



President  
of the Treasury Board

Président  
du Conseil du Trésor

# Employment Equity in the Federal Public Service 1997-98

Canada



# **Employment Equity in the Federal Public Service 1997-98**

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## PRESIDENT'S MESSAGE

I am pleased to table in Parliament the annual report on *Employment Equity in the Federal Public Service 1997–98* pursuant to the *Employment Equity Act*.

Marcel Massé

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 1997–98 annual report on employment equity in the federal Public Service.

Sincerely,

Marcel Massé

President of the Treasury Board



## SPEAKER OF THE HOUSE OF COMMONS

Dear Mr. Speaker:

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## INTRODUCTION

Fiscal year 1996–97 was characterized by activities surrounding the implementation of the new *Employment Equity Act*. The past year marked the first full year under the new legislative framework that set out specific obligations with regard to the content of employment equity plans.

During the 1997–98 fiscal year, federal departments and agencies found themselves in a period of transition. This was marked by several challenges for those federal departments and agencies that recognize the importance of a workforce that reflects the Canadian population as well as the importance of diversity as a valued asset.

The Government of Canada is committed to employment equity. It is committed to achieving a workplace that reflects the diversity of Canadian society and to ensuring that every qualified Canadian has an equal opportunity for employment. It has maintained its leadership role in developing and implementing various measures to ensure the success of employment equity. In its strategic framework, ‘Our Vision,’ the Treasury Board of Canada Secretariat (TBS, or the Secretariat) made employment equity a fundamental component of the renewal of the federal Public Service, in keeping with the goals of *La Relève*.

**La Relève has helped us focus on understanding the demographic profile and evolution of the public service. (...) This will contribute to the rejuvenation of the public service and make it more representative of the Canadian population as we move to the new millennium.**

***First Progress Report on La Relève, March 1998***

Under the *Employment Equity Act*, the President of the Treasury Board is required to table before Parliament an annual report on the state of employment equity in the federal Public Service. This sixth annual report describes employment equity activities in the federal Public Service covering the period from April 1, 1997, to March 31, 1998.

Chapter 1 looks at employment equity in the federal Public Service. Future challenges as well as a summary of employment equity activities are described.





Chapter 2 reports on the achievements of TBS as a central agency. The main activities of the Employment Equity Division of the Secretariat's Human Resources Branch, often in collaboration with other partners, are described here. These activities help to ensure progress in employment equity in the federal Public Service.

Chapter 3 outlines the employment equity initiatives of a number of federal departments and agencies. These are reported according to activities in the fields of promotion and management of diversity, training and development, recruitment, accommodation, access and consultations.

Finally, Chapter 4 presents statistics on the representation and distribution of members of the designated groups in the federal Public Service.





## CHAPTER 1

# EMPLOYMENT EQUITY IN THE FEDERAL PUBLIC SERVICE

The principles of equality and respect for diversity are woven through the various linguistic, religious, racial and cultural strands that form Canadian communities. These values are fundamental considerations in the TBS's policy-making processes and program decisions.

A wide range of measures and programs have been introduced and undertaken during this fiscal year to further employment equity. Departments are taking a long, hard look at the composition of their workforces and at their employment systems and support mechanisms, to create a workplace in which opportunities are open to all Canadians.

The federal Public Service is facing a world of change: most departments have now met their obligations under Program Review and have turned some of their attention to the renewal of the federal Public Service. It is recognized that there is a critical need to develop key competencies for the future. This must be achieved by finding an appropriate balance between targeted recruitment of new talent and skills and investing in today's public servants. The Clerk of the Privy Council has sought the assistance of every government department and agency in order to undertake major human resources planning activities that must include the objective of employment equity. This will ensure that the government continues on its path towards a representative workforce.

As it tries to make the federal Public Service a welcoming environment for women, Aboriginal peoples, persons with disabilities and persons in a visible minority, the government is faced with important challenges.

### **Important Issues Still Facing Members of Designated Groups**

The percentage of women employed in the federal Public Service continues to rise. They can be found in management, administrative, scientific and professional positions. However, the federal Public Service must continue to work towards maintaining mechanisms that enhance women's participation at all levels within these groups, and refining its initiatives that bridge the entry of women into the Executive category.

Today more than 150,000 Aboriginal persons are post-secondary graduates. Despite this achievement, many Aboriginal youth are experiencing severe barriers to employment opportunities. As Aboriginal peoples continue to make their way towards self-government, the federal Public Service will endeavour to play a more active role in the development of skills to help them undertake new challenges.





It has long been recognized that Canadians with disabilities often encounter barriers in employment that prevent them from realizing the full range of employment and other opportunities that other Canadians enjoy. The federal government remains committed to forging partnerships with other levels of government and with private-sector organizations to develop programs and initiatives that will enable those persons to participate fully in all aspects of Canadian life, including careers in the public sector.

Representation of visible minorities within the federal Public Service continues to lag behind the profile of the Canadian population. In attempts to infuse the federal Public Service with new talent, recruitment efforts need to focus on this vast pool of skilled and talented workers.

## **Employment Equity-related Activities**

The *Employment Equity Act* requires ongoing communication to employees about measures undertaken and progress achieved. Over the last decade, we have made steady progress towards our goals. Our diverse workforce will act as a strong foundation as we prepare to enter the twenty-first century.

The first year of the implementation of the new employment equity legislative framework proved to be a learning process for the federal Public Service. What follows is a summary of the employment equity-related activities that began or were continued under the new Act.

### **Self-identification**

The process of self-identification is relevant to all employees, not just those who are Aboriginal peoples, persons with disabilities or members of visible minority groups. Through self-identification, every employee has an opportunity to indicate — at any time — that he/she is a member of one or more designated groups.

In keeping with the population identified for reporting purposes, self-identification information is published only for those employees who are indeterminate, seasonal or terms of three months or more and who were on active status on March 31, 1998. However, given that an employee's status may change during the period of employment, departments often collect self-identification information from all persons (such as casual employees and terms of less than three months) who are added to their payroll.

The TBS initiated measures to improve the process of reconciling data in the Employment Equity Data Bank with departmental data. This reconciliation often involves a review of employee-provided information to ensure validity with respect





to definitions under the *Employment Equity Act*. To facilitate the collection of reliable information, descriptions of the minority designated groups are provided on the self-identification questionnaire and in an accompanying self-identification brochure.

## **Workforce Analysis**

During the past year, federal departments and agencies started to analyze the composition of their workforce. Such analysis requires a comparison of the current levels of representation of designated groups within a department's workforce with the appropriate data on external availability. There is a need to continuously collect and maintain data on recruitment, hiring, promotion, training and retention of members of the designated groups. The analysis is a very complex process, and the high turnover in the human resources community over the past year has made the task even more difficult. Currently, departments possess varying degrees of data expertise. The lack of analytical capacity has had a direct effect on the level of compliance with this requirement. The need for statistical and analytical skills is being addressed within the broader agenda of renewal strategies for human resources practitioners.

## **Employment Systems Reviews**

Certain departments and agencies also conducted their first employment systems reviews under the new Act in order to determine the existence of barriers to employment for the four designated groups. In many departments, members of the consultative committees representing the four designated groups carried out the reviews. The barriers discovered included physical impediments limiting access to persons with disabilities. Other obstacles, such as unnecessarily restrictive job descriptions or organizational structures that made vertical career paths difficult, were found. Departmental initiatives, such as corporate culture surveys, are providing valuable insight into the identification of barriers and many departments have already taken steps to remove them from their practices and policies.

## **Employment Equity Plan**

As in previous years, the employment equity plans of federal departments and agencies were filed with the TBS. These plans must now take into account the findings of their respective workforce analysis and employment systems review so that programs, initiatives and strategies will ensure progress towards a representative workforce. This year's plans have included initiatives such as targeted recruitment and outreach programs, diversity management training for managers, transparency in secondment and developmental assignment processes, and exit interviews to address problems in the retention of employees from the designated groups.





## **Audits by the Canadian Human Rights Commission**

The past year saw the first employment equity audits conducted by the Canadian Human Rights Commission pursuant to its mandate under the new Act. Starting in the fall of 1997, the Commission first audited four departments and agencies that had volunteered to take part in a pilot audit project. These were Veterans Affairs Canada, the Canadian Radio-television and Telecommunications Commission, Citizenship and Immigration Canada and the National Parole Board. The pilot project enabled the Commission to test its audit procedures and train its auditors. The reports produced as a result of the pilot audits also gave TBS an opportunity to track the progress of departments in their implementation of the new Act.

The pilot audits revealed that departments are making progress in terms of accommodating employees, consulting employee representatives and implementing positive policies and practices. They were also found to have maintained their records in a satisfactory manner, including ensuring the confidentiality of those records. However, the analysis of workforces, reviews of employment systems and the setting of goals require further attention. As discussed above, these are challenges currently being faced by many departments and agencies.

After completion of the pilot audits, the Canadian Human Rights Commission, in consultation with the Secretariat, prepared a roster of other departments and agencies to be audited during 1998. It is anticipated that, by the end of that year, 22 additional departments and agencies will have been audited.

In the coming year, departments and agencies must continue their implementation of the new Act, monitor progress and revise their employment equity plans accordingly.





## CHAPTER 2

# EMPLOYMENT EQUITY ACHIEVEMENTS OF THE TREASURY BOARD OF CANADA SECRETARIAT AS A CENTRAL AGENCY

The introduction of new employment equity legislation was a major step towards improved management of human resources within the federal Public Service. Accordingly, the role of the Secretariat's Employment Equity Division has been changing over the past few years. As part of its responsibilities and service orientation, the Employment Equity Division has provided leadership and advice through the development of management frameworks, strategies and other tools in support of the work of departments and agencies in implementing the employment equity legislation.

With measurable objectives and attainable goals, employment equity will be a major determinant in the realization of a renewed and representative federal Public Service.

*Employment equity's success is measured in terms of a representative public service where all employees welcome diversity. Defining our partnerships and networks within the Secretariat and within other government departments as well as with external entities, will ensure that our employment equity goals receive wide acknowledgement.*

Kay Stanley, Assistant Secretary, Employment Equity Division

### **OUR MISSION:**

***To foster a human resources management philosophy that facilitates diversity particularly in relation to the four designated groups.***

### **OUR STRATEGIC PLAN:**

***To set out a more integrated employment equity role within the overall scope of the Secretariat's human resources management.***







The following are the major initiatives undertaken by the Employment Equity Division in 1997–98.

### **‘Our Vision’: A Strategic Framework**

It was reported last year that the Employment Equity Division was developing a strategic framework that would articulate the employer’s vision of employment equity in the federal Public Service for the next five years.

***A federal Public Service that increasingly and consistently integrates the principles of fairness, inclusion, cohesion and relevance into its culture will attract and nurture the required skills and talents.***

In November 1997, the Employment Equity Division distributed a document entitled *Our Vision: Employment Equity in the Federal Public Service* to managers and employees across the country. The result of consultations, this framework is a working guide for employment equity practitioners and interested individuals. It sets out the goals and key principles, core values and assets, environmental context and current situation of the designated groups, legislation and strategic actions.

### **Implementing the Vision: A Management Framework**

In 1996–97, the TBS consulted with the Public Service Commission of Canada (PSC), the Canadian Human Rights Commission, the departments and agencies for which the Treasury Board is the employer, and the Bargaining Agents in order to ascertain each party’s roles and responsibilities pursuant to the new *Employment Equity Act*. Last year’s report indicated that the outcome of the consultations would form the basis of a TBS delegation instrument to be distributed to deputy ministers and heads of agencies.

The document entitled *Shared Responsibilities for Implementing the New Employment Equity Legislation* was developed by the Employment Equity Division and describes the functions delegated by the Secretariat to departments and agencies. It was distributed in June 1997 to all federal departments and agencies. This document, the result of broad-based consultations, is consistent with subsection 4(7) of the *Employment Equity Act* of 1995 and supports compliance with the legislation. It clarifies the roles and responsibilities of central agencies and departments with respect to the obligations contained in the new legislation, which are crucial to the success of employment equity in the federal Public Service. It also clarifies the expected results of compliance with the new Act, thus allowing for better accountability.





Included in the employer's management framework are documents entitled *A Guide for Employment Equity Practitioners*, which was produced by the National Joint Council, and the *Accountability Framework*, both of which were reported in the previous exercise. A new document entitled *Employment Systems Review: A Guide for the Federal Public Service*, was distributed in March 1998. The result of a partnership between the Secretariat's Employment Equity Division and the PSC, the guide is intended to be a reference document to help employment equity practitioners carry out the main steps of the review of their employment systems. Also included in the management framework are the biannual Progress Reports, which provide departments and agencies with data and a snapshot of their employment equity situation with respect to the representation of the designated groups.

***Employment Systems Review: A comprehensive examination of an organization's policies and practices to identify and permit removal of systemic and attitudinal barriers to employment opportunities for persons in the designated groups.***

As part of its mandate to educate and assist, the Employment Equity Division has endeavoured to help departments and agencies prepare for audits initiated by the Canadian Human Rights Commission in early 1998. The Division tracks audit results so that it can further assist departments and agencies by addressing identified problems. It also held information sessions for the departments on the audit roster.

Finally, in 1997–98, a greater emphasis was placed on responding to the specific needs of departments and agencies by undertaking regional visits, among other activities.

***It is the mandate of the Secretariat to provide, on behalf of the Treasury Board, strategic direction for employment equity in the federal Public Service, to foster a supportive environment, develop useful tools, define performance expectations, monitor results and provide feedback to departments and agencies.***

## **Sunset of the Special Measures Initiatives Program**

At the end of the 1997–98 fiscal year, the Special Measures Initiatives Program (SMIP) drew to a close.





