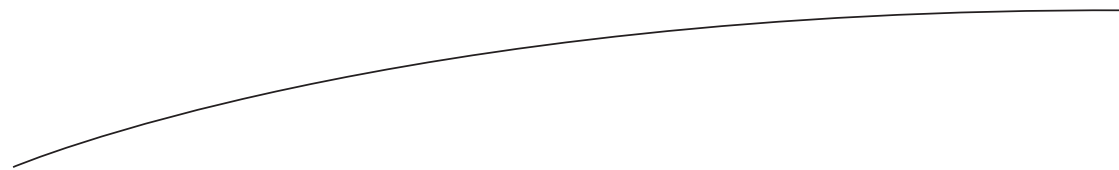




Public Service Commission
of Canada

Commission de la fonction publique
du Canada



New indeterminate employees: Who are they?

A statistical study by the Public Service
Commission of Canada

October 2007

Canada

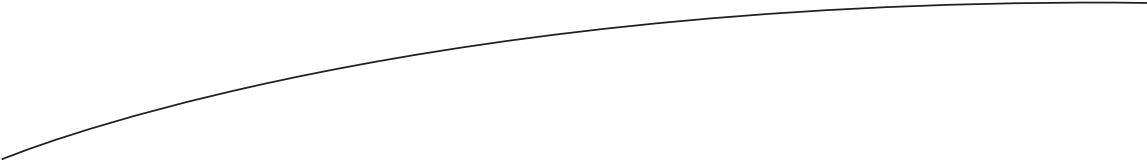
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Highlights

Individuals hired into permanent (indeterminate) positions in the federal public service fall into one of two categories: those with no prior government work experience and those with prior government work experience. The size and proportion of the latter group has been of continual interest within the context of the overall recruitment strategy of the public service.

This study looked at the prior public service employment of 86 017 new indeterminate employees hired between April 1, 1998 and March 31, 2006. The number of new indeterminate employees averaged about 11 000 per year over the study period ranging from a low of 6 824 in 1998-1999 to a high of 14 302 in 2001-2002. The main findings of this study are as follows:

- More than 80% of the new indeterminate appointees had prior public service experience – 75% as either a casual and/or a term (specified-period) employee
 - 46% had prior experience only as a term employee
 - 23% had prior experience as a casual and as a term employee
 - 6% had prior experience only as a casual worker

Another 8% of new indeterminate appointees had prior public service experience as students or trainees hired outside of the *Public Service Employment Act* (PSEA) or in organizations not subject to the PSEA such as the Canada Revenue Agency.

- On average, appointees with prior experience had three employment spells in the federal public service for a total employment duration of 183 calendar days prior to their indeterminate appointment.
- Ninety percent of new indeterminate employees with prior experience were appointed without a break in service. Eighty percent of employees with prior experience were term employees immediately prior to their indeterminate appointment.
- The indeterminate appointment of those with prior experience rarely involved a change of region. Just under 12% changed department or agency and 29% changed classification. Twenty-five percent were appointed to a higher salary level relative to the position they occupied immediately prior to the indeterminate appointment.

- The percentage of new indeterminate appointees with prior experience as a casual and/or term employee ranged from 89% for appointments to the Administrative Support category to 66% for appointments to the Scientific and Professional category.
- Prior tenure of new indeterminate employees varied by departments and agencies from a high of 94% to a low of 22% with the results for most organizations ranging from 65% to 85%.
- On average, new indeterminate employees were 34 years old. These employees can be divided into three age bands of equal size: under 30; 30-39 and 40 and above. The proportion of new indeterminate employees with no prior public service experience was consistent across all age bands.
- Visible minorities were less likely to have prior experience as a casual and/or term than for the public service as a whole (72% versus 75%).

Values of the *Public Service Employment Act*

The Public Service Commission protects the core values of merit and non-partisanship, as well as the guiding values of fairness, transparency, access and representativeness.

Merit

- Every person appointed meets the essential qualifications, including official language proficiency, established by the deputy head for the work to be done.
- The manager may take into consideration any current or future asset qualifications, operational requirements, and organizational needs also identified by the deputy head.

Non-partisanship

- Appointments and promotions to and within the public service are made free from political influence.
- Employees have the right to engage in political activities, while maintaining the principle of political impartiality in the public service.
- The political activity of employees must not impair, or be perceived as impairing, their ability to perform their duties in a politically impartial manner.
- Political activity means: any activity in support of, within or in opposition to a political party; or any activity in support of or in opposition to a candidate; or seeking to be a candidate in an election.

Fairness

- Decisions are made objectively and free from political influence or personal favouritism; policies and practices reflect the just treatment of persons.
- Persons have the right to be assessed in the official language(s) of their choice in an appointment process.

Transparency

- Information about strategies, decisions, policies and practices is communicated in an open and timely manner.

Access

- Persons from across the country have a reasonable opportunity to apply, and to do so in the official language(s) of their choice, and to be considered for public service employment.

Representativeness

- Appointment processes are conducted without bias and do not create systemic barriers, to help achieve a public service that reflects the Canadian population it serves.

Introduction

The Public Service Commission's role in staffing

The Public Service Commission (PSC) is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country. The PSC develops policies to ensure that appointments are made according to the principle of merit and respect the staffing values. The PSC conducts audits, studies and investigations to confirm the effectiveness of the staffing system and to make improvements when necessary.

Background

The vast majority of public service work is performed by permanent (indeterminate) employees. As they are employed under the *Public Service Employment Act* (PSEA), these employees have access to internal appointment processes open only to public servants. As of March 2006, these employees numbered 164 140.

A smaller but significant proportion of public service work is performed by term (specified-period) employees. These employees are employed under the PSEA for a specified period of time after which their employment contract terminates. For the duration of their term employment, they also have access to internal appointment processes open only to public servants. Under the PSEA in effect prior to December 31, 2005 preference was given to appointments from within the public service. Therefore, term employees would have been considered for appointment before external applicants over the period of the study. The Act also contains provisions that provide term employees with a right to permanent employment after having worked in one department or agency for more than a specified period of time (to be determined by the employer - currently three years). As of March 2006, term employees numbered 13 831.

A still smaller but significant proportion of public service work is performed by casual workers. While the PSEA provides the authority for casual employment, none of the provisions of the Act applies to casual workers. Consequently, they do not have access to internal appointment processes open only to term and permanent employees. As of March 2006, casual workers numbered 6 847.

Finally, there is a considerable amount of work performed under contract with the private sector and through interchange agreements between federal public service organizations and other public and private employers. These arrangements are not governed by the PSEA. Furthermore, they are not accounted for in the workforce numbers used for analysis within the public service.

The fact that many new indeterminate appointees to the public service are actually recruited from the temporary workforce has been known for some time. And while it is accepted that the temporary workforce is a reliable source of new recruits, the proportion of new permanent appointees coming from the temporary workforce raises concerns due to the potential that it offers some candidates privileged access to public service jobs.

Methodology

This study takes a closer look at the prior federal public service experience of 86 017 new appointees¹, distinguishing appointees with no prior experience from those appointed with or without a break in service following employment as a term, a casual, a student, a trainee or in an organization not subject to the *Public Service Employment Act* (PSEA). Excluded from the analysis are cases where the break in service prior to the indeterminate appointment exceeded five years.

For the purpose of this study, “new indeterminate appointees” are permanent employees who prior to appointment were not employed, or who were employed:

- outside the federal public service, including persons providing services
 - under contract in the public service or
 - working under an interchange agreement with other public or private sector employers;
- in the federal government in a position not covered by the PSEA;
- in the federal government under the PSEA as a casual worker; or
- in the federal government under the PSEA as a term (specified-period) employee.

In the Public Service Commission’s Annual Report, figures for the prior employment status of new indeterminate appointees reflect the status immediately prior to the indeterminate appointment. These figures, however, do not account for appointees coming back into the federal public service after a break in service.

Path definition

For the purposes of this study, prior public service employment is organized around the concept of a path. Breaks in service do not affect the assignment of a path.

¹ These data are extracted from the Job-Based Analytical Information System and include all first time indeterminate appointments regardless of the previous tenure of the employee.

Since a person's initial appointment to an indeterminate position under the PSEA may be preceded by employment in the federal public service as a student, as a casual, as a term or as an employee in an organization not covered by the PSEA, or as any combination thereof, the following paths were established for the study with the focus on prior term and casual employment.

Path 1: No prior federal public service employment.²

Path 2: Prior term employment and never employed as a casual.

