



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

# EMPLOYMENT EQUITY in the PUBLIC SERVICE OF CANADA

ANNUAL REPORT TO PARLIAMENT

2008-09 ▶▶▶

Canada

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Catalogue No. BT1-9/2009  
ISBN 978-1-100-51235-8

This document is available on the Treasury Board of Canada Secretariat  
website at <http://www.tbs-sct.gc.ca>.

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## President's Message



As President of the Treasury Board, I am pleased to present the 17th annual report on employment equity in the public service of Canada.

This report details the continuing progress of the public service of Canada toward becoming a workplace that is fully representative of Canadian society. We are committed to drawing on the talents, ideas, experiences and perspectives of Canadians of all origins, cultures and views to ensure that government programs and services reflect the expectations of all Canadians.

I am proud of our continued progress. The representation of women, persons with disabilities and Aboriginal peoples continues to meet or exceed estimates of their availability in the Canadian workforce, and representation of visible minority groups is increasing.

As we continue with the public service renewal process, we will build on our progress and achievements to date. We remain committed to providing the leadership and accountability that Canadians expect.

Original signed by

The Honourable Stockwell Day, P.C., M.P.  
President of the Treasury 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 2008–09 annual report on employment equity in the public service of Canada.

Yours sincerely,

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## Introduction

Employment equity (EE) is not only about providing fair access to employment and participation in the workplace, it is also about ensuring a strong and innovative public service able to deliver excellent programs and services to Canadians and timely policy advice in an ever-changing and increasingly complex environment.

The Government of Canada has reaffirmed that workforce diversity is integral to ongoing public service renewal. The Clerk of the Privy Council identified clear objectives in the 2008–09 Public Service Renewal Action Plan: Deputy heads are to include in their integrated plans a strategy for the recruitment and development and advancement of Aboriginal peoples, persons with disabilities and members of a visible minority group so as to achieve representation at all levels and accelerate closing the gap in the representation of members of a visible minority group by recruiting above their workforce availability (WFA).

Another step in public service renewal involved the creation of the Office of the Chief Human Resources Officer in 2009 to simplify and improve the management of human resources (HR) in the public service. Changes in the governance regime for HR management gave deputy heads the primary responsibility for managing HR in their organisation, including in the area of EE.

Fiscal year 2008–09 also marked the release of WFA data from the 2006 Census and estimated persons with disabilities figure from the Participation and Activities Limitation Survey (PALS). As expected, the WFA of designated group members increased. Figures for 2008–09 are as follows: 52.3 per cent for women, 3.0 per cent for Aboriginal peoples, 4.0 per cent for persons with disabilities and 12.4 per cent for members of a visible minority group. The largest increase from previous years (2 percentage points) was for members of a visible minority group, resulting in a greater gap between their WFA and their representation in the public service.

According to Statistics Canada, the population of members of a visible minority group surpassed the 5-million mark in 2006. Of this population, 3 in 10 were Canadian-born. The population reporting an Aboriginal peoples' identity surpassed the 1-million mark in 2006. Between 2001 and 2006, the growth of the Aboriginal peoples' population was greater than that of the non-Aboriginal population. According to Statistics Canada, Aboriginal peoples and the members of a visible minority group are younger than the Canadian population in general.

This annual report, a requirement under the *Employment Equity Act*, outlines the progress made in 2008–09 toward achieving a representative public service. As well, it highlights some of the EE initiatives and successful practices that departments implemented during the year.

## Overview of employment equity from April 1, 2008, to March 31, 2009

In 2008–09, three of the four designated groups maintained representation equal to or above the WFA derived from the 2006 Census and PALS.

As of March 31, 2009, the representation of women was 54.7 per cent, up from 54.4 per cent in March 2008. This representation level was above the WFA for women (52.3 per cent).

The representation of Aboriginal peoples increased slightly to 4.5 per cent from 4.4 per cent in March 2008. This representation level was above the WFA for Aboriginal peoples (3.0 per cent).

At 5.9 per cent in 2009, the representation of persons with disabilities remained the same as it was in March 2008. This representation level was above the WFA for persons with disabilities (4.0 per cent).

There was also an increase in the representation of employees in a visible minority group (from 9.2 per cent last year to 9.8 per cent in 2008–09); however, their representation continues to be below their WFA of 12.4 per cent.

The representation of designated group members in the Executive category has continued to increase since 1999. Their representation in this category in 2008–09 was as follows: women 43.0 per cent, Aboriginal peoples 3.6 per cent, persons with disabilities 6.2 per cent and members of a visible minority group 6.9 per cent. The representation of women and Aboriginal peoples in the Executive category more than doubled—from 918 to 2197 and from 64 to 186, respectively. Representation in the Executive category more than tripled for persons with disabilities and members in a visible minority group—from 101 to 315 and from 103 to 353, respectively. Despite these increases, the representation of women, Aboriginal peoples and members of a visible minority group was still below their respective Executive category WFA. The representation of persons with disabilities in the Executive category was above their Executive category WFA of 4.0 per cent.

Continuous and sustainable efforts are still necessary, not only to close the widening gap in visible minority group representation but also to ensure that all occupational categories within the core public administration reflect the rich diversity of Canada's population.

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## Chapter 1

### Partnering for Success

This chapter outlines some of the initiatives that the Office of the Chief Human Resources Officer has undertaken in partnership with other organizations and independent initiatives undertaken by key stakeholders.

#### Joint Employment Equity Committee

The Joint Employment Equity Committee (JEEC), a National Joint Council committee, provides a forum for the Office of the Chief Human Resources Officer (OCHRO), the Public Service Commission of Canada (PSC) and bargaining agents to consult and collaborate on the development, implementation and revision of public service-wide policies and practices affecting employment equity (EE) designated groups.

The JEEC plays a major role in analyzing and providing recommendations on employment systems, which includes:

- ▶ assessing the impact of existing policies;
- ▶ providing input for emerging policies and practices; and
- ▶ identifying gaps in EE policies and practices.

The JEEC met seven times during 2008–09 and began preliminary research for the production of a report outlining concerns and issues related to the Fitness to Work Evaluation Process, which affects employees with disabilities.

#### Employment equity councils

The federal public service supports the National Council of Visible Minorities (1999), the National Council of Federal Employees with Disabilities (2003) and the National Council of Aboriginal Federal Employees (2006). The mandate of these councils is to identify issues that affect their constituents and advise federal public service management on the development and implementation of EE programs and policies. The councils also advocate for and provide advice on the resolution of EE issues, both at the departmental or agency level and government-wide. Currently, OCHRO plays host to the councils and provides secretariat support. The following sections highlight some of the activities of the EE councils and their partners during 2008–09.

### **National Council of Aboriginal Federal Employees**

The National Council of Aboriginal Federal Employees (NCAFE), in partnership with the PSC Aboriginal Centre of Excellence and core line departments, established a new action plan to support the devolution of authority from central agencies to line departments for the recruitment, retention and promotion of Aboriginal peoples in the federal public service, including the creation of a body to share best practices.

This “matrix approach,” which has been captured in NCAFE’s comprehensive business plan, is designed to demonstrate measurable results both in relation to its mandate and in support of departmental initiatives. NCAFE continues to participate in the Interdepartmental Forum on Employment Equity and in the Public Service Renewal Advisory Committee.

### **National Council of Federal Employees with Disabilities**

The National Council of Federal Employees with Disabilities (NCFED) continued to work on the following priorities: disability management, mental health and the establishment of a virtual InfoCentre for disability-related issues. Specifically, the Council met with senior officials to raise awareness of the challenges faced by its members and propose solutions to some of those challenges as well as participated in and consulted on several initiatives for the management of disability issues within the federal public service. The NCFED also contributed to the work undertaken by the Federal Workplace Well-being Network, the Public Service Renewal Committee and the UN Convention on the Rights of Persons with Disabilities Round Table hosted by Human Resources and Skills Development Canada.

### **National Council of Visible Minorities**

Highlights of the National Council of Visible Minorities’ 2008–09 activities are contained in its Second Report to the Clerk of the Privy Council.

### **Interdepartmental Forum on Employment Equity**

The Interdepartmental Forum on Employment Equity (IDFEE) is a community of human resources (HR) professionals and key stakeholders working in employment equity. The forum provides a venue for the exchange of ideas and practices as well as networking opportunities to enable the achievement of EE goals and an inclusive federal public service. OCHRO co-chairs the forum, is responsible for its coordination and provides leadership and strategic advice. In 2008–09, OCHRO worked to improve the sharing of information in the community, coordinating and leading a working group in the delivery of the “GC Forum for the IDFEE,” a web-based tool that facilitates the sharing of knowledge among functional communities in real time. The tool was launched in November 2008. The working group on self-identification, led by a group of

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volunteers from the community, shared good practices and continued its efforts to find ways to improve response rates in self-identification campaigns.

## Canadian Human Rights Commission

The Canadian Human Rights Commission is responsible for ensuring compliance with the *Employment Equity Act* and conducts audits to determine whether employers meet the Act's statutory requirements.

In 2008–09, the following organizations within the core public administration were found to be in compliance with the Act:

- ▶ Public Works and Government Services Canada
- ▶ Public Safety Canada
- ▶ Canadian Environmental Assessment Agency
- ▶ Canadian Space Agency
- ▶ Library and Archives Canada
- ▶ Office of the Secretary to the Governor General
- ▶ Court Administration Service
- ▶ Statistics Canada
- ▶ Office of the Commissioner of Official Languages

## Workplace and workforce task force

In August 2008, the Clerk of the Privy Council asked Monique Collette, President of the Atlantic Canada Opportunities Agency (ACOA), to conduct a one-person task force on behalf of the deputy ministers' community to explore ideas and practical approaches in three main areas that impact the workplace environment and the effectiveness of the public service: creating and promoting an effectively bilingual public service throughout Canada, improving lines of communication and promoting diversity.

A total of 16 consultations were undertaken across all regions of the country with 214 employees from 38 departments and agencies and all levels of the public service. In addition to these consultations, Mme Collette had many discussions with her deputy minister colleagues and had an opportunity to hear employees speak with passion and commitment about the kind of public service in which they want to work and what they are doing to create that workplace. Participants provided her with numerous examples of departmental initiatives whose objective is to build a representative public service.

A list of practical approaches for building a representative public service is being compiled from the various departmental initiatives mentioned by participants. Mme Colette is also working with the Canada School of Public Service to ensure that these practical approaches are widely disseminated.

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## Chapter 2

### Good Practices

This chapter presents some examples of good practices from departments that are making progress in implementing employment equity (EE).

#### Planning, monitoring and evaluating—A foundation for building a competent, committed and engaged representative workforce

Planning and setting goals contribute greatly to achieving a diverse workforce. As part of its 2008–11 Employment Equity and Diversity Strategy and Action Plan, **Public Works and Government Services Canada** (PWGSC) set clear goals to hire, at rates above the WFA, new graduates and mid-career employees who are members of a visible minority group. In 2008–09, PWGSC achieved a 17 per cent recruitment rate for members of a visible minority group for both post-secondary and mid-career recruitment.

At **Agriculture and Agri-Food Canada**, EE goals have been integrated into the human resources (HR) planning process. Moreover, all branch heads have EE goals in their performance agreements and are given quarterly EE updates. Specific goals for each designated group were also established for the department's Employment Equity Student Recruitment Program and Federal Student Work Experience Program.

The **Department of Justice Canada** developed an integrated EE Strategy for the 2008–09 fiscal year and stressed greater manager accountability for EE. Through the performance management process, direct reports to the Deputy Minister were asked to establish specific EE commitments, both qualitative and quantitative, and to identify strategies to achieve these commitments for their respective portfolio, sector, branch or region. As a result, recruitment rates during this time frame significantly exceeded the WFA for members of a visible minority group, Aboriginal peoples and persons with disabilities. In fact, the department's recruitment rate for members of a visible minority group and Aboriginal peoples in the Law (LA) classification group was two times higher than their availability.

Monitoring and evaluating are also important for achieving results. **Western Economic Diversification Canada** established a system to monitor EE representation and report current statistics to management on a quarterly basis. Data analysis is broken down by region and classification group so that senior management, in conjunction with HR consultants, can determine the best course of action to address any gaps in representation.

In 2008–09, **Foreign Affairs and International Trade Canada** introduced a system to monitor progress on EE and report that progress quarterly to HR specialists, managers, the EE Champion and the Consultative and Collaborative Committee on Diversity in order to support HR planning.

## Reliable and timely data provide for sound planning

A high self-identification response rate is critical to gaining an accurate picture of the workforce and is therefore key to sound planning and identifying EE goals. Increasingly, technology plays an important role in improving the collection of timely and reliable data. In 2008–09, **Public Works and Government Services Canada** (PWGSC) developed an electronic self-identification campaign using existing secure technology to ensure the confidentiality of the process, as required by the *Employment Equity Act*. The electronic survey, a pop-up automatically appearing on employees' computer screens, was created using PWGSC's Leave Management System. Messaging for the survey, supported by different levels of management, was also developed. PWGSC's self-identification campaign yielded a response rate of 87 per cent. Important lessons learned from the process were shared with the community through the Interdepartmental Forum on Employment Equity.

**Agriculture and Agri-Food Canada** completed a self-identification campaign and increased its return rate to 91.3 per cent, up from 77.4 per cent in the previous year.

While technological innovation has helped departments administer their self-identification programs, **Health Canada** (HC) employs a more rudimentary approach that has proven to be equally successful in achieving a high response rate. Twice yearly, HC sends email reminders to all employees who have not completed the self-identification form. A resource is dedicated to answer their questions and provide information. In 2008–09, HC collected more than 1,400 self-identification forms, a return rate of over 80 per cent.

Engaging managers in the self-identification process also has a positive impact on return rates. The **Department of Justice Canada** placed greater emphasis on the importance of self-identification and developed a campaign model driven by managers and supported by HR. In 2008–09, managers in most of the sectors and regions conducted their own self-identification campaign, supplementing the department's ongoing efforts (i.e., through letters of offer to new recruits and new appointments). As a result, the overall self-identification return rate increased from 62.3 per cent to 74.8 per cent.

Self-identification follow-up proved to be effective at the **Department of Finance Canada**, as its return rate increased from 65 per cent to 89 per cent. The department's success is the result of cooperation among a variety of stakeholders, such as EE officers, staffing advisors and technicians. Follow-up involved contacting the employees who had not completed their



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self-identification forms individually. The EE unit received a list of new appointments and forwarded a standard reminder message to those individuals who had not returned the form attached to their letter of offer.

