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Demographic Snapshot of Canada's Federal Public Service, 2016

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2016



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Demographic Snapshot of Canada's Federal Public Service, 2016

Preface

This snapshot provides key demographics for Canada's federal public service. ¹ It compares the current workforce with that from the baseline year of 1990. ²

Canada's federal public service consists of two population segments:

- the core public administration
- separate agencies

The term "core public administration" refers to approximately 70 departments and agencies for which the Treasury Board is the employer. These organizations are listed in Schedules I and IV of the Financial Administration Act.

The term "separate agencies" refers to agencies listed in Schedule V of the act. Separate agencies conduct their own negotiations or set their own classification system and compensation levels for their employees.

The demographic information in this snapshot supplements the Clerk of the Privy Council's Twenty-Fourth Annual Report to the Prime Minister on the Public Service of Canada.

The data in this snapshot is current as of March 31, 2016, unless indicated otherwise.

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Introduction

This document presents key demographics for Canada's federal public service. Part 1 covers the entire federal public service, and Part 2 focuses on executives.

Demographic profile of the federal public service of Canada, March 31, 2016

- 258,979 active employees (250,625 in 1990)
- The federal public service represents 0.72% of the Canadian population (0.91% in 1990)
- 58.5% of employees are in the regions; 41.5% are in the National Capital Region
- 84.4% are indeterminate employees, 9.8% are term employees, and 5.8% are casuals and students
- 55.1% of employees are women (45.6% in 1990)

- 46.5% of executives are women (14.7% in 1990)
- 71.5% of employees indicated English as their first official language; 28.5% indicated French as their first official language (in 1990, 71.2% indicated English and 28.8% indicated French)
- Average age of employees: 45.0 years (40.4 in 1990)
- Average age of executives: 50.3 years (48.0 in 1990)

Part 1: demographic profile of Canada's federal public service

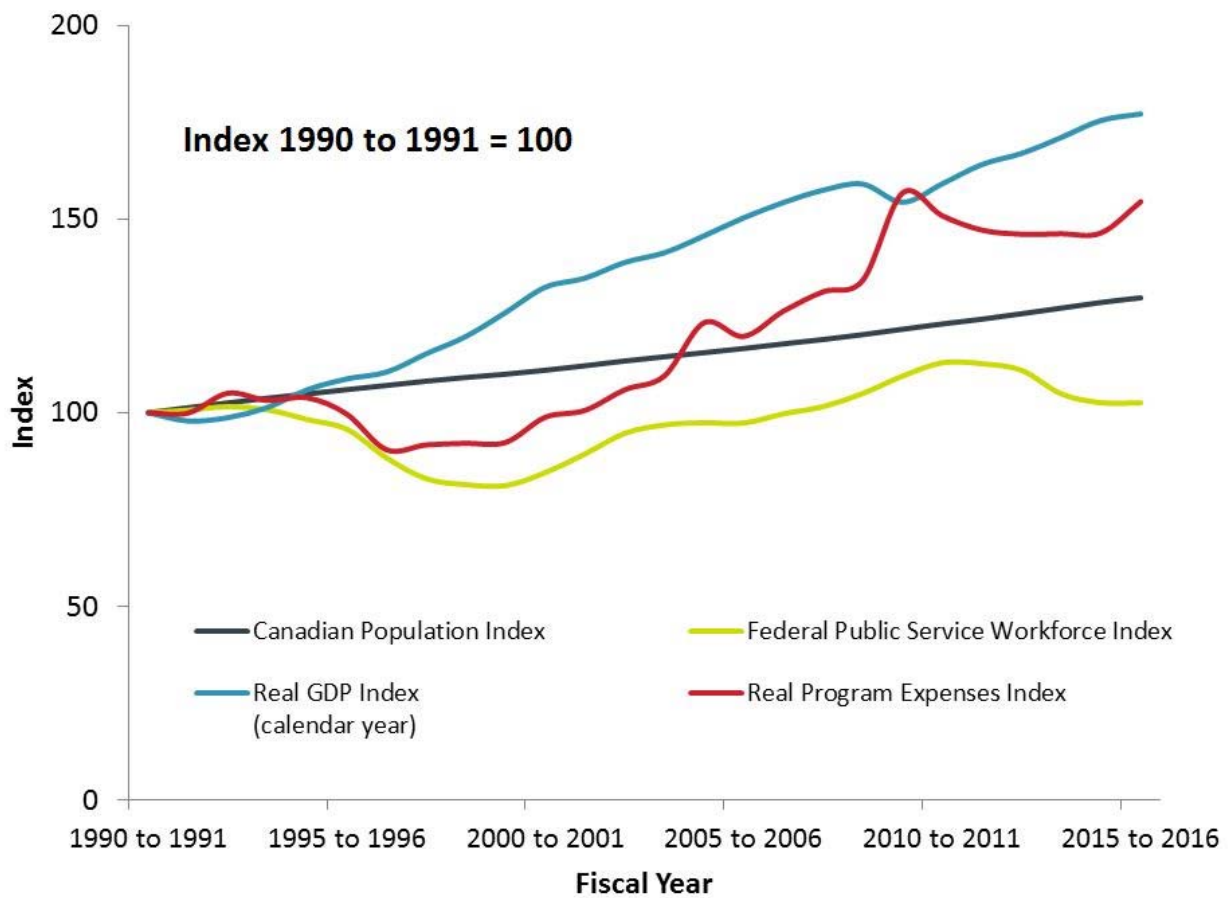
Context: relative size and spending

Between 1990 and 2016, the population of Canada grew from approximately 27.6 million to 36.1 million (an increase of 31.1%), ³ while the number of federal public servants increased from 250,625 to 258,979 (3.3%). The federal public service currently comprises 0.72% of the Canadian population. This is well below the ratios in the 1980s and early 1990s, which were very close to 1%.

Between 1990 and 2016, Canada's real gross domestic product increased by 77.1% and real federal program spending increased by 54.5% (in constant dollars). However, over the 2015 to 2016 fiscal year, there has been an increase of 0.9% in real gross domestic product and an increase of 5.5% in federal program spending, as shown in [Figure 1](#).

Government priorities have significantly influenced the size of the federal public service workforce over the years. The focus in recent years has been on streamlining activities, outsourcing services and reducing costs. As a result, the federal public service workforce has decreased between 2010 and 2015, with a slight increase since 2015.

Figure 1: trends in the economy, the Canadian population, federal program spending and the size of the federal public service, from the 1990 to 1991 fiscal year to the 2015 to 2016 fiscal year



▼ Figure 1 - Text version

Fiscal year	Canadian Population Index	Federal Public Service Workforce Index	Real GDP Index (in constant dollars, 2007)	Real Program Expenses Index (in constant dollars, 2002)
1990 to 1991	100	100	100	100
1991 to 1992	101	101	98	100
1992 to 1993	103	102	99	105

Fiscal year	Canadian Population Index	Federal Public Service Workforce Index	Real GDP Index (in constant dollars, 2007)	Real Program Expenses Index (in constant dollars, 2002)
1993 to 1994	104	101	101	103
1994 to 1995	105	98	106	104
1995 to 1996	106	96	109	100
1996 to 1997	107	88	111	90
1997 to 1998	108	83	115	92
1998 to 1999	109	81	120	92
1999 to 2000	110	81	126	92
2000 to 2001	111	85	132	99
2001 to 2002	112	89	135	101
2002 to 2003	113	95	139	106

Fiscal year	Canadian Population Index	Federal Public Service Workforce Index	Real GDP Index (in constant dollars, 2007)	Real Program Expenses Index (in constant dollars, 2002)
2003 to 2004	114	97	141	110
2004 to 2005	116	97	146	123
2005 to 2006	117	97	150	120
2006 to 2007	118	100	154	126
2007 to 2008	119	102	157	131
2008 to 2009	120	105	159	134
2009 to 2010	122	109	154	157
2010 to 2011	123	113	159	151
2011 to 2012	124	113	164	147
2012 to 2013	126	111	167	146

Fiscal year	Canadian Population Index	Federal Public Service Workforce Index	Real GDP Index (in constant dollars, 2007)	Real Program Expenses Index (in constant dollars, 2002)
2013 to 2014	127	105	171	146
2014 to 2015	128	103	175	146
2015 to 2016	130	103	177	155

Sources: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat; Statistics Canada; Department of Finance Canada (Fiscal Reference Tables).

Notes

The Canadian Population Index is based on data as of April 1 for each year. The Federal Public Service Workforce Index is based on active employees only and is based on data as of March 31 for each year.

The Real Program Expenses Index is based on fiscal year data, and the Real GDP Index is based on calendar year data.

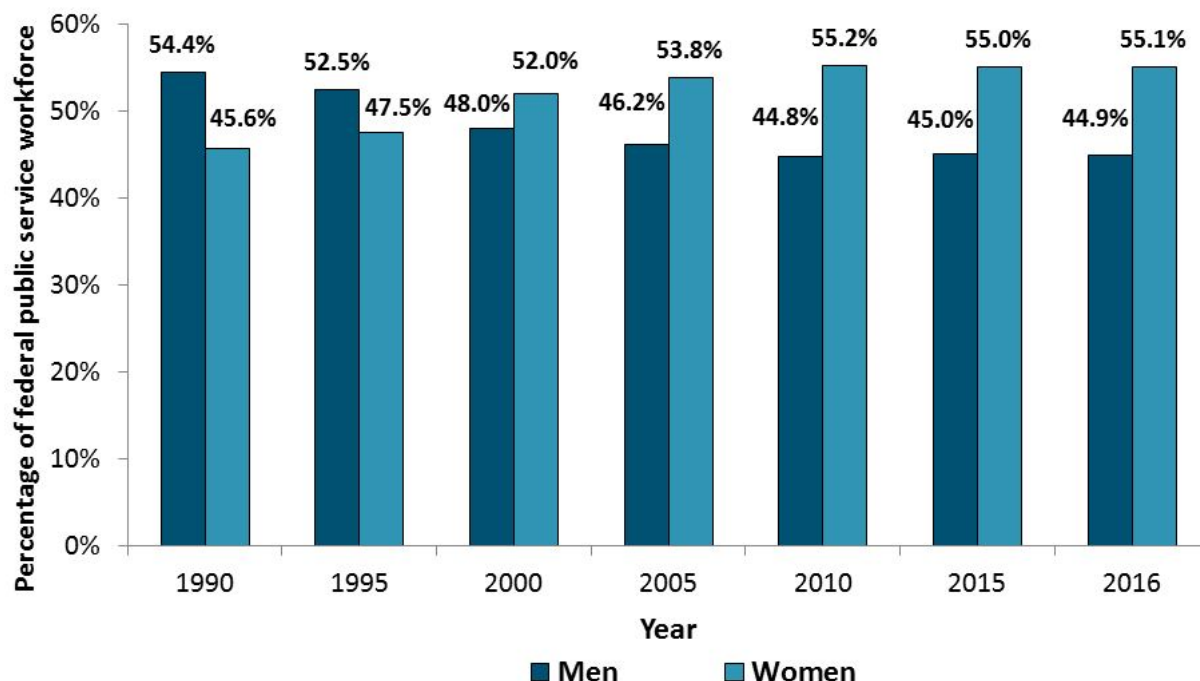
Program expenses include transfers and were deflated using the Consumer Price Index.