Path 3: Prior term and casual employment.

Path 4: Prior casual employment and never employed as a term.

Path 5: Other prior tenure in the federal public service excluding term and casual.

This category includes students, trainees and persons employed in organizations not subject to the PSEA.³

Paths 2 through 4 may also include spells as a student, a trainee, in indeterminate status, or employment in an organization not covered by the PSEA. In much of the analysis that follows, paths 2 through 4 are combined under the label "Prior experience as casual and/or term".

Study findings

Recruitment of new permanent employees over the study period

At the start of the study period new indeterminate appointments in the public service were on the rise as departments and agencies began to realign themselves following a period of reorganization and downsizing that took place through much of the 1990s. In fiscal year 1998-1999 there were 6 824 new indeterminate appointments, up from 4 221 the year before. By 2001-2002, this figure had risen to 14 302. This level of appointment activity continued until 2004-2005 when the number of new indeterminate appointments declined by a third, from 14 141 in 2003-2004 to 9 411 in 2004-2005. At least in part, this drop in new hires was the result of an announced staffing freeze in the last quarter of the previous year. In the last year of the study, the number of appointments increased by 19% to 11 172.

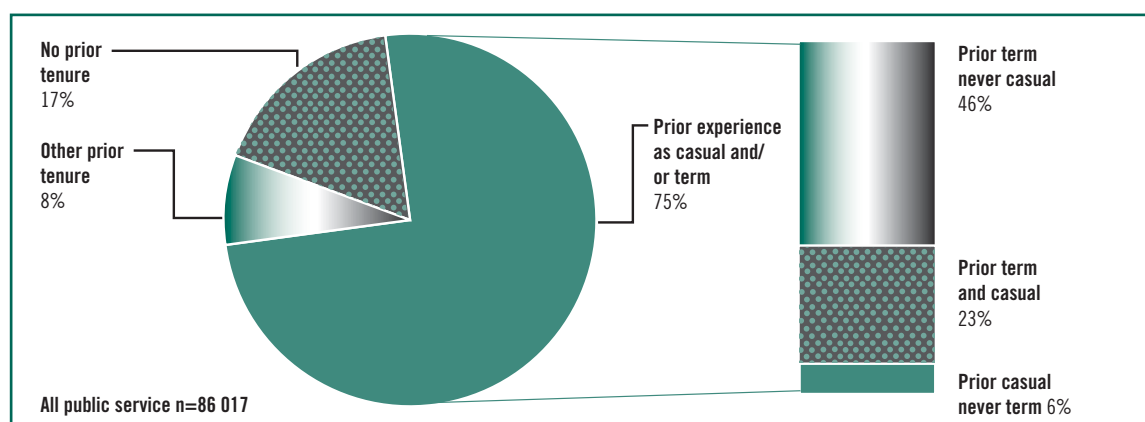
² This would include persons providing services to the public service under contract or working under an interchange agreement with other public or private sector employers.

³ Note that less than 1% (703) of all new appointees had indeterminate tenure within the five-year period prior to their indeterminate appointment. In these cases there was a break in service prior to appointment with the exception of 0.3% of the observations where the termination dates are inconsistent.

More than 80 percent have prior public service experience

Over the study period, 17% of new indeterminate appointees had no prior public service experience. The balance of appointees were employed in the federal public service within a five-year period prior to their indeterminate appointment, 75% of them having been previously employed as casuals and/or terms and 8% having had other prior tenure. Prior tenure as casual and/or term was distributed as follows: 46% were term but were never casual; 23% were term and casual; 6% had prior tenure as casual but were never term.

Figure 1: Prior work experience in the federal public service of new indeterminate appointees – fiscal years 1998-1999 to 2005-2006⁴



Source: Job-Based Analytical Information System (JAIS)

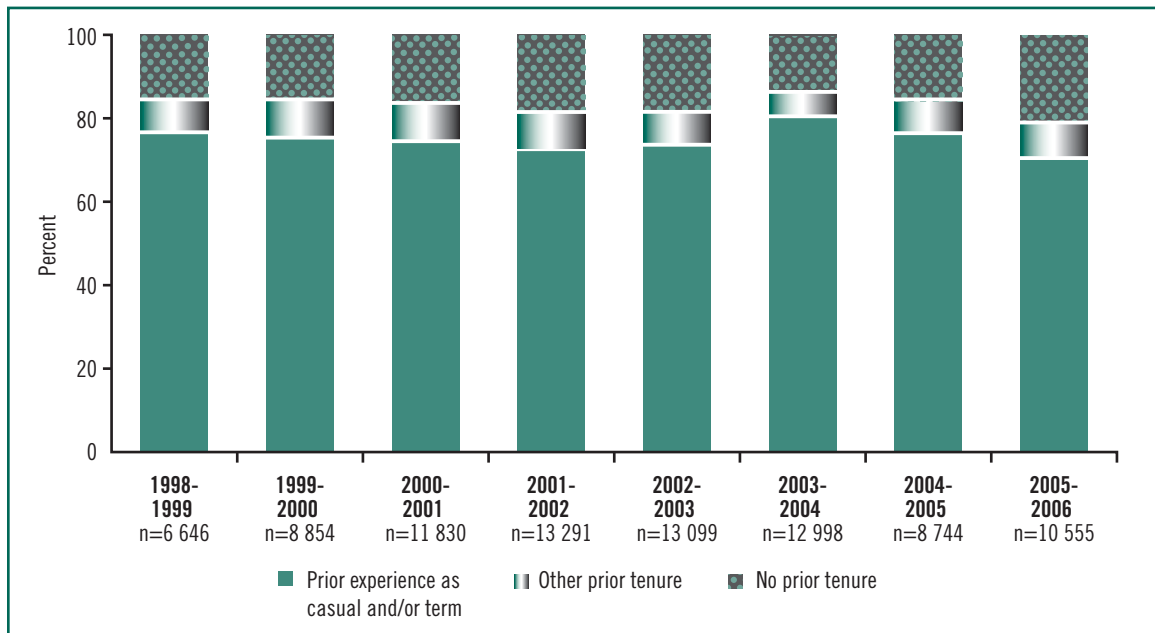
Prior experience as casual and/or term

Figure 2 below shows prior work experience of new indeterminate appointees by fiscal year. The proportion of new indeterminate employees with prior public service experience as a casual and/or term employee has slowly but steadily declined over the study period, going from 77% in 1998-1999 to 70% in 2005-2006. An exception to this decline is noted in 2003-2004 (80%) and 2004-2005 (76%), the period during which the government introduced a policy change in the length of time term employees needed to work before being automatically converted to permanent employees from five years to three years. This overall decline in recruitment from the temporary workforce coincides with a period of overall growth in indeterminate recruitment.

Over the study period, the proportion of appointees who were previously term employees but never casual workers decreased from 60% to 37%. This decrease was in part offset by an increase in the proportion of appointees who had previous casual experience from 17% to 33%, reflecting the overall growth in casual employment over the study period.

⁴ Note that percentages in this and subsequent graphs may not add to 100, due to rounding.

Figure 2: Prior work experience in the federal public service of new indeterminate appointees by fiscal year – fiscal years 1998-1999 to 2005-2006



