

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

Annual Report 2015–16



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

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Employment Equity in the Office of the Auditor General of Canada

Annual Report 2015–16

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 2015–16.

Sincerely,

Original signed by

Michael Ferguson, CPA, CA
FCA (New Brunswick)
Auditor General of Canada

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Introduction

This annual report on employment equity in the Office of the Auditor General of Canada (the Office) outlines the state of employment equity representation for the 2015–16 fiscal year.

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. The Auditor General's powers are set forth in legislation passed by Parliament.

Independence from government

The Office differs from government departments and agencies through its independence from the government of the day and its reporting relationship to Parliament. The Office's independence is assured by a broad legislative mandate, exemptions from certain controls over the Office's budget and human resource management, and a 10-year non-renewable term for the Auditor General.

Application of the *Employment Equity Act*

The Office of the Auditor General of Canada is governed by the *Employment Equity Act*, in accordance with subsection 4(1)(c).

Work

The Office 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.

The Office is in the business of legislative auditing and conducts

- 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.

The Office also audits the governments of Nunavut, Yukon, and the Northwest Territories, and reports directly to their respective legislative assemblies.

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

The Office's 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 participates in international activities, organizations, and events that impact its legislative audit work. By collaborating with organizations and audit offices both elsewhere in Canada and across the world, the Office strengthens its legislative audit practice and contributes to the development of auditing standards.

Employees

The Office employs 563 people between its head office in Ottawa and four regional offices in Vancouver, Edmonton, Montréal, and Halifax.

The Office's audit professionals are highly qualified in their fields and bring a rich mix of academic disciplines and experience to their work. They include accountants, engineers, lawyers, management experts, information

technology professionals, environmental specialists, economists, historians, and sociologists. All audit staff have a graduate degree, or a bachelor's degree and professional designation. Many have additional credentials.

Auditors are organized into teams that are assigned to audits of specific departments, agencies, or Crown corporations, and audits of Canada's three territories. The auditors are supported in their work by specialists in law, professional practices, international relations, information technology, knowledge management, human resources, financial management, communications, and parliamentary liaison.

The Office has a specialized workforce, with 81.2 percent of employees (457 of 563) in the middle management and audit professional categories.

Work environment

The Office is committed to providing a work environment in which all are treated with dignity and respect, and all are supported as they work towards their full career potential. The Office encourages open and honest communication to create a climate of trust and teamwork. It values each other's talent and diversity, and supports 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.

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

Employment Equity Implementation

Implementation of legislation

The Office implements the requirements of the legislation by completing a self-identification survey. The Office then conducts a workforce analysis to determine the degree of representation of members of designated groups in each occupational group. This analysis is conducted annually, and the results (as of 31 March 2016) are presented in this report.

Employment equity records

The Office has procedures in place to maintain orderly and accurate employment equity records. All new employees are asked to complete a self-identification questionnaire before their first day at the Office, and notices are sent to remind all employees of their right to self-identify at any time.

The Office's INTRANet provides employees with easy access to current employment equity information.

In 2015, the Canadian Human Rights Commission conducted its triennial employment equity compliance audit of the Office of the Auditor General of Canada. The audit found that the Office's employment equity results for women and Aboriginal peoples have remained very good. The audit also found that persons in a visible minority group were slightly better represented, but the representation of persons with disabilities had declined and required attention. The Office agrees

with the Commission's audit that some additional progress is required in some areas. The Office will continue to be proactive in seeking out candidates from the designated groups.

Recruitment

Recruitment is no longer limited due to the Strategic and Operating Review. In fact, 55 employees joined the Office in the 2015–16 fiscal year. Most of these employees were members of at least one of the four designated groups.

Activities and events

The Office carried out activities throughout the year to promote a corporate environment that supports employment equity values and ideals. The following event was held in the 2015–16 fiscal year:

- International Fellows Fair, in support of the International Fellows Program

In addition, the Office continued to actively support awareness and fundraising campaigns for causes that affect members of designated groups (for example, Run for the Cure).

The Office promotes respect in the workplace through new employee on-boarding as well as ongoing in-house training programs. The following courses are offered to all managers and staff:

- Diversity and Respect in the Workplace
- Creating a Respectful Environment
- Working in Teams
- Culture and Its Effect on Communication
- Cultures and Communication
- Communicating Across Cultures
- Improving Communications in Cross-Cultural Relationships
- Communicating with a Cross-Cultural Audience

The Office also engaged a consultant to provide cultural awareness training to employees new to the Office's Northern team, so that they may better understand the community in which they work.