## Innovative recruitment mechanisms

**Citizenship and Immigration Canada** (CIC) launched a pilot project in September 2008, the “Young Newcomers Internship Program” (YNIP). The objective of the program was to remove the barriers job-seeking newcomers encounter because of their lack of experience and networking opportunities, while maximizing their potential contributions to Canada’s socio-economic landscape. In partnership with the World University Services of Canada, CIC provided 12 newcomers (members of a visible minority group) with 4-month internships in various sectors in the National Capital Region. Of these interns, 5 were appointed to indeterminate positions within the department after obtaining their Canadian citizenship. Other participants found casual employment in other departments and some pursued additional education. The interns benefited from formal mentorships as well as a more defined schedule of training. The PSC recognized YNIP as an innovative recruitment mechanism in its 2008–09 Departmental Staffing Accountability Report. The Human Resources Council recognized CIC’s efforts in advancing the HR management agenda and presented its YNIP team with the 2008 Michelle Comeau HR Leadership Award.

**Health Canada** (HC) participated in job fairs across Canada to maximize its outreach efforts and exceed Public Service Renewal objectives. Through its diversity booth, HC provided information on diversity and the inclusiveness programs that are available to members of the EE groups. In addition, HC established a Students Program Office. As part of its services, the office maintains an inventory of student candidates who are self-declared members of the EE designated groups, from which hiring managers can request potential candidates.

Collective staffing processes are the norm at HC. Members of EE designated groups who have provided EE data in these processes can be appointed based on organizational HR needs to fill representation gaps. Managers involved in the collective staffing process are reminded of hiring goals, and strategies are discussed before proceeding with the process.

**Western Economic Diversification Canada** conducted an Employment Equity Drop-Off Study to ensure the appointment process is free of systemic or other barriers that could prevent the achievement of a representative public service. In the 10 staffing processes analyzed, the most common reason for screening out a candidate was lack of experience. While no conclusive evidence of systemic issues was found, HR staff continues to monitor the number of essential experience factors in job advertisements to ensure that they remain reasonable and realistic and do not create barriers.

To reach out to and attract employees from the four EE designated groups, **Foreign Affairs and International Trade Canada** developed inclusive promotional material for its post-secondary recruitment campaign. Not only were the recruitment teams representative of EE groups but recruitment efforts were targeted at universities with high numbers of members of a visible minority group or Aboriginal peoples. The department also implemented staffing strategies to increase the representation of women in the Management Consular Officer (MCO) classification group.

The Gulf and Maritime Regions of **Fisheries and Oceans Canada** (DFO), along with the Canadian Coast Guard, launched an outreach project to engage segments of the community that may not have considered DFO as a potential employer and to attract members of the under-represented groups as possible candidates. A diverse outreach team participated in a number of events, including:

- ▶ The Aboriginal Youth Career Fair, which was attended by approximately 500 Aboriginal high school students from the Atlantic area;
- ▶ The Watershed Association Development Enterprise (W.A.D.E.) Career Fair, which was attended by approximately 250 African Nova Scotian community students and job seekers; and
- ▶ The Techsploration Event, which was attended by approximately 125 high school girls interested in science, technology and trades.

These events successfully promoted DFO to these target groups and created opportunities to build strong relationships with members of the community and community leaders. The department subsequently noted a higher level of interest in its career opportunities from high school, college and university students than from other job seekers.

The **Department of Finance Canada** is focussed on building a respectful, diverse and bilingual workplace. As a “knowledge organization,” Finance Canada wants to attract, recruit and retain qualified employees from all designated groups. Major recruitment processes such as the annual University Recruitment (UR) Campaign help ensure that designated groups are represented. In promoting the UR Campaign, Finance Canada targets Canadian universities and community associations across the country, such as Aboriginal networks and disabled persons’ associations.

Also, Finance Canada developed two awareness brochures, *Questions and Answers on Employment Equity and Diversity* and *Tips for Interviewing the Designated Group Members for Managers*, which were distributed to its employees.

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## Building long-term capacity

Recognizing the importance of employee development, the **Department of Justice Canada** launched a National Mentoring Program (NMP) in September 2008. The NMP is part of the department's public service renewal commitment and is just one of a number of initiatives it has undertaken to foster learning, transfer knowledge, improve performance and support career success. Currently, over 600 participants from across the country are in the program. The representation rate of employees belonging to a designated group is 26.4 per cent (161 participants). The NMP team continues to examine ways to support program participants. It currently offers monthly orientation sessions and will be releasing an orientation session on DVD to facilitate training in the regions.

## Sharing ideas and practices at all levels

During the past year, **Health Canada's** (HC) Deputy Minister, also the Champion of the visible minority community in the public service, brought together a group of deputy ministers and senior officials from the Privy Council Office to discuss challenges related to the recruitment and career development of visible minority group employees and to share best practices with departments. In addition, he moderated a panel discussion on diversity at a deputy ministers' retreat in February 2009, reinforcing the importance of diversity in the context of public service renewal and emphasizing the representation of members of a visible minority group. The HC Champion continually sought to engage deputy ministers' collective leadership and encouraged their active participation in the Visible Minorities Champions and Chairs Committee.

EE champions in other departments also played an important role in building and sustaining commitment. **Foreign Affairs and International Trade Canada's** EE champions were very active working with designated group committees, engaging employees from these groups on issues relating to the workplace and career progression.

The **Treasury Board of Canada Secretariat** revived an Employment Equity Advisory Committee (EEAC), consisting of an assistant secretary-level chair and representatives from the sectors and HR disciplines. The EEAC developed and implemented a three-year departmental action plan that is focussed on the nine statutory requirements of the *Employment Equity Act* and includes accountability for each action item. Sector plans, which are based on the departmental action plan, were also developed. Brochures focussing on EE-related questions were developed and made available to all employees.

## Chapter 3

### What the Numbers Show

This chapter presents highlights of EE performance by designated group in the core public administration for the 2008–09 fiscal year.

Definitions of the terminology used throughout this report are found in Appendix 1.

#### Women

##### **Representation**

- ▶ The overall representation of women increased marginally in 2008–09 to 54.7 per cent, up from 54.4 per cent in 2007–08 and above the WFA of 52.3 per cent.

##### **Occupational category**

- ▶ At 43.0 per cent, the representation of women in the Executive category increased again in 2008–09, up from 41.7 per cent in 2007–08. However, this was below their Executive category WFA of 44.7 per cent.
- ▶ Of all employees in the core public administration, the representation of women by occupational category was highest in the Administrative Support (80.5 per cent) and Administrative and Foreign Service (62.5 per cent) categories.
- ▶ The lowest representation of women was in the Operational category (24.6 per cent); however, this was a 4.8 per cent increase from last year.
- ▶ Of all women employees in the core public administration, 53.6 per cent worked in the Administrative and Foreign Service category (47.0 per cent of all employees worked in this occupational category).

##### **Age**

The distribution of women by age was as follows:

- ▶ 23.9 per cent of women were younger than 35 (22.6 per cent of all employees were under the age of 35);
- ▶ 44.7 per cent of women were between the ages of 35 and 49 (43.7 per cent of all employees were within this age bracket); and
- ▶ 31.4 per cent of women were over 50 years of age (33.7 per cent of all employees were over age 50).

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## **Distribution among departments and agencies**

- ▶ Of large departments and agencies, the Royal Canadian Mounted Police (civilian staff) continued to employ the highest proportion of women (79.6 per cent), followed by Human Resources and Skills Development Canada (70.3 per cent).

## **Tenure**

- ▶ The percentage of women occupying an indeterminate position went from 54.2 per cent in 2007–08 to 54.6 per cent in 2008–09.
- ▶ Of all women employed in the core public administration, 92.9 per cent had indeterminate status (93.1 per cent of all employees had this status).

## **Geography**

- ▶ 44.8 per cent of women in the core public administration worked in the National Capital Region (42.9 of all employees worked in this region).
- ▶ Of the total number of employees working outside of Canada, 40.1 per cent were women, an increase from 37.1 per cent in 2007–08.

## **Salary**

The percentage of women at or below the salary level identified was as follows:

- ▶ 48.3 per cent earned less than \$55,000 annually (the percentage for all employees was 39.8 per cent);
- ▶ 72.8 per cent earned less than \$70,000 annually (the percentage for all employees was 66.6 per cent); and
- ▶ 94.4 per cent earned less than \$95,000 annually (the percentage for all employees was 92.0 per cent).

## **Hiring**

- ▶ Women represented 57.1 per cent of all hiring into the core public administration, a decrease of 0.9 per cent from last year.
- ▶ Of all women recruited in 2008–09, 55.4 per cent were hired for an indeterminate period. This was up from last year's 49.9 per cent.
- ▶ At 38.0 per cent and 36.4 per cent respectively, the Administrative Support and Administrative Foreign Service categories continued to be the main points of entry for women.

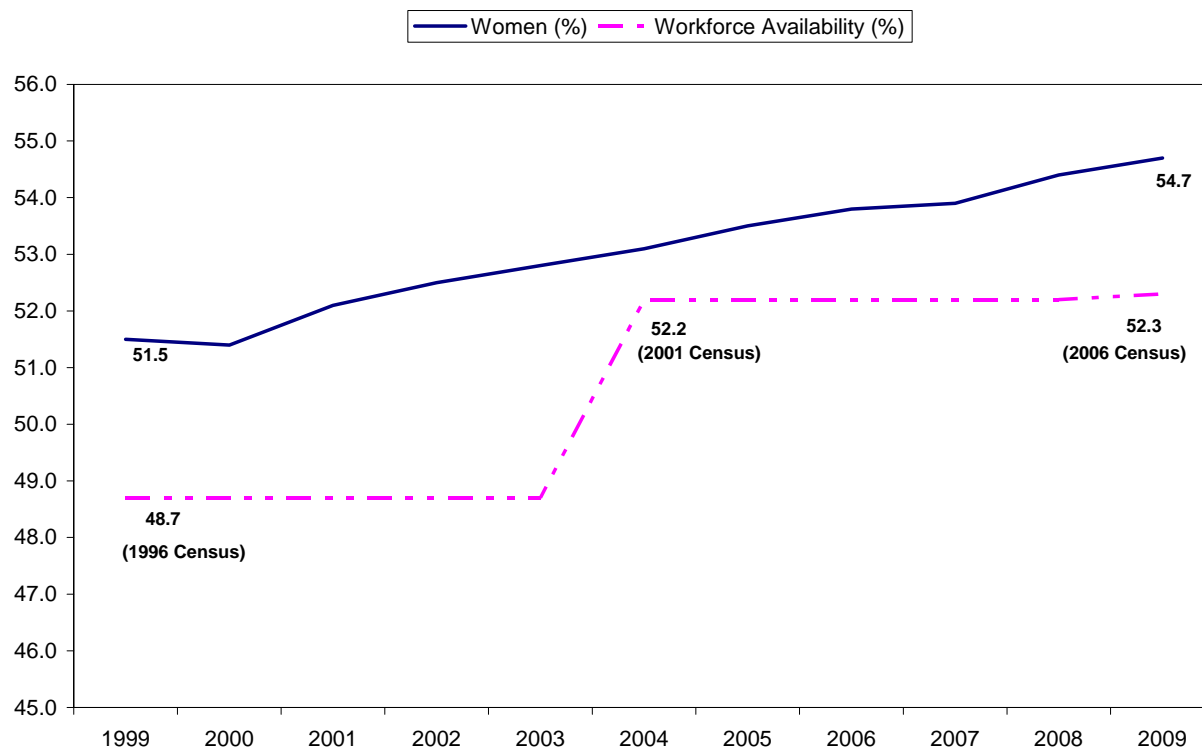
### **Promotions**

- ▶ Women obtained 61.9 per cent of all promotions in the core public administration in 2008–09, an increase of 0.3 per cent from 2007–08.

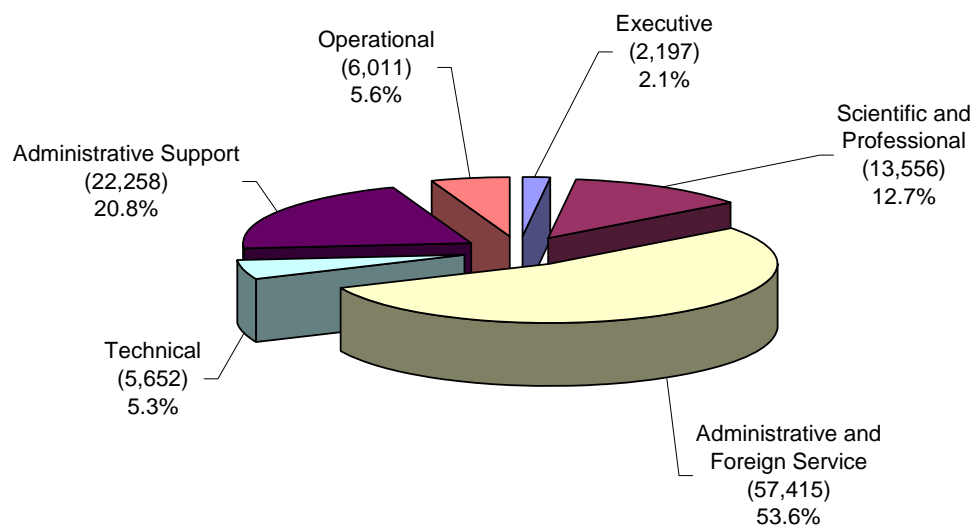
### **Separations**

- ▶ Women accounted for 52.4 per cent of all separations from the core public administration, an increase of 0.6 per cent from 2007–08.

### Representation of Women (1999–2009)



### Distribution of Women by Occupational Category (2008–09)



## Aboriginal peoples

### Representation

- ▶ The overall representation of Aboriginal peoples within the core public administration increased to 4.5 per cent in 2008–09, up from 4.4 per cent last year and surpassing the WFA of 3.0 per cent.

### Gender

- ▶ Female Aboriginal employees made up 61.5 per cent of Aboriginal employees.