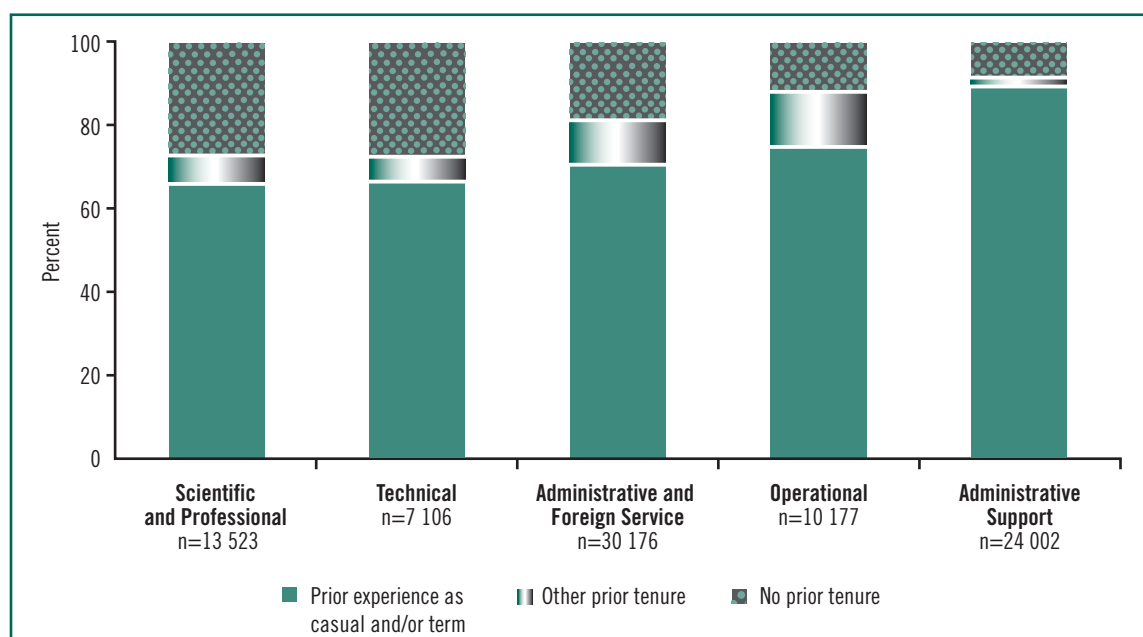
Source: JAIS

Administrative Support category stands out

Figure 3 displays prior work experience of new indeterminate appointees by occupational category. These five categories represent 99% of the observations in the study. The Administrative Support category stands out as 89% of the new indeterminate appointees to this category had prior experience as a casual and/or term employee. This category accounts for 28% (24,002) of the observations in the study and is dominated by the Clerical and Regulatory (CR) group.

Not shown in Figure 3 below is the Executive category. Within this category, 18% of new indeterminate employees had previous experience as a casual and/or a term.

Figure 3: Prior work experience in the federal public service of new indeterminate appointees by occupational category – fiscal years 1998-1999 to 2005-2006



Source: JAIS

Prior experience as casual and/or term varies with occupational group

Some jobs are more likely to be staffed on a temporary basis than others as some jobs cannot be left vacant for any period of time. The Ships' Crews group had a proportion of new appointees with prior tenure of casual and/or term of 99%, followed closely by Ship Repair (98%) and Hospital Services (96%). At the other extreme are Aircraft Operations and the Executive group where only 18% of new indeterminate appointees had a prior tenure of casual and/or term.

On average, 75% of new indeterminate employees had prior experience as a casual and/or term employee. Table 1 shows those groups that fall above this average, that is, groups with employees who were more likely to have been casual and/or term previously. Table 2 shows those groups that fall below this average, that is, those with employees who were less likely to have been casual and/or term previously. Not shown is the Nursing group, as the percentage of this group was the same as the overall average of 75%. All groups shown had 100 or more new indeterminate employees over the study period.

Table 1: Percentage of new indeterminate employees with prior experience as casuals and/or terms – above average groups – fiscal years 1998-1999 to 2005-2006

Group	Category	N	%
Ships' Crews (SC)	Operational	623	99
Ship Repair (SR)	Operational	324	98
Hospital Services (HS)	Operational	283	96
Defence Scientific Service (DS)	Scientific and Professional	312	93
Clerical and Regulatory (CR)	Administrative Support	21 684	90
General Services (GS)	Operational	1 675	89
Secretarial, Stenographic, Typing (ST)	Administrative Support	2 049	89
Data Processing (DA)	Administrative Support	208	88
General Labour and Trades (GL)	Operational	2 673	84
Law (LA)	Scientific and Professional	1 675	84
Drafting and Illustration (DD)	Technical	117	84
Information Services (IS)	Administrative and Foreign Service	1 999	83
Engineering and Scientific Support (EG)	Technical	2 826	82
Physical Sciences (PC)	Scientific and Professional	1 177	81
Administrative Services (AS)	Administrative and Foreign Service	7 010	78
Heat, Power and Stationary Plant Ops. (HP)	Operational	157	78
Education (ED)	Scientific and Professional	410	78
Library Science (LS)	Scientific and Professional	181	76
Computer Systems Administration (CS)	Administrative and Foreign Service	6 264	76

Source: JAIS

Table 2: Percentage of new indeterminate employees with prior experience as casuals and/or terms – below average groups – fiscal years 1998-1999 to 2005-2006

Group	Category	N	%
Aircraft Operations (AO)	Technical	266	18
Executive (EX)	Executive	387	18
Foreign Service (FS)	Administrative and Foreign Service	508	23
Mathematics (MA)	Scientific and Professional	163	25
Regulatory Enforcement (RE)	Unassigned	369	25
Technical Inspection (TI)	Technical	575	26
Management Trainee Program (MM)	Administrative and Foreign Service	311	26
Meteorology (MT)	Scientific and Professional	179	31
Translation (TR)	Administrative and Foreign Service	685	32
Ships' Officers (SO)	Technical	299	33
Scientific Regulation (SG)	Scientific and Professional	624	38
National Energy Board (NB)	Unassigned	201	40
Radio Operations (RO)	Technical	124	43
Medicine (MD)	Scientific and Professional	204	44
Purchasing and Supply (PG)	Administrative and Foreign Service	765	45
Electronics (EL)	Technical	387	47
Engineering and Land Surveying (EN)	Scientific and Professional	1 177	53
Financial Administration (FI)	Administrative and Foreign Service	1 825	53
Correction (CX)	Operational	4 205	56
Economics, Sociology and Statistics (ES)	Scientific and Professional	3 558	58
Scientific Research (SE)	Scientific and Professional	512	62

Table 2: Percentage of new indeterminate employees with prior experience as casuals and/or terms – below average groups – fiscal years 1998-1999 to 2005-2006 (continued)

Group	Category	N	%
Commerce (CO)	Administrative and Foreign Service	1 415	62
Personnel Administration (PE)	Administrative and Foreign Service	1 300	62
Psychology (PS)	Scientific and Professional	244	66
Welfare Programs (WP)	Administrative and Foreign Service	793	67
Firefighters (FR)	Operational	157	68
General Technical (GT)	Operational	870	68
Chemistry (CH)	Scientific and Professional	249	73
Social Science Support (SI)	Technical	1 506	73
Biological Sciences (BI)	Scientific and Professional	1 212	74
Program Administration (PM)	Administrative and Foreign Service	7 210	74

Source: JAIS

Higher proportion of appointees with casual and/or term experience with a starting salary less than \$50 000

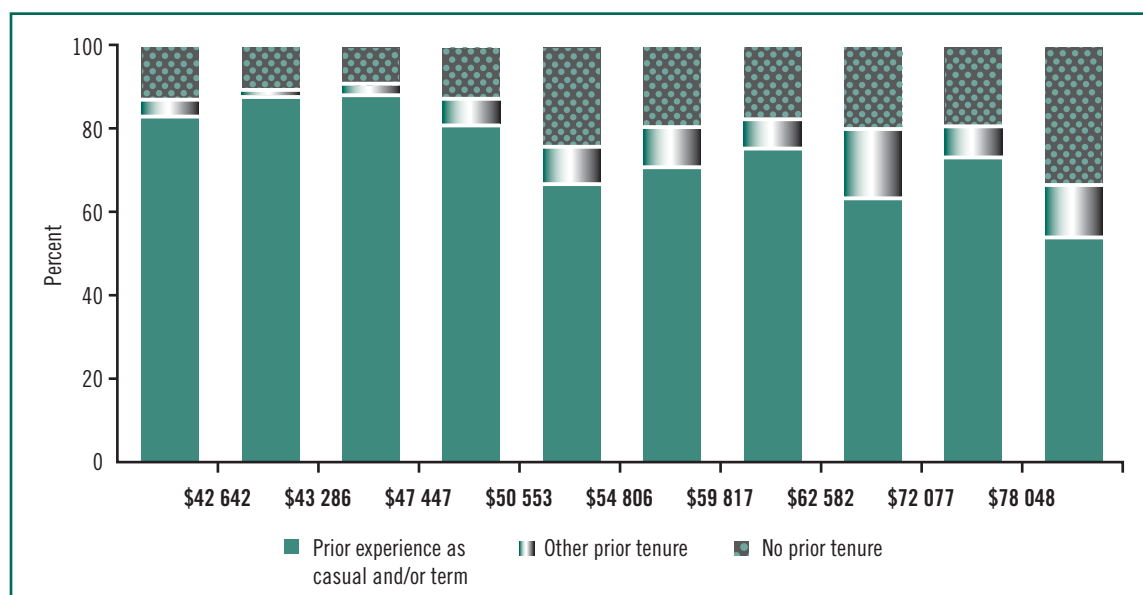
While the evidence is mixed, in general, the proportion of indeterminate appointees with prior work experience as a casual and/or term employee decreased with the maximum starting salary of the indeterminate appointment.⁵

In Figure 4 below, the salary distribution on appointment of all new indeterminate employees is ordered from lowest starting salary to highest starting salary. The distribution is then divided into tenths, such that each bar represents 10 percent of the entire appointee population. The first four bars have relatively high proportions of appointees with prior experience as casual and/or term employees – all over 80%. These four bars represent the lowest paid 40 percent of the new permanent employees. The CR group accounts for most of the observations in this population (62%).