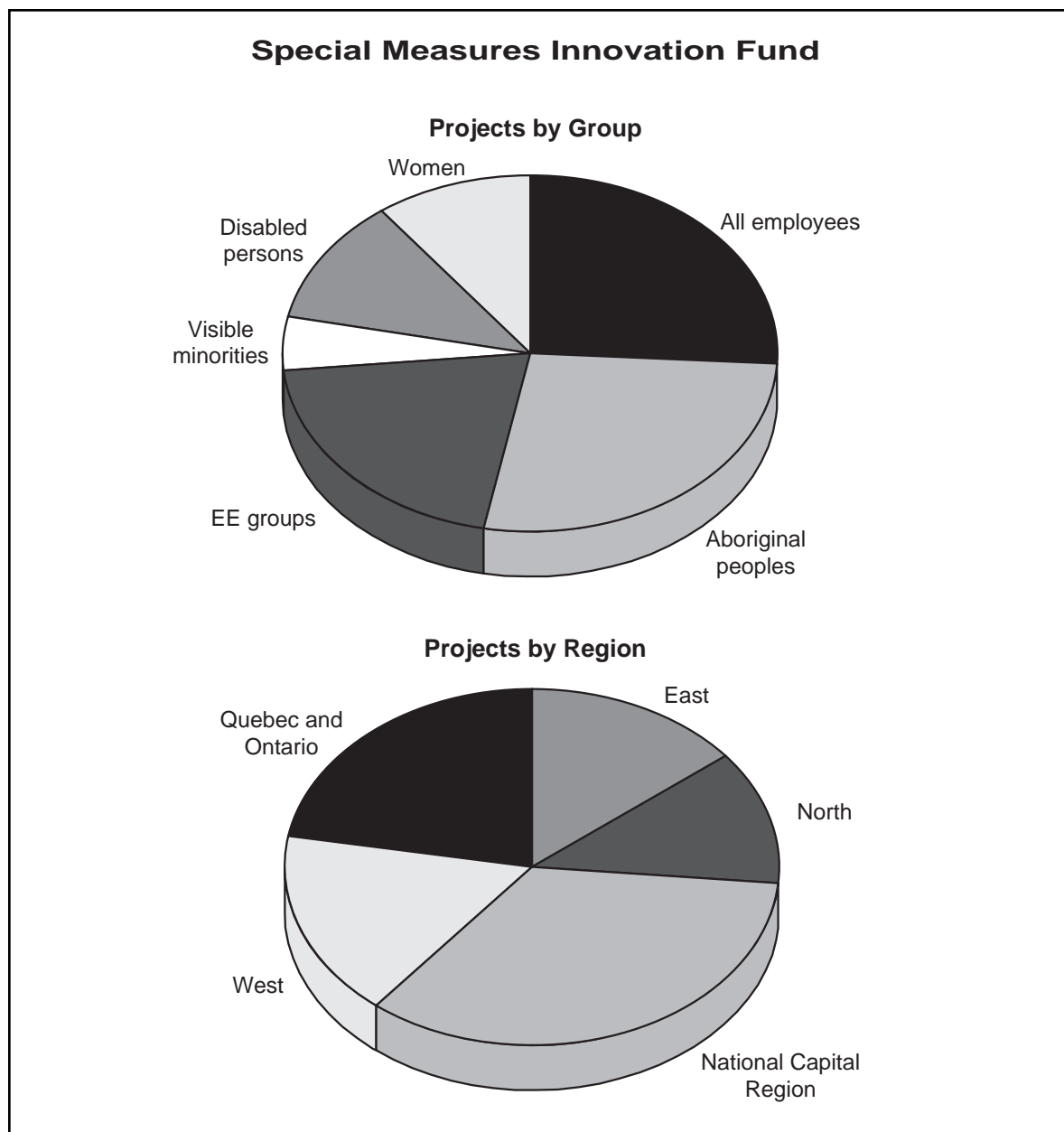
The SMIP was a Treasury Board program administered by the PSC. It complemented the larger Employment Equity Program of the federal Public Service by providing departments and agencies with financial, technical, or other support to help them attain their employment equity objectives. These included the hiring, promotion, retention, and training and development of members of the four designated groups, namely, women, Aboriginal peoples, persons with disabilities and members of visible minorities. The activities of the program were divided among several components: the Special Measures Innovation Fund, the Special Measures Recruitment Program, the Diversity Management Technology Centre and the Career Consultation and Development Unit. The Program also supported the participation of employees within the Career Assignment Program and Interchange Canada.

The Special Measures Innovation Fund (SMIF) was the largest and most visible component of the SMIP. It provided opportunities for departments and agencies to develop cost-shared projects that responded to specific employment issues and needs. By 1997–98, there had been 166 SMIF projects funded at a cost of \$18 million. This was matched by another \$14.5 million from departments, for a total of \$32.5 million invested over four years. Many different projects and success stories with long-term effects ensued and one important positive outcome was the development of partnerships. Over half of the SMIF projects involved partnership arrangements and strategic alliances between departments and other groups. Many SMIF initiatives have been integrated into departmental plans and are supporting *La Relève* and other employment equity strategies. Numerous tools and projects were developed as well as a compilation of best practices and smart strategies that will assist departments and agencies in the development of alliances and in the sharing of employment equity knowledge.

SMIP underwent an extensive independent evaluation in March 1997. The program was reviewed in light of the following criteria: responsibility, progress, improvement and cost-effectiveness. Findings indicated that SMIP:

- was an incentive and increased departmental participation in the Employment Equity Program;
- aided in building interdepartmental partnerships;
- improved cultural awareness through diversity training projects; and
- helped to maintain, and even improve in some cases, the proportion of the designated groups within the federal Public Service during the downsizing period.





There were also some lessons learned from the evaluation of SMIP:

- interdepartmental partnerships work in times of downsizing;
- when recruitment opportunities are limited, departments can work on changing corporate culture; and
- sharing experiences and resources between departments is productive. This is particularly true when there is senior management commitment.





## **Dawn of the Employment Equity Positive Measures Program**

There is still a need for special support programs for employment equity within the federal Public Service to ensure its continued progress across departments and agencies. Special measures provide an incentive for more active participation.

The Secretariat is developing a new program that will be called the Employment Equity Positive Measures Program. In addition to building on the successes and lessons learned from the SMIP, this new program will have a stronger regional focus, will emphasize cost-shared departmental projects, and will have a new governance structure under TBS leadership. The launch for this anticipated successor program is planned for 1999.

## **The Orientation to Employment Equity Course**

The success of this course, which was developed and piloted in the 1996–97 fiscal year, was reported in the previous exercise. The course aims to increase understanding of federal Public Service employment equity issues, organizational realities and the legal obligations related to implementing the provisions of employment equity legislation.

Based on experience and feedback gained from the pilot, the course was redesigned and offered twice in 1997–98 in the National Capital Region, once in September 1997, and once in March 1998. In both cases, feedback was positive. The course will continue to be modified to meet the evolving needs of the participants. It will be offered nationally in both official languages through Training and Development Canada in the 1998–99 fiscal year.

## **Electronic Access to the Employment Equity Division**

The Employment Equity Division's Publiservice and Internet sites, which are currently being developed, should be available on-line in the fall of 1998. They were created in response to the Division's desire to broaden the use of technology to disseminate information. The appropriate use of technology makes the most of available resources and ensures a comprehensive, single-window access to timely employment equity information, for example the tools and documents produced by the Division.

## **Consultations**

### **National Joint Council/Joint Consultation Committee on Employment Equity**

Within the forum provided by this committee, employers and employee representatives consult and collaborate on matters related to employment equity. At the national level, the TBS, the PSC and departments consult and collaborate with Bargaining Agents through the National Joint Council/Joint Consultation Committee.





In 1997–98, some of the issues dealt with in this forum included the final production and distribution of *A Guide for Employment Equity Practitioners*. The committee discussed issues concerning designated group representation data and the safeguard of self-identification information at the departmental level. Finally, through the National Joint Council, Bargaining Agents provided input to the document entitled *Our Vision: Employment Equity in the Federal Public Service*.

Following an April 1997 proposal to carry out joint training on the implementation of employment equity in the federal Public Service, a working group was formed to discuss possible initiatives. The Working Group on Joint Employment Equity Training will continue to meet throughout 1998 to develop recommendations with respect to training.

### **Interdepartmental Committee on Employment Equity**

During 1997–98, the Interdepartmental Committee on Employment Equity, a partnership arrangement and information exchange network between departments and the TBS, continued to provide employment equity leadership. Its role is to provide a forum to further employment equity objectives by fostering the exchange of information, by identifying common issues and concerns of the employment equity community, and by promoting the continuous learning and development of employment equity specialists. It also provides a venue for consultation on TBS policies, guidelines and programs.

Membership in the committee includes one employment equity practitioner from each federal department or agency. Included as well are representatives of central agencies. All persons interested in employment equity can be present at any meeting and participate in the discussions. Consultation is an important mechanism in support of the employment equity community.

### **Consultation Committees on Employment Equity**

Four Consultation Committees on Employment Equity, one representing each designated group, provide the TBS with feedback and advice on strategies, issues, policies and initiatives related to the designated group they represent. The committees are made up of members of designated groups from a cross-section of departments and representing a variety of levels, occupational groups and regions.

Members of the four Consultation Committees met in May 1997 to receive general orientation information on employment equity in the federal Public Service, to hear from the Secretary of the Treasury Board about government-wide priorities, to exchange information on issues of common interest, and to provide advice on key directions.





During the year, all four committees had an opportunity to provide input into the preparation of policy and implementation tools. Examples of key consultation issues include the review of the Special Measures Initiatives Program, the *Our Vision: Employment Equity in the Federal Public Service* document, the *Employment Systems Review Guide* and the *Shared Responsibilities for Implementing the New Employment Equity Legislation* document.

In addition, every committee dealt with other issues of interest to a particular designated group.

### ***Women***

Although the implementation of the *Employment Equity Act* remained the focus of much work, the committee continued to assess issues of significance to women across the federal Public Service.

In March 1998, the committee developed a presentation entitled “Employment Equity for Women,” which addressed the question: “Is employment equity for women still an issue?” The presentation concluded that “while women have reached representation equal to their labour market availability, many issues facing women remain unresolved”. The committee also developed documentation in support of the continued inclusion of women as a designated group, and it created a mission statement:

*The Public Service of the 21<sup>st</sup> Century benefits from the diversity of women working at all levels and in every sector. Employment Equity for Women is Equity for All.*

### ***Aboriginal Peoples***

In 1997–98, this committee was interested in developing an action plan that included co-ordination of a committee report on the ways in which Aboriginal peoples can best help to make the federal Public Service more representative. It also initiated work towards an Aboriginal Career Strategy to facilitate and support lateral transfers, deployments, assignments, training and career counselling for Aboriginal employees across occupational groups and levels in the federal Public Service.

### ***Persons with Disabilities***

This committee provided feedback and practical advice to the TBS on many issues, for example, job accommodation, retention and mobility of employees with disabilities, and flexible work arrangements. Two of the committee’s members participated in the National Workplace Symposium for Persons with Disabilities as speakers.





The committee was consulted on the single-window concept and the amendments to the Provision of Services to Employees with Disabilities Policy. It was also debriefed on the results of the Job Accommodation Pilot Project for Employees with Disabilities. More information on these initiatives and projects is provided later in this chapter.

### ***Members of Visible Minorities***

As part of the evaluation of the Special Measures Initiatives Programs, the committee was consulted on issues of significance to visible minorities during the 1997–98 fiscal year.

## **Designated Groups: Highlights and Special Events**

### **Women**

#### ***International Women's Week***

To celebrate International Women's Week (March 9 to 13, 1998), the Employment Equity Division of the TBS invited Dr. Linda Duxbury, Professor, School of Business, Carleton University, to present her research entitled Supportive Work Environments. Her work revealed that culture is at least, if not more, important than policies for supportive work environments. She found that employees in a supportive workplace were happier, suffered less stress and were more productive. Dr. Duxbury's research concluded that managers are key to achieving a supportive workplace. Supportive work environments must be viewed as an integral business strategy that involves planning, benchmarking and evaluation in order to be successful.

### **Aboriginal Peoples**

#### ***Assembly of Manitoba Chiefs***

The settlement of complaints with the Assembly of Manitoba Chiefs requires the implementation of employment equity initiatives for Aboriginal peoples within 18 federal departments. These agreements are in effect until 2001–02 and are being monitored by the Canadian Human Rights Commission to ensure compliance and the achievement of progress.

To ensure that the terms of the agreements are respected, the TBS facilitated a series of bilateral meetings held between the Assembly of Manitoba Chiefs and signatory departments in late January 1998.







### ***Assembly of First Nations***

In October 1997, the Assembly of First Nations National Chief met with the Secretary of the Treasury Board to discuss employment equity issues as these affect Aboriginal peoples. They agreed to develop a Memorandum of Understanding between the TBS and the Assembly of First Nations to facilitate co-operation in the promotion of employment equity for Aboriginal peoples. The Memorandum of Understanding signals a significant step for both organizations in the advancement of employment equity for Aboriginal peoples. Both parties will meet to review issues of common interest and progress under the Memorandum of Understanding.

### ***Aboriginal Awareness Week***

The TBS staged a series of activities and lectures in connection with Aboriginal Awareness Week (May 19 to 25, 1997). A celebration of Aboriginal culture, with singers and dancers from Walpole Island, Ontario, provided increased awareness and understanding. In addition, a learning event under the theme Aboriginal Mentors and Role Models featured guest panellists Dr. Olive Dickason, History Professor and recipient of the National Aboriginal Achievement Award for Lifetime Achievements, and Ms. Sara Beaudry, multiple medal winner, American Indigenous Games, and Ontario Representative on the National Native Role Model Program.

### ***The Aboriginal Workforce Participation Initiative***

The objective of the Aboriginal Workforce Participation Initiative is to increase the level of Aboriginal employment in both the federal Public Service and other sectors of the economy by the end of the decade. The initiative was launched in 1991 under the joint leadership of TBS and Indian and Northern Affairs Canada in collaboration with the PSC. It was renewed in 1996 thereby reaffirming the government's commitment.

The program contains internal and external components. The internal component aims to improve the representation and distribution of Aboriginal peoples in the federal Public Service through the implementation of comprehensive employment and retention strategies. The objective of the external component is to encourage commitment to similar action in the provincial and territorial public sectors, including their regulated agencies, and in the federally regulated private sector.

In 1997–98, the TBS and the PSC developed an information kit to promote the internal component of this initiative. With various facts, figures and key employment information about Aboriginal peoples, the kit provides practical assistance to managers. Dissemination of the kit is expected in the late fall of 1998.





## Persons with Disabilities

### *Job Accommodation Pilot Project for Employees with Disabilities*

The previous report described this special pilot project, undertaken by the TBS and the PSC and funded by the Special Measures Innovation Fund. The project aimed to enhance the quality of working life and to improve prospects for the job enrichment and advancement of participating employees. As part of the project, the workstations of 40 employees with disabilities were assessed.

The project ended with the 1997–98 fiscal year. An evaluation of the results revealed that it was successful in helping a number of federal departments and agencies in the National Capital/Eastern Ontario Region to lower barriers for persons with disabilities in their work environments. It also revealed that the great majority of accommodations were quite inexpensive. The data collected made it possible to assess the needs of employees with disabilities and to propose the establishment of a single-window approach for those employees who need accommodation. The project also established that job accommodation for persons with disabilities is an ongoing activity, as accommodation will still be required even when employment equity objectives are attained.

***We all have a role to play in eliminating the myth that accommodations are expensive and represent an unreasonable cost.***

### *Single-window Concept for the Accommodation of Persons with Disabilities*

In light of the results obtained in the Job Accommodation Pilot Project, the Employment Equity Division is developing a single-window concept for the accommodation of persons with disabilities. This pilot project will see the creation of a centre of expertise to help federal Public Service managers meet their policy and legal obligations to accommodate persons with disabilities and to help departments reduce barriers in the work environment of employees with disabilities.

