



AFFIRMATIVE ACTION

STUDY PHASE

Prepared by: The Affirmative Action Program Study Group
Personnel Branch
December 31, 1984

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The Affirmative Action Program

Study Phase

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Personnel Branch
December 31, 1984

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INTRODUCTION

The Federal Government has demonstrated strong commitment in respect of the principle of Equality for all Canadians through such means as the passage of the Charter of Rights and Freedoms and the Canadian Human Rights Act, and the establishment of various advisory and study bodies. Most recently, the findings of the Royal Commission on Equality in Employment (Abella Report) has been published: issues addressed include considerations of equality and equity, labour force participation, employment policies and practices, training and education, childcare and instruments of implementation, among others.

As an employer and model to the private sector, the government reaffirmed its commitment to equality of opportunity in the workplace with the announcement of the Treasury Board President in June 1983, that all departments and agencies would undertake a program of affirmative action.

The program subsumes the Equal Opportunities program of the seventies, and continues to embrace all aspects of the merit principle, including the balancing of the concepts of efficiency and effectiveness, sensitivity and responsiveness, equality of access to Public Service employment and equity. It is felt that it is within this framework and through strict adherence to the principle of merit itself that the most equitable representation and distribution of target group populations in the workforce will be achieved.

Affirmative Action is defined as a systems-based approach to the identification and elimination of systematic and overt discrimination in employment.

Objectives are threefold, including:

1. to ensure that women, Indigenous people and handicapped persons are equitably represented in the Public Service;
2. to neutralize employment systems which disfavour target groups; and
3. to actively help women, Indigenous people and handicapped persons to achieve equitable representation within a reasonable timeframe, through temporary special measures (Treasury Board, September 20, 1984).

Issues which are not specifically addressed in the government-wide directive include such current public concerns as day-care, maternity/paternity leave and other changing social responsibilities arising out of the double role women assume as they enter the workforce; and the socialization process of society at large and its impacts on the educational choices and resultant employment opportunities for all Canadians.

Clearly these are issues which have arisen, and may well be dealt with in some part, in the public sphere. Any initiatives which the federal government as the government or as an employer may take in response to these other issues in the future, are not currently within the domain of the Affirmative Action program, but it is well to undertake the program aware of the context of these larger questions.

The study was conducted so that the particular concerns with regard to each target group could be highlighted. The representation and distribution of women was compared to the representation and distribution of men. The Native people and handicapped persons were studied separately in order to identify specific barriers related to their participation rates. Therefore, two parallel studies were conducted to address the objectives set out by Treasury Board.

Intended audience

During 1984, an Affirmative Action Study Group was established under the direction of a co-ordinator in the Personnel Branch. Its purpose was to plan and carry out a department-wide study which would meet:

1. Treasury Board's requirements for the submission by the end of 1984 of a report, and an action plan, including goals, timetables and temporary special measures. Action plans are to be implemented as of April 1st, 1985, and monitored jointly by the Treasury Board Secretariat and the Public Service Commission in 1987-88.
2. Departmental management's requirements for a sound and comprehensive analysis of the composition of the Department's workforce and the impact on that workforce of current employment policies, practices and procedures.

CCAC Affirmative Action Objectives

To this end, this report presents the findings of the analytical phase of the Department's strategy. It is comprised of two parts:

1. a workforce audit;
2. an employment systems analysis.

Objectives of the analytical phase of the Affirmative Action program in CCAC are:

1. the identification of target group (women, handicapped persons and Indigenous persons) and non-target group persons employed in the Department, in order to determine their relative employment situation within the Department and in comparison with their relative representation in the Public Service as a whole;
2. the comparison of target group representation in the incumbent workforce with the availability of qualified target group members from sources internal to the Department, internal to the Public Service or from external sources (the Canadian workforce).

3. the examination of employment systems and practices to isolate the impact of the operation of these systems upon target group members, particularly in terms of explaining their current representation.

Methodology

Data on the employee population were for the most part obtained through the Department's Personnel Management Information System (PMIS). Analysis is largely confined to the population of 2,183 full-time indeterminate employees as of March 31, 1984, although some discussion is made of the population of employees appointed for specified periods.

It was requested by the Restrictive Trade Practices Commission, and deemed appropriate by the Study Group, that its employee population be included in the analysis. While the Commission is an independent body reporting to Parliament through CCAC's Minister, certain personnel management services are provided to it by the Personnel Branch of CCAC, and its employees, 13 of whom are full-time indeterminate appointments, are deemed for competition purposes to be employees of CCAC in the National Capital Region.

Serious validation difficulties encountered in using the existing personnel management information system have given rise to a recommendation in respect of its future role in monitoring the progress of ongoing affirmative action activities and impacts. While the system currently serves a number of users in fashions suitable to their requirements, system needs of the Affirmative Action program are not adequately accommodated; it is recommended that PMIS be modified to enable reasonably fast and reliable access to the population and employment systems information which already exists in the system.

In addition to PMIS, data sources for the incumbent workforce profile included two questionnaires. One was circulated in October to managers and dealt with special initiatives and awareness questions. The second was circulated in November to female employees in the Technical Inspection (TI) and Primary Products Inspection (PI) occupational groups. Other printed documentation was solicited from specific Branches and Bureaux as required.

The analysis compares the utilization of women across occupational groups and levels at CCAC, with their utilization in the Public Service. Female representation is compared as well, to the availability of women in the Department, in the Public Service and in the Canadian Workforce. Similar analyses are made of the Indigenous and handicapped representation to the extent that limited data permit. Where there are indications of possible under-utilization or distributional problems within the major occupation groups represented at CCAC, these have been selected as the focus of more detailed study. The study refers, where appropriate and possible, to the data as it pertains to each Bureau/Activity.

Ideally, trend analysis based on several years of appointment data would reveal recruitment, promotion, separation and retirement trends, in order to aid forecasting with respect to vacancies and the composition of the workforce.

Even if such historical data as is available were deemed reliable, appointment activity has been limited in recent years, and major organizational changes such as current downsizing, create so unstable a situation as to prohibit reliable forecasting based on modeling techniques.

Instead, data with respect to separations and appointments and the organizational environment were assessed with a view to providing a more general awareness of the various impacts which the workforce in CCAC has experienced and is experiencing.

The employment systems and practices at CCAC were analysed through the examination of qualitative and quantitative data in the areas of Staffing, Classification, Training and Development, Staff Relations and Employee Review and Appraisals, to find possible sources of systemic discrimination disadvantageous to target group members. Additional issues addressed include hours of work, leave and harassment.

Data sources for the personnel systems review included files maintained in the Personnel Branch (competition files, appraisal files and others), printed documentation provided by individual Bureaux and Branches, and discussions with CCAC management personnel as well as information provided to the Affirmative Action Study Group by the Regions.

CCAC Mandate

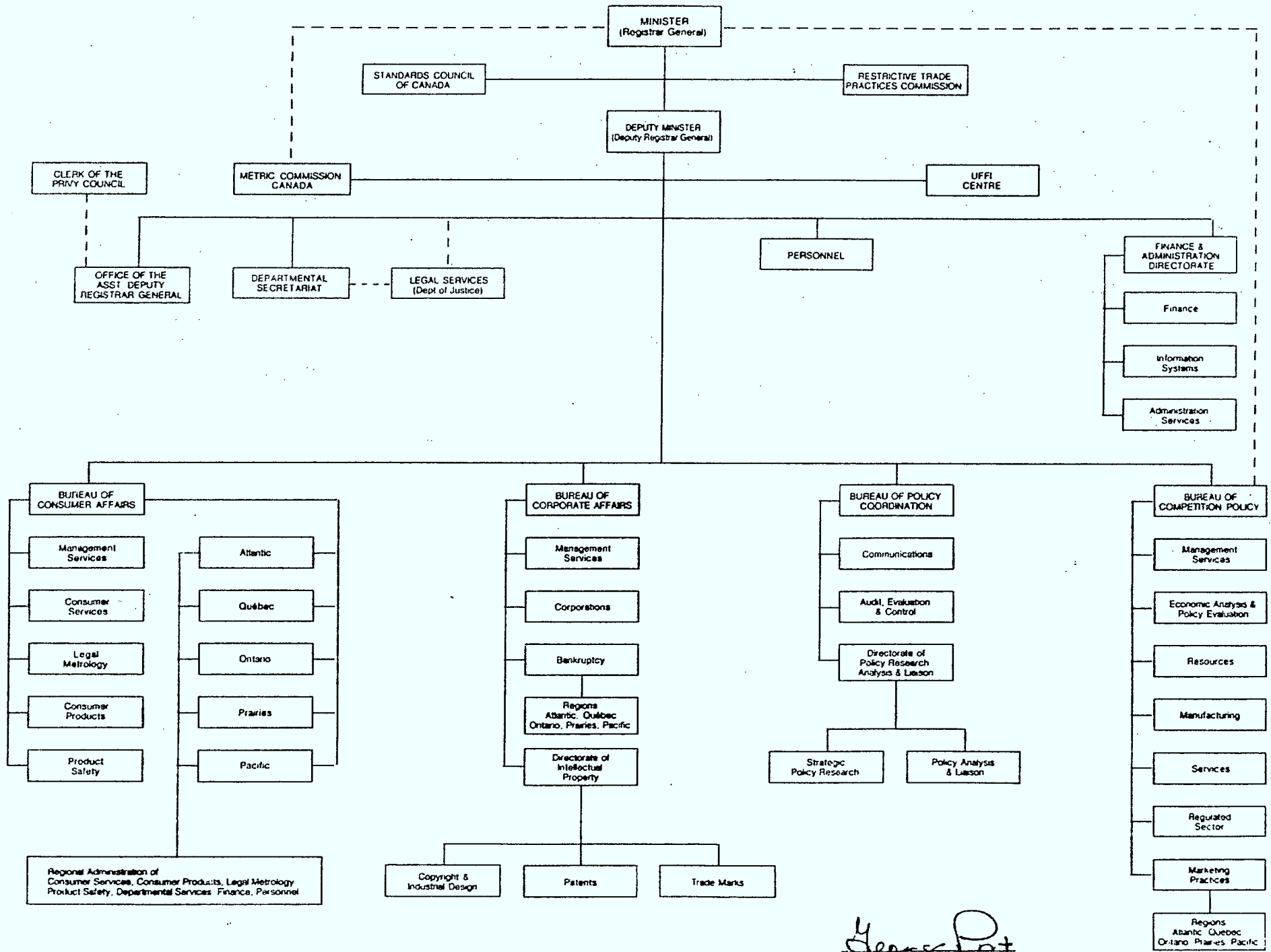
Consumer and Corporate Affairs Canada was created in 1967 and mandated to contribute to an effective, efficient and workable market system for the benefit of all Canadians. The Department has sought to fulfill its mandate primarily by ensuring that rules for marketplace behaviour are adequate, appropriate and effectively administered, and by representing consumers' interests in government and the marketplace.

CCAC is responsible for administering more than 15 separate programs. In so doing, it presently employs nearly 2,500 Canadians working in the National Capital as well as in regional and district offices across the country - 40 in total. The location of these field offices is illustrated in the attached map.

In order to carry out its mandate the Department is organized into four key bureaux: Consumer Affairs, Competition Policy, Policy Coordination and Corporate Affairs, all of which have representation across the country through field staff in regional and district offices. Other Activity Centres also play an important role in fulfilling specific responsibilities inherent to CCAC. They are the Urea Formaldehyde Foam Insulation Centre (UFFI), Metric Commission Canada (MCC) and the Office of the Assistant Deputy Registrar General (ADRG). The Department is also served by a Departmental Secretariat, a Personnel Branch, and a Finance and Administration Directorate. In addition, the Minister of Consumer and Corporate Affairs has traditionally been responsible for two independent bodies: the Restrictive Trade Practices Commission (RTPC) and the Standards Council of Canada. A copy of the organization chart for the Department is attached.

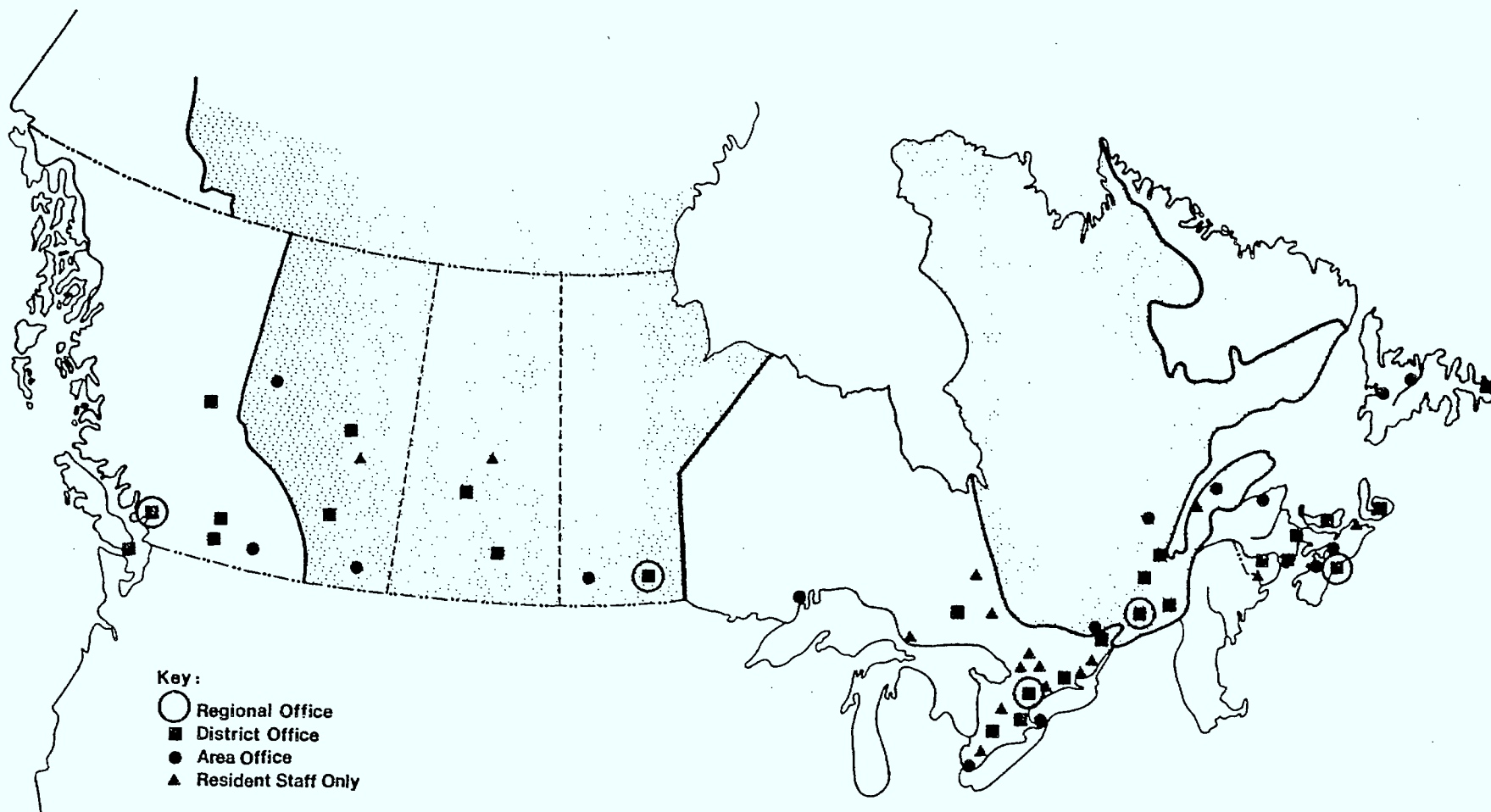
For the purposes of this report, in most instances, information pertaining to the Departmental Secretariat, Personnel Branch, Finance and Administration Directorate and the office of the Assistant Deputy Registrar General (ADRG) appears under the heading of "Administration Activity".

CONSUMER AND CORPORATE AFFAIRS CANADA

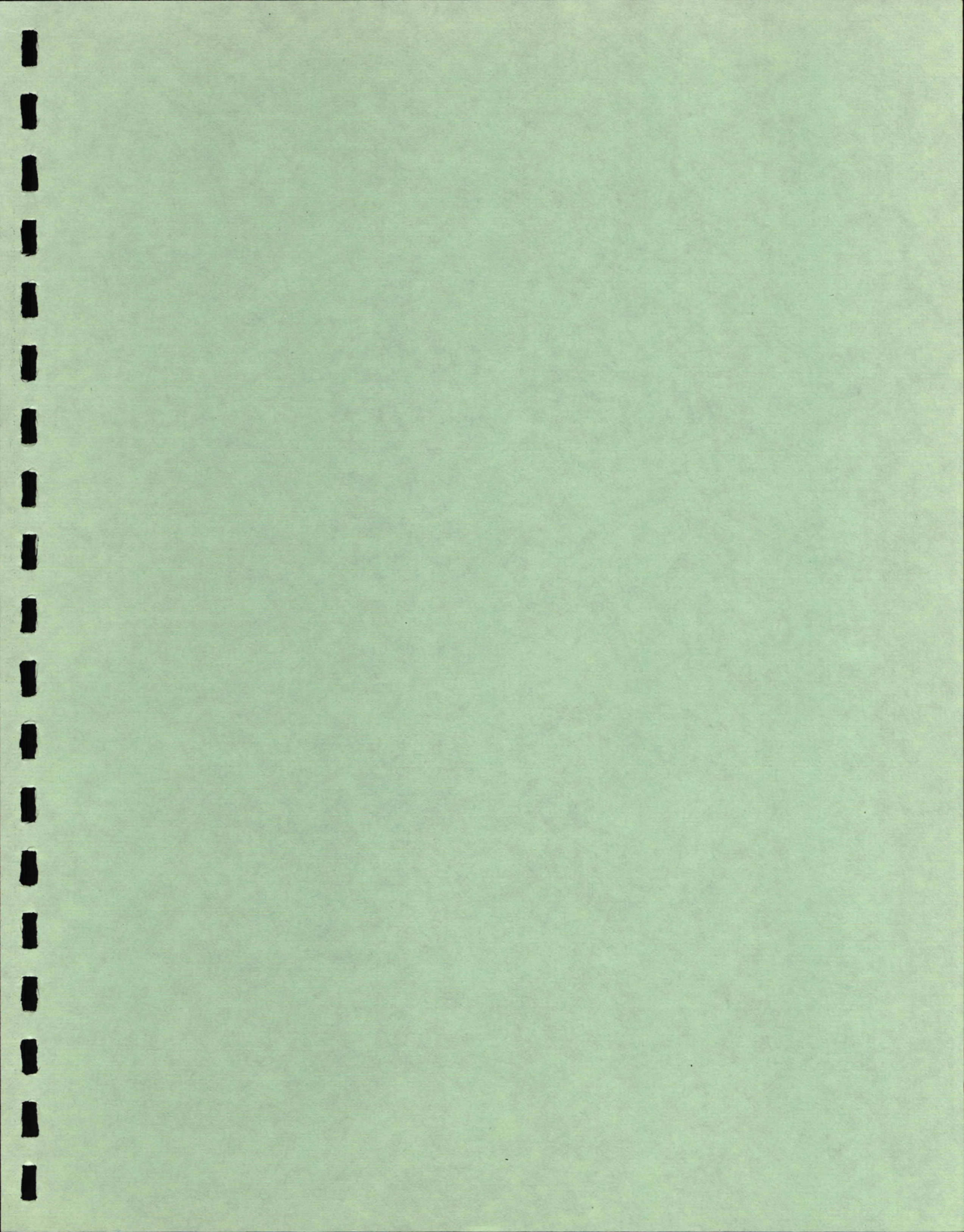


George Post
G. Post
Deputy Minister

CONSUMER AND CORPORATE AFFAIRS — FIELD LOCATIONS



Key:
○ Regional Office
■ District Office
● Area Office
▲ Resident Staff Only



1.0 WORKFORCE ANALYSIS

1.1 PERSON-YEAR ALLOCATION

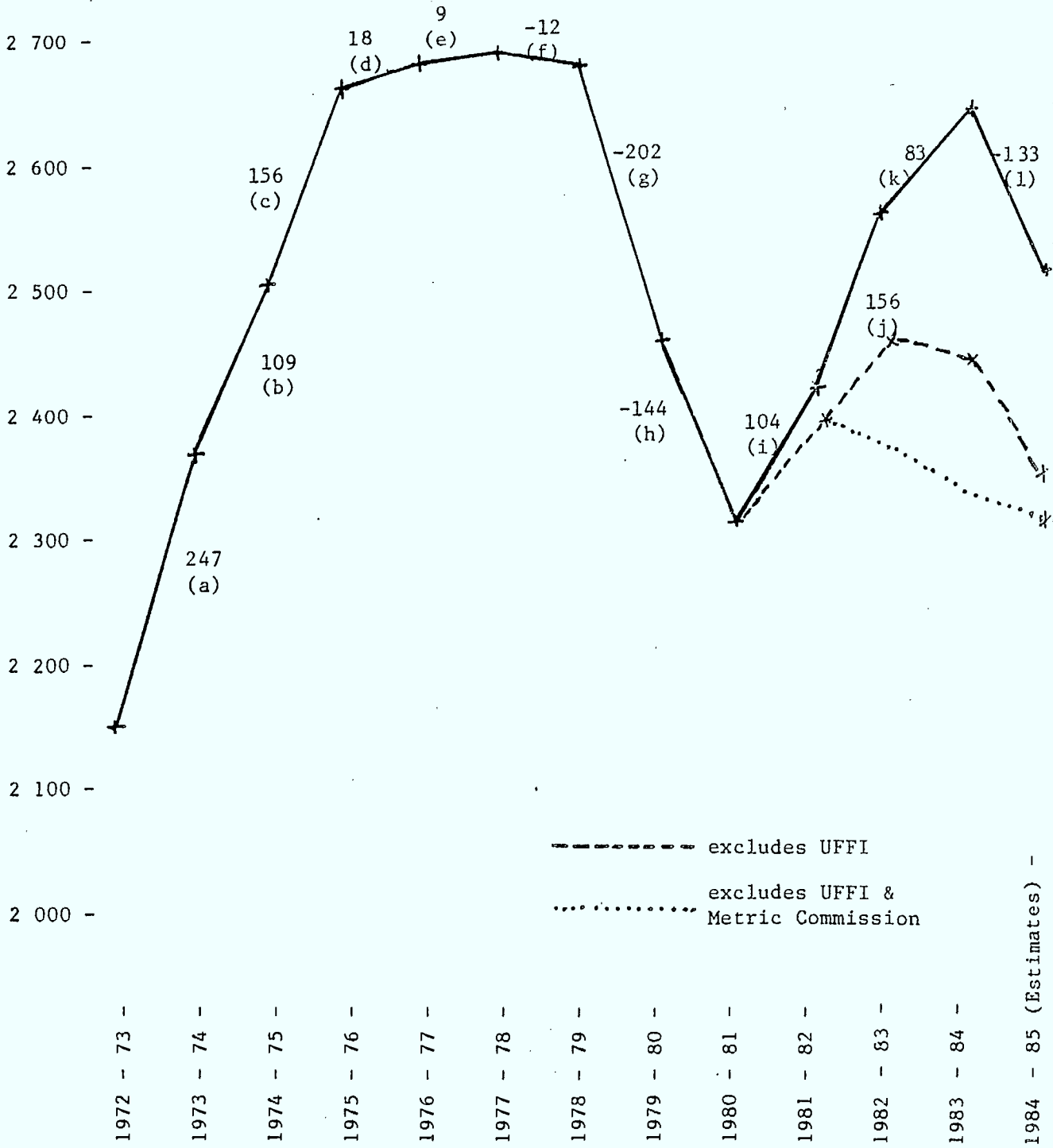
1.1 Person-Year Allocation

The human resources allocated to CCAC have changed considerably in the twelve year period from April 1, 1972 to March 31, 1985. A graph illustrating these adjustments is attached. The reasons for the changes are:

- a) Creation of Field Operations Services; expansion of Box 99; expansion of laboratory staff in support of Hazardous Products legislation; creation of Poor Debtor Program; expansion of Data Processing and other support services.
- b) Expansion of Consumer Fraud and Consumer Consulting activities; expansion of Complaints and Enquiries activities; increased workload in Competition Policy; further expansion in Data Processing; additional resources to support Bilingualism Program.
- c) Expansion of Consumer Fraud, Consumer Consulting and Weights and Measures inspection staff.
- d) Workload increases associated with amendments to the Combines Investigation Act required an additional 50 person-years. Other areas in the Department were reduced by 32 person-years as a result of the government's restraint program.
- e) Expansion of Data Processing activities to accommodate INSOLIS, (Insolvency Information System) MIS (Management Information System) and Data Base for the Bureau of Corporate Affairs, additional resources to support Staffing and Official Languages Division.
- f) Reduction of 23 person-years related to Prices Group; increase of 11 for the Uranium Inquiry in Combines Investigation.
- g) General reduction of 202 person-years in response to Cabinet decision to significantly reduce spending in the Public Service.
- h) Reduction of 49 person-years in response to Cabinet directed 2% reduction; additional reduction of 95 person-years as a result of Economic Development Committee directed cut of \$4,000,000 from Program Forecast levels.
- i) General workload increase; transfer of Metric Commission from Industry, Trade and Commerce.
- j) Increase in resource levels for UFFI, Metric Commission and Electricity and Gas Inspection.
- k) Increase in resource levels for UFFI and reduction as a result of TB imposed cut.
- l) Reduction following the winding down of Metric Commission and decrease of resource level for UFFI; additional reduction as a result of TB imposed cut; increase in Competition Policy.

C.C.A.C. PERSON-YEARS

1972-73 TO 1984-85



Details pertaining to person-year utilization for fiscal years 1982 and 1983, the person-year allocation for 1984-85 and the person-year estimates 1985-86.

Bureau/Activity	Person-year utilization 1982-83	Person-year utilization 1983-84	Person-year allocation 1984-85	Person-year main estimates 85-86
Administration (inc Summer Canada)	354	356.5	341.7	310
Policy Coordination	90	106.5	108.3	124
Competition Policy	236	246	261	264
Consumer Affairs	1039	1044	1064	1071
Corporate Affairs	612	599	571	579
UFFI	115	209	137	120
Metric Commission	97	88	51	--
TOTAL	2543	2649	2534	2468
RTPC	21	24	23	17
Grand Total	2564	2673	2557	2485

Source: CCAC - Finance Branch

Conclusion

In summary, CCAC is in a period of negative growth for its human resources. Indications are that this condition will prevail for at least the next few years. Additional factors which increase for CCAC management the challenge of attaining improved representation for target group members are:

- a) the redeployment within CCAC of indeterminate employees currently on surplus status due to the dissolution of the Metric Commission scheduled for completion at the end of 1984-85;
- b) the redeployment of a small population of indeterminate employees at UFFI which is presently scheduled for wind-down on March 31, 1988;
- c) the difficulties presented by the lengthy priority list of Public Servants with lay-off status rights.

1.2 HUMAN RESOURCES SITUATION

1.2 HUMAN RESOURCES SITUATION

Representation of Employees by Bureau and Employment Status

Two thousand two hundred and seventeen (2,217) or 84.2% of the Department's 2,633 employees are employed on an indeterminate basis.* A higher percentage of male employees (90.8%) have indeterminate status than do female employees (75.8%).

In descending order of frequency, specified-period appointees (for periods greater than six months) are employed in the following Bureaux/Activities:

UFFI	186
Consumer Affairs	76
Corporate Affairs	50
Administration	49
Metric Commission	24
Competition Policy	15
Policy Co-ordination	11
RTPC	5

Sixty-seven percent of 416 specified-period appointees are women. Almost 60% of these positions are in the ST and CR groups. Another 30% are in the Administrative and Foreign Service Category, less than five percent in each of the Technical and Scientific and Professional Categories and less than one percent in the Operational Category.

* Total figure includes all indeterminate employees, all employees appointed for specified periods greater than six months, including part-time employees and six Order-in-Council appointees, as of March 31, 1984. Figure does not include determinate employees appointed for periods of six months or less.

NOMBRE ET POURCENTAGE D'EMPLOYÉ(E)S PAR DIRECTIONS,
STATUT D'EMPLOI ET SEXE AU 31 MARS 1984

DIRECTION/BUREAU	TOTAL INDETERMINES ET DETERMINEES*	INDETERMINES**		
		TOTAL	FEMMES	POURCENTAGE DES FEMMES
Finance et administration	150	131	56	42.7
Direction des systèmes informatisés	31	27	12	44.4
Bibliothèque	17	13	10	76.9
Bureau du Sous-ministre	3	3	1	33.3
Secrétariat du ministère	12	12	10	83.3
Services de contentieux	9	8	8	100.0
Programme perfectionnement cadre	1	1	1	100.0
Bureau du ministre	13	6	5	83.3
Direction du personnel	80	66	46	69.7
Sous-registraire général adjoint	14	14	7	50.0
TOTAL: ADMINISTRATION	330	281	156	55.5
Services de communications	34	33	21	63.6
Bureau du sous-ministre adjoint	15	11	9	81.8
Vérification, évaluation et contrôle	19	18	5	27.8
Direction générale, analyse des politiques et liaison	36	31	11	35.5
TOTAL COORDINATION DES POLITIQUES	104	93	46	49.5
Bureau du sous-ministre adjoint	8	7	4	57.1
Administration	15	13	9	69.2
Pratiques commerciales (RCN)	21	19	6	31.6
Pratiques commerciales (régions)	48	46	16	34.8
Direction des produits manufacturés	39	38	10	26.3
Bureau des opérations d'exécution	2	2	1	50.0
Direction du secteur des industries réglementées	18	16	4	25.0
Direction de la recherche	7	7	3	42.9
Recherche et relations internationales	9	7	1	14.3
Direction des ressources	39	36	7	19.4
Direction des services	41	41	12	29.3
TOTAL: POLITIQUE DE CONCURRENCE	247	232	75	32.3
Bureau du sous-ministre adjoint	7	6	5	83.3
Services aux consommateurs	20	13	9	69.2
Service de gestion	13	13	6	46.2
Météorologie légale	55	49	6	12.2
Sécurité des produits	44	34	13	38.2
Direction des normes	40	34	18	52.9
Consommation / région du Québec	222	213	63	29.6
Consommation / région des Prairies	179	168	48	28.6
Consommation / région de l'Atlantique	102	89	27	30.3
Consommation / région du Pacifique	88	85	24	28.2
Consommation / région de l'Ontario	295	285	81	28.4
TOTAL: CONSOMMATION	1065	989	300	30.3
Bureau du sous-ministre adjoint	7	6	4	66.7
Corporations	63	58	47	81.0
Faillites / administration centrale	33	27	11	40.7
Faillites / Edmonton	5	4	2	50.0
Faillites / Halifax	7	6	5	83.3
Faillites / Montréal	26	24	10	41.7
Faillites / Ottawa	14	11	6	54.5
Faillites / Québec	13	12	6	50.0
Faillites / Toronto	31	31	17	54.8
Faillites / Vancouver	11	10	3	30.0
Faillites / Winnipeg	7	6	3	50.0
Bureau de la propriété intellectuelle	381	353	154	43.6
BUREAU: CORPORATIONS	598	548	268	48.9
COMMISSION DES PRATIQUES RESTRICTIVES DU COMMERCE	21	16	6	37.5
CENTRE DE LA MIUP	192	6	2	33.3
COMMISSION METRIQUE	76	52	26	50.0
TOTAL DU MINISTERE	2,633	2,217	879	39.6

* Determinate employees represented are those persons employed for specified periods greater than six months, including part-time employees.

** All persons employed on an indeterminate basis as of March 31, 1984 are represented, including part-time employees. Six Order-in-Council appointees are also included.

UTILIZATION, REPRESENTATION AND AVAILABILITY OF WOMEN

Objective

To determine the representation of women in the various groups and levels at CCAC and to compare their representation to: 1. that found in the Public Service as a whole, and; 2. the availability of qualified female employees to fill those positions in the Department, the Public Service, and the external workforce.

The tables and figures which follow show the employee population of CCAC on March 31, 1984 by its representation across groups and levels. The percentage representation of women in each group and level is compared to their representation Public Service-wide, and their availability in the Department, in the Public Service and in the Canadian workforce.

METHODOLOGY FOR REPRESENTATION AND AVAILABILITY ESTIMATES

Representation

Employment figures for the employee population of Consumer and Corporate Affairs Canada were obtained from the Personnel Management Information System (PMIS) for March 31, 1984. The representation of women by each group and substantive level is calculated as a simple percentage of the population at that group and level. Substantive levels (Junior, Intermediate and Senior), correspond to those used by the Public Service Commission in their calculation of the representation of women across groups Public Service-wide (Public Service Commission, December 1983c).

Public Service Internal Availability Estimates

Internal availability estimates for women in the Public Service are calculated by the Public Service Commission with national/interdepartmental data on the number of indeterminate appointments in 1982/83. Availability figures represent a weighted average of the relative contribution to total appointments from the groups which fed into the appointments multiplied by the representation of women in those feeder groups (PSC, December 1983c).

CCAC Internal Availability Estimates

Internal availability estimates for CCAC are calculated by the Public Service Commission based on female representation in CCAC feeder groups as found in 1982 and 1983 internal appointment data based on a national/interdepartmental area of competition (PSC, December 1983b). In those groups particularly where appointment activity was limited, internal availability estimates must be considered with caution. It must further be noted that most junior-level officer and support positions at CCAC are not staffed on a national/interdepartmental area of competition.

Canadian Labour Force External Availability Estimates

External availability estimates for women in the Canadian workforce are calculated by the Public Service Commission primarily with census data and annual statistics on university, college, and secondary school graduates. Availability figures represent a weighted average of the representation of women in the external labour pools, which are the external "equivalent" to internal Public Service feeder groups, multiplied by the relative contribution of the Public Service feeder groups to total Public Service appointments at the various groups and levels (PSC, April 1984).

Canadian workforce availability estimates are presented as a further benchmark against which to evaluate utilization figures at CCAC.

Any comparison of these figures must be tempered, however, with three qualifying conditions:

1. Any given external availability estimate includes specializations which may not be comparable to Consumer and Corporate Affairs Canada position requirements; for example, external availability estimates for positions in the TI group are based on a broader base of specialties than those relevant to CCAC appointments.
2. As is the case in many government departments, recruitment to Consumer and Corporate Affairs Canada is often limited to a departmental or Public Service-wide area of competition.
3. In some cases, such as for the intermediate and senior levels of the TI group, external availability figures are not calculated. Departmental records indicate, however, that external labour market recruitment to this group has occurred at the senior level.

Observations:

The data reveals a population of 2,183 full time indeterminate employees. Of these 1,433 or 66% are officers, and 750, or 34%, are support staff employees.

Women represent only 17% of the officer population and 81% of support staff employees. Seventy-one percent of female employees in the Department are in administrative support positions. There is no female representation among the 30 employees in the Operational Support Category.

In terms of the distribution of women across levels in the officer categories, again they are most heavily concentrated at the junior level. Almost 60% of female officers are employed at the junior level; 35% at the intermediate level and less than six percent at the senior level. This compares to a male distribution of 48% at the junior level; 39% at the intermediate level and 13% at the senior level.

Viewed from another perspective, it can be seen that women represent 20% of junior-level officer positions; 16% of intermediate-level positions, and less than nine percent of senior-level officer positions.

The lists which follow portray the occupational groups represented at CCAC, and indicate the total number of full-time indeterminate employees in those groups. Occupational groups are categorized according to those at the officer level employing more than 10 persons, those at the officer level employing fewer than ten persons, and those in the support categories.

Twelve occupational groups have been selected as warranting immediate focus. The rationale for their selection is comprised of a number of factors. Time constraints and other practical considerations have necessitated the exclusion of certain groups which may well merit study at a later date. These include all groups employing fewer than ten persons, such as the EN-ENG group. While there is no female representation in this group, personnel records and other research reveals that attempts to recruit women to the group have been unsuccessful as a result of what appears to be a lack of experienced female graduates in specialties appropriate to the Department. In the AG group, as in others, the decision to exclude it as a focus group even though there is no female representation among its five employees, was based in large part on the lack of turnover in the group, and the resultant limited opportunity for effecting representational changes at this time.

Similarly, a number of occupational groups employing more than ten persons have been excluded from in-depth study. As in the case with the small occupational groups, this does not necessarily reflect a considered and favourable assessment as to the existence of an equitable representation and distribution of women in these groups; again further study may be warranted at a future date. In the PE group, for example, female representation at the intermediate level is lower than that in the Public Service as a whole, and is lower than both departmental and Public Service availability. In terms of the distribution of women across levels, it is also the case in the PE group, (as well as in the FI, and CS groups - which were excluded as well from further focus), that women are concentrated in the junior and intermediate levels, and thus relatively under-represented at the senior level.

OFFICER GROUPS AT CCA WITH MORE THAN TEN EMPLOYEES
(in ascending order of size)

Computer Systems Administration (CS)	19
Financial Administration (FI)	24
Information Services (IS)	26
Economics, Sociology and Statistics (ES)	30
Personnel Administration (PE)	32
Scientific Regulation* (SG-SRE)	34
Executive (EX)	39
Senior Management (SM)	41
Administrative Services (AS)	102
Commerce (CO)	120
Scientific Regulation* (SG-PEM)	131
Primary Products Inspection (PI)	149
Program Administration (PM)	251
Technical Inspection (TI)	385

* Group appears twice on list.

OFFICER GROUPS EMPLOYING FEWER THAN 11 EMPLOYEES

Biological Sciences (B1)	1
Drafting and Illustration (DD)	1
General Technical (GT)	1
Organization and Methods (OM)	3
Library Science (LS)	4
Purchasing and Supply (PG)	4
Agriculture (AG)	5
Chemistry (CH)	7
Engineering and Scientific Support (EG)	6
Engineering and Land surveying (EN)	9
Social Science Support (SI)	10

GROUPS IN THE ADMINISTRATIVE SUPPORT AND OPERATIONAL CATEGORIES

General Services (GS)	5
Data Processing (DA)	10
Office Equipment Operation (OE)	12
General Labour and Trades (GL)	25
Secretarial, Stenographic, Typing (ST)	191
Clerical And Regulatory (CR)	507

REPRESENTATION AND AVAILABILITY OF WOMEN

CATEGORY	GROUP & LEVEL	REPRESENTATION			REPRESENTATION P.S. PERCENTAGE OF FEMALES	AVAILABILITY OF FEMALES		
		TOTAL NUMBER OF EMPL.	NUMBER OF FEMALES	PERCENTAGE OF FEMALES		CCAC %	P.S. %	EXTERNAL WORKFORCE %
MGT	EX (1-3)	36	4	11.1	5.6	5.9	6.6	N/A
	EX (4-5)	3	1	33.3	4.6	5.6	5.0	N/A
	SM O	41	2	4.9	6.3	7.6	9.2	N/A
SCIENCE & PROF.	AG INTERMED. (3-4)	5	0	0.0	3.4	13.9	N/A	10
	CH JR. (1)	2	0	0.0	32.7	29.0	23.2	29
	CH INTERMED. (2-3)	5	1	20.0	19.9	28.4	23.3	18
	EM INTERMED. (3-5)	8	0	0.0	1.9	1.9	5.8	1
	EN SR. (6)	1	0	0.0	1.4	1.9	4.4	1
	ES JR. (1-3)	5	1	20.0	31.9	31.9	34.1	24
	ES INTERMED. (4-6)	25	6	24.0	16.8	19.8	20.3	15
	LS JR. (1-2)	2	0	0.0	N/A	N/A	N/A	76
	LS INTERMED. (3-4)	2	2	100.0	68.2	68.2	67.0	66
	SG PEM JR. (1-2)	1	0	0.0	0.0	0.0	0.0	6
SG PEM INTERMED. (3-7)	129	4	3.1	3.1	1.9	2.0	1	
SG PEM SR. (8-10)	1	0	0.0	13.7	N/A	N/A	1	
ADMINISTRATIVE & FOREIGN SERVICE	SG SER JR. (1-2)	19	10	52.6	39.5	39.5	30.5	27
	SG SER INTERMED. (3-6)	15	4	26.7	11.5	25.5	21.8	14
	AS JR. (1-3)	60	33	55.0	58.0	69.4	62.9	N/A
	AS INTERMED. (3-5)	31	11	35.5	28.4	42.7	39.2	N/A
	AS SR. (6-7)	11	2	18.2	14.2	24.2	19.2	N/A
	CO JR. (1)	38	9	23.7	29.8	31.0	37.0	28
	CO INTERMED. (2)	58	5	8.6	10.8	28.2	18.5	17
	CO SR. (3-4)	24	2	8.3	4.9	9.7	9.4	12
	CS JR. (1)	5	2	40.0	38.2	58.7	44.0	43
	CS INTERMED. (2-3)	12	4	33.3	21.6	27.1	29.4	30
	CS SR. (3-4)	2	0	0.0	7.0	14.3	16.4	19
	FI JR. (1-2)	9	5	55.6	43.5	49.0	52.7	28
	FI INTERMED. (3-4)	11	4	36.4	21.8	38.1	30.4	13
	FI SR. (5-6)	4	0	0.0	8.7	8.7	14.8	15
	IS JR. (1-2)	3	3	100.0	68.3	75.3	69.1	61
	IS INTERMED. (3-4)	18	10	55.6	44.8	50.4	48.0	52
	IS SR. (5-7)	5	2	40.0	29.1	29.1	33.1	49
	OM JR. (1-2)	1	1	100.0	37.6	37.6	49.0	37
	OM INTERMED. (3-4)	2	1	50.0	20.7	37.6	29.2	21
	PE JR. (1-2)	9	7	77.8	64.8	67.7	62.8	46
PE INTERMED. (3-4)	19	7	36.8	43.2	51.7	48.7	33	
PE SR. (5-6)	4	1	25.0	18.9	27.0	29.1	26	
PG JR. (1-3)	3	0	0.0	32.6	2.4	44.8	32	
PG INTERMED. (4-5)	1	0	0.0	N/A	10.1	N/A	17	
PM JR. (1-3)	85	37	43.5	37.0	51.9	47.2	N/A	
PM INTERMED. (4-5)	144	27	18.8	20.4	27.5	28.4	N/A	
PM SR. (6-7)	22	0	0.0	13.7	19.2	17.3	N/A	
TECHNICAL	DD JUN (1-4)	1	0	0.0	N/A	N/A	N/A	9
	EG ESS JR. (1-7)	6	1	16.0	17.0	16.6	16.9	6
	GT INTERMED. (5-6)	1	0	0.0	N/A	N/A	N/A	N/A
	FI JR. (1-5)	142	21	14.8	6.7	17.8	7.9	49
	FI INTERMED. (6-8)	7	0	0.0	2.2	N/A	7.7	17
	SI JR. (1-3)	9	3	33.3	53.8	59.5	59.4	35
	SI INTERMED. (4-6)	1	0	0.0	25.7	53.8	38.7	20
	TI JR. (1-4)	312	10	3.2	3.2	7.0	6.8	7-12*
TI INTERMED. (5-6)	64	1	1.6	0.9	2.0	3.3	N/A	
TI SR. (7-8)	9	0	0.0	0.0	8.7	1.6	N/A	
TOTAL OFFICERS	JUN	717	144	20.1	N/A	N/A	N/A	N/A
	INT	553	86	15.6	N/A	N/A	N/A	N/A
	SEN	163	14	8.6	N/A	N/A	N/A	N/A
ALL LEVELS		1433	244	17.0	N/A	N/A	N/A	N/A