Federal public service diversity

Gender

In 2016, women comprised 55.1% of the federal public service, a considerable increase from 1990 when women accounted for 45.6% of the workforce.

Figure 2: proportion of men and women in the federal public service, select years, 1990 to 2016



▼ Figure 2 - Text version

	1990	1995	2000	2005	2010	2015	2016
Men	54.4%	52.5%	48.0%	46.2%	44.8%	45.0%	44.9%
Women	45.6%	47.5%	52.0%	53.8%	55.2%	55.0%	55.1%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Note: Figure 2 includes all employment tenures and active employees only (employees on leave without pay are excluded). The information provided is based on data as of March 31.

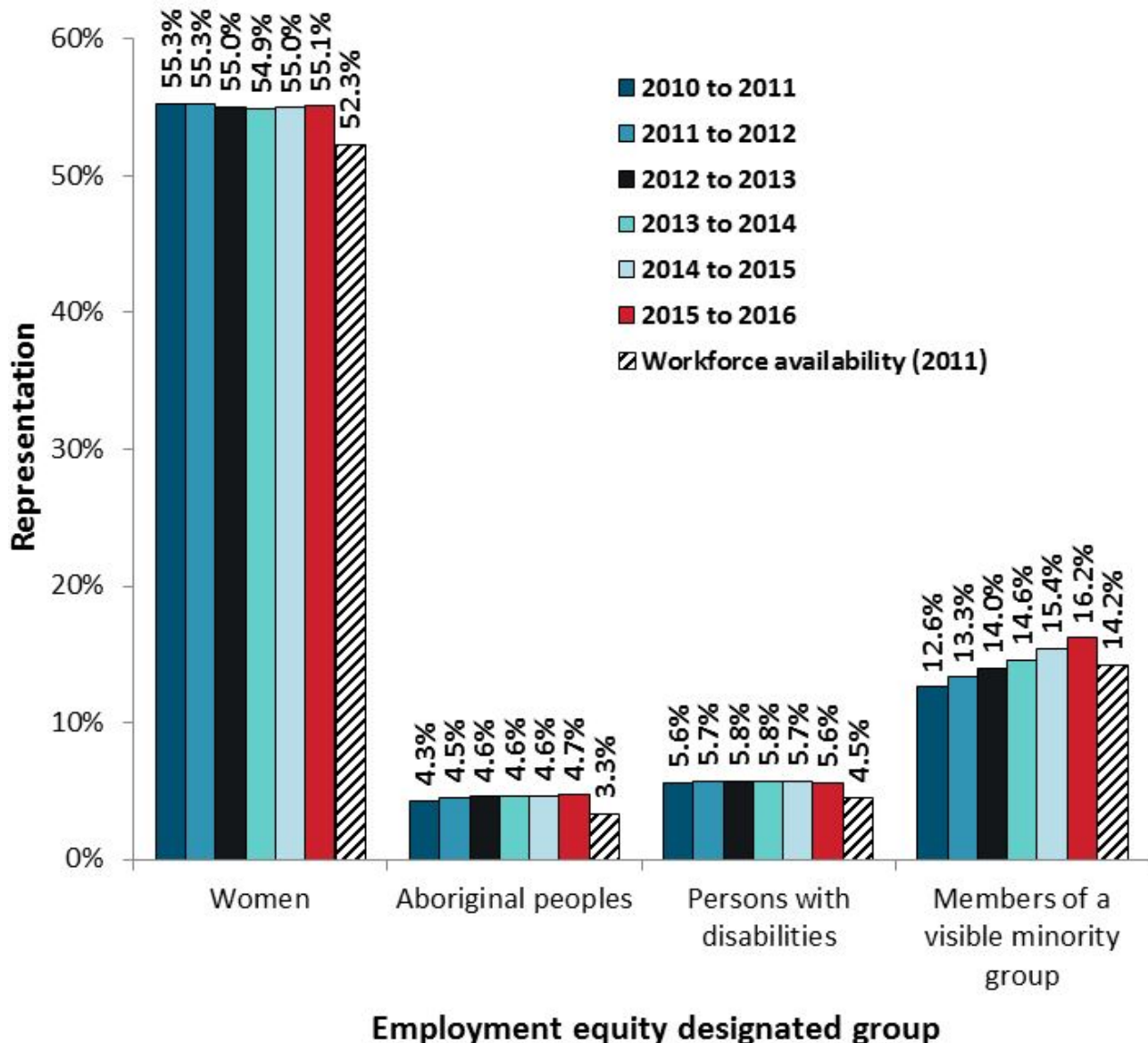
Employment equity designated groups

Representation

Figure 3 shows that there have been modest increases in the representation levels of three of the four employment equity designated groups in the federal public service since the 2010 to 2011 fiscal year. The representation rates for women and Aboriginal peoples were the same or higher than the previous year. As well, representation rates for members of a visible minority showed an increase for the sixth year in a row. However, the

representation of persons with disabilities in the federal public service decreased slightly from 5.7% in the 2014 to 2015 fiscal year to 5.6% in the 2015 to 2016 fiscal year. Representation of all four employment equity groups continues to exceed their respective workforce availability. ⁴

Figure 3: representation of employment equity designated groups in the federal public service, from the 2010 to 2011 fiscal year to the 2015 to 2016 fiscal year, with estimated workforce availability based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability



▼ Figure 3 - Text version

Employment equity designated group	2010 to 2011	2011 to 2012	2012 to 2013	2013 to 2014	2014 to 2015	2015 to 2016	Workforce availability
Women	55.3%	55.3%	55.0%	54.9%	55.0%	55.1%	52.3%
Aboriginal peoples	4.3%	4.5%	4.6%	4.6%	4.6%	4.7%	3.3%
Persons with disabilities	5.6%	5.7%	5.8%	5.8%	5.7%	5.6%	4.5%
Members of a visible minority group	12.6%	13.3%	14.0%	14.6%	15.4%	16.2%	14.2%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate employees and term employees of three months or more, excluding employees on leave without pay, in the core public administration and in separate agencies. Some small separate agencies were not included because of missing information.

Notes

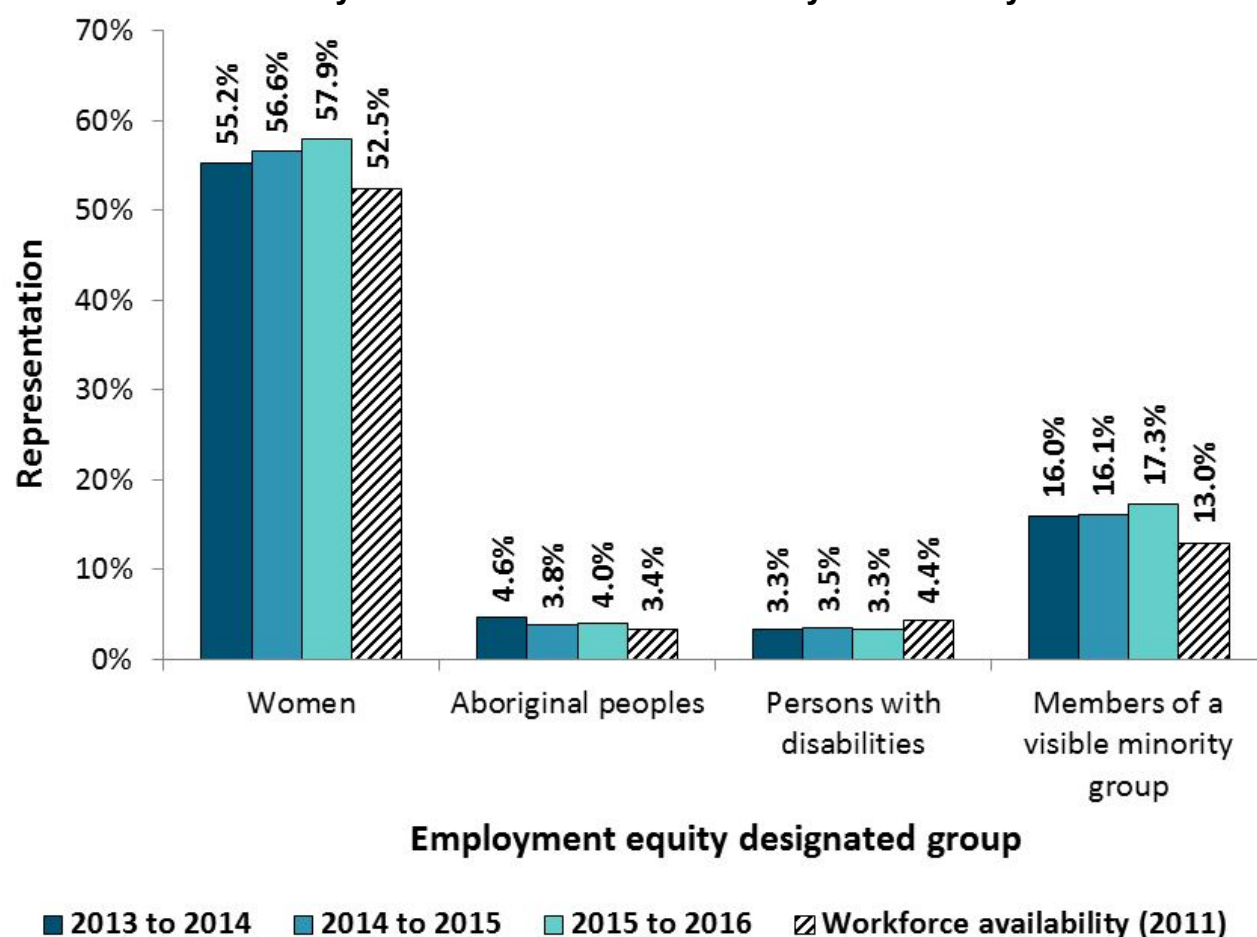
Workforce availability estimates for the federal public service are based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees, plus data from separate agencies' reports to Parliament.

Hiring

Figure 4 shows that the proportion of new hires for indeterminate and term positions of three months or more remains above the current workforce availability of all employment equity designated groups except for persons with disabilities, which remains below the group's current workforce availability.