At just over \$50 000, the proportion with casual and/or term experience drops significantly to 67% and then slowly climbs again to 76% at \$59 817. From there the proportion declines suddenly and rises again just as suddenly before finally dropping to 54% for salary levels of \$78 048 and above.

⁵ Most indeterminate federal public servants are paid on an annual basis with the level of compensation (pay rate) determined by a salary grid. Approximately 93% of the appointments in this study were to positions with an annual pay rate. Pay rates for the remaining 7% of appointments were converted to an annual pay rate.

Figure 4: New indeterminate employees – prior work experience in the federal public service and maximum salary on appointment – fiscal years 1998-1999 to 2005-2006



Source: JAIS

Proportions for departments and agencies reflect the group composition of their workforce

The prior tenure of new indeterminate employees in departments and agencies tends to reflect the group composition of their workforce. At the one extreme, data for four organizations – the Office of the Chief Electoral Officer, the Immigration and Refugee Board of Canada, the Canadian Human Rights Commission and Human Resources and Social Development Canada – indicate that 90% or more of their new indeterminate employees had prior experience as casuals and/or terms. At the other extreme, the Office of the Superintendent of Financial Institutions Canada and the National Energy Board hired relatively few new indeterminate employees with prior experience as a casual and/or term – 22% and 40% respectively.

As previously noted, on average, 75% of new indeterminate employees had prior experience as either a casual and/or term employee. Table 3 shows those departments and agencies that fell above this average, that is, those departments and agencies with employees who were more likely to have been casual and/or term previously. Table 4 shows those departments and agencies that fell below this average, that is, those with employees who were less likely to have been casual and/or term previously. Agriculture and Agri-Food Canada and the Public Service Commission of Canada are included in neither table as they fell right on the average of 75%. All departments and agencies shown had 100 or more new indeterminate employees over the study period. Large organizations are shaded.⁶

⁶ A large organization employs more than 2 000 employees.

Table 3: Percentage of new indeterminate employees with prior experience as casuals and/or terms – above average departments/agencies – fiscal years 1998-1999 to 2005-2006

Department/Agency	N	%
Office of the Chief Electoral Officer	229	94
Immigration and Refugee Board of Canada	403	92
Canadian Human Rights Commission	138	91
Human Resources and Social Development Canada	10 608	90
National Parole Board	110	88
Courts Administration Service	246	87
Veterans Affairs Canada	1 396	85
Canadian Grain Commission	205	83
Justice Canada	3 255	82
Public Health Agency of Canada	166	81
Canadian Heritage	1 176	80
Economic Development Agency of Canada for the Regions of Quebec	171	80
Privy Council Office	562	80
Citizenship and Immigration Canada	2 562	80
Health Canada	6 449	79
Fisheries and Oceans Canada	3 984	78
Natural Resources Canada	1 818	78
Communication Canada	206	78
Library and Archives Canada	455	77
Environment Canada	2 785	76
Passport Canada	960	76

Source: JAIS

Table 4: Percentage of new indeterminate appointees with prior experience as casuals and/or terms – below average departments/agencies – fiscal years 1998-1999 to 2005-2006

Department/Agency	N	%
Office of the Superintendent of Financial Institutions Canada	343	22
National Energy Board	201	40
Finance Canada	669	52
Transport Canada	2 297	59
Canadian Space Agency	400	60
Statistics Canada	2 418	61
Western Economic Diversification Canada	207	64
Correctional Service Canada	7 907	66
Canadian International Development Agency	761	66
Public Works and Government Services Canada	5 459	66
Industry Canada	2 837	67
Atlantic Canada Opportunities Agency	378	68
Canada Border Services Agency	1 006	70
Canadian Radio-television and Telecommunications Commission	194	70
Foreign Affairs and International Trade Canada	2 128	72
Royal Canadian Mounted Police (Public Service Employees)	2 118	73
Treasury Board of Canada Secretariat	489	73
National Defence (public service employees)	9 764	74
Indian and Northern Affairs Canada	2 327	74

Source: JAIS

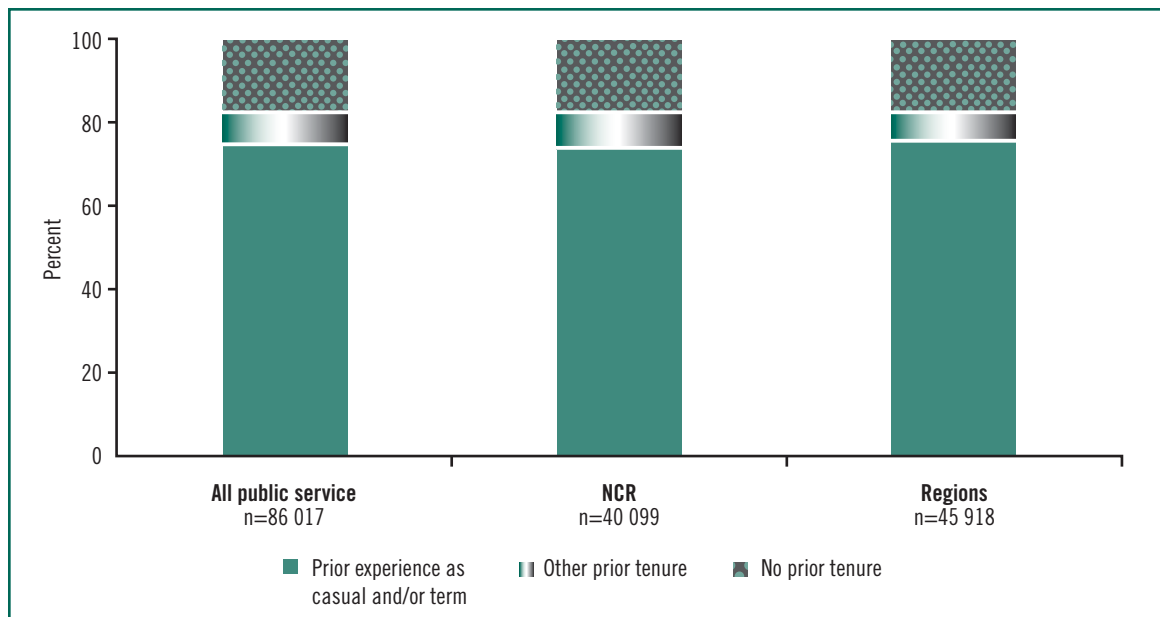
Similar trends in the National Capital Region (NCR) and outside the NCR

Over the period under study, almost half (47%) of new indeterminate employees were appointed in the NCR, followed by Ontario (12%), Quebec (9%), British Columbia (9%) and Alberta (6%).

Figure 5 below suggests that the proportion of employees with prior public service experience as a casual and/or term was similar in the regions and the NCR. However, new indeterminate employees in the NCR were more likely to have had prior casual (never term) experience (32%) than in the regions (27%). In part, this difference may be attributed to the disproportionate growth in casual employment in the NCR over the study period coupled with the greater likelihood that casual workers become term or indeterminate in the NCR (51%) than in the regions (35%).⁷

The majority of new indeterminate appointees in the NCR (69%) were employed in one of three categories: Executive, Scientific and Professional, or Administrative and Foreign Service. In the regions, 63% of appointees were employed in the Technical, Administrative Support, or Operational categories reflecting their greater operational focus.