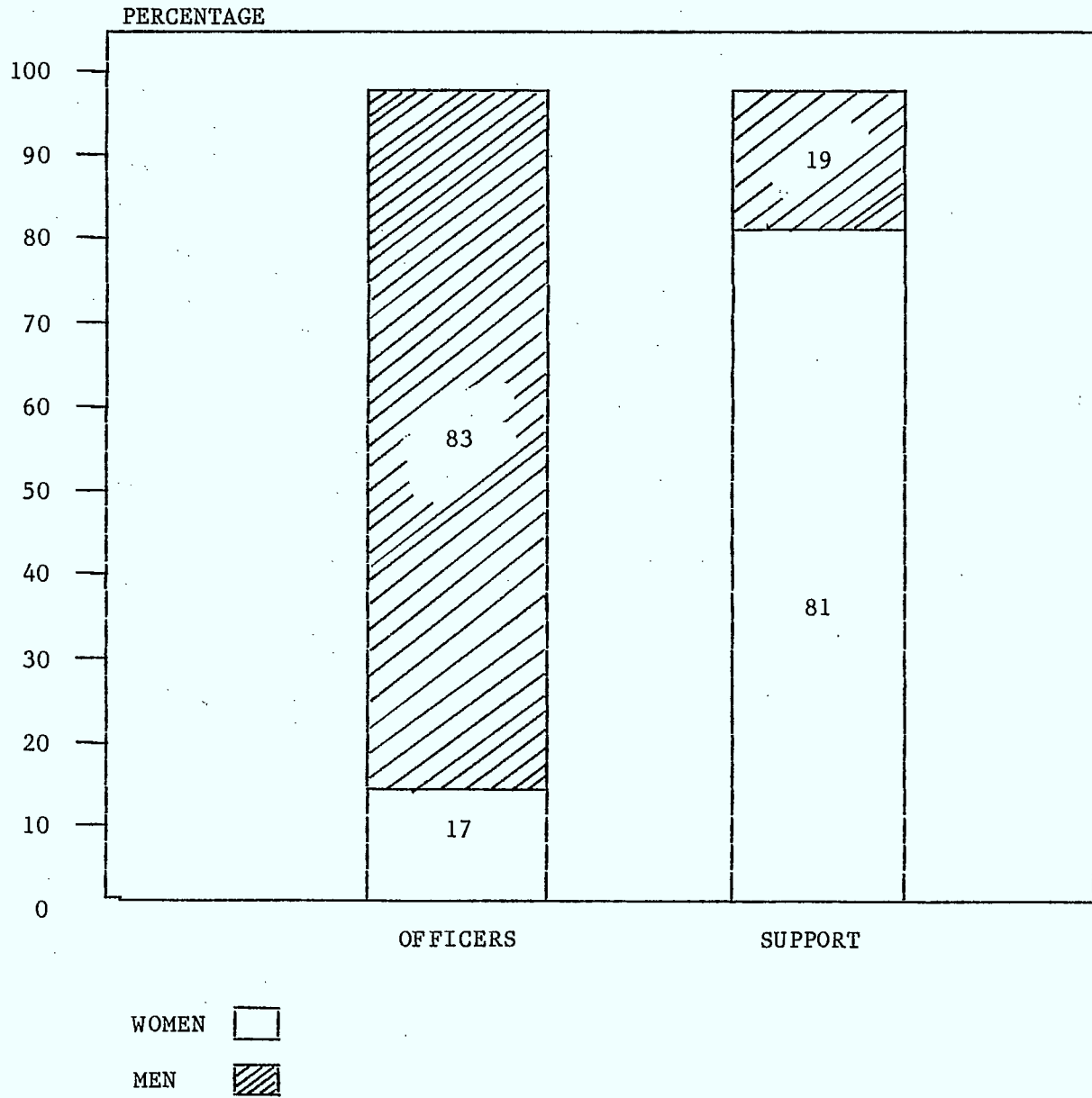
Sources: Public Service Commission 1983b, 1983c, 1984.
 * Depending upon the specialty required.

REPRESENTATION AND AVAILABILITY OF WOMEN

CATEGORY	GROUP & LEVEL	REPRESENTATION CCAC			REPRESENTATION P.S.	AVAILABILITY OF FEMALES		
		TOTAL NUMBER OF EMPL.	NUMBER OF FEMALES	PERCENTAGE OF FEMALES	PERCENTAGE OF FEMALES	CCAC %	P.S. %	EXTERNAL WORKFORCE %
S U P P O R T A D M I N .	CR SUP (1-3)	209	158	75.6	82.3	83.1	82.8	N/A
	CR JR. (4-6)	298	243	81.5	76.4	80.5	79.5	N/A
	DA CON SUPP (1-2)	5	5	100.0	98.2	98.2	96.0	N/A
	DA PRO JR. (3-5)	5	5	100.0	41.0	41.0	51.8	N/A
	OE MEO SUPP (1-3)	8	6	75.0	56.0	56.0	70.5	N/A
	OE MEO JR. (4-5)	3	1	33.3	26.3	56.0	58.1	N/A
	OE MSE SUPP (1-2)	1	0	0.0	N/A	N/A	N/A	N/A
	ST OCE SUPP (1-3)	44	42	95.5	98.2	96.0	97.2	N/A
	ST SCY SUPP (1-2)	66	65	98.5	99.2	97.6	96.9	N/A
	ST SCY JR. (3-4)	67	66	98.5	99.0	97.4	97.9	N/A
ST TYP SUPP (1-2)	14	14	100.0	99.4	99.4	96.8	N/A	
O P E R A T .	GE ELE SUPP (1-5)	2	0	0.0	N/A	N/A	N/A	N/A
	EL IMM JR. (6-12)	1	0	0.0	N/A	N/A	N/A	N/A
	GL SMW JR. (6-10)	1	0	0.0	N/A	N/A	N/A	N/A
	GL MDO SUPP (1-4)	2	0	0.0	N/A	N/A	N/A	N/A
	GL MDO JR. (5-11)	19	0	0.0	1.0	1.0	2.3	N/A
	GS SIS SUPP (1-3)	2	0	0.0	N/A	N/A	N/A	N/A
GS SIS JR. (4-9)	3	0	0.0	2.4	76.4	12.4	N/A	
TOTAL SUPP.	SUPP	353	290	82.2	N/A	N/A	N/A	N/A
	JR.	397	315	79.3	N/A	N/A	N/A	N/A
	ALL LEVELS	750	605	80.7	N/A	N/A	N/A	N/A

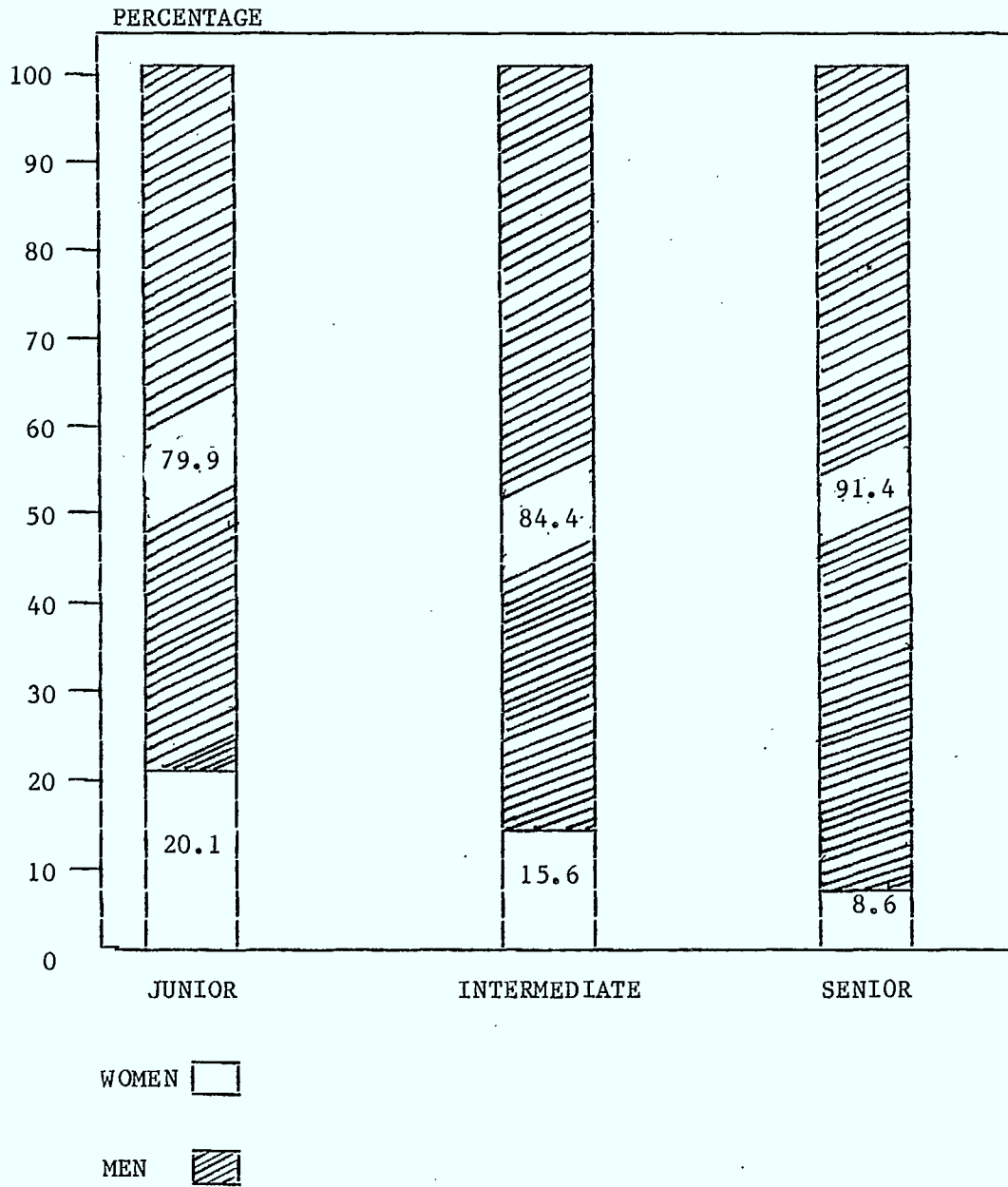
SOURCES: Public Service Commission 1983b, 1983c, 1984.

DISTRIBUTION OF EMPLOYEES IN
OFFICER AND SUPPORT POSITIONS AT CCAC*
(ALL OCCUPATIONAL GROUPS)



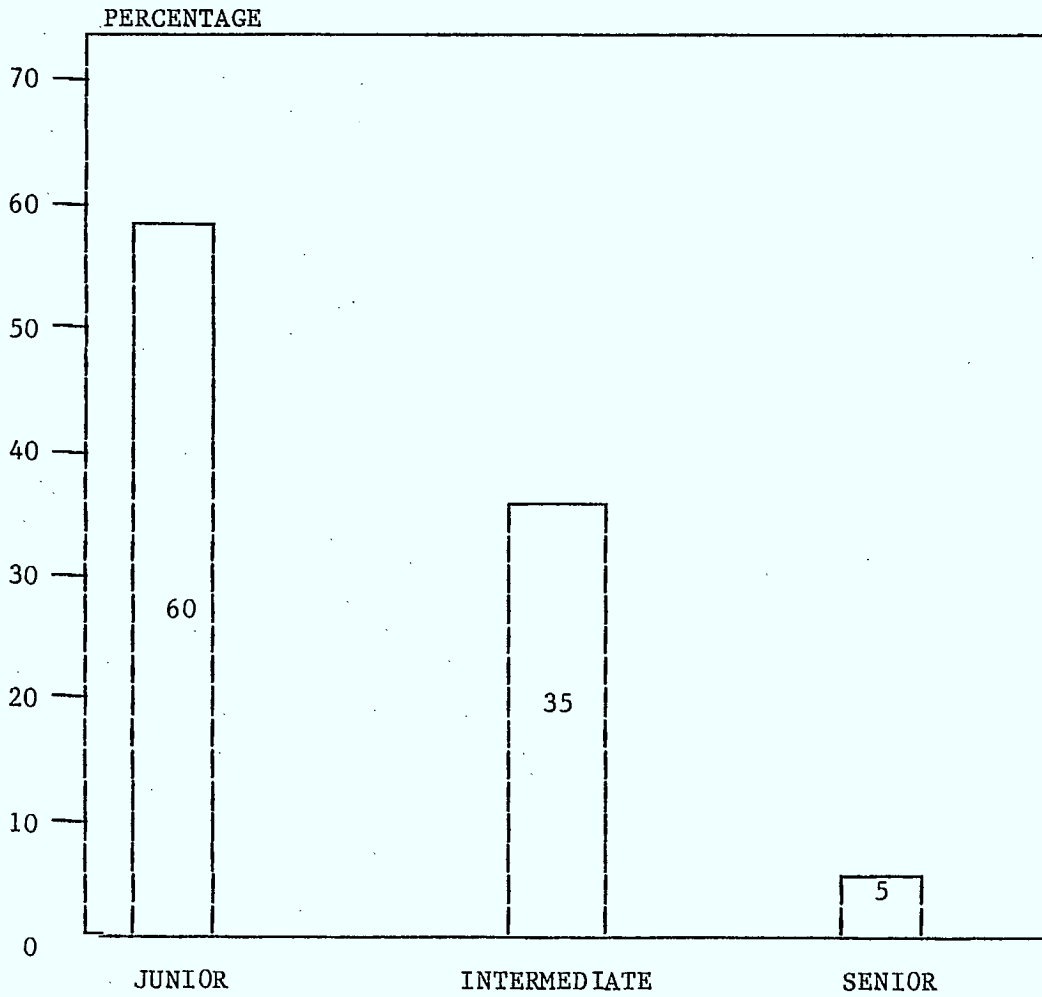
* includes all full-time indeterminate employees as of March 31, 1984

DISTRIBUTION OF OFFICERS ACROSS LEVELS AT CCAC*
(ALL OCCUPATIONAL GROUPS)



* includes all full-time indeterminate employees as of March 31, 1984

DISTRIBUTION OF FEMALE OFFICERS
ACROSS LEVELS AT CCAC*
(ALL OCCUPATIONAL GROUPS)



*

includes all full-time female indeterminate employees as of March 31, 1984

REPRESENTATION OF WOMEN AT CCAC BY OCCUPATIONAL CATEGORY

An assessment of the percentage representation of women at CCAC by occupational category reveals that women are most highly represented in the Administrative Support Category, comprising 84% of the population. This figure is slightly higher than the 82.4% representation of women in this category for all of government.

In the Operational Category, also a support category, there is no female representation at CCAC; this compares to a Public Service-wide representation of 12.3% women in this category.

At the Officer level, the category in which women are most highly represented is that which comprises the Administrative and Foreign Service occupations. The 29.8% representation of women at CCAC is slightly lower than the overall Public Service representation of 33.7%.

The next most female-represented category at the officer level is that which comprises the Scientific and Professional occupations, and shows a sharp drop in representation from that found in the Administrative and Foreign Service Category, to 12.7%. This figure is considerably lower than the 22.7% figure calculated for government as a whole.

In the Technical Category, women represent 6.5% of the Department's population, about half the 12.2% representation found government-wide.

In the Management Category, women represent 8.75% of the Department's population, a figure slightly better than the 5.9% representation found government-wide.

REPRESENTATION OF WOMEN AT CCAC BY OCCUPATIONAL CATEGORY
 (Indeterminate Employees as of March 31, 1984)

CATEGORY	CCAC			P.S.
	NUMBER OF EMPL.	NUMBER OF FEMALES	PERCENT-AGE OF FEMALES	PERCENT-AGE OF FEMALES
Management	80	7	8.75	5.9
Scientific and Professional	220	28	12.73	22.7
Administrative & Foreign Service	581	173	29.78	33.7
Technical	552	36	6.52	12.2
Administrative Support	720	605	84.03	82.4
Operational	30	0	0.0	12.3

Source: Public Service Commission, 1983a.

REPRESENTATION OF WOMEN ACROSS BUREAUX/ACTIVITIES
(Indeterminate Full time Employees as of March 31, 1984)

The representation of women at the officer level ranges from 10.5% in the Bureau of Competition Policy to 39.7% in the Administration Activity. A brief discussion of the distribution of women across occupational groups and levels in each Bureau/Activity follows:

Bureau of Competition Policy

In the Bureau of Competition Policy, women represent 27% of the 55 indeterminate full-time junior-level officer positions. They are employed, as are the male employees, in the AS, CO and PM groups. There is one junior-level ES position incumbered by a man and eight intermediate-level positions in the ES group; one of these is incumbered by a woman. Female representation at the intermediate level is less than four percent of the 76 persons employed at this level and there is no female representation among the 40 senior-level (including the Management Category) positions in this Bureau.

Bureau of Consumer Affairs

Women represent 13.7% of the officer-level positions in the Bureau of Consumer Affairs. At the junior level, women comprise just under 13% of the 540 positions. They are largely employed in the PI, TI, PM and SG-SRE groups. At the intermediate level, about 17% of the 171 positions are incumbered by women; two-thirds of these are in the PM group. Women fill three of the 42 senior-level positions in this Bureau; two of these are in the EX group.

Bureau of Corporate Affairs

Just over 16% of officer-level positions in the Bureau are incumbered by women. At the junior level, about 52% of 27 employees are women, employed largely in the PM and AS groups. Eight percent of the 200 persons employed at the intermediate level are women. At the senior level, (including the Management Category), only three of 30 employees are women, two of these in the SM group.

Bureau of Policy Coordination

Women fill about 30% of the positions at the officer level in this Bureau. Four of 10 junior-level employees are women, as are about 36% of intermediate-level employees. At the intermediate level, the majority of female employees are in the IS and ES groups. One of 15 senior-level positions is incumbered by a woman; there is no female representation among the seven positions in the Management Category.

Metric Commission Canada

Twenty-two percent of the Metric Commission's 32 full time indeterminate positions at the officer level are incumbered by women. Women fill one of the three junior-level positions and four of the 21 intermediate-level positions. At the senior level, two of the eight employees are women, one of these in the EX group.

UFFI Assistance Program

There are six full time indeterminate employees at the officer-level in UFFI. Two of the four senior-level positions are incumbered by women, one of whom is employed in the EX group.

Administration Activity

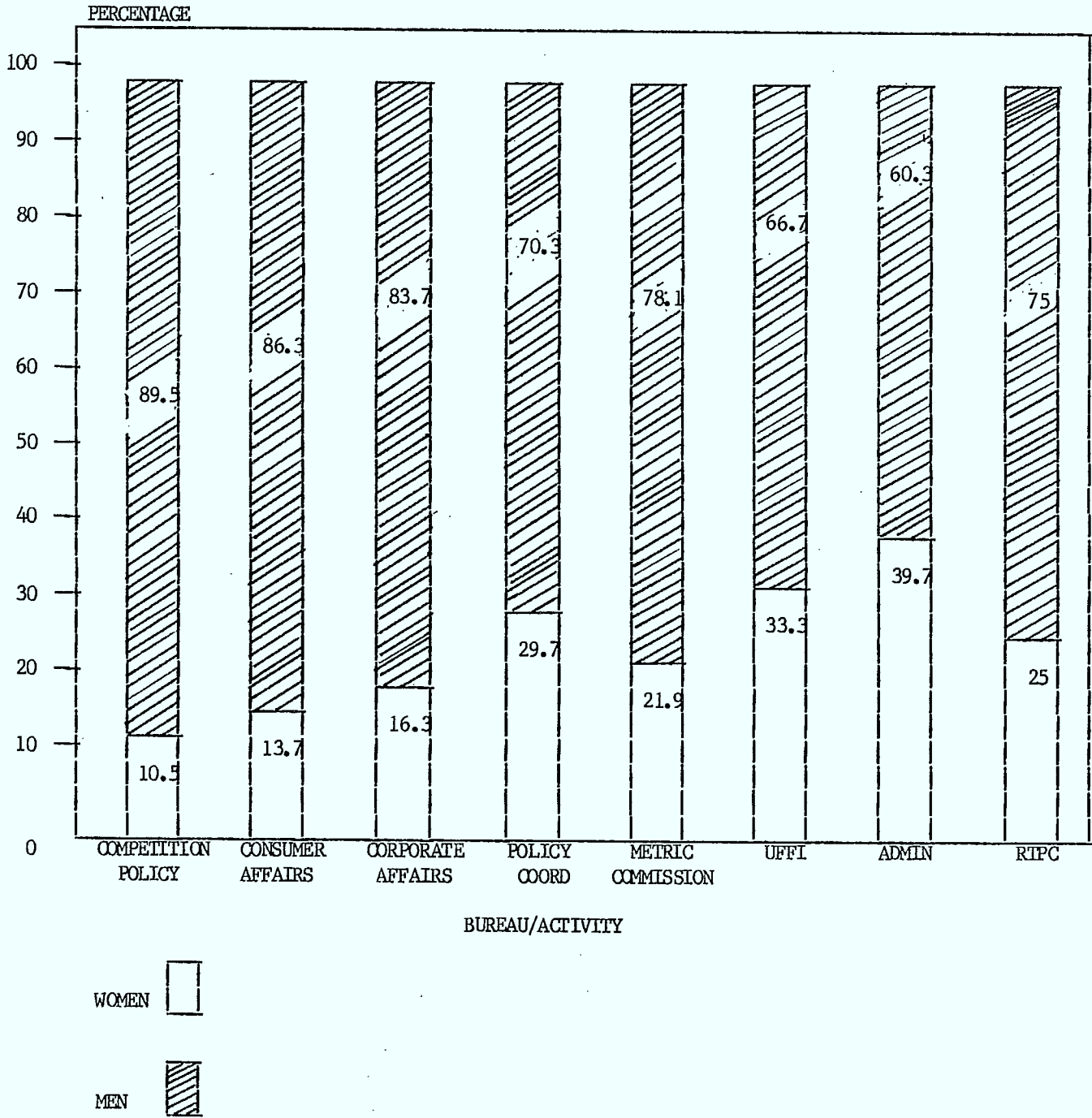
Almost 40% of persons employed at the officer-level in the Administration Activity are women. As is the case throughout the Department, however, most of these are employed at the junior-level. Women fill just over 50% of 50 junior level positions and most of these are in the AS group. At the intermediate level, about 40% of 48 positions are incumbered by women across a range of groups, including: PE; OM; FI; CS; AS; and LS.

Women fill only three of 23 senior-level positions. One of these is employed in the EX group, one in the AS and one in the PE group.

Restrictive Trade Practices Commission

There are four persons employed on an indeterminate basis at the officer level in the R.T.P.C., one of whom is a woman in the AS group and at the intermediate level.