Talent management

The number of forecasted retirements is monitored annually to ensure that members of designated groups are considered in succession planning. In the 2015–16 fiscal year, a talent management program was introduced at the Office. This program is one of a number of human resource processes designed to attract, develop, motivate, and retain engaged employees. The goal is to create a high-performance, sustainable organization that meets its strategic and operational goals.

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 and persons in a visible minority group, who were well represented in various promotional opportunities in the 2015–16 fiscal year (Table 9).

Employment Equity Plan

The Office's employment equity plan includes 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*, the Employment Equity Committee, now called the Diversity 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 accordance with the requirements in section 10 of the *Employment Equity Act*, the Office maintains an employment equity plan. The plan covers a three-year period and includes specific goals for improved representation. The Triennial Employment Equity Plan 2013–2016 reports on activities carried out to comply with the legislation, presents the Office's strategy for enhancing and maintaining representation

across occupational groups and levels, and highlights the Office's efforts to sustain an inclusive and respectful workplace.

Communication and consultation

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

- offers a range of equity- and diversity-related courses to employees annually;
- posts equity- and diversity-related communication materials to areas within the Office where employees gather;
- makes information on the *Employment Equity Act* and related organizational plans and policies available on its INTRANet site;
- keeps employees informed of the Office's progress on achieving representation objectives;
- keeps employees, management, and employee representative groups engaged in meaningful dialogue to help address recruitment challenges;
- reaches out to and partners with educational institutions and professional associations to assist the Office in achieving its goals; and
- consults with union–management committees before finalizing policies and plans, such as the Triennial Employment Equity Plan.

Numerical goals

Employment equity is an important underlying value of the Office of the Auditor General of Canada. The Office is committed to ensuring equal opportunity in its workplace for all employees.

The Office strives for 100 percent representation of workforce availability for each of the designated groups. The success of the Office's efforts is

monitored by the Employment Equity Champion and is reported annually in the Departmental Performance Report.

Employment Equity Numbers

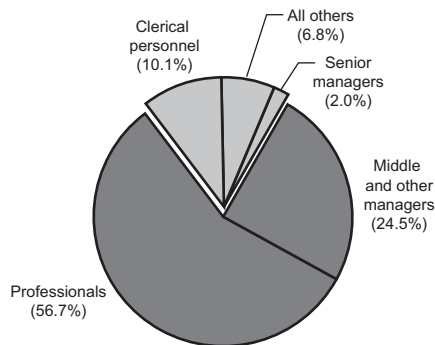
The Office's employment equity numbers are prepared according to the National Occupational Classification (NOC) system, which was developed by Employment and Social Development Canada (Exhibit 1). This system comprises 14 employment equity occupational groups (EEOGs)—as defined in Schedule II of the *Employment Equity Regulations*—and 520 NOC unit groups.

Classifying employees under this system shows that the Office has a very specialized workforce:

- The 563 employees in the Office fall into 7 of the 14 EEOGs.
- Most of the Office's employees (81.2 percent) are concentrated in 2 EEOGs—professionals and middle and other managers (Exhibit 2).

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

Employment Equity Occupational Group (EEOG)	Major National Occupational Classification (NOC) unit group
1 – Senior managers	0012 – Senior managers
2 – Middle and other managers	0414 – Other managers
	1111 – Auditors
3 – Professionals	1221 – Administrative officers
4 – Semi-professionals and technicians	1411 – General office support workers
5 – Supervisors	
7 – Administrative and senior clerical personnel	
10 – Clerical personnel	

Exhibit 2—Distribution of employees by Employment Equity Occupational Group (EEOG)

Representation in designated groups—highlights

The Office compared its representation in each designated group with the most recent workforce availability figures¹, provided by Employment and Social Development Canada in the Employment Equity Data Report. The Office used national figures for this comparison in most areas, with the exception of the administrative and senior clerical personnel category and the clerical personnel category, for which the Office used data from the National Capital Region.

Women

As of 31 March 2016, women represented 62.5 percent of the Office's workforce, which is above the workforce availability of 51.4 percent (Table 4). Women are well represented in all EEOGs, and in all but the lowest salary band, of which there is no employee representation (Table 11).

Aboriginal peoples

The Office's representation of Aboriginal employees during the reporting period was 2.3 percent, which is in line with the workforce

availability of 2.5 percent (Table 5). In other words, the Office had 13 Aboriginal employees, just 1 short of its goal of 14. The Office is monitoring these numbers and is looking to develop a strategy to increase representation of Aboriginal employees.

