

*Employment Equity  
in the Office of the  
Auditor General of Canada*  
Annual Report 2017–18

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Office of the  
Auditor General  
of Canada

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vérificateur général  
du Canada

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Employment Equity in the  
Office of the Auditor General  
of Canada

Annual Report 2017–18



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 2017–18.

Sincerely,

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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 2017–18 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 subject to 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 569 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 Chartered Professional Accountant (CPA) designation, with some having additional credentials.

Auditors are organized into teams that are assigned to audits of specific departments, agencies, or Crown corporations, or to 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 strive toward fulfilling their career potential. The Office encourages open and honest communication to create a climate of trust and teamwork. It values everyone'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, and these evaluations serve to support learning plans.

## 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 of the Auditor General of Canada 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 2018) are presented in Appendix B.

### Employment equity records

The Office maintains orderly and accurate employment equity records. All 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 2017–18 fiscal year, 53 employees joined the Office. Of these employees, 79% were members of at least one of the following four designated groups:

- women,
- Indigenous peoples,
- persons with disabilities, and
- persons in a visible minority group.

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 included

- an Indigenous outreach and capacity-building project plan, which was developed to help the Office increase representation of members of the Indigenous group;
- the CPA Martin Mentorship Program for Indigenous High School Students, which provides ongoing career mentoring to Indigenous high school students; and

- LiveWorkPlay, an organization that helps young people with developmental disabilities integrate into society.

### Activities, training, and communications

In the 2017–18 fiscal year, the Office carried out four activities to promote a corporate environment that supports employment equity values and ideals:

- a presentation on diversity in the public service and the inclusion of persons with disabilities—conducted by the Champion, Federal Employees with Disabilities;
- a Thai cultural festival—organized by the Diversity Committee;
- a presentation on the history and significance of three diverse cultural customs—conducted by the Office’s Toastmasters club; and
- fundraising for the Iqaluit food bank—organized by employees who participated in audits of the Nunavut government.

The Office promotes respect in the workplace through its employee onboarding 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 regularly distributes internal corporate communications that celebrate diversity. The following are examples of diversity celebrations that were subjects of communications posted on the Office’s INTRANet site in the 2017–18 fiscal year:

- Asian Heritage Month,
- Black History Month,
- International Day for the Elimination of Racial Discrimination,
- International Women’s Day, and
- National Indigenous Peoples Day.

### Talent management

The Office has a talent management program 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, the Office will continue to emphasize representation as part of its commitment to developing an inclusive, barrier-free hiring and work environment.

### Employment Equity Plan

In accordance with the requirements in section 10 of the *Employment Equity Act*, the Office of the Auditor General of Canada 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 was finalized and published in December 2017. It presents the Office’s commitments to enhancing or maintaining representation across occupational groups and levels, highlights the Office’s efforts to sustain an inclusive and respectful workplace, and reports on activities carried out to comply with legislation. Appendix A presents the Office’s commitments, targets, and results for the 2017–18 fiscal year.

### Information 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;
- has the information on the *Employment Equity Act* and related organizational plans and policies available on its INTRANet site;
- provides employees with information about the Office’s progress on achieving representation objectives;

- encourages employees, management, and employee representative groups to engage in meaningful dialogue to enhance recruitment practices;
- builds bridges and establishes partnerships with educational institutions, professional associations, and service providers with the aim of achieving mutual goals; and
- creates meaningful consultation opportunities with employee representatives to improve policies and plans, such as the Triennial Employment Equity Plan.

## Numerical goals

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

The Office strives for 100% 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 of the Auditor General of Canada'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.

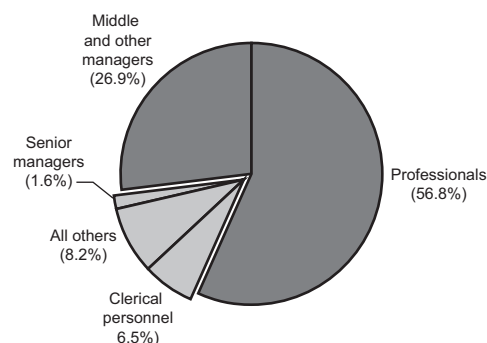
A closer look at this system shows that the Office has a very specialized workforce:

- The 569 employees in the Office fall into 7 of the 14 EEOGs (Exhibit 1).
- Most of the Office's employees (83.7%) are concentrated in just 2 EEOGs: professionals and middle and other managers (Exhibit 2).