REPRESENTATION OF MALE AND FEMALE OFFICERS
BY BUREAU/ACTIVITY*



* includes all full-time indeterminate employees as of March 31, 1984

REPRESENTATION OF FEMALES BY GROUP AND LEVEL AND BUREAU/ACTIVITY
(AS OF MARCH 31, 1984. INDETERMINATE EMPLOYEES)

MANAGEMENT

GROUP AND LEVEL	COMPETITION POLICY	CONSUMER AFFAIRS	CORPORATE AFFAIRS	POLICY COORDINATION	METRIC COMMISSION	UFFI	ADMINISTRATION	RIPC	TOTAL
	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.
EX (1-3) (4-5)	9 0 0.	9 1 11. 1 1 100.	6 0 0. 1 0 0.	4 0 0. 1 0 0.	1 1 100.	2 1 50.	5 1 20.		36 4 11. 3 1 33.
SM	12 0 0.	11 0 0.	10 2 20.	2 0 0.	3 0 0.		3 0 0.		41 2 5.

SCIENTIFIC AND PROFESSIONAL

GROUP AND LEVEL	COMPETITION POLICY	CONSUMER AFFAIRS	CORPORATE AFFAIRS	POLICY COORDINATION	METRIC COMMISSION	UFFI	ADMINISTRATION	RIPC	TOTAL
	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.
AG INTERMED. (3-4)		5 0 0.							5 0 0.
CH JR. (1) INTERMED. (2-3)		2 0 0. 5 1 20.							2 0 0. 5 1 20.
EN INTERMED. (3-5) SR. (6)		8 0 0. 1 0 0.							8 0 0. 1 0 0.
ES JR. (1-3) INTERMED. (4-6)	1 0 0. 8 1 13.		1 0 0.	4 1 25. 15 5 33.				1 0 0.	5 1 20. 25 6 24.
LS JR. (1-2) INTERMED. (3-4)							2 0 0. 2 2 100.		2 0 0. 2 2 100.

REPRESENTATION OF FEMALES BY GROUP AND LEVEL AND BUREAU/ACTIVITY
(AS OF MARCH 31, 1984, INDETERMINATE EMPLOYEES)

SCIENTIFIC AND PROFESSIONAL (con't)

GROUP AND LEVEL	COMPETITION POLICY	CONSUMER AFFAIRS	CORPORATE AFFAIRS	POLICY COORDINATION	METRIC COMMISSION	UFFI	ADMINISTRATION	RTPC	TOTAL
	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.
SG PEM JR. (1-2) INTERMED. (3-7) SR. (8-10)			1 0 0. 129 4 3. 1 0 0.						1 0 0. 129 4 3. 1 0 0.
SG SRE JR. (1-2) INTERMED. (3-6)		19 10 53. 15 4 27.							19 10 53. 15 4 27.

ADMINISTRATIVE AND FOREIGN SERVICE

GROUP AND LEVEL	COMPETITION POLICY	CONSUMER AFFAIRS	CORPORATE AFFAIRS	POLICY COORDINATION	METRIC COMMISSION	UFFI	ADMINISTRATION	RTPC	TOTAL
	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.
AS JR. (1-3) INTERMED. (4-5) SR. (6-7)	8 4 50.	9 6 67. 13 2 15. 2 1 50.	16 10 63. 6 3 50.	1 0 0. 1 1 100. 2 0 0.	2 1 50. 1 1 100.	1 0 0.	22 12 55. 9 3 33. 6 1 17.	1 0 0. 1 1 100. 1 0 0.	60 33 55. 31 11 36. 11 2 18.
CO JR. (1) INTERMED. (2) SR. (3-4)	36 8 22. 36 2 6. 17 0.	1 0 0.	2 1 50. 3 2 67. 1 1 100.	3 0 0. 1 0 0.	16 1 6. 4 1 25.				38 9 24. 58 5 9. 24 2 8.
CS JR. (1) INTERMED. (2-3) SR. (4-5)							5 2 40. 12 4 33. 2 0 0.		5 2 40. 12 4 33. 2 0 0.
FI JR. (1-2) INTERMED. (3-4) SR. (5-6)		2 0 0.		2 0 0.		1 0 0.	7 5 71. 9 4 44. 4 0 0.		9 5 56. 11 4 36. 4 0 0.

REPRESENTATION OF FEMALES BY GROUP AND LEVEL AND BUREAU/ACTIVITY
(AS OF MARCH 31, 1984, INDETERMINATE EMPLOYEES)

TOTAL OFFICERS

GROUP AND LEVEL	COMPETITION POLICY	CONSUMER AFFAIRS	CORPORATE AFFAIRS	POLICY COORDINATION	METRIC COMMISSION	UFFI	ADMINISTRATION	RTPC	TOTAL
	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.	TOTAL NO. % OF OF F. F.
TOTAL OFFICERS									
JR.	55 15 27.	540 70 13.	52 27 52.	10 4 40.	3 1 33.	1 0 0.	50 26 52.	1 0 0.	712 143 20.
INTERMD.	76 3 4.	171 30 18.	200 16 8.	39 14 36.	21 4 19.	1 0 0.	48 10 40.	2 1 50.	558 87 16.
SR.	40 0 0.	42 3 7.	30 3 10.	15 1 7.	8 2 25.	4 2 50.	23 3 13.	1 0 0.	163 14 9.
ALL LEVELS	171 18 11.	753 103 14.	282 46 16.	64 19 30.	32 7 22.	6 2 33.	121 48 40.	4 1 25.	1433 244 17.

REPRESENTATION OF FEMALES BY GROUP AND LEVEL AND BUREAU/ACTIVITY
(AS OF MARCH 31, 1984, INDETERMINATE EMPLOYEES)

ADMINISTRATIVE SUPPORT

GROUP AND LEVEL	COMPETITION POLICY		CONSUMER AFFAIRS		CORPORATE AFFAIRS		POLICY COORDINATION		METRIC COMMISSION		UFFI		FINANCE AND ADMINISTRATION		RTPC		TOTAL						
	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.	TOTAL NO.	% OF F.					
GL ELE SUPPORT (1-5)													2	0	0.		2	0	0.				
INM JR. (6-12)			1	0	0.												1	0	0.				
SMW JR. (6-10)			1	0	0.												1	0	0.				
MDO SUPPORT (1-4)													1	0	0.	1	0	0.	2	0	0.		
MDO JR. (5-11)			19	0	0.												19	0	0.				
GS STS SUPPORT (1-3) Jr. (4-9)			2	0	0.	1	0	0.					1	0	0.	1	0	0.	2	0	0.		
CR SUPPORT (1-3) JR. (4-6)	3	2	67.	38	35	92.	112	91	81.	3	3	100.	51	27	53.	2	0	0.	209	158	76.		
	22	18	82.	120	109	91.	79	58	73.	7	7	100.	62	44	71.	1	1	100.	298	243	82.		
DA CON SUPPORT (1-2) PRO JR. (3-5)			1	1	100.	4	4	100.											5	5	100.		
						1	1	100.			1	1	100.			3	3	100.			5	5	100.
OE MEO SUPPORT (1-3) JR. (4-5)						2	2	100.					6	4	67.				8	6	95.		
													3	1	33.				3	1	33.		
MSE SUPPORT (1-2)													1	0	0.				1	0	0.		
ST OCE SUPPORT (1-3)	5	5	100.	1	1	100.	28	26	93.	4	4	100.	4	4	100.				44	42	96.		
SCY SUPPORT (1-2) JR. (3-4)	22	22	100.	20	19	95.	2	2	100.	4	4	100.	5	5	100.				66	65	99.		
	7	7	100.	13	13	100.	20	20	100.	8	8	100.	4	4	100.				67	66	99.		
TYP SUPPORT (1-2)	1	1	100.				13	13	100.										14	14	100.		
TOTAL SUPPORT SUPPORT JR.	31	30	97.	60	56	93.	162	138	85.	11	11	100.	9	9	100.	0	0	00.	77	46	82.		
	29	25	86.	156	122	78.	100	79	79.	15	15	100.	12	11	100.	0	0	00.	79	58	73.		
ALL LEVELS	60	55	92.	216	178	82.	262	217	83.	26	26	100.	21	20	95.	0	0	00.	156	154	67.		
																			8	5	63.		
																			750	605	81.		

SEPARATION RATE

Introduction

A review of the separation rate for full time indeterminate employees during the period April 1, 1983 to March 31, 1984 was conducted.

During a period of negative growth the opportunities to alter the composition of the workforce are very much dependent upon the rate of separation among employees.

Objective

1. To establish the total number of retirements and resignations which occurred in CCAC and to identify the findings in terms of:
 - i) the number of officers and support staff by gender;
 - ii) the Bureau/Activity where these occurred.
2. To assess the findings as a possible indicator of the number of vacant positions likely to occur over a period of one year assuming no major changes were to occur within the Department, in terms of growth or downsizing.
3. To determine whether there are any gender differences in the rate of separation.
4. To utilize these findings when establishing numerical goals for the target groups. The vacancy created when an employee leaves represents an opportunity for the Department to change and improve the representation/distribution for the target group populations.

Methodology

For the purposes of this report separation rates were calculated for:

- a) the number of indeterminate employees who voluntarily resigned from CCAC regardless of reason, and;
- b) the number of indeterminate employees who retired, including those who were:
 - i) age 65 years and over;
 - ii) age 60 years and 5 years of service;
 - iii) age 55 years and over with 30 years of service.

A review of the computer printout data from PMIS for the period April 1, 1983 to March 31, 1984 was carried out. The data were manually verified by the Affirmation Action Study Group in consultation with other representatives of Personnel Branch. The validated data were then analyzed and a table prepared.

Due to the lack of readily available historical data, trend analysis necessary to project resignation rates over the next three fiscal years to March 31, 1988 was not possible. However, information from PMIS concerning projected retirements for focus groups for the next three fiscal years to March 31, 1988 was obtained. Details are found in the section which addresses each focus group individually.

INDETERMINATE EMPLOYEE SEPARATION - CCAC 1983-1984

BUREAU/ ACTIVITY	CATEGORY	RETIREMENTS		RESIGNATION	
		M	F	M	F
ADMINISTRATION	Officer	-	-	11	3
	Support	1	-	4	5
POLICY COORDINATION	Officer	-	-	4	1
	Support	-	-	1	-
COMPETITION POLICY	Officer	1	-	1	1
	Support	-	-	-	2
CONSUMER AFFAIRS	Officer	10	1	17	7
	Support	1	1	1	9
CORPORATE AFFAIRS	Officer	10	1	6	1
	Support	1	1	2	10
RESTRICTIVE TRADE PRACTICES	Officer	-	-	1	-
	Support	-	-	-	1
UFFI	Officer	-	-	-	-
	Support	-	-	-	-
METRIC COMMISSION	Officer	-	-	3	2
	Support	-	-	1	4
TOTALS	Officer	21	2	43	15
	Support	3	2	9	31
COMBINED CATEGORY TOTAL BY SEPARATION TYPE		28		98	
TOTAL SEPARATION		126			

SOURCE: PMIS

Observations

1. The rate of separation among indeterminate employees is very low with only 126 employees having left CCAC during fiscal 1983-84.
2. There is a 1 to 3.5 ratio between the number of retirements and resignations.
3. The rate of separation for the total male population and the total female population is at a ratio of 1.5 to 1, which is similar to their representation within the Department (1.6 to 1).
4. The rate of separation is highest among male officers and females in the Administrative Support Category. The separations are at a ratio of 5.3 to 1 for male officers versus males in the support category which is somewhat less than their proportional representation within CCAC (ratio of 8.2 male officers to 1 male support staff). However, the ratio of female support staff separation to female officer staff is 1.9 to 1 which compares very closely to their proportional representation at a ratio of 2.5 to 1.
5. The number of retirements is much higher among males than females (85.7 percent versus 14.3 percent); however, the number of resignations for men is at only a slightly higher rate than that for females (53 percent versus 47 percent).
6. Resignations are occurring throughout the Department, except in UFFI, with the majority taking place in the Bureaux of Consumer Affairs and Corporate Affairs and in the Administration Activity. Together they accounted for 76 resignations versus a total of 98 (77.9 percent), which is slightly less than their combined representation among our full-time indeterminate employee population.
7. Retirements are occurring almost exclusively in the Bureaux of Consumer Affairs and Corporate Affairs. While the total number of retirements is identical between these two Bureaux for males and females, proportionately more retirements are taking place in the Bureau of Corporate Affairs.

Conclusion

The low rate of separation among our indeterminate workforce will severely limit our opportunities to quickly alter our workforce representation to the advantage of our target groups. Details regarding separation rates for specific occupational categories are to be found in the section which addresses each focus group individually. The specific situation of each group should help to clarify where it may be most beneficial to try to increase the representation of target group members.

Recommendations

1. It is recommended that numerical targets be set for the hiring of women in the officer category relative to the rate of separation experienced among the officer population in fiscal year 1983-84. To assist management in

establishing these goals, we have forecast the anticipated retirement rate within the various focus groups by level from April 1, 1984 through to March 31, 1988 and this information is found in the section which addresses each focus group individually.

2. It is recommended that CCAC management should take a pro-active approach to attracting qualified members of these populations to apply for vacant positions, as they become available, in those focus groups where the representation of target group members is low, whether in the officer or support category.
3. It is recommended that each Bureau/Activity consider the ramifications of the low rate of separation when preparing its human resource management plans.
4. It is recommended that resignation and retirement data be collected by the Staffing and Planning Division to allow for trend analysis and more accurate forecasting of separation rates. Such data will also be required to monitor CCAC's performance against its numerical targets.

RESOURCING

Resourcing - Full time Indeterminate Employees
April 1, 1983 to March 31, 1984

Introduction

Because of the anticipated lack of growth in CCAC over the next three years, management's opportunities to alter the composition of its workforce will be entirely dependent on the demand for replacement employees to fill position vacancies. As a result, the strategies utilized for resourcing these vacancies will be critical.

The principal options available are:

- intradepartmental lateral movement (lateral transfer within CCAC);
- the hiring of term staff members as indeterminate employees;
- intradepartmental upward movement (internal promotion);
- interdepartmental hiring (hiring from other Public Service departments);
- external labour market hiring.

Resourcing through the use of internal lateral transfers, through the hiring of term employees as indeterminates and by internal promotion of employees will all assist in altering the distribution of the target group population within the department but will not affect representation. However, as is shown in the data concerning our focus groups, CCAC has good representation at the junior levels for some groups but the distribution is disproportional for women at the intermediate and senior levels.

Objective

To determine the degree to which the previously mentioned resourcing techniques were used in CCAC during 1983-84.

To assess the results of each with reference to the impact on men and women.

To utilize these findings to assist management in meeting its numerical goals.

Reclassifications have occurred in CCAC during 1983-84 and it is assumed that to some degree such actions are likely to continue over the next three years. For this reason reclassification actions were examined to determine whether they are occurring proportionate to the gender and employee distribution within CCAC.

Methodology

Data regarding resourcing techniques and reclassification actions were obtained from PMIS for the period of April 1, 1983 to March 31, 1984. The computer printouts were manually verified by the Affirmative Action Study Group in consultation with other representatives from Personnel Branch. The validated data were then analyzed and a table prepared.

Observations

The results in descending order for the resourcing methods most frequently used to fill our 260 vacancies with full time indeterminate employees are:

Type of Resourcing Method	Frequency		
	Total Number of Employees	Total Number of Females	Overall Percentage
a) Term hired as indeterminate	68	46	26.2
b) Internal CCAC Promotions	59	18	22.7
c) External Labour Market Hirings	56	12	21.5
d) Hire from other Public Service Depts.	40	19	15.4
e) Lateral Transfers within CCAC	37	16	14.2
TOTAL	260	111	100.

From the 68 resourcings which occurred by the hiring of term departmental employees as indeterminate employees, more females were awarded full time indeterminate status than males, with female support staff benefitting most frequently. However, over 47% of our term employee population is made up of females in the support category.

From the 59 vacancies filled by internal CCAC promotions, male versus female employees were awarded these positions at a ratio of 2.1 to 1 which compares unfavourably with our male/female representation rate (1.6 to 1). In addition, the greatest number of these awards favoured male officers at a ratio of 8.2 to 1 which is significantly greater than the male officer/female officer representation rate (4.9 to 1).

Resourcing from the external labour market slightly favoured female officers over male officers in terms of their proportional representation. The small number of support staff hired by this method would indicate that full time indeterminate support staff tend to be hired from our term employee population.

Female officers were favoured more frequently than male officers when resourcing occurred by hiring from other Public Service departments.

Lateral transfers were proportionately higher among female employees both in the officer and support category. The rate of transfers between men and women was 1.3 to 1 as compared with a representation rate of 1.6 to 1.

Just over two percent of the full time indeterminate employee population was reclassified to either a higher level or to another group and level during 1983-84. Female employees benefitted from these actions at a frequency slightly lower than their representation.

Of the forty-six reclassifications distributed to our employees, twenty-eight were awarded to male officers and sixteen to female support staff. While our employee population is concentrated in these two groups, male officers benefitted from these actions at a rate of 2.5 to 1 which is greater than their representation in comparison to female support staff (2 to 1).

RESOURCING METHODS BY BUREAU/ACTIVITY, BY GENDER

Bureau/Activity	Category	Lateral Transfers within CCAC		Term employee to indeterminate				Internal CCAC Promotions		Hiring from other Public Service depts		Hiring from external labour market		Reclassification actions	
		M	F	Short term	Long Term	M	F	M	F	M	F	M	F	M	F
ADMINISTRATION	Officer	1	-	-	-	-	1	-	1	5	2	-	-	2	1
	Support	-	2	-	-	4	8	-	4	1	1	-	-	-	-
POLICY COORDINATION	Officer	1	1	-	-	-	1	1	1	8	3	2	-	2	-
	Support	1	1	-	-	1	2	-	-	-	1	-	-	-	-
COMPETITION POLICY	Officer	-	-	-	-	1	-	5	-	3	-	4	1	-	1
	Support	1	1	-	1	-	3	-	-	-	1	-	-	-	2
CONSUMER AFFAIRS	Officer	12	3	-	-	7	6	31	1	4	2	37	8	16	1
	Support	-	3	1	1	-	9	-	4	-	8	-	2	-	4
CORPORATE AFFAIRS	Officer	5	1	-	-	3	-	3	2	-	-	1	1	7	2
	Support	-	4	-	2	4	12	1	5	-	1	-	-	2	5
RESTRICTIVE TRADE PRACTICES	Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Support	-	-	1	-	-	-	-	-	-	-	-	-	-	-
UFFI	Officer	-	-	-	-	-	-	-	-	-	-	-	-	1	-
	Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
METRIC COMMISSION	Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTALS	Officer	19	5	-	-	11	8	41	5	20	7	44	10	28	5
	Support	2	11	2	4	9	34	-	13	1	12	-	2	2	18
COMBINED TOTALS		21	16	2	4	20	42	41	18	21	19	44	12	30	16
		37		6		62		59		40		56		46	
RESOURCING TOTALS		260													

Conclusion

During the 1983-84 fiscal year, female employees were being resourced to fill vacancies at a proportion slightly greater than their current representation. The hiring of term employees as indeterminates is the most significant method of resourcing for female support staff followed by internal promotions and hiring from other Public Service departments. Hiring from the external labour market followed by hiring term employees as indeterminate and hirings from other Departments were the most significant resourcing methods for female officers. The hiring of male officers through hiring from the external labour market was the most significant resourcing method for these persons and is closely followed by internal CCAC promotions.

Recommendations

1. Due to the lack of readily available historical data, in a validated form, we were unable to do a trend analysis of the results obtained by the various resourcing methods and all our observations are based on the situation in fiscal 1983-84. In order for CCAC management to adequately assess which resourcing alternative is most likely in a given situation to result in increasing the representation of women in the Department and in particular, in our focus groups population, historical trend analysis is required.
2. CCAC's Staffing and Planning Division should undertake to prepare a historical trend analysis and outline the possible resourcing alternatives available to management.

1.3 FOCUS GROUP PROFILES

Introduction

This section profiles 12 occupational groups comprising the majority of CCAC employees and in which an initial study revealed evidence of under-representation or a concentration of women at the lower level.

At the officer level, these groups include: AS (Administrative Services); CO (Commerce); PM (Program Administration); PI (Primary Products Inspection); TI (Technical Inspection); ES (Economics, Sociology and Statistics); SG (Scientific Regulation); EX (Executive); and SM (Senior Management). Groups at the officer level employing fewer than 10 persons that have one or no female representation are discussed briefly.

At the support level, groups studied include: CR (Clerical and Regulatory); GL (General Labour); and GS (General Services).

About 90% of all employees at the officer level are thus included, as are 70% of persons employed at the support level.

Objective

To establish a profile for the full time indeterminate employees within each focus group with regard to such variables as: gender; average age; average number of years at current level; average number of years with CCAC; average years of continuous employment in the Public Service; average salary; turnover rate (separations and resourcings) and retirement projections.

To analyze the observations resulting from the above as possible indicators of systemic discrimination, disproportionately impacting on female employees.

Methodology

To establish the overall employee profile, computer printouts were obtained from PMIS for fiscal years 1982-83, 1983-84, April 1, 1984 to September 30, 1984, and retirement projections for the period of April 1, 1984 to March 31, 1988 inclusive.

A serious effort was made to validate the accuracy of all data on the printouts before it was accepted for inclusion in this report.

All data pertaining to availability estimates were obtained from the Public Service Commission.

Data relative to the work environment were obtained in discussions with personnel from the focus group communities and from printed documents made available to us.

ADMINISTRATIVE AND FOREIGN SERVICE CATEGORY
FOCUS GROUPS AS, CO AND PM

Introduction

According to PMIS population data for March 31, 1984 there were 102 AS, 120 CO and 251 PM full time indeterminate employees within CCAC. Of these our female population of 126 accounts for 26.6 percent of the combined total for these three groups. A preliminary examination of profile data concerning the female population in each of these three groups indicated that within CCAC, aside from disproportionate representation problems in terms of availability estimates, we also had a "clustering issue" confronting our female employees. For the most part these females occupy junior level positions in the AS, CO and PM groups. The proportion of females decreases at the intermediate level even though this is the level at which the population base for the CO and PM groups is largest. Together they occupy less than 8 percent of the total number of senior level positions for these 3 groups combined.

