

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

Annual Report 2016–17



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 2016–17

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 2016–17.

Sincerely,

Original signed by

Michael Ferguson, CPA, CA
FCPA, 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 outlines the state of employment equity representation for the 2016–17 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 most other government departments and agencies through its independence from the government of the day and its reporting relationship to Parliament. Controls are in place to assure the Office's independence, including exemptions from certain Treasury Board policy requirements, status as a separate employer, 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.

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.

Employees

The Office employs 587 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, and economists. All financial audit trainees have a bachelor's degree. The remaining audit staff have a graduate degree, or a bachelor's degree and professional designation. Some 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.

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 toward 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 Principal, Human Resources, serves as Diversity Champion, and works to raise the profile of employment equity and diversity issues in the Office.

In addition, the Office maintains a Diversity Committee that promotes the Office's employment equity activities while increasing awareness of equity and diversity issues, and enhancing employment and promotion opportunities for all groups.

The Chair of the Diversity Committee reports directly to the Principal, Human Resources, 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 employment equity legislation by administering a voluntary self-identification survey. It 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. The results (as of 31 March 2017) are presented in this report.

Employment equity records

The Office of the Auditor General of Canada maintains 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 upon promotion.

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

Recruitment

In the 2016–17 fiscal year, 96 employees joined the Office. Seventy-six percent were members of one of the four designated groups.

The Office has established a resourcing strategy for 2017–2020 to address key challenges as it continues to recruit the resources necessary to fulfill its mandate. Specifically, this strategy highlights the Office's continued focus on maintaining a diverse workforce that reflects Canada's population.

As part of this focus on diversity, the Office participated in projects and programs to increase employment equity representation within its workplace and externally. These projects and programs include

- the Aboriginal Outreach and Capacity Building project plan, which was developed to help the Office increase representation of members of the Aboriginal group;

- the Martin Mentorship Program for Indigenous Secondary School Students, which provides ongoing career mentoring to Aboriginal high school students; and
- LiveWorkPlay, an organization that helps young people with developmental disabilities integrate into society.

Activities and events

In the 2016–17 fiscal year, the Office carried out one activity to promote a corporate environment that supports employment equity values and ideals:

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

The Office promotes respect in the workplace through its employee on-boarding program, as well as through courses from the Canada School of Public Service. Some of the courses offered to all managers and employees are on the following topics:

- respect and inclusivity;
- prevention of violence, harassment, and discrimination; and
- values and ethics.

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 communities in which they work.

Talent management

A talent management program was introduced at the Office in 2015–16. 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 (Table 9).

Employment Equity Plan

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 2017–2020 is currently being drafted. It will present the Office's strategy for enhancing and maintaining representation across occupational groups and levels, highlight the Office's efforts to sustain an inclusive and respectful workplace, and report on activities carried out to comply with the legislation.

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

- sends communications to encourage employees to celebrate diversity;
- 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 employee representatives 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 Diversity Champion.

Employment Equity Numbers

The Office's employment equity numbers are prepared according to the National Occupational Classification (NOC) developed by Employment and Social Development Canada. This classification comprises 14 employment equity occupational groups (EEOGs)—as defined in Schedule II of the *Employment Equity Regulations*—and 500 NOC unit groups.

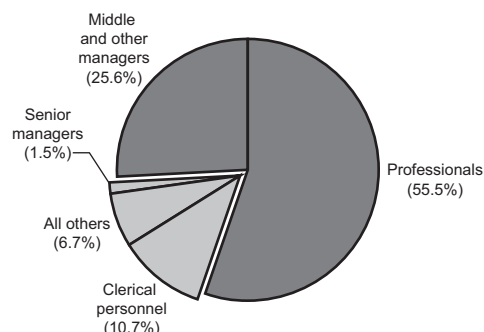
A closer look at this system shows that the Office has a very specialized workforce:

- The 587 employees in the Office fall into 7 of the 14 EEOGs (Exhibit 1).
- Most of the Office's employees (81.1 percent) are concentrated in just 2 EEOGs: professionals and middle and other managers (Exhibit 2).