Figure 5: Prior work experience in the federal public service of new indeterminate appointees – National Capital Region v.s. outside of the NCR – fiscal years 1998-1999 to 2005-2006



Source: JAIS

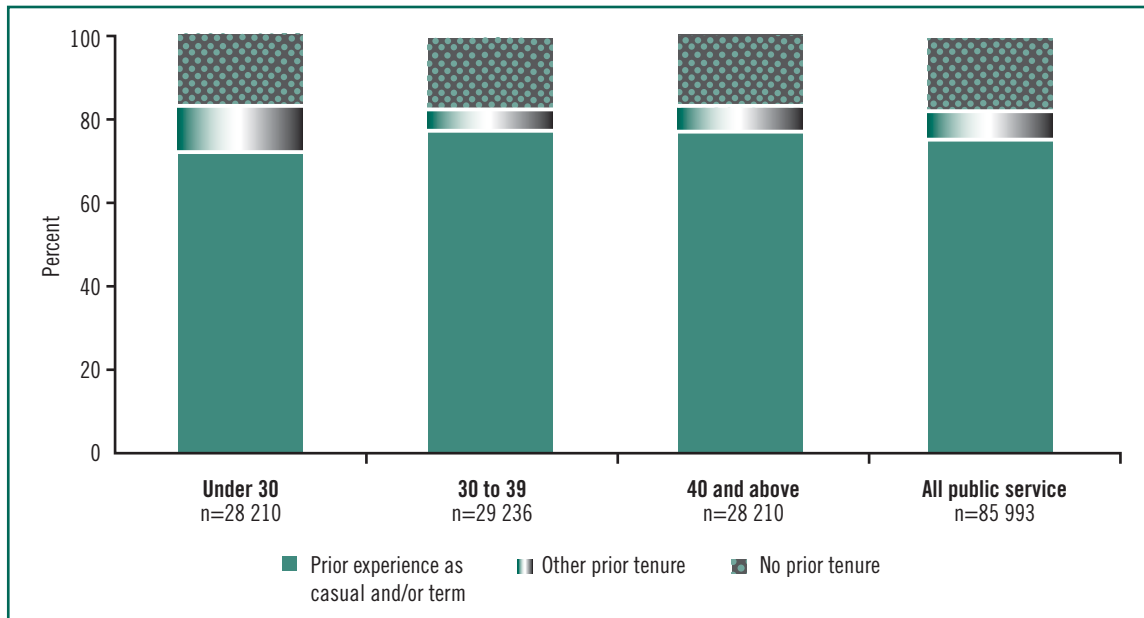
⁷ See *To what extent do casuals become employed under the Public Service Employment Act?* PSC publication October 2007.

Age makes little difference

New indeterminate appointees begin their permanent employment with some work and life experience. In fact, only one-third of the appointees were under thirty years of age. Another one-third were in the 30 to 39 age group and the balance were 40 years old and above.

The median age of new indeterminate appointees was 34 years. These employees can be divided into three age bands of equal size: under 30; 30-39 and 40 and above. The proportion of these employees with no prior public service experience was consistent across all age groups. The proportion for other prior tenure is larger for the under 30 age band reflecting a greater tendency to have worked as a student or trainee. Those under 30 were also more likely to have been casual workers rather than term employees.

Figure 6: Prior work experience in the federal public service of new indeterminate appointees by ageband – fiscal years 1998-1999 to 2005-2006



Source: JAIS. Excludes 24 observations with invalid age values.

Visible minorities less likely to have prior experience as a casual and/or term

Figure 7 below illustrates the prior employment status for members of each of the four employment equity groups; Aboriginal peoples; persons with disabilities; members of visible minorities; and women.

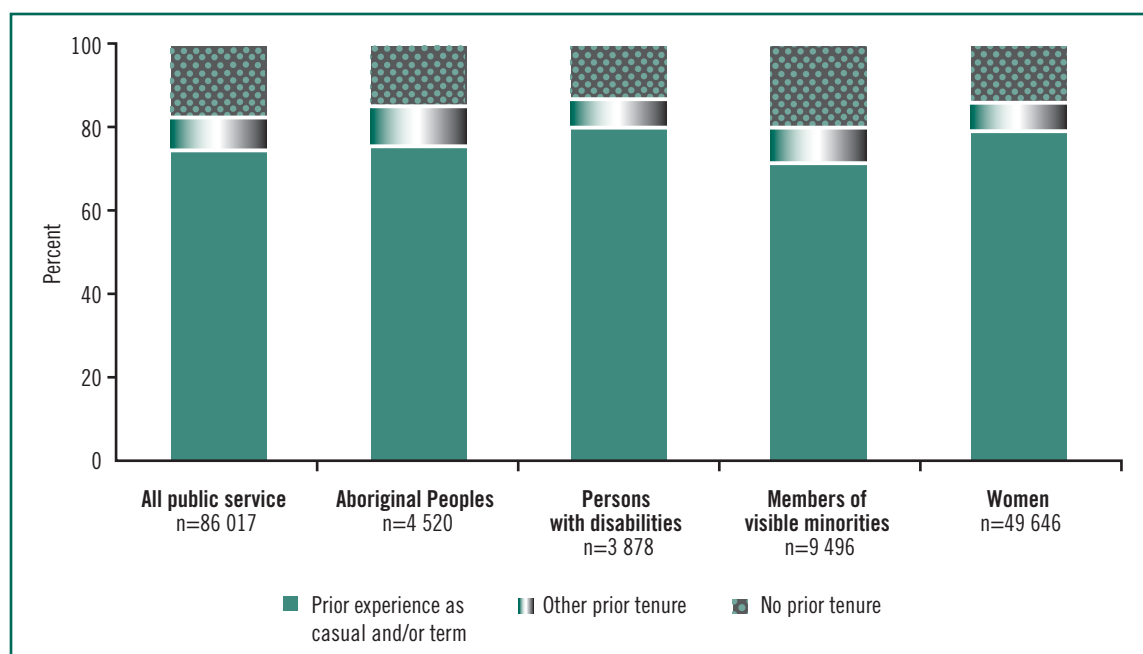
Aboriginal Peoples: 75% of appointees in this designated group had prior public service experience as a casual and/or term employee. This prior experience was slightly more likely to be term and slightly less likely to be casual than for the public service overall. The CR, PM and CX groups account for just over half of all the observations for this group (31%, 13% and 10% respectively). Thirty-one percent of the appointments involving Aboriginal peoples were in the National Capital Region, as opposed to 47% for the public service overall.

Persons with Disabilities: 81% of appointees who self-identified as persons with disabilities had prior tenure as a casual and/or term in the public service. The CR, AS and PM groups account for 54% of the observations (37%, 9% and 8% respectively). Almost one third (31%) of the appointments for this designated group were made by the departments of Human Resources and Social Development Canada and National Defence.

Visible Minorities: This designated group was less likely to have prior tenure as a casual and/or term than for the public service as a whole (72% versus 75%). The gap was slightly larger for those with prior casual experience (24% versus 29%).

Women: Women represent 58% of the observations in the study. A slightly larger proportion of female appointees had prior tenure as a casual and/or term employee (79%) than for the public service overall. This is likely a reflection of the prevalence of women in the Administrative Support category.

Figure 7: Prior work experience in the federal public service of new indeterminate employees showing employment equity groups – fiscal years 1998-1999 to 2005-2006



Source: JAIS

Most appointments are made to the same department or agency and classification, without a break in service

The median duration of all prior employment is 183 calendar days. Appointees held an average of three jobs in the public service prior to appointment.

Of the 71 011 appointees with public service experience, 63 902 (90%) were appointed without a break in service. The status immediately prior to appointment of the 71 011 appointees was 80% term and 8% casual. The balance were students, trainees, and appointees who had worked for an agency not subject to the PSEA, or who had been indeterminate at some point prior to appointment.

For the 10% with a break in service immediately prior to the indeterminate appointment, the mean break in service was 370 calendar days and the median was 176 calendar days.

Very few appointees changed departments and/or agencies upon appointment (12%). Classification changes occurred in 29% of the cases but less than half (49%) of these changes involved a different occupational group.

One quarter of appointments under the PSEA were promotions

Appointment to a position at a higher salary level relative to the position occupied prior to the indeterminate appointment occurred in 25% of the cases. Three categories account for 87% of these promotions: Administrative and Foreign Service, (50%); Administrative Support, (22%); Scientific and Professional, (16%). Five groups within these categories representing 59% of the promotions are: CR (20%), AS (16%), PM (11%), CS(6%) and ES(6%).

Concluding remarks

The preceding analysis shows a consistent pattern regarding the source of new indeterminate appointees: persons with prior experience as a term. Significant, as well, is the increased use of casual employment and the corresponding increase in the proportion, especially within the NCR, of new indeterminate appointees with prior casual employment.