Observations

AS Occupational Group

AS PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR AS-1,2,3	F	33	38	3	11	14	28,000.	-	1
	M	27	44	5	16	22	29,000.	-	1
INTER-MEDIATE AS-4,5	F	11	48	3	7	27	36,000.	-	-
	M	20	42	4	9	14	36,000.	1	1
SENIOR AS-6,7,8	F	2	*	1	6	6	*	-	-
	M	9	42	3	8	13	48,000.	-	-

* Information not released for this level to ensure anonymity due to the small number of employees.

AS POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
AS	Female	47
	Male	59

The AS group is large, employing 102 persons, the majority of whom are at the junior level. Persons employed in this group are distributed throughout the Department, but are concentrated in the Bureaux of Consumer Affairs and Corporate Affairs and in the Administration Activity.

As is the case throughout the Public Service, women are concentrated at the junior level, representing 55% of these employees.

Of the 31 employees that are at the intermediate level only eleven are female. Only two of 11 persons employed at the senior level are women.

From the perspective of the Department overall, these figures are lower than the availability estimates calculated for both the Department and the Public Service. External labour force estimates are not calculated due to the heterogeneous range of specialties pertinent to the AS group.

By Bureau/Activity representational problems appear evident in the Bureau of Consumer Affairs at the intermediate level and in Administration Activity at the intermediate and senior levels.

During 1983-84 the turnover rate within the AS group was minimal. Two resourcing actions occurred to the junior level with the appointments evenly distributed between the genders. The one separation for the AS group occurred at the intermediate level and this was a male retirement, and the one resourcing action resulted in the appointment of a male employee. In all, these three hirings were by promotion from within CCAC.

In summary, a review of the turnover data from April 1, 1982 to September 30, 1984 indicates that this work force is relatively stable with male/female appointment rates similar to those detailed for 1983-84 fiscal year.

The female population at the junior and senior levels is on average younger, has been at their current level for a shorter period, has been with CCAC for less years and has been continuously employed within the Public Service for a shorter period than the male counterparts. The salary differential is likely to be a result of the fewer number of years at the current level. However, at the intermediate level, the female employees are older on average by six years, have been at their current level for a shorter time, have been with the Department for less years, but have been continuously employed within the Public Service almost twice as long as their male counterparts. There is no salary differential.

An examination of the retirement projections, in the following Table indicates that only a total of four retirements are anticipated within this group over the next three years to March 31, 1988.

RETIREMENT PROJECTIONS FOR AS GROUP BY LEVELS

GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL OF 4 YEAR PROJEC- TIONS
	M	F	M	F	M	F	M	F	
JUNIOR AS-3	1								1
INTERMEDIATE AS-4					1				1
AS-5			1						1
SENIOR AS-7							1		1
TOTALS	1	-	1	-	1	-	1	-	4

CO Occupational Group

CO PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR (CO-00, 1)	F	9	31	2	4	4	31,000.	1	1
	M	29	30	2	3	4	30,000.	1	4
INTERME- DIATE (CO-2)	F	5	34	3	6	10	41,000.		-
	M	53	42	6	7	22	47,000.		1
SENIOR (CO-3, 4)	F	2	*	1	4	8	*		-
	M	22	40	4	9	12	54,000		3

* Information not released for this level to ensure anonymity due to the small number of employees.

Of 120 Commerce Officers employed across five Bureaux/Activities (but largely in the Bureau of Competition Policy), 13% are women, the majority of whom are employed at the junior level of the group. The representation of women at both the junior level and intermediate level is lower than that found Public Service-wide and is as well, lower than their availability within the Department, within the Public Service and in the external workforce.

At the senior level, the representation of two women out of 24 employees is lower than all three availability indicators.

These findings pertain largely to the Bureau of Competition Policy which employs 89 of the Department's 120 CO's, and the Metric Commission, employing a further 20. The representation of women among the five CO positions in the Bureau of Corporate Affairs is good.

During 1983-84 the number of hirings was limited with only a total of nine appointments (8 male and 1 female). These limited resourcing actions occurred primarily at the CO junior and senior levels. For the junior level, the hirings were mainly from the external labour market. However, for the senior level the appointments were promotions from within CCAC or other Public Service Departments. The only separations were the result of a male and a female resignation at the junior level. Turnover data for fiscal 1982-83 was similar to that for 1983-84 with eight separations and ten hirings, however all appointments were awarded to males. The first six months of 1984-85 shows a proportionate number of separations at the half year point, however more appointments are being awarded to females.

At the junior level there is no significant difference between the sexes in age, length of time in current position, length of time with CCAC, length of time in the Public Service and salary. At the intermediate level the female employees are younger by 8 years on average and at their current level less time than their male counterpart, however, their length of time with CCAC and in the Public Service is about the same. The salary differential is probably due to the length of time at current level.

At the senior level the chief differences are the shorter length of time at current level for females, as well as, the shorter employment period with CCAC and with the Public Service. Again, the salary differential is likely due to length of time in position.

An examination of the retirement projections to March 30, 1988 as illustrated by the following Table shows little movement is anticipated for the CO group and it is mainly at the intermediate level and among male employees.

RETIREMENT PROJECTIONS FOR CO GROUP BY LEVELS

GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL OF 4 YEAR PROJEC- TIONS
	M	F	M	F	M	F	M	F	
INTERMEDIATE CO-2			1		1		1		3
SENIOR CO-3							1		1
TOTALS	-	-	1	-	1	-	2	-	4

PM - OCCUPATIONAL GROUP

PM PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR (PM-1, 2,3)	F	37	37	4	11	11	28,000.	-	4
	M	48	44	6	13	15	29,000.	1	1
INTERME- MEDIATE (PM-4,5)	F	27	38	3	10	10	38,000.	-	4
	M	117	46	6	10	13	38,000.	3	9
SENIOR (PM-6,7)	F	-	-	-	-	-	-	-	-
	M	22	46	4	10	13	48,000.	-	5

PM POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
PM	Female	67
	Male	192

The PM group is large, employing 251 persons, with the majority (144) at the intermediate level and all located within three Bureaux: Competition Policy; Consumer Affairs, and Corporate Affairs.

Most of the women employed in this occupational group are at the junior level. There is no female representation at the senior level. At the senior level, representation in all three Bureaux is below that in the rest of government and lower as well than both availability estimates. External labour force availability estimates are not calculated because of the heterogenous range of specialties pertinent in the PM group. At the intermediate level, representational problems are strongly indicated in the Bureaux of Competition

Policy and Corporate Affairs. At the junior level, representation of women is lower than both CCAC and Public Service availability estimates, except in the Bureau of Corporate Affairs.

Proportionately among these three focus groups within the Administrative and Foreign Services Category (AS, CO and PM), the greatest number of resourcing actions during fiscal 1983-84, occurred in the PM group with a total of twenty-three hiring (8 females, 15 males) with just over half of these taking place at the intermediate level (4 females, 9 males). The appointments for both genders and at all levels were mainly by promotion from within CCAC or by promotion from a determinate departmental employee to an indeterminate employee. These female appointments represent an improvement over the situation in fiscal 1982-83, where only four women were hired versus thirteen males. The resourcing data for six months from April 1, 1984 to September 30, 1984 shows a continued increase in the number of female hirings. In summary, for the past 2½ years, April 1, 1982 to September 30, 1984, it would appear that this workforce is relatively stable with only a minimal number of separations occurring.

On average female employees are younger, have been at their current level for a shorter period and have been continuously employed in the Public Service less years.

An examination of the retirement projections to March 30, 1988 as illustrated by the following Table shows that few retirements are anticipated over the next three years.

RETIREMENT PROJECTIONS FOR PM GROUP BY LEVELS

GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL OF 4 YEAR PROJEC- TIONS
	M	F	M	F	M	F	M	F	
JUNIOR PM-3	1								1
INTERMEDIATE PM-4			1		1		1		3
PM-5					1		1		2
SENIOR PM-6							1		1
TOTALS	1		1		2		3		7

The retirements, which are projected to occur at all three levels are likely to occur among male employees.

AS, CO, PM Career Paths in job families

Since these three groups are fairly large one might assume that the opportunity for advancement would occur more frequently than for those persons in smaller groups. During the course of our analysis, however, this could not be confirmed. The necessity of trying to establish career paths within the group became essential to trying to determine how women might proceed from the junior level to the intermediate and senior levels. In order to conduct this analysis it was necessary to have an employee with expertise in classification assist the Study Group. The study carried out by an officer from the Classification Division follows. The study was done in November 1984 and the population figures used reflect the situation as of that time. This officer established the different types of work being done within each group, identified the number of similar positions where one might have the potential to advance, identified the type of qualifications required to carry out the work and determined if there is any internal mobility within the groups.

It was anticipated that this type of information might help to address the issue of such poor distribution rates at the intermediate and senior levels for women or at least might allow for more appropriate recommendations.

INTRODUCTION

La présente étude a pour but de localiser les postes de AS, CO et PM à travers le Ministère et les différents bureaux qui le composent, y définir la place faite aux femmes et démontrer, le plus clairement possible, les possibilités de progression de carrière dans ces trois groupes, ainsi que les barrières (s'il y a lieu) y restreignant les chances d'avancement et ce, autant pour les hommes que pour les femmes qui oeuvrent dans ces groupes.

Les données utilisées aux fins d'analyse datent du 7 novembre 1984.

LE GROUPE "AS"

Tableau I

Répartition à travers le Ministère			
Niveaux	#	Hommes	Femmes
1	12	4	8
2	32	12	20
3	15	7	8
4	20	13	7
5	9	8	1
6	6	4	2
7	5	5	0
Total	99	53	46

Lorsqu'on regarde la répartition générale des postes AS à travers le Ministère on serait tenté de dire que la représentation des hommes et des femmes y est presque équitable, car 54% des postes sont occupés par des hommes et 46% par de femmes.

Toutefois, lorsqu'on analyse les chiffres d'un peu plus près, on constate que sur le nombre de femmes occupant des postes AS:

78% se retrouvent aux niveaux 1, 2 et 3
22% seulement aux niveaux 4, 5 et 6
aucune n'a encore accédé au niveau 7.

Les tableaux qui suivent nous donnent cette répartition "par bureau"...

Tableau I.1

ADMINISTRATION			
Niveaux	#	Hommes	Femmes
1	3	1	2
2	10	4	6
3	10	5	5
4	7	4	3
5	1	1	0
6	1	0	1
7	1	1	0
Total	33	16	17

52% des postes sont occupés par des femmes
 48% des postes sont occupés par des hommes

Toutefois, 76% des femmes occupent les niveaux 1,2 et 3 contre 63% d'hommes et 24% des femmes occupent les niveaux 4, 5 et 6 contre 31% d'hommes.

Le seul poste de niveau 7 est occupé par un homme.

A l'intérieur du Bureau de l'administration, on peut retrouver des postes AS dans les divisions suivantes:

	#
1AFA	11
1FAS	1
1FFA	1
1DST	6
1MIN	1
1PES	13

Tableau I.2

COORDINATION DES POLITIQUES			
Niveaux	#	Hommes	Femmes
1	1	0	1
2	4	0	4
4	3	3	0
6	1	1	0
7	4	4	0
Total	13	8	5

38% des postes sont occupés par des femmes
62% des postes sont occupés par des hommes

100% des femmes occupent les niveaux 1 et 2, alors qu'on n'y retrouve aucun homme.

50% des hommes occupent les niveaux 4 et 6 et 50% le niveau 7, alors qu'aucune femme n'occupe ces mêmes niveaux.

A l'intérieur du Bureau de la coordination des politiques, on peut retrouver des postes AS dans les divisions suivantes:

	#
1POC	1
1REG	6
7ADM	2
7AEC	1
7COS	1
7PMS	1
7PRL	1

Tableau I.3

POLITIQUE DE CONCURRENCE			
Niveaux	#	Hommes	Femmes
2	6	3	3
4	1	1	0
6	1	1	0
Total	8	5	3

37% des postes sont occupés par des femmes
63% des postes sont occupés par des hommes

100% des femmes se retrouvent au niveau 2, alors qu'on retrouve 60% des hommes à ce même niveau et 40% aux niveaux 4 et 6.

A l'intérieur du Bureau de la politique de concurrence, on peut retrouver des postes AS dans les divisions suivantes:

	#
2AVT	1
2MFG	1
2MSB	1
2RSC	2
2SER	1
2ADM	2

Tableau I.4

CONSOMMATION			
Niveaux	#	Hommes	Femmes
1	1	0	1
2	4	2	2
3	3	2	1
4	4	2	2
5	7	7	0
6	3	2	1
Total	22	15	7

32% des postes sont occupés par des femmes
68% des postes sont occupés par des hommes.

57% des femmes se retrouvent aux niveaux 1, 2 et 3 et 43% aux niveaux 4,5 et 6, alors que les hommes sont répartis de la façon suivante: 27% aux niveaux 1, 2 et 3 et 73% aux niveaux 4, 5 et 6.

A l'intérieur du Bureau de la consommation, on peut retrouver des postes AS dans les divisions suivantes:

	#
3LMB	4
3MSV	6
3PSB	1
3STD	2
6QUE	3
6ATL	2
6ONT	2
6PAC	2

Tableau I.5

CORPORATIONS			
Niveaux	#	Hommes	Femmes
1	7	3	4
2	8	3	5
3	2	0	2
4	5	3	2
5	1	0	1
Total	23	9	14

61% des postes sont occupés par des femmes
 39% des postes sont occupés par des hommes

79% des femmes se retrouvent aux niveaux 1, 2 et 3 et 21% aux niveaux 4 et 5.

67% des hommes se retrouvent aux niveaux 1,2 et 3 et 33% au niveau 4.

Le seul poste de niveau 5 est occupé par une femme.

A l'intérieur du Bureau des corporations, on peut retrouver des postes AS dans les divisions suivantes:

	#
5ADM	1
5ARD	1
5BKB	2
5CID	1
5CRP	4
5DRB	1
5FDD	3
5GSD	4
5PEX	2
5PMS	1
5PRD	3

REFLEXIONS

Les tableaux qui précèdent nous laissent croire que la barrière des sexes est toujours existante malgré les efforts consentis et l'attention accordée à l'intégration des femmes à tous les niveaux administratifs. Nos recherches nous ont appris bien plus que cela sur les "barrières invisibles" auxquelles se heurtent autant les hommes que les femmes qui oeuvrent dans le groupe "AS"...

Nous aurions voulu brosser un tableau plus précis de l'emplacement des postes et des possibilités de promotion (à l'intérieur de chaque division, par exemple), mais nous avons réalisé l'ampleur de cette recherche lorsque nous avons constaté que sur les 99 postes existants, nous pouvions retracer environ 52 titres de poste différents répartis à travers 38 différentes divisions.

Cela était déjà un indicateur des difficultés de progression de carrière!

Nous avons donc pensé regrouper les postes par "famille" et étudier les possibilités de mutation d'une famille à une autre.

Il a été possible d'identifier huit (8) familles de AS réparties au tableau II. A la suite, on retrouve un court résumé des qualifications "particulières" requises pour chacune des familles et une brève analyse des possibilités de mouvement entre les familles.

Tableau II

Titres regroupés (familles)	Niveaux	#	Total
Planification et contrôle	1	2	14
	2	6	
	4	3	
	5	2	
	7	1	
Agent d'administration/Assistant administratif/Finance et administration	1	2	22
	2	5	
	3	7	
	4	5	
	5	3	
Micro informatique	1	2	11
	2	4	
	3	4	
	4	1	
Edition/Publications/ Documentation/Traduction	1	1	7
	2	2	
	3	1	
	4	2	
	5	1	
Santé et Sécurité	1	1	4
	2	2	
	4	1	
Langues officielles	3	3	6
	4	2	
	7	1	
Chefs/superviseurs	1	4	18
	2	6	
	4	5	
	6	3	
Divers(Sec. adj. Min., agent de projet, vérificateur, gestion des documents, accès à l'information, conseiller, conseiller senior etc.)	2	4	17
	3	3	
	4	1	
	5	3	
	6	3	
	7	3	
	Grand Total		

QUALIFICATIONS "PARTICULIERES" REQUISES

Planification et contrôle:

Habilitété ou expérience dans la planification et le contrôle de certaines activités tel que le développement et le maintien de systèmes de planification, le développement et le maintien de systèmes pouvant mesurer l'efficacité et l'efficacité des programmes.

Habilitété ou expérience dans l'analyse de programmes, de méthodes, de procédures, de systèmes et d'organisation.

Connaissance des politiques, règlements et procédures relatives à l'administration du personnel et des finances (tant du Ministère que dans les agences centrales).

Administration (agent d'administration, assistant administratif, finance et administration)

Habilitété à fournir le soutien administratif à la gestion tel que l'établissement des budgets, la comptabilité, la gestion du personnel, l'approvisionnement et la gestion du matériel.

Habilitété ou expérience à analyser ou/et faire de la recherche.

Habilitété à planifier, organiser et gérer des systèmes.

Connaissances et habiletés dans l'administration du personnel et des finances et connaissance des politiques ministérielles et des agences centrales relativement à ces secteurs d'activités.

Micro informatique

Connaissance et expérience dans la gestion des services automatisés.

Habilitété à planifier, développer et maintenir un système de gestion de l'information.

Habilitété à acquérir et maintenir à jour des connaissances dans le développement des techniques et des capacités nouvelles du traitement informatisé de l'information.

Expérience dans l'utilisation de systèmes informatisés de gestion.

Edition/Publication/Documentation/Traduction

Excellente connaissance et expérience des différents styles d'écriture.

Connaissance de la terminologie (différente selon les spécialités) utilisée.

Habilitété à définir et fixer les priorités et à coordonner les activités.

Habilité et expérience dans la rédaction.

Santé et Sécurité

Expérience dans le contrôle d'une grande variété de documents.

Connaissance des politiques, règlements et procédures concernant les documents et dossiers secrets.

Connaissance de la sécurité industrielle et des techniques de prévention des accidents.

Connaissance des normes et des directives provinciales et fédérales concernant la santé et sécurité au travail, la prévention des incendies, les procédures d'évacuation et le code criminel.

Langues officielles

Connaissances suffisantes (niveau C) des deux langues officielles.

Capacité et expérience de l'analyse de situations, de rédaction de rapports, de l'analyse et de l'interprétation de statistiques.

Connaissances approfondies de la Loi sur les langues officielles ainsi que des politiques, règlements et exceptions s'y rapportant.

Pour certains postes, un diplôme universitaire en lettres ou en traduction est requis.

Chefs/Superviseurs

Habilité et expérience dans la supervision d'un personnel.

Importante connaissance du "programme" particulier de l'unité de travail dans lequel oeuvre le titulaire.

Capacité et expérience de la planification, de l'organisation, de la direction et du contrôle.

Habilité dans la communication et les relations interpersonnelles.

* En plus de ces qualités généralement requises pour les postes de chefs, chaque titulaire doit posséder des qualifications "spécifiques" au programme administré (i.e.: le chef des services de la paye doit connaître à fond le programme de rémunération et avantages sociaux).

Divers (Secrétaire-adjoint au Ministre, agent de projet, vérificateur, gestionnaire de documents, accès à l'information, conseiller etc...):

Il est impossible de décrire ici les qualifications "particulières" requises pour ces postes de spécialistes, car nous devrions écrire un énoncé individuel pour chacun d'eux.

ANALYSE DES DONNEES

Si on se fie uniquement au nombre de postes AS classifiés dans notre Ministère (99), on serait tenté de croire qu'il est facile d'augmenter la mobilité et le développement de carrière pour les titulaires. Ce n'est pas aussi simple.

1. 9% des postes se situent dans les régions. Cela limite les titulaires de ces postes dans leur progression de carrière, à moins qu'ils ne soient "géographiquement" mobiles.
2. Parmi les huit (8) familles identifiées, on a pu constater que la plupart d'entre elles exigent des qualifications diversifiées, rendant difficile le passage des titulaires de l'une à l'autre:
 - 2.1. Les deux premières familles identifiées (planification et contrôle et agent d'administration) nous apparaissent comme étant les deux pouvant offrir le plus de possibilités de mouvement de l'une à l'autre.
 - 2.2. Les familles 3, 4, 5, 6 et 7 exigent et développent chez les titulaires des capacités "spécialisées", de sorte que le débouché logique pour le titulaire est de devenir chef de section/division dans le domaine de spécialisation. Cette ligne de pensée constitue l'obstacle principal, en ce sens qu'elle empêche le titulaire possédant les compétences, mais pas nécessairement la spécialisation, de concourir pour d'autres postes.
 - 2.3. La huitième famille restreint encore plus ses titulaires à leur propre poste car il ne s'agit pas réellement d'une famille mais du regroupement de 17 postes super spécialisés exigeant chacun des qualités fort particulières (i.e.: vérificateur ou agent d'accès à l'information).
3. Une autre barrière à la progression de carrière est le nombre restreint de postes dans chacune des familles.
 - 3.1. Sur les 36 postes composant les 2 premières familles, cinq postes seulement sont de niveau 5 et 1 de niveau 7, c'est-à-dire que des 30 titulaires des niveaux 1, 2, 3 et 4, six seulement peuvent espérer atteindre un niveau supérieur.
 - 3.2. Dans chacune des autres familles, ces possibilités sont encore plus limitées. On peut constater le nombre restreint de postes dans chaque famille ainsi que l'infime possibilité de promotion aux niveaux 5, 6 et 7 de ces mêmes familles (14 postes répartis dans quatre différentes familles).

LE GROUPE "CO"

Tableau I

Répartition à travers le Ministère			
Niveaux	#	Hommes	Femmes
1	26	19	7
2	72	62	10
3	21	20	1
Total	119	101	18

Lorsqu'on regarde la répartition générale des postes CO à travers le Ministère, on constate immédiatement que les femmes y sont en très faible minorité:

85% des postes sont occupés par des hommes

15% des postes sont occupés par des femmes

Considérant que les postes de niveau 1 sont des postes de formation et que le niveau 2 est le niveau de travail, on constate qu'un seul poste de niveau supérieur (niveau 3) est occupé par une femme.