### Occupational category

- ▶ The representation of Aboriginal employees in the Executive category increased from 3.4 per cent in 2007–08 to 3.6 per cent in 2008–09. However, the representation of Aboriginal employees in the Executive category was below their WFA of 4.3 per cent.
- ▶ Of all employees in the core public administration, the representation of Aboriginal employees by occupational category was highest in the Operational (5.7 per cent) and Administrative Support (5.4 per cent) categories.
- ▶ The lowest representation of Aboriginal employees was in the Scientific and Professional category (2.6 per cent).
- ▶ Of all Aboriginal employees in the core public administration, 49.4 per cent worked in the Administrative and Foreign Service category (47.0 per cent of all employees worked in this occupational category).

### Age

The distribution of Aboriginal employees by age was as follows:

- ▶ 20.8 per cent of Aboriginal employees were younger than 35 (22.6 per cent of all employees were under the age of 35);
- ▶ 49.9 per cent of Aboriginal employees were between the ages of 35 and 49 (43.7 per cent of all employees were within this age bracket); and
- ▶ 29.3 per cent of Aboriginal employees were over 50 years of age (33.7 per cent of all employees were over age 50).



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## **Distribution among departments and agencies**

- ▶ Of large departments and agencies, Indian and Northern Affairs Canada continued to employ the highest proportion of Aboriginal employees at 30.2 per cent.
- ▶ A total of 41.7 per cent of all Aboriginal employees worked in three departments: Indian and Northern Affairs Canada, Correctional Service Canada, and Human Resources and Skills Development Canada. These three departments represented 22.4 per cent of the total core public administration population.

## **Tenure**

- ▶ The percentage of Aboriginal employees occupying an indeterminate position went from 4.4 per cent in 2007–08 to 4.6 per cent in 2008–09.
- ▶ Of all Aboriginal employees, 93.5 per cent had indeterminate status (93.1 per cent of all employees had this status).

## **Geography**

- ▶ 33.1 per cent of Aboriginal peoples employed in the core public administration worked in the National Capital Region (42.9 per cent of all employees worked in this region).

## **Salary**

The percentage of Aboriginal employees at or below the salary level identified was as follows:

- ▶ 44.2 per cent earned less than \$55,000 annually (the percentage for all employees was 39.8 per cent);
- ▶ 73.5 per cent earned less than \$70,000 annually (the percentage for all employees was 66.6 per cent); and
- ▶ 95.4 per cent earned less than \$95,000 annually (the percentage for all employees was 92.0 per cent).

## **Hiring**

- ▶ The hiring rate of Aboriginal peoples in 2008–09 declined to 3.3 per cent of new hires, down from 3.4 per cent in 2007–08.
- ▶ Of all Aboriginal peoples recruited in 2008–09, 58.0 per cent were hired for an indeterminate period. This was an increase of 10 per cent from 2007–08.
- ▶ At 33.1 per cent and 31.5 per cent respectively, the Administrative and Foreign Service and Administrative Support categories continued to be the main points of entry for Aboriginal peoples.

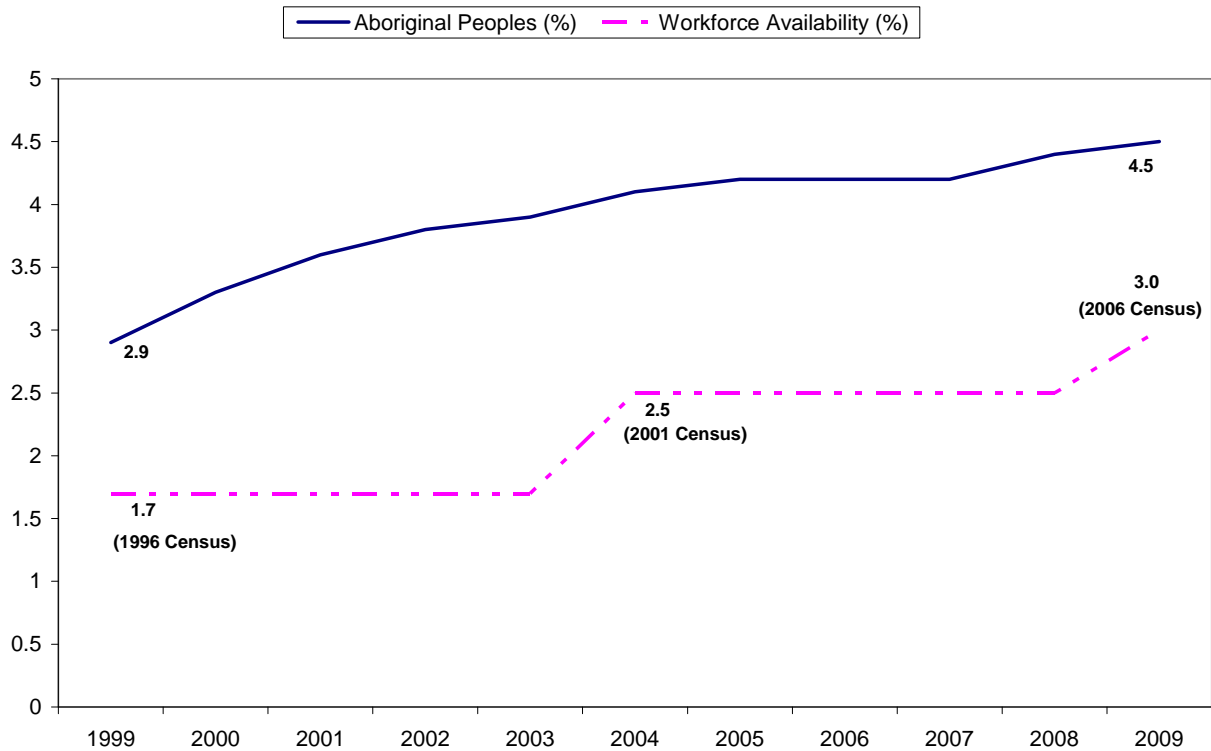
### **Promotions**

- ▶ Aboriginal employees received 4.2 per cent of all promotions in the core public administration in 2008–09, a decrease of 0.1 per cent from last year.

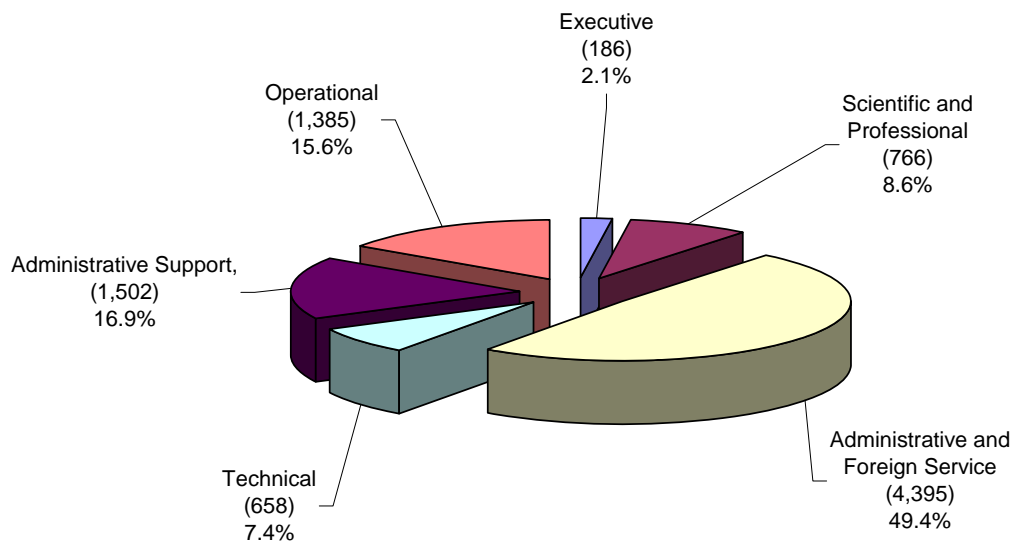
### **Separations**

- ▶ The rate of separation for Aboriginal employees decreased from 4.2 per cent in 2007–08 to 3.9 per cent in 2008–09.

### Representation of Aboriginal Peoples (1999–2009)



### Distribution of Aboriginal Peoples by Occupational Category (2008–09)



## Persons with disabilities

### Representation

- ▶ At 5.9 per cent in 2008–09, the overall representation of persons with disabilities in the core public administration showed no change from the previous year. However, this was above the WFA of 4.0 per cent, as determined by the 2006 Participation and Activity Limitation Survey (PALS).

### Gender

- ▶ Of all the employees with disabilities employed in the core public administration, 51.1 per cent were women.

### Occupational category

- ▶ At 6.2 per cent, the representation of employees with disabilities in the Executive category increased again in 2008–09, up from 5.7 per cent in 2007–08. This was above the Executive category WFA of 4.0 per cent.
- ▶ Of all employees in the core public administration, the representation of employees with disabilities by occupational category was highest in the Administrative Support (7.6 per cent) and Administrative and Foreign Service (6.2 per cent) categories.
- ▶ The lowest representation of employees with disabilities was in the Scientific and Professional category (4.1 per cent).
- ▶ Of all employees with disabilities in the core public administration, 49.6 per cent worked in the Administrative and Foreign Service category (47.0 per cent of all employees worked in this occupational category).

### Age

The distribution of employees with disabilities by age was as follows:

- ▶ 9.1 per cent of employees with disabilities were younger than 35 (22.6 per cent of all employees were under the age of 35);
- ▶ 39.9 per cent of employees with disabilities were between the ages of 35 and 49 (43.7 per cent of all employees were within this age bracket); and
- ▶ 51.0 per cent of employees with disabilities were over 50 years of age (33.7 per cent of all employees were over age 50).

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## **Distribution among departments and agencies**

- ▶ Of large departments and agencies, only three departments, Foreign Affairs and International Trade Canada (3.5 per cent), Passport Canada (3.0 per cent) and the Department of Finance Canada (3.5 per cent), did not employ employees with disabilities at rates at or above the 2006 Participation and Activity Limitation (PALS) WFA of 4.0 per cent.

## **Tenure**

- ▶ The percentage of employees with disabilities occupying an indeterminate position went from 6.1 per cent in 2007–08 to 6.0 per cent in 2008–09.
- ▶ Of all employees with disabilities working in the core public administration, 95.9 per cent had indeterminate status (93.1 per cent of all employees had this status).

## **Geography**

- ▶ 42.5 per cent of employees with disabilities in the core public administration worked in the National Capital Region (42.9 of all employees worked in this region).

## **Salary**

The percentage of employees with disabilities at or below the salary level identified was as follows:

- ▶ 44.0 per cent earned less than \$55,000 annually (the percentage for all employees was 39.8 per cent);
- ▶ 67.8 per cent earned less than \$70,000 annually (the percentage for all employees was 66.6 per cent); and
- ▶ 91.8 per cent earned less than \$95,000 annually (the percentage for all employees was 92.0 per cent).

## **Hiring**

- ▶ At 2.6 per cent, the recruitment of persons with disabilities into the core public administration continued to be lower than their WFA (4.0 per cent).
- ▶ Of all persons with disabilities recruited into the core public administration in 2008–09, 50.0 per cent were hired for an indeterminate period. This was up from the last year's 43.5 per cent.
- ▶ At 40.3 per cent and 30.3 per cent respectively, the Administrative and Foreign Service and Administrative Support categories continued to be the main points of entry for persons with disabilities.

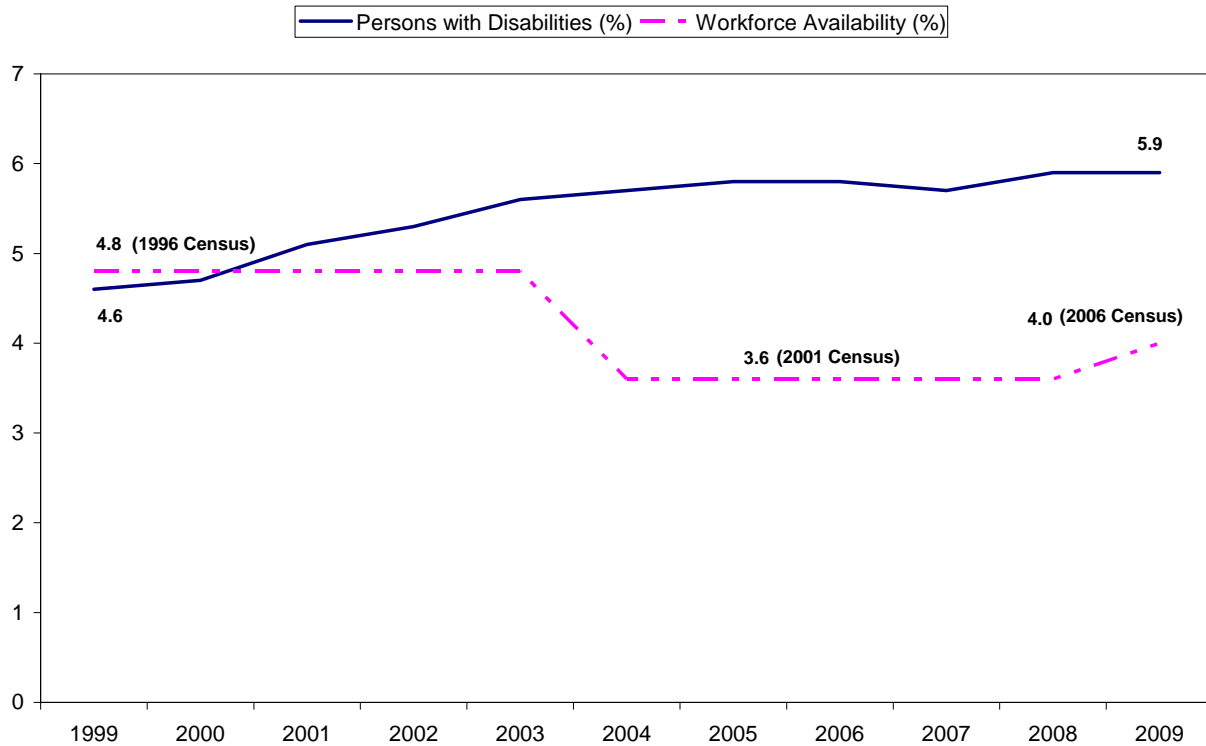
### **Promotions**

- ▶ In 2008–09, employees with disabilities received 5.0 per cent of all promotions in the core public administration, a decrease of 0.3 per cent from last year.