Figure 4: appointments to the public service by employment equity designated groups, with estimated workforce availability based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability



▼ Figure 4 - Text version

Employment equity designated group	2013 to 2014	2014 to 2015	2015 to 2016	Workforce availability
Women	55.2%	56.6%	57.9%	52.5%
Aboriginal peoples	4.6%	3.8%	4.0%	3.4%
Persons with disabilities	3.3%	3.5%	3.3%	4.4%
Members of a visible minority group	16.0%	16.1%	17.3%	13.0%

Sources: Treasury Board of Canada Secretariat Employment Equity Data Bank, the Public Service Commission of Canada's files on hiring and staffing activities, and the Public Service Resourcing System.

Population: Indeterminate employees and term employees of three months or more in the public service. In the Public Service Commission of Canada's context, "the public service" refers to organizations named in the Public Service Employment Act and is approximately comparable to the core public administration. All appointment figures exclude specified term appointments of less than three months and appointments to separate agencies.

Notes

Appointments refer to employees who were added to the payroll of the public service of Canada between April 1 and March 31 of each given fiscal year.

Data on hiring of Aboriginal peoples, persons with disabilities and members of a visible minority group are extracted from the Employment Equity Data Bank where a match was found in the Public Service Commission of Canada's hiring and staffing activities file covering each fiscal year. These activities include appointments for external advertised processes and non-advertised processes.

The source of the representation data is the Treasury Board of Canada Secretariat Employment Equity Data Bank, which is populated with self-identification information provided by employees.

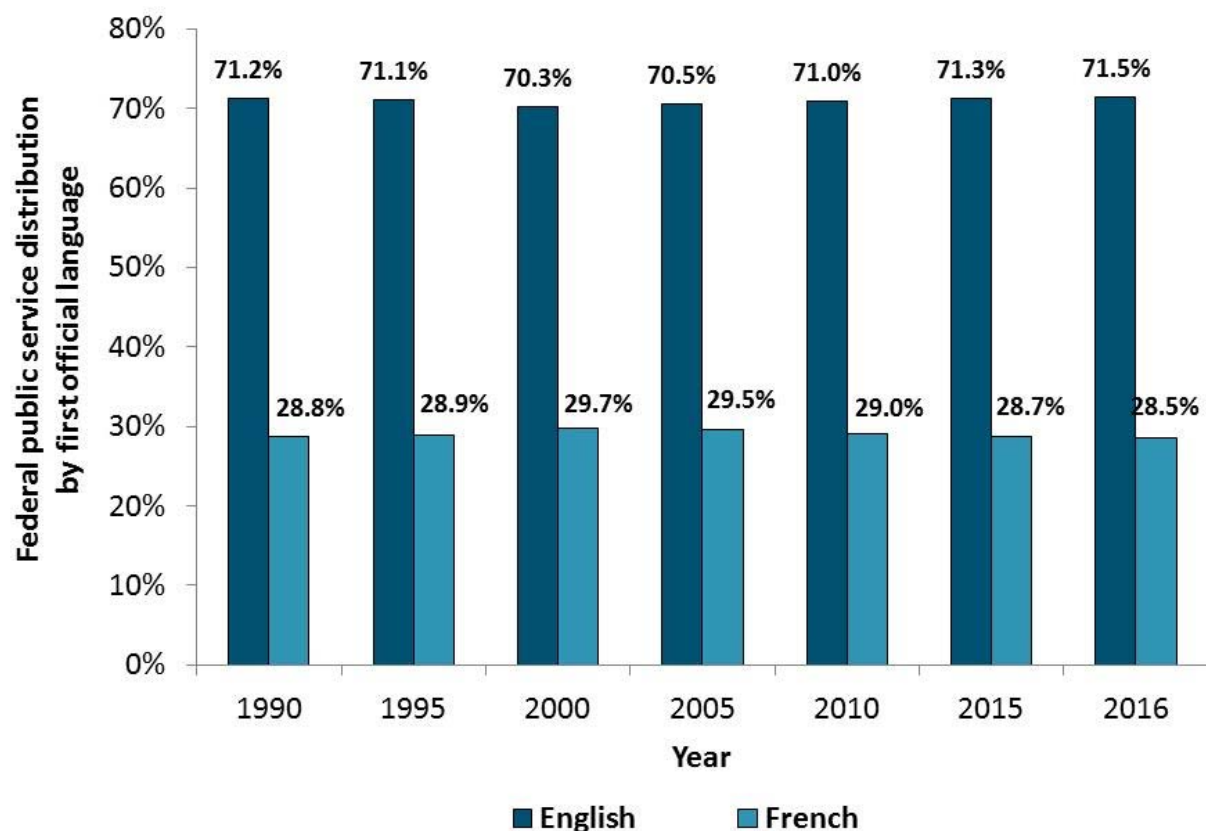
Data on women are extracted from the Public Service Commission of Canada's files on hiring and staffing activities. These activities include appointments as a result of both advertised and non-advertised processes.

Workforce availability estimates for the federal public service are based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability.

First official language

As shown in [Figure 5](#), the proportion of federal public servants who indicate either English or French as their first official language has remained relatively stable since 1990. In 2016, French was indicated as the first official language by 28.5% of federal public servants, and English was indicated by 71.5%.

Figure 5: first official language profile of the federal public service, select years, 1990 to 2016



▼ Figure 5 - Text version

	1990	1995	2000	2005	2010	2015	2016
English	71.2%	71.1%	70.3%	70.5%	71.0%	71.3%	71.5%
French	28.8%	28.9%	29.7%	29.5%	29.0%	28.7%	28.5%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Note: Figure 5 includes all employment tenures and active employees only (employees on leave without pay are excluded). The information provided is based on data as of March 31.

Age profile of the federal public service

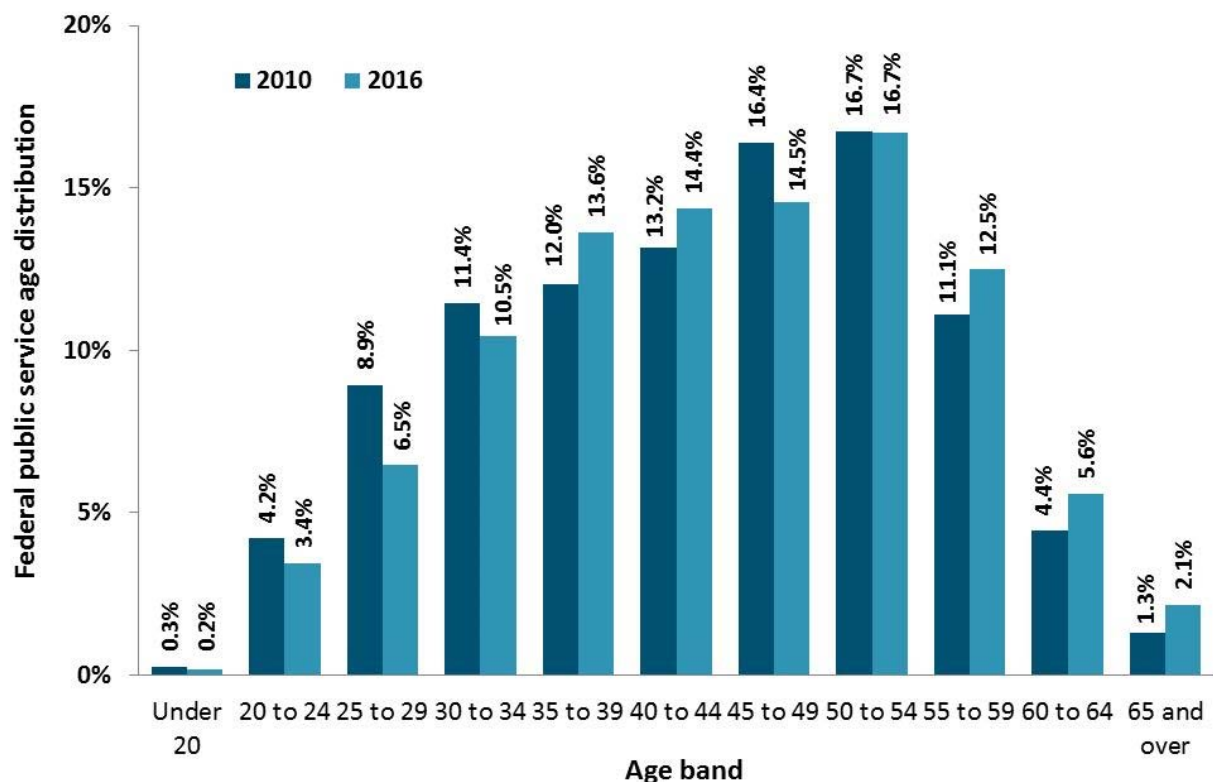
Figure 6 compares the age distribution of federal public servants in 2010 and 2016. Over this period, the age distribution of federal public servants has changed slightly, with a decrease occurring in the proportion of employees in the 25 to 29 age group. This was a

large factor in the decline in the proportion of employees under 35 years of age from 2010 to 2016. Increases are seen in the proportion of employees in both the 35 to 39 and 40 to 44 age bands between 2010 and 2015. This trend continued in 2016.

Overall, employees under 40 account for approximately 34% of the entire federal public service workforce.

The average age of federal public servants increased slightly from 43.9 years in 2010 to 45.0 years in 2016 but has remained the same since 2015.