Given that external recruitment is the primary mechanism for replenishing the federal public service, the relatively high percentage of first time appointments to the permanent workforce being staffed from the pool of individuals with prior experience as a casual and/or term warrants attention. Subsequent hiring of casual and term employees can be seen as a testament to the value of the work they do and their future potential. However, over reliance on the temporary workforce to fill permanent public service jobs potentially limits the pool of candidates and provides privileged access to some.

Study team

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Appendices

Appendix 1 – Methodology and definitions

Data Source

The data for the study were taken from the Public Service Commission's Job-based Analytical Information System (JAIS). All information held in JAIS is based on data extracted from the Incumbent file which is a snapshot of the broader public service pay system managed by Public Works and Government Services Canada. The core of the JAIS data is made up of information on the substantive jobs held between April 1990 and the present, and provides a description of the characteristics of these jobs.

The time frame for the study, fiscal years 1998-1999 through 2005-2006, includes appointments made under both the old *Public Service Employment Act* (pre 2006) and the new Act.

Scope

A total of 86 017 new indeterminate appointments subject to the PSEA with effective dates in the study period were extracted from JAIS. All appointments prior to the initial indeterminate appointment for each individual were added to the dataset. Deleted from the dataset are any appointments occurring after the initial indeterminate appointment, any administrative records and a small number of records with an inconsistent sequence of events.

Study totals may not match figures in the Public Service Commission's Annual Report for the following reasons.

1. One of the criteria for inclusion in this study is appointment effective date, whereas the PSC Annual Report criteria uses the pay file reference date.
2. The study population excludes any indeterminate rehires for an individual after the initial indeterminate appointment. These cases involve a separation from the federal public service and subsequent re-hiring.
3. In this study status prior to indeterminate appointment reflects all prior federal public service employment, regardless of break in service or tenure in an organization not subject to the PSEA. The PSC Annual Report figures for new indeterminate appointees from the general public represent the status of appointees as it was immediately prior to the indeterminate appointment. A certain percentage of these new appointees from the general public as reported in the Annual Report will have had previous public service experience followed by a break in service prior to the indeterminate appointment.

Excluded from the dataset are a) employees with a break in service prior to the indeterminate appointment greater than five years, b) acting appointments and c) employees from the Canada Revenue Agency and Parks Canada for the time during which they fell under the PSEA and subsequently.

Definitions

Break in service: Breaks in service are identified either as the result of: the assignment of a new start date of continuous service in the public service pay system; a movement between a non-PSEA organization covered by the pay system and an organization covered by the PSEA; the appointment of a former student or casual worker; or an unusual change in tenure. The latter element, which includes, among other things, switches from indeterminate status to any other status is a relatively rare occurrence and may be due to inconsistencies in the coding of tenure in the pay system.

Department/organization grouping: Observations were combined for several organizations in the study to generate consistency in the data over the study period. Some examples include:

- the National Archives of Canada (ARC) and the National Library of Canada (NLI) merged under Library and Archives Canada (BAL);
- the Registry of the Tax Court of Canada (TCC) and the Registry of the Federal Court of Canada (FCT) merged under the Courts Administrative Service (CAJ);
- the Department of Human Resources and Social Development (CSD) merged with the Department of Human Resources Development (REH);
- the Canada Communications Group (GCO) and the Department of Public Works (DPW) merged with Public Works and Government Services Canada (SVC);
- Emergency Preparedness Canada (EPC) merged with National Defense (DND); and
- Prairie Farm Rehabilitation Administration (REA) merged with Agriculture and Agri-Food Canada.

Population: The population falling under the auspices of the Public Service Commission's universe is *Public Service Staff Relations Act* (PSSRA) 1.1, minus the Canadian Dairy Commission and the Royal Canadian Mounted Police temporary civilians, plus five separate agencies under PSSRA 1.2.: Indian Oil and Gas, the National Energy Board, the Office of the Correctional Investigator, the Office of the Superintendent of Financial Institutions and the Public Service Staff Relations Board.

Unassigned Category: In general, the unassigned category refers to classifications for which the standard occupational classifications do not apply. For example, separate employers under the PSEA use their own occupational groups. In the study the unassigned category includes the following groups: Indian Oil and Gas (AB), the National Energy Board (NB), Regulatory Enforcement (RE) and Nutrition and Dietetics (ND).

Appendix 2 – Glossary

Casual employment – PSEA prior to December 31, 2005

A short-term employment option to hire persons to the public service for a period not exceeding 90 calendar days at one time, nor for more than 125 working days within any 12-month period in any one department or agency. None of the provisions of the PSEA, other than those authorizing the making of such appointments, applies to these hires.

Casual employment – PSEA as of December 31, 2005

A short-term employment option to hire someone. Under the PSEA, a casual worker cannot work more than 90 days in one calendar year in a given department. None of the provisions of the PSEA, such as the merit requirement, apply to casual workers.

Indeterminate (permanent) employment

Part-time or full-time, including seasonal, employment of no fixed duration.

Mean

The most common measure of central tendency; the arithmetic average of a set of numbers.

Median

The value found in the middle of a group of values that have been ranked from lowest to highest.

Promotion

An appointment to a higher level position.

Specified-period (term) employment

Part-time or full-time employment of a fixed duration.

Term conversion

When a person has been employed in the same department/agency as a term employee for a cumulative working period of three years without a break in service longer than sixty consecutive calendar days, the department/agency must appoint the employee indeterminate at the level of his/her substantive position.

Appendix 3 – Statistical information – Prior employment in the federal public service of new permanent employees by department and agency – April 1, 1998 to March 31, 2006

Department and Agency	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Agriculture and Agri-Food Canada	694	18	1 447	38	281	7	1 110	29	234	6	3 766	100
Atlantic Canada Opportunities Agency	99	26	179	47	31	8	48	13	21	6	378	100
Canada Border Services Agency	115	11	590	59	43	4	68	7	190	19	1 006	100
Canada Centre for Management Development	4	7	42	76	0	0	6	11	3	5	55	100
Canada Firearms Centre	5	5	60	64	6	6	21	22	2	2	94	100
Canada Industrial Relations Board	9	22	16	39	4	10	11	27	1	2	41	100
Canadian Environmental Assessment Agency	16	31	16	31	2	4	4	8	14	27	52	100
Canadian Grain Commission	31	15	147	72	3	1	20	10	4	2	205	100
Canadian Heritage	114	10	556	47	94	8	296	25	116	10	1 176	100
Canadian Human Rights Commission	8	6	81	59	6	4	39	28	4	3	138	100
Canadian International Development Agency	170	22	335	44	77	10	92	12	87	11	761	100
Canadian International Trade Tribunal	1	3	29	81	0	0	4	11	2	6	36	100
Canadian Radio-television and Telecommunications Commission	43	22	83	43	25	13	28	14	15	8	194	100
Canadian Space Agency	131	33	226	57	3	1	11	3	29	7	400	100

Appendix 3 – Statistical information – Prior employment in the federal public service of new permanent employees by department and agency – April 1, 1998 to March 31, 2006

(continued)

Department and Agency	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Canada Public Service Agency	21	34	11	18	7	11	12	20	10	16	61	100
Canada School of Public Service	2	3	36	56	1	2	23	36	2	3	64	100
Canadian Transportation Accident Investigation and Safety Board	44	48	30	33	5	5	6	7	6	7	91	100
Canadian Transportation Agency	2	2	48	58	6	7	24	29	3	4	83	100
Citizenship and Immigration Canada	328	13	1 252	49	128	5	658	26	196	8	2 562	100
Communication Canada	33	16	58	28	32	16	70	34	13	6	206	100
Correctional Service Canada	1 281	16	3 357	42	343	4	1 485	19	1 441	18	7 907	100
Courts Administration Service	25	10	149	61	5	2	59	24	8	3	246	100
Department of Finance Canada	235	35	195	29	42	6	110	16	87	13	669	100
Department of Justice Canada	476	15	2 063	63	136	4	474	15	106	3	3 255	100
Economic Development Agency of Canada for the Regions of Quebec	19	11	108	63	4	2	25	15	15	9	171	100
Environment Canada	443	16	1 368	49	235	8	512	18	227	8	2 785	100
Financial Consumer Agency of Canada	8	30	14	52	2	7	2	7	1	4	27	100
Fisheries and Oceans Canada	533	13	1 144	29	300	8	1 680	42	327	8	3 984	100

Appendix 3 – Statistical information – Prior employment in the federal public service of new permanent employees by department and agency – April 1, 1998 to March 31, 2006