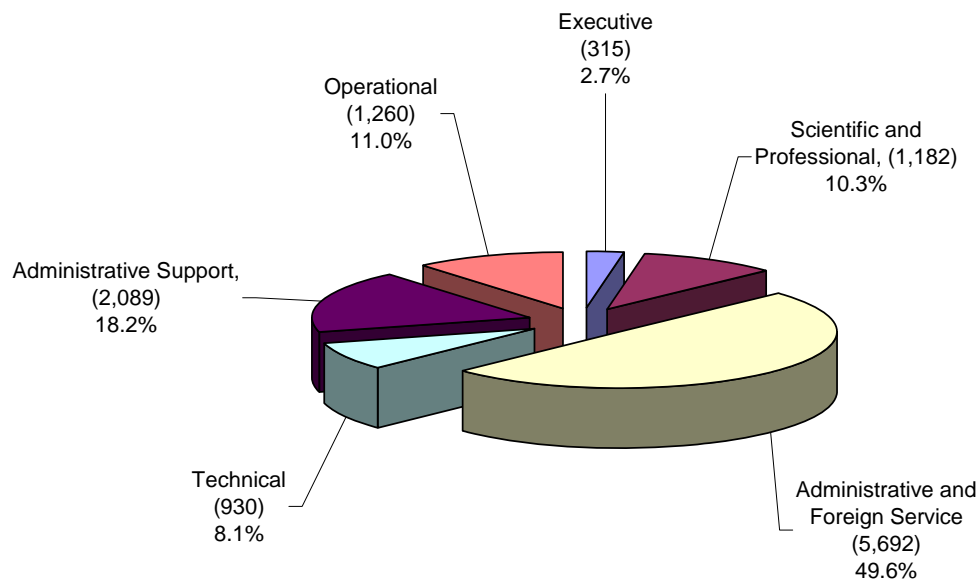
### **Separations**

- ▶ Employees with disabilities accounted for 7.7 per cent of all separations from the core public administration in 2008–09, an increase from 6.7 per cent a year ago.

### Representation of Persons with Disabilities (1999–2009)



### Distribution of Persons with Disabilities by Occupational Category (2008–09)



## Members of a visible minority group

### Representation

- ▶ Members of a visible minority group comprised 9.8 per cent of the core public administration's workforce, up from 9.2 per cent in the previous year but still below their WFA of 12.4 per cent.

### Gender

- ▶ Of all visible minority group employees working in the core public administration, 55.4 per cent were women.

### Occupational category

- ▶ At 6.9 per cent, the representation of visible minority employees in the Executive category increased again in 2008–09, up from 6.7 per cent in 2007–08. However, this was below their Executive category WFA of 7.6 per cent.
- ▶ Of all employees in the core public administration, the representation of visible minority employees by occupational category was highest in the Scientific and Professional (14.2 per cent) and Administrative Support (10.8 per cent) categories.
- ▶ The lowest representation of visible minority employees was in the Operational category (5.7 per cent); however, this was a 1.4 per cent increase from last year.
- ▶ Of all visible minority employees in the core public administration, 47.9 per cent worked in the Administrative and Foreign Service category (47.0 per cent of all employees worked in this occupational category).

### Age

The distribution of visible minority group employees by age was as follows:

- ▶ 29.7 per cent of visible minority group employees were younger than 35 (22.6 per cent of all employees were under the age of 35);
- ▶ 44.9 per cent of visible minority group employees were between the ages of 35 and 49 (43.7 per cent of all employees were within this age bracket); and
- ▶ 25.3 per cent of visible minority group employees were over 50 years of age (33.7 per cent of all employees were over age 50).



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## **Distribution among departments and agencies**

- ▶ Among large departments and agencies, Citizenship and Immigration Canada (16.9 per cent) and Passport Canada (16.3 per cent) had the highest representation rates for members of a visible minority group.
- ▶ Among medium-sized departments and agencies, the Immigration and Refugee Board of Canada (24.8 per cent) continued to employ the highest proportion of members of a visible minority group.

## **Tenure**

- ▶ The percentage of visible minority group employees occupying an indeterminate position went from 9.2 per cent in 2007–08 to 9.8 per cent in 2008–09.
- ▶ Of the members of a visible minority group employed in the core public administration, 93.1 per cent had indeterminate status, which was equivalent to the percentage of the overall core public administration workforce having this status.

## **Geography**

- ▶ 47.4 per cent of the members of a visible minority group employed in the core public administration worked in the National Capital Region (42.9 per cent of all employees in the core public administration worked in this region).
- ▶ The majority of visible minority group employees worked in three regions: the National Capital Region, Ontario (excluding the National Capital Region) and British Columbia.

## **Salary**

The percentage of visible minority group employees at or below the salary level identified was as follows:

- ▶ 38.6 per cent earned less than \$55,000 annually (the percentage for all employees was 39.8 per cent);
- ▶ 65.9 per cent earned less than \$70,000 annually (the percentage for all employees was 66.6 per cent); and
- ▶ 93.1 per cent earned less than \$95,000 annually (the percentage for all employees was 92.0 per cent).

## **Hiring**

- ▶ Of all new hires into the core public administration in 2008–09, 10.1 per cent were members of a visible minority group, an increase of 0.9 per cent from the previous year.
- ▶ Of the members of a visible minority group hired into the core public administration in 2008–09, 60.9 per cent were hired for indeterminate positions. This was up from the last year's 53.2 per cent.
- ▶ At 38.9 per cent and 31.0 per cent respectively, the Administrative and Foreign Service and Administrative Support categories continued to be the main points of entry for members of a visible minority group.

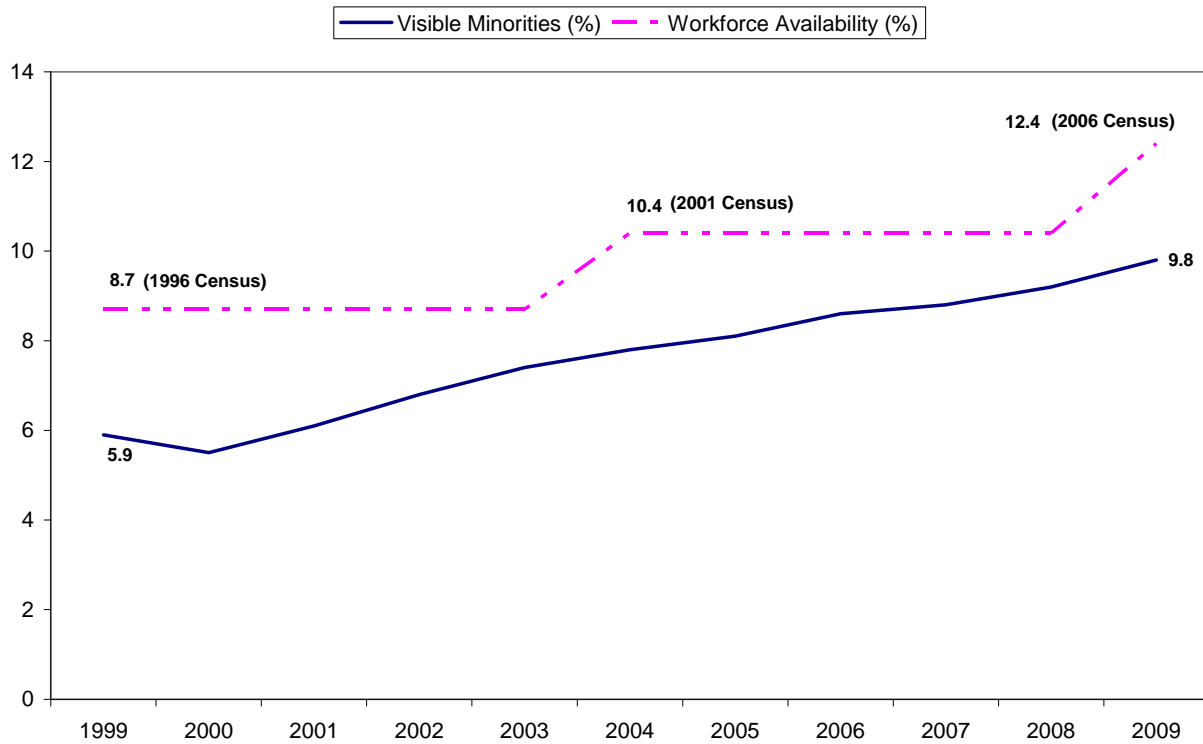
## **Promotions**

- ▶ Members of a visible minority group received 11.7 per cent of all promotions in the core public administration in 2008–09, an increase of 1.1 per cent from the last fiscal year.

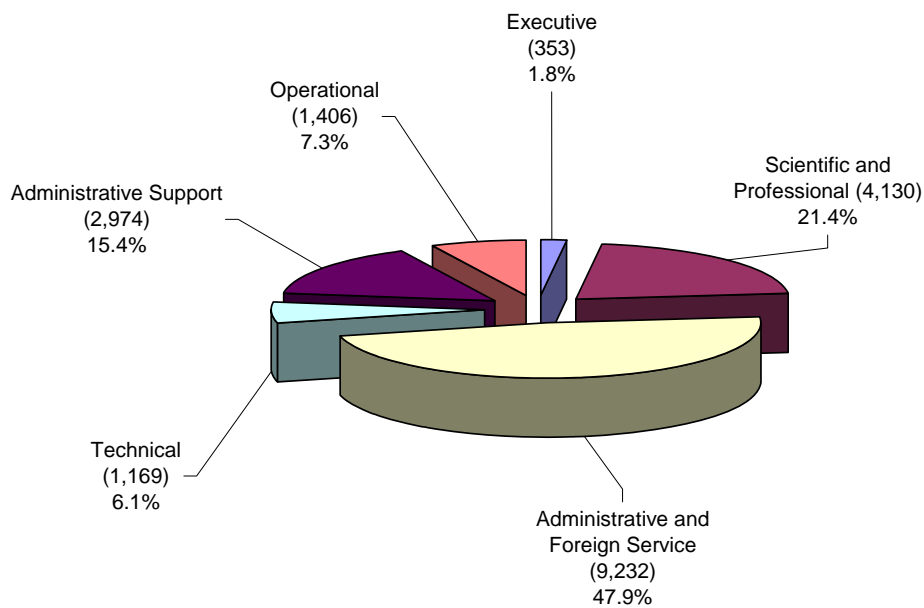
## **Separations**

- ▶ Members of a visible minority group accounted for 6.6 per cent of all separations from the core public administration in 2008–09, a decrease from last year's 6.8 per cent.

### Representation of Members of a Visible Minority Group (1999–2009)



### Distribution of Members of a Visible Minority Group by Occupational Category (2008–09)



## Comparisons and highlights among designated groups

### Representation

- ▶ Three of the four designated groups remained well represented, relative to their WFA. Women accounted for 54.7 per cent of employees in the core public administration, Aboriginal peoples 4.5 per cent, and persons with disabilities 5.9 per cent, compared to the WFA of 52.3 per cent, 3.0 per cent and 4.0 per cent, respectively.
- ▶ The representation of members of a visible minority group in the core public administration was 9.8 per cent in 2008–09, an increase of 0.6 per cent from the previous fiscal year. The WFA of members of a visible minority group increased from 10.4 per cent (2001 Census) to 12.4 per cent (2006 Census). The gap in the representation of members of a visible minority group has therefore widened compared to its WFA, from 1.2 per cent in the previous year to 2.6 per cent in 2008–09.

### Gender

- ▶ In 2008–09, the number of women in the core public administration increased by 5,500. Women now represent 54.7 per cent of the core public administration's workforce.
- ▶ In 2008–09, women continued to exceed their WFA, a trend that has been observed over the last ten years. The representation of women in the Executive category as well as in other occupational categories has improved. However, at 80.5 per cent, women still make up a disproportionate share of the employees in the Administrative Support category.
- ▶ Term employment of women decreased from 57.8 per cent in 2007–08 to 57.7 per cent in 2008–09. In the case of Aboriginal women, it remained the same at 4.6 per cent. Between 2008–09 and 2007–08, there were decreases in the percentage of women with disabilities employed in the core public administration, from 3.1 per cent to 2.8 per cent, and women who were members of a visible minority group, from 10.6 per cent to 10.3 per cent.

### Occupational category

- ▶ In 2008–09, there was an increase over the previous year in the representation of all four designated groups in the Executive category: the representation of women increased from 41.7 per cent to 43.0 per cent; Aboriginal peoples increased from 3.4 per cent to 3.6 per cent; persons with disabilities increased from 5.7 per cent to 6.2 per cent; and members of a visible minority group increased from 6.7 per cent to 6.9 per cent. All designated groups except persons with disabilities are under-represented in the Executive category, relative to their WFA for this occupational category.

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- ▶ Of all occupational categories, the largest number of employees worked in the Administrative and Foreign Service category (47.0 per cent of the core public administration's total workforce). Percentages of members from the designated groups working in this occupational category were as follows:
    - Women—62.5 per cent (up from 61.8 per cent the previous year);
    - Aboriginal peoples—4.8 per cent (up from 4.6 per cent the previous year);
    - Persons with disabilities—6.2 per cent (same as the previous year at 6.2 per cent); and
    - Members of a visible minority group—10.0 per cent (up from 9.5 per cent the previous year).
  - ▶ As in previous years, the representation of members of a visible minority group was highest in the Scientific and Professional category (14.2 per cent).

## **Age**

- ▶ Of the EE designated groups, persons with disabilities continued to have the highest proportion of employees over the age of 45, at 70.9 per cent. The other three groups showed much lower proportions of employees over the age of 45 (49.0 per cent for women, 46.3 per cent for Aboriginal peoples and 39.4 per cent for members of a visible minority group).
- ▶ Close to half (49.7 per cent) of the women in the Executive category were under the age of 50 (46.0 per cent of all employees in this category are under the age of 50).

## **Distribution among departments and agencies**

- ▶ As in previous years, Human Resources and Skills Development Canada continued to employ the highest number of women (16,117) in the core public administration.
- ▶ Women comprise over 80 per cent of the National Parole Board.
- ▶ Of all Aboriginal employees, 50.8 per cent worked in four departments: Indian and Northern Affairs Canada, Correctional Service Canada, Human Resources and Skills Development Canada and National Defence. Combined, these four departments represented 35.5 per cent of the core public administration's total population.
- ▶ Almost 31 per cent of all persons with disabilities in the core public administration were employed by National Defence (1,855 employees) and Human Resources and Skills Development Canada (1,691 employees). This was consistent with 2007–08 rates.

