

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

Annual Report 2011–12



Office of the Auditor General of Canada

Employment Equity in the Office of the Auditor General of Canada

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To:
Treasury Board
of Canada Secretariat

Pursuant to section 21 of the *Employment Equity Act*, I am pleased to submit to Parliament, through your Office, the Annual Report on Employment Equity in the Office of the Auditor General of Canada for 2011–12.

Sincerely,

Michael Ferguson, FCA
Auditor General of Canada

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Introduction

This Annual Report on Employment Equity in the Office of the Auditor General of Canada highlights employment equity activities during the period from 1 April 2011 to 31 March 2012.

It also presents information on the representation of designated groups as of 31 March 2012.

Employment Equity Environment

Enabling legislation

The Office of the Auditor General of Canada has a legislative basis in the *Auditor General Act*, the *Financial Administration Act*, and a number of other statutes.

Independence from government

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

Application of the *Employment Equity Act*

The Office of the Auditor General of Canada falls under the *Employment Equity Act*, section 4(1)(c)—as a portion of the Public Service of Canada.

Our work

The Office of the Auditor General of Canada audits federal government operations and provides Parliament with independent information, advice, and assurance regarding the federal government's stewardship of public funds. While the Office may comment on policy implementation

in an audit, it does not comment on the merits of the policy itself.

We are in the business of legislative auditing. We conduct

- performance audits of federal departments and agencies,
- annual financial audits of the government's financial statements, and
- special examinations and annual financial audits of Crown corporations.

We also audit the governments of Nunavut, Yukon, and the Northwest Territories.

Since 1995, the Office has also had a specific environmental and sustainable development mandate, established through amendments to the *Auditor General Act*.

Our audit findings—which include good practices, areas requiring attention, and recommendations for improvement—are reported to Parliament. The Auditor General's reports may be reviewed by parliamentary committees, which conduct hearings and make recommendations for action. Legislative assemblies provide the same oversight in the Territories. The government has the opportunity to respond to the findings, and may implement recommended changes.

The Office of the Auditor General of Canada also participates in a number of international activities.

Our organization

The Office, which includes the Commissioner of the Environment and Sustainable Development, is organized into three branches—Audit Practices, Audit Services, and the Management Group. Most employees work in the head office in Ottawa. The regional offices are located in Vancouver, Edmonton, Montréal, and Halifax.

We have a specialized workforce, with about 79 percent of our employees (511 of 646) at the middle management and audit professional levels.

Our values

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

- serving the public interest,
- independence and objectivity,
- commitment to excellence,
- trust and integrity,
- leading by example, and
- respectful workplace.

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

Our vision

An independent audit office serving Parliament, widely respected for the quality and impact of our work

We promote

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

We do this by

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

We are committed to providing a work environment in which all are treated with dignity and respect, and all are supported as they work

toward their full career potential. We encourage open and honest communication to create a climate of trust and teamwork. We value each other's talent and diversity and support learning and quality-of-life endeavours.

Office employees are expected to demonstrate personal integrity and ethics and to adhere to Office values, standards, and codes of conduct. People management competencies and behaviours are evaluated during recruitment and annual performance appraisals.

Our structure

The Assistant Auditor General of Corporate Services, who is a member of the Executive Committee, serves as employment equity champion and works to raise the profile of employment equity and diversity issues in the Office.

The Office has an active Employment Equity Committee, with subcommittees that represent four designated groups, to promote awareness and understanding of employment equity and diversity issues in the workplace.

The Chair of the Employment Equity Committee reports directly to the Assistant Auditor General of Corporate Services on any employment equity issues of note. The Chair provides input on all policies and issues that may affect employment equity.

Employment Equity Implementation

Implementation of legislation

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

This analysis is updated annually, and the results as of 31 March 2012 are presented in this report.

Employment equity records

We have implemented procedures for maintaining orderly and accurate employment equity records. We have also developed information vehicles and practices to keep our employees up-to-date on employment equity matters. For example, our INTRANet provides all employees with easy access to current employment equity information.