Concurrently, the Employment Equity Division is reviewing the Provision of Services to Employees with Disabilities Policy, which provides for technical aids and attendant and other specialized services to ensure that the employment-related needs of employees with disabilities are met. The objectives of the review are threefold: to look at ways that would allow public servants with disabilities to move their assistive devices with them from job to job or from department to department; to seek ways of maintaining their accessibility to established information networks; and to determine how best to apply accommodation management practices.





### ***The National Workplace Equity Symposium for Persons with Disabilities***

The Symposium, held in Ottawa in January 1998, stressed the obligations that departments have to accommodate employees with disabilities. Organized by Human Resources Development Canada in partnership with the TBS, departments and agencies, and other organizations, the Symposium was attended by more than 200 persons. It initiated discussions around the issue that an inclusive work environment should take into account people's differences. Also, it reiterated the government-wide commitment to provide technical assistance, personnel and specialized services to meet the needs identified by employees with disabilities.

### **Members of Visible Minorities**

#### ***The International Day for the Elimination of Racial Discrimination***

The International Day for the Elimination of Racial Discrimination was marked by a half-day colloquium, which promoted a deeper understanding of the issues faced by members of visible minority groups. On March 26, 1998, Dr. Errol P. Mendes, Professor, Faculty of Law, University of Ottawa and Director of the Human Rights Research and Education Centre, was invited as a guest speaker. Dr. Mendes gave a presentation entitled *Creative Force Behind Human Rights: Agenda for the 21<sup>st</sup> Century*, in which he argued that to allow employees to draw on their diversity is crucial to a creative workplace. He suggested that diversity in the workplace must be understood as more than minority representation. This event heightened employees and managers' awareness of human rights issues and challenges affecting Canada in the coming years and encouraged discussion.

#### ***Systemic Discrimination Issues***

In a decision rendered on March 19, 1997, a Human Rights Tribunal reported that it had found evidence of systemic discrimination against visible minorities employed at Health Canada. The Tribunal ordered that special corrective measures be implemented. The TBS worked with that department and the PSC to ensure that the Tribunal Order was successfully implemented and to determine which issues had implications for the federal Public Service as a whole.





## CHAPTER 3

# INITIATIVES OF DEPARTMENTS AND AGENCIES

As in previous reports, this chapter deals with some of the initiatives made by federal departments and agencies to promote employment equity in the federal Public Service and to increase designated group representation. Through these initiatives, the departments and agencies are applying the *Employment Equity Act* in concrete terms.

Departments and agencies must make efforts to retain employees who are members of designated groups while implementing workforce reduction measures that mean reduced employment opportunities. The challenge is to maintain or increase the representation rate of designated groups.

In general, departments and agencies carried out the activities provided for under the *Employment Equity Act* with respect to voluntary declaration, analysis of their workforces and the setting up of mechanisms for consultation and collaboration with designated group representatives and the unions. Most began an employment systems review and identified corrective measures to help close the gap between workforce representation and availability rates. Finally, they report that employment equity principles have been incorporated into their human resources action plans so as to strengthen their commitment, and that the value of a diverse workforce has been factored into their departmental *La Relève* plans.

More delegation of responsibility for the execution of employment equity programs to managers is also noted; managers are being given direct responsibility for the achievement of the objectives. In some cases, this responsibility is taken into account in their performance evaluations.

A number of other initiatives are worthy of note.

### Promoting and Managing Diversity

Despite the challenges, federal departments and agencies continued to focus on the basic principles for successfully managing diversity through promotional activities.

The **Department of Canadian Heritage** held a national Diversity Forum in November 1997 to highlight diversity-related issues. The initiative was entirely organized by employees who are members of the department's employment equity consultative committees. About 250 people attended. Speakers representing the four



designated groups, private companies and the government led workshops on such topics as dispelling the myths, breaking through the glass ceiling, and personal empowerment and leadership.

In the interests of continuity, the **Royal Canadian Mounted Police** merged the employment equity program for its federal Public Service employees and the one for its members. It also combined the employment equity policies for these two groups into a single policy so that all staff are aware of the importance of the related responsibilities and obligations.

**Public Works and Government Services Canada** has a rewards program for exemplary practices or initiatives related to employment equity. Five equity awards were handed out in 1997–98.

**Indian and Northern Affairs Canada** is maintaining its commitment to provide all employees who are members of designated groups — and particularly Aboriginal peoples, who occupy 40 per cent of positions in the department — with a positive working environment. The department wants to improve and promote attendance and participation in the special activities of the Council of Elders, or Kumik. Over 700 individual appointments were made with 18 guest Elders from various First Nations and Inuit communities in 1997–98.

**Health Canada** organized diversity awareness sessions for its executives to help promote mentoring in a diverse working environment. The workshop was given several times in 1997–98. In addition, the Deputy Minister introduced an award for managers whose employment equity-related achievements were significant in both quantitative and qualitative terms, so as to recognize excellence in managing diversity. The award was presented for the first time in June 1997.

## **Training and Development**

A number of departments and agencies launched initiatives to support the acquisition of professional experience by members of designated groups or the acquisition of new skills by managers.

At the **Public Service Commission of Canada**, an internship for two members of visible minorities ended during the fiscal year. The two interns were recruited in 1996 to take part in the Industrial-Organizational Psychologist Sponsorship Program, with the assistance of the Special Measures Initiatives Program. They are expected to obtain their doctorates in psychology in December 1998. The Commission intends to then offer them positions as psychologists.





At **Agriculture and Agri-Food Canada**, women obtained 75 per cent of development assignments under a career orientation program. The Research Branch placed 12 women in Government of Canada laboratories, with the support of the Visiting Fellowship Program in Canadian Government Laboratories.

**Transport Canada** took part in a technical training program funded by the Special Measures Initiatives Program. The training program gave members of designated groups an opportunity to receive training as aircraft maintenance technicians. The services of two women were retained until they obtain their licences.

At **Public Works and Government Services Canada**, career advancement programs in which members of designated groups participate were set up. The Executive Development Program for Visible Minorities described in our last report was expanded to the national level. Two Aboriginal engineers received job offers under the Western Region First Nations Technical Recruitment Initiative.

**Revenue Canada** continues to focus its efforts on achieving a more equitable distribution of women across occupational categories and giving them access to non-traditional jobs. In 1997–98, over 70 employees in Newfoundland and Labrador acquired the accounting skills needed to work in the Verification and Enforcement Division through the Edmonds Bridging Program, described in our last report. The program was created and introduced in the region during the 1996–97 fiscal year to help women obtain senior-level positions. The project also aims to create bridging mechanisms to enable women in low-level occupational categories to obtain positions in non-traditional fields. In view of the project's success, the Edmonds program's guidelines will be used as a model for similar programs for the other designated groups.

The **Department of Canadian Heritage** conducted a voluntary declaration survey in July 1997 and established a database in order to analyse the data on training. This will enable the department to measure the portion of the training budget allocated to members of designated groups. In addition, the Diversity at Work workshop was presented across the country during the 1997–98 fiscal year. It is funded by the Special Measures Initiatives Program and is part of the department's human resources action plan for *La Relève*. Managers are required to attend in order to acquire the human resources management skills and knowledge they need to sit on selection committees. About 300 managers have already taken this workshop.

In the fall of 1997, **Industry Canada** launched a training program for SIs, the second component of its Bridging Program. The Action Committee on Women's Issues at **Industry Canada's** Women's Bureau had developed the Bridging Program to respond





to concerns about the large number of women in the workforce occupying administrative support positions (80 per cent). The program was approved by senior management in 1994 in order to support the professional development of women. It is funded by **Industry Canada** and receives additional support from the **Treasury Board of Canada Secretariat**'s Special Measures Initiatives Program.

At **Solicitor General Canada**, women make up 58 per cent of the workforce. The department estimates that only 30 per cent of the 142 employees in this group belong to the support category. The department has constantly maintained a representation rate of women in the Executive group that is far higher than in the federal Public Service as a whole. Women occupy 45.5 per cent of positions in the EX group. Since March 1998, 46.6 per cent of the members of the department's Executive Committee have been women.

The New Brunswick Region of **Human Resources Development Canada** is helping employees who are members of designated groups by offering them counselling, development opportunities and transfers, among other things. The activities related to this initiative seek to promote the retention and development of members of designated groups at a time of workforce reduction.

## Recruitment

Many departments and agencies are making a special effort to encourage members of designated groups to seek careers in the federal Public Service, despite limited recruitment.

As indicated in last year's report, the **Canadian Space Agency** launched a pilot project that gave students with disabilities the opportunity to do internships on both sides of the Atlantic. In 1997–98, it hosted a young paraplegic from France.

**Public Works and Government Services Canada** has mentoring, career counselling, transfer and assignment programs, and networking for employees who are members of designated groups. Under the **Public Service Commission of Canada**'s Federal Student Work Experience Program, the department launched a summer jobs program for Aboriginal students.

To recruit new employees, the **Canadian Dairy Commission**'s Human Resources Directorate posted its notices of competition at organizations dedicated to helping members of visible minorities.





The **National Research Council of Canada** supported the creation of a centre at Concordia University to promote access to science and engineering for Aboriginal students. The project's main objective is to increase the future pool of Aboriginal scientists and engineers at the national level. The centre will address the under-representation of Aboriginal peoples in science and engineering professions by combining research, curriculum development, networking, promotion and public awareness.

The **Canadian Grain Commission** is continuing a mentoring program with high schools in order to offer students who are members of designated groups work experience in the fields of management and science. In 1997–98, six high school students from visible minorities and three Aboriginal students from the Frontier School Division took part in the program.

The Prairie and Northern Region of **Transport Canada** distinguished itself in the recruitment and retention of Aboriginal employees. In October 1997, the Region retained the services of a human relations officer to deal exclusively with this issue. The officer began examining the possibility of using the services of Aboriginal organizations in the region, through the Assembly of Manitoba Chiefs, to distribute notices of competition, to discuss collaboration in promoting and announcing job prospects, and to begin talks on setting up an employment program for Aboriginal peoples. The Region made considerable progress in recruiting Aboriginal peoples. Between April 1997 and March 1998, five Aboriginal persons were hired and a number of developmental positions were created.

The Quebec Region of **Human Resources Development Canada** set up a program to support the recruitment and development of members of visible minorities. It is funded by the Special Measures Initiatives Program. Through this three-year program, the department has enabled 37 participants to acquire experience at human resources centres in Montreal, 28 of whom are still working for the department.

## **Accommodation and Access**

The majority of departments and agencies are making efforts to ensure that the workplace is accessible and free of obstacles to the retention of employees who are members of designated groups.

The **Public Service Commission of Canada** used the services of the Neil Squire Foundation, a non-profit organization, to assess a workstation in order to adapt it to the needs of a person with a disability. In addition, sign-language interpreters are used when







employees with impaired hearing attend meetings or lectures, and a reader has been hired to help a visually impaired employee once a week.

The **Canadian Environmental Assessment Agency** has created bridging positions to give its support personnel opportunities for professional growth through the use of flexible work schedules and job sharing.

The **Immigration and Refugee Board** reports that telecommunications devices for the deaf are now available in all regions and that all its offices are now accessible to people with disabilities.

At the **Canadian Human Rights Commission**, the internal computerized complaints management system is being overhauled to make it accessible to employees with disabilities. In addition, the **Commission** has invited employees with special needs to report these before it moves its headquarters to its new premises.

## Partnerships

Partnerships among federal departments and agencies, private enterprise and community groups, among others, proved fruitful and educational in 1997–98.

The **Passport Office** prepared a guide in collaboration with the **Public Service Commission of Canada** and the **Treasury Board of Canada Secretariat**. It will be used by the officials responsible for staffing at the **Office** during the employment systems review.

The **Department of Canadian Heritage** reports that a course entitled Partnering with Aboriginal Peoples was given in Calgary in order to facilitate the establishment of partnerships with Aboriginal groups. The course was designed in co-operation with local Aboriginal groups.

The Job Experience and Employment in the Public Service (JEEPS) for persons with disabilities project is a fine example of an intergovernmental partnership in which the partners' resources and needs are pooled so as to stimulate interest among all parties. This project offers a range of services for the **Public Service Commission of Canada** district office in Newfoundland, the **Treasury Board of the Government of Newfoundland and Labrador**, and people with disabilities in that province. Thanks to this project, the provincial public service has more jobs to offer and people with disabilities now have more opportunities to find a position in the federal Public Service and better access to professional development services.





Despite the limited recruitment opportunities at this time, the **Canadian Space Agency** is widening its recruitment sphere by working with the schools. Space Resource Centres in the Pacific and Prairies Region offered workshops with elementary school teachers in their region so as to enrich the curriculum and include space-related themes. It appears that nearly 500 teachers and 4,000 Aboriginal students benefited from this opportunity to learn about space careers. In the same vein, the Marsville program encourages both academic and co-operative learning. It is the largest space education program in Canada. Talks are under way to add two new cities to the program's national list, one in Yukon for Inuit students and the other in Saskatchewan for First Nations students.

The Research Branch of **Agriculture and Agri-Food Canada** is also working in partnership with the schools. It continues to take part in the Akwesasne Mohawk Board of Education's science fair, where a hundred students from grades 6 to 8 display their science projects. This effort is part of the department's long-term strategy to improve the representation rate of Aboriginal peoples by encouraging students to consider a science career in agriculture.





## CHAPTER 4

# THE NUMBERS<sup>1</sup>

### Highlights

The data in this chapter cover the fiscal year April 1, 1997, to March 31, 1998. The following are the highlights of this information.

#### **WOMEN**

- *Women now make up slightly more than half of the federal Public Service workforce (50.5 per cent) and almost half of all indeterminate employees (48.4 per cent).*
- *A quarter of all employees in the Executive category are women (25.1 per cent), up from 23.0 per cent on March 31, 1997.*
- *One in 8 female employees was also a member of another designated group, compared to 1 in 10 a year earlier.*
- *Six of 10 persons hired into the federal Public Service were women, the same proportion as a year earlier.*
- *Six out of 10 women entered the federal Public Service via the Administrative Support category, down from 7 out of 10 a year earlier.*
- *Women received slightly more than half (52.3 per cent) of all promotions.*

<sup>1</sup> Technical Notes that describe this report's statistical base start on page 41. They include an explanation of the population, which comprises indeterminate employees, term employees of three months or more, and seasonal employees. It does not include casual employees, students, terms of less than three months, or employees on leave without pay.