### Exhibit 1—Employment equity occupational groups under which Office employees are classified

- 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 figures provided by Employment and Social Development Canada in the Employment Equity Data Report.<sup>1</sup> 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.

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

## Women

As of 31 March 2018, women represented 62.6% of the Office's workforce, which is above the workforce availability of 51.1% (Table 4). Women are well represented in almost all EEOGs and salary bands (Table 11).

## Indigenous peoples

The Office's representation of Indigenous employees during the reporting period was 3.2%, which exceeds the workforce availability of 2.9% (Table 5). In other words, the Office had 18 Indigenous employees, surpassing its goal of 17 by 1.

## Persons with disabilities

The Office's overall representation of persons with disabilities during the reporting period was 8.8%, which is above the workforce availability of 4.2% (Table 6). In other words, the Office had 50 persons with disabilities, well above its goal of 24.

## Persons in a visible minority group

The Office's overall representation of persons in a visible minority group was 17.6%, which is above the workforce availability of 15.5% (Table 7). In other words, the Office had 100 persons in a visible minority group, surpassing its goal of 88 by 12.

## 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, 53 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 (64.2%),
- 13 were persons in a visible minority group (24.5%),
- 11 were persons with disabilities (20.8%), and

- 3 were persons in the Indigenous peoples' group (5.7%).

### Promotions

In the past year, 81 employees were promoted (Table 9). Of these promotions, 62 employees were from at least one of three of the designated groups. More specifically,

- 55 of the people promoted were women (67.9%),
- 15 were persons in a visible minority group (18.5%), and
- 11 were persons with disabilities (13.6%).

### Separations

During the reporting period, 75 employees left the Office (Table 10). Of those who left, 53 employees were from at least one designated group. More specifically,

- 48 of the people who left were women (64%),
- 15 were persons in a visible minority group (20%),
- 2 were persons in the Indigenous peoples' group (2.7%), and
- 1 was a person with disabilities (1.3%).

## Conclusion

In the past year, the Office of the Auditor General of Canada met its objective of reaching 100% representation of workforce availability for each of the designated groups, increased the number of employment equity activities, and finalized its Triennial Employment Equity Plan 2017–2020.

Data from the 2016 Census suggests that the workforce availability of certain groups will increase. The Office will reassess its representation objectives on the basis of this new information and ensure that strategies will be in place to achieve its desired employment equity representation. Maintaining a diverse workforce reflective of Canada's population is identified as one of the five key challenges in the Office's Resourcing Strategy 2017–2020.

# Appendix A—Employment Equity Action Plan: 2017–18 Commitments, Targets, and Results

Legislative requirement	Commitments	Measures	Targets	Results
Collection of workforce information	Encourage new and newly promoted employees to self-identify by providing and ensuring the return of self-identification forms.	Analysis of completion rate as at 31 March of the reporting year	100% completion rate for all new and newly promoted employees	Achieved. All indeterminate employees and determinate employees with terms of six months or more as at 31 March 2018 completed and signed a self-identification form.
	Send a corporate communication to all employees to remind them that they can self-identify at any time, and that the information they provide will be used in compiling statistics on employment equity.	Annual corporate communication	One communication per year	Achieved. A message was published on the Office of the Auditor General of Canada's INTRAnet site in November 2017.
Workforce analysis	Analyze the representation of designated groups and the distribution of designated group members by aggregated occupational group in the annual employment equity report.	Annually compiled employment equity data as at 31 March of the reporting year	Representation of designated groups comparable to their workforce availability rates Representation of designated group members by aggregated occupational group measured, and strategies established to fill gaps where necessary Student workforce recruitment comparable to the Office's workforce availability rates, and strategies established to fill gaps where necessary	Achieved. The Office has met its objective of reaching 100% representation of workforce availability for each of the designated groups. We have identified a gap in the Office's representation of Indigenous students. The recruitment strategy team will establish strategies to help achieve employment equity goals.