All new employees are asked to complete a self-identification questionnaire before their first day at the Office, and notices are sent periodically to remind all employees of their right to self-identify at any time.

Recruitment strategy

Our challenge is to enlist and retain audit professionals who are in high demand within government.

The Human Resources Group has developed a recruitment strategy to meet the immediate and future staffing needs of the Office. For example, our student recruitment program includes outreach directed at a number of university campuses across Canada. As Student Bridging is a commonly used mechanism for hiring new auditors, it is important that we encourage increased hiring of designated groups into student positions as this is a key component of our recruiting strategy and a way to address gaps in representation. We are convinced that our student programs have directly contributed to improvements in the Office's representation of members of designated groups.

Activities and events

The Office participates in several activities throughout the year to promote a corporate environment that supports employment equity values and ideals, including

- Aboriginal Awareness Week;
- International Day for Persons With Disabilities;
- International Day for the Elimination of Racial Discrimination;
- International Women's Day;

- Interdepartmental Forum for Persons With Disabilities;
- Women's History Month;
- Black History Month;
- The OAG Cultural Festival, which celebrates Canadian Multicultural day; and
- International Fellows Fair in support of the International Fellows Program.

In addition, the Office continues to actively support awareness and fundraising campaigns for causes that affect members of designated groups. These include

- Breast Cancer Research—Denim Day,
- National Day of Remembrance and Action on Violence Against Women,
- Terry Fox Run, and
- Red Cross Disaster Relief.

Finally, the Office promotes the principles of workplace respect and understanding; it does this during staff orientation and through ongoing in-house training programs. New auditors working in the North receive cultural awareness training, so they can better understand the community in which they work. The following courses are offered to all managers and staff:

- Working in a Diverse Workforce,
- Creating a Respectful Environment,
- Understanding Differences,
- Elements of Supervision, and
- Teamwork.

Succession planning

Every year, the number of forecasted retirements is monitored. The Office ensures that it gives due consideration to all designated group members who are involved in annual rotation and promotion processes, by educating hiring managers and representative selection committees.

Over time, these sustained efforts have resulted in opportunities for higher numbers of designated group members to be promoted. This is most evident for women, persons with disabilities, and

persons in a visible minority group, who are seen as being well represented among the promotions in the 2011–12 fiscal year. (Table 9)

Canadian Human Rights Commission Analysis

In 2011, the Canadian Human Rights Commission completed an analysis of the Office of the Auditor General's employment equity data. The analysis is a comparison of the OAG employment equity results with the performance of other employers that are subject to the *Employment Equity Act*.

"The employment equity results for the OAG are excellent. The overall representation of the four designated groups within the OAG's workforce is higher or closer to their labour market availability estimates. Therefore, the OAG is considered a leader in that regard."

http://www.oag-bvg.gc.ca/internet/English/acc_lp_e_36746.html

A leader is defined as an employer "with better overall employment equity results in comparison with its own industry or having full overall representation in three out of four designated groups."

The Canadian Human Rights Commission will monitor the performance of the OAG through a review of the annual reports submitted to the Office of the Chief Human Resources Officer.

Employment Equity Plan

Historically, the Office's employment equity plan has included activities and initiatives intended to increase awareness of equity and diversity issues and to improve opportunities in the workplace for all employees.

When the Office became subject to the *Employment Equity Act*, an Employment Equity Committee was formed. The committee's objective is to promote the Office's employment equity activities while increasing awareness of

equity and diversity issues and enhancing employment and promotion opportunities for all groups.

In response to specific requirements in section 10 of the *Employment Equity Act*, the Office has always maintained an Employment Equity Plan. The plan covers a three-year period and includes specific goals for improved representation.

In 2003, the Canadian Human Rights Commission audited our employment equity practices and performance. In 2004, it announced that our Office fully complied with the *Employment Equity Act*. Since that time, corporate Employment Equity and Workplace Accommodation policies have come into force and a mandatory diversity training program has come into effect.