Persons with disabilities

The Office's overall representation of persons with disabilities during the reporting period was 3.4 percent, which is below the workforce availability of 4.3 percent (Table 6). In other words, the Office had 19 persons with disabilities, or 5 short of its goal of 24. The Office recognizes that its overall representation of persons with disabilities is an area for improvement, and it has begun addressing the issue with activities outlined in the draft Triennial Employment Equity Plan 2017–2020.

Persons in a visible minority group

The Office's overall representation of persons in a visible minority group was 14.6 percent, which is below the workforce availability of 17.4 percent (Table 7). In other words, the Office had 82 visible minorities, or 16 short of its goal of 98.

In the 2015–16 fiscal year, 29.1 percent of the Office's new hires were in the persons in a visible minority group. As a result, the representation of workforce availability for persons in this group in all occupations was 83.5 percent, up from 70.8 percent in the previous reporting period. The Office recognizes that this is also an area for improvement and is addressing the issue with activities outlined in the draft Triennial Employment Equity Plan 2017–2020. The Office will continue to monitor these numbers to ensure that it continues to improve its overall representation for this group.

Representation in hires, promotions, and separations

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

¹ 2011 Employment Equity Data Report (http://www.labour.gc.ca/eng/standards_equity/eq/pubs_eq/eedr/2011/report/tables/table14_index.shtml).

Hires

In the past year, 55 people joined the Office (Table 8). Of these new hires, 42 were from at least one designated group. More specifically,

- 34 of the people hired were women (61.8 percent),
- 16 were persons in a visible minority group (29.1 percent),
- 3 were persons with disabilities (5.5 percent), and
- 2 were persons in the Aboriginal peoples' group (3.6 percent).

Promotions

In the past year, 54 employees were promoted (Table 9). Of these promotions, 44 employees were from at least one designated group. More specifically,

- 35 of the people promoted were women (64.8 percent),
- 8 were persons in a visible minority group (14.8 percent), and
- 1 was a person with a disability (1.9 percent).

Separations

During the reporting period, 57 employees left the Office (Table 10). Of those who left, 53 employees were from at least one designated group. More specifically,

- 39 of the people who left were women (an attrition rate of 11.4 percent),
- 5 were Aboriginal persons (an attrition rate of 35.7 percent),
- 2 were persons with disabilities (an attrition rate of 8.7 percent), and
- 7 were persons in a visible minority group (an attrition rate of 10.4 percent).

The attrition rate of 35.7 percent for the Aboriginal peoples' group was unusually high. The Office will monitor the situation to ensure that the numbers in the 2015–16 fiscal year were just an anomaly.

Conclusion

The Office is addressing the under-representation in some of the designated groups, primarily in the persons in a visible minority group. The Office is addressing the discrepancies by putting strategies in place. It is working to ensure that those managers responsible for the hiring into its audit development training programs—its primary source of new employees—are fully trained and active partners in addressing the under-representation in the three designated groups.

The Office expects that the draft Triennial Employment Equity Plan 2017–2020, along with training for human resource personnel, will assist in addressing the under-representation in some groups. With these strategies in place, the Office will continue to work towards a fully representative workforce through future hiring activities.

Appendix—Statistics

Report coverage

This report contains information, as of 31 March 2016, on the Office's indeterminate employees and determinate employees with terms of six months or more. Employees who were on secondment to other organizations are also included in the Office's numbers.

Employees who were on leave without pay from the Office as of 31 March 2016 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 at least 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.

The Office's self-identification process began in April 1997. All new employees are asked to complete a questionnaire before their first day at the Office. In addition, at any time during the

year, any employee may complete or revise a self-identification questionnaire, which is available from the Office's Human Resources Group.

Tables 4 to 7 show the Office's representation as a percentage of workforce availability, with comparative figures for the prior year. The Office believes this is the best measure of how well it is progressing toward its goal of achieving a representative workforce.

The Office provides information by Employment Equity Occupational Group (EEOG). Tables 4 to 7 include information for the two National Occupational Classification (NOC) unit groups that account for the majority of the Office's employees—other managers (NOC Unit 0414), which is part of EEOG 2 (middle and other managers); and auditors (NOC Unit 1111), included in EEOG 3 (professionals).

Workforce availability

Workforce availability is the distribution of people in the designated groups as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupations in the public service and is derived from 2011 Census data.

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

As at 31 March 2016

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Office	563		352	62.5	13	2.3	19	3.4	82	14.6
Workforce availability				51.4		2.5		4.3		17.4

Totals may not equal the sum of components because of rounding and suppression.