## **ABORIGINAL PEOPLES**

- *Aboriginal peoples comprised 2.7 per cent of the federal Public Service workforce, up from 2.4 per cent on March 31, 1997.*
- *Aboriginal peoples were 3.0 per cent of all new hires into the federal Public Service, up from 2.6 per cent a year earlier.*
- *Seven out of 10 Aboriginal employees entered the federal Public Service via the Administrative Support or Administrative and Foreign Service categories.*
- *Most new Aboriginal employees were hired for a specified term (82.1 per cent).*
- *More than 7 in 10 Aboriginal employees work outside the National Capital Region.*
- *Aboriginal employees received 2.6 per cent of all promotions, in line with their internal representation of 2.7 per cent.*
- *Among indeterminate employees, 2.7 per cent of all separations were Aboriginal employees.*

## **PERSONS WITH DISABILITIES**

- *Persons with disabilities represented 3.9 per cent of the federal Public Service workforce, up from 3.3 per cent as of March 31, 1997.*
- *Nine out of 10 employees with disabilities were indeterminate employees.*
- *Approximately 1 in 5 persons with disabilities was hired as an indeterminate employee.*
- *Just over half of all persons with disabilities entered the federal Public Service in the Administrative Support category, down from 2 out of 3.*
- *Employees with disabilities received 3.1 per cent of all promotions, slightly below their internal representation of 3.9 per cent.*
- *Persons with disabilities accounted for 4.2 per cent of indeterminate employees separating from the federal Public Service.*





## **PERSONS IN A VISIBLE MINORITY GROUP**

- *Persons in a visible minority group represented 5.1 per cent of the federal Public Service workforce, up from 4.7 per cent on March 31, 1997.*
- *Almost 9 out of 10 employees in a visible minority group were indeterminate employees.*
- *Just about a quarter of all persons in a visible minority group were in the Scientific and Professional category, the same proportion as last year.*
- *Two-thirds of all employees in a visible minority group work outside the National Capital Region, the same proportion as among all employees.*
- *Of all new hires, 3.9 per cent were persons in a visible minority group, up slightly from 3.1 per cent a year earlier.*
- *Three in 10 persons in a visible minority group were hired as indeterminate employees, up from just over 1 in 10 a year earlier.*
- *The proportion of new employees in a visible minority group entering the Administrative Support category decreased (to 40.4 per cent, from 50.3 per cent in 1997); those entering the Administrative and Foreign Service category increased (from 22.8 per cent to 35.0 per cent).*
- *Employees in a visible minority group received 5.8 per cent of all promotions, slightly above their internal representation of 5.1 per cent.*
- *Persons in a visible minority group accounted for 4.4 per cent of separations by indeterminate employees.*





## Overall Representation

Progress was made in increasing the representation of all four designated groups over the fiscal year. Figures 1 and 2 present information on representation and compare this with workforce availability (see Technical Notes) for each designated group. These charts, as well as Figure 3 and Table 1, also provide historical information on the four designated groups over the last decade.

The comparison of current representation in the federal Public Service with 1996 workforce availability (i.e. with information from the most recent Census of Canada) shows:

- Women (50.5 per cent) and Aboriginal peoples (2.7 per cent) have representation rates that are currently higher than workforce availability of 48.7 and 1.7 per cent, respectively.
- Representation of persons with disabilities (3.9 per cent) was over four-fifths the workforce availability<sup>2</sup> (4.8 per cent).
- The gap between representation of persons from visible minority groups and their availability in the workforce (5.1 per cent versus 8.7 per cent) remains the largest among the four designated groups.

## Gender

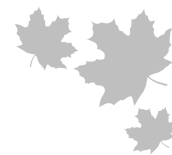
Table 2 presents the distribution of federal Public Service employees by gender as of March 31, 1998. The data reveal that almost 12 per cent of women were also members of another designated group, up slightly from a year earlier. All designated groups are reflected in this increase — women in a visible minority group, up to 5.0 per cent from 4.5 per cent of all women; women with disabilities at 3.7 per cent compared with 3.1 per cent; and Aboriginal women at 3.2 per cent up slightly from 2.9 per cent.

## Employment Type

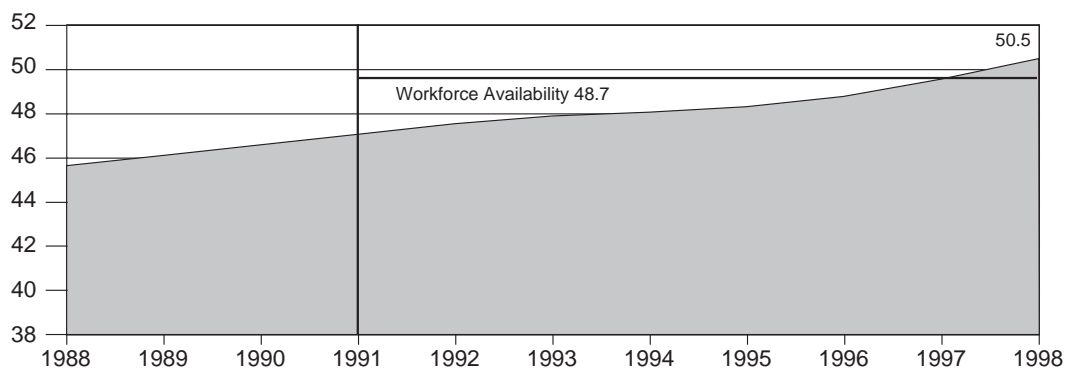
Table 2 also presents information by employment type. Over the last fiscal year, there was a slight decrease in the proportion of all employees who were indeterminate, from 87.4 per cent to 85.9 per cent. By designated group, as of March 31, 1998, the percentage of women who were indeterminate employees stood at 82.4 per cent, down from 84.0 per cent; indeterminate Aboriginal employees were at 82.2 per cent, down from 83.2 per cent; persons with disabilities were at 91.1 per cent, almost the same as a year earlier (91.3 per cent); and visible minorities were at 86.9 per cent, down from 88.1 per cent.

<sup>2</sup> The source of availability data for persons with disabilities is the Health and Activity Limitation Survey, last conducted by Statistics Canada in 1991.

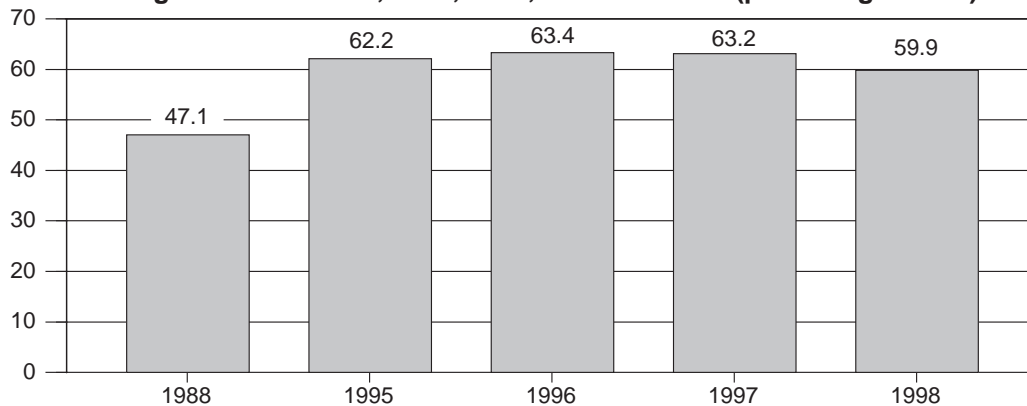




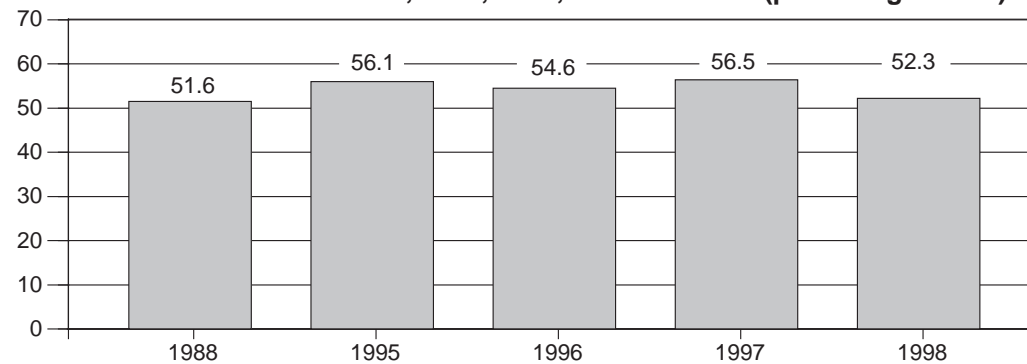
**Figure 1**  
**Women in the Federal Public Service**  
Representation of Women 1988 to 1998 (%)  
Availability (1996)



**Hiring of Women 1988, 1995, 1996, 1997 and 1998 (percentage share)**

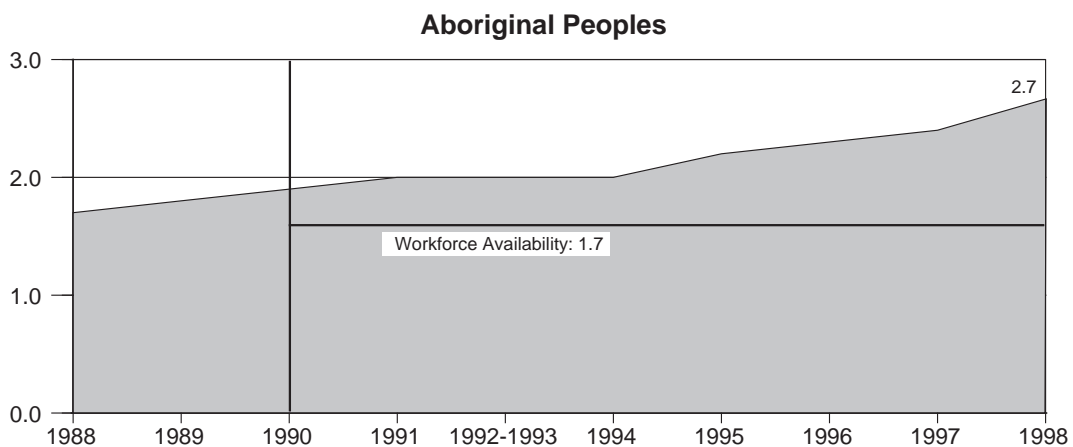
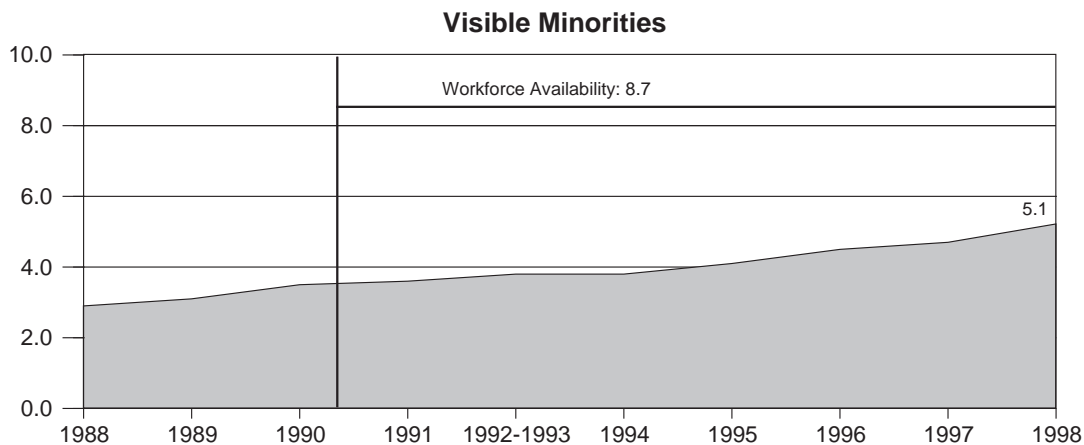


**Promotion of Women 1988, 1995, 1996, 1997 and 1998 (percentage share)**





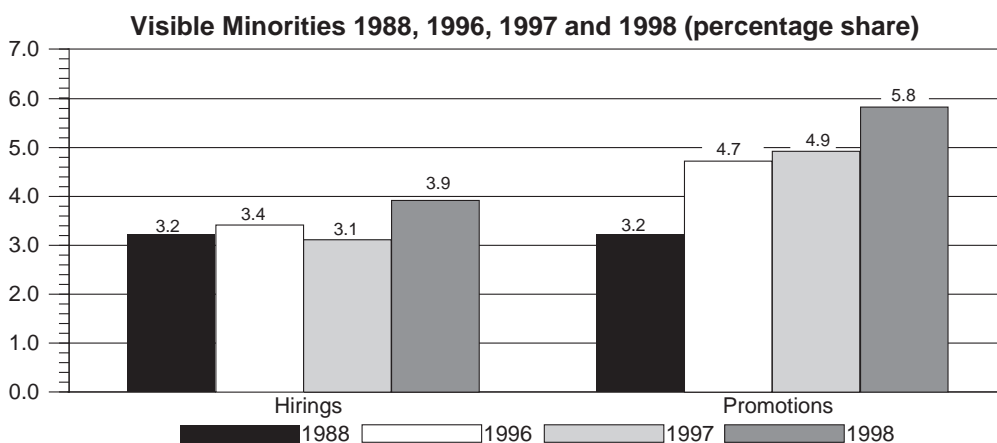
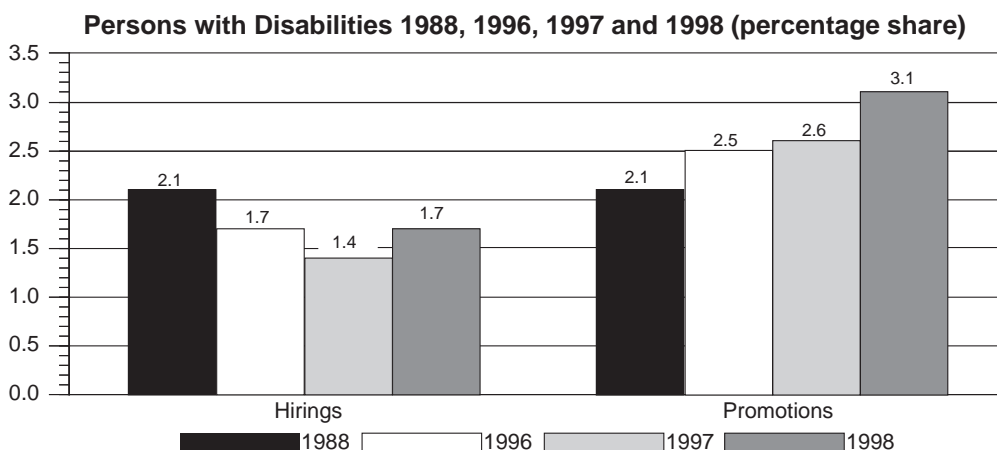
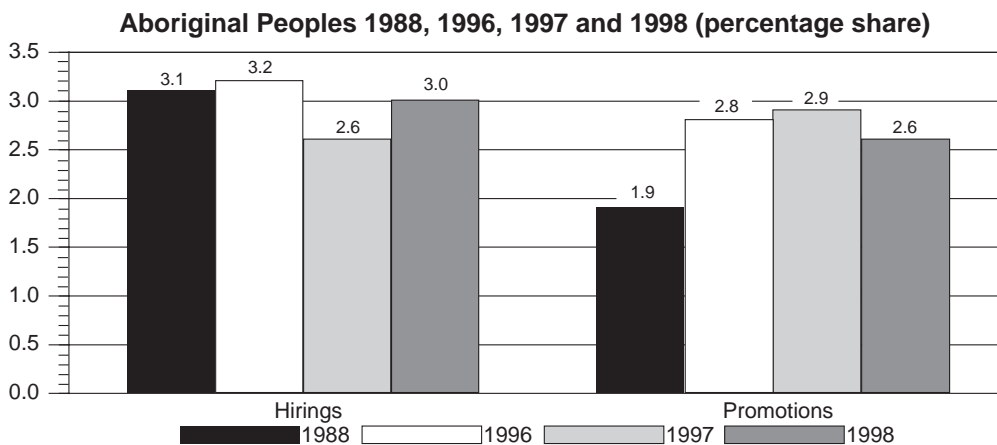
**Figure 2**  
**Minority Designated Groups in the Federal Public Service**  
Representation 1988 to 1998 (%)  
Availability (1996)







**Figure 3**  
**Minority Designated Groups in the Federal Public Service**





Over the fiscal year, the number of term employees in the federal Public Service increased from 22,267 to 24,186 or 13.5 per cent of all employees. Over the past several years, a majority of term employees (7 out of 10) were members of the designated groups, and close to two-thirds were women.