Figure 6: federal public service population by age band for 2010 and 2016



▼ Figure 6 - Text version

Age band	2010	2016
Under 20	0.3%	0.2%
20 to 24	4.2%	3.4%
25 to 29	8.9%	6.5%
30 to 34	11.4%	10.5%
35 to 39	12.0%	13.6%

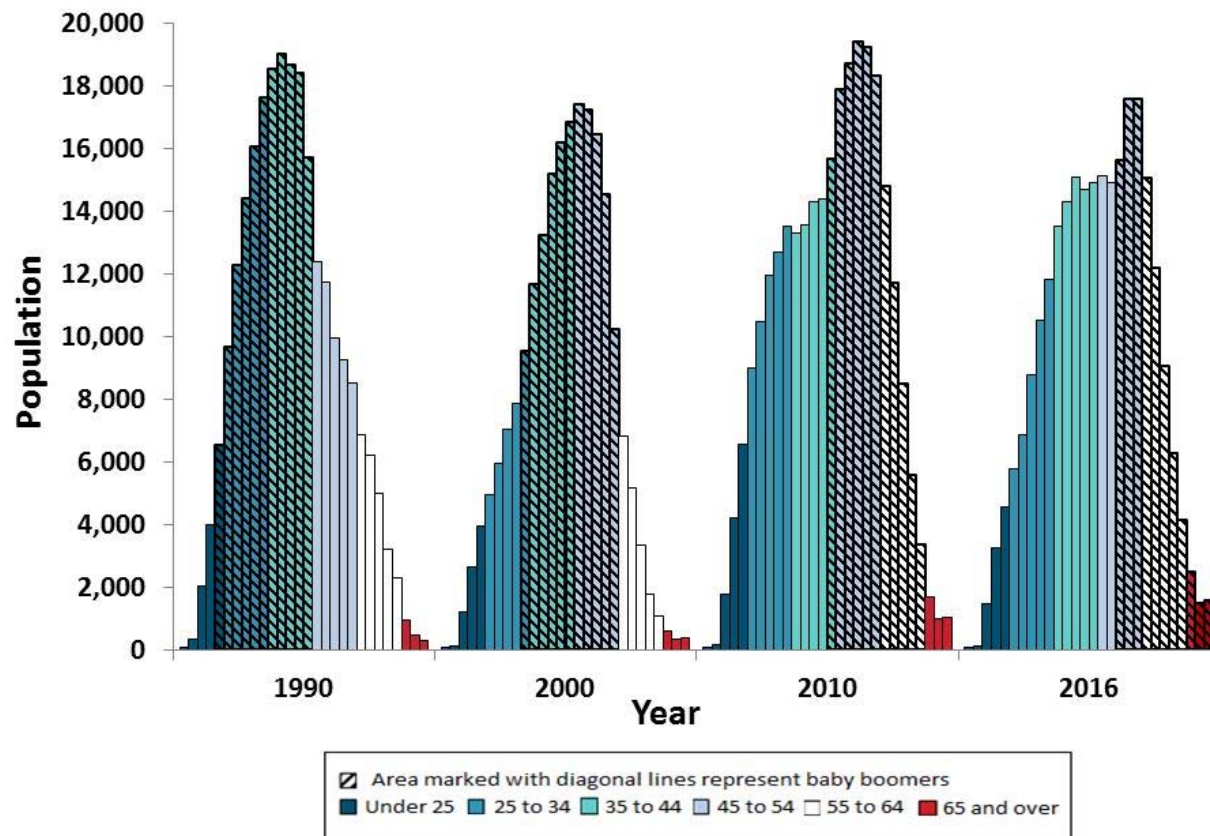
Age band	2010	2016
40 to 44	13.2%	14.4%
45 to 49	16.4%	14.5%
50 to 54	16.7%	16.7%
55 to 59	11.1%	12.5%
60 to 64	4.4%	5.6%
65 and over	1.3%	2.1%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Note: Figure 6 includes all employment tenures and active employees only (employees on leave without pay are excluded). The information provided excludes employees with an unknown age and is based on data as of March 31.

Figure 7 shows the distribution of federal public servants by age for selected years between 1990 and 2016. The baby boomer generation (bars marked by diagonal lines) can be seen moving through the age bands. The baby boomer generation previously comprised the highest proportion of the federal public service population. However, employees of this group now fall within the upper three age categories (45 to 54, 55 to 64, 65 and over) and are being replaced by the Generation X cohort and by millennials.

Figure 7: distribution of federal public service employees by age, select years, 1990 to 2016



▼ Figure 7 - Text version

Age band	Age	1990	2000	2010	2016
Under 25	Under 17	18	7	14	4
	17 to 18	324	137	155	111
	19 to 20	2,023	1,207	1,783	1,466
	21 to 22	4,013	2,663	4,194	3,242
	23 to 24	6,543	3,927	6,571	4,565
25 to 34	25 to 26	9,691	4,950	8,977	5,794
	27 to 28	12,304	5,950	10,472	6,870
	29 to 30	14,404	7,035	11,970	8,770
	31 to 32	16,066	7,877	12,687	10,528
	33 to 34	17,663	9,538	13,518	11,848
35 to 44	35 to 36	18,547	11,689	13,327	13,503

Age band	Age	1990	2000	2010	2016
	37 to 38	19,031	13,263	13,585	14,325
	39 to 40	18,690	15,219	14,318	15,079
	41 to 42	18,452	16,223	14,393	14,697
	43 to 44	15,713	16,858	15,676	14,915
45 to 54	45 to 46	12,393	17,432	17,912	15,155
	47 to 48	11,760	17,250	18,729	14,902
	49 to 50	9,965	16,480	19,439	15,655
	51 to 52	9,242	14,526	19,270	17,608
	53 to 54	8,500	10,254	18,352	17,584
55 to 64	55 to 56	6,866	6,802	14,792	15,091
	57 to 58	6,213	5,150	11,731	12,211
	59 to 60	4,981	3,320	8,497	9,060
	61 to 62	3,204	1,768	5,577	6,290
	63 to 64	2,277	1,083	3,359	4,141
65 and over	65 to 66	944	575	1,665	2,508
	67 to 68	454	342	967	1,495
	69 and over	310	398	1,048	1,560

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Notes

Figure 7 includes all employment tenures and active employees only (employees on leave without pay are excluded). The information provided is based on data as of March 31.

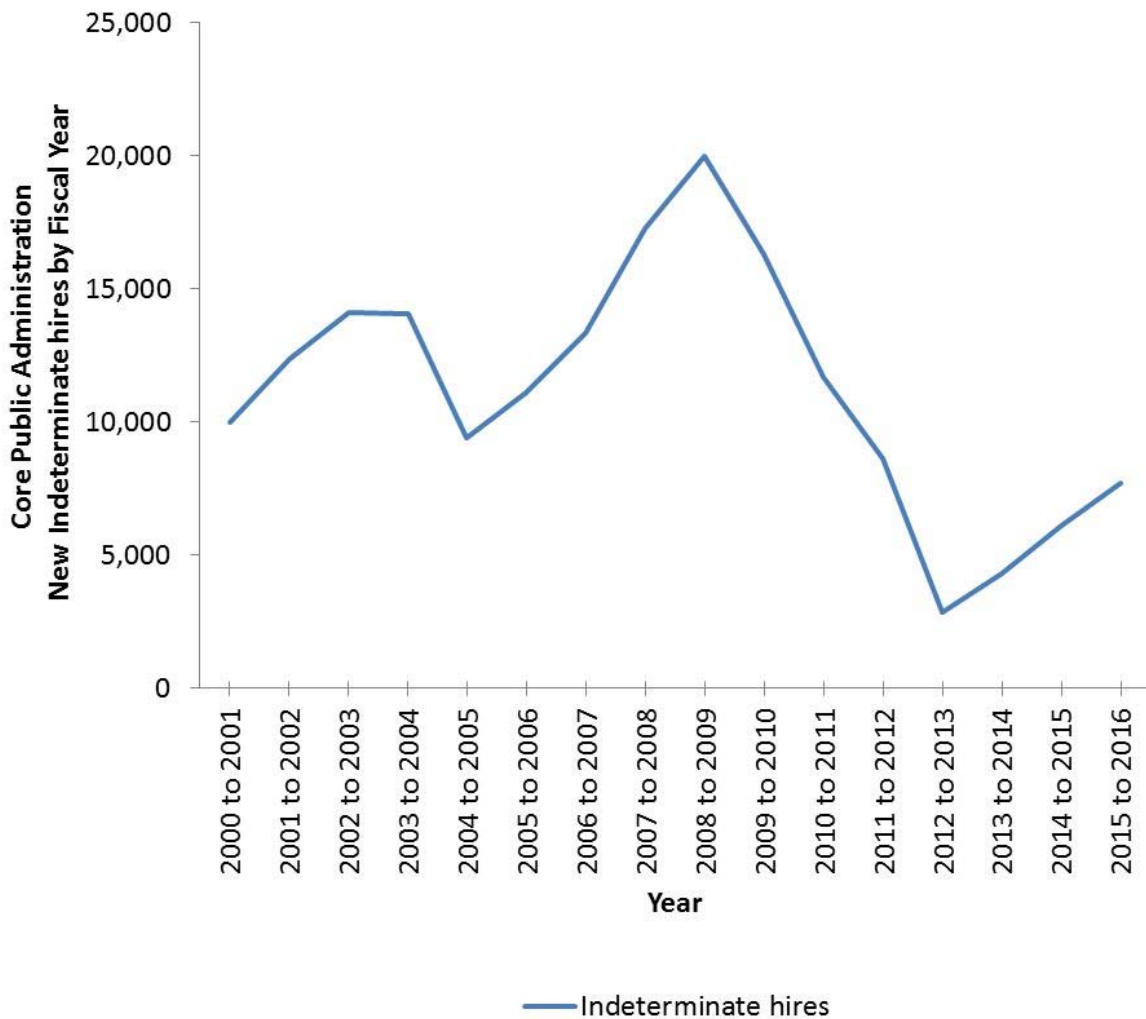
Each vertical bar represents two years of age, with the exception of the first and last bar. The first bar includes all individuals under 17 years of age, and the last bar includes all individuals over 68 years of age. Employees whose age is unknown have been removed from the graph.

Traditionalists were born in 1945 or earlier. Baby boomers were born between 1946 and 1966. Generation X was born between 1967 and 1979. Millennials were born after 1979.

Hiring into the federal public service

Figure 8 shows that recruitment has historically responded directly to federal financial stimulus and restraint. Specifically, indeterminate hiring has been on the upswing since the 2012 to 2013 fiscal year. Such hiring increased by 26.3%, from 6,093 in the 2014 to 2015 fiscal year to 7,698 in the 2015 to 2016 fiscal year.