## Appendix A—Employment Equity Action Plan: 2017–18 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Employment equity plan—positive practices	Review and update policies related to employment equity.	Positive practices are instituted for employment equity integration in staffing actions, professional development, and accommodation measures	Documents reviewed and updated every five years Staffing and classification policies reviewed by 31 March 2018	Achieved. The Triennial Employment Equity Plan 2017–2020 was finalized and posted on the Office's INTRANet site in December 2017. The Classification Policy was updated and published on the INTRANet site in August 2018. The Policy on Staffing and the Staffing Directive were updated and published on the INTRANet site in September 2018.
	Review course offerings that relate to employment equity.	Documented analysis of course offerings to determine whether the Office provides sufficient training on employment equity in accordance with the legislation	Yearly review of curriculum as part of the annual planning process	Achieved. Since 1 April 2018, <ul style="list-style-type: none"> <li>all non-management employees are required to take the Values and Ethics Foundations for Employees course offered by the Canada School of Public Service; and</li> <li>all members of the management group are required to take the Values and Ethics Foundations for Managers and Ethics Foundations for Managers course offered by the Canada School of Public Service.</li> </ul>
	Organize and support employment equity activities and events.	Number of activities and events held during the fiscal year	A minimum of three employment equity–related activities or events per fiscal year	Achieved. In the 2017–18 fiscal year, the Office carried out four employment equity–related activities.
	Attend the Multiculturalism Champions Network meetings to aid with the sharing of best practices and lessons learned.	Number of meetings attended compared with the number of meetings held Best practices shared within the Office	100% participation rate	Achieved. The Office attended the annual Multiculturalism Champions Network meeting on 31 January 2018.

## Appendix A—Employment Equity Action Plan: 2017–18 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Monitoring of progress and review and revision of the plan	Review the Triennial Employment Equity Plan.	Follow-up and documentation of the status of commitments	Reviews conducted yearly and included as part of the annual employment equity report	Achieved. No change required to the Triennial Employment Equity Plan 2017–2020.
Communication with employees	Discuss and highlight employment equity, including important topics such as accessibility and accommodation, within the Office through corporate communications.	References to employment equity within the Office and its commitment to a respectful work environment included on the Office's "careers" page on its website and through corporate communications on the INTRANet	One communication per year sent on employment equity plan results	Achieved. The 2016–17 employment equity report was published on the Office's INTRANet site and Internet website in October 2017. An article was also published on the INTRANet in the October 2017 issue of OAG News.
		Activities and events organized by the Diversity Champion or Diversity Committee are communicated to employees	100% of activities and events communicated to employees	Achieved. All the activities and events organized by the Diversity Committee were communicated to employees in the 2017–18 fiscal year.



## Appendix A—Employment Equity Action Plan: 2017–18 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Consultation and collaboration with employee representatives	Consult with the Union-Management Committee and the Audit Professionals Employee Relations Committee (AP-ERC) on the development of the Employment Equity Plan and any subsequent changes.	Agenda item at Union-Management Committee meetings when appropriate Agenda item at AP-ERC meetings when appropriate Email correspondence between HR and Union-Management Committee and AP-ERC regarding the plan's approval	Union-Management Committee and AP-ERC consulted on the development of the Employment Equity Plan every three years, and subsequent revisions when appropriate	Achieved. The Union-Management Committee and AP-ERC were consulted in December 2017 on the development of the Triennial Employment Equity Plan 2017–2020.
Maintenance of records	Confidential maintenance of records to ensure they are kept in accordance with the <i>Employment Equity Act</i> .	Restricted access to employment equity data in information system	100% of requests to provide access to employment equity data in the system approved by Manager, Planning, Programs and Reporting	Achieved. One additional employee was granted access to employment equity data in the system in the 2017–18 fiscal year.

## Appendix B—Statistics

### Report coverage

This report contains information, as of 31 March 2018, 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 sick 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 employees are asked to complete a questionnaire before their first day at the Office and upon promotion. In addition, at any time during the year, all employees can complete or resubmit a self-identification questionnaire, available on the Office's Human Resources INTRANet page.