Our most recent Employment Equity Plan covers the 2009–10, 2010–11, and 2011–12 fiscal years.

We are currently developing a new Employment Equity Plan to cover the 2012–13, 2013–14, and 2014–15 fiscal years. We anticipate that the plan will be approved and published on our INTRANet before the end of the 2012–13 fiscal year.

Communication and consultation

Ongoing communication is a critical factor in the success of our employment equity initiative. The Office undertakes a number of communication activities to support the equity and diversity programs.

- The Office offers a range of equity and diversity courses to staff annually.
- We post equity and diversity-related communication materials in areas within the Office where staff gather.
- The Office makes information on the *Employment Equity Act* and related organizational plans and policies available on its INTRANet site.
- We keep employees informed of the Office's progress on achieving representation objectives.

- The Office keeps staff, management, and our local union representatives engaged in meaningful dialogue to help us overcome outstanding recruitment and retention challenges.
- We reach out to and partner with educational institutions and professional associations to assist us in achieving our goals.
- The Office consults a union-management committee before finalizing policies and plans, such as the tri-annual Employment Equity Plan.

Numerical goals

We are committed to employment equity and work diligently to ensure that the principles are reflected in our workforce and our workplace.

The Office strives for 100 percent representation for each of the designated groups. The success of our efforts is monitored by the employment equity champion and is reported annually in the departmental performance report.

Employment Equity Numbers

Our employment equity numbers are prepared according to the National Occupational Classification (NOC) system, which was developed by Human Resources and Skills Development Canada (Exhibit 1). This system comprises 14 employment equity occupational groups (EEOG)—as defined in Schedule II of the Employment Equity Regulations—and 520 NOC unit groups (Exhibit 2).

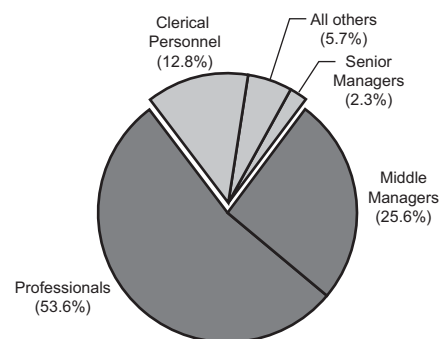
Classifying our employees under this system shows that we have a very specialized workforce:

- The 646 employees in our Office fall into 7 of the 14 EEOGs.
- Most of our employees (79 percent) are concentrated in two NOC unit groups—middle managers and auditors (professionals).

Exhibit 1—Classification of Office employees under the National Occupational Classification

Employment Equity Occupational Group	Major National Occupation Classification unit group
1 – Senior managers	0012 – Senior managers
2 – Middle and other managers	0414 – Middle managers 1111 – Auditors
3 – Professionals	1221 – Administrative officers
4 – Semi-professionals and technicians	1441 – Administrative clerks
5 – Supervisors	
7 – Administrative and senior clerical personnel	
10 – Clerical personnel	

Exhibit 2—Distribution of employees by major occupational groups



Representation in designated groups—highlights

We have compared our representation in each designated group with the most recent workforce availability figures provided by Human Resources and Skills Development Canada in the Employment Equity Data Report. We have used national figures for this comparison in most areas, with the exception of administrative and senior clerical personnel and clerical personnel, for whom we used data for the National Capital Region.

Women

As of 31 March 2012, women represent 61.9 percent of the Office's workforce, which surpasses the workforce availability of 51.7 percent. We continue to surpass workforce availability in five of the seven occupational groups.