Figure 8: core public administration, new indeterminate hires by fiscal year



▼ Figure 8 - Text version

Fiscal year	Number of indeterminate hires
2000 to 2001	9,986

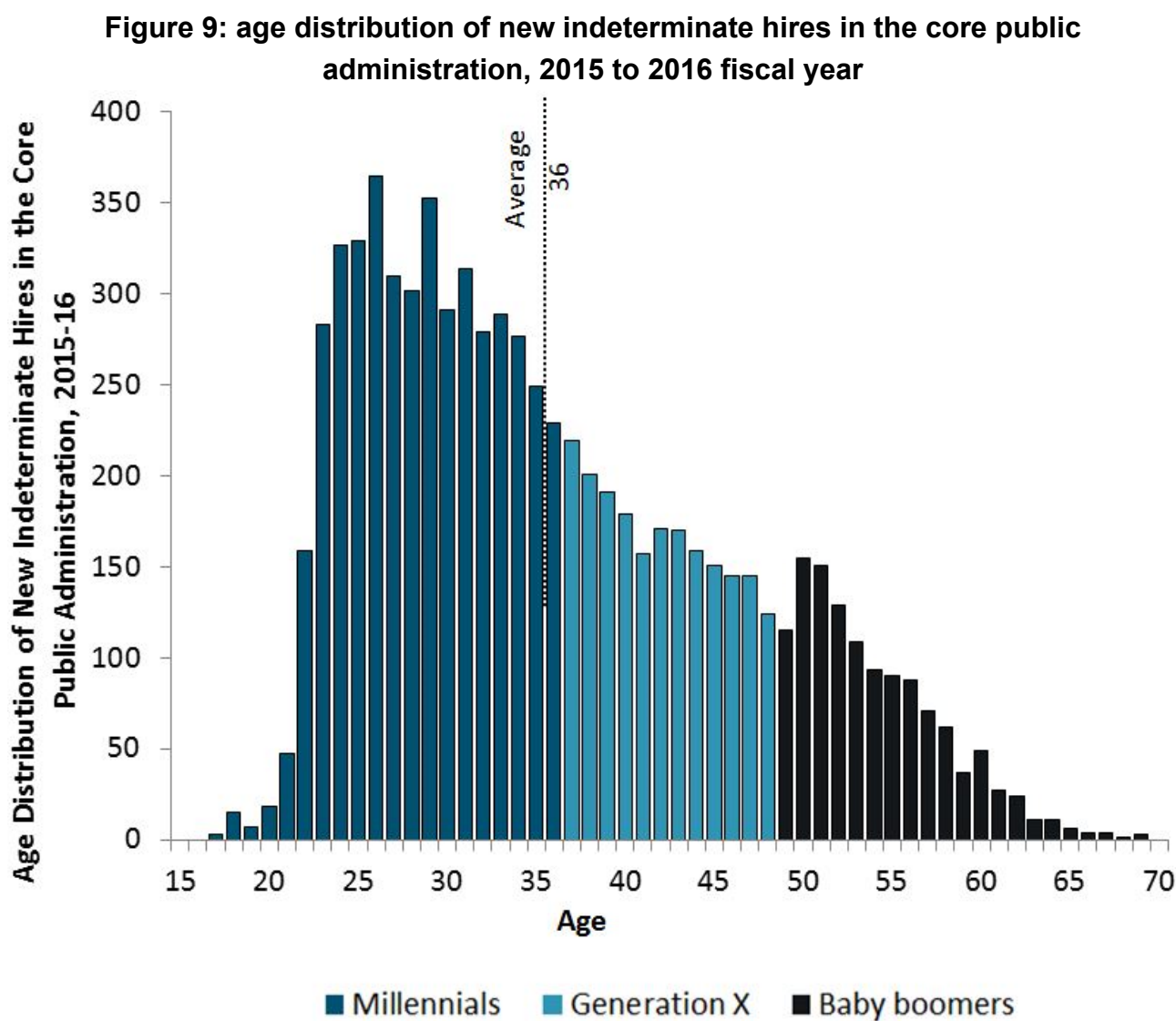
Fiscal year	Number of indeterminate hires
2001 to 2002	12,365
2003 to 2004	14,084
2004 to 2005	9,395
2005 to 2006	11,092
2006 to 2007	13,342
2007 to 2008	17,258
2008 to 2009	19,968
2009 to 2010	16,304
2010 to 2011	11,677
2011 to 2012	8,642
2012 to 2013	2,865
2013 to 2014	4,315
2014 to 2015	6,093
2015 to 2016	7,698

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate employees in the core public administration (departments and agencies for which the Treasury Board is the employer), excluding employees on leave without pay.

Between the 2012 to 2013 fiscal year and the 2015 to 2016 fiscal year, indeterminate appointments increased by 169% (from 2,865 to 7,698). Millennials have accounted for the largest group of indeterminate employees hired during this period, growing from 45% of all new indeterminate hires in the 2012 to 2013 fiscal year to 54% in the 2015 to 2016 fiscal year. During this same period, the hiring of new indeterminate employees from the Baby boomer generation has decreased from 21% to 16% and from Generation X from 34% to 29%.

Figure 9 demonstrates that slightly more than half of new indeterminate hires in the 2015 to 2016 fiscal year were born after 1979 (54%). As a result, the average age of new indeterminate hires to the core public administration was 36 years old.



▼ Figure 9 - Text version

Generation	Age	Number of indeterminate employees hired
Millennials	17	3
	18	15
	19	7
	20	18
	21	47

Generation	Age	Number of indeterminate employees hired
	22	159
	23	283
	24	327
	25	329
	26	365
	27	310
	28	302
	29	353
	30	291
	31	314
	32	279
	33	289
	34	277
	35	249
Generation X	36	229
	37	219
	38	201
	39	191
	40	179
	41	157
	42	171
	43	170
	44	159
	45	151
	46	145

Generation	Age	Number of indeterminate employees hired
	47	145
	48	124
Baby boomers	49	115
	50	155
	51	151
	52	129
	53	109
	54	93
	55	90
	56	88
	57	71
	58	62
	59	37
	60	49
	61	27
	62	24
	63	11
	64	11
	65	6
	66	4
	67	4
	68	1
	69	3
Total		7,698

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate employees in the core public administration (departments and agencies for which the Treasury Board is the employer), excluding employees on leave without pay.

Note: The distribution of hires in this figure is based on rounded ages and may not match other figures in this report.

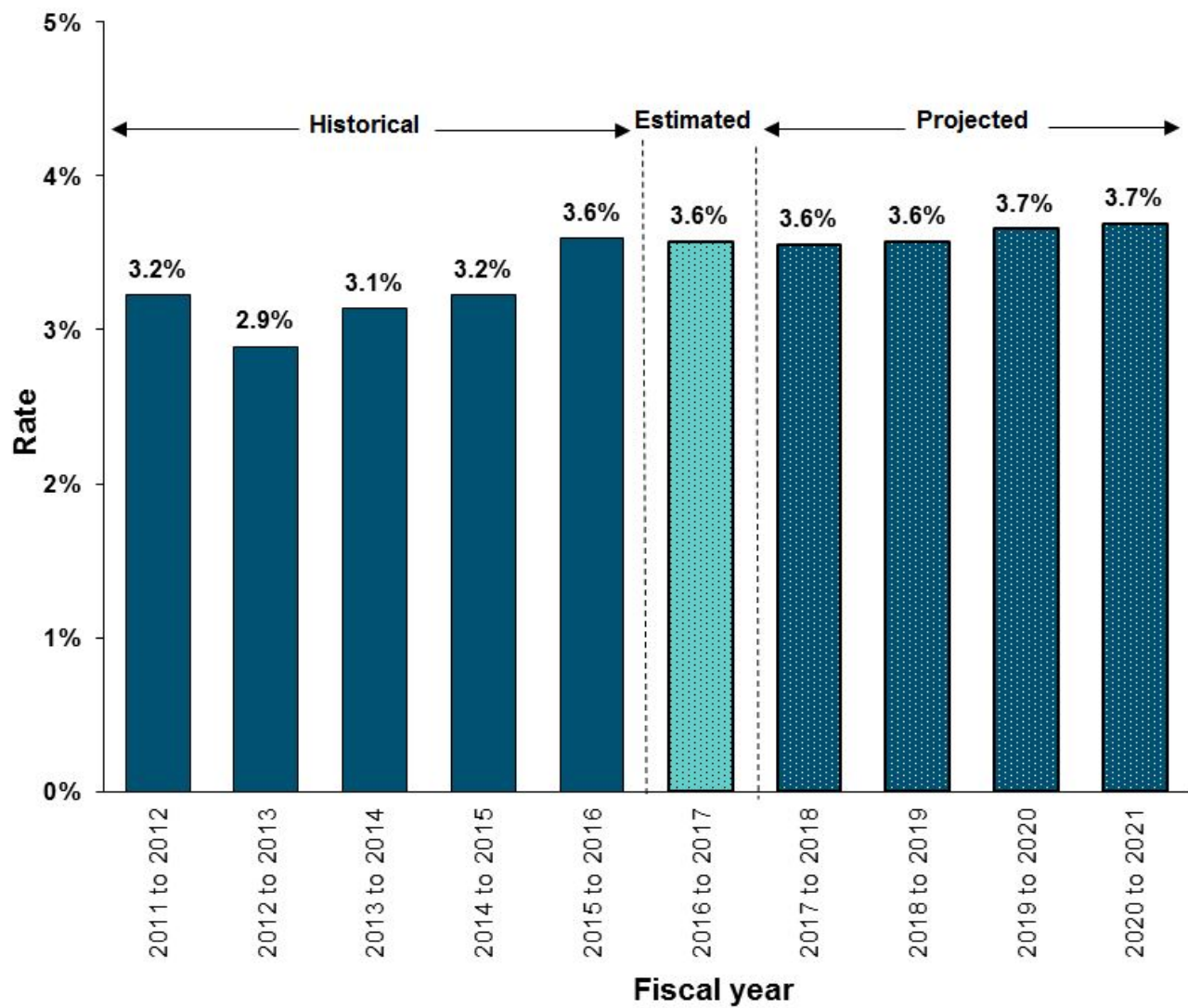
Retirements in the federal public service

As shown in Figure 10, the retirement rate decreased slightly between the 2011 to 2012 fiscal year and 2012 to 2013 fiscal year (from 3.2% to 2.9%), followed by a gradual increase to 3.6% in the 2015 to 2016 fiscal year. There were approximately 8,460 retirements in the federal public service in the 2015 to 2016 fiscal year.

As a result of Budget 2012 decisions, many employees who planned to retire during the 2012 to 2013 and 2013 to 2014 fiscal years left the federal public service by accepting one of the government's Work Force Adjustment or Career Transition (for executives) measures.

The percentage of indeterminate federal public servants eligible to retire as of March 31, 2016, was 10.6%, up from 10.2% as of March 31, 2015. Current retirees were recruited at a young age and had a long career in the federal public service. In the 2015 to 2016 fiscal year, 51.9% of retired employees had 30 or more pensionable years of service, compared with only 33.0% in the 1984 to 1985 fiscal year.

Figure 10: historical and projected retirement rates for federal public servants, 2011 to 2012 and 2020 to 2021 fiscal years



▼ Figure 10 - Text version

	Fiscal year	Retirements
Historical	2011 to 2012	3.2%
	2012 to 2013	2.9%
	2013 to 2014	3.1%
	2014 to 2015	3.2%
	2015 to 2016	3.6%
Estimated	2016 to 2017	3.6%
Projected	2017 to 2018	3.6%
	2018 to 2019	3.6%

	Fiscal year	Retirements
	2019 to 2020	3.7%
	2020 to 2021	3.7%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate federal public servants, including employees who retire while on leave without pay.

Note: Projected retirement rates assume a stable population for the projected period. If the overall population increases or decreases in the future, the rate will be affected.