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

As at 31 March 2016

Region of work	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	509		318	62.5	10	2.0	17	3.3	68	13.4
All other regions	54		34	63.0	3	5.6	2	3.7	14	25.9
Total	563		352	62.5	13	2.3	19	3.4	82	14.6

Totals may not equal the sum of components because of rounding and suppression.

Table 3

Representation of designated groups by Employment Equity Occupational Group

As at 31 March 2016

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	563	352	62.5	13	2.3	19	3.4	82	14.6	
Senior managers	11	4	36.4	1	9.1	1	9.1	1	9.1	
Middle and other managers	138	79	57.2	2	1.4	3	2.2	6	4.3	
Professionals	319	196	61.4	7	2.2	13	4.1	69	21.6	
Semi-professionals and technicians	19	8	42.1	2	10.5	0	0.0	1	5.3	
Supervisors	2	2	100.0	0	0.0	0	0.0	0	0.0	
Administrative and senior clerical personnel	17	11	64.7	0	0.0	0	0.0	2	11.8	
Clerical personnel	57	52	91.2	1	1.8	2	3.5	3	5.3	

Totals may not equal the sum of components because of rounding and suppression.

Table 4

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

As at 31 March 2016

Employment Equity Occupational Group	All employees		Women		Workforce availability	Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage		March 2016	March 2015
All occupations	563		352	62.5	51.4	100.0+	100.0+
Senior managers	11		4	36.4	46.2	78.6	77.2
Middle and other managers	138		79	57.2	41.3	100.0+	100.0+
Professionals	319		196	61.4	53.6	100.0+	100.0+
Semi-professionals and technicians	19		8	42.1	25.7	100.0+	100.0+
Supervisors	2		2	100.0	51.0	100.0+	100.0+
Administrative and senior clerical personnel	17		11	64.7	77.2	83.9	72.9
Clerical personnel	57		52	91.2	66.0	100.0+	100.0+
National Occupational Classification unit group	All employees		Women		Workforce availability	Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage		March 2016	March 2015
Other managers (0414)	121		67	55.4	39.5	100.0+	100.0+
Auditors (1111)	265		164	61.9	54.8	100.0+	100.0+

Totals may not equal the sum of components because of rounding and suppression.

Table 5

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

As at 31 March 2016

Employment Equity Occupational Group	All employees		Aboriginal peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
All occupations	563		13	2.3	2.5		93.0	100.0+
Senior managers	11		1	9.1	7.2		100.0+	98.9
Middle and other managers	138		2	1.4	4.0		35.9	72.6
Professionals	319		7	2.2	1.5		100.0+	100.0+
Semi-professionals and technicians	19		2	10.5	3.6		100.0+	100.0+
Supervisors	2		0	0.0	2.9		0.0	0.0
Administrative and senior clerical personnel	17		0	0.0	3.3		0.0	0.0
Clerical personnel	57		1	1.8	2.9		60.6	59.6
National Occupational Classification unit group	All employees		Aboriginal peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
Other managers (0414)	121		1	0.8	4.3		19.3	39.7
Auditors (1111)	265		5	1.9	1.4		100.0+	85.7

Totals may not equal the sum of components because of rounding and suppression.

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 2016

Employment Equity Occupational Group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
All occupations	563		19	3.4	4.3		78.3	100.0+
Senior managers	11		1	9.1	4.3		100.0+	100.0+
Middle and other managers	138		3	2.2	4.3		50.0	100.0+
Professionals	319		13	4.1	3.8		100.0+	100.0+
Semi-professionals and technicians	19		0	0.0	4.6		0.0	0.0
Supervisors	2		0	0.0	13.9		0.0	0.0
Administrative and senior clerical personnel	17		0	0.0	3.4		0.0	0.0
Clerical personnel	57		2	3.5	7.0		50.2	39.4
National Occupational Classification unit group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
Other managers (0414)	121		2	1.7	4.3		38.0	100.0+
Auditors (1111)	265		10	3.8	3.8		99.6	90.3

Totals may not equal the sum of components because of rounding and suppression.

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 2016

Employment Equity Occupational Group	All employees		Persons in a visible minority		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
All occupations	563		82	14.6	17.4		83.5	70.8
Senior managers	11		1	9.1	6.8		100.0+	100.0+
Middle and other managers	138		6	4.3	8.1		53.5	53.0
Professionals	319		69	21.6	23.3		93.0	78.3
Semi-professionals and technicians	19		1	5.3	14.6		36.1	36.1
Supervisors	2		0	0.0	11.7		0.0	0.0
Administrative and senior clerical personnel	17		2	11.8	10.7		100.0+	58.3
Clerical personnel	57		3	5.3	12.6		41.7	41.0
National Occupational Classification unit group	All employees		Persons in a visible minority	Percentage	Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2016	March 2015
Other managers (0414)	121		5	4.1	7.4		55.7	57.2
Auditors (1111)	265		62	23.4	24.3		96.3	81.6

Totals may not equal the sum of components because of rounding and suppression.