## **Occupational Category**

While the number of employees in the Executive category has been shrinking over the past few years, the proportion of women executives continues to rise. Table 3 shows that on March 31, 1998, women were one quarter of the Executive category, up from 23.0 per cent a year earlier and continuing the pattern of gradual increase in the 1990s.

Since March 1997, the proportion of women has also increased in four of the other five occupational categories and remained at 84.0 per cent in the female-dominated Administrative Support category. Half of all women are now found in the Executive, Scientific and Professional, and Administrative and Foreign Service categories.

The representation of Aboriginal peoples and visible minorities in the Executive category showed marginal increases over the fiscal year (from 1.7 to 1.8 and 2.6 to 2.8 per cent, respectively). Persons with disabilities experienced the highest proportional increase — from 2.2 to 2.9 per cent. Representation of these three designated groups was stable in the other occupational categories, the most significant change being from 9.0 per cent to 10.1 per cent for visible minorities in the Scientific and Professional category.

## **Age**

Table 4 presents the age structure of the designated groups in 1997–98 by occupational category.

During the past three years of Program Review, many employees aged 50 or older were eligible to leave and left the federal Public Service through departure incentives. The proportion of all employees aged 45 and over rose to 42.5 per cent in 1997–98 from 41.3 per cent a year ago. Only visible minorities did not show an increase; its proportion of employees aged 45 or older declined slightly.

The gap between men and women aged 45 and over in the federal Public Service continued to expand this year where men aged 45 and over represented 48.4 per cent of all men, while women in the same age grouping represented only 36.7 per cent of all women, up from 35.0 per cent in 1996–97.





While the proportion of Aboriginal employees aged 45 and over rose from 31.4 per cent to 32.5 per cent of all Aboriginal employees this year, persons with disabilities and visible minorities continue to have much higher proportions in this age grouping — almost 54 per cent and 47 per cent, respectively.

## Departments and Agencies

Although the size of most departmental populations decreased in 1997–98, in general, this did not have a negative effect on representational levels of the four designated groups. As was the case over the 1996–97 fiscal period, 15 of the 19 large departments (those with 3,000 or more employees) experienced reductions in the size of their populations.

Representation levels within individual departments and agencies continue to vary widely (Table 5). More than half the employees in nine of the large departments were women. As was the case last year for the Royal Canadian Mounted Police (federal Public Service staff) and Human Resources Development Canada, 8 in 10 and 7 in 10 employees, respectively, were women. Only at Fisheries and Oceans, with a relatively high proportion of occupations that have been considered ‘non-traditional’ for women — including fields such as engineering, natural sciences, and ship’s officers and crews, for example — does the representation of women remain below 30 per cent.

In this, as in the past few years, six departments account for almost two-thirds of Aboriginal employees in the federal Public Service: Indian and Northern Affairs Canada, Human Resources Development Canada, Revenue Canada, Correctional Service Canada, Health Canada, and National Defence.

Aboriginal employees continue to be best represented at Indian and Northern Affairs Canada, where the proportion has increased to 26.1 per cent from 22.6 per cent a year earlier. This was again more than three times the proportion in the next highest department, Health Canada, which similarly showed an increase in Aboriginal representation (from 6.1 per cent to 7.2 per cent).

In almost all departments, the proportion of Aboriginal employees was at least 1 per cent. Of the 13 with lower than 1 per cent representation, 10 had a total population of less than 30 employees.

The Office of the Governor General’s Secretary records the highest proportion of persons with disabilities (10.6 per cent). Among the large departments, the federal Public Service component of the Royal Canadian Mounted Police (6.9 per cent), Human Resources Development Canada (6.7 per cent), and Public Works and Government





Services Canada (5.9 per cent) were the leaders. Human Resources Development Canada continues to have the largest number of persons with disabilities in the federal Public Service (1,435) followed by Revenue Canada (1,175). These numbers have increased for both departments, from 1,384 and 959, respectively.

Revenue Canada, Human Resources Development Canada and Public Works and Government Services Canada remain the only departments with more than 500 employees in a visible minority group. All show increases in the size of their visible minority population and, together, they account for almost half (47.6 per cent) of all employees from this designated group in the federal Public Service. Almost 30 per cent of all employees in a visible minority group work at Revenue Canada. With 2,733 of these employees, Revenue Canada has almost three times the number in the next highest department. Revenue Canada is slated to become a separate employer in 1999. Its departure could have a significant effect on visible minority representation in the federal Public Service.

Among departments and agencies with more than 100 employees, the Immigration and Refugee Board continues to have the highest percentage of employees from a visible minority group (15.8 per cent). As it did last year, Citizenship and Immigration Canada (10.2 per cent) continues to lead the large departments.

## **Geographic Location**

Data in Table 6 show that one third of federal Public Service employees (33.9 per cent) work in the National Capital Region. Among the designated groups, the proportion is slightly higher for women (35.4 per cent) and persons with disabilities (36.3 per cent), and slightly lower for visible minorities (32.7 per cent). Almost three-quarters of Aboriginal peoples work outside the National Capital Region.

The 1996 Census of Canada revealed some interesting aspects about the distribution of the Aboriginal and visible minority population and workforce, which may be compared with the distribution of the federal Public Service workforce.

Over 80 per cent of Aboriginal peoples are located in five provinces: Ontario (18 per cent), British Columbia (17 per cent), Manitoba (16 per cent), Alberta (15 per cent) and Saskatchewan (14 per cent). This compares to 66 per cent for the total population and 65 per cent for the federal Public Service. Only three Census Metropolitan Areas (CMAs)<sup>3</sup> — Winnipeg, Vancouver and Edmonton — had more than 10,000 Aboriginal persons in their workforces. Together, these CMAs accounted for

<sup>3</sup> CMAs are defined by Statistics Canada and include all Canadian cities with a population of 100,000 or more.





14 per cent of the Aboriginal workforce. Although these CMAs accounted for a similar proportion (12.3 per cent) of the total Canadian workforce, only 9.2 per cent of the federal Public Service is located there. Close to two-thirds (63.8 per cent) of the federal Public Service workforce is located in the country's 25 CMAs, similar to the proportion for the Canadian workforce as a whole (67 per cent). By contrast, just over one-third of the Aboriginal workforce is found in these locations.

Over 95 per cent of the visible minority population is located in four provinces: Ontario (53 per cent), British Columbia (21 per cent), Quebec (14 per cent) and Alberta (8 per cent). This compares to 84 per cent for the total Canadian population and just about 80 per cent for the federal Public Service workforce. Toronto, Vancouver and Montreal had the largest numbers of persons in a visible minority group and together accounted for 71 per cent of this designated group compared with one-third of the Canadian workforce but only 10 per cent of the federal Public Service workforce. Over 95 per cent of visible minorities compared with 67 per cent of the Canadian workforce were located within the 25 CMAs. Regions with the lowest presence of visible minorities in both the general and federal Public Service workforces were Newfoundland, New Brunswick, Prince Edward Island and Yukon.

**Distribution of the Federal Public Service  
by Designated Group and Region of Work**

	Women	Aboriginal Peoples	Persons with Disabilities	Persons in a Visible Minority
	percentage			
Yukon	53.5	17.6	2.9	1.4
NWT	49.0	23.1	3.2	2.9
British Columbia	48.3	3.3	4.5	10.9
Alberta	50.0	4.5	3.9	5.7
Saskatchewan	50.9	7.1	4.0	2.3
Manitoba	55.9	6.4	4.3	3.2
Ontario	52.2	2.0	3.9	6.2
Quebec	51.8	1.9	3.4	2.9
New Brunswick	49.6	1.4	3.6	0.8
Prince Edward Island	58.1	1.7	5.7	1.2
Nova Scotia	37.5	1.6	4.4	3.8
Newfoundland	39.4	3.6	2.3	0.4





## Salary

All designated groups experienced increases in the proportions of employees earning \$50,000 or more. Table 7 reveals that 13.7 per cent of all women in the federal Public Service earned at least \$50,000 per year, a slight increase from 12.4 per cent a year ago, but still well below the 34.5 per cent for men. Only 29 per cent of all persons earning more than \$50,000 annually were women.

The proportion of Aboriginal employees earning at least \$50,000 per year rose to 14.8 per cent from 13.6 per cent last year and for persons with disabilities, the increase was from 17.6 per cent to 19.2 per cent. Close to 3 out of 10 persons in a visible minority group (28.3 per cent) earn at least \$50,000 annually, an increase from 27.2 per cent a year earlier. This relatively high proportion is still largely due to heavy representation of visible minority employees in the well-paying Scientific and Professional category.

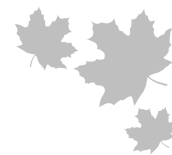
## Hirings

Tables 8 to 10 show the number of hirings — persons added to the federal Public Service payroll — between April 1, 1997, and March 31, 1998 (see Technical Notes in the Appendix). Six in 10 hires into the federal Public Service were women, down slightly from just above 6 in 10 a year earlier. There was also a noteworthy drop in the proportion of employees entering the Administrative Support category (from 54.2 per cent to 44.9 per cent). Eight in 10 hires into this category were women, the same proportion as in previous years.

The share of hirings for each of the minority designated groups increased slightly over the fiscal year. Persons in a visible minority group were 3.9 per cent of new hires compared to 3.1 per cent a year earlier; the share for Aboriginal peoples was at 3.0 per cent versus 2.6 per cent and, for persons with disabilities, the change was marginal from 1.4 per cent to 1.7 per cent of new hires.

The most common type of employment for people entering the federal Public Service continued to be term employment. Nonetheless, almost 2 in 10 new employees were taken on strength for an indeterminate period, compared to less than 1 in 10 a year earlier. With respect to the designated groups, 12.8 per cent of women, 17.7 per cent of Aboriginal peoples, 18.1 per cent of persons with disabilities and 30.6 per cent of persons in a visible minority group were hired for an indeterminate period.





The National Capital Region accounted for 31.1 per cent of all new hires into the federal Public Service. The proportions for women (29.1 per cent) and Aboriginal peoples (29.3 per cent) were slightly below, and for persons with disabilities (33.5 per cent), slightly above the National Capital Region's share of all new hires. By contrast, 45.2 per cent of all new visible minority employees were hired in the National Capital Region.

Quebec again led all areas (excluding the NCR) in the number of women hired but was replaced by Manitoba in the proportion of women (71.2 per cent) among new hires. While 16.7 per cent of all new employees joined the federal Public Service in the Prairie provinces, Manitoba, Saskatchewan and Alberta accounted for 32.5 per cent of all new Aboriginal employees. British Columbia accounted for 12.1 per cent of all new hires but 21.8 per cent of visible minority hiring.

## Promotions

Tables 11 to 13 provide information on promotions. Just over half (52.3 per cent) of all employees promoted in 1997–98 were women, down from 56.5 per cent a year earlier.

Aboriginal peoples received 2.6 per cent of all promotions, generally in line with internal representation (2.7 per cent) of this group. For persons with disabilities, the share of promotions (3.1 per cent) was slightly below internal representation (3.9 per cent) while for employees from visible minority groups, it was above (5.8 per cent versus 5.1 per cent).

For the federal Public Service as a whole, 87.2 per cent of promotions during 1997–98 went to indeterminate employees, up from 78.1 per cent last year and 83.0 per cent a year earlier. This increase was also reflected for each of the designated groups, where the share of promotions received by indeterminate employees exceeds 80 per cent.

For three of the designated groups, the highest number of promotions involved movements to or within the Administrative and Foreign Service category, followed by the Administrative Support category. The order was reversed for persons with disabilities, although the numbers in the two categories were fairly close.

The Administrative and Foreign Service category and the Administrative Support category again account for 8 in 10 of all promotions received by women and persons with disabilities, and 7 in 10 for Aboriginal peoples. A little over a quarter of all promotions among persons in a visible minority group involved movements to or within the Scientific and Professional category.





## Separations

The final three tables (14 to 16) present information on separations. These include employees whose appointment for a term or specified period ended during the 1997–98 fiscal year.

Close to two-thirds (62.3 per cent) of all separations involved persons in the designated groups, up from 53.6 per cent last year and 62.0 per cent a year earlier. All designated groups experienced an increase. Women accounted for more than half (52.2 per cent) of all separations, up from 47.9 per cent a year earlier. Likewise, the proportion of Aboriginal peoples in separations increased from 1.7 per cent to 3.0 per cent, persons with disabilities from 1.9 per cent to 3.3 per cent, and persons in a visible minority group from 2.1 per cent to 3.9 per cent.







## CONCLUSION

Results from the first full year of implementation of the new *Employment Equity Act* underscored the commitment of the federal Public Service to attaining equity for designated group members and also highlighted the work yet to be done.

In the coming year, the TBS will continue to forge partnerships with other groups in order to improve the position of designated group members within the federal Public Service. It will continue its process of revising and updating its policies to reflect the provisions of the new legislation. The Policy on the Provision of Services to Employees with Disabilities and the general Employment Equity Policy should be released during the next fiscal exercise.

The TBS will also continue to develop tools and guidelines for use by employment equity practitioners in departments. These instruments will help managers determine the reasonableness of their efforts in employment equity and help them to establish appropriate goals for their departments and agencies.

Important challenges still remain in this area. For example, the implementation of employment equity in the federal Public Service must be based on accurate self-identification data, and this depends in great part on the co-operation of all employees. Also, as has been stated in this report, the analytical capacity of departments will have to be improved so that employment equity plans and goals are based on sound workforce analyses.

The TBS is committed to working with departments and agencies to ensure that Canada's Public Service is one that continues to respect both the spirit and the letter of the *Employment Equity Act* to better serve all Canadians.





