

Employment Equity

Annual Report 2003–04



Office of the Auditor General of Canada

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

Annual Report 2003–04

**To the President of the Public
Service Human Resources
Management Agency of Canada**

15 October 2004

Pursuant to section 21 of the *Employment Equity Act*, I am pleased to submit to Parliament, through your office, the Annual Report on Employment Equity in the Office of the Auditor General of Canada for 2003–04.

Sincerely,

A handwritten signature in black ink that reads "Sheila Fraser". The script is cursive and fluid, with the first letters of each word being capitalized and prominent.

Sheila Fraser, FCA
Auditor General of Canada

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Introduction

This Annual Report on Employment Equity in the Office of the Auditor General of Canada highlights employment equity activities during the period 1 April 2003 to 31 March 2004.

It also presents information on the representation of designated groups as at 31 March 2004.

Employment Equity Environment

Enabling legislation

The *Auditor General Act*, the *Financial Administration Act*, and a variety of other acts and orders-in-council set out the duties of the Auditor General as they relate to legislative auditing and monitoring of federal departments and agencies, Crown corporations, and other national and internal organizations.

Independence from government

We differ from government departments and agencies through our independence from the government of the day and our reporting relationship to Parliament. Our independence is assured by a broad legislative mandate, freedom from certain controls over our budget and staff, and a ten-year term for the Auditor General.

Application of the *Employment Equity Act* to the Office of the Auditor General of Canada

The Office of the Auditor General of Canada falls under the *Employment Equity Act*, section 4(1)(c) as a portion of the Public Service of Canada—set out in Part II of Schedule I to the *Public Service Staff Relations Act*—employing 100 or more employees.

Our work

The principal activity of the Office is legislative auditing—providing reliable, relevant, and timely assurance and other information on financial and program performance to help legislators hold government accountable.

Our organization

The Office is organized into three branches—Audit Practices, Audit Services and the Executive—along with the Office of the Commissioner of the Environment and Sustainable Development. Most of the staff work from the head office in Ottawa. Regional offices are located in Vancouver, Edmonton, Montréal, and Halifax.

Our Vision

An independent audit office serving Parliament and the well-being of Canadians, widely respected for the quality and impact of our work.

We promote

- accountable government;
- an ethical and effective federal public service;
- good governance;
- sustainable development; and
- the protection of Canada's legacy and heritage.

We do this by

- conducting independent audits and studies that provide objective information, advice, and assurance to Parliament, government, and Canadians;
- working collaboratively with legislative auditors, federal and territorial governments, and professional organizations; and
- providing a respectful workplace in which our diverse workforce can strive for excellence and realize their full career potential.

We have a specialized workforce, with roughly two thirds of our 585 employees at the middle management and audit professional levels.

Our values

We have six values that define how we conduct our work and ourselves. These values are articulated in our Strategic Plan. They include:

- Serving the public interest
- Independence and objectivity
- Commitment to excellence
- Trust and integrity
- Leading by example
- Respectful workplace

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

We are committed to providing a working environment in which all are treated with dignity and respect and encouraged to realize their full career potential. We encourage open and honest communication to create a climate of trust and teamwork. We value each other's talent and diversity and support learning and quality-of-life endeavours.

Our structure

Our first employment equity plan was introduced in 1998 to identify under-represented groups and take action to meet Office goals. This plan was incorporated into our Human Resources Corporate Plan. That year, we also created the

Human Resources Committee—to monitor the implementation of both our Human Resources Corporate Plan and our Employment Equity Plan.

In addition, an Employment Equity Committee was formed with sub-committees that represent the four designated groups to promote awareness and understanding of employment equity and diversity issues in the workplace.

The Chair of the Employment Equity Committee is a member of the Human Resources Committee. The Chair provides input on all policies and issues that may have implications on employment equity.

The Auditor General and two members of senior management serve as employment equity champions to increase the profile of employment equity and diversity issues in the Office.

Employment Equity Implementation

Implementation of the legislation

Our first step in implementing the requirements of the legislation was to organize and complete a self-identification survey. We then completed a workforce analysis to determine the degree of under-representation of members of designated groups in each occupational group.

This analysis is updated each year. The results at 31 March 2004 are presented in this report.

Employment equity records

We have implemented procedures for the maintenance of orderly and accurate employment equity records. We have also developed information vehicles and practices to keep our employees up-to-date on employment equity matters. For example, our intranet provides all employees with easy access to current employment equity information. Periodic notices are sent to remind all employees of their right to self-identify at any time. All new employees are requested to complete a self-identification questionnaire before their first day at the Office.