Over the past two years, we have maintained the number of women in the senior management group; however, this year with the change of Auditor General, we saw a slight drop in our representation. Although we have not yet attained full representation at this level, we are confident that further improvements will be achieved in the coming years through a combination of promotions and attrition. We saw a 7 percent increase in the number of women in the administrative and senior clerical personnel group. We will continue working toward achieving representation in this group. (Table 4)

Aboriginal peoples

We are pleased to report that the Office retained all Aboriginal employees in the 2011–12 fiscal year. Our efforts have ensured that we continue to exceed the workforce availability rate and to have Aboriginal peoples represented in five of the seven occupational groups at the Office, including senior management. (Table 5)

Persons with disabilities

Overall representation of persons with disabilities in the Office has, for the most part, remained the same over the past three years (around 4.1 percent). There was a slight drop in representation of persons in this group this year (4.3 percent to 4.0 percent) as a result of a large number of retirements. Despite this fact, we were able to hire two new employees who identified in this designated group, which helped us remain fully compliant in representation of this group. (Table 6)

Persons in a visible minority

Representation, as a percentage of workforce availability, has decreased slightly (less than 1 percent) in the persons in a visible minority designated group. Despite this decline, we are very pleased to report an increase (12 percent) in representation in our middle and other managers occupational group, as well as a 26 percent increase in the administrative and senior clerical personnel group. For 2011–12, we do not meet workforce availability in this designated group (81.2 percent achieved), but we will continue our efforts to meet and/or exceed this target next year. Our deficiencies in this designated group will be an area of focus as we develop our 2013–2016 Employment Equity Plan. (Table 7)

Representation in hiring, promotions, and separations

This annual report includes an analysis of the number of employees who were hired, promoted, or left the Office and the degree of representation of members of each designated group.

Hiring as a percentage of workforce availability

In the past year, 60 people joined the Office. This is a 28-person decline from 2010–11, which is a direct result of the Strategic Operational Review across the federal government in 2011. Despite the decline in hiring, we were able to hire in all of the four designated groups. We exceeded workforce availability for women and were above 60 percent in the three other groups. (Table 8)

Promotions

In the 2011–12 fiscal year, 111 Office employees were promoted; this represents about 17.1 percent of our employee population, which is almost double the figure from previous years. In 2011–12, the Audit Professionals Group underwent a classification conversion, which resulted in a higher than normal number of promotions. We are pleased to report that all of the four designated groups were represented in these promotions. More than half (60 percent) of those promoted were women. (Table 9)

Separations

In the 2011–12 fiscal year, 67 employees left the Office—an attrition rate of 10.3 percent. Of the 67 who left, 28 were women (an attrition rate of 7.2 percent) and 6 were persons in a visible minority (an attrition rate of 8.0 percent). We were pleased to find that the rate of attrition has decreased over the past year for all designated

groups. One point worth highlighting is the continued drop in the attrition rate of visible minorities—from 31.9 percent in 2008–09, to 11.5 percent in 2010–11, and now 8 percent in the 2011–12 fiscal year. We will continue to monitor our results in this area to ensure that we do not have retention issues, particularly among the designated groups. (Table 10)

Appendix—Statistics

Report coverage

This report contains information, as of 31 March 2012, on our indeterminate employees and determinate employees with terms of six months or more. Employees who were on secondment to other organizations are also included in our numbers.

Employees who were on leave without pay from our Office as of 31 March 2012 are not included in the population. Because of the rapid turnover of students and casual employees, no information is reported on them.

Data on people in the designated groups

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

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

Our self-identification process began in April 1997. All new employees who join the Office are provided with a questionnaire when they are hired. In addition, at any time during the year, any employee may complete or revise a self-identification questionnaire, available from our Human Resources Group.

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

We provide information by Employment Equity Occupational Group (EEOG). Tables 4 to 7 include information for the two National Occupational Classification (NOC) unit groups that comprise the majority of our employees—the middle managers group (NOC Unit 0414), which is part of EEOG 2 (middle and other managers), and the auditors group (NOC Unit 1111), which is included in EEOG 3 (professionals).