# APPENDIX

## STATISTICS

### Technical Notes

This appendix presents statistical profiles of the designated groups in the federal Public Service as of March 31, 1998. It includes summary data on women, Aboriginal peoples, persons in a visible minority group, and persons with disabilities, as well as statistics on hirings, promotions, and separations of persons in these groups.

### The Federal Public Service

The Treasury Board is the employer for the population comprising the federal Public Service as set out in the *Public Service Staff Relations Act*, Schedule I, Part I (PSSRA, I-I). Most of these employees are appointed according to the merit principle under the *Public Service Employment Act*, which is administered by the PSC.

As of March 31, 1998, the federal Public Service population comprised 187,187 persons, a decrease of 7,209 or 3.7 per cent from March 31, 1997. They were distributed as follows:

Indeterminate, terms of three months or more, and seasonal	179,831
Terms of fewer than three months	2,512
Casual employees	4,844
<b>Total</b>	<b>187,187</b>

### Report Coverage

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees. Because of the rapid turnover of students and casual employees, no information is reported on them. The statistics in this document also exclude Governor-in-Council appointees, ministerial staff, federal judges and deputy ministers, all of whom are also on the federal Public Service payroll.

As required under the *Employment Equity Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 1997, and ending March 31, 1998.





## **Federal Departments and Agencies**

Under the PSSRA, I-I, the federal Public Service comprises more than 60 departments, agencies and commissions (listed in Table 5) for which the Treasury Board is the employer. These vary in size from departments with more than 3,000 employees to small institutions with less than 10 employees and in all provinces and territories.

## **Term Employees (Specified Period of Employment)**

Effective June 1993, the *Financial Administration Act* was amended to change the definition of an 'employee' so that it included persons hired for a fixed duration of at least three months. Until then, a term employee for reporting purposes was an employee hired for six months or more.

Term employees fall into two categories:

- short-term employees appointed for fewer than three months; and
- long-term employees appointed for three months or more.

Since short-term employees are not required to self-identify, the statistics in this report include only long-term employees. However, during the course of their employment in the federal Public Service, some persons who are initially hired as short-term employees become long-term employees. When this change in status occurs and the employee does not self-identify, designated group representation may be under-reported. For this reason, departments and agencies have been asked to collect self-identification information from all persons being added to the federal Public Service payroll.

## **Data on Persons in the Designated Groups**

The source for data in the statistical appendix is the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with the PSSRA, I-I. Data in the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Data on movements into (hirings) and out of (separations) the federal Public Service come from the Mobility File, a subset of the Incumbent File. Data on promotions come from the Appointments File administered by the PSC.

All tabulations, other than those for women, contain data obtained through self-identification, the process by which persons voluntarily identify themselves as being in one of the minority designated groups. These data are generated from the Employment Equity Data Bank maintained by the TBS.





The completeness and accuracy of employment equity data for the federal Public Service depend on employees being willing to self-identify and on departments providing opportunities for them to do so. Employees are given an opportunity to self-identify when they join a department's workforce and during departmental self-identification surveys or campaigns. And, at any time, they may simply fill in a self-identification form available from employment equity co-ordinators in the department.

## **Terminology Used in this Report**

'Hirings' refers to the number of employees (indeterminate, terms of three months or more, and seasonal) added to the federal Public Service payroll during the fiscal year that the report covers. It is a measure of the flow of employees into the federal Public Service and may include more than one action for term employees.

'Promotions' refers to the number of appointments of employees to positions at higher maximum levels of pay — either within the same occupational group or subgroup, or in another group or subgroup — during the fiscal year covered by the report.

'Separations' refers to the number of employees (indeterminate, terms of three months or more, and seasonal) removed from the federal Public Service payroll during the fiscal year that the report covers. It is a measure of the flow of persons out of the federal Public Service and may include more than one action for term employees.

Separations include people who retired or resigned, as well as persons whose specified period of employment (terms) in the federal Public Service ended. People on leave without pay are excluded from the population counts derived from the pay-driven Incumbent File; however, they are included as separations when they leave the federal Public Service.

During the fiscal year April 1, 1997, to March 31, 1998, federal Public Service employment declined by more than 7,000 employees, or under 4 per cent.

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





‘Seasonal employees’ refers to people who are hired to work cyclically for a season or portion of each year.

‘Casual employees’ refers to people hired for a specified period of no more than 90 days by any one department or agency during the fiscal year. Casual employees are not included in the employee totals for employment equity purposes.

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





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**TABLE 1**

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

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Public Service Representation										
As of March 31, 1998	179,831	50.5	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
As of March 31, 1997	186,378	49.5	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As of March 31, 1996	201,009	48.2	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As of March 31, 1995	217,784	47.4	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As of March 31, 1994	224,640	47.0	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As of March 31, 1993	221,114	46.1	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability 1996 Census		48.7		48.7		1.7		4.8		8.7

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







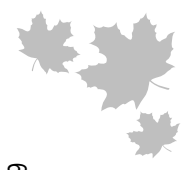
**TABLE 2**

**Representation of Designated Groups in the Federal Public Service by Type of Employment and Gender  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998**

	Type of Employment													
	All Employees		Indeterminate				Term ≥ 3 Months				Seasonal			
	#	%	#	%	Gender	#	%	Gender	#	%	Gender	#	%	Gender
Federal Public Service														
Total	179,831	100.0	154,496	100.0	100.0	24,186	100.0	100.0	1,149	100.0	100.0			
Women	90,801	50.5	74,805	48.4	48.4	15,671	64.8	64.8	321	27.9	27.9			
Men	89,030	49.5	79,687	51.6	51.6	8,515	35.2	35.2	828	72.1	72.1			
Aboriginal Peoples														
Total	4,770	2.7	3,921	2.5	100.0	810	3.4	3.4	39	3.4	100.0			
Women	2,873	3.2	2,278	3.1	58.1	586	3.7	72.4	9	2.8	23.1			
Men	1,897	2.1	1,643	2.1	41.9	224	2.6	27.7	30	3.6	76.9			
Persons with Disabilities														
Total	6,943	3.9	6,328	4.1	100.0	588	2.4	100.0	27	2.4	100.0			
Women	3,311	3.7	2,961	4.0	46.8	342	2.2	58.2	8	2.5	29.6			
Men	3,632	4.1	3,367	4.2	53.2	246	2.9	41.8	19	2.3	70.4			
Persons in a Visible Minority														
Total	9,260	5.1	8,049	5.2	100.0	1,200	5.0	100.0	11	1.0	100.0			
Women	4,552	5.0	3,822	5.1	47.5	725	4.6	60.4	5	1.6	45.5			
Men	4,708	5.3	4,227	5.3	52.5	475	5.6	39.6	6	0.7	54.6			

Note: Shaded columns indicate the percentage representation by gender within each group of employees. Other percentages are of the Public Service total for all employees, women and men, respectively.





**TABLE 3**

**Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Group**  
*(PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Executive	3,203	803	25.1	58	1.8	93	2.9	91	2.8	
Scientific and Professional										
AC Actuarial Science	8	1	12.5	0	0.0	0	0.0	0	0.0	0
AG Agricultural	41	20	48.8	0	0.0	0	0.0	2	4.9	
AR Architecture and Town Planning	209	45	21.5	6	2.9	5	2.4	24	11.5	
AU Auditing	5,397	1,389	25.7	31	0.6	99	1.8	800	14.8	
BI Biological Sciences	1,197	401	33.5	8	0.7	14	1.2	78	6.5	
CH Chemistry	409	140	34.2	2	0.5	10	2.4	67	16.4	
DE Dentistry	9	0	0.0	0	0.0	0	0.0	0	0.0	
DS Defence Scientific Service	422	44	10.4	0	0.0	5	1.2	26	6.2	
ED Education	661	344	52.0	66	10.0	21	3.2	35	5.3	
EN Engineering and Land Survey	2,107	183	8.7	14	0.7	66	3.1	293	13.9	
ES Economics, Sociology and Statistics	3,096	1,101	35.6	41	1.3	82	2.6	300	9.7	
FO Forestry	106	16	15.1	5	4.7	5	4.7	3	2.8	
HE Home Economics	24	24	100.0	0	0.0	0	0.0	1	4.2	
HR Historical Research	224	78	34.8	4	1.8	5	2.2	1	0.4	
LA Law	1,596	755	47.3	37	2.3	50	3.1	68	4.3	
LS Library Science	426	313	73.5	6	1.4	14	3.3	27	6.3	
MA Mathematics	279	97	34.8	0	0.0	4	1.4	34	12.2	
MD Medicine	199	54	27.1	0	0.0	10	5.0	21	10.6	
MT Meteorology	476	71	14.9	2	0.4	8	1.7	15	3.2	
NU Nursing	1,374	1,161	84.5	109	7.9	25	1.8	81	5.9	
OP Occupational and Physical Therapy	31	28	90.3	0	0.0	0	0.0	1	3.2	
PC Physical Science	1,362	372	27.3	21	1.5	23	1.7	80	5.9	





TABLE 3 (cont'd)

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

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
PH Pharmacy	30	60.0	18	60.0	0	0.0	0	0.0	3	10.0
PS Psychology	237	40.9	97	40.9	0	0.0	7	3.0	12	5.1
SE Scientific Research	1,755	13.6	238	13.6	6	0.3	31	1.8	211	12.0
SG Scientific Regulation	423	34.5	146	34.5	2	0.5	18	4.3	44	10.4
SW Social Work	39	51.3	20	51.3	5	12.8	2	5.1	1	2.6
UT University Teaching	138	5.8	8	5.8	1	0.7	2	1.4	13	9.4
VM Veterinary Medicine	31	32.3	10	32.3	0	0.0	2	6.5	6	19.4
<b>Total</b>	<b>22,306</b>	<b>32.2</b>	<b>7,174</b>	<b>32.2</b>	<b>366</b>	<b>1.6</b>	<b>508</b>	<b>2.3</b>	<b>2,247</b>	<b>10.1</b>
Administrative and Foreign Service										
AS Administrative Services	14,073	65.3	9,194	65.3	354	2.5	614	4.4	449	3.2
CO Commerce	1,960	31.9	625	31.9	40	2.0	57	2.9	101	5.2
CS Computer Systems Administration	8,889	29.5	2,626	29.5	120	1.3	319	3.6	708	8.0
FI Financial Administration	2,258	41.3	933	41.3	53	2.3	98	4.3	186	8.2
FS Foreign Service	1,081	28.7	310	28.7	19	1.8	21	1.9	64	5.9
IS Information Services	1,593	64.3	1,025	64.3	37	2.3	53	3.3	37	2.3
MM Management Trainee	197	58.9	116	58.9	5	2.5	12	6.1	23	11.7
OM Organization and Methods	312	51.0	159	51.0	3	1.0	14	4.5	7	2.2
PE Personnel Administration	2,753	69.9	1,925	69.9	115	4.2	181	6.6	91	3.3
PG Purchasing and Supply	1,922	47.2	907	47.2	41	2.1	96	5.0	85	4.4
PM Program Administration	34,317	53.6	18,383	53.6	989	2.9	1,423	4.1	1,706	5.0
TR Translation	826	58.0	479	58.0	3	0.4	34	4.1	19	2.3
WP Welfare Programs	2,019	49.1	991	49.1	88	4.4	73	3.6	68	3.4
<b>Total</b>	<b>72,200</b>	<b>52.2</b>	<b>37,673</b>	<b>52.2</b>	<b>1,867</b>	<b>2.6</b>	<b>2,995</b>	<b>4.1</b>	<b>3,544</b>	<b>4.9</b>





Technical										
AI	Air Traffic Control	13	0	0.0	0	0.0	0	0.0	0	0.0
AO	Aircraft Operations	466	33	7.1	3	0.6	9	1.9	7	1.5
DD	Drafting and Illustration	481	133	27.7	5	1.0	30	6.2	25	5.2
EG	Engineering and Scientific Support	5,413	1,260	23.3	83	1.5	143	2.6	198	3.7
EL	Electronics	1,206	35	2.9	13	1.1	23	1.9	30	2.5
EU	Educational Support	2	0	0.0	0	0.0	0	0.0	0	0.0
GT	General Technical	2,358	595	25.2	79	3.4	64	2.7	36	1.5
PI	Primary Products Inspection	486	81	16.7	8	1.6	19	3.9	20	4.1
PY	Photography	27	5	18.5	0	0.0	0	0.0	1	3.7
RO	Radio Operations	361	53	14.7	4	1.1	3	0.8	2	0.6
SI	Social Science Support	2,735	1,530	55.9	62	2.3	75	2.7	144	5.3
SO	Ship's Officers	905	38	4.2	10	1.1	7	0.8	6	0.7
TI	Technical Inspection	1,130	83	7.3	18	1.6	38	3.4	58	5.1
Total		15,583	3,846	24.7	285	1.8	411	2.6	527	3.4
Administrative Support										
CM	Communications	91	27	29.7	2	2.2	3	3.3	1	1.1
CR	Clerical and Regulatory	38,426	31,649	82.4	1,349	3.5	2,088	5.4	2,069	5.4
DA	Data Processing	1,786	1,419	79.5	19	1.1	61	3.4	98	5.5
OE	Office Equipment Operation	53	32	60.4	2	3.8	14	26.4	0	0.0
ST	Secretarial, Stenographic, Typing	5,278	5,201	98.5	142	2.7	173	3.3	233	4.4
Total		45,634	38,328	84.0	1,514	3.3	2,339	5.1	2,401	5.3
Operational										
CX	Correctional Services	4,832	960	19.9	262	5.4	92	1.9	119	2.5
FR	Firefighters	578	8	1.4	17	2.9	2	0.3	4	0.7
GL	General Labour and Trades	7,207	268	3.7	185	2.6	226	3.1	107	1.5
GS	General Services	3,961	1,195	30.2	123	3.1	195	4.9	108	2.7
HP	Heat, Power and Stationary Plant Operation	663	10	1.5	15	2.3	29	4.4	31	4.7
HS	Hospital Services	677	360	53.2	57	8.4	14	2.1	37	5.5
LI	Lightkeepers	115	4	3.5	0	0.0	0	0.0	0	0.0
PR	Printing Operations	150	79	52.7	2	1.3	7	4.7	6	4.0
SC	Ship's Crew	1,321	61	4.6	15	1.1	8	0.6	20	1.5
SR	Ship Repair	1,401	32	2.3	4	0.3	24	1.7	18	1.3
Total		20,905	2,977	14.2	680	3.3	597	2.9	450	2.2
Total Public Service		179,831	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1