Recruitment strategy

With a shortage of skills for our particular requirements in the public service, our challenge, is to retain audit professionals who are in high demand and could be attracted to other opportunities within government. Generally our turnover rate has declined in the last two years.

The Human Resources Group has developed a recruitment strategy to meet the immediate and future staffing needs of the Office.

Our recruitment strategy includes outreach programs, directed at specific university campuses across Canada, for our audit professional training programs. Over time, it is expected that the closer relationships established with associations representing designated groups on campuses will allow the Office to recruit and

develop audit professionals from the groups currently under-represented.

Activities and events

To promote a corporate environment that supports employment equity values and ideals, the Office participated in several activities throughout the year. These included

- Aboriginal Awareness Week
- International Day for Persons With Disabilities
- International Day for the Elimination of Racial Discrimination
- International Women's Day
- Interdepartmental Forum for Persons With Disabilities
- Women's History Month

In addition, the Office actively supported awareness and fundraising campaigns for causes that touch specific populations within the designated groups.

- Breast Cancer Research—Denim Day
- Canadian National Institute for the Blind—Crocus sale
- National Day of Remembrance and Action on Violence Against Women
- Terry Fox Run

Succession planning

In anticipation of the number of retirements expected to occur between 2003 and 2008 at senior levels, a succession planning process was put in place in September 1999.

The number of forecasted retirements has been modified and is somewhat lower than originally identified. However, the Office continues its commitment to ensure through its annual rotation and promotion processes that due consideration is given to all designated group members.

Over time, these sustained efforts should result in opportunities for higher numbers of designated group members to be promoted.

Employment Equity Plan

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

In 1997–98, a new Employment Equity Plan was prepared to meet the specific requirements of the *Employment Equity Act*, section 10. Our Plan covered an initial three-year period, 1998–99 to 2000–01. It included short-term numerical goals to reduce under-representation of the designated groups over that period. In the winter of 2000–01, we updated the Plan and prepared Version III.

In the spring of 2003, the Canadian Human Rights Commission conducted an audit of our employment equity performance and practices. In March 2004, the Office was declared in full compliance with the Act. A comprehensive three-year Employment Equity Plan was developed to establish actions necessary to attain its goals for representation of the targeted groups within a three-year period. In addition, the Office developed and implemented an Employment Equity Policy as well as a Policy on Workplace Accommodation.

Communication and consultation

We identified communication as a critical factor for success in the implementation of our first Employment Equity Plan. As a result, a strong communications plan supports the new three-year plan and the new policies to ensure that employees, managers, and the unions are not only kept informed of progress but, more importantly, engaged in meaningful consultation in our efforts to meet the remaining challenges.

Numerical goals

Our Three-year Employment Equity Plan establishes short-term and long-term numerical goals for each occupational group in which under-representation was identified.

The numerical goals were approved by our Human Resources Committee as well as our Executive Committee.

We will make every effort to ensure that our consultation initiatives are meaningful and appropriate under the *Employment Equity Act*. The Office of the Auditor General of Canada is committed to employment equity ideals. Our challenge is to reflect these ideals in both our workforce and workplace.

Employment Equity Numbers

Our employment equity numbers have been prepared on the basis of the National Occupational Classification (NOC) system, developed by Human Resources Development Canada. This system comprises 14 Employment Equity Occupational Groups (EEOGs)—as defined in Schedule II of the Employment Equity Regulations—and 520 NOC unit groups.

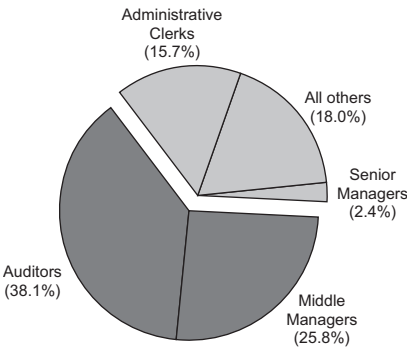
Classifying our employees under this system shows that we have a very specialized workforce:

- The 585 employees in our Office fall into 7 of the 14 EEOGs.
- Most of our employees (63.9 percent) are concentrated in 2 NOC unit groups—Middle Managers and Auditors.