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 that this is the best way to measure the current state of representation for each designated group.

The Office provides information by Employment Equity Occupational Group (EEOG). Tables 4 to 7 include information for the three National Occupational Classification (NOC) unit groups that account for the majority of the Office's employees—other managers (NOC unit group 0414), financial auditors (NOC unit group 1111), and performance auditors (NOC unit groups 4161 to 4168).

### 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 2018

	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Office	569		356	62.6	18	3.2	50	8.8	100	17.6
Workforce availability				51.1		2.9		4.2		15.5

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

As at 31 March 2018

Region of work	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	515		319	61.9	17	3.3	48	9.3	83	16.1
All other regions	54		37	68.5	1	1.9	2	3.7	17	31.5
<b>Total</b>	<b>569</b>		<b>356</b>	<b>62.6</b>	<b>18</b>	<b>3.2</b>	<b>50</b>	<b>8.8</b>	<b>100</b>	<b>17.6</b>

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 2018

Employment Equity Occupational Group	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>569</b>	<b>356</b>	<b>62.6</b>	<b>18</b>	<b>3.2</b>	<b>50</b>	<b>8.8</b>	<b>100</b>	<b>17.6</b>	
Senior managers	9	3	33.3	1	11.1	1	11.1	1	11.1	
Middle and other managers	153	99	64.7	4	2.6	5	3.3	10	6.5	
Professionals	323	191	59.1	10	3.1	38	11.8	84	26.0	
Semi-professionals and technicians	15	6	40.0	1	6.7	0	0.0	3	20.0	
Supervisors	2	1	50.0	0	0.0	1	50.0	0	0.0	
Administrative and senior clerical personnel	30	28	93.3	1	3.3	2	6.7	1	3.3	
Clerical personnel	37	28	75.7	1	2.7	3	8.1	1	2.7	

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 three largest National Occupational Classification unit groups

As at 31 March 2018

Employment Equity Occupational Group	All employees		Women		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2018	March 2017
<b>All occupations</b>	<b>569</b>		<b>356</b>	<b>62.6</b>	<b>51.1</b>		<b>100.0+</b>	<b>100.0+</b>
Senior managers	9		3	33.3	46.2		72.1	72.1
Middle and other managers	153		99	64.7	40.8		100.0+	100.0+
Professionals	323		191	59.1	53.1		100.0+	100.0+
Semi-professionals and technicians	15		6	40.0	26.5		100.0+	100.0+
Supervisors	2		1	50.0	51.0		98.0	100.0+
Administrative and senior clerical personnel	30		28	93.3	77.2		100.0+	97.2
Clerical personnel	37		28	75.7	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 2018	March 2017
<b>Other managers (0414)</b>	<b>137</b>		<b>90</b>	<b>65.7</b>	<b>39.5</b>		<b>100.0+</b>	<b>100.0+</b>
<b>Financial auditors (1111)</b>	<b>177</b>		<b>103</b>	<b>58.2</b>	<b>54.8</b>		<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>81</b>		<b>53</b>	<b>65.4</b>	<b>55.9</b>		<b>100.0+</b>	<b>100.0+</b>

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

Table 5

## Representation of Indigenous peoples by Employment Equity Occupational Group and the three largest National Occupational Classification unit groups

As at 31 March 2018

Employment Equity Occupational Group	All employees		Indigenous peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2018	March 2017
<b>All occupations</b>	<b>569</b>		<b>18</b>	<b>3.2</b>	<b>2.9</b>		<b>100.0+</b>	<b>100.0+</b>
Senior managers	9		1	11.1	7.2		100.0+	100.0+
Middle and other managers	153		4	2.6	4.1		63.9	33.2
Professionals	323		10	3.1	2.1		100.0+	100.0+
Semi-professionals and technicians	15		1	6.7	2.2		100.0+	100.0+
Supervisors	2		0	0.0	2.9		0.0	0.0
Administrative and senior clerical personnel	30		1	3.3	3.3		100.0+	0.0
Clerical personnel	37		1	2.7	2.9		93.4	100.0+
National Occupational Classification unit group	All employees		Indigenous peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2018	March 2017
<b>Other managers (0414)</b>	<b>137</b>		<b>1</b>	<b>0.7</b>	<b>4.3</b>		<b>17.1</b>	<b>18.1</b>
<b>Financial auditors (1111)</b>	<b>177</b>		<b>4</b>	<b>2.3</b>	<b>1.4</b>		<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>81</b>		<b>1</b>	<b>1.2</b>	<b>4.1</b>		<b>30.4</b>	<b>0.0</b>