TABLE 4

**Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Age  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998**

Occupational Category	Age	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%	#	%
Executive	25-29	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	30-34	15	53.3	8	20.0	3	20.0	0	0.0	0	0.0
	35-39	121	46.3	56	41.3	7	5.8	3	2.5	5	4.1
	40-44	426	41.3	176	31.3	9	2.1	5	1.2	11	2.6
	45-49	1,094	16.6	342	10.5	23	1.1	44	4.0	29	2.7
	50-54	1,035	10.5	172	5.4	11	1.1	26	2.5	27	2.6
	55-59	409	5.4	43	1.1	4	1.0	10	2.4	13	3.2
	60-64	92	1.1	5	0.0	1	1.1	4	4.3	5	5.4
	65-69	10	0.0	1	10.0	0	0.0	1	10.0	1	10.0
<b>Total</b>		<b>3,203</b>	<b>25.1</b>	<b>803</b>	<b>1.8</b>	<b>58</b>	<b>1.8</b>	<b>93</b>	<b>2.9</b>	<b>91</b>	<b>2.8</b>
Scientific and Professional	20-24	101	57.4	58	2.0	2	2.0	0	0.0	11	10.9
	25-29	1,118	52.3	585	2.1	24	2.1	12	1.1	118	10.6
	30-34	2,713	46.8	1,271	39.2	70	2.6	35	1.3	240	8.8
	35-39	3,695	33.8	1,450	27.1	78	2.1	61	1.7	297	8.0
	40-44	4,260	27.1	1,440	15.3	68	1.6	100	2.3	342	8.0
	45-49	4,615	21.1	1,251	11.1	53	1.1	113	2.4	417	9.0
	50-54	3,331	17.7	704	8.3	45	1.4	98	2.9	354	10.6
	55-59	1,767	13.4	313	5.4	21	1.2	67	3.8	292	16.5
	60-64	542	4.0	83	1.1	5	0.9	18	3.3	140	25.8
	65-69	142	1.1	19	0.0	0	0.0	3	2.1	32	22.5
70+	22	0.0	0	0.0	0	0.0	1	4.5	4	18.2	
<b>Total</b>		<b>22,306</b>	<b>32.2</b>	<b>7,174</b>	<b>1.6</b>	<b>366</b>	<b>1.6</b>	<b>508</b>	<b>2.3</b>	<b>2,247</b>	<b>10.1</b>
Administrative and Foreign Service	16-19	6	33.3	2	0.0	0	0.0	0	0.0	0	0.0
	20-24	956	49.7	475	2.2	21	2.2	9	0.9	57	6.0
	25-29	4,352	53.1	2,311	3.6	157	3.6	65	1.5	298	6.8





30-34	8,529	4,624	54.2	314	3.7	215	2.5	603	7.1
35-39	12,591	7,356	58.4	345	2.7	414	3.3	630	5.0
40-44	15,794	9,239	58.5	412	2.6	650	4.1	567	3.6
45-49	16,723	8,312	49.7	355	2.1	875	5.2	593	3.5
50-54	9,003	3,802	42.2	181	2.0	513	5.7	435	4.8
55-59	3,241	1,233	38.0	67	2.1	196	6.0	267	8.2
60-64	809	263	32.5	12	1.5	48	5.9	75	9.3
65-69	164	44	26.8	1	0.6	9	5.5	14	8.5
70+	32	12	37.5	2	6.3	1	3.1	5	15.6
<b>Total</b>	<b>72,200</b>	<b>37,673</b>	<b>52.2</b>	<b>1,867</b>	<b>2.6</b>	<b>2,995</b>	<b>4.1</b>	<b>3,544</b>	<b>4.9</b>
<b>Technical</b>									
16-19	1	0	0.0	0	0.0	0	0.0	0	0.0
20-24	190	82	43.2	9	4.7	0	0.0	9	4.7
25-29	904	399	44.1	33	3.7	7	0.8	28	3.1
30-34	1,694	578	34.1	44	2.6	25	1.5	72	4.3
35-39	2,645	759	28.7	44	1.7	45	1.7	78	2.9
40-44	3,318	862	26.0	67	2.0	95	2.9	87	2.6
45-49	3,335	719	21.6	46	1.4	108	3.2	78	2.3
50-54	2,168	308	14.2	25	1.2	77	3.6	85	3.9
55-59	971	107	11.0	13	1.3	37	3.8	59	6.1
60-64	294	26	8.8	4	1.4	14	4.8	23	7.8
65-69	50	4	8.0	0	0.0	2	4.0	7	14.0
70+	13	2	15.4	0	0.0	1	7.7	1	7.7
<b>Total</b>	<b>15,583</b>	<b>3,846</b>	<b>24.7</b>	<b>285</b>	<b>1.8</b>	<b>411</b>	<b>2.6</b>	<b>527</b>	<b>3.4</b>
<b>Administrative Support</b>									
16-19	78	50	64.1	2	2.6	1	1.3	4	5.1
20-24	1,011	764	75.6	58	5.7	9	0.9	51	5.0
25-29	3,210	2,517	78.4	159	5.0	62	1.9	173	5.4
30-34	5,546	4,607	83.1	256	4.6	213	3.8	277	5.0
35-39	8,700	7,477	85.9	325	3.7	400	4.6	363	4.2
40-44	9,849	8,328	84.6	292	3.0	531	5.4	418	4.2
45-49	8,693	7,226	83.1	240	2.8	593	6.8	484	5.6
50-54	5,148	4,443	86.3	119	2.3	311	6.0	347	6.7
55-59	2,471	2,145	86.8	47	1.9	153	6.2	207	8.4
60-64	766	649	84.7	15	2.0	57	7.4	67	8.7
65-69	131	95	72.5	1	0.8	8	6.1	7	5.3
70+	31	27	87.1	0	0.0	1	3.2	3	9.7
<b>Total</b>	<b>45,634</b>	<b>38,328</b>	<b>84.0</b>	<b>1,514</b>	<b>3.3</b>	<b>2,339</b>	<b>5.1</b>	<b>2,401</b>	<b>5.3</b>





TABLE 4 (cont'd)

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

Occupational Category	Age	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%	#	%
Operational	16-19	5	40.0	2	0	0	0.0	0	0.0	0	0.0
	20-24	271	41.3	112	6	2.2	1	0.4	2	0.7	
	25-29	1,143	32.3	369	64	5.6	5	0.4	29	2.5	
	30-34	1,952	19.8	387	107	5.5	29	1.5	51	2.6	
	35-39	3,560	16.1	572	123	3.5	90	2.5	68	1.9	
	40-44	4,609	11.4	525	124	2.7	128	2.8	69	1.5	
	45-49	4,304	9.5	411	98	2.3	146	3.4	99	2.3	
	50-54	2,916	10.9	319	78	2.7	101	3.5	74	2.5	
	55-59	1,601	13.1	209	54	3.4	74	4.6	32	2.0	
	60-64	471	12.7	60	24	5.1	20	4.2	24	5.1	
	65-69	59	6.8	4	0	0.0	3	5.1	2	3.4	
	70+	14	50.0	7	2	14.3	0	0.0	0	0.0	
	Total		20,905	14.2	2,977	680	3.3	597	2.9	450	2.2
Federal Public Service	16-19	90	60.0	54	2	2.2	1	1.1	4	4.4	
	20-24	2,529	59.0	1,491	96	3.8	19	0.8	130	5.1	
	25-29	10,728	57.6	6,181	437	4.1	151	1.4	646	6.0	
	30-34	20,449	56.1	11,475	794	3.9	517	2.5	1,243	6.1	
	35-39	31,312	56.4	17,670	922	2.9	1,013	3.2	1,441	4.6	
	40-44	38,256	53.8	20,570	972	2.5	1,509	3.9	1,494	3.9	
	45-49	38,764	47.1	18,261	815	2.1	1,879	4.8	1,700	4.4	
	50-54	23,601	41.3	9,748	459	1.9	1,126	4.8	1,322	5.6	
	55-59	10,460	38.7	4,050	206	2.0	537	5.1	870	8.3	
	60-64	2,974	36.5	1,086	61	2.1	161	5.4	334	11.2	
	65-69	556	30.0	167	2	0.4	26	4.7	63	11.3	
	70+	112	42.9	48	4	3.6	4	3.6	13	11.6	
	Total Federal Public Service		179,831	50.5	90,801	4,770	2.7	6,943	3.9	9,260	5.1



TABLE 5

**Distribution of Federal Public Service Employees by Designated Group According to Departments and Agencies  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998**

Department/ Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Revenue Canada	41,205	54.5	22,449	54.5	605	1.5	1,175	2.9	2,733	6.6
Human Resources Development Canada	21,379	70.3	15,040	70.3	579	2.7	1,435	6.7	948	4.4
National Defence <sup>1</sup>	17,381	34.2	5,937	34.2	356	2.0	610	3.5	473	2.7
Correctional Service Canada	11,796	38.4	4,532	38.4	436	3.7	347	2.9	315	2.7
Public Works and Government Services Canada	11,095	47.2	5,241	47.2	202	1.8	654	5.9	728	6.6
Fisheries and Oceans <sup>2,3</sup>	8,859	25.7	2,275	25.7	130	1.5	186	2.1	241	2.7
Health Canada <sup>3</sup>	5,626	64.0	3,601	64.0	405	7.2	205	3.6	446	7.9
Statistics Canada	5,052	49.2	2,487	49.2	54	1.1	127	2.5	380	7.5
Industry Canada	4,655	46.3	2,156	46.3	86	1.8	189	4.1	264	5.7
Environment Canada	4,461	36.7	1,635	36.7	55	1.2	104	2.3	225	5.0
Transport Canada	4,379	36.1	1,583	36.1	81	1.8	162	3.7	211	4.8
Agriculture and Agri-Food Canada <sup>3</sup>	4,265	41.7	1,778	41.7	49	1.1	127	3.0	205	4.8
Department of Canadian Heritage	4,257	45.1	1,919	45.1	173	4.1	139	3.3	97	2.3
Natural Resources Canada	3,707	35.6	1,321	35.6	48	1.3	85	2.3	208	5.6
Citizenship and Immigration Canada	3,701	60.2	2,228	60.2	82	2.2	208	5.6	379	10.2
Royal Canadian Mounted Police (Civilian Staff)	3,387	82.0	2,778	82.0	140	4.1	235	6.9	141	4.2
Department of Foreign Affairs and International Trade	3,213	42.8	1,376	42.8	66	2.1	105	3.3	158	4.9
Passport Office	547	403	403	73.7	10	1.8	16	2.9	20	3.7
Veterans Affairs Canada	3,070	66.3	2,035	66.3	89	2.9	159	5.2	170	5.5
Indian and Northern Affairs Canada	3,069	58.8	1,806	58.8	801	26.1	96	3.1	180	5.9
Department of Justice Canada	2,617	62.2	1,629	62.2	73	2.8	88	3.4	126	4.8
Canadian International Development Agency	1,233	55.0	678	55.0	17	1.4	42	3.4	67	5.4







TABLE 5 (cont'd)

**Distribution of Federal Public Service Employees by Designated Group According to Departments and Agencies**

Department/ Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Public Service Commission of Canada	1,210	62.9	761	2.9	35	2.9	77	6.4	66	5.5
Immigration and Refugee Board	816	64.8	529	2.0	16	2.0	20	2.5	129	15.8
Department of Finance Canada	754	50.9	384	1.1	8	1.1	18	2.4	40	5.3
Canadian Grain Commission	739	30.7	227	2.6	19	2.6	31	4.2	45	6.1
National Archives of Canada	641	46.8	300	2.2	14	2.2	20	3.1	13	2.0
Treasury Board of Canada Secretariat	627	57.9	363	1.9	12	1.9	33	5.3	32	5.1
Prairie Farm Rehabilitation Administration	605	27.3	165	2.0	12	2.0	5	0.8	5	0.8
Privy Council Office	543	60.4	328	2.2	12	2.2	23	4.2	11	2.0
National Library of Canada	435	68.0	296	2.3	10	2.3	17	3.9	20	4.6
Registry of the Federal Court of Canada	412	64.6	266	2.2	9	2.2	23	5.6	25	6.1
Canadian Radio-television and Telecommunications Commission	377	59.2	223	1.3	5	1.3	21	5.6	13	3.4
Atlantic Canada Opportunities Agency	374	49.5	185	1.6	6	1.6	17	4.5	6	1.6
Canadian Space Agency	297	35.7	106	0.7	2	0.7	2	0.7	25	8.4
Economic Development Agency of Canada for the Regions of Quebec	265	53.2	141	0.8	2	0.8	7	2.6	7	2.6
National Parole Board	262	79.8	209	3.4	9	3.4	16	6.1	8	3.1
Western Economic Diversification Canada	261	50.2	131	3.4	9	3.4	15	5.7	17	6.5
Canadian Transportation Agency	236	58.1	137	1.7	4	1.7	16	6.8	7	3.0
Solicitor General Canada	221	56.6	125	3.6	8	3.6	11	5.0	2	0.9
Office of the Chief Electoral Officer	215	47.4	102	1.4	3	1.4	7	3.3	3	1.4
Transportation Safety Board of Canada	207	34.3	71	1.4	3	1.4	5	2.4	7	3.4
Canadian Human Rights Commission	179	65.4	117	7.8	14	7.8	17	9.5	14	7.8
Office of the Registrar of the Supreme Court of Canada	135	60.0	81	1.5	2	1.5	5	3.7	4	3.0
Office of the Commissioner of Official Languages	124	56.5	70	4.0	5	4.0	4	3.2	5	4.0





Office of the Governor General's Secretary	123	76	61.8	0	0.0	13	10.6	3	2.4
Tax Court of Canada	119	76	63.9	3	2.5	7	5.9	3	2.5
Status of Women Canada	103	98	95.1	4	3.9	6	5.8	18	17.5
Canadian International Trade Tribunal	78	39	50.0	1	1.3	1	1.3	3	3.8
Offices of the Information and Privacy Commissioners	78	43	55.1	1	1.3	5	6.4	0	0.0
Canada Labour Relations Board	74	51	68.9	1	1.4	2	2.7	2	2.7
Canadian Centre for Management Development	73	53	72.6	1	1.4	1	1.4	1	1.4
Canadian Dairy Commission	63	32	50.8	1	1.6	0	0.0	1	1.6
Office of the Commissioner for Federal Judicial Affairs	53	33	62.3	1	1.9	2	3.8	0	0.0
Canada Information Office	47	28	59.6	1	2.1	1	2.1	4	8.5
International Joint Commission	28	13	46.4	0	0.0	0	0.0	1	3.6
Patented Medicine Prices Review Board	26	15	57.7	0	0.0	0	0.0	1	3.8
Canadian Intergovernmental Conference Secretariat	20	11	55.0	0	0.0	0	0.0	0	0.0
National Farm Products Council	12	6	50.0	0	0.0	0	0.0	0	0.0
Hazardous Materials Information Review Commission	12	4	33.3	0	0.0	1	8.3	1	8.3
Registry of the Competition Tribunal	9	7	77.8	0	0.0	0	0.0	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	7	5	71.4	0	0.0	0	0.0	0	0.0
Copyright Board Canada	6	2	33.3	0	0.0	0	0.0	1	16.7
NAFTA Secretariat, Canadian Section	6	1	16.7	0	0.0	0	0.0	2	33.3
Civil Aviation Tribunal of Canada	5	4	80.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>179,831</b>	<b>90,801</b>	<b>50.5</b>	<b>4,770</b>	<b>2.7</b>	<b>6,943</b>	<b>3.9</b>	<b>9,260</b>	<b>5.1</b>

<sup>1</sup> Civilian staff only. Data for members of the Canadian Forces are not included, as the Treasury Board is not their employer.