- ▶ Of the total members of a visible minority group employed in the core public administration, 42.2 per cent worked in five departments: Human Resources and Skills Development Canada (2,324), National Defence (1,540), Canada Border Services Agency (1,498), Health Canada (1,501), and Public Works and Government Services Canada (1,260).
- ▶ Of the 26 departments with more than 1,000 employees, the following 8 had a percentage of members of a visible minority group at or above the WFA of 12.4 per cent:
  - Citizenship and Immigration Canada (16.9 per cent)
  - Passport Canada (16.3 per cent)
  - Health Canada (15.5 per cent)
  - Department of Justice Canada (14.2 per cent)
  - Statistics Canada (13.9 per cent)
  - Public Health Agency of Canada (13.1 per cent)
  - Industry Canada (12.7 per cent)
  - Environment Canada (12.4 per cent)

## **Tenure**

- ▶ As in previous years, the majority of the core public administration's workforce is made up of indeterminate employees (93.1 per cent). The proportion of indeterminate employees among the designated groups remained consistent with previous years. Percentages of the designated groups' indeterminate employees for 2008–09 were as follows:
  - Women—92.9 per cent (up from 92.2 per cent the previous year);
  - Aboriginal peoples—93.5 per cent (up from 92.8 per cent the previous year);
  - Persons with disabilities—95.9 per cent (up slightly from 95.2 per cent the previous year); and
  - Members of a visible minority group—93.1 per cent (up from 92.0 per cent the previous year).

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## Geography

- ▶ Of the core public administration's total workforce, 42.9 per cent worked in the National Capital Region (NCR). The proportion of members of the EE designated groups working in the NCR was as follows: members of a visible minority group 47.4 per cent, women 44.8 per cent, persons with disabilities 42.5 per cent and Aboriginal peoples 33.1 per cent.
- ▶ British Columbia continued to have the highest representation of members of a visible minority group, 15.9 per cent in 2008–09, followed by Ontario (excluding the NCR) at 13.1 per cent.
- ▶ Prince Edward Island had the highest representation of women and persons with disabilities at 63.4 per cent and 8.2 per cent respectively. This was consistent with previous years.

## Salary

- ▶ Approximately 75.6 per cent of all employees in the core public administration earned \$50,000 or more in 2008–09. The proportions increased for the designated groups in 2008–09 and were as follows:
  - Women—70.9 per cent;
  - Aboriginal peoples—73.0 per cent;
  - Persons with disabilities—72.7 per cent; and
  - Members of a visible minority group—75.8 per cent.

## Hiring

- ▶ In 2008–09, 21,882 employees joined the core public administration.
- ▶ The hiring of members of a visible minority group improved in 2008–09, up from 9.2 per cent of total hiring to 10.1 per cent, an increase of 0.9 per cent from last year. In contrast, there was a 0.9 per cent decrease from last year (58.0 per cent) in the number of women hired (57.1 per cent in 2008–09).
- ▶ There were 717 Aboriginal employees hired in 2008–09; 32.6 per cent of the hiring occurred in the NCR, followed by 12.1 per cent each for Ontario and Alberta.
- ▶ For the first time in 7 years, the percentage of members of a visible minority group hired into the Executive category decreased to 8.8 per cent.
- ▶ Overall, three of the four designated groups showed a year-over-year increase, from 2007–08 to 2008–09, in their percentage of new indeterminate employee hired: Aboriginal peoples—from 48.0 per cent to 58.0 per cent; persons with disabilities—from 43.5 per cent to 50.0 per cent; and members of a visible minority group—from 53.2 per cent to 60.9 per cent.

## Promotions

- ▶ Approximately 24.2 per cent of all promotions in 2008–09 occurred in the NCR. The 2008–09 rate represents a significant decrease from last year's promotions rate of 54.2 per cent. Promotions of women, persons with disabilities and members of a visible minority group were affected by this decrease.
- ▶ Across the entire core public administration, indeterminate employees received 95.5 per cent of all promotions. Indeterminate employees who were members of designated groups received similar rates of promotion: women at 96.6 per cent, Aboriginal peoples at 95.6 per cent, persons with disabilities at 95.8 per cent and members of a visible minority group at 96.2 per cent.
- ▶ As women constituted the majority of employees in the Administrative and Foreign Service category, the majority of the promotions they received in 2008–09 were in this occupational category. They received 69.7 per cent of promotions, an increase of 0.6 per cent from the previous year.

## Separations

- ▶ Members of a visible minority group accounted for 14.2 per cent of employees in the Scientific and Professional category and 10.1 per cent of separations in 2008–09. The latter figure represents a decrease of 0.4 per cent from last year.
- ▶ Women accounted for 52.4 per cent of all separations from the core public administration in 2008–09. This represents an increase of 0.6 per cent from last year.
- ▶ Of all separations from the core public administration, 71.8 per cent were indeterminate employees. Of all separations involving members of designated groups, 71.6 per cent were indeterminate employees. Of these designated groups' indeterminate employees, 72.7 per cent were women, 5.6 per cent were Aboriginal Peoples, 12.3 per cent were persons with disabilities and 9.4 per cent were members of a visible minority group.



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## Conclusion

In looking back over the past years, we can take pride in the fact that the federal public service today better reflects the people it serves. Success, however, has been uneven among the four designated EE groups. With the release of the WFA derived from the 2006 Census, it became apparent that the Canadian population had become even more diverse and the labour pool for designated groups had grown. In particular, the workforce estimate for the members of a visible minority group increased significantly, from 10.4 per cent to 12.4 per cent, compared to the estimates for members of the other designated groups. As of March 31, 2009, three of the four designated groups were represented in the core public administration, with the exception of members of a visible minority group, while three of the four designated groups remained under-represented in the Executive category, with the exception of persons with disabilities.

The Census of Canada is conducted every five years. A minimum of two years is required to produce WFA estimates subsequent to each Census. Departments and agencies are encouraged to consider these factors when projecting future requirements and applying the flexibility allowed under the *Public Service Employment Act* as they carry out HR planning.

The Clerk of the Privy Council has identified planning, recruitment, employee development and enabling infrastructure as essential to public service renewal. In his 2009–10 Renewal Action Plan, the Clerk again set clear goals to reflect Canada's diversity: "Plans will include strategies to address the representation and development at all levels of the four designated group members and special care will be dedicated to ensuring that recruitment reflects Canada's diversity."

The federal public service continues to work toward an inclusive workplace and diverse workforce. As reflected in the examples in this report, success is achieved through good planning as well as clear strategies and focussed implementation. Effective planning is based on data and information. A strong self-identification program is also essential to gaining an accurate picture of the workforce's composition. Although EE is more than numbers, without reliable and accurate data, it will be difficult to effectively assess the progress made toward achieving the goals of the *Employment Equity Act*. To this end, OCHRO will continue to work with key stakeholders to find ways to improve the voluntary self-identification process while meeting the requirements of the *Employment Equity Act*.

Over the coming years, relationships with communities of practice, partnerships, and the commitment of all stakeholders and of leadership will continue to be essential elements in ensuring positive results toward building a representative public service. We will continue to encourage the sharing of practices and knowledge in order to reduce duplication of effort and use resources effectively in times of economic restraint.

## Appendix 1

### Technical notes

The tables in this report provide statistics and summary data on EE designated groups—women, Aboriginal peoples, persons with disabilities and members of a visible minority group—in the core public administration as of March 31, 2009. There are also tables on hiring, promotions and separations of persons in these groups.

### Public service

Treasury Board is the employer of the core public administration (CPA), as set out in schedules I and IV of the *Financial Administration Act* (FAA). Appointments are made according to merit as it is defined in the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada. The total number of employees in the CPA as of March 31, 2009, was 195,667.

### 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 for each fiscal year. No information is reported on students or casual workers, except in the case of hiring if their employment status changed (to indeterminate, terms of three months or more, or seasonal) before the end of the fiscal year. Employees on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables.

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

### Federal departments and agencies

The *Employment Equity Act* prescribes that this report cover the portions of the public service of Canada set out in schedules I and IV of the FAA. Some 74 departments, agencies and commissions comprise the CPA, for which Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for these organizations.

These organizations vary in size, from large departments with more than 1,000 employees to small institutions with fewer than 100 employees, and in geography, with some organizations present in all provinces and territories and others located only in the National Capital Region.

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Some smaller organizations are included with the larger institution that has responsibility for their corporate and administrative matters. For example, Public Safety Canada data include the Commission for Public Complaints against the RCMP and RCMP External Review Committee data.

The statistics of separate employers, covered under schedule V of the FAA, are not included in this report. Under the *Employment Equity Act*, separate employers that have more than 100 employees (such as the Canada Revenue Agency and the Canadian Food Inspection Agency) are required to provide their reports to the Office of the Chief Human Resources Officer (OCHRO) only for the purposes of tabling in Parliament at the same time as this report. To view their employment equity reports, readers should visit the individual departmental website or contact those organizations directly.

Reports on employment equity in the Canadian Forces and with respect to members of the Royal Canadian Mounted Police are prepared by those organizations and are also tabled in Parliament at the same time as those of separate employers.

## Data on persons in the designated groups

To assure consistency of the data presented in this report, OCHRO uses the Incumbent File, which contains information on all employees for whom Treasury Board is the employer, in accordance with schedules I and IV of the FAA.

All tabulations, other than those for women, contain data obtained through self-identification. Self-identification data, provided voluntarily by employees, are maintained separately and confidentially in the Employment Equity Data Bank (EEDB) by OCHRO. Information derived from these two sources does not always harmonize exactly with information from departmental sources, which is why a reconciliation process is carried out each year by OCHRO and departments.

The completeness and accuracy of EE data for the core public administration depend on the willingness of employees to self-identify and on departments providing opportunities for them to do so. Employees, including those engaged as students or casual workers, are given an opportunity to provide this information when they are hired and during departmental self-identification surveys or other campaigns. Furthermore, they may complete a self-identification form at any time (available from their departmental EE coordinator).

## Terminology

“Casual workers” refers to people hired for a specified period of no more than 90 days by any one department or agency during the calendar year. Casual workers are not included in the representation figures.

“Hiring” refers to the number of persons added to the employee population in the past fiscal year. This includes indeterminate and seasonal employees (with the exception of those seasonal employees who are on leave without pay at the end of March), those with terms of three months or more, and students and casual workers whose employment status has changed (to indeterminate, terms of three months or more, or seasonal). “Hirings” measure the flow of employees into the public service and may include more than one staffing action for term employees.

“Indeterminate employees” refers to people appointed to the public service for an unspecified duration.

“Large department” refers to a department in which there are 1,000 employees or more.

“Medium department” refers to a department in which there are 100 to 999 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.

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

“Separations” refers to the number of employees (i.e., indeterminate, terms of three months or more, and seasonal) removed from the public service payroll and may include more than one action for term employees. Separations include employees who retired or resigned or employees whose specified employment period (term) ended.

“Small department” refers to a department in which there are less than 100 employees.

“Workforce availability (WFA)” refers to the distribution of people in the EE designated groups as a percentage of the total Canadian workforce. For federal public service purposes, WFA is based on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupations in the public service and is derived from Census statistics. Estimates for persons with disabilities are derived from data, also collected by Statistics Canada, in the 2006 Participation and Activity Limitation Survey (PALS).

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## Appendix 2

### Statistical tables 2008–09

**TABLE 1**

**Representation of Designated Groups in the Public Service of Canada**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees*

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
<b>Public Service Representation</b>										
As at March 31, 2009	195,667	54.7	107,089	54.7	8,892	4.5	11,468	5.9	19,264	9.8
As at March 31, 2008	186,754	54.4	101,589	54.4	8,190	4.4	11,001	5.9	17,207	9.2
As at March 31, 2007	179,540	53.9	96,816	53.9	7,610	4.2	10,192	5.7	15,787	8.8
As at March 31, 2006	176,630	53.8	95,013	53.8	7,381	4.2	10,169	5.8	15,112	8.6
As at March 31, 2005	165,856	53.5	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1
As at March 31, 2004	165,976	53.1	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8
As at March 31, 2003	163,314	52.8	86,162	52.8	6,426	3.9	9,155	5.6	12,058	7.4
As at March 31, 2002	157,510	52.5	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8
As at March 31, 2001	149,339	52.1	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	51.4	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	51.5	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831	50.5	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
<b>Workforce Availability</b>										
<b>2006 Census and PALS</b>		<b>52.3</b>				<b>3.0</b>		<b>4.0</b>		<b>12.4</b>
2001 Census and PALS		52.2				2.5		3.6		10.4
1996 Census and PALS		48.7				1.7		4.8		8.7
1991 Census and PALS		47.3				2.6		4.8		9.0

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

**Notes**

The data in this and other tables in this report cover employees identified for the purpose of employment equity in the Regulations to the *Employment Equity Act*. The estimates of WFA are based on information from the 2006 Census of Canada and the 2006 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.

Internal representation is based on those who have voluntarily chosen to self-identify to date as an Aboriginal person, a person with a disability and/or a person in a visible minority group.

TABLE 2

## Distribution of Designated Groups in the Public Service of Canada by Type of Employment and Gender

FAA, schedules I and IV Indeterminates, Terms of Three Months or More and, Seasonal Employees—As at March 31, 2009

	Type of Employment									
	All Employees		Indeterminate		Term >= 3 Months		Seasonal		Gender	
	#	%	#	%	#	%	#	%	#	%
<b>Public Service of Canada</b>										
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>182,072</b>	<b>100.0</b>	<b>12,653</b>	<b>100.0</b>	<b>942</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Women	107,089	54.7	99,449	54.6	7,303	57.7	337	35.8	35.8	35.8
Men	88,578	45.3	82,623	45.4	5,350	42.3	605	64.2	64.2	64.2
<b>Aboriginal Peoples</b>										
<b>Total</b>	<b>8,892</b>	<b>4.5</b>	<b>8,312</b>	<b>4.6</b>	<b>493</b>	<b>3.9</b>	<b>87</b>	<b>9.2</b>	<b>100.0</b>	<b>100.0</b>
Women	5,471	5.1	5,093	5.1	334	4.6	44	13.1	50.6	50.6
Men	3,421	3.9	3,219	3.9	159	3.0	43	7.1	49.4	49.4
<b>Persons with Disabilities</b>										
<b>Total</b>	<b>11,468</b>	<b>5.9</b>	<b>10,999</b>	<b>6.0</b>	<b>414</b>	<b>3.3</b>	<b>55</b>	<b>5.8</b>	<b>100.0</b>	<b>100.0</b>
Women	5,865	5.5	5,646	5.7	201	2.8	18	5.3	32.7	32.7
Men	5,603	6.3	5,353	6.5	213	4.0	37	6.1	67.3	67.3
<b>Persons in a Visible Minority Group</b>										
<b>Total</b>	<b>19,264</b>	<b>9.8</b>	<b>17,929</b>	<b>9.8</b>	<b>1,294</b>	<b>10.2</b>	<b>41</b>	<b>4.4</b>	<b>100.0</b>	<b>100.0</b>
Women	10,672	10.0	9,900	10.0	752	10.3	20	5.9	48.8	48.8
Men	8,592	9.7	8,029	9.7	542	10.1	21	3.5	51.2	51.2

## Notes

Shaded columns indicate the percentage representation by gender within each group of employees (e.g. 61.5 per cent of Aboriginal employees are women, i.e.  $5,471 \div 8,892 \times 100$ ). 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. 10.1 per cent of men who are term employees are members of a visible minority group, i.e.  $542 \div 5,350 \times 100$ ).