(continued)

Department and Agency	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Foreign Affairs and International Trade Canada	345	16	1 330	63	26	1	177	8	250	12	2 128	100
Health Canada	1 014	16	2 331	36	754	12	1 994	31	356	6	6 449	100
Human Resources and Social Development Canada	663	6	7 747	73	320	3	1 428	13	450	4	10 608	100
Immigration and Refugee Board of Canada	10	2	259	64	16	4	97	24	21	5	403	100
Indian and Northern Affairs Canada	473	20	902	39	152	7	672	29	128	6	2 327	100
Indian Oil and Gas Canada	6	19	24	75	0	0	1	3	1	3	32	100
Indian Residential Schools Resolution Canada	19	26	11	15	30	41	5	7	9	12	74	100
Industry Canada	656	23	1 394	49	99	3	398	14	290	10	2 837	100
Infrastructure Canada	8	17	9	20	10	22	12	26	7	15	46	100
Library and Archives Canada	57	13	278	61	14	3	59	13	47	10	455	100
National Defence (public service employees)	2 179	22	3 065	31	785	8	3 367	34	368	4	9 764	100
National Energy Board	97	48	75	37	1	0	5	2	23	11	201	100
National Parole Board	8	7	48	44	4	4	45	41	5	5	110	100
Natural Resources Canada	280	15	770	42	123	7	526	29	119	7	1 818	100
Office of the Chief Electoral Officer	8	3	144	63	6	3	65	28	6	3	229	100

Appendix 3 – Statistical information – Prior employment in the federal public service of new permanent employees by department and agency – April 1, 1998 to March 31, 2006

(continued)

Department and Agency	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Office of the Commissioner for Federal Judicial Affairs	0	0	22	79	1	4	4	14	1	4	28	100
Office of the Commissioner of Official Languages	18	29	13	21	13	21	12	19	7	11	63	100
Office of the Governor General's Secretary	21	21	49	49	8	8	10	10	11	11	99	100
Office of the Superintendent of Financial Institutions Canada	235	69	72	21	2	1	2	1	32	9	343	100
Offices of the Information and Privacy Commissioners of Canada	10	13	34	45	7	9	20	26	5	7	76	100
Passport Canada	182	19	454	47	37	4	234	24	53	6	960	100
Privy Council Office	48	9	272	48	42	7	135	24	65	12	562	100
Public Health Agency of Canada	26	16	53	32	19	11	62	37	6	4	166	100
Public Safety Canada	10	17	19	33	7	12	19	33	3	5	58	100
Public Service Commission of Canada	116	15	424	55	37	5	116	15	79	10	772	100
Public Service Staff Relations Board	5	14	14	38	4	11	9	24	5	14	37	100
Public Works and Government Services Canada	1 348	25	1 831	34	330	6	1 456	27	494	9	5 459	100
Royal Canadian Mounted Police (public service employees)	475	22	862	41	116	5	563	27	102	5	2 118	100

Appendix 3 – Statistical information – Prior employment in the federal public service of new permanent employees by department and agency – April 1, 1998 to March 31, 2006

(continued)

Department and Agency	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Solicitor General Canada	19	7	124	48	19	7	51	20	45	17	258	100
Statistics Canada	755	31	872	36	87	4	512	21	192	8	2 418	100
Status of Women Canada	3	4	52	70	6	8	8	11	5	7	74	100
Supreme Court of Canada (Office of the Registrar)	0	0	55	66	1	1	20	24	7	8	83	100
Transport Canada	765	33	569	25	150	7	637	28	176	8	2 297	100
Treasury Board of Canada Secretariat	57	12	200	41	26	5	130	27	76	16	489	100
Veterans Affairs Canada	139	10	1 016	73	16	1	158	11	67	5	1 396	100
Western Economic Diversification Canada	43	21	102	49	11	5	20	10	31	15	207	100
Other ⁸	18	11	82	51	10	6	33	21	17	11	160	100
All	15 006	17	39 218	46	5 110	6	19 960	23	6 723	8	86 017	100

⁸ Departments and agencies with fewer than 25 observations.

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Administrative Services (AS)	898	13	2 905	41	482	7	2 109	30	616	9	7 010	100
Aircraft Operations (AO)	204	77	24	9	14	5	9	3	15	6	266	100
Architecture and Town Planning (AR)	18	20	43	48	3	3	23	26	2	2	89	100
Auditing (AU)	42	51	14	17	3	4	5	6	19	23	83	100
Biological Sciences (BI)	247	20	467	39	138	11	293	24	67	6	1 212	100
Career Assignment Trainee (CA)	4	16	10	40	2	8	0	0	9	36	25	100
Chemistry (CH)	58	23	100	40	30	12	52	21	9	4	249	100
Clerical and Regulatory (CR)	1 761	8	11 899	55	1 019	5	6 517	30	488	2	21 684	100
Commerce (CO)	346	24	596	42	87	6	194	14	192	14	1 415	100
Communications (CM)	17	49	10	29	1	3	7	20	0	0	35	100
Computer Systems Administration (CS)	1 140	18	3 224	51	300	5	1 234	20	366	6	6 264	100
Correction (CX)	536	13	1 903	45	109	3	333	8	1 324	31	4 205	100

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006 (continued)

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Data												
Processing (DA)	20	10	102	49	5	2	75	36	6	3	208	100
Defence Scientific Service (DS)	18	6	276	88	2	1	12	4	4	1	312	100
Drafting and Illustration (DD)	12	10	40	34	5	4	53	45	7	6	117	100
Economics, Sociology and Statistics (ES)	1 052	30	1 018	29	437	12	610	17	441	12	3 558	100
Education (ED)	77	19	188	46	17	4	113	28	15	4	410	100
Educational Support (EU)	22	67	11	33	0	0	0	0	0	0	33	100
Electronics (EL)	173	45	110	28	25	6	48	12	31	8	387	100
Engineering and Land Surveying (EN)	466	40	425	36	59	5	140	12	87	7	1 177	100
Engineering and Scientific Support (EG)	445	16	1 145	41	225	8	937	33	74	3	2 826	100
Executive (EX)	127	33	62	16	5	1	3	1	192	49	389	100
Financial Administration (FI)	492	27	642	35	141	8	187	10	363	20	1 825	100

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006 (continued)

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Firefighters (FR)	47	30	52	33	9	6	45	29	4	3	157	100
Foreign Service (FS)	211	42	100	20	5	1	13	3	179	35	508	100
Forestry (FO)	9	26	12	35	1	3	10	29	2	6	34	100
General Labour and Trades (GL)	388	15	838	31	211	8	1 204	45	32	1	2 673	100
General Services (GS)	171	10	658	39	126	8	707	42	13	1	1 675	100
General Technical (GT)	131	15	319	37	53	6	223	26	144	17	870	100
Heat, Power and Stationary Plant Ops. (HP)	31	20	46	29	21	13	56	36	3	2	157	100
Historical Research (HR)	14	22	37	59	0	0	6	10	6	10	63	100
Hospital Services (HS)	9	3	220	78	6	2	47	17	1	0	283	100
Indian Oil and Gas (AB)	6	19	24	75	0	0	1	3	1	3	32	100
Information Services (IS)	197	10	887	44	215	11	559	28	141	7	1 999	100
Law (LA)	237	14	1 222	73	22	1	163	10	31	2	1 675	100
Library Science (LS)	19	10	98	54	10	6	30	17	24	13	181	100
Lightkeepers (LI)	8	14	21	37	0	0	28	49	0	0	57	100
Management Trainee Program (MM)	68	22	46	15	18	6	18	6	161	52	311	100

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006 (continued)

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Mathematics (MA)	96	59	8	5	19	12	13	8	27	17	163	100
Medicine (MD)	111	54	63	31	23	11	3	1	4	2	204	100
Meteorology (MT)	103	58	19	11	30	17	7	4	20	11	179	100
National Energy Board (NB)	97	48	75	37	1	0	5	2	23	11	201	100
Nursing (NU)	267	24	671	59	45	4	137	12	11	1	1 131	100
Nutrition and Dietetics (ND)	12	32	12	32	4	11	10	26	0	0	38	100
Occupational and Physical Therapy (OP)	28	45	20	32	6	10	7	11	1	2	62	100
Office Equipment Operation (OE)	12	46	13	50	0	0	1	4	0	0	26	100
Organization and Methods (OM)	4	6	37	56	3	5	15	23	7	11	66	100
Personnel Administration (PE)	187	14	558	43	66	5	188	14	301	23	1 300	100
Physical Sciences (PC)	167	14	609	52	73	6	277	24	51	4	1 177	100
Pharmacy (PH)	20	69	6	21	1	3	2	7	0	0	29	100
Primary Products Inspection (PI)	11	12	69	77	0	0	8	9	2	2	90	100