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 three largest National Occupational Classification unit groups

As at 31 March 2018

Employment Equity Occupational Group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2018	March 2017
<b>All occupations</b>	<b>569</b>		<b>50</b>	<b>8.8</b>	<b>4.2</b>		<b>100.0+</b>	<b>100.0+</b>
Senior managers	9		1	11.1	4.3		100.0+	100.0+
Middle and other managers	153		5	3.3	4.3		75.2	61.4
Professionals	323		38	11.8	3.8		100.0+	100.0+
Semi-professionals and technicians	15		0	0.0	4.6		0.0	100.0
Supervisors	2		1	50.0	13.9		100.0+	0.0
Administrative and senior clerical personnel	30		2	6.7	3.4		100.0+	100.0+
Clerical personnel	37		3	8.1	7.0		100.0+	100.0+

National Occupational Classification unit group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number		Number	Percentage	Percentage		March 2018	March 2017
<b>Other managers (0414)</b>	<b>137</b>		<b>5</b>	<b>3.6</b>	<b>4.3</b>		<b>84.0</b>	<b>53.5</b>
<b>Financial auditors (1111)</b>	<b>177</b>		<b>19</b>	<b>10.7</b>	<b>3.8</b>		<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>81</b>		<b>11</b>	<b>13.6</b>	<b>3.8</b>		<b>100.0+</b>	<b>100.0+</b>

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



Table 7

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

As at 31 March 2018

Employment Equity Occupational Group	All employees		Persons in a visible minority group		Workforce availability	Representation as a percentage of workforce availability	
	Number		Number	Percentage		March 2018	March 2017
<b>All occupations</b>	<b>569</b>		<b>100</b>	<b>17.6</b>	<b>15.5</b>	<b>100.0+</b>	<b>94.1</b>
Senior managers	9		1	11.1	6.8	100.0+	100.0+
Middle and other managers	153		10	6.5	7.9	83.0	64.9
Professionals	323		84	26.0	20.1	100.0+	100.0+
Semi-professionals and technicians	15		3	20.0	16.8	100.0+	31.0
Supervisors	2		0	0.0	11.7	0.0	0.0
Administrative and senior clerical personnel	30		1	3.3	10.7	31.1	58.3
Clerical personnel	37		1	2.7	12.6	21.4	37.8
National Occupational Classification unit group	All employees		Persons in a visible minority group		Workforce availability	Representation as a percentage of workforce availability	
	Number		Number	Percentage		March 2018	March 2017
<b>Other managers (0414)</b>	<b>137</b>		<b>8</b>	<b>5.8</b>	<b>7.4</b>	<b>78.8</b>	<b>73.2</b>
<b>Financial auditors (1111)</b>	<b>177</b>		<b>63</b>	<b>35.6</b>	<b>24.3</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>81</b>		<b>12</b>	<b>14.8</b>	<b>14.4</b>	<b>100.0+</b>	<b>100.0+</b>

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 2018

Employment Equity Occupational Group	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>53</b>		<b>34</b>	<b>64.2</b>	<b>3</b>	<b>5.7</b>	<b>11</b>	<b>20.8</b>	<b>13</b>	<b>24.5</b>
Senior managers	0		0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	1		0	0.0	1	100.0	0	0.0	1	100.0
Professionals	36		23	63.9	2	5.6	10	27.8	11	30.6
Semi-professionals and technicians	2		0	0.0	0	0.0	0	0.0	1	50.0
Supervisors	0		0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	3		3	100.0	0	0.0	0	0.0	0	0.0
Clerical personnel	11		8	72.7	0	0.0	1	9.1	0	0.0