Exhibit 1—Classification of Office employees under the Employment Equity Occupational Group

- 1 – Senior managers
- 2 – Middle and other managers
- 3 – Professionals
- 4 – Semi-professionals and technicians
- 5 – Supervisors
- 7 – Administrative and senior clerical personnel
- 10 – Clerical personnel

Exhibit 2—Distribution of Office employees by Employment Equity Occupational Group



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 2017, 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 almost all EEOGs and salary bands (Table 11).

Aboriginal peoples

The Office's representation of Aboriginal employees during the reporting period was 2.9 percent, which exceeds the workforce availability of 2.5 percent (Table 5). In other words, the Office had 17 Aboriginal employees, surpassing its goal of 15 by 2.

¹ 2011 Employment Equity Data Report (<https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-data-report.html>).

Persons with disabilities

The Office's overall representation of persons with disabilities during the reporting period was 6.3 percent, which is above the workforce availability of 4.3 percent (Table 6). In other words, the Office had 37 persons with disabilities, well above its goal of 26 and almost double the count of the previous reporting period.

Persons in a visible minority group

The Office's overall representation of persons in a visible minority group was 16.2 percent, which is slightly below the workforce availability of 17.2 percent (Table 7). In other words, the Office had 95 persons in a visible minority group, or 6 short of its goal of 101.

In the 2016–17 fiscal year, 27.1 percent of the Office's new hires were persons in a visible minority group. As a result, the representation of workforce availability for persons in this group in all occupations was 94.1 percent, up from 83.5 percent in the previous reporting period. The Office recognizes that this continues to be an area for improvement, and is addressing the issue with activities outlined in the draft Triennial Employment Equity Plan 2017–2020. The Office will 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, promoted, or left the Office.

Hires

In the past year, 96 people joined the Office (Table 8). Of these new hires, 73 were from at least one designated group. More specifically,

- 59 of the people hired were women (61.5 percent),
- 26 were persons in a visible minority group (27.1 percent),

- 6 were persons with disabilities (6.3 percent), and
- 4 were persons in the Aboriginal peoples' group (4.2 percent).

Promotions

In the past year, 97 employees were promoted (Table 9). Of these promotions, 72 employees were from at least one designated group. More specifically,

- 63 of the people promoted were women (64.9 percent),
- 23 were persons in a visible minority group (23.7 percent),
- 4 were persons with disabilities (4.1 percent), and
- 2 were persons in the Aboriginal peoples' group (2.1 percent).

Separations

During the reporting period, 63 employees left the Office (Table 10). Of those who left, 41 employees were from at least one designated group. More specifically,

- 36 of the people who left were women (an attrition rate of 10.2 percent),
- 7 were persons in a visible minority group (an attrition rate of 8.5 percent),
- 4 were persons with disabilities (an attrition rate of 21.1 percent), and
- 1 was an Aboriginal person (an attrition rate of 7.7 percent).

The attrition rate of 21.1 percent for the persons with disabilities group was unusually high. The Office will monitor the situation to ensure that the numbers in the 2016–17 fiscal year were just an anomaly.

Conclusion

The Office is committed to reaching its employment equity goals and has made significant progress in increasing employees in under-represented groups. The Office is continuing to address the under-representation in the persons in a visible minority group. The current hiring percentages for this group are well above its workforce availability.

Going forward, the Office will work toward a representative workforce for all occupational groups. Therefore, some of the Office's plans are focused on considering employment equity when planning and implementing recruitment strategies

and hiring and promotion practices. Maintaining a diverse workforce reflective of Canada's population is identified as one of the five key challenges in the 2017–2020 Resourcing Strategy.

The Office is also working to increase its planned activities for 2017–18.

The Office expects to finalize its Triennial Employment Equity Plan 2017–2020 by the end of the 2017 calendar year. The initiatives and projects highlighted in this plan will assist in addressing gaps in aggregate occupational groups.

Appendix—Statistics

Report coverage

This report contains information, as of 31 March 2017, 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.

No information is reported on students or casual workers. Employees on leave without pay (such as those on care and nurturing leave or educational leave) are not included in these tables.

Data on people in the designated groups

All data was obtained through voluntary self-identification.