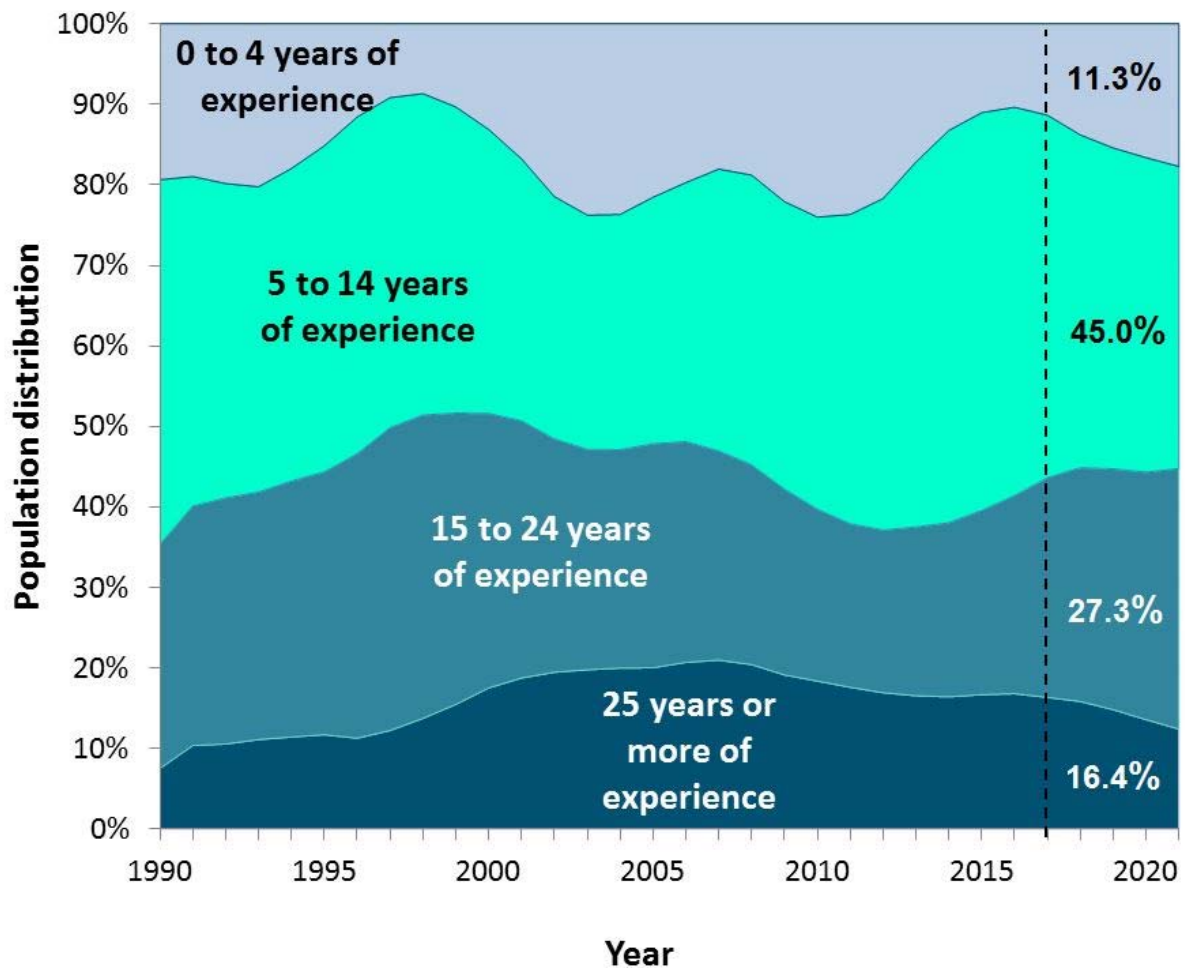
Retirement eligibility: Employees are eligible to retire once they have reached the appropriate combination of pensionable years of service and age.

Years of experience in the federal public service

Figure 11 shows the distribution of indeterminate federal public servants by experience level. Between 2015 and 2016, employees with 15 to 24 years of experience represented the largest increase (from 22.9% to 24.6%), while employees with 5 to 14 years of experience represented the largest decrease (from 49.4% to 48.2%).

From 2016 to 2017, the proportions of employees with 5 to 14 years and 25 years or more of pensionable years of service are projected to decrease to 45.0% and 16.4%, respectively. The proportion of employees with 0 to 4 years of experience is projected to increase to 11.3%, and those with 15 to 24 pensionable years of service are expected to increase to 27.3%.

Figure 11: years of experience bands for indeterminate federal public servants from March 1990 to March 2021 (projected)



▼ Figure 11 - Text version

	Year	0 to 4 years of experience	5 to 14 years of experience	15 to 24 years of experience	25 years or more of experience
Historical	1990	19.4%	45.2%	27.8%	7.6%
	1991	19.0%	40.9%	29.7%	10.4%
	1992	19.8%	39.0%	30.5%	10.6%
	1993	20.2%	37.9%	30.7%	11.1%
	1994	18.0%	38.8%	31.8%	11.5%
	1995	15.2%	40.5%	32.6%	11.7%
	1996	11.6%	41.8%	35.3%	11.3%
	1997	9.2%	41.0%	37.6%	12.3%

	Year	0 to 4 years of experience	5 to 14 years of experience	15 to 24 years of experience	25 years or more of experience
	1998	8.7%	39.9%	37.7%	13.8%
	1999	10.3%	38.0%	36.2%	15.5%
	2000	13.1%	35.3%	34.1%	17.5%
	2001	16.8%	32.5%	31.9%	18.8%
	2002	21.4%	30.1%	29.0%	19.5%
	2003	23.8%	29.1%	27.4%	19.8%
	2004	23.7%	29.2%	27.1%	20.0%
	2005	21.5%	30.6%	27.8%	20.0%
	2006	19.7%	32.1%	27.4%	20.7%
	2007	18.0%	35.0%	26.0%	21.0%
	2008	18.8%	36.0%	24.8%	20.4%
	2009	22.1%	35.7%	23.1%	19.2%
	2010	24.0%	36.3%	21.3%	18.4%
	2011	23.7%	38.4%	20.3%	17.6%
	2012	21.7%	41.2%	20.2%	17.0%
	2013	17.2%	45.3%	21.0%	16.6%
	2014	13.2%	48.7%	21.6%	16.4%
	2015	11.0%	49.4%	22.9%	16.7%
	2016	10.4%	48.2%	24.6%	16.8%
Estimated	2017	11.3%	45.0%	27.3%	16.4%
Projected	2018	13.8%	41.3%	29.0%	15.9%
	2019	15.4%	39.8%	29.9%	14.8%
	2020	16.6%	39.0%	30.7%	13.6%
	2021	17.7%	37.5%	32.4%	12.4%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate federal public servants, including employees on leave without pay.

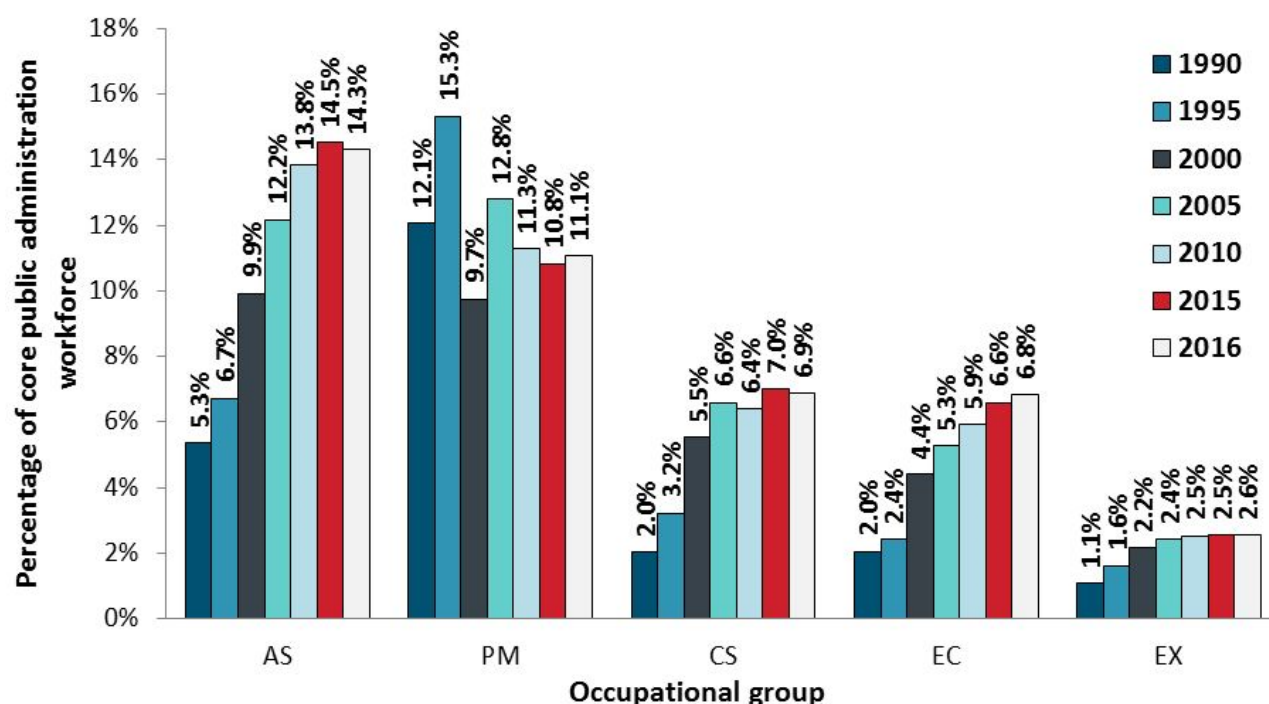
Note: The forecasted distribution is based on the assumption of a stable population over the projected period. If the overall population increases or decreases in the future, the rate will be affected.

A knowledge-intensive workforce in the core public administration

In 1990, the workforce was composed mainly of clerical and operational workers. Since then, employees undertaking more knowledge-intensive work comprise an ever-increasing share of employees in the core public administration. The cadre of knowledge workers is highly skilled, with significant expertise gained through a combination of education, training and experience. The transformation in work has been in response to an increasingly demanding environment, new challenges and technological advances since 1990.

As shown in [Figure 12](#), the five largest knowledge-intensive occupational groups in the core public administration increased since 1990. These groups are Administrative Services (AS), Program Administration (PM), Computer Systems (CS), Economics and Social Science Services (EC) and Executive (EX). In 2016, these occupational groups represented 41.6% of the core public administration workforce; they represented only 22.6% in 1990.