	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	53		34	64.2	3	5.7	11	20.8	13	24.5
Workforce availability				51.1		2.9		4.2		15.5
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 2018

Employment Equity Occupational Group	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>81</b>	<b>55</b>	<b>67.9</b>	<b>0</b>	<b>0.0</b>	<b>11</b>	<b>13.6</b>	<b>15</b>	<b>18.5</b>	
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0	
Middle and other managers	19	15	78.9	0	0.0	1	5.3	2	10.5	
Professionals	51	31	60.8	0	0.0	7	13.7	13	25.5	
Semi-professionals and technicians	1	0	0.0	0	0.0	0	0.0	0	0.0	
Supervisors	1	1	100.0	0	0.0	1	100.0	0	0.0	
Administrative and senior clerical personnel	3	3	100.0	0	0.0	1	33.3	0	0.0	
Clerical personnel	6	5	83.3	0	0.0	1	16.7	0	0.0	
Last year's total number of employees as at 31 March 2017	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number		Number		Number		Number	
Number	587		367		17		37		95	
Promotion rate (percentage)	81		55		0		11		15	
	13.8		15.0		0.0		29.7		15.8	

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 2018

Employment Equity Occupational Group	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>75</b>	<b>48</b>	<b>64.0</b>	<b>2</b>	<b>2.7</b>	<b>1</b>	<b>1.3</b>	<b>15</b>	<b>20.0</b>	
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0	
Middle and other managers	15	6	40.0	0	0.0	0	0.0	1	6.7	
Professionals	45	28	62.2	1	2.2	1	2.2	13	28.9	
Semi-professionals and technicians	2	2	100.0	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	5	4	80.0	0	0.0	0	0.0	1	20.0	
Clerical personnel	7	7	100.0	1	14.3	0	0.0	0	0.0	

	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>Last year's total number of employees as at 31 March 2017</b>	<b>587</b>		<b>367</b>		<b>17</b>		<b>37</b>		<b>95</b>	
Number	75		48		2		1		15	
Attrition rate (percentage)	12.8		13.1		11.8		2.7		15.8	

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 2018

Salary band (\$)	All employees		Women		Indigenous peoples			Persons with disabilities			Persons in a visible minority group		
	Number	Percentage of all employees	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of designated group
45,000–49,999	6	1.1	4	66.7	1.1	0	0.0	0.0	0	0.0	0.0	2	33.3
50,000–54,999	20	3.5	10	50.0	2.8	0	0.0	0.0	3	15.0	6.0	11	55.0
55,000–59,999	37	6.5	27	73.0	7.6	1	2.7	5.6	7	18.9	14.0	8	21.6
60,000–64,999	28	4.9	15	53.6	4.2	2	7.1	11.1	7	25.0	14.0	10	35.7
65,000–69,999	47	8.3	32	68.1	9.0	1	2.1	5.6	3	6.4	6.0	5	10.6
70,000–74,999	20	3.5	15	75.0	4.2	0	0.0	0.0	4	20.0	8.0	8	40.0
75,000–79,999	50	8.8	28	56.0	7.9	3	6.0	16.7	6	12.0	12.0	10	20.0
80,000–89,999	57	10.0	36	63.2	10.1	1	1.8	5.6	6	10.5	12.0	11	19.3
90,000–99,999	76	13.4	45	59.2	12.6	5	6.6	27.8	4	5.3	8.0	16	21.1
100,000–109,999	86	15.1	56	65.1	15.7	2	2.3	11.1	4	4.7	8.0	11	12.8
110,000–119,999	13	2.3	8	61.5	2.2	0	0.0	0.0	0	0.0	0.0	2	15.4
120,000+	129	22.7	80	62.0	22.5	3	2.3	16.7	6	4.7	12.0	6	4.7
<b>Total</b>	<b>569</b>	<b>100.0</b>	<b>356</b>	<b>62.6</b>	<b>100.0</b>	<b>18</b>	<b>3.2</b>	<b>100.0</b>	<b>50</b>	<b>8.8</b>	<b>100.0</b>	<b>100</b>	<b>17.6</b>
													<b>100.0</b>

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