<sup>2</sup> Fisheries and Oceans includes the Canadian Coast Guard.

<sup>3</sup> Approximately 4,500 employees of Agriculture and Agri-Food Canada, Health Canada and Fisheries and Oceans were transferred to the Canadian Food Inspection Agency. Agriculture and Agri-Food Canada was the major source of employee transfers to the new Agency.





**TABLE 6**

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	4,344	39.4	1,712	39.4	156	3.6	100	2.3	17	0.4
Prince Edward Island	2,238	58.1	1,300	58.1	38	1.7	127	5.7	26	1.2
Nova Scotia	9,360	37.5	3,508	37.5	148	1.6	413	4.4	360	3.8
New Brunswick	5,544	49.6	2,752	49.6	75	1.4	199	3.6	43	0.8
Quebec (less NCR*)	24,977	50.0	12,481	50.0	246	1.0	588	2.4	492	2.0
NCR* (Quebec)	14,780	55.0	8,128	55.0	515	3.5	759	5.1	672	4.5
Ontario (less NCR*)	29,033	52.6	15,261	52.6	684	2.4	1,192	4.1	2,298	7.9
NCR* (Ontario)	46,241	52.0	24,029	52.0	784	1.7	1,759	3.8	2,360	5.1
Manitoba	7,692	55.9	4,303	55.9	489	6.4	329	4.3	248	3.2
Saskatchewan	4,651	50.9	2,368	50.9	331	7.1	188	4.0	106	2.3
Alberta	10,522	50.0	5,264	50.0	474	4.5	408	3.9	598	5.7
British Columbia	18,016	48.3	8,703	48.3	594	3.3	819	4.5	1,962	10.9
Yukon	516	53.5	276	53.5	91	17.6	15	2.9	7	1.4
Northwest Territories	559	49.0	274	49.0	129	23.1	18	3.2	16	2.9
Outside Canada	1,358	32.5	442	32.5	16	1.2	29	2.1	55	4.1
<b>Total</b>	<b>179,831</b>	<b>50.5</b>	<b>90,801</b>	<b>50.5</b>	<b>4,770</b>	<b>2.7</b>	<b>6,943</b>	<b>3.9</b>	<b>9,260</b>	<b>5.1</b>

\* National Capital Region



TABLE 7

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1998*

Salary Band	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority		
	#	CUM %		#	%		#	%	CUM %	#	%	CUM %	#	%	CUM %
≤ 19,999	153	0.1		120	78.4		4	2.6	0.1	7	4.6	0.1	4	2.6	0.0
20,000 – 24,999	9,112	5.2		6,973	76.5		305	3.3	7.8	434	4.8	6.4	374	4.1	4.1
25,000 – 29,999	34,725	24.5		25,644	73.8		1,225	3.5	36.1	1,757	5.1	31.7	1,722	5.0	22.7
30,000 – 34,999	23,339	37.4		13,641	58.4		709	3.0	51.1	859	3.7	44.0	1,115	4.8	34.7
35,000 – 39,999	26,991	52.4		13,781	51.1		751	2.8	66.3	886	3.3	56.8	1,246	4.6	48.2
40,000 – 44,999	26,315	67.1		11,606	44.1		631	2.4	79.0	1,045	4.0	71.8	1,393	5.3	63.2
45,000 – 49,999	16,027	76.0		6,607	41.2		436	2.7	86.3	623	3.9	80.8	788	4.9	71.7
50,000 – 54,999	12,276	82.8		4,471	36.4		242	2.0	91.2	368	3.0	86.1	733	6.0	79.6
55,000 – 59,999	9,225	88.0		2,764	30.0		172	1.9	94.3	312	3.4	90.6	623	6.8	86.4
60,000 – 64,999	7,251	92.0		2,094	28.9		117	1.6	96.6	233	3.2	94.0	454	6.3	91.3
65,000 – 69,999	5,608	95.1		1,350	24.1		81	1.4	98.1	156	2.8	96.2	330	5.9	94.8
70,000 – 74,999	3,084	96.8		592	19.2		41	1.3	98.7	86	2.8	97.5	177	5.7	96.7
75,000 – 79,999	2,083	98.0		457	21.9		21	1.0	99.2	70	3.4	98.5	111	5.3	97.9
80,000 – 84,999	1,601	98.9		269	16.8		16	1.0	99.6	51	3.2	99.2	113	7.1	99.2
85,000 – 89,999	453	99.1		110	24.3		4	0.9	99.7	18	4.0	99.5	32	7.1	99.5
90,000 – 94,999	738	99.5		141	19.1		7	0.9	99.8	18	2.4	99.7	28	3.8	99.8
95,000 – 99,999	130	99.6		39	30.0		2	1.5	99.8	3	2.3	99.8	2	1.5	99.8
≥ 100,000	720	100.0		142	19.7		6	0.8	100.0	17	2.4	100.0	15	2.1	100.0
Total	179,831	100.0		90,801	50.5		4,770	2.7	100.0	6,943	3.9	100.0	9,260	5.1	100.0

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





TABLE 8

**Hirings into the Federal Public Service by Designated Group and Region of Work  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998**

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	447	60.6	271	1.8	8	1.8	1	0.2	1	0.2
Prince Edward Island	120	61.7	74	1.7	2	1.7	5	4.2	0	0.0
Nova Scotia	542	56.6	307	1.8	10	1.8	21	3.9	32	5.9
New Brunswick	374	50.3	188	1.3	5	1.3	7	1.9	1	0.3
Quebec (less NCR*)	2,282	69.2	1,580	0.4	9	0.4	26	1.1	33	1.4
NCR* (Quebec)	917	56.7	520	6.5	60	6.5	18	2.0	35	3.8
Ontario (less NCR*)	2,162	61.2	1,324	2.5	55	2.5	40	1.9	57	2.6
NCR* (Ontario)	3,847	55.9	2,149	2.0	76	2.0	69	1.8	237	6.2
Manitoba	912	71.2	649	7.1	65	7.1	18	2.0	42	4.6
Saskatchewan	577	44.4	256	6.1	35	6.1	4	0.7	2	0.3
Alberta	1,077	54.5	587	4.7	51	4.7	15	1.4	29	2.7
British Columbia	1,854	62.9	1,167	2.6	48	2.6	35	1.9	131	7.1
Yukon	105	54.3	57	15.2	16	15.2	1	1.0	1	1.0
Northwest Territories	102	43.1	44	23.5	24	23.5	0	0.0	1	1.0
Outside Canada	3	33.3	1	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>15,321</b>	<b>59.9</b>	<b>9,174</b>	<b>3.0</b>	<b>464</b>	<b>3.0</b>	<b>260</b>	<b>1.7</b>	<b>602</b>	<b>3.9</b>

\* National Capital Region

Note: 'Hirings' refers to employees who were added to the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each region.



TABLE 9

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Executive	28	28.6	8	28.6	1	3.6	0	0.0	0	0.0
Scientific and Professional	1,361	47.7	649	47.7	61	4.5	12	0.9	94	6.9
Administrative and Foreign Service	4,111	47.6	1,956	47.6	106	2.6	75	1.8	211	5.1
Technical	1,067	40.2	429	40.2	32	3.0	8	0.7	37	3.5
Administrative Support	6,884	81.7	5,623	81.7	213	3.1	148	2.1	243	3.5
Operational	1,870	27.2	509	27.2	51	2.7	17	0.9	17	0.9
Total	15,321	59.9	9,174	59.9	464	3.0	260	1.7	602	3.9

Note: 'Hirings' refers to employees who were added to the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each occupational category.





**TABLE 10**

**Hirings into the Federal Public Service by Designated Group and Type of Employment**

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	2,839	41.3	1,172	41.3	82	2.9	47	1.7	184	6.5
Term (three months or more)	12,420	64.3	7,982	64.3	381	3.1	212	1.7	418	3.4
Seasonal	62	32.3	20	32.3	1	1.6	1	1.6	0	0.0
Total	15,321	59.9	9,174	59.9	464	3.0	260	1.7	602	3.9

Note: 'Hirings' refers to employees who were added to the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each type of employment.



TABLE 11

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	343	46.1	158	2.6	9	2.6	17	5.0	1	0.3
Prince Edward Island	187	63.1	118	2.7	5	2.7	17	9.1	1	0.5
Nova Scotia	867	41.9	363	2.4	21	2.4	32	3.7	45	5.2
New Brunswick	632	49.2	311	1.6	10	1.6	17	2.7	5	0.8
Quebec (less NCR*)	2,484	48.1	1,196	0.9	23	0.9	57	2.3	70	2.8
Ontario (less NCR*)	2,879	53.1	1,529	2.0	57	2.0	81	2.8	199	6.9
NCR*	7,084	56.1	3,975	2.0	145	2.0	205	2.9	356	5.0
Manitoba	837	52.1	436	5.6	47	5.6	33	3.9	32	3.8
Saskatchewan	433	49.9	216	6.2	27	6.2	14	3.2	11	2.5
Alberta	1,312	50.5	663	4.6	61	4.6	41	3.1	95	7.2
British Columbia	2,515	50.3	1,264	3.5	88	3.5	92	3.7	333	13.2
Yukon	60	65.0	39	20.0	12	20.0	2	3.3	3	5.0
Northwest Territories	35	62.9	22	17.1	6	17.1	0	0.0	1	2.9
Outside Canada	125	51.2	64	1.6	2	1.6	3	2.4	5	4.0
<b>Total</b>	<b>19,793</b>	<b>52.3</b>	<b>10,354</b>	<b>2.6</b>	<b>513</b>	<b>2.6</b>	<b>611</b>	<b>3.1</b>	<b>1,157</b>	<b>5.8</b>

\* National Capital Region

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

Percentages are that designated group's share of all promotions of federal Public Service employees in that region (see definition of promotions in Technical Notes in the Appendix).







TABLE 12

**Promotions Within the Federal Public Service by Designated Group and Occupational Category**

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Executive	483	34.0	164	34.0	13	2.7	10	2.1	15	3.1
Scientific and Professional	2,643	37.6	995	37.6	40	1.5	55	2.1	304	11.5
Administrative and Foreign Service	10,275	55.4	5,688	55.4	265	2.6	343	3.3	546	5.3
Technical	1,980	25.1	497	25.1	36	1.8	37	1.9	79	4.0
Administrative Support	3,310	84.0	2,781	84.0	122	3.7	153	4.6	181	5.5
Operational	937	15.4	144	15.4	37	3.9	13	1.4	25	2.7
<b>Total</b>	<b>19,793</b>	<b>52.3</b>	<b>10,354</b>	<b>52.3</b>	<b>513</b>	<b>2.6</b>	<b>611</b>	<b>3.1</b>	<b>1,157</b>	<b>5.8</b>

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

Percentages are that designated group's share of all promotions of federal Public Service employees in that occupational category (see definition of promotions in Technical Notes in the Appendix).

The total includes information on the 165 employees for whom the occupational category was unknown.



TABLE 13

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	17,260	50.8	8,768	50.8	418	2.4	561	3.3	1,009	5.8
Term (three months or more)	2,533	62.6	1,586	62.6	95	3.8	50	2.0	148	5.8
Total	19,793	52.3	10,354	52.3	513	2.6	611	3.1	1,157	5.8

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

Percentages are that designated group's share of all promotions of federal Public Service employees having that type of employment (see definition of promotions in Technical Notes in the Appendix).





TABLE 14

**Separations from the Federal Public Service by Designated Group and Region of Work  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998**

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	953	54.2	517	23	2.4	13	1.4	6	0.6	
Prince Edward Island	296	43.9	130	4	1.4	16	5.4	3	1.0	
Nova Scotia	1,561	38.9	608	25	1.6	82	5.3	55	3.5	
New Brunswick	840	41.7	350	9	1.1	32	3.8	10	1.2	
Quebec (less NCR*)	5,101	59.8	3,049	38	0.7	112	2.2	61	1.2	
NCR* (Quebec)	1,242	51.8	643	62	5.0	51	4.1	60	4.8	
Ontario (less NCR*)	4,334	53.3	2,312	126	2.9	159	3.7	244	5.6	
NCR* (Ontario)	5,207	50.6	2,635	108	2.1	203	3.9	292	5.6	
Manitoba	1,964	62.3	1,224	126	6.4	62	3.2	79	4.0	
Saskatchewan	953	41.0	391	50	5.2	18	1.9	17	1.8	
Alberta	2,285	46.7	1,066	111	4.9	92	4.0	95	4.2	
British Columbia	3,020	50.6	1,529	104	3.4	83	2.7	159	5.3	
Yukon	264	70.1	185	25	9.5	3	1.1	3	1.1	
Northwest Territories	124	46.8	58	27	21.8	2	1.6	1	0.8	
Outside Canada	42	14.3	6	0	0.0	1	2.4	1	2.4	
<b>Total</b>	<b>28,186</b>	<b>52.2</b>	<b>14,703</b>	<b>838</b>	<b>3.0</b>	<b>929</b>	<b>3.3</b>	<b>1,086</b>	<b>3.9</b>	

\* National Capital Region

Note: 'Separations' refers to employees leaving the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see Technical Notes in the Appendix).



TABLE 15

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

*(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Executive	356	16.3	58	16.3	9	2.5	12	3.4	12	3.4
Scientific and Professional	2,987	36.1	1,078	36.1	73	2.4	76	2.5	233	7.8
Administrative and Foreign Service	5,964	49.1	2,929	49.1	204	3.4	277	4.6	231	3.9
Technical	3,905	25.7	1,005	25.7	70	1.8	82	2.1	139	3.6
Administrative Support	10,261	85.2	8,741	85.2	334	3.3	385	3.8	392	3.8
Operational	4,713	18.9	892	18.9	148	3.1	97	2.1	79	1.7
Total	28,186	52.2	14,703	52.2	838	3.0	929	3.3	1,086	3.9

Note: 'Separations' refers to employees leaving the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see Technical Notes in the Appendix).





**TABLE 16**

**Separations from the Federal Public Service by Designated Group and Type of Employment  
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1997, to March 31, 1998**

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	15,621	42.4	6,625	42.4	429	2.7	659	4.2	685	4.4
Term (three months or more)	12,189	65.4	7,977	65.4	387	3.2	262	2.1	401	3.3
Seasonal	376	26.9	101	26.9	22	5.9	8	2.1	0	0.0
<b>Total</b>	<b>28,186</b>	<b>52.2</b>	<b>14,703</b>	<b>52.2</b>	<b>838</b>	<b>3.0</b>	<b>929</b>	<b>3.3</b>	<b>1,086</b>	<b>3.9</b>

Note: 'Separations' refers to employees leaving the federal Public Service payroll between April 1, 1997, and March 31, 1998 (see Technical Notes in the Appendix).