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 voluntary 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, 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 previous 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 2017

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Office	587		367	62.5	17	2.9	37	6.3	95	16.2
Workforce availability				51.4		2.5		4.3		17.2

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

As at 31 March 2017

Region of work	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	530		331	62.5	15	2.8	35	6.6	79	14.9
All other regions	57		36	63.2	2	3.5	2	3.5	16	28.1
Total	587		367	62.5	17	2.9	37	6.3	95	16.2

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 2017

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	587	367	62.5	17	2.9	37	6.3	95	16.2	
Senior managers	9	3	33.3	1	11.1	1	11.1	1	11.1	
Middle and other managers	150	91	60.7	2	1.3	4	2.7	8	5.3	
Professionals	326	194	59.5	8	2.5	24	7.4	81	24.8	
Semi-professionals and technicians	22	10	45.5	3	13.6	2	9.1	1	4.5	
Supervisors	1	1	100.0	0	0.0	0	0.0	0	0.0	
Administrative and senior clerical personnel	16	12	75.0	0	0.0	1	6.3	1	6.3	
Clerical personnel	63	56	88.9	3	4.8	5	7.9	3	4.8	

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 2017

Employment Equity Occupational Group	All employees		Women		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage		March 2017	March 2016
All occupations	587	367	62.5	51.4		100.0+	100.0+
Senior managers	9	3	33.3	46.2		72.1	78.6
Middle and other managers	150	91	60.7	41.3		100.0+	100.0+
Professionals	326	194	59.5	53.8		100.0+	100.0+
Semi-professionals and technicians	22	10	45.5	25.7		100.0+	100.0+
Supervisors	1	1	100.0	51.0		100.0+	100.0+
Administrative and senior clerical personnel	16	12	75.0	77.2		97.2	83.9
Clerical personnel	63	56	88.9	66.0		100.0+	100.0+
National Occupational Classification unit group	All employees		Women		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage		March 2017	March 2016
Other managers (0414)	129	77	59.7	39.5		100.0+	100.0+
Auditors (1111)	264	156	59.1	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 2017

Employment Equity Occupational Group	All employees		Aboriginal peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	Percentage	Percentage	March 2017	March 2016
All occupations	587		17	2.9	2.5		100.0+	93.0
Senior managers	9		1	11.1	7.2		100.0+	100.0+
Middle and other managers	150		2	1.3	4.0		33.2	35.9
Professionals	326		8	2.5	1.5		100.0+	100.0+
Semi-professionals and technicians	22		3	13.6	3.8		100.0+	100.0+
Supervisors	1		0	0.0	2.9		0.0	0.0
Administrative and senior clerical personnel	16		0	0.0	3.3		0.0	0.0
Clerical personnel	63		3	4.8	2.9		100.0+	60.6
National Occupational Classification unit group	All employees		Aboriginal peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	Percentage	Percentage	March 2017	March 2016
Other managers (0414)	129		1	0.8	4.3		18.1	19.3
Auditors (1111)	264		5	1.9	1.4		100.0+	100.0+

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 2017

Employment Equity Occupational Group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	Percentage	Percentage	March 2017	March 2016
All occupations	587		37	6.3	4.3		100.0+	78.3
Senior managers	9		1	11.1	4.3		100.0+	100.0+
Middle and other managers	150		4	2.7	4.3		61.4	50.0
Professionals	326		24	7.4	3.8		100.0+	100.0+
Semi-professionals and technicians	22		2	9.1	4.6		100.0+	0.0
Supervisors	1		0	0.0	13.9		0.0	0.0
Administrative and senior clerical personnel	16		1	6.3	3.4		100.0+	0.0
Clerical personnel	63		5	7.9	7.0		100.0+	50.2
National Occupational Classification unit group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	Percentage	Percentage	March 2017	March 2016
Other managers (0414)	129		3	2.3	4.3		53.5	38.0
Auditors (1111)	264		20	7.6	3.8		100.0+	99.6