Internal representation is based on those who have voluntarily chosen to self-identify to date as an Aboriginal person, a person with a disability and/or a person in a visible minority group.

**TABLE 3**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
<b>Executive</b>	<b>5,112</b>		<b>2,197</b>	<b>43.0</b>	<b>186</b>	<b>3.6</b>	<b>315</b>	<b>6.2</b>	<b>353</b>	<b>6.9</b>
<b>Scientific and Professional</b>										
AC Actuarial Science	5		1	20.0	0	0.0	0	0.0	0	0.0
AG Agriculture	7		2	28.6	0	0.0	0	0.0	1	14.3
AR Architecture and Town Planning	208		68	32.7	4	1.9	8	3.8	29	13.9
AU Auditing	210		74	35.2	2	1.0	8	3.8	38	18.1
BI Biological Sciences	2,195		1,066	48.6	34	1.5	66	3.0	329	15.0
CH Chemistry	581		274	47.2	3	0.5	7	1.2	151	26.0
DE Dentistry	14		2	14.3	0	0.0	0	0.0	0	0.0
DS Defence Scientific Service	658		128	19.5	3	0.5	19	2.9	93	14.1
ED Education	785		514	65.5	81	10.3	37	4.7	61	7.8
EN Engineering and Land Survey	2,967		495	16.7	52	1.8	120	4.0	496	16.7
ES Economics, Sociology and Statistics	8,470		4,365	51.5	211	2.5	355	4.2	1,292	15.3
FO Forestry	79		19	24.1	2	2.5	5	6.3	1	1.3
HR Historical Research	137		70	51.1	3	2.2	6	4.4	4	2.9
LA Law	3,032		1,656	54.6	94	3.1	206	6.8	332	10.9
LS Library Science	390		296	75.9	9	2.3	20	5.1	27	6.9
MA Mathematics	315		131	41.6	1	0.3	14	4.4	58	18.4
MD Medicine	301		128	42.5	4	1.3	14	4.7	39	13.0



TABLE 3 (cont'd)

**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
MT Meteorology	532	24.1	128	24.1	3	0.6	17	3.2	51	9.6
ND Nutrition and Dietetics	57	56	56	98.2	3	5.3	1	1.8	2	3.5
NU Nursing	1,844	1,557	1,557	84.4	159	8.6	53	2.9	149	8.1
OP Occupational and Physical Therapy	70	45	45	64.3	1	1.4	0	0.0	5	7.1
PC Physical Sciences	2,481	1,085	1,085	43.7	67	2.7	99	4.0	304	12.3
PH Pharmacy	54	37	37	68.5	1	1.9	1	1.9	7	13.0
PS Psychology	423	251	251	59.3	7	1.7	23	5.4	38	9.0
SE Scientific Research	1,794	371	371	20.7	10	0.6	54	3.0	349	19.5
SG Scientific Regulation	1,025	544	544	53.1	6	0.6	26	2.5	227	22.1
SW Social Work	149	104	104	69.8	5	3.4	7	4.7	6	4.0
UT University Teaching	291	60	60	20.6	1	0.3	14	4.8	36	12.4
VM Veterinary Medicine	43	29	29	67.4	0	0.0	2	4.7	5	11.6
<b>Total</b>	<b>29,117</b>	<b>13,556</b>	<b>46.6</b>	<b>766</b>	<b>2.6</b>	<b>1,182</b>	<b>4.1</b>	<b>4,130</b>	<b>14.2</b>	
<b>Administrative and Foreign Service</b>										
AS Administrative Services	27,292	20,790	76.2	1,364	5.0	1,728	6.3	2,024	7.4	
CO Commerce	2,906	1,330	45.8	109	3.8	130	4.5	284	9.8	
CS Computer Systems Administration	13,298	3,715	27.9	327	2.5	739	5.6	1,854	13.9	
FI Financial Administration	3,991	2,241	56.2	124	3.1	155	3.9	735	18.4	
FS Foreign Service	1,263	556	44.0	21	1.7	41	3.2	166	13.1	

**TABLE 3 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
IS Information Services	3,381	69.4	2,347	69.4	121	3.6	193	5.7	269	8.0
OM Organization and Methods	116	69	59.5	4	3.4	9	7.8	7	6.0	
PE Personnel Administration	4,108	3,169	77.1	208	5.1	388	9.4	507	12.3	
PG Purchasing and Supply	3,046	1,666	54.7	111	3.6	231	7.6	298	9.8	
PL Leadership Development Programs	200	116	58.0	5	2.5	15	7.5	59	29.5	
PM Program Administration	27,863	18,481	66.3	1,678	6.0	1,803	6.5	2,741	9.8	
TR Translation	1,115	801	71.8	8	0.7	35	3.1	51	4.6	
WP Welfare Program	3,288	2,134	64.9	315	9.6	225	6.8	237	7.2	
Total	91,867	57,415	62.5	4,395	4.8	5,692	6.2	9,232	10.0	
Technical Services										
AI Air Traffic Control	8	1	12.5	0	0.0	0	0.0	0	0.0	
AO Aircraft Operations	470	46	9.8	8	1.7	6	1.3	11	2.3	
DD Drafting and Illustration	151	63	41.7	5	3.3	10	6.6	9	6.0	
EG Engineering and Scientific Support	6,408	2,033	31.7	194	3.0	318	5.0	460	7.2	
EL Electronics	1,135	64	5.6	29	2.6	59	5.2	65	5.7	
EU Educational Support	30	28	93.3	15	50.0	0	0.0	0	0.0	
GT General Technical	2,583	712	27.6	139	5.4	137	5.3	79	3.1	
PI Primary Products Inspection	283	73	25.8	15	5.3	25	8.8	30	10.6	

TABLE 3 (cont'd)

**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
PY Photography	10		2	20.0	0	0.0	1	10.0	0	0.0
RO Radio Operations	353		91	25.8	17	4.8	12	3.4	6	1.7
SI Social Science Support	3,349		2,188	65.3	163	4.9	231	6.9	327	9.8
SO Ships' Officers	1,058		88	8.3	21	2.0	33	3.1	15	1.4
TI Technical Inspection	1,612		263	16.3	52	3.2	98	6.1	167	10.4
<b>Total</b>	<b>17,450</b>		<b>5,652</b>	<b>32.4</b>	<b>658</b>	<b>3.8</b>	<b>930</b>	<b>5.3</b>	<b>1,169</b>	<b>6.7</b>
<b>Administrative Support</b>										
CM Communications	37		7	18.9	0	0.0	6	16.2	4	10.8
CR Clerical and Regulatory	27,036		21,729	80.4	1,475	5.5	2,047	7.6	2,934	10.9
DA Data Processing	131		71	54.2	3	2.3	8	6.1	8	6.1
OE Office Equipment Operation	6		5	83.3	0	0.0	2	33.3	0	0.0
ST Secretarial, Stenographic, typing	452		446	98.7	24	5.3	26	5.8	28	6.2
<b>Total</b>	<b>27,662</b>		<b>22,258</b>	<b>80.5</b>	<b>1,502</b>	<b>5.4</b>	<b>2,089</b>	<b>7.6</b>	<b>2,974</b>	<b>10.8</b>
<b>Operational</b>										
CX Correctional Services	6,411		1,737	27.1	671	10.5	199	3.1	389	6.1
FB Border Services	3,650		1,716	47.0	89	2.4	158	4.3	520	14.2
FR Firefighters	508		16	3.1	19	3.7	18	3.5	11	2.2

**TABLE 3 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
GL General Labour and Trades	5,522	5.4	296	5.4	240	4.3	383	6.9	121	2.2
GS General Services	3,798	40.9	1,553	40.9	182	4.8	263	6.9	186	4.9
HP Heat, Power and Stationary Plant Operation	471	2.1	10	2.1	13	2.8	38	8.1	21	4.5
HS Hospital Services	690	65.5	452	65.5	61	8.8	34	4.9	91	13.2
LI Lightkeepers	109	15.6	17	15.6	4	3.7	1	0.9	0	0.0
PR Printing Operations	29	34.5	10	34.5	3	10.3	2	6.9	2	6.9
SC Ships' Crews	1,379	9.8	135	9.8	36	2.6	56	4.1	28	2.0
SR Ship Repair	1,892	3.6	69	3.6	67	3.5	108	5.7	37	2.0
<b>Total</b>	<b>24,459</b>	<b>6,011</b>	<b>24.6</b>	<b>1,385</b>	<b>5.7</b>	<b>1,260</b>	<b>5.2</b>	<b>1,406</b>	<b>5.7</b>	
<b>Total Public Service of Canada</b>	<b>195,667</b>	<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>	

TABLE 4

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

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	#	%	#	%	#	%	#	%
<b>Executive</b>	25–29	2	0	0.0	0	0.0	0	0.0	0	0.0
	30–34	72	30	41.7	4	5.6	1	1.4	5	6.9
	35–39	398	166	41.7	14	3.5	13	3.3	47	11.8
	40–44	783	360	46.0	37	4.7	24	3.1	76	9.7
	45–49	1,096	535	48.8	44	4.0	62	5.7	70	6.4
	50–54	1,450	659	45.4	50	3.4	116	8.0	67	4.6
	55–59	984	369	37.5	30	3.0	72	7.3	52	5.3
	60–64	289	74	25.6	7	2.4	24	8.3	30	10.4
	65–69	34	4	11.8	0	0.0	3	8.8	6	17.6
	70+	4	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>		<b>5,112</b>	<b>2,197</b>	<b>43.0</b>	<b>186</b>	<b>3.6</b>	<b>315</b>	<b>6.2</b>	<b>353</b>	<b>6.9</b>
<b>Scientific and Professional</b>	20–24	349	220	63.0	7	2.0	3	0.9	58	16.6
	25–29	2,481	1,468	59.2	54	2.2	36	1.5	375	15.1
	30–34	4,160	2,278	54.8	100	2.4	97	2.3	626	15.0
	35–39	4,474	2,322	51.9	143	3.2	123	2.7	663	14.8
	40–44	4,197	2,081	49.6	131	3.1	149	3.6	648	15.4

**TABLE 4 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Age Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
	45-49	4,351		1,940	44.6	118	2.7	190	4.4	625	14.4
	50-54	4,066		1,645	40.5	99	2.4	243	6.0	447	11.0
	55-59	3,079		1,085	35.2	69	2.2	212	6.9	316	10.3
	60-64	1,434		419	29.2	36	2.5	97	6.8	233	16.2
	65-69	416		84	20.2	7	1.7	25	6.0	108	26.0
	70+	110		14	12.7	2	1.8	7	6.4	31	28.2
<b>Total</b>		<b>29,117</b>		<b>13,556</b>	<b>46.6</b>	<b>766</b>	<b>2.6</b>	<b>1,182</b>	<b>4.1</b>	<b>4,130</b>	<b>14.2</b>
<b>Administrative and Foreign Service</b>											
	16-19	9		6	66.7	2	22.2	0	0.0	1	11.1
	20-24	1,938		1,236	63.8	60	3.1	22	1.1	217	11.2
	25-29	8,169		4,954	60.6	318	3.9	161	2.0	1,114	13.6
	30-34	11,487		6,854	59.7	528	4.6	349	3.0	1,645	14.3
	35-39	11,910		7,198	60.4	690	5.8	492	4.1	1,550	13.0
	40-44	13,305		8,341	62.7	770	5.8	736	5.5	1,497	11.3
	45-49	15,928		10,521	66.1	780	4.9	1,142	7.2	1,268	8.0
	50-54	16,176		10,670	66.0	717	4.4	1,425	8.8	923	5.7
	55-59	9,450		5,744	60.8	406	4.3	987	10.4	613	6.5
	60-64	2,928		1,631	55.7	103	3.5	315	10.8	313	10.7

**TABLE 4 (cont'd)**

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

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
<b>Total</b>	65–69	486		226	46.5	21	4.3	56	11.5	81	16.7
	70+	81		34	42.0	0	0.0	7	8.6	10	12.3
		<b>91,867</b>		<b>57,415</b>	<b>62.5</b>	<b>4,395</b>	<b>4.8</b>	<b>5,692</b>	<b>6.2</b>	<b>9,232</b>	<b>10.0</b>
<b>Technical Services</b>											
	16–19	12		2	16.7	1	8.3	0	0.0	0	0.0
	20–24	243		98	40.3	8	3.3	4	1.6	13	5.3
	25–29	1,177		571	48.5	49	4.2	29	2.5	109	9.3
	30–34	1,601		746	46.6	60	3.7	59	3.7	147	9.2
	35–39	1,853		788	42.5	93	5.0	57	3.1	143	7.7
	40–44	2,262		814	36.0	107	4.7	85	3.8	163	7.2
	45–49	3,483		1,018	29.2	116	3.3	198	5.7	179	5.1
	50–54	3,629		955	26.3	112	3.1	239	6.6	181	5.0
	55–59	2,171		486	22.4	81	3.7	194	8.9	125	5.8
	60–64	803		145	18.1	28	3.5	52	6.5	77	9.6
	65–69	180		25	13.9	3	1.7	8	4.4	23	12.8
	70+	36		4	11.1	0	0.0	5	13.9	9	25.0
<b>Total</b>		<b>17,450</b>		<b>5,652</b>	<b>32.4</b>	<b>658</b>	<b>3.8</b>	<b>930</b>	<b>5.3</b>	<b>1,169</b>	<b>6.7</b>