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006 (continued)

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Program												
Administration (PM)	1 238	17	3 818	53	458	6	1 078	15	618	9	7 210	100
Psychology (PS)	78	32	116	48	8	3	37	15	5	2	244	100
Purchasing and Supply (PG)	330	43	185	24	64	8	94	12	92	12	765	100
Radio Operations (RO)	17	14	33	27	12	10	8	6	54	44	124	100
Regulatory Enforcement (RE)	243	66	85	23	4	1	4	1	33	9	369	100
Scientific Regulation (SG)	300	48	85	14	95	15	56	9	88	14	624	100
Scientific Research (SE)	185	36	241	47	13	3	61	12	12	2	512	100
Secretarial, Stenographic, Typing (ST)	192	9	1 105	54	127	6	590	29	35	2	2 049	100
Ship Repair (SR)	7	2	139	43	2	1	176	54	0	0	324	100
Ships' Crews (SC)	3	0	150	24	10	2	459	74	1	0	623	100
Ships' Officers (SO)	188	63	22	7	6	2	72	24	11	4	299	100
Social Science Support (SI)	320	21	630	42	129	9	343	23	84	6	1 506	100
Social Work (SW)	26	49	14	26	4	8	9	17	0	0	53	100

Appendix 4 – Statistical information – Prior employment in the federal public service of new permanent employees by group – April 1, 1998 to March 31, 2006 (continued)

Group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Technical												
Inspection (TI)	400	70	88	15	27	5	36	6	24	4	575	100
Translation (TR)	363	53	135	20	42	6	40	6	105	15	685	100
University												
Teaching (UT)	25	37	35	52	1	1	4	6	2	3	67	100
Welfare												
Programs (WP)	234	30	358	45	26	3	145	18	30	4	793	100
Other ⁹	21	28	25	33	5	7	11	15	13	17	75	100
All	15 006	17	39 218	46	5 110	6	19 960	23	6 723	8	86 017	100

Source: JAIS

⁹ Occupational groups with fewer than 25 observations.

Appendix 5 – Statistical information – Prior employment in the federal public service of new permanent employees by geographic area – April 1, 1998 to March 31, 2006

Geographic area	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Newfoundland and Labrador	94	9	537	50	36	3	353	33	52	5	1072	100
Prince Edward Island	76	11	397	59	19	3	123	18	62	9	677	100
Nova Scotia	646	20	1 270	40	151	5	986	31	161	5	3 214	100
New Brunswick	368	16	1 135	48	90	4	669	28	92	4	2 354	100
Quebec (except NCR)	1 006	13	4 435	56	195	2	1 987	25	321	4	7 944	100
National Capital Region (NCR)	7 027	18	16 721	42	3 082	8	9 716	24	3 553	9	40 099	100
Ontario (except NCR)	1 666	16	5 789	57	420	4	1 819	18	477	5	10 171	100
Manitoba	991	26	1 474	39	254	7	769	20	325	9	3 813	100
Saskatchewan	539	22	1 252	50	105	4	397	16	202	8	2 495	100
Alberta	1 266	24	2 313	43	237	4	935	18	569	11	5 320	100
British Columbia	1 040	13	3 550	45	423	5	1 980	25	862	11	7 855	100
Yukon	63	20	102	32	35	11	107	33	13	4	320	100
Northwest Territories	121	29	164	39	32	8	85	20	17	4	419	100
Nunavut	99	48	39	19	31	15	27	13	11	5	207	100
Outside Canada	4	7	40	70	0	0	7	12	6	11	57	100
All	15 006	17	39 218	46	5 110	6	19 960	23	6 723	8	86 017	100

Source: JAIS

Appendix 6 – Statistical information – Prior employment in the federal public service of new permanent employees by employment equity group – April 1, 1998 to March 31, 2006

Employment equity group	No prior tenure		Prior term never casual		Prior casual never term		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Aboriginal peoples	666	15	2 224	49	234	5	955	21	441	10	4 520	100
Persons with disabilities	501	13	1 997	52	195	5	918	24	267	7	3 878	100
Visible minorities	1 888	20	4 552	48	570	6	1 668	18	818	9	9 496	100
Women	6 851	14	23 204	48	3 000	6	12 425	25	3 446	7	49 646	100

Source: JAIS

Appendix 7 – Statistical information – Prior employment in the federal public service of new permanent employees by age band – April 1, 1998 to March 31, 2006

Age band*	No prior tenure		Prior term only		Prior casual only		Prior term and casual		Other prior tenure		All	
	N	%	N	%	N	%	N	%	N	%	N	%
Under 30	4 943	18	11 161	40	2 539	9	6 403	23	3 164	11	28 210	100
30 to 39	5 055	17	14 747	50	1 295	4	6 407	22	1 732	6	29 236	100
40 and above	5 003	18	13 298	47	1 273	4	7 147	25	1 826	6	28 547	100
All	15 001	17	39 206	46	5 107	6	19 957	23	6 722	8	85 993	100

* Excludes 24 observations with invalid age values.

Source: JAIS

Appendix 8 – Categories and professional groups

The following categories and groups are represented in the data.

Category	Group
Executive	<ul style="list-style-type: none"> ■ Executive (EX, GX)
Scientific and Professional	<ul style="list-style-type: none"> ■ Actuarial Science (AC) ■ Architecture and Town Planning (AR) ■ Auditing (AU) ■ Biological Sciences (BI) ■ Chemistry (CH) ■ Defence Scientific Service (DS) ■ Dentistry (DE) ■ Economics, Sociology and Statistics (ES) ■ Education (ED) ■ Engineering and Land Surveying (EN) ■ Forestry (FO) ■ Historical Research (HR) ■ Law (LA) ■ Library Science (LS) ■ Mathematics (MA) ■ Medicine (MD) ■ Meteorology (MT) ■ Nursing (NU) ■ Occupational and Physical Therapy (OP) ■ Pharmacy (PH) ■ Physical Sciences (PC) ■ Psychology (PS) ■ Scientific Regulation (SG) ■ Scientific Research (SE) ■ Social Work (SW) ■ University Teaching (UT) ■ Veterinary Medicine (VM)
Administrative and Foreign Service	<ul style="list-style-type: none"> ■ Administrative Services (AS) ■ Career Assignment Trainee (CA) ■ Commerce (CO) ■ Computer Systems Administration (CS) ■ Financial Administration (FI) ■ Foreign Service (FS) ■ Information Services (IS) ■ Management Trainee Program (MM) ■ Organization and Methods (OM) ■ Personnel Administration (PE) ■ Program Administration (PM) ■ Purchasing and Supply (PG) ■ Translation (TR) ■ Welfare Programs (WP)

Appendix 8 – Categories and professional groups *(continued)*

Category	Group
Technical	<ul style="list-style-type: none"> ■ Air Traffic Control (AI) ■ Aircraft Operations (AO) ■ Drafting and Illustration (DD) ■ Educational Support (EU) ■ Electronics (EL) ■ Engineering and Scientific Support (EG) ■ General Technical (GT) ■ Photography (PY) ■ Primary Products Inspection (PI) ■ Radio Operations (RO) ■ Ships' Officers (SO) ■ Social Science Support (SI) ■ Technical Inspection (TI)
Administrative Support	<ul style="list-style-type: none"> ■ Clerical and Regulatory (CR) ■ Communications (CM) ■ Data Processing (DA) ■ Office Equipment Operation (OE) ■ Secretarial, Stenographic, Typing (ST)
Operational	<ul style="list-style-type: none"> ■ Correction (CX) ■ Firefighters (FR) ■ General Labour and Trades (GL) ■ General Services (GS) ■ Heat, Power and Stationary Plant Ops. (HP) ■ Hospital Services (HS) ■ Lightkeepers (LI) ■ Printing Operations (PR) ■ Ship Repair (SR) ■ Ships' Crews (SC)
Unassigned	<ul style="list-style-type: none"> ■ Indian Oil and Gas (AB) ■ National Energie Board (NB) ■ Nutrition and Dietetics (ND) ■ Regulatory Enforcement (RE)