Figure 12: share of key occupations in the core public administration, select years, 1990 to 2016



▼ Figure 12 - Text version

Occupational group	1990	1995	2000	2005	2010	2015	2016
AS	5.3%	6.7%	9.9%	12.2%	13.8%	14.5%	14.3%
PM	12.1%	15.3%	9.7%	12.8%	11.3%	10.8%	11.1%
CS	2.0%	3.2%	5.5%	6.6%	6.4%	7.0%	6.9%
EC	2.0%	2.4%	4.4%	5.3%	5.9%	6.6%	6.8%
EX	1.1%	1.6%	2.2%	2.4%	2.5%	2.5%	2.6%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Notes

The information provided is for the core public administration only. Figure 12 includes all employment tenures and active employees only (employees on leave without pay are excluded), based on effective employment classification (acting appointments are included). The information provided is based on data as of March 31.

To provide an accurate picture of the growth and share of occupations historically, the analysis excludes the Canada Revenue Agency (all 15 of its predecessors) and the Canada Border Services Agency. The Canada Revenue Agency was a part of the core public administration until 1999, after which it became a separate agency. The Canada Border Services Agency was created in 2003 as part of the core public administration; a majority of its employees were transferred from the Canada Revenue Agency.

On June 22, 2009, the Economics, Sociology and Statistics (ES) and the Social Science Support (SI) occupational groups were combined to form the Economics and Social Science Services (EC) occupational group. For consistency, all ES, SI and EC numbers have been combined each year to create the EC occupational group.

Part 2: demographic profile of executives

This section provides demographic information about the federal public service Executive Group.

Typically, assistant deputy ministers (classified as EX 04 and EX 05) fulfill senior leadership functions, providing strategic direction and oversight, while directors, executive directors and directors general (classified from EX 01 to EX 03) fulfill executive functions and are responsible for managing employees.

Population size of the Executive Group

As of March 31, 2016, there were 6,414 executives in the federal public service. Approximately one half (51.2%) of executives were EX 01s, and only 6.3% were EX 04s and EX 05s.

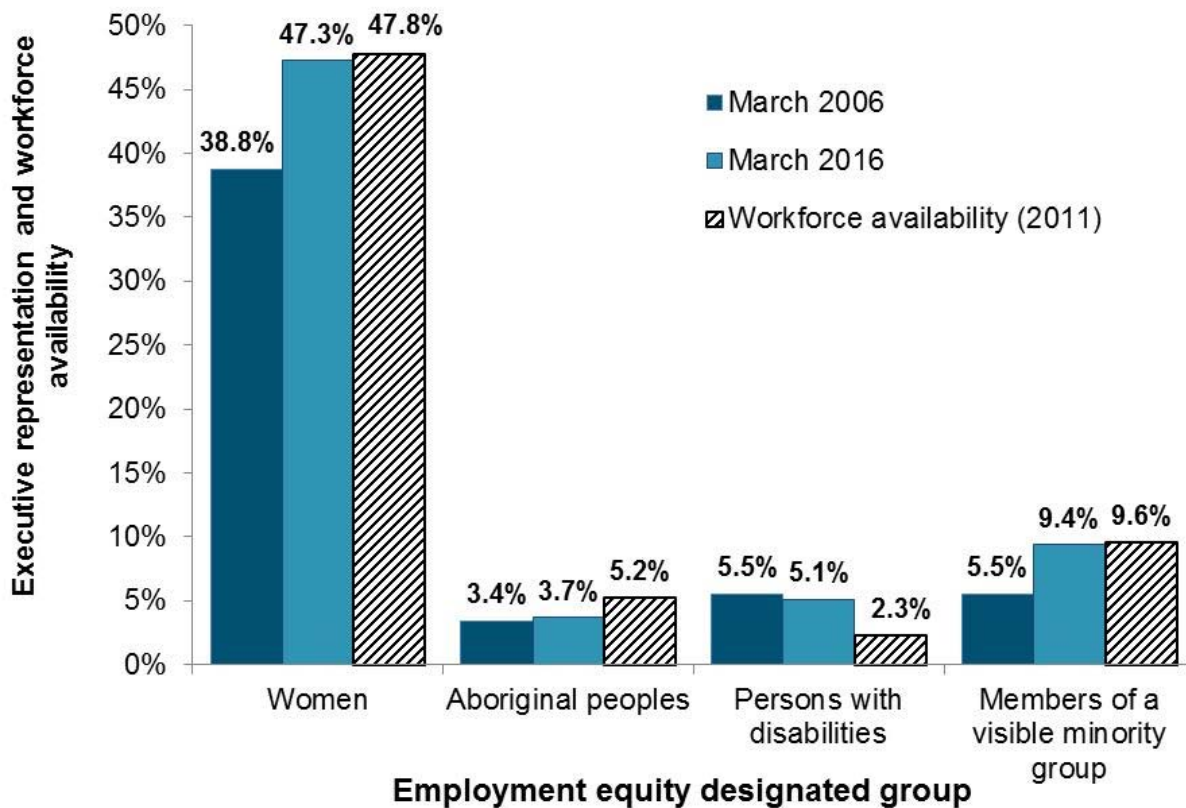
Between 1990 and 2016, the federal public service executive workforce grew by 54.6% due to an increase in knowledge-based occupational groups, an increase in director-level positions being classified as EX positions, and deputy heads having control of the size of the Executive Group. During the same period, the overall federal public service grew by 3.3%. Compared with 2015, there was a 0.8% increase in both the number of executives and the overall federal public service. Executives accounted for 2.5% of the entire federal public service population in 2016, up from 2.3% in 2006.

Executive diversity

Employment equity designated groups among core public administration executives

Figure 13 illustrates the levels of executive representation in the core public administration for all four employment equity groups in 2006 and in 2016.

Figure 13: representation of employment equity designated groups among core public administration executives in 2006 and 2016, with estimated workforce availability based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability



▼ Figure 13 - Text version

Employment equity designated group	March 2006	March 2016	Workforce availability
Women	38.8%	47.3%	47.8%
Aboriginal peoples	3.4%	3.7%	5.2%
Persons with disabilities	5.5%	5.1%	2.3%
Members of a visible minority group	5.5%	9.4%	9.6%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Indeterminate employees and term employees of three months or more in the core public administration (departments and agencies for which the Treasury Board is the employer), excluding employees on leave without pay.

Notes

Workforce availability estimates for the core public administration are based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability.

The source of the representation data is the core public administration Employment Equity Data Bank, which is populated with self-identification information provided by employees.

Representation and Workforce Availability numbers for March 2016 include EX, GX (General Executive) and LC (Law Management) classifications, whereas representation for March 2006 excludes LCs; therefore, the two years cannot be directly compared.

The workforce availability for core public administration executives for persons with disabilities should be used with caution due to high variability in sampling.

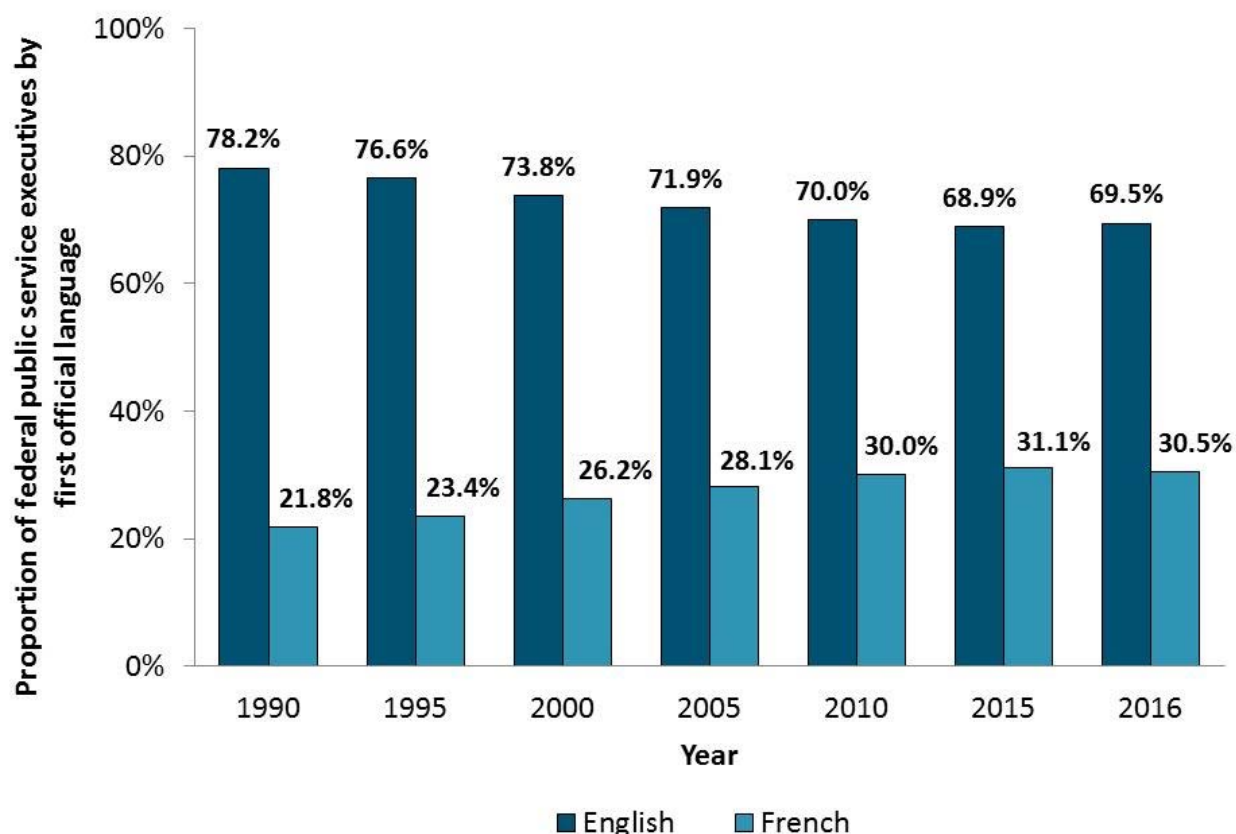
As of March 2016, the core public administration representation levels for all designated groups in the executive category, with the exception of persons with disabilities, did not meet their respective workforce availability, as shown in Figure 13.

Compared with 2015, the representation levels of designated groups at the executive level did not increase or decrease significantly.

First official language of executives

Figure 14 illustrates that between 1990 and 2016, a growing proportion of executives in the federal public service indicated that French is their first official language (increasing from 21.8% to 30.5%). The current ratio in the executive cadre reflects the ratio in the overall federal public service (71.5% indicating English and 28.5% indicating French).