**TABLE 4 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Age Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	#	%	#	%	#	%	#	%
Administrative Support	16–19	32	26	81.3	1	3.1	0	0.0	1	3.1
	20–24	1,206	923	76.5	51	4.2	17	1.4	141	11.7
	25–29	2,930	2,190	74.7	124	4.2	70	2.4	426	14.5
	30–34	2,863	2,154	75.2	162	5.7	99	3.5	427	14.9
	35–39	2,873	2,324	80.9	206	7.2	167	5.8	360	12.5
	40–44	3,580	2,924	81.7	247	6.9	233	6.5	386	10.8
	45–49	4,509	3,776	83.7	272	6.0	427	9.5	370	8.2
	50–54	4,829	3,991	82.6	204	4.2	479	9.9	326	6.8
	55–59	3,233	2,627	81.3	165	5.1	399	12.3	302	9.3
	60–64	1,277	1,051	82.3	64	5.0	158	12.4	157	12.3
	65–69	267	221	82.8	5	1.9	33	12.4	63	23.6
70+		63	51	81.0	1	1.6	7	11.1	15	23.8
<b>Total</b>		<b>27,662</b>	<b>22,258</b>	<b>80.5</b>	<b>1,502</b>	<b>5.4</b>	<b>2,089</b>	<b>7.6</b>	<b>2,974</b>	<b>10.8</b>
Operational										
	16–19	28	7	25.0	0	0.0	0	0.0	0	0.0
	20–24	710	239	33.7	24	3.4	7	1.0	24	3.4
	25–29	2,065	734	35.5	106	5.1	27	1.3	149	7.2



**TABLE 4 (cont'd)**

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

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
	30–34	2,707	868	32.1	190	7.0	61	2.3	251	9.3	
	35–39	2,918	834	28.6	222	7.6	84	2.9	204	7.0	
	40–44	3,332	908	27.3	263	7.9	128	3.8	204	6.1	
	45–49	4,284	995	23.2	188	4.4	269	6.3	201	4.7	
	50–54	4,343	772	17.8	215	5.0	345	7.9	153	3.5	
	55–59	2,754	416	15.1	119	4.3	227	8.2	127	4.6	
	60–64	1,052	187	17.8	49	4.7	91	8.7	74	7.0	
	65–69	219	42	19.2	6	2.7	18	8.2	19	8.7	
	70+	47	9	19.1	3	6.4	3	6.4	0	0.0	
<b>Total</b>		<b>24,459</b>	<b>6,011</b>	<b>24.6</b>	<b>1,385</b>	<b>5.7</b>	<b>1,260</b>	<b>5.2</b>	<b>1,406</b>	<b>5.7</b>	
<b>Public Service of Canada</b>											
	16–19	81	41	50.6	4	4.9	0	0.0	2	2.5	
	20–24	4,446	2,716	61.1	150	3.4	53	1.2	453	10.2	
	25–29	16,824	9,917	58.9	651	3.9	323	1.9	2,173	12.9	
	30–34	22,890	12,930	56.5	1,044	4.6	666	2.9	3,101	13.5	
	35–39	24,426	13,632	55.8	1,368	5.6	936	3.8	2,967	12.1	
	40–44	27,459	15,428	56.2	1,555	5.7	1,355	4.9	2,974	10.8	
	45–49	33,651	18,785	55.8	1,518	4.5	2,288	6.8	2,713	8.1	

**TABLE 4 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Occupational Category and Age Group**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
	50–54	34,493		18,692	54.2	1,397	4.1	2,847	8.3	2,097	6.1
	55–59	21,671		10,727	49.5	870	4.0	2,091	9.6	1,535	7.1
	60–64	7,783		3,507	45.1	287	3.7	737	9.5	884	11.4
	65–69	1,602		602	37.6	42	2.6	143	8.9	300	18.7
	70+	341		112	32.8	6	1.8	29	8.5	65	19.1
<b>Total</b>		<b>195,667</b>		<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>

TABLE 5

**Distribution of Public Service of Canada Employees by Designated Group According to Department or Agency**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
National Defence*	25,716	10,197	39.7	807	3.1	1,855	7.2	1,540	6.0	
Human Resources and Skills Development Canada	22,912	16,117	70.3	984	4.3	1,691	7.4	2,324	10.1	
Correctional Service Canada	16,242	7,631	47.0	1,314	8.1	800	4.9	941	5.8	
Canada Border Services Agency	13,767	7,145	51.9	400	2.9	714	5.2	1,498	10.9	
Public Works and Government Services Canada	12,582	6,989	55.5	373	3.0	850	6.8	1,260	10.0	
Fisheries and Oceans Canada†	10,036	3,382	33.7	383	3.8	515	5.1	426	4.2	
Health Canada	9,691	6,421	66.3	681	7.0	429	4.4	1,501	15.5	
Environment Canada	6,217	2,796	45.0	197	3.2	307	4.9	774	12.4	
Agriculture and Agri-Food Canada‡	6,143	2,928	47.7	194	3.2	292	4.8	570	9.3	
Royal Canadian Mounted Police (Civilian Staff)	5,846	4,655	79.6	309	5.3	306	5.2	571	9.8	
Statistics Canada	5,592	2,851	51.0	110	2.0	307	5.5	778	13.9	
Industry Canada	5,256	2,630	50.0	139	2.6	294	5.6	669	12.7	
Transport Canada	5,053	2,275	45.0	147	2.9	226	4.5	546	10.8	
Indian and Northern Affairs Canada	4,676	2,938	62.8	1,413	30.2	287	6.1	378	8.1	
Foreign Affairs and International Trade Canada	4,509	2,328	51.6	100	2.2	157	3.5	504	11.2	
Department of Justice Canada	4,464	2,959	66.3	170	3.8	319	7.1	636	14.2	
Natural Resources Canada	4,356	1,844	42.3	125	2.9	257	5.9	489	11.2	

**TABLE 5 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Department or Agency**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Citizenship and Immigration Canada	3,953	69.0	2,726	69.0	84	2.1	208	5.3	667	16.9
Veterans Affairs Canada	3,904	72.1	2,813	72.1	125	3.2	332	8.5	342	8.8
Passport Canada	2,679	67.1	1,797	67.1	49	1.8	81	3.0	436	16.3
Public Health Agency of Canada	2,224	69.4	1,543	69.4	78	3.5	96	4.3	291	13.1
Canadian Heritage	2,201	69.3	1,525	69.3	111	5.0	100	4.5	227	10.3
Canadian International Development Agency	1,834	62.3	1,142	62.3	62	3.4	80	4.4	214	11.7
Treasury Board of Canada Secretariat	1,163	61.3	713	61.3	32	2.8	86	7.4	135	11.6
Library and Archives Canada	1,123	61.4	690	61.4	40	3.6	69	6.1	72	6.4
Department of Finance Canada	1,051	49.9	524	49.9	15	1.4	37	3.5	116	11.0
Public Safety Canada§	976	61.9	604	61.9	47	4.8	62	6.4	85	8.7
Public Service Commission of Canada	965	66.7	644	66.7	32	3.3	71	7.4	114	11.8
Immigration and Refugee Board of Canada	842	63.9	538	63.9	17	2.0	63	7.5	209	24.8
Canada School of Public Service	809	70.7	572	70.7	29	3.6	44	5.4	78	9.6
Public Prosecution Service of Canada	778	65.7	511	65.7	33	4.2	34	4.4	82	10.5
Privy Council Office	767	55.9	429	55.9	26	3.4	44	5.7	75	9.8
Atlantic Canada Opportunities Agency	706	58.9	416	58.9	17	2.4	29	4.1	23	3.3
Canadian Grain Commission	637	37.4	238	37.4	37	5.8	45	7.1	73	11.5
Canadian Space Agency	605	40.0	242	40.0	7	1.2	18	3.0	80	13.2
Court Administration Services	564	67.0	378	67.0	23	4.1	34	6.0	71	12.6

**TABLE 5 (cont'd)**

**Distribution of Public Service of Canada Employees by Designated Group According to Department or Agency**

FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Canada Public Service Agency	535	67.3	360	67.3	27	5.0	68	12.7	88	16.4
Elections Canada	436	203	46.6	16	3.7	29	6.7	41	9.4	
Canadian Radio-television and Telecommunications Commission	408	234	57.4	10	2.5	25	6.1	36	8.8	
Western Economic Diversification Canada	405	238	58.8	29	7.2	20	4.9	67	16.5	
Economic Development Agency of Canada for the Regions of Quebec	385	220	57.1	6	1.6	15	3.9	24	6.2	
National Parole Board	341	278	81.5	19	5.6	12	3.5	19	5.6	
Canadian Transportation Agency	218	130	59.6	8	3.7	21	9.6	19	8.7	
Infrastructure Canada	215	126	58.6	7	3.3	10	4.7	28	13.0	
Transportation Safety Board of Canada	214	69	32.2	4	1.9	11	5.1	17	7.9	
Offices of the Information and Privacy Commissioners of Canada	186	126	67.7	7	3.8	17	9.1	13	7.0	
Office of the Registrar of the Supreme Court of Canada	185	120	64.9	9	4.9	17	9.2	10	5.4	
Canadian Human Rights Commission	173	115	66.5	5	2.9	21	12.1	24	13.9	
Office of the Secretary to the Governor General	156	89	57.1	2	1.3	13	8.3	17	10.9	
Office of the Commissioner of Official Languages	148	102	68.9	6	4.1	9	6.1	7	4.7	
Canadian Environmental Assessment Agency	134	83	61.9	9	6.7	3	2.2	10	7.5	
Canada Industrial Relations Board	88	63	71.6	2	2.3	9	10.2	7	8.0	

**TABLE 5 (cont'd)**  
**Distribution of Public Service of Canada Employees by Designated Group According to Department or Agency**  
 FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Status of Women Canada	79	91.1	72	91.1	4	5.1	11	13.9	10	12.7
Canadian International Trade Tribunal	70	64.3	45	64.3	0	0.0	2	2.9	3	4.3
Office of the Commissioner for Federal Judicial Affairs Canada	64	64.1	41	64.1	0	0.0	2	3.1	3	4.7
Canadian Dairy Commission	59	64.4	38	64.4	3	5.1	0	0.0	6	10.2
Patented Medicine Prices Review Board Canada	48	60.4	29	60.4	0	0.0	1	2.1	3	6.3
Canadian Forces Grievance Board	37	70.3	26	70.3	1	2.7	2	5.4	2	5.4
Hazardous Materials Information Review Commission Canada	33	57.6	19	57.6	0	0.0	1	3.0	5	15.2
Public Service Staffing Tribunal	29	75.9	22	75.9	2	6.9	0	0.0	1	3.4
International Joint Commission	26	42.3	11	42.3	0	0.0	3	11.5	0	0.0
Office of the Commissioner of Lobbying of Canada	24	45.8	11	45.8	1	4.2	1	4.2	3	12.5
Canadian Intergovernmental Conference Secretariat	19	68.4	13	68.4	0	0.0	0	0.0	0	0.0
Human Rights Tribunal of Canada	16	62.5	10	62.5	0	0.0	2	12.5	0	0.0
Farm Products Council of Canada	15	66.7	10	66.7	2	13.3	0	0.0	1	6.7
Public Sector Integrity Canada	15	60.0	9	60.0	1	6.7	1	6.7	0	0.0
Military Police Complaints Commission of Canada	14	71.4	10	71.4	0	0.0	2	14.3	0	0.0
Copyright Board Canada	11	54.5	6	54.5	0	0.0	0	0.0	1	9.1

**TABLE 5 (cont'd)**

**Distribution of Public Service of Canada Employees by Designated Group According to Department or Agency**  
 FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
NAFTA Secretariat, Canadian Section	11	6	54.5	2	18.2	0	0.0	3	27.3	
Registry of the Competition Tribunal	11	6	54.5	0	0.0	0	0.0	1	9.1	
Canadian Artists and Producers Professional Relations Tribunal	7	5	71.4	0	0.0	0	0.0	0	0.0	
Transportation Appeal Tribunal of Canada	7	7	100.0	0	0.0	1	14.3	0	0.0	
Assisted Human Reproduction Canada	5	5	100.0	0	0.0	0	0.0	0	0.0	
Public Servants Disclosure Protection Tribunal	1	1	100.0	0	0.0	0	0.0	0	0.0	
<b>Total</b>	<b>195,667</b>	<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>	

\* Civilian staff only (data for members of the Canadian Forces are not included because Treasury Board is not the employer).

† Fisheries and Oceans Canada data include data for the Canadian Coast Guard.

‡ Data for the Prairie Farm Rehabilitation Administration are included.

§ Public Safety Canada data include the Commission for Public Complaints against the RCMP and RCMP External Review Committee data.

**TABLE 6**

**Distribution of Public Service of Canada Employees by Designated Group and Region of Work**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,386	44.8	1,517	5.2	177	5.6	191	5.6	42	1.2
Prince Edward Island	1,921	63.4	1,218	2.4	47	8.2	157	8.2	40	2.1
Nova Scotia	9,698	42.5	4,121	3.9	383	7.2	702	7.2	532	5.5
New Brunswick	6,616	55.4	3,668	3.1	208	5.6	371	5.6	107	1.6
Quebec (without the NCR*)	22,203	53.1	11,789	1.7	379	3.5	782	3.5	1,513	6.8
NCR* (Quebec)	23,737	58.5	13,889	4.9	1,174	5.6	1,335	5.6	2,319	9.8
NCR**	83,887	57.2	47,948	3.5	2,942	5.8	4,878	5.8	9,126	10.9
Ontario (without the NCR*)	25,252	55.5	14,008	4.4	1,109	7.1	1,800	7.1	3,317	13.1
NCR* (Ontario)	60,150	56.6	34,059	2.9	1,768	5.9	3,543	5.9	6,807	11.3
Manitoba	7,380	56.8	4,193	12.9	949	6.8	503	6.8	520	7.0
Saskatchewan	4,939	56.3	2,782	14.8	730	5.7	282	5.7	190	3.8
Alberta	10,339	57.2	5,912	7.5	773	6.4	664	6.4	890	8.6
British Columbia	17,434	49.6	8,655	5.3	927	6.0	1,041	6.0	2,780	15.9
Yukon	321	60.4	194	18.1	58	5.9	19	5.9	7	2.2
Northwest Territories	626	60.5	379	21.9	137	5.1	32	5.1	31	5.0
Nunavut	192	59.4	114	28.6	55	4.2	8	4.2	11	5.7
Outside Canada	1,473	40.1	591	1.2	18	2.6	38	2.6	158	10.7
<b>Total</b>	<b>195,667</b>	<b>54.7</b>	<b>107,089</b>	<b>4.5</b>	<b>8,892</b>	<b>5.9</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>

\* NCR stands for National Capital Region.