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

As at 31 March 2012

	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
	646	400	61.9	18	2.8	26	4.0	70	10.8
Workforce availability			51.7		2.4		4.1		13.3

Table 2**Distribution of employees by designated group and region of work**

As at 31 March 2012

Region of work	All employees	Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	589	368	62.5	16	2.7	25	4.2	58	9.8
All other regions	57	32	56.1	2	3.5	1	1.8	12	21.1
Total	646	400	61.9	18	2.8	26	4.0	70	10.8

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

As at 31 March 2012

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	646		400	61.9	18	2.8	26	4.0	70	10.8
Senior Managers	15		4	26.7	1	6.7	0	0.0	1	6.7
Middle and Other Managers	165		91	55.2	5	3.0	7	4.2	7	4.2
Professionals	346		212	61.3	7	2.0	14	4.0	55	15.9
Semi-Professionals and Technicians	18		7	38.9	1	5.6	0	0.0	1	5.6
Supervisors	3		2	66.7	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	16		10	62.5	0	0.0	1	6.3	3	18.8
Clerical Personnel	83		74	89.2	4	4.8	4	4.8	3	3.6

Table 4

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

As at 31 March 2012

Employment Equity Occupational Group	All employees	Women		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
All occupations	646	400	61.9	51.7	100+	100+
Senior Managers	15	4	26.7	42.2	63.2	65.9
Middle and Other Managers	165	91	55.2	40.8	100+	100+
Professionals	346	212	61.3	53.3	100+	100+
Semi-Professionals and Technicians	18	7	38.9	25.0	100+	100+
Supervisors	3	2	66.7	50.6	100+	100+
Administrative and Senior Clerical Personnel	16	10	62.5	76.8	81.4	76.6
Clerical Personnel	83	74	89.2	69.8	100+	100+

National Occupational Classification unit group	All employees	Women		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
Middle Managers (0414)	143	80	55.9	39.5	100+	100+
Auditors (1111)	284	169	59.5	53.6	100+	100+

Table 5

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

As at 31 March 2012

Employment Equity Occupational Group	All employees	Aboriginal peoples		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
All occupations	646	18	2.8	2.4	100+	100+
Senior Managers	15	1	6.7	7.2	93.2	77.7
Middle and Other Managers	165	5	3.0	4.0	76.1	71.0
Professionals	346	7	2.0	1.2	100+	100+
Semi-Professionals and Technicians	18	1	5.6	2.2	100+	100+
Supervisors	3	0	0.0	2.1	0.0	0.0
Administrative and Senior Clerical Personnel	16	0	0.0	1.9	0.0	0.0
Clerical Personnel	83	4	4.8	2.5	100+	100+

National Occupational Classification unit group	All employees	Aboriginal peoples		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
Middle Managers (0414)	143	4	2.8	4.2	66.7	61.2
Auditors (1111)	284	5	1.8	1.2	100+	96.0

Table 6

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

As at 31 March 2012

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
All occupations	646	26	4.0	4.1	97.6	100+
Senior Managers	15	0	0.0	3.2	0.0	0.0
Middle and Other Managers	165	7	4.2	3.2	100+	100+
Professionals	346	14	4.0	4.5	88.9	94.6
Semi-Professionals and Technicians	18	0	0.0	4.8	0.0	0.0
Supervisors	3	0	0.0	9.5	0.0	0.0
Administrative and Senior Clerical Personnel	16	1	6.3	2.6	100+	100+
Clerical Personnel	83	4	4.8	4.4	100+	100+

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
Middle Managers (0414)	143	5	3.5	3.2	100+	100+
Auditors (1111)	284	10	3.5	4.5	77.8	82.6

Table 7

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

As at 31 March 2012

Employment Equity Occupational Group	All employees	Persons in a visible minority		Workforce availability (WFA)	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
All occupations	646	70	10.8	13.3	81.2	86.8
Senior Managers	15	1	6.7	4.8	100+	100+
Middle and Other Managers	165	7	4.2	5.1	82.3	77.9
Professionals	346	55	15.9	19.2	82.8	96.3
Semi-Professionals and Technicians	18	1	5.6	11.0	50.9	53.5
Supervisors	3	0	0.0	9.0	0.0	0.0
Administrative and Senior Clerical Personnel	16	3	18.8	8.0	100+	73.9
Clerical Personnel	83	3	3.6	11.1	32.4	40.6