Table 8

Hiring by designated group and Employment Equity Occupational Group

As at 31 March 2016

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	55	61.8	34	61.8	2	3.6	3	5.5	16	29.1
Senior managers	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	2	50.0	1	50.0	0	0.0	0	0.0	0	0.0
Professionals	49	59.2	29	59.2	2	4.1	3	6.1	16	32.7
Semi-professionals and technicians	0	0.0	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	0.0
Administrative and senior clerical personnel	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Clerical personnel	4	100.0	4	100.0	0	0.0	0	0.0	0	0.0

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	55	61.8	34	61.8	2	3.6	3	5.5	16	29.1
Workforce availability		51.4		51.4		2.5		4.3		17.4
Hiring as a percentage of workforce availability		100.0+		100.0+		100.0+		100.0+		100.0+

Data includes employees hired into term positions (six months or more) and indeterminate positions. Totals may not equal the sum of components because of rounding and suppression.

Table 9

Promotions by designated group and Employment Equity Occupational Group

As at 31 March 2016

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number		Number		Number		Number	
All occupations	54		35		0		1		8	
Senior managers	0		0		0		0		0	
Middle and other managers	10		7		0		0		0	
Professionals	43		27		0		1		8	
Semi-professionals and technicians	0		0		0		0		0	
Supervisors	0		0		0		0		0	
Administrative and senior clerical personnel	0		0		0		0		0	
Clerical personnel	1		1		0		0		0	

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number		Number		Number		Number		Number	
Last year's total number of employees as at 31 March 2015	550		341		14		23		67	
Number	54		35		0		1		8	
Promotion rate (percentage)	9.8		10.3		0.0		4.3		11.9	

Data includes promotions and reclassifications. Totals may not equal the sum of components because of rounding and suppression.

Table 10

Separations by designated group and Employment Equity Occupational Group

As at 31 March 2016

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
	Number	Number	Number	Number	Number
All occupations	57	39	5	2	7
Senior managers	3	1	0	0	0
Middle and other managers	16	10	3	1	0
Professionals	31	23	1	1	7
Semi-professionals and technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and senior clerical personnel	1	0	0	0	0
Clerical personnel	6	5	1	0	0
	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
	Number	Number	Number	Number	Number
Last year's total number of employees as at 31 March 2015	550	341	14	23	67
Number	57	39	5	2	7
Attrition rate (percentage)	10.4	11.4	35.7	8.7	10.4

Totals may not equal the sum of components because of rounding and suppression.

Table 11

Distribution of employees by designated group and salary band

As at 31 March 2016

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	1	0.2%	1	0.3%	0	0.0%	0	0.0%	0	0.0%
45,000–49,999	8	1.6%	4	1.4%	1	7.7%	1	5.3%	4	4.9%
50,000–54,999	24	5.9%	16	6.0%	0	7.7%	1	10.5%	8	14.6%
55,000–59,999	39	12.8%	28	13.9%	2	23.1%	2	21.1%	9	25.6%
60,000–64,999	50	21.7%	36	24.1%	0	23.1%	1	26.3%	2	28.0%
65,000–69,999	21	25.4%	14	28.1%	0	23.1%	0	26.3%	6	35.4%
70,000–74,999	33	31.3%	26	35.5%	2	38.5%	1	31.6%	6	42.7%
75,000–79,999	32	36.9%	19	40.9%	1	46.2%	1	36.8%	8	52.4%
80,000–89,999	97	54.2%	57	57.1%	3	69.2%	5	63.2%	16	72.0%
90,000–99,999	29	59.3%	14	61.1%	0	69.2%	0	63.2%	4	76.8%
100,000–109,999	95	76.2%	63	79.0%	2	84.6%	3	78.9%	12	91.5%
110,000–119,999	2	76.6%	1	79.3%	0	84.6%	0	78.9%	1	92.7%
120,000+	132	100.0%	73	100.0%	2	100.0%	4	100.0%	6	100.0%
Total	563	100.0%	352	100.0%	13	100.0%	19	100.0%	82	100.0%

Totals may not equal the sum of components because of rounding and suppression.