Les tableaux qui suivent nous donnent cette répartition "par bureau"...

Tableau I.1

POLITIQUE DE CONCURRENCE			
Niveaux	#	Hommes	Femmes
1	23	17	6
2	53	46	7
3	16	16	0
Total	92	79	13

14% des postes sont occupés par des femmes
86% des postes sont occupés par des hommes

Les postes de niveau supérieur (niveau 3) sont occupés à 100% par des hommes.

A l'intérieur du Bureau de la politique de concurrence, on peut retrouver des postes CO dans les divisions suivantes:

	#
2AVT	6
2MFG	25
2REG	11
2RSC	22
2SER	28

Tableau I.2

CORPORATIONS			
Niveaux	#	Hommes	Femmes
1	3	2	1
2	2	0	2
Total	5	2	3

60% des postes sont occupés par des femmes
40% des postes sont occupés par des hommes

Quoiqu'il n'y ait aucun poste de niveau supérieur dans ce bureau, on constate que les deux (2) postes de niveau 2 sont occupés par des femmes.

A l'intérieur du Bureau des corporations, on peut retrouver des postes CO dans les divisions suivantes:

	#
5ADM	1
5CRP	4

Tableau I.3

COORDINATION DES POLITIQUES			
Niveaux	#	Hommes	Femmes
2	6	5	1
3	2	1	1
Total	8	6	2

25% des postes sont occupés par des femmes
75% des postes sont occupés par des hommes

Toutefois, on constate que les postes de niveau supérieur sont équitablement partagés entre un homme et une femme.

A l'intérieur du Bureau de la coordination des politiques, les postes CO sont regroupés dans une seule division: 7PRL

Tableau I.4

COMMISSION METRIQUE			
Niveaux	#	Hommes	Femmes
2	11	11	0
3	3	3	0
Total	14	14	0

100% des postes sont occupés par des hommes.

Les 14 postes sont regroupés dans une seule division: 8MCC.

* La Commission métrique devant être abolie le 31 décembre 1984, une attention toute particulière devrait être accordée aux titulaires des 14 postes mentionnés ci-haut, car ceux-ci devront être relocalisés.

REFLEXIONS

Existe-t-il une barrière systémique pour les femmes à l'intérieur du groupe CO?

N'y aurait-il qu'un faible pourcentage de femmes formées dans ce domaine?

Nous n'avons pas, pour le moment, de réponse précise à ces questions. Nous constatons toutefois l'existence d'une "barrière" quelconque au développement de carrière des femmes dans ce groupe.

Il a été possible d'identifier trois (3) familles CO réparties au tableau II. A la suite, on retrouve un court résumé des qualifications "particulières" requises pour chacune des familles et une brève analyse des possibilités de mouvement entre ces familles.

A NOTER:

Dans l'étude sur les AS et PM, les "familles" ont été identifiées de façon horizontale car leurs fonctions les différenciaient les unes des autres, alors que pour les CO dont les fonctions sont plus semblables, nous avons identifié les "familles" de façon verticale c'est-à-dire d'après le degré d'expérience requis.

ANALYSE DES DONNEES

Contrairement au groupe AS que nous avons étudié précédemment, il nous apparaît que le groupe CO offre de façon générale des possibilités intéressantes de développement de carrière. Cela s'explique par le fait que le nombre de familles y est restreint (3) et que les qualifications exigées pour chacune d'elles sont compatibles.

Tel que nous pouvons l'interpréter et exception faite de quelques postes très particuliers, les promotions entre les familles sont surtout une question "d'expérience" que tous pourraient avoir la possibilité d'acquérir.

LE GROUPE "PM"

Tableau I

Répartition à travers le Ministère			
Niveaux	#	Hommes	Femmes
1	13	7	6
2	28	10	18
3	56	35	21
4	106	87	19
5	29	22	7
6	22	22	0
Total	254	183	71

28% des postes sont occupés par des femmes
72% des postes sont occupés par des hommes

Tout comme pour le groupe CO étudié précédemment, on constate que les femmes occupant des postes de PM sont en minorité.

De cette minorité de femmes, 63% se retrouvent aux niveaux 1, 2 et 3, 37% aux niveaux 4 et 5 et aucune n'a encore accédé au niveau 6.

Par contre 28% seulement des hommes se retrouvent aux niveaux 1, 2 et 3, 60% aux niveaux 4 et 5 et 12% au niveau 6.

Les tableaux qui suivent nous donnent cette répartition "par bureau"...

Tableau I.1

POLITIQUE DE CONCURRENCE			
Niveaux	#	Hommes	Femmes
1	4	4	0
2	4	1	3
3	5	5	0
4	25	25	0
5	5	5	0
6	3	3	0
Total	46	43	3

7% des postes sont occupés par des femmes
93% des postes sont occupés par des hommes

Les trois (3) seules femmes occupant des postes PM, dans ce bureau, oeuvrent au niveau 2.

A l'intérieur du Bureau de la politique de concurrence, on peut retrouver des postes PM dans les divisions suivantes:

	#
2AVT	7
2MFG	1
2RSC	1
2SER	2
6ATL-2	4
6ONT-2	11
6PAC-2	4
6PRA-2	8
6QUE-2	8

Tableau I.2

CONSOMMATION			
Niveaux	#	Hommes	Femmes
2	12	4	8
3	32	20	12
4	29	17	12
5	16	10	6
6	8	8	0
Total	97	59	38

39% des postes sont occupés par des femmes
61% des postes sont occupés par des hommes

53% des femmes se retrouvent aux niveaux 2 et 3, 47% aux niveaux 4 et 5.
Les 8 postes de niveau 6 sont occupés par des hommes.

A l'intérieur du Bureau de la consommation, on peut retrouver des postes PM dans les divisions suivantes:

	#
3CSB	6
3LMB	2
3PSB	1
3STD(GP)	7
3STD(PS)	3
6ATL	12
6ONT	25
6PAC	11
6PRA	11
6QUE	19

Tableau I.3

CORPORATIONS			
Niveaux	#	Hommes	Femmes
1	9	3	6
2	12	5	7
3	19	10	9
4	52	45	7
5	8	7	1
6	11	11	0
Total	111	81	30

27% des postes sont occupés par des femmes
73% des postes sont occupés par des hommes

73% des femmes se retrouvent aux niveaux 1, 2 et 3 et 27% aux niveaux 4 et 5.
Les 11 postes de niveau 6 sont occupés par des hommes.

A l'intérieur du Bureau des corporations, on peut retrouver des postes PM dans les divisions suivantes:

	#		#
5ARD	3	5MTL	13
5BKB	12	5OTT	5
5CID	5	5PPP	1
5CRP	7	5QBC	7
5EDM	2	5TMK	21
5FDD	1	5TOR	21
5HLF	3	5VAN	6
		5WGP	4

REFLEXIONS

Tout comme pour les groupes AS et CO que nous avons analysés précédemment, nous sentons bien présente la "barrière des sexes" dans le groupe PM.

Nous pouvons toutefois nous poser les mêmes questions que pour le groupe CO:

Existe-t-il une barrière systémique pour les femmes dans ce groupe précis? N'y a-t-il que très peu de femmes formées et/ou préparées à oeuvrer dans l'administration de programmes?

Ces questions mériteraient peut-être une attention particulière. Quoiqu'à notre avis les femmes ayant une formation en administration ne sont plus une denrée rare.

Il a été possible d'identifier onze (11) familles de PM réparties au Tableau II. A la suite, on retrouve un court résumé des qualifications "particulières" requises pour chacune des familles et une brève analyse des possibilités de mouvement entre les familles.

Tableau II

Titres regroupés (familles)	Niveaux	#	Total
Enquêteurs (stagiaire enquêteur, enquêteur des pratiques commerciales, enquêteur senior)	2	4	34
	3	5	
	4	24	
	5	1	
Inspecteurs de produits	3	24	24
Agent de marques de commerce (examinateur, évaluateur)	1	6	24
	3	14	
	4	1	
	5	3	
Agent de faillites (stagiaire, receveur officiel)	1	1	56
	2	6	
	4	44	
	5	5	
Agent de développement des politiques (faillites)	4	3	6
	6	3	
Vérificateur (faillites)	4	3	5
	6	2	
Examinateur (droits d'auteur et dessin industriel)	2	1	5
	3	3	
	4	1	
Agent des corporations (enregistrement des noms)	1	1	6
	2	3	
	3	2	
Gestionnaire de programme	1	9	65
	4	18	
	5	13	
	6	25	
Agent de liaison (agent de relation avec l'industrie)	2	9	14
	3	1	
	4	4	
Spécialistes (spec. en textile, spéc. en inflammabilité, spéc. en énergie, spéc. en étiquetage, etc.)	2	1	15
	3	6	
	4	4	
	5	3	
	6	1	
Grand Total			254

QUALIFICATIONS "PARTICULIERES" REQUISES

Enquêteurs (Stagiaire enquêteur, enquêteur des pratiques commerciales, enquêteur senior):

Expérience des techniques d'enquêtes et de poursuites. Expérience de travail dans une agence responsable de l'application (exécution) de la loi.
Connaissance du code criminel.

Connaissance des règlements sur les éléments de preuve et leur interprétation.

Habilité à analyser et évaluer l'information en vue de prendre des décisions justes et immédiates.

Habilité à communiquer aussi bien oralement que par écrit.

Connaissances à jour de la jurisprudence.

Inspecteurs de produits:

Expérience de la production et/ou du contrôle de la qualité ou expérience à titre d'inspecteur ou d'agent responsable de l'application (exécution) de la loi.

Connaissance des principes de chimie et de physique relatifs à l'inspection des produits.

Connaissance des lois sur l'étiquetage et l'emballage des produits.

Connaissance des principales caractéristiques des produits légiférés et de la loi sur les produits dangereux.

Agent de Marques de Commerce (examineur, évaluateur):

Expérience de l'interprétation de la Loi et du Règlement sur les marques de commerce. Expérience du système automatisé de recherche des marques de commerce.

Connaissance du rôle des marques de commerce sur le marché.

Capacité à analyser des renseignements.

Connaissance de la Loi sur la concurrence déloyale et de l'Article 6 de la Convention Internationale sur la protection de la propriété intellectuelle.
Habilité à évaluer les éléments légaux et techniques avancées par les parties.

Agent de faillites (stagiaire, receveur officiel):

Expérience en finance, comptabilité, gestion des affaires ou application (exécution) de la Loi sur les pratiques commerciales.

Connaissance de la Loi et des règlements sur les faillites ainsi que des sections pertinentes du code criminel et des législations provinciales et fédérales.

Connaissance des pratiques commerciales utilisées dans une grande variété d'activités commerciales.

Habilité à communiquer aussi bien verbalement que par écrit.

Agent de développement des politiques (faillites):

Connaissance des deux langues officielles.

Expérience de la mise en oeuvre de programmes.

Connaissance des techniques, principes et pratiques de gestion.

Connaissance de la Loi sur les faillites et de son règlement d'application ainsi que des lois fédérales et provinciales connexes.

Connaissance des projets de loi sur l'insolvabilité.

Aptitudes à analyser des problèmes, évaluer des rapports et déterminer l'à-propos des méthodes utilisées.

Aptitudes à choisir, orienter et diriger des groupes d'étude.

Vérificateur (faillites):

Connaissance approfondie de la Loi et des règlements sur les faillites, des directives et méthodes du Ministère à cet égard ainsi que des mesures législatives et usages fédéraux et provinciaux régissant le crédit et les entreprises.

Connaissance approfondie des principes de comptabilité, de vérification et de gestion du personnel.

Expérience de l'analyse et de l'interprétation des opérations commerciales complexes.

Excellentes relations interpersonnelles avec les syndicats, les pratiques autonomes, les institutions de crédit et le grand public.

Bonne connaissance des techniques de détection des infractions.

Bonne connaissance des techniques d'enquêtes ainsi que des procédures concernant les poursuites pour délits civils et criminels.

Examineur (Droits d'auteur et dessin industriel):

Etudes post-secondaires en dessin (technique et pratique du dessin).

Expérience de la révision et de l'évaluation de la valeur des documents requis par la Loi.

Expérience dans la préparation de dessins techniques.

Connaissance des lois applicables, des règlements et conventions internationales ainsi que de la jurisprudence.

Habilité à présenter des détails sous forme d'illustrations et de graphiques.

Agent des corporations (enregistrement de noms):

Connaissance approfondie de la Loi sur les sociétés commerciales canadiennes ainsi que des règlements et directives afférentes.

Bonne connaissance du Système informatisé pour la recherche de dénominations sociales et marques de commerce.

Excellentes aptitudes de communication pour traiter avec les maisons de recherche privées, les membres du public et les avocats.

Expérience dans l'application (exécution) des lois et dans l'adaptation de pratiques courantes pour régler des exigences particulières.

Gestionnaire de programme:

Capacité à planifier, diriger et contrôler un programme (régional ou/et national).

Capacité à élaborer des directives et à préparer des rapports concis et complets.

Capacité à analyser et évaluer les recommandations des subordonnés.

Capacité à décider, distribuer le travail et résoudre les problèmes opérationnels.

* En plus des qualifications mentionnées ci-haut, les gestionnaires de programmes doivent satisfaire aux exigences "très particulières" rattachées au programme qu'ils administrent (i.e.: le gestionnaire régional de programme à la Sécurité des produits doit être un spécialiste en chimie, biologie et en technologie de la mécanique et de l'électricité).

Agent de liaison (agent de relation avec l'industrie)

Expérience en sciences sociales, en droit ou en économie.

Connaissance des techniques applicables aux études légales et socio-économiques.

Habilité à préparer des analyses succinctes.

Habilité à travailler sous un minimum de supervision et à représenter le Ministère dans des réunions formelles.

Excellente connaissance des lois, politiques, règlements et directives (tant fédérales que ministérielles) afférentes au programme administré.

Spécialistes (spéc. en textile, spéc. en inflammabilité, spéc. en énergie, spéc. en étiquetage, etc.):

Nous avons regroupé ici quinze (15) postes de spécialistes dont les qualifications particulières touchent des domaines très précis de spécialisation, ce qui en fait des postes isolés.

ANALYSE DES DONNEES

En ce qui concerne les "facilitants" et les "barrières" au développement et à la progression de carrière, on peut situer le groupe PM à mi-chemin entre les groupes CO et AS précédemment étudiés.

Facilitants

Il existe une excellente possibilité de mouvement entre les trois (3) familles relevant des faillites. Toutefois ce mouvement ne s'exerce pratiquement que dans un seul sens, c'est-à-dire que l'agent des faillites peut développer ses connaissances et ses habiletés pour se diriger vers un poste d'agent au développement des politiques, et enfin, vers un poste de vérificateur. L'inverse se produit rarement, car quoi qu'en pratique, le vérificateur niveau 4 puisse espérer un poste d'agent des faillites niveau 5, ce mouvement lui apparaît, en principe, comme une rétrogradation.

Les faillites ont récemment développé un cours (désormais obligatoire pour toute nouvelle recrue) qui permet d'embaucher des gens n'ayant aucune expérience. Cela offre donc de plus grandes possibilités d'emploi et de développement de carrière.

Un certain mouvement apparaît également possible entre les familles suivantes: enquêteurs, agent de marques de commerce et agent des corporations, tous trois exigeant des connaissances légales ainsi qu'une certaine habileté à analyser et évaluer des renseignements et de l'information.

Barrières

Sur les 254 postes PM, 82 sont situés au quartier général et 172 sont dans les régions.

Il en résulte donc une barrière importante pour les titulaires de postes qui ne bénéficient pas de la mobilité géographique nécessaire pour accéder à des postes de niveaux supérieurs dans d'autres régions.

Une autre barrière importante serait le degré de "spécialisation" de certains postes. Par exemple, les inspecteurs de produits sont recrutés directement au niveau 3 et doivent posséder un grand éventail de connaissances de base dans plusieurs domaines scientifiques (chimie, physique, biologie, mécanique et électricité). Cela empêche les titulaires de ces postes d'accéder au niveau 4 à moins d'une reclassification à la hausse de leurs postes (ce qui implique une modification de leurs tâches) ou à moins de devenir gérant régional adjoint à la Sécurité des produits (il n'existe que 2 de ces postes). Cela empêche également les PM d'autres familles d'obtenir un poste d'inspecteur de produits.

Il en est de même pour les examinateurs de droits d'auteur et de dessin industriel qui doivent posséder des techniques précises en dessin, des agents de liaison desquels on exige une expérience en sciences sociales et des divers spécialistes (textile, inflammabilité, énergie, etc. ...) qui se voient forcés de faire toute leur carrière dans une seule discipline.

On peut enfin identifier une autre forme de "barrière" celle-là n'étant toutefois pas aussi absolue que les précédentes. Cette barrière réside dans le fait que certaines divisions exigent de leurs titulaires un diplôme universitaire, même si ce dernier n'est pas une exigence fondamentale pour remplir les fonctions du poste. Donc, les personnes qui s'engagent dans une carrière de PM sans diplôme universitaire, risquent d'avoir bien peu de chance d'avancement.

CONCLUSIONS

In order to illustrate the malaise women face in the groups AS, CO and PM, the following Table was constructed to indicate the representation of men and women in all three groups at all levels.

MALE/FEMALE REPRESENTATION WITHIN THE AS, CO AND PM GROUPS

Level	AS	CO	PM	Total	Male	Female
1	12	26	13	51	30	21
2	32	72	28	132	84	48
3	15	21	56	92	62	30
4	20		106	126	100	26
5	9		29	38	30	8
6	6		22	28	26	2
7	5			5	5	0
Total	99	119	254	472	337	135

Only 29% of all the positions are occupied by women with 71% occupied by men.

In order to analyse the above data the information was regrouped to illustrate the distribution by level.*

LEVEL	AS	CO	PM
Junior positions	1, 2 and 3	1	1 and 2
Intermediate positions	4 and 5	2	3 and 4
Senior positions	6 and 7	3	5 and 6

* The Treasury Board definition was used by the Classification Specialist to categorize the group levels as junior, intermediate or senior positions. All other references in this report to this broad division have been prepared using the Public Service Commission definition for junior, intermediate and senior levels within each group.

With this breakdown, the percentage of men and women by level can be illustrated:

Level of Positions	Total Number of Employees	Men	Women
Junior positions	126	59	67
Intermediate positions	263	205	58
Senior positions	83	73	10
Total	472	337	135

Of 126 junior positions, 53% are occupied by women and 47% by men.

Of 263 intermediate positions, 22% are occupied by women and 78% by men.

Of 83 senior positions, 12% are occupied by women and 88% by men.

The figures speak for themselves, women occupy only 29% of these three officer groups with the majority of them at the junior level.

If the Department is going to address this disequilibrium a more innovative approach to human resourcing and training will have to be considered.

Some of the concerns raised by the job family analysis will have to be looked at in order to breakdown the barriers within the groups themselves. Developing mechanisms that will allow for cross group mobility and intra group mobility will have to be considered. Bureaux will have to attempt to expand their perceptions and view their employees career progression within a departmental context. Furthermore, with the low turnover rates, specific recruitment strategies to ensure that women have access to the intermediate and senior level positions will have to be identified with the appropriate accountability for departmental progress being shared by all Bureaux/Activities.

Recommendations:

1. Numerical goals should be established for the next three years in each of the groups, AS, CO, PM, with specific Bureaux/Activities being identified as accountable for specific initiatives.
2. Training opportunities should be developed for women at the junior level to allow them to develop the appropriate skills to have access to intermediate and senior level positions.
3. Secondment possibilities which allow an employee to benefit from other experience while remaining within the group should be identified within the Bureaux/Activities or across Bureaux.
4. Employees should be advised of the limited career progression within some job families; a career counselling service should be set up to assist them in finding appropriate developmental opportunities or training.

5. Job rotation which will not impact negatively on operations should be considered as a possible alternative. This would require developing an implementation strategy with firm commitment to participate being shared by all Bureaux/Activities.

TECHNICAL CATEGORY

FOCUS GROUP: PI

Introduction

The PI group with 149 full time indeterminate employees is the second largest officer classification population within the Bureau of Consumer Affairs. They represent approximately 27% of the Technical Category's total complement within CCAC. The total group is decentralized throughout each of the five Regions across Canada and is employed in the Consumer Products sub-activity. Normally these persons are recruited at the PI-3 level and for many the career scope, which goes to a PI-6, is relatively limited with a very small number of positions at the upper end of the PI group scale. Occasionally employees have been recruited at the PI-1 and 2 levels, however this usually only happens as a result of special efforts to attract candidates from the Administrative Support Category and "bridging positions" are created to allow this group to move into a higher or different job for which they would normally not be qualified. Our Primary Products Inspectors are responsible for providing consumers protection from fraud and deception originating at all levels of trade in the marketplace through the administration and enforcement of various Acts and Regulations which impact on both food and non food consumer goods. As well they are responsible for carrying out a number of voluntary programs which concern the consumers' right to information, and to honest and fair dealing in the marketplace.

Additional to the data obtained for all focus group members, the AA Study Group distributed a questionnaire to our PI female population. The questionnaire was designed to obtain data relative to their education, employment history, training and development opportunities and career goals. As well, their assistance was sought to identify why our female representation is so limited and their views on how this situation may be improved.

Observations

PI PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
Junior	F	21	31	2	9	11	30,000.	-	3
PI-3-4-5	M	121	40	7	12	17	31,000.	2	10
Intermed.	F	-	-	-	-	-	-	-	-
PI-6	M	7	49	5	14	20	37,000.	1	-

PI POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
PI	Female	20
	Male	128

PI - Junior Level

Current female representation of approximately 15 percent at the junior level compares favorably with the Public Service as a whole but is lower than the departmental availability rate. Our representation is much lower than the external labour market availability estimates of 49 percent for the junior level.

All thirteen resourcing actions within the PI group occurred at the junior level and three of these appointments were awarded to females. Appointments for women were by promotion from within CCAC, hiring from the other Public Service departments and by lateral transfer from within CCAC. The separations at this level were minimal and were by resignation. The female population on average is younger, has been at the current level for a shorter period, has been with CCAC for less years and has been continuously employed within the Public Service for a shorter period than the male counterparts. The salary differential is probably due to less years at their current level.