\*\* NCR includes NCR Quebec and NCR Ontario.



TABLE 7

# Distribution of Public Service of Canada Employees by Designated Group and Salary Band

FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—As at March 31, 2009

Salary Band	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	CUM %	#	%	#	%	#	%	#	%
= < 19,999	104	0.1	17	16.3	0	0.0	1	1.0	3	2.9
20,000–24,999	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
25,000–29,999	7	0.1	5	71.4	0	0.0	4	57.1	0	0.0
30,000–34,999	1,286	0.7	875	68.0	70	5.4	77	6.0	59	4.6
35,000–39,999	4,579	3.1	2,348	51.3	237	5.2	291	6.4	329	7.2
40,000–44,999	24,507	15.6	17,827	72.7	1,343	5.5	1,771	7.2	2,381	9.7
45,000–49,999	17,327	24.4	10,123	58.4	754	4.4	984	5.7	1,887	10.9
50,000–54,999	30,017	39.8	20,540	68.4	1,522	5.1	1,919	6.4	2,783	9.3
55,000–59,999	21,763	50.9	11,672	53.6	985	4.5	1,170	5.4	2,078	9.5
60,000–64,999	16,601	59.4	8,656	52.1	851	5.1	945	5.7	1,703	10.3
65,000–69,999	14,106	66.6	5,938	42.1	776	5.5	617	4.4	1,470	10.4
70,000–74,999	15,229	74.4	6,829	44.8	624	4.1	790	5.2	1,727	11.3
75,000–79,999	11,828	80.4	6,287	53.2	528	4.5	676	5.7	1,242	10.5
80,000–84,999	9,220	85.1	4,109	44.6	324	3.5	491	5.3	947	10.3
85,000–89,999	8,560	89.5	3,612	42.2	252	2.9	469	5.5	961	11.2
90,000–94,999	4,937	92.0	2,258	45.7	214	4.3	319	6.5	358	7.3
95,000–99,999	5,769	95.0	2,080	36.1	140	2.4	329	5.7	585	10.1
>= 100,000	9,827	100.0	3,913	39.8	272	2.8	615	6.3	751	7.6
<b>Total</b>	<b>195,667</b>	<b>100.0</b>	<b>107,089</b>	<b>54.7</b>	<b>8,892</b>	<b>4.5</b>	<b>11,468</b>	<b>5.9</b>	<b>19,264</b>	<b>9.8</b>
					<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## 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 29.1 per cent of all women (31,195) earned less than \$50,000 in fiscal year 2008–09. The figure in the column to the left (58.4 per cent) represents the percentage of women in this salary band, i.e. the \$45,000–\$49,999 range.

**TABLE 8**

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

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	223	54.7	122	54.7	13	5.8	3	1.3	2	0.9
Prince Edward Island	153	54.9	84	54.9	2	1.3	5	3.3	2	1.3
Nova Scotia	924	49.4	456	49.4	34	3.7	43	4.7	61	6.6
New Brunswick	705	58.2	410	58.2	13	1.8	20	2.8	14	2.0
Quebec (without the NCR*)	2,216	57.7	1,279	57.7	18	0.8	34	1.5	196	8.8
NCR* (Quebec)	2,929	56.4	1,652	56.4	93	3.2	63	2.2	339	11.6
NCR**	10,183	58.1	5,921	58.1	234	2.3	276	2.7	1,202	11.8
Ontario (without the NCR*)	2,773	51.7	1,433	51.7	87	3.1	66	2.4	272	9.8
NCR* (Ontario)	7,254	58.9	4,269	58.9	141	1.9	213	2.9	863	11.9
Manitoba	740	60.1	445	60.1	71	9.6	27	3.6	47	6.4
Saskatchewan	624	64.6	403	64.6	72	11.5	12	1.9	18	2.9
Alberta	1,506	61.0	919	61.0	87	5.8	37	2.5	124	8.2
British Columbia	1,665	55.7	927	55.7	64	3.8	42	2.5	255	15.3
Yukon	36	61.1	22	61.1	4	11.1	2	5.6	0	0.0
Northwest Territories	76	56.6	43	56.6	7	9.2	1	1.3	7	9.2
Nunavut	29	65.5	19	65.5	11	37.9	0	0.0	0	0.0
Outside Canada	29	10.3	3	10.3	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>21,882</b>	<b>57.1</b>	<b>12,486</b>	<b>57.1</b>	<b>717</b>	<b>3.3</b>	<b>568</b>	<b>2.6</b>	<b>2,200</b>	<b>10.1</b>

\* NCR stands for National Capital Region.

\*\* NCR includes NCR Quebec and NCR Ontario.

**Notes**

"Hirings" refers to employees who were added to the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Hirings" under "Terminology" in Appendix 1.)

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

**TABLE 9**

**Hirings into the Public Service of Canada by Designated Group and Occupational Category**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	114		34	29.8	6	5.3	7	6.1	10	8.8
Scientific and Professional	3,318		1,850	55.8	78	2.4	67	2.0	436	13.1
Administrative and Foreign Service	8,122		4,539	55.9	237	2.9	229	2.8	855	10.5
Technical	1,565		578	36.9	60	3.8	38	2.4	117	7.5
Administrative Support	6,213		4,739	76.3	226	3.6	172	2.8	681	11.0
Operational	2,550		746	29.3	110	4.3	55	2.2	101	4.0
<b>Total</b>	<b>21,882</b>		<b>12,486</b>	<b>57.1</b>	<b>717</b>	<b>3.3</b>	<b>568</b>	<b>2.6</b>	<b>2,200</b>	<b>10.1</b>

**Notes**

"Hirings" refers to employees who were added to the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Hirings" under "Terminology" in Appendix 1.)

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

**TABLE 10**  
**Hirings into the Public Service of Canada by Designated Group and Type of Employment**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	12,425	55.7	6,921	55.7	416	3.3	284	2.3	1,339	10.8
Term (three months or more)	9,297	59.2	5,501	59.2	296	3.2	280	3.0	853	9.2
Seasonal	160	40.0	64	40.0	5	3.1	4	2.5	8	5.0
<b>Total</b>	<b>21,882</b>	<b>57.1</b>	<b>12,486</b>	<b>57.1</b>	<b>717</b>	<b>3.3</b>	<b>568</b>	<b>2.6</b>	<b>2,200</b>	<b>10.1</b>

**Notes**

"Hirings" refers to employees who were added to the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Hirings" under "Terminology" in Appendix 1.)

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

**TABLE 11**

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

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	297	41.1	122	4.7	14	6.4	19	3.4	10	3.4
Prince Edward Island	195	75.9	148	2.1	4	12.3	24	2.6	5	2.6
Nova Scotia	1,005	43.8	440	4.0	40	6.7	67	5.9	59	5.9
New Brunswick	662	68.3	452	3.0	20	3.0	20	1.5	10	1.5
Quebec (without the NCR*)	1,814	61.1	1,108	1.8	32	3.1	56	9.4	170	9.4
NCR* (Quebec)	3,983	63.7	2,539	4.7	189	5.0	199	10.9	436	10.9
NCR**	6,162	63.6	3,921	4.8	293	5.3	329	13.1	807	13.1
Ontario (without the NCR*)	10,886	63.3	6,893	3.0	326	4.9	530	12.6	1,372	12.6
NCR* (Ontario)	2,179	63.4	1,382	4.8	104	6.0	130	17.0	371	17.0
Manitoba	733	65.2	478	10.9	80	6.3	46	10.6	78	10.6
Saskatchewan	548	66.6	365	15.3	84	6.6	36	4.2	23	4.2
Alberta	1,072	65.6	703	6.2	66	6.2	66	9.7	104	9.7
British Columbia	1,798	54.6	981	5.5	98	4.8	86	18.6	335	18.6
Yukon	40	77.5	31	10.0	4	2.5	1	2.5	1	2.5
Northwest Territories	75	65.3	49	20.0	15	5.3	4	4.0	3	4.0
Nunavut	11	36.4	4	27.3	3	9.1	1	18.2	2	18.2
Outside Canada	202	44.1	89	0.5	1	1.0	2	7.4	15	7.4
<b>Total</b>	<b>25,500</b>	<b>61.9</b>	<b>15,784</b>	<b>4.2</b>	<b>1,080</b>	<b>5.0</b>	<b>1,287</b>	<b>11.7</b>	<b>2,994</b>	<b>11.7</b>

\* NCR stands for National Capital Region.

\*\* NCR includes NCR Quebec and NCR Ontario.

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, 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 "Terminology" in Appendix 1.)

**TABLE 12**

**Promotions Within the Public Service of Canada by Designated Group and Occupational Category**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	1,137	51.1	44.9	30	2.6	61	5.4	76	6.7	
Scientific and Professional	4,221	2,208	52.3	97	2.3	133	3.2	663	15.7	
Administrative and Foreign Service	14,527	10,127	69.7	664	4.6	787	5.4	1,726	11.9	
Technical	1,865	800	42.9	75	4.0	98	5.3	178	9.5	
Administrative Support	2,463	1,924	78.1	141	5.7	154	6.3	302	12.3	
Operational	1,287	214	16.6	73	5.7	54	4.2	49	3.8	
<b>Total</b>	<b>25,500</b>	<b>15,784</b>	<b>61.9</b>	<b>1,080</b>	<b>4.2</b>	<b>1,287</b>	<b>5.0</b>	<b>2,994</b>	<b>11.7</b>	

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, 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 "Terminology" in Appendix 1.)

**TABLE 13**

**Promotions Within the Public Service of Canada by Designated Group and Type of Employment**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#		#	%	#	%	#	%	#	%
Indeterminate	24,352	15,253	62.6		1,032	4.2	1,233	5.1	2,880	11.8
Term (three months or more)	1,106	517	46.7		46	4.2	52	4.7	113	10.2
Seasonal	42	14	33.3		2	4.8	2	4.8	1	2.4
<b>Total</b>	<b>25,500</b>	<b>15,784</b>	<b>61.9</b>		<b>1,080</b>	<b>4.2</b>	<b>1,287</b>	<b>5.0</b>	<b>2,994</b>	<b>11.7</b>

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, 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 "Terminology" in Appendix 1.)

**TABLE 14**

**Separations from the Public Service of Canada by Designated Group and Region of Work**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	206	42.2	87	4.9	10	5.8	12	2	1.0	
Prince Edward Island	84	48.8	41	0.0	0	7.1	6	2	2.4	
Nova Scotia	685	41.2	282	4.4	30	10.8	74	32	4.7	
New Brunswick	450	52.0	234	3.1	14	7.3	33	9	2.0	
Quebec (without the NCR*)	1,614	49.6	801	1.2	19	3.7	59	66	4.1	
NCR* (Quebec)	1,431	56.5	809	4.4	63	7.8	112	93	6.5	
NCR**	5,302	55.2	2,925	2.8	151	8.3	442	358	6.8	
Ontario (without the NCR*)	1,604	51.4	825	3.9	62	9.9	159	154	9.6	
NCR* (Ontario)	3,871	54.7	2,116	2.3	88	8.5	330	265	6.8	
Manitoba	550	53.5	294	8.7	48	8.7	48	27	4.9	
Saskatchewan	463	47.9	222	7.8	36	5.6	26	16	3.5	
Alberta	1,014	56.8	576	7.1	72	5.9	60	73	7.2	
British Columbia	1,363	54.1	738	4.5	62	7.9	108	155	11.4	
Yukon	40	62.5	25	17.5	7	12.5	5	0	0.0	
Northwest Territories	68	44.1	30	16.2	11	1.5	1	0	0.0	
Nunavut	19	47.4	9	26.3	5	0.0	0	0	0.0	
Outside Canada	97	21.6	21	1.0	1	6.2	6	7	7.2	
<b>Total</b>	<b>13,559</b>	<b>7,110</b>	<b>52.4</b>	<b>3.9</b>	<b>528</b>	<b>1,039</b>	<b>7.7</b>	<b>901</b>	<b>6.6</b>	

\* NCR stands for National Capital Region.

\*\* NCR includes NCR Quebec and NCR Ontario.

**Note**

"Separations" refers to employees who left the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Separations" under "Terminology" in Appendix 1.)



**TABLE 15**

**Separations from the Public Service of Canada by Designated Group and Occupational Category**

*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	477	30.0	143	2.7	13	41	8.6	22	4.6	
Scientific and Professional	1,779	43.7	777	2.6	47	89	5.0	180	10.1	
Administrative and Foreign Service	5,939	59.8	3,552	4.1	241	543	9.1	384	6.5	
Technical Services	1,328	33.9	450	3.8	50	71	5.3	73	5.5	
Administrative Support	2,369	78.3	1,855	4.9	117	201	8.5	175	7.4	
Operational	1,667	20.0	333	3.6	60	94	5.6	67	4.0	
<b>Total</b>	<b>13,559</b>	<b>52.4</b>	<b>7,110</b>	<b>3.9</b>	<b>528</b>	<b>1,039</b>	<b>7.7</b>	<b>901</b>	<b>6.6</b>	

**Note**

"Separations" refers to employees who left the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Separations" under "Terminology" in Appendix 1.)

**TABLE 16**  
**Separation from the Public Service of Canada by Designated Group and Type of Employment**  
*FAA, schedules I and IV Indeterminates, Terms of Three Months or More, and Seasonal Employees—April 1, 2008, to March 31, 2009*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	9,731	52.0	5,064	52.0	389	4.0	855	8.8	656	6.7
Term (three months or more)	3,729	54.0	2,015	54.0	133	3.6	176	4.7	243	6.5
Seasonal	99	31.3	31	31.3	6	6.1	8	8.1	2	2.0
<b>Total</b>	<b>13,559</b>	<b>52.4</b>	<b>7,110</b>	<b>52.4</b>	<b>528</b>	<b>3.9</b>	<b>1,039</b>	<b>7.7</b>	<b>901</b>	<b>6.6</b>

**Note**

"Separations" refers to employees who left the public service of Canada payroll between April 1, 2008, and March 31, 2009. (See the definition of "Separations" under "Terminology" in Appendix 1.)