful departmental initiatives.

The **Interdepartmental Forum on Employment Equity** is a partnership between departments (employment equity managers and specialists) and PSHRMAC's Employment Equity Branch. The forum allows participants to discuss common issues of concern, share new initiatives, and raise matters that could be of general interest to the membership.

Over the past year, topics included the *Values and Ethics Code for the Public Service*; harassment and discrimination; HR modernization; Embracing Change support tools for managers; results of the 2002 Public Service Employee Survey from an EE perspective; updates from the National Council of Visible Minorities (NCVM), the Aboriginal National Network Initiative (ANNI) and the National

Committee of Federal Public Servants with Disabilities (NCFPSD); changes to the Official Languages policy suite, the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, and successful departmental practices that are showcased at each meeting.

### National Council of Visible Minorities (NCVM)

The NCVM was created to represent visible minorities in making their concerns known to federal public service leaders. Throughout its five years of existence, NCVM has been involved in all the issues affecting the career aspirations, concerns, and interests of its members by identifying barriers (discrimination and racism) that prevent visible minorities from entering, advancing, and staying in the Public Service.

NCVM's achievements for 2003–04 include the following:

▶ NCVM held regional forums in six regions of the country with a focus on the issues and concerns of its members such as the *Public Service Modernization Act*, the official languages policy suite and the *Term Employment Policy*.

▶ Through its participation in employment equity committees, NCVM has continued to represent the situation of visible minorities to the people responsible for employment equity and human resources in departments and agencies.

▶ Through rotating sponsorship by individual departments, the NCVM was able to conduct several inter-departmental meetings and learn about the concerns of its members.

▶ The NCVM commenced discussion with the Association of Professional Executives to obtain assistance in establishing a new mentorship service for members of visible minority groups.

For more details on these activities and others, we encourage you to visit this Web site: http://www.ncvm.gc.ca/.

### Aboriginal National Network Initiative (ANNI)

Approximately 40 Aboriginal employees from departments and agencies in the NCR met in spring 2003 to discuss establishing an Aboriginal employee network (ANNI), similar to the NCVM and Persons with Disabilities employee networks. Terms of reference were drafted for approval at a national forum to be held in the near future. ANNI has been partnering actively in numerous employment equity activities and serving as a valuable source of information and insight on Aboriginal issues.

**Joint Employment Equity Committee, National Joint Council (JEEC)**

The Joint Employment Equity Committee (JEEC) is a working committee of the National Joint Council. It is the forum of choice at the national level for management and bargaining agents to consult and collaborate in implementation of the *Employment Equity Act* in the federal Public Service. Among the subjects discussed at the JEEC during 2003–04 were disability management and return to work; joint training on the duty to accommodate; racism and discrimination; the TBS/PSHRMAC *Employment Equity Policy*, the *Leave Without Pay Policy*, and the *Term Employment Policy*; progress on public service modernization; the PSC's framework for employment equity programs and its profile of public service leadership competencies; and the Federal Contractors Program. In addition, there were regular updates on other subjects, including the 2002 Survey of Public Service Employees and implementation of the Embracing Change Action Plan.

**National Committee of Federal Public Servants with Disabilities (NCFPSD)**

The National Committee of Federal Public Servants with Disabilities, established in 2003, prepared its communications plan and finalized its five-year strategy for advancing the Public Service's agenda concerning employees with disabilities.

As a first step in implementing the communications plan, the NCFPSD partnered with PSHRMAC in designing and developing an accessible Web site as its primary communication tool. The NCFPSD also established subcommittees to begin implementing the five-year strategy by developing action plans in partnership with departments and agencies.

The NCFPSD also began to develop its plans for a national congress in April 2005 to provide a forum for discussing issues that still need to be addressed and for celebrating past accomplishments and charting the organization's future direction.

**The Federal Public Service Job Accommodation Network (FPS-JAN)**

In 2003–04, the Federal Public Service Job Accommodation Network (FPS-JAN) continued to advise departments and agencies on complex accommodation issues. It disseminated information and hosted meetings to allow departmental representatives to exchange ideas and share solutions to accommodation challenges.

## Conclusion: Moving Ahead

For much of the past fiscal year, the Human Resources Management Office of the Treasury Board of Canada Secretariat (and subsequently PSHRMAC) was preparing for implementation of the *Public Service Modernization Act* (PSMA), as well as non-legislated activities pertaining to modernization. While full integration of employment equity into human resources management and business planning has not yet occurred, an employment equity dimension is becoming more prominent in all such work.

This was and is reflected, for example, in the ongoing work to understand and address official languages issues and their impact on the designated groups; in the development of learning and culture change strategies; in conceptualizing a streamlined approach to management development programs; in responding to the corporate priority for "demonstrating support and leadership in the successful implementation of the PSMA and improving departmental capacity for the integration of HR management with departmental business planning"; and for better management of the employees of the Public Service.

In working to create a modern professional public service that will serve all Canadians and contribute to Canada's prosperity, PSHRMAC will continue to integrate employment equity into its strategies and initiatives to modernize human resources management and strengthen accountability; into ensuring effective and ethical leadership; and into achieving an accessible, representative, and inclusive workforce.

Specific employment equity activities will include preparing a new *Employment Equity Policy* that integrates the existing one with the *Policy on the Duty to Accommodate Persons with Disabilities* and with other instruments, such as Embracing Change; addressing the recommendations in the Embracing Change evaluation report, and in particular, the challenge of meeting the one-in-five benchmark for visible minorities and the Executive category; strengthening accountability by fully integrating employment equity measures into management accountability frameworks; undertaking initiatives that seek to address racism and discrimination; undertaking preliminary work towards strengthening our messages to assist in recruitment and retention activities; building or strengthening capacity in departments to respond to the requirements of the *Employment Equity Act*; and continuing to work with our many partners to establish a representative public service and provide excellent service to Canadians.