PI - Intermediate level

There are only seven positions at this level. There is no female representation and there was only one separation in the group in fiscal 1983. The Public Service representation at this level is 2.2 percent with availability estimates at 7.7 percent. The external labour market availability estimates for females, at the intermediate level is 17 percent.

A review of the PI turnover rate for the past two and half fiscal years, April 1, 1982 to September 30, 1984, indicates that this workforce is relatively stable and experienced. An examination of the retirement projections illustrated by the Table below indicates a minimal number of retirements are anticipated over the next three years among our PI population.

RETIREMENT PROJECTIONS FOR PI GROUP BY LEVELS									
GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL
	M	F	M	F	M	F	M	F	
JUNIOR									
PI-3							1		1
PI-4					1		1		2
PI-5							1		1
TOTALS	-	-	-	-	1	-	3	-	4

To improve representation for women within the PI group, management will have to concentrate its efforts in recruiting more women at the PI junior level where, although the turnover rate was very limited, there are some vacancies likely to occur over the next 3 years as a result of retirements. However, the overall low volume of resourcing activity will increase CCAC's challenge to improve female representation in the short term.

Questionnaire Results

In November 1984 a questionnaire was distributed to our PI female population which then totaled twenty. Response were solicited on a voluntary and an anonymous basis. Twelve replies were received with an almost equal number being at the PI-3 and PI-4 levels and whose period of employment at their current level varied from less than one year to six years. About half of the respondents had been hired by CCAC as Inspector Trainees prior to being appointed to their current level. Seventy-five percent had a post secondary education, mainly university graduation. They usually became aware of their current job either through a competition poster or by word-of-mouth through their manager/supervisor. Approximately half said they had requested developmental opportunities and were denied, either because the course was not directly related to the current position or due to budgetary limitations.

In terms of career goals they gave highest priority to reassignment within CCAC; obtaining a promotion and complete change in occupation. To achieve these goals, in descending order they identified acting appointments, lateral transfers, supervisory training and secondment/temporary assignment as the factors most likely to be of assistance.

The enforcement orientation of the job and the out of town travel were the most frequently identified factors which according to the respondents limited female representation. Several did not feel there was a representation problem. To increase the female population they suggested that management makes a serious commitment, not just a token gesture, toward the hiring of females in this field which, in terms of co-workers and industry representatives, is male dominated. It was recommended that female employees in the Administrative Support Category be given an opportunity to spend some time working with an inspector in order to get first hand knowledge about the types of jobs performed by the PI group. This was viewed as one way of creating greater interest among the support staff when 'bridging positions' are available to them. The establishment of a counselling service or self help discussion group for the PI female population was suggested as a necessity so as to assist the current PI female employees cope with the stresses of being a minority in a male dominated field.

Conclusion

Female representation is either disproportionate or nonexistent within the two major levels for the PI group. There is very little appointment activity and retirements over the next three years are projected at less than 3%.

Recommendations

1. Numerical goals must be established to increase the female population at the junior level in the short term.
2. CCAC management should endorse the recommendations put forth by our PI female population such as:
 - a) that management makes a serious commitment toward the hiring of females;

- b) that female employees in the Administration Support Category be given some time working with an inspector in order to get first hand knowledge about the types of jobs performed by the PI group and to create greater interest among the support staff when "bridging positions" are available to them;
- c) that a counselling service or self help discussion group for the PI female population is established to assist the current PI female employees cope with the stresses associated with being a minority in a male dominated field.

TECHNICAL CATEGORY

FOCUS GROUP: TI

Introduction

Within this occupational category, the TI population of 385 full time indeterminate employees represents almost 70% of the category's total complement for such persons within CCAC. The entire group is situated in the Bureau of Consumer Affairs with 93.8% of these resources decentralized throughout each of the five Regions across Canada and primarily employed in the Weights and Measures and Electricity and Gas sub-activities. The remaining twenty-eight TIs are employed in the Laboratory Division, Legal Metrology Branch (Electricity/Gas/Mass/Volumetric/Commodities Laboratories) and within the Consumer Products sub-activity. Our TI community is responsible for providing a framework for the accurate measurement and equitable conduct of trade based on measure through the administration of a number of Acts and Regulations.

Additional to the data obtained for all focus group members, the AA Study Group distributed a questionnaire to our TI female population employed with Weights and Measures and Electricity and Gas in each region across Canada. The questionnaire was designed to obtain data relative to their education, employment history, training and development opportunities and career goals. As well, their assistance was sought to identify why our female representation is so limited and their views on how this situation may be improved were also solicited.

Observations

TI PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR	F	10	28	1	2	2	26,000.	-	7
TI-1-2-3-4	M	302	33	3	5	6	27,000.	11	68
INTERM.	F	1	*	4	10	10	*	-	-
TI-5-6*	M	63	49	5	14	21	38,000.	2	10
SENIOR	F	-	-	-	-	-	-	-	-
TI-7	M	9	50	2	11	16	43,000.	-	3

* Information not released for this level to ensure anonymity due to the small number of employees.

TI POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
TI	Female	13
	Male	376

TI - Junior Level

Over 80 percent (312 persons) of our TI population occupy junior level positions. The ten women represent 3.2 percent of the junior level employees. This low rate of female representation is lower than both internal and Public Service availability estimates of 7 and 6.8 percent respectively. Our female population is also lower than the external labour market availability figure of 7-to-12 percent according to 1981 census data based on specialities required, whether it be electric power technology, instrumentation, instrumentation control or mechanical technology.

Although 75 resourcing actions occurred in 1983-84 at the entry and lower levels of the TI junior group, only 7 of these resulted in the hiring of a woman. Because in the area of Weights and Measures and Electricity and Gas, internal technical training schools have been established, largely due to the complexity of new products entering the marketplace and the rapid rate of change occurring in measurement technology, these two sub-activities are in the fortunate position of being able to hire females who meet their educational qualifications but are weak in terms of job experience. The female inspectors are on average younger by five years and less experienced in terms of their years at the current level, with CCAC and have been in the Public Service for a shorter period than their male counterparts. There is a small salary differential probably due to their being at their present level for a shorter time.

TI - Intermediate Level (5 and 6)

The TI intermediate level female population is one. This is considerably smaller than that found at the TI junior level and the rate of female representation is approximately two times lower than that at the TI junior level. Additionally, this one employee is not a member of the Weights and Measures or Electricity and Gas population, the prime users of TIs within CCAC.

Because of the specialized training required by the prime users of our TI population, resourcing activity for this level usually results in appointments being made from within our existing TI community. Until a greater base of qualified experienced females exists at the junior level, no improvement in this lack of female distribution at the intermediate level is likely to occur.

Our one TI intermediate level female is a newer member to this level, to CCAC and to the Public Service than her male counterparts.

TI - Senior Level

The female population at this level is zero. Although there were three appointments made during 1983-84, no women were appointed. Usually hiring at this level is from within our TI Community however, this was not the case in 1983-84 and furthermore two of the males appointed came from the external labour market. To overcome this lack of female representation CCAC management must continue to recruit from the external labour market and to increase the female base at the junior and intermediate levels.

A review of the TI turnover for the last two fiscal year 1982-83, 1983-84 and the first six months of 1984-85 indicates while the turnover rate was in the range of 10-15%, the resourcing of women was disproportionate to the number of male appointments.

An examination of the retirements projected for the period of April 1, 1984 to March 31, 1988 shown in the Table below indicates only a small turnover of about 8% in this employee population is anticipated over the next few years.

RETIREMENT PROJECTIONS FOR TI FOCUS GROUP BY LEVELS									
GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL
	M	F	M	F	M	F	M	F	
JUNIOR TI-3	2		4		3		8		17
TI 4	2				1		4		7
INTERM. TI-5			2		2				4
TI-6			1				2		3
TOTALS	4	-	7	-	6	-	14	-	31

It is suggested that CCAC will want to take advantage of these anticipated vacancies over the next three years, at the TI junior and intermediate levels and maximize their opportunities to ensure a good base of female representation at the TI junior level. In addition, in anticipation of the TI intermediate level vacancies, management should ensure that their current female TI population are awarded a reasonable portion of the career development opportunities, such as acting appointments, supervisory development courses, etc., to ensure that these persons are in a position to reasonably compete for these positions once they become vacant.

Questionnaire Results

In November 1984, a questionnaire was distributed to the total TI female population of thirteen who are employed in Weights and Measures or Electricity and Gas in the five Regions across Canada. Responses were solicited on a voluntary and an anonymous basis. Nine (69.2 percent) replies were received, one respondent is at the TI-2 level, seven are at TI-3 and the other one is a TI-4. They have been at their current level anywhere from less than one year up to five years. Two-thirds of these respondents were originally hired as Inspector Trainees at the TI-1, or TI-2 level. In 8 out of the 9 replies, the employees had a secondary education, mainly graduation from a technological institute. They usually became aware of their current job by word-of-mouth through their manager/supervisor or through the recruitment office at their educational institute. In terms of their career goals they gave the highest priority to 'obtain a promotion' and the lowest priority to 'no change'. They identified in descending order, supervisory training, technical training, applying for competitions and acting appointments as the factors most likely to be helpful to them in realizing their career goals.

Limited enrollment of females in technical courses, the extensive out of town travel and because the jobs are in nontraditional female work areas were noted as the main reasons the respondents felt that representation of women was low. To overcome the above problems they suggested that CCAC management work through the career counselling services within high schools to inform female students about the career opportunities within the TI group, in order to increase the female enrollment at the technological institutes. By utilizing our current TI female employees, to meet with high school students, the stigma that TI work is not for females could, in time, be overcome.

They felt that our management should take responsibility for obtaining new, or redesigning existing equipment so as to facilitate employees in coping with the physical demands of these positions. To assist the current female population it was suggested that a female discussion/contact group be formed to help women presently working, in technical areas to overcome 'stresses of the job' such as how to improve one's communication skills when carrying out enforcement actions in an industry environment that is male dominated.

Conclusions

Current representation of women in the TI group for our prime users - Weights and Measures and Electricity and Gas - is restricted to the TI junior level. These women are relatively new entrants and time will be required before CCAC is likely to have increased representation at the TI intermediate and senior levels. Additionally, the availability estimates for women in the TI category are low which likely is a reflection of the traditional perception by Canadian women of jobs in this category.

Recommendations

1. CCAC management should endorse the recommendations put forth by our TI junior female population, such as:
 - a) that CCAC management work through the career counselling services within high schools to inform female students about the career opportunities within the TI group, in order to increase the female enrollment at the technological institutes;
 - b) that management should take responsibility for obtaining new or redesigning existing equipment so as to facilitate employees in coping with the physical demands of these positions;
 - c) that a female discussion/contact group be formed to help women presently working in technical areas to overcome "stresses of the job".
2. Numerical goals should be established to assist in improving the participation of women at the junior level.

3. Career development initiatives must be undertaken with the current TI junior female population to prepare them for possible upward mobility within the TI community. By increasing the female population base at this level, over time, it is likely that one can expect to see increased representation at the two higher levels.

SCIENTIFIC AND PROFESSIONAL CATEGORY

FOCUS GROUP: ES

Introduction

Within this occupational category, the ES population represents 13.6% of the category's total complement within CCAC. The ES group is in the Bureau of Policy Coordination, Bureau of Competition Policy, Bureau of Corporate Affairs and the Restrictive Trade Practices Commission. Almost two thirds of all the ES employed in CCAC are located in the Strategic Policy Research Branch and in the Program Evaluation Division of the Audit, Evaluation and Control Branch, both of which are part of the Bureau of Policy Coordination.

All the ES positions are located in Headquarters and the full time indeterminate population totals 30.

The ES community is involved in two distinct roles within CCAC. With the exception of the Program Evaluation positions, the other ES duties consist of analytical and quantitative economic research. The areas of research vary between bureaux and positions but they encompass the areas of industrial organization and consumer related issues.

The minimum education requirement for the ES group is graduation from a recognized university with a specialization in economics or statistics.

Observations

ES PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR ES-1,2,3	F	1	*	1	2	2	*	-	1
	M	4	*	1	1	2	26,000.	-	2
INTERMED ES-4,5,6	F	6	36	2	3	11	47,000.	-	2
	M	19	35	3	5	7	45,000.	-	7

* Information not released for this level to ensure anonymity due to the small number of employees.

ES POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
ES	Female	7
	Male	23

Female representation accounts for 23.3% of the group, with 14.3% of the female officers at the junior level and 85.7% at the intermediate level. Only these two levels are represented in CCAC. Our representation at the junior level is 20%, which is less than all three availability estimates and it is lower than that found Public Service wide.

Our representation at the intermediate level is 24%, which is greater than all three availability estimates.

Our female employees on average, are about the same age as their male counterparts, have been at their current level almost the same length of time, and have been with the Department almost as long as the male officers. However, female officers have been continuously employed with the Public Service for considerably longer length of time and corresponding to this fact their salary is slightly higher than male officers.

A review of the turnover rate for the last two fiscal years, 1982-83 and 1983-84, as well as the first six months of 1984-85 indicates that the reorganization of Policy Coordination which took place in 1983-84 necessitated a substantial amount of resourcing that resulted in increasing the female representation marginally and decreasing the male representation marginally.

There are no projected retirements in the ES group in the next three fiscal years to March 31, 1988.

Conclusion

The representation of women in the ES group at the junior level is disproportionate to the three availability estimates.

Recommendation

To increase the representation of females in the ES group at the junior level.

SCIENTIFIC AND PROFESSIONAL CATEGORY

FOCUS GROUP: SG-PEM

Introduction

Within this occupational category, the SG-PEM population of 131 full time indeterminate employees represents almost 60 percent of the category's total complement for such persons within CCAC. The entire group is situated in the Intellectual Property Directorate of the Bureau of Corporate Affairs. The employees are presently centralized within the NCR, however with the implementation of the Directorate's new mission vis-à-vis the dissemination of information, it is planned that a portion of its human resources be decentralized regionally across the country.

Our SG-PEM community is responsible for the implementation of the complete spectrum of intellectual property legislation, comprising the Patent Act, the Trade Marks Act, the Copyright Act, the Industrial Design Act, the Timber Marking Act and the administration of the Public Servants Inventions Act. The nature of the work is such that they are required to be university graduates, primarily in engineering, however some are honors degree graduates in chemistry or physics.

Observations

SG-PEM PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR	F	-							
SGPEM-1*	M	1	*	1	1	1	*	2	1
INTERM.									
SGPEM-3,4,5,7	F	4	40	3	6	6	38,000.		1
	M	125	48	8	16	16	41,000.	8	6
SENIOR	F	-							
SGPEM-8*	M	1	*	6	11	28	*	-	-

* Information not released for these levels to ensure anonymity, due to the small number of employee.

SG-PEM POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
SG-PEM	Female	7
	Male	127

Of our 131 SG-PEM population, 129 persons are employed at the intermediate level with one person each at the junior and senior level. Our total female complement is limited to four persons, all of whom are at the intermediate level.

CCAC employs the entire Public Service female population for SG-PEM.

In terms of female availability estimates and our representation it is therefore, only possible to comment on the situation as reflected by the external labour market. An examination of the data pertaining to the 1979-81 university engineering graduate populations suggests female availability estimates in the range of 6 percent for SG-PEM junior level. This is the level traditionally at which our population is recruited. It is therefore suggested that with concern on management's part and with resourcing opportunities available, it will be feasible for CCAC to overcome this problem of zero representation at the junior level.

Availability estimates for the external labour market, drop to only one percent each for females at the intermediate and senior levels. As such our representation at the intermediate level (3 percent) is greater than the external availability however, at the senior level we have zero female representation.

Our female employees on average, are somewhat younger than their male counterparts, have been at their current level for less than half the time and have been continuously employed with CCAC and in the Public Service for one-third the length of time of their male counterparts. There is a small salary differential between the genders but this is probably because the males have been at their current level for a longer length of time.

A review of the turnover data for the last two fiscal years 1982-83 and 1983-84 as well as the first half of fiscal 1984-85 indicates that resourcing of females has increased with the hiring of three women at the junior level in 1984-85. Ten separations were experienced in 1983-84, two at the junior level, and 8 at the intermediate level. At the intermediate level, the separations were the result of retirements only. The resourcing actions to fill these vacancies were promotion from within CCAC or by reclassification. In all 8 resourcing actions during 1983-84, only one was awarded to a female.

An aging population problem has been identified as one of the major human resource concerns facing this group's management. The Table below illustrates the projected retirements from April 1, 1984 to March 31, 1988.

RETIREMENT PROJECTIONS FOR SG-PEM GROUP BY LEVELS									
GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL
	M	F	M	F	M	F	M	F	
INTERM. SG PEM-4	1				6		3		10
SG PEM-5	2		1		1				4
SG PEM-7	1		1		1				3
TOTALS	4	-	2	-	8	-	3	-	17

The average age of the intermediate level SG-PEM male population has been steadily increasing during the last few years and person-year restraints have interfered with the resourcing of replacement employees to offset the impact of these retirements. Normally our SG-PEM employees are hired at the junior level and undergo a minimum of two years training in order to work independently as a patent or trade mark examiner. Additionally the availability of fully trained personnel is essential to permit the expert interface and technology accessibility required by the Directorate's new missions. At the time of writing, this human resource dilemma remains unresolved.

Conclusion

Women are disproportionately represented in this group at the junior and senior levels in terms of their external availability however in other areas examined, they do not appear to be discriminated against.

Due to the highly specialized nature of their work, the career path for the SG-PEM population is limited in a large extent to upward mobility within the group.

Recommendation

CCAC's management, when resourcing to fill the vacancies anticipated by the projected retirements over the next three years, should establish a numerical goal to hire qualified females at the junior level as new entrants which, over time, will assist in improving the female representation at the intermediate level.

SCIENTIFIC AND PROFESSIONAL CATEGORY

FOCUS GROUP: SG-SRE

Introduction

Within this occupational category the SG-SRE population represents 15.5% of the category's total within CCAC. The SG-SRE sub group is employed exclusively within the Consumer Products sub-activity, with 80% of the total complement of 34 full indeterminate employees assigned to field inspection duties in the Regions, with the major part of the field inspection force concentrated in the industrial areas, primarily Ontario and Quebec. Although the SG-SRE sub group is numerically small in comparison with the TI, PI and PM groups, it is the fourth largest officer classification group within the Bureau of Consumer Affairs.

The SG-SRE community is responsible for eliminating fraudulent or misleading practices with respect to the composition, packaging, labelling and advertising of foods, originating at all trade levels, but with particular emphasis on the importation of manufacturing trade levels. Their legislative authority is provided in three Federal Acts and associated Regulations, as follows: Food and Drug Act, Consumer Packaging and Labelling Act and the Broadcast Act.

Due to the nature of their work the minimum education qualification for the SG-SRE group is graduation from a recognized university with specialization in microbiology, chemistry, food science or some other specialty relevant to the position.

Observations

SG-SRE PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
JUNIOR	F	10	27	2	2	2	29,000.	1	5
SG SRE-1, 2	M	9	36	5	5	7	26,000.	-	2
INTERMED.	F	4	32	7	8	8	35,000.	-	2
SG SRE-3, 4,5	M	11	46	9	14	18	39,000.	3	1

SG-SRE POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
SG-SRE	Female	18
	Male	18

Female representation accounts for 41.2% of the group with 71.4% of the females at the junior level and 28.6% of the female officers at the intermediate level. Only these two levels are represented in CCAC.

One-third of the Public Service SG-SRE junior level female population is employed by CCAC. Our representation at the junior level is 52.6%, which is greater than the Public Service representation and greater than all three availability estimates.

Our representation at the intermediate level is 26.7%, which is less than the Public Service representation but greater than all three availability estimates.

Our female employees on average, are younger than their male counterparts, have been at their current level for less time and have been continuously employed with the Public Service for less than one-half the average length of time that male officers have been. However, at the junior level the salary differential is in the female officers' favour. This is not the case at the intermediate level.

A review of the turnover for the last two fiscal years, 1982-83 and 1983-84, as well as the first six months of 1984-85, namely April 1, 1984 - September 30, 1984, indicates that the resourcing of females has been disproportionate to their rate of separations. Female officers are receiving appointments at a greater rate than they are separating. The turnover that took place has raised the female representation at the junior level from 46.2% to 52.6% and at the intermediate level from 13.3% to 26.7%.

Over the next three fiscal years to March 31, 1988, there is only one projected retirement and that is at the SG-SRE 5 level. This retirement could occur in the current year 1984-85.

There are only two supervisory/managerial positions exclusively designated for the SG-SRE sub group, therefore there is limited scope for upward mobility as an SG-SRE within the Bureau.

Conclusion

The representation of women in the SG-SRE sub group is favourable in terms of the Department, Public Service and external work force availability.

There is very limited upward mobility for SG-SRE from a classification point of view and the few number of projected retirements does not indicate any significant change in mobility.

Recommendation

The current level of female representation should be maintained.

MANAGEMENT CATEGORY
FOCUS GROUP: EX AND SM

Female Representation

The Management Category since November 1981 comprises the Senior Management (SM) and Executive (EX) Occupational Groups. As of March 31, 1984 there were 80 persons employed in the Management Category at CCAC, seven persons were women. This percentage figure falls short of the minimum 12% representation targetted for by Treasury Board for 1988 (Treasury Board, October 13, 1983). A more detailed description of the Management Category profile by Bureau and level follows.

There are 39 persons employed in the EX group, three of which are at the senior (4-5) level. There are four women employed at the 1-3 level and one at the 4-5 level. By Bureau/Activity, females in the EX-group are employed in Consumer Affairs (two out of 10 positions); UFFI (one out of two positions); and Administration (one out of five positions). Bureaux with severe under-representation are Competition Policy (no females among nine EX employees); Corporate Affairs (no females among seven EX employees); and Policy Coordination (no females among five EX employees.)