Exhibit 1	
Classification of Office employees under the National Occupational Classification	
Employment Equity Occupational Group (EEOG)	Major National Occupation Classification (NOC) unit group
1 – Senior Managers	0012 – Senior Managers
2 – Middle and Other Managers	0414 – Middle Managers
3 – Professionals	1111 – Auditors
4 – Semi-professional and Technicians	1441 – Administrative Clerks
5 – Supervisors	
7 – Administrative and Senior Clerical Personnel	
10 – Clerical Personnel	

Exhibit 2

Distribution of employees by major NOC unit groups



Designated Groups Representation—Highlights

We have compared our representation in each designated group to the most recent workforce availability figures provided by Human Resources Development Canada—the Employment Equity Data Report. We have used national figures for this comparison in most areas, with the exception of Administrative and Senior clerical personnel and Clerical personnel for whom we used data for the national capital area.

Women

Women represented 54.9 percent of our workforce at 31 March 2004. We are representative in four out of seven occupational groups.

Under-representation for women continues in the large middle manager group where women represent 74.3 percent of the workforce availability. This year we are also showing under-representation at the senior management level; however, it should be noted that workforce availability for this category has jumped by almost 19% using the 2001 census data, (see Table 4 in the Appendix).

Aboriginal peoples

The overall number of Aboriginal employees remained constant. Under-representation for this group persists in all occupational groups, except the administrative clerical and semi-professionals and technicians groups, (see Table 5 in the Appendix).

Persons with disabilities

In 2003–04, we increased the number of recruits in this group. However, under-representation of persons with disabilities persists at the senior manager level and in the professional group, (see Table 6 in the Appendix).

Persons in a visible minority group

We have increased our representation of persons in a visible minority group at the middle management level over last year (see Table 7 in the Appendix).

Our goal will be to increase our representation in the professional, semi-professional, and clerical groups.

Representation in Hirings, Promotions, and Separations

This annual report includes an analysis of the numbers of employees hired, promoted, and terminated and the degree of representation in those numbers of persons who are members of each designated group.

Hirings as a percentage of workforce availability

Fifty-six people were hired during the year.

The percentage of persons with disabilities hired exceeded the workforce availability. The percentage of women hired fell slightly below the the workforce availability as was the case for persons in a visible minority.

No Aboriginal person was hired this year (see Table 8 in the Appendix).

Promotions

In 2003–04, 61 people (10.4 percent of all employees) were promoted.

The rate of promotion for women slightly exceeded 50% of the Office-wide figure. The rate of promotion for persons in a visible minority was approximately 5% of total promotions for the Office. There were no Aboriginal Peoples or Persons with Disabilities promoted during the year (see Table 9 in the Appendix).

Separations

Office-wide attrition decreased by 3.1 percent over last year. The decrease in the rate of attrition was evident in all but one of the designated groups. The attrition rate for aboriginal people increased by 11.1 %, (see Table 10 in the Appendix).

Appendix—Statistics

Report coverage

This report contains information on our indeterminate employees and term employees of three months or more as at 31 March 2004. Employees who were on secondment to other organizations are also included in our numbers.

Employees who were on leave without pay from our Office at 31 March 2004 are not included in the population. Because of the rapid turnover of students and casual employees, no information is reported on them.

Data on people in the designated groups

All data, other than those for women, were obtained through self-identification, the process by which people identify themselves as being from one of the other three designated groups. The data on women were obtained from other human resources information.

The completeness and accuracy of employment equity data depend on employees being willing to self-identify and being given the opportunity to do so.

Our self-identification process began in April 1997. Employees who joined the Office since then have been provided with a questionnaire.

At any time during the year, any employee may complete or revise a self-identification questionnaire, available from our Human Resources Group.

In tables 4 to 7, we show our representation as a percentage of the workforce availability, with comparative figures for the prior year. We believe this is the best measure of how well we are progressing toward our goal of achieving a representative workforce.

We provide information by Employment Equity Occupational Group (EEOG). In tables 4 through 7, we also provide information for the two National Occupational Classification (NOC) unit groups that comprise the majority of our employees — Middle Managers (NOC Unit 0414), which is part of EEOG 2 (Middle and Other Managers) and

Auditors (NOC Unit 1111), included in EEOG 3 (Professionals).