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 2017

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 2017	March 2016
All occupations	587		95	16.2	17.2		94.1	83.5
Senior managers	9		1	11.1	6.8		100.0+	100.0+
Middle and other managers	150		8	5.3	8.2		64.9	53.5
Professionals	326		81	24.8	23.0		100.0+	93.0
Semi-professionals and technicians	22		1	4.5	14.7		31.0	36.1
Supervisors	1		0	0.0	11.7		0.0	0.0
Administrative and senior clerical personnel	16		1	6.3	10.7		58.3	100.0+
Clerical personnel	63		3	4.8	12.6		37.8	41.7
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 2017	March 2016
Other managers (0414)	129		7	5.4	7.4		73.2	55.7
Auditors (1111)	264		71	26.9	24.3		100.0+	96.3

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 2017

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	96	59	61.5	4	4.2	6	6.3	26	27.1	
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0	
Middle and other managers	16	9	56.3	0	0.0	0	0.0	1	6.3	
Professionals	61	35	57.4	1	1.6	6	9.8	24	39.3	
Semi-professionals and technicians	5	3	60.0	1	20.0	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	0	0.0	
Clerical personnel	13	11	84.6	2	15.4	0	0.0	1	7.7	
	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	96	59	61.5	4	4.2	6	6.3	26	27.1	
Workforce availability			51.4	2.5		4.3			17.2	
Hiring as a percentage of workforce availability			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 2017

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	97	63	64.9	2	2.1	4	4.1	23	23.7	
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0	
Middle and other managers	16	10	62.5	0	0.0	0	0.0	1	6.3	
Professionals	75	48	64.0	2	2.7	4	5.3	22	29.3	
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	0	0.0	
Clerical personnel	4	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 group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Last year's total number of employees as at 31 March 2016	563		352		13		19		82	
Number	97		63		2		4		23	
Promotion rate (percentage)	17.2		17.9		15.4		21.1		28.0	

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 2017

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	63	36	57.1	1	1.6	4	6.3	7	11.1	
Senior managers	2	1	50.0	0	0.0	0	0.0	0	0.0	
Middle and other managers	12	2	16.7	0	0.0	2	16.7	0	0.0	
Professionals	37	24	64.9	0	0.0	2	5.4	6	16.2	
Semi-professionals and technicians	2	1	50.0	0	0.0	0	0.0	0	0.0	
Supervisors	1	1	100.0	0	0.0	0	0.0	0	0.0	
Administrative and senior clerical personnel	2	0	0.0	0	0.0	0	0.0	0	0.0	
Clerical personnel	7	7	100.0	1	14.3	0	0.0	1	14.3	
Last year's total number of employees as at 31 March 2016	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Number	563		352		13		19		82	
Attrition rate (percentage)	63		36		1		4		7	
	11.2		10.2		7.7		21.1		8.5	

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 2017

Salary band (\$)	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage of all employees	Number	Percentage of salary band	Number	Percentage of salary band	Number	Percentage of designated group	Number	Percentage of designated group
45,000–49,999	19	3.2	11	57.9	1	5.3	1	5.9	10	52.6
50,000–54,999	16	2.7	10	62.5	1	6.3	2	5.9	5	31.3
55,000–59,999	51	8.7	37	72.5	2	3.9	6	11.8	10	19.6
60,000–64,999	52	8.9	40	76.9	1	1.9	5	5.9	7	13.5
65,000–69,999	16	2.7	6	37.5	0	0.0	1	0.0	3	18.8
70,000–74,999	45	7.7	31	68.9	2	4.4	5	11.1	13	28.9
75,000–79,999	30	5.1	21	70.0	1	3.3	2	5.9	5	16.7
80,000–89,999	82	14.0	50	61.0	4	4.9	5	23.5	13	15.9
90,000–99,999	61	10.4	30	49.2	1	1.6	2	5.9	12	19.7
100,000–109,999	75	12.8	50	66.7	2	2.7	3	11.8	10	13.3
110,000–119,999	13	2.2	5	38.5	0	0.0	0	0.0	0	0.0
120,000+	127	21.6	76	59.8	2	1.6	5	11.8	7	5.5
Total	587	100.0	367	62.5	17	2.9	37	100.0	95	16.2
										100.0

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