National Occupational Classification unit group	All employees	Persons in a visible minority		Workforce availability	Representation as a percentage of WFA	
	Number	Number	Percentage	Percentage	March 2012	March 2011
Middle Managers (0414)	143	6	4.2	4.2	100	91.8
Auditors (1111)	284	50	17.6	20.5	85.9	100+

Table 8**Hiring by designated group and Employment Equity Occupational Group***

1 April 2011 to 31 March 2012

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	60		38	63.3	1	1.7	2	3.3	5	8.3
Senior Managers	1		0	0.0	0	0.0	0	0.0	0	0.0
Middle and Other Managers	5		2	40.0	0	0.0	1	0.0	0	0.0
Professionals	39		27	69.2	1	2.6	1	2.6	4	10.3
Semi-Professionals and Technicians	1		0	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0		0	0.0	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	1		1	100.0	0	0.0	0	0.0	1	100.0
Clerical Personnel	13		8	61.5	0	0.0	0	0.0	0	0.0

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

Hiring as a percentage of workforce availability	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	60		38	63.3	1	1.7	2	3.3	5	8.3
Workforce availability				51.7		2.4		4.1		13.3
Hiring as a percentage of workforce availability				122.4		70.8		80.5		62.4

Table 9

Promotions by designated group and Employment Equity Occupational Group*

1 April 2011 to 31 March 2012

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
All occupations	111	67	3	3	16
Senior Managers	1	0	0	0	0
Middle and Other Managers	4	3	0	0	2
Professionals	99	58	3	3	13
Semi-Professionals and Technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and Senior Clerical Personnel	3	2	0	0	1
Clerical Personnel	4	4	0	0	0

*Includes promotions and reclassifications.

Promotion rate	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
Number	111	67	3	3	16
Promotion rate (percentage)	17.1	17.2	18.8	10.7	21.3

Table 10**Separations by designated group and Employment Equity Occupational Group**

1 April 2011 to 31 March 2012

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
All occupations	66	28	0	4	6
Senior Managers	5	1	0	0	0
Middle and Other Managers	13	3	0	2	0
Professionals	29	14	0	2	6
Semi-Professionals and Technicians	2	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and Senior Clerical Personnel	4	3	0	0	0
Clerical Personnel	13	7	0	0	0

Attrition rate	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
Number	66	28	0	4	6
Attrition rate (percentage)	10.1	7.2	0.0	14.3	8.0

Table 11

Distribution of employees by designated group and salary band

As at 31 March 2012

Salary band (\$)	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage
35,000–39,999	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
40,000–44,999	4	0.6%	4	1.0%	0	0.0%	1	3.8%	0	0.0%
45,000–49,999	46	7.7%	35	9.8%	3	16.7%	1	7.7%	10	14.3%
50,000–54,999	53	15.9%	34	18.3%	2	27.8%	0	7.7%	9	27.1%
55,000–59,999	33	21.1%	24	24.3%	0	27.8%	1	11.5%	3	31.4%
60,000–64,999	53	29.3%	33	32.5%	0	27.8%	3	23.1%	5	38.6%
65,000–69,999	45	36.2%	33	40.8%	1	33.3%	1	26.9%	4	44.3%
70,000–74,999	28	40.6%	18	45.3%	1	38.9%	1	30.8%	3	48.6%
75,000–79,999	33	45.7%	21	50.5%	3	55.6%	1	34.6%	6	57.1%
80,000–89,999	82	58.4%	53	63.8%	2	66.7%	8	65.4%	10	90.0%
90,000–99,999	93	72.8%	53	77.0%	1	72.2%	2	73.1%	13	90.0%
100,000–109,999	19	75.7%	12	80.0%	0	72.2%	2	80.8%	1	91.4%
110,000–119,999	18	78.5%	10	82.5%	1	77.8%	0	80.8%	1	92.9%
120,000 +	139	100.0%	70	100.0%	4	100.0%	5	100.0%	5	100.0%
Total	646	100.0%	400	100.0%	18	100.0%	26	100.0%	70	100.0%