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

As at 31 March 2004

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	585		321	54.9	9	1.5	20	3.4	47	8.0
Workforce availability				52.1		1.9		3.6		10.6

Table 2

Distribution of employees by designated group and region of work

As at 31 March 2004

Region of work	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	511	286	56	6	1.2	17	3.3	37	7.2
All other regions	74	35	47.3	3	4.1	3	4.1	10	13.5
Total	585	321	54.9	9	1.5	20	3.4	47	8.0

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

As at 31 March 2004

Employment Equity Occupational Group	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	585	321	54.9	9	1.5	20	3.4	47	8.0
Senior Managers	14	3	21.4	0	—	0	—	2	14.3
Middle and Other Managers	171	53	31.0	1	0.6	7	4.1	11	6.4
Professionals	274	172	62.8	2	0.7	6	2.2	29	10.6
Semi-Professionals and Technicians	22	10	45.5	1	4.5	2	9.1	1	4.5
Supervisors	1	1	100	0	0	0	—	0	—
Administrative and Senior Clerical Personnel	11	8	72.7	0	0	1	9.1	0	—
Clerical Personnel	92	74	80.4	5	5.4	4	4.3	4	4.3

Table 4

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

As at 31 March 2004

Employment Equity Occupational Group	All employees	Women		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
All occupations	585	321	54.9	52.1	100+	100+
Senior Managers	14	3	21.4	39.2	54.6	100+
Middle and Other Managers	171	53	31.0	41.7	74.3	89.0
Professionals	274	172	62.8	52.4	100+	100+
Semi-Professionals and Technicians	22	10	45.5	32.2	100+	86.3
Supervisors	1	1	100	62.5	100+	N/A
Administrative and Senior Clerical Personnel	11	8	72.7	75.5	96.3	100+
Clerical Personnel	92	74	80.4	74.6	100+	100+

National Occupational Classification unit group	All employees	Women		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
Middle Managers (0414)	151	45	29.8	40.9	72.9	72.9
Auditors (1111)	223	136	61.0	52.5	100+	100+

Table 5

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

As at 31 March 2004

Employment Equity Occupational Group	All employees	Aboriginal peoples		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
All occupations	585	9	1.5	1.9	79.0	71.4
Senior Managers	14	0	–	5.6	0	0.0
Middle and Other Managers	171	1	0.6	2.9	20.7	60.0
Professionals	274	2	0.7	1.0	70	84.6
Semi-Professionals and Technicians	22	1	4.5	1.0	100+	0.0
Supervisors	1	0	0	N/A	0	N/A
Administrative and Senior Clerical Personnel	11	0	0	1.8	0	100+
Clerical Personnel	92	5	5.4	2.3	100+	100+

National Occupational Classification unit group	All employees	Aboriginal peoples		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
Middle Managers (0414)	151	1	0.7	3.1	22.6	50.0
Auditors (1111)	223	2	0.9	0.9	100+	100+

Table 6

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

As at 31 March 2004

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
All occupations	585	20	3.4	3.6	94	42.9
Senior Managers	14	0	–	2.1	0	0.0
Middle and Other Managers	171	7	4.1	2.5	100+	84.8
Professionals	274	6	2.2	4.1	53.7	61.1
Semi-Professionals and Technicians	22	2	9.1	3.9	100+	100+
Supervisors	1	0	–	2.0	0	N/A
Administrative and Senior Clerical Personnel	11	1	9.1	4.0	100+	0.0
Clerical Personnel	92	4	4.3	4.4	97.7	81.7

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003–04	2002–03
Middle Managers (0414)	151	5	3.3	2.5	100+	N/A
Auditors (1111)	223	2	0.9	4.1	22	15.2

Table 7

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

As at 31 March 2004

Employment Equity Occupational Group	All employees	Persons in a visible minority		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003-04	2002-03
All occupations	585	47	8.0	10.6	75.5	75.7
Senior Managers	14	2	14.3	4.5	100+	100+
Middle and Other Managers	171	11	6.4	5.7	100+	72.3
Professionals	274	29	10.6	15.6	67.9	95.2
Semi-Professionals and Technicians	22	1	4.5	9.8	45.9	91.2
Supervisors	1	0	—	5.9	0	N/A
Administrative and Senior Clerical Personnel	11	0	—	5.4	0	0.0
Clerical Personnel	92	4	4.3	6.4	67.2	52.6

National Occupational Classification unit group	All employees	Persons in a visible minority		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	2003-04	2002-03
Middle Managers (0414)	151	11	7.3	5.1	100+	100+
Auditors (1111)	223	28	12.6	16.6	75.9	79.6

Table 8

Hirings by designated group and Employment Equity Occupational Group*

1 April 2003 to 31 March 2004

Employment Equity Occupational Group	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	56	28	50.0	0	0	4	7.1	6	10.8
Senior Managers	1	0		0		0		0	
Middle and Other Managers	4	2	50.0	0		2	50.0	0	
Professionals	43	24	55.8	0		1	2.3	5	11.6
Semi-Professionals and Technicians	0	0		0		0		0	
Supervisors	0	0		0		0		0	
Administrative and Senior Clerical Personnel	1	0		0		1	100	0	
Clerical Personnel	7	4	57.1	0		0		1	14.3

*Includes employees hired into term positions (three months or more) and indeterminate positions.