Figure 14: proportion of federal public service executives by first official language, select years, 1990 to 2016



▼ Figure 14 - Text version

	1990	1995	2000	2005	2010	2015	2016
English	78.2%	76.6%	73.8%	71.9%	70.0%	68.9%	69.5%
French	21.8%	23.4%	26.2%	28.1%	30.0%	31.1%	30.5%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

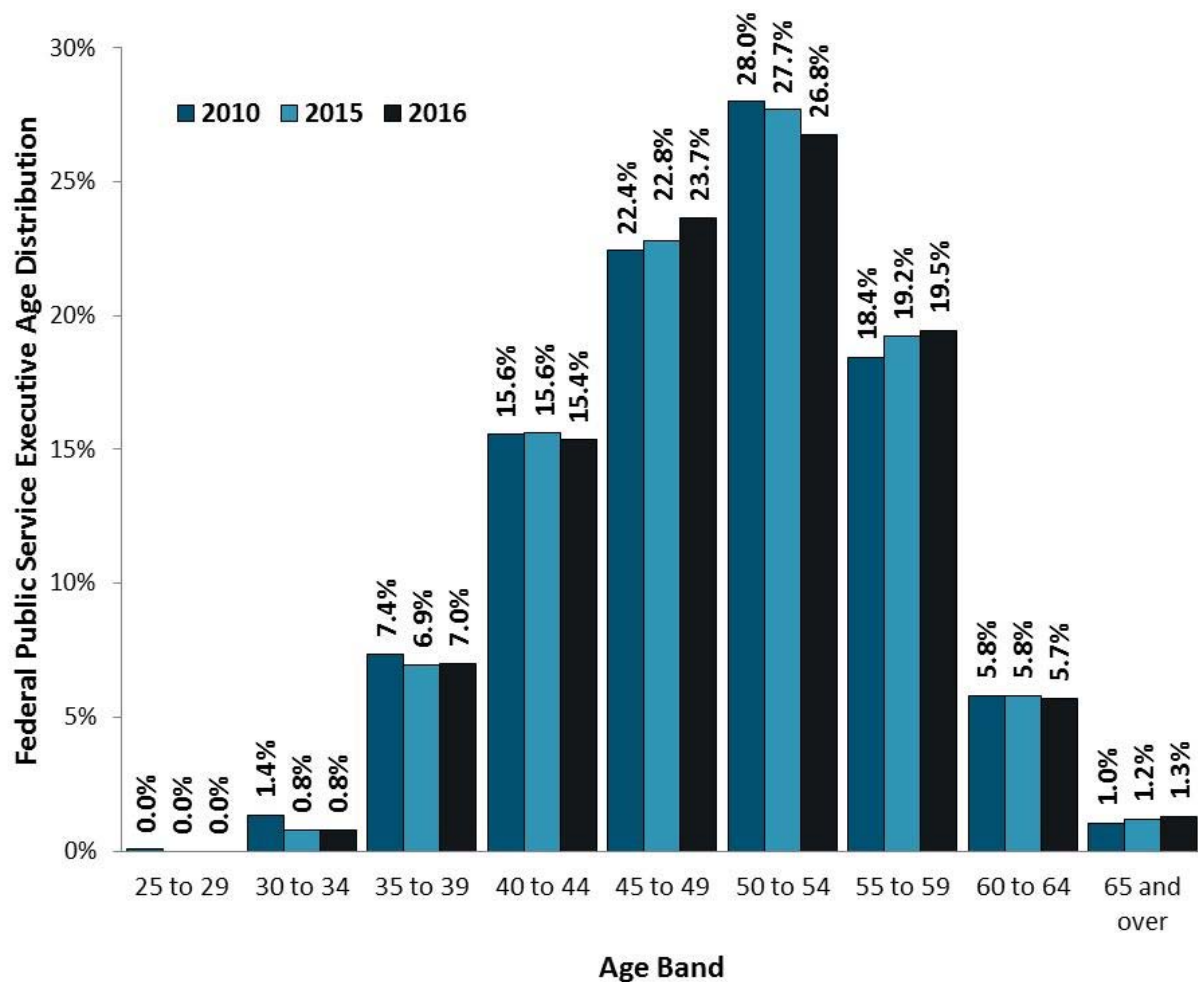
Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive Group (EX) and Management Group (MG) classifications) in all tenures (indeterminate, term and casual). It does not include executives on leave without pay or those whose data on first official language is missing. The information provided is based on data as of March 31.

Age of executives in the federal public service

The age distribution of federal public service executives is shown in [Figure 15](#) for 2010, 2015 and 2016. The proportion of executives under 50 years of age increased slightly from 46.7% in 2010 to 46.8% in 2016; in 2015, the percentage was 46.1%. The proportion of executives over 50 during this period decreased slightly from 53.3% in 2010 to 53.2% in 2016.

The average age of executives in the federal public service increased slightly between 2010 and 2016, from 50.1 years in 2010 to 50.3 years in 2016.

Figure 15: federal public service executive population distribution by age band for 2010, 2015 and 2016



▼ Figure 15 - Text version

	Age band									
	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and over	
Year										Total

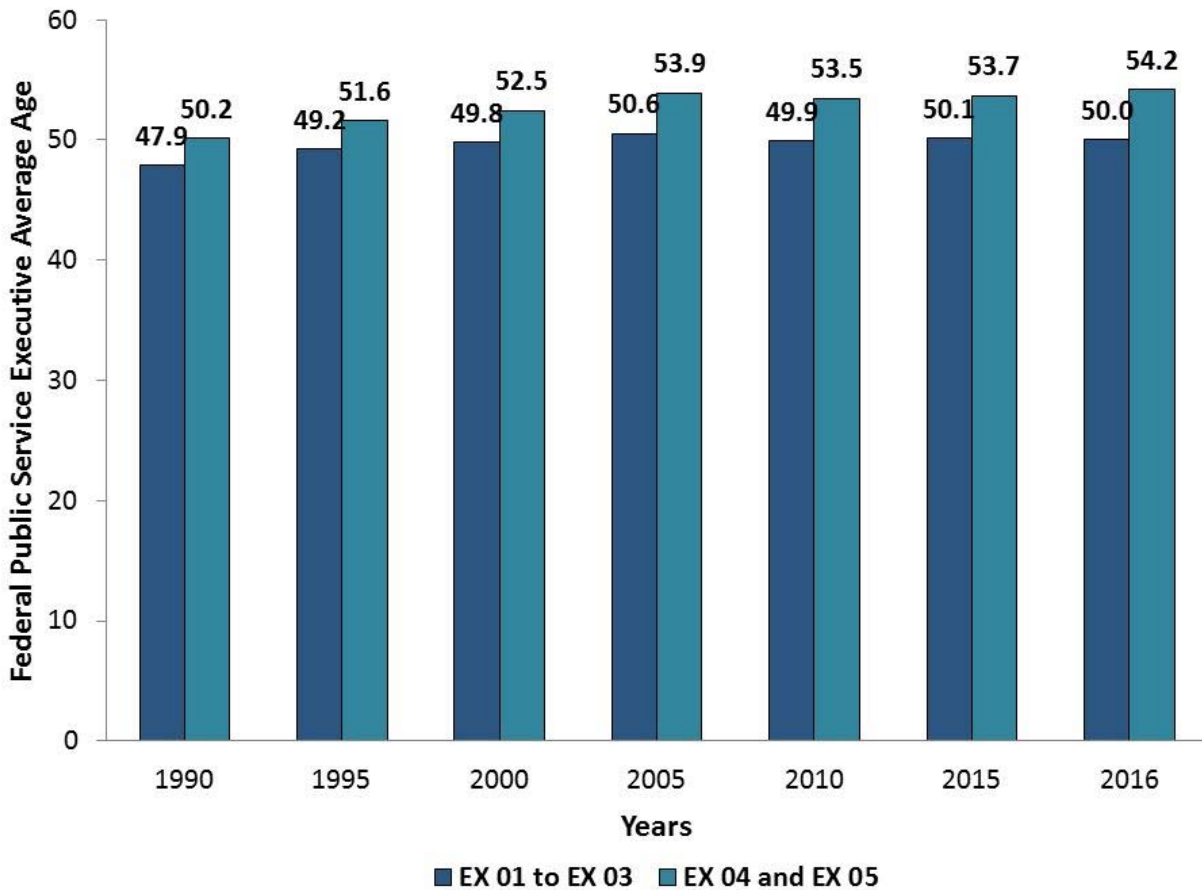
Year	Age band									Total
	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 and over	
2010	0.0%	1.4%	7.4%	15.6%	22.4%	28.0%	18.4%	5.8%	1.0%	100.0%
2015	0.0%	0.8%	6.9%	15.6%	22.8%	27.7%	19.2%	5.8%	1.2%	100.0%
2016	0.0%	0.8%	7.0%	15.4%	23.7%	26.8%	19.5%	5.7%	1.3%	100.0%

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive Group (EX) and Management Group (MG) classifications) in all tenures (indeterminate, term and casual). It does not include executives on leave without pay. The information provided is based on data as of March 31.

Figure 16 shows that the average age for all executives in the federal public service has increased. However, since 2005, there has been relative stability in the average age of executives at the EX 01 to EX 03 levels and at the EX 04 and EX 05 levels.

Figure 16: average age of federal public service executives and assistant deputy ministers, select years, 1990 to 2016



▼ Figure 16 - Text version

	1990	1995	2000	2005	2010	2015	2016
EX 01 to EX 03	47.9	49.2	49.8	50.6	49.9	50.1	50.0
EX 04 and EX 05	50.2	51.6	52.5	53.9	53.5	53.7	54.2

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

Population: Includes all federal public service executives, specifically, core public administration executives and their equivalents in separate agencies (such as Executive Group (EX) and Management Group (MG) classifications) in all tenures (indeterminate, term and casual). The population does not include executives on leave without pay. The information provided is based on data as of March 31.

The average age in 2016 for the various employee segments of the federal public service described in this document are summarized as follows:

- All: 45.0 years
- Executives: 50.3 years
- EX 01 to EX 03: 50.0 years
- EX 04 and EX 05: 54.2 years

Footnotes

- 1 The “federal public service” refers to the core public administration (departments and agencies for which the Treasury Board is the employer) and separate agencies (principally the Canada Revenue Agency, Parks Canada, the Canadian Food Inspection Agency and the National Research Council of Canada), as named in Schedule I, IV and V of the *Financial Administration Act*. Population counts for the following separate agencies are not included because their employee information is not available in the pay system: the Canadian Security Intelligence Service, the National Capital Commission, Canada Investment and Savings and Canadian Forces Non-Public Funds. The federal public service does not include ministers’ exempt staff, employees locally engaged outside Canada, RCMP Regular Force members, RCMP temporary civilian Force members or Canadian Armed Forces members.
 - 2 This is the first year where 1990 is provided as the baseline.
 - 3 Statistics Canada (CANSIM Table 051-0005, data for second quarter)
 - 4 Workforce availability for an employment equity designated group is the percentage of citizens working in occupations in the Canadian workforce that corresponds to occupations in the federal public service and core public administration. Data is derived from the 2011 National Household Survey and the 2012 Canadian Survey on Disability.
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