Hirings as a percentage of workforce availability	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	56	28	50.0	0	0	4	7.1	6	10.8
Workforce availability			52.1		1.9		3.6		10.6
Hirings as a percentage of workforce availability			94.2		0		194.0		99.1

Table 9**Promotions by designated group and Employment Equity Occupational Category***

1 April 2003 to 31 March 2004

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
All occupations	61	31	0	0	3
Senior Managers (1)	4	1	0	0	1
Middle and Other Managers (2)	22	7	0	0	0
Professionals (3)	29	18	0	0	2
Semi-Professionals and Technicians (4)	0	0	0	0	0
Supervisor (5)	0	0	0	0	0
Administrative and Senior Clerical Personnel (7)	0	0	0	0	0
Clerical Personnel (10)	6	5	0	0	2

*Includes promotions and reclassifications.

Promotion rate	all employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
Number	61	31	0	0	3
Promotion rate (percentage)	10.4	9.7	0	0	6.5

Table 10

Separations by Designated Group and Employment Equity Occupational Group

1 April 2003 to 31 March 2004

Employment Equity Occupational Group	All employees	Women	Aboriginal people	Persons with disabilities	Persons in a visible minority
All occupations	52	22	2	1	3
Senior Managers (1)	2	0	0	0	0
Middle and Other Managers (2)	11	4	0	1	0
Professionals (3)	27	11	0	0	3
Semi-Professionals and Technicians (4)	1	0	0	0	0
Supervisors (5)	1	0	1	0	0
Administrative and Senior Clerical Personnel (7)	2	2	0	0	0
Clerical Personnel (10)	8	5	1	0	0

Attrition rate	All employees	Women	Aboriginal people	Persons with disabilities	Persons in a visible minority
Number	52	22	2	1	3
Attrition rate (percentage)	8.9	7.0	22.2	6	6.5
Attrition rate 2002-2003	12.0	12.9	11.1	8.3	11.4

Table 11

Distribution of Employees by designated Group and Salary Band As at March 31 2004

Salary Band (\$)	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage
30,000 - 34,999	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
35,000 - 39,999	39	6.8%	23	7.2%	0	0.0%	0	0.0%	2	4.3%
40,000 - 44,999	55	16.2%	30	16.5%	0	0.0%	2	9.5%	0	4.3%
45,000 - 49,999	60	26.5%	40	29.0%	1	11.1%	0	9.5%	5	14.9%
50,000 - 54,999	23	30.4%	12	32.7%	0	11.1%	0	9.5%	1	17.0%
55,000 - 59,999	59	40.5%	32	42.7%	0	11.1%	4	28.6%	4	25.5%
60,000 - 64,999	41	47.5%	26	50.8%	1	22.2%	1	33.3%	5	36.2%
65,000 - 69,999	38	54.0%	18	56.4%	0	22.2%	2	42.9%	8	53.2%
70,000 - 74,999	32	59.5%	15	61.1%	0	22.2%	0	42.9%	4	61.7%
75,000 - 79,999	50	68.0%	25	68.8%	0	22.2%	2	52.4%	7	76.6%
80,000 - 84,999	9	69.6%	4	70.1%	0	22.2%	0	52.4%	0	76.6%
85,000 - 89,999	10	71.3%	5	71.7%	1	33.3%	0	52.4%	0	76.6%
90,000 - 94,999	9	72.8%	2	72.3%	0	33.3%	1	57.1%	0	76.6%
95,000 - 99,999	8	74.2%	4	73.5%	0	33.3%	0	57.1%	1	78.7%
100,000 - 104,999	75	87.0%	43	86.9%	2	55.6%	7	90.5%	5	89.4%
105,000 - 109,999	6	88.0%	2	87.5%	0	55.6%	0	90.5%	0	89.4%
110,000 - 114,999	2	88.4%	1	87.9%	0	55.6%	0	90.5%	0	89.4%
115,000 - 119,999	10	90.1%	6	89.7%	1	66.7%	0	90.5%	0	89.4%
120,000 - 124,999	4	90.8%	4	91.0%	1	77.8%	0	90.5%	0	89.4%
125,000 +	54	100.0%	29	100.0%	2	100.0%	2	100.0%	5	100.0%
Total	585	100.0%	321	100.0%	9	100.0%	21	100.0%	47	100.0%