Overall percentage representation of women in the EX group does compare favourably with government-wide representation and both internal and Public Service availability estimates. Quite obviously, however, the 12.8% representation of women in the EX group contrasts rather sharply with their representation in non-management categories. The same commentary may be made of women in the SM group where they represent only two of the 41 positions in this group. Moreover, female representation in the SM-group is in fact lower than that found in the rest of government (6.3%), and indeed than availability both within the Department (7.6%) and within the Public Service (9.2%).

Both of the women employed in the SM group are in the Bureau of Corporate Affairs.

Age/Salary

The average age of persons employed in the EX (1-3) group and level is comparable between men and women, both populations observed to be in their late forties as of March 31, 1984. In addition, both populations have spent, on average, nine years at CCAC. The average number of years of continuous service in government is slightly higher for men at this level - 18 years compared to 15 for women. This may in part explain an observed \$6,000 salary differential between the two populations at the EX (1-3) group and level, male employees earning on average \$63,000 per year, women \$57,000.

It must be remembered that such comparisons as made above are based on a very small population of women (four).

In the SM group, employees are, on average, in their early forties and have been at CCAC for 12 years. Average salary is \$56,000.

MANAGEMENT CATEGORY PROFILE (EX/SM) AS OF MARCH 31, 1984							
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY
EX(1-3)	F	4	47	2	9	15	\$57,000
	M	32	49	5	9	18	\$63,000
EX(4-5)	F	1	*	6	6	6	*
	M	2	*	2	4	12	*
SM 00	F	2	*	1	4	10	*
	M	39	44	3	12	16	\$56,000

MANAGEMENT CATEGORY POPULATION-October 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
EX	Female	6
	Male	33
SM	Female	3
	Male	39

* Information not shown due to small number of employees.

Appointment/separation data for fiscal 1982-83 and 1983-84 reveals little activity in the Management Category. In the EX group, there were five appointments to the EX(1-3) level. Four of these were appointments from elsewhere in the Public Service, while one was an appointment from within CCAC. One of the five appointments went to a woman from elsewhere in government.

In the SM group, five male employees were appointed from within CCAC. One woman was also appointed, from outside government. Based on this limited appointment data, the observation may be made that women were appointed to the Management Category at CCAC from outside the Department rather than from inside the Department even though there is a 4.2% availability of women at the SM minus 1 level and 18.6% at the SM minus 2 level.

Retirement Projections

Projected vacancies arising specifically from retirements are very small in number. In the young population of persons in the SM group, there are no retirements projected to March 31, 1983. In the EX(1-3) group and level, there is some probability of retirement by three (male) employees over the same time period.

RETIREMENT PROJECTIONS FOR MANAGEMENT CATEGORY									
GROUP/LEVEL	84-85		85-86		86-87		87-88		TOTAL
	M	F	M	F	M	F	M	F	
EX-2	1						2		3

Feeder Groups within CCAC to Senior Management

At the SM minus 1 level there have been identified a total of 72 employees within the Department. Three of these, or 4.2% are women who are employed in the ES and CO groups in the Bureaux of Competition Policy and Policy Co-ordination.

The representation of women on the inventory of persons identified to be at the SM minus 1 level is even slightly lower than the representation of women currently employed in the Senior Management group; its current composition thus suggesting an unlikely avenue for increasing the participation of women in the Management Category. Indeed, the appointment data described earlier revealed that both of the appointments of women to the Category were made from outside the Department. At the SM minus 2 level, there have been identified 177 employees, 33 of whom are women. There are women identified at this level in all Bureaux/Activities across a range of occupational groups including the AS, PM, CO, CS, IS, ES, and PE groups.

Conclusions

Women are under represented in the Management Category. Bureaux with no female representation in the EX group are Competition Policy, Corporate Affairs and Policy Coordination. Department wide, however, female representation is adequate at 12.8%.

It is the SM group which merits immediate attention; female representation among 41 employees is only 4.9%. Both of these women are in the Bureau of Corporate Affairs.

Retirement projections and separation trends suggest very little separation of any kind can be expected from the SM group over the next three fiscal years. In terms of the availability of women to the SM group, representation at the SM minus 1 level is poor at only 4.2%, but better at the SM minus 2 level at 18.6%.

Recommendations

1. In light of very low retirement projections over the next three fiscal years to March 31, 1988, it is recommended that immediate measures be taken to ensure greater participation of women at the senior management level.

EX

Should the wind-down of UFFI and the Metric Commission result in the redeployment of two of the Department's five women in Departments other than CCAC, female representation in the EX group will drop to 8.3%.

Given that there are two vacancies presently existing, (an EX-1 and an EX-2 in the Bureaux of Consumer Affairs and Competition Policy, respectively), it is therefore recommended that one of these appointments be awarded to a qualified woman in order to ensure that the Department maintain its current representation of women in the EX group. Alternatively, should the two retirements projected for 1987-88 occur, the Department could wait until that time to appoint a woman to the EX group.

2. It is recommended that an overall strategy be developed to address the under-representation of women in the Management Category, particularly in the SM group.

This strategy should further encompass the issue of female under-representation among the Department's feeder population to the SM group.

SM

Specifically, it is recommended that the number of women in the SM-group be increased from two to five in order to approach the Treasury Board's targeted 12% of female representation in the Management Category by 1988. There is currently one vacancy in the SM group in each of the Bureaux of Consumer Affairs, and Competition Policy (neither of which have any female representation at the SM level), and one in Corporate Affairs.

SM minus 1

It is recommended that senior management training scheduled for this year be undertaken.

SM minus 2

It is recommended that one position be set aside per year within each Bureau for Career Development assignments which would allow them to obtain the necessary experience and training preparatory to competing for positions at the SM minus 1 and SM levels.

It is recommended that some of the women at the SM minus 2 level who have been rated superior be selected for a developmental assignment.

OPERATIONAL CATEGORY

FOCUS GROUPS: GL AND GS

There is presently no female representation among our small employee population of 30 in the Operational Occupational category.

As such the AA Study Group decided to examine the work environment of our GL and GS employees to determine whether there were any factors which prohibited qualified females from performing these traditionally male oriented jobs.

Within the GL group, we have employees in the following sub-groups:

<u>GL-Sub Groups/Description</u>	<u>Population</u>
GL-ELE (Elemental)	2 persons

Description

The performance or supervision of routine duties where adherence to rigid standards or specifications is not required and where little or no latitude exists for judgement. This sub-group includes such occupations as labourer, labour pool supervisor, and trades helper, this sub-group includes such occupations as instrument repairman (Treasury Board, June, 1969).

GL-MDO (Machine Driving-Operating)	21 persons
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Description

The performance or supervision of such duties that require starting, stopping and moving the controls of machines that must be steered or guided in order to transport people or move goods or other materials. This work is occasionally performed at the given signal of others. This sub-group includes such occupations as truck driver of heavy duty and lightweight trucks, trailer tractor operator and chauffeur (Treasury Board, June 1969).

GL-INM (Instrument Maintaining)	1 person
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GL-SMN (Sheet-Metal Working)	1 person
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Description

Employees within these two sub group are involved in the performance or supervision of duties that require fabricating, processing, inspecting or repairing materials and equipment, including the lay out of work, the set up of equipment and the operation of precision tools and instruments. The work

performed requires the application of an organized body of knowledge related to materials, tools and principles associated with skilled crafts and a thorough knowledge of machine capabilities, properties of materials and craft practices. Workers plan the order of successive operations, use manuals and technical data to position work, adjust machines, establish datum points, verify accuracy and assume responsibility for the completion of each assignment (Treasury Board, June 1969).

The GL-INM sub group includes such occupations as instrument maker, instrument mechanic and scales mechanic.

The GL-SMW sub group includes such occupations as sheet metal worker.

GL PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
SUPPORT GL ELE (1-5)	F	-	-	-	-	-	-	-	-
	M	2	*	3	5	5	*	-	-
SUPPORT GL MDO (1-4)	F	-	-	-	-	-	-	-	-
	M	2	*	3	3	3	*	-	-
JUNIOR GL MDO (5-11)	F	-	-	-	-	-	-	-	-
	M	19	45	5	8	8	20,000.	1	1
JUNIOR GL INM (6-12)	F	-	-	-	-	-	-	-	-
	M	1	*	18	16	28	*	-	-
JUNIOR GL SMW (6-10)	F	-	-	-	-	-	-	-	-
	M	1	*	7	16	25	*	-	-

* Information not released for this level to ensure anonymity, due to the small number of employees.

GL POPULATION - OCTOBER 1, 1984		
FO US GROUP	SEX	NO. OF EMPLOYEES
GL ELE	Female	-
	Male	2
GL MDO	Female	-
	Male	24
GL INM	Female	-
	Male	1
GL SMW	Female	-
	Male	1

An examination of the turnover data during 1983-84 fiscal year indicates that this workforce is very stable with only one resignation and one resourcing action. This latter action was an appointment made when a determinate male employee was hired as an indeterminate. Fiscal year 1982-83 data reveals a slightly higher turnover rate but one that is still relatively insignificant. During the first six months of 1984-85 three hirings have occurred within the GL-MDO sub-group. Again, the separations and resourcing actions involved only an all male population.

According to the data printout from PMIS no retirements are projected to occur among these employees over the next three fiscal years to March 31, 1988.

Within GS group we have employees in the following sub-group:

GS-STS (Stores Services) 5 persons

Description

The performance or supervision of duties pertaining to the receipt, storing, custody, issue and recording of stores. This sub group includes such occupations as warehouseman, storeman, storekeeper and related supervisors (Treasury Board, June 1969).

GL PROFILE AS OF MARCH 31, 1984									
FOCUS GROUP LEVEL	SEX	NUMBER OF EMPLOYEES	AVERAGE AGE	AVERAGE NUMBER OF YEARS AT LEVEL	AVERAGE NUMBER OF YEARS WITH CCAC	AVERAGE NUMBER OF YEARS OF CONTINUOUS SERVICE	AVERAGE SALARY	TURNOVER RATE	
								SEPARATION	RESOURCING
SUPPORT (STS-2,3)	F	-	-	-	-	-	-	-	-
	M	2	*	3	4	4	*	-	-
JUNIOR (STS-4-5)	F	-	-	-	-	-	-	-	-
	M	3	*	5	15	15	*	1	1

* Information not released for this level to ensure anonymity, due to the small number of employees.

GS POPULATION - OCTOBER 1, 1984		
FOCUS GROUP	SEX	NO. OF EMPLOYEES
GS-STS	Female	-
	Male	6

This small group experienced one separation and one resourcing action during fiscal 1983-84 which was similar to the situation in the previous fiscal year and one during the first six months of 1984-85. Overall the workforce appears to be relatively stable, with the support level employees younger in age and with less years of experience both within CCAC and the Public Service than their counterparts at the junior level. No retirements are projected to occur in this group within the next 3 fiscal years to March 31, 1988.

Conclusion

Aside from the issue raised in the classification section of this report concerning the use of sexist terminology in job titles, there do not appear to be any factors which prohibit qualified females from performing the jobs in our GL and GS groups. Issues which may be the reason for the lack of female representation are:

- the population within both the GL and GS group is very small and currently there is little appointment activity within either group.
- the jobs, particularly those of the GL group traditionally have been identified as male occupations.

Recommendation

CCAC management should make special efforts to attract qualified female candidates to compete for positions as vacancies occur in the GL and GS groups. An examination of the Public Service availability estimates indicates that the GL-MDO junior level female representation to be 1 percent and the GS-STS junior level female representation to be 2.4 percent.

CATÉGORIE DU SOUTIEN ADMINISTRATIF

GROUPE DES COMMIS AUX ÉCRITURES ET AUX RÉGLEMENTS

Introduction

Comme dans la plupart des ministères fédéraux, la catégorie du soutien administratif à CCC est représentée par une grande majorité de femmes. Des 849 femmes composant l'effectif féminin indéterminé du ministère au 31 mars 1984, 71% appartiennent au soutien administratif.

Total femmes CCC	Agents	Soutien
849	244 (29%)	605 (71%)

A l'intérieur de cette même catégorie du soutien administratif, elles représentent 85% du personnel.

Le plus grand groupe occupationnel du soutien administratif est le groupe CR. A l'intérieur de ce groupe, les femmes représentent 79% de l'effectif. Dû au fait que ce groupe d'emploi est un groupe pépinière pour plusieurs groupes d'agents, qu'il est composé majoritairement de femmes et que l'échelle salariale s'y rattachant est une des moins élevées, il est important de l'étudier plus en profondeur.

Méthodologie

Les données de base pour l'étude du groupe CR ont été fournies par le système d'information de la gestion du personnel (PMIS) en date du 31 mars 1984. L'étude a été faite en tenant compte des employé(e)s indéterminé(e)s travaillant à plein temps seulement.

Dans cette étude, la représentation des femmes aux différents niveaux a été examinée avec une attention particulière. Ceci est dû au fait qu'elles représentent 79% du groupe, mais que la distribution par niveau décroît aux niveaux supérieurs.

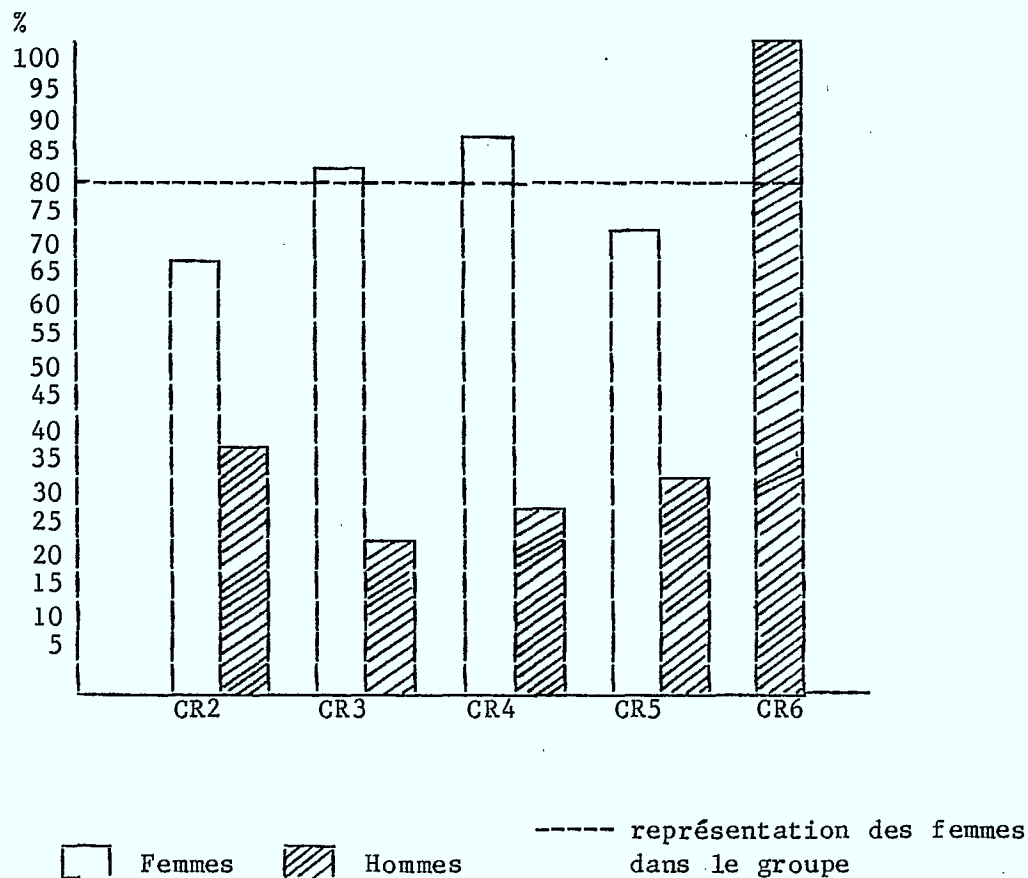
Aucune tendance n'a pu être établie car les données historiques nécessaires ne sont pas disponibles par le système utilisé (PMIS). L'analyse démontre donc la situation à CCC à une date précise.

Observations

A. Représentation et distribution - groupe CR

L'effectif féminin du groupe CR à CCC représente 79%.

Les données statistiques fournies par la Commission de la Fonction publique pour l'ensemble des fonctionnaires indiquent une représentation des femmes CR de 79.3%, ce qui représente sensiblement la même chose qu'au ministère. La représentation féminine aux niveaux 3 et 4 dépasse la représentation totale du groupe, tandis que les femmes sont sous-représentées comparativement au total du groupe aux niveaux 2, 5 et 6.



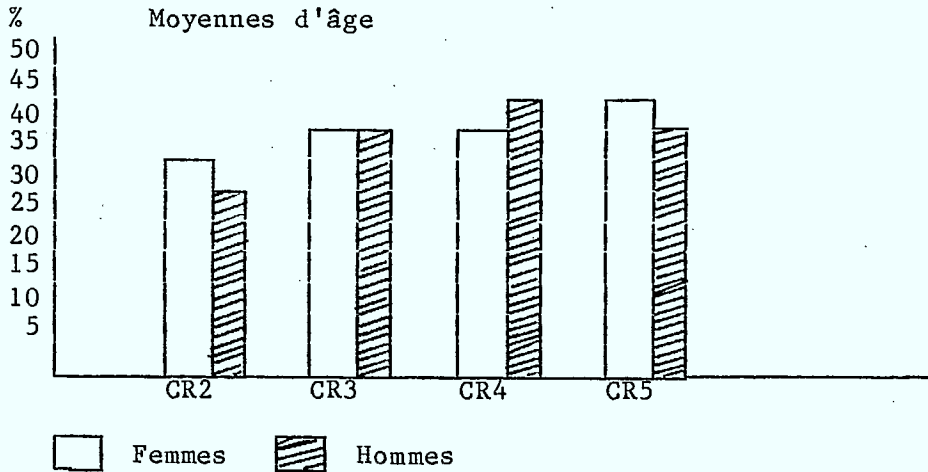
On remarque aussi que la représentation ministérielle des femmes chute de 84% au niveau 4 à 69% au niveau 5, alors que la représentation des hommes augmente de 16% à 31% à ces mêmes niveaux.

Il est à noter que le niveau 6, consistant en un seul poste, ne fera pas partie de l'étude.

B. Age

Selon les moyennes d'âge pour le ministère, à chaque niveau, les hommes et les femmes ont environ 1 an de différence. Aux niveaux 2 et 5, les femmes sont plus âgées d'un an que leurs collègues masculins, tandis qu'aux niveaux 3 et 5, la situation est contraire.

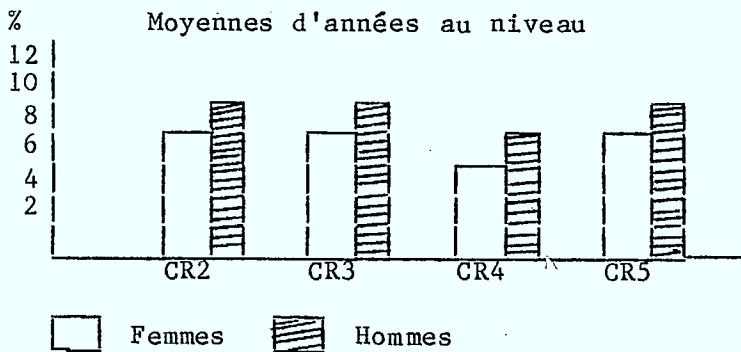
On remarque cependant que la moyenne d'âge croît avec les niveaux. Cette caractéristique n'est pas un facteur pouvant favoriser ou défavoriser l'un ou l'autre des sexes.



C. Années au niveau

Les moyennes d'années au niveau démontrent que les femmes sont au même niveau depuis environ 1 an de moins que leurs collègues masculins.

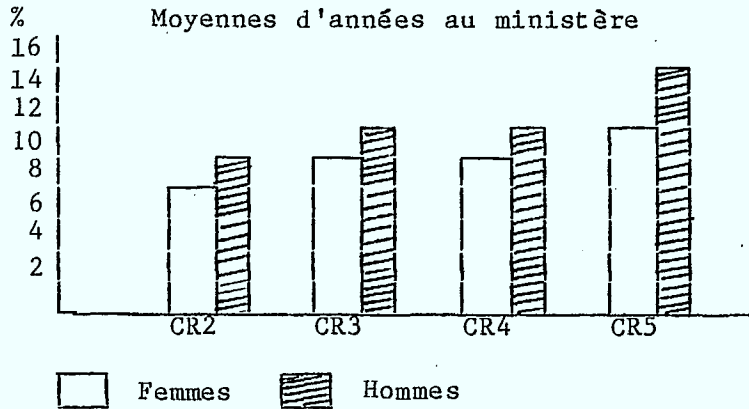
Il est à noter que les moyennes d'années au même niveau pour les niveaux 2 et 3 sont supérieures aux moyennes pour les niveaux 4 et 5. Ceci peut indiquer un problème de croissance aux niveaux juniors.



D. Années au ministère

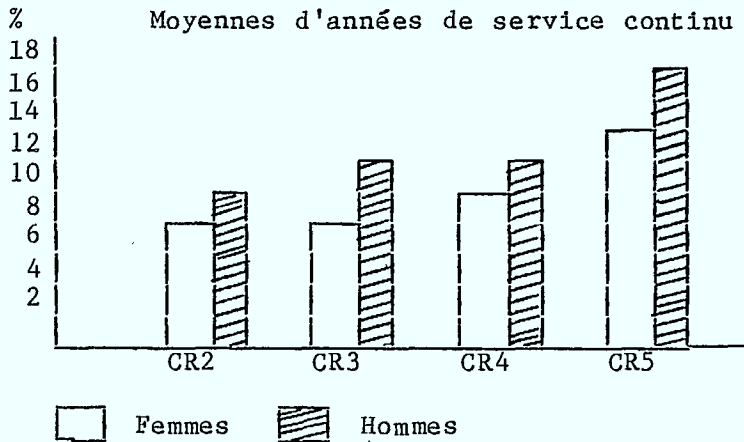
Les moyennes d'années au ministère pour la population démontrent que les hommes sont à l'emploi du ministère depuis environ 2.5 années de plus que les femmes.

La moyenne d'années au ministère croît avec les différents niveaux du groupe.



E. Moyenne de service continu

Les moyennes de service continu, c'est-à-dire depuis quand l'effectif a joint les rangs de la Fonction publique, démontrent la même tendance que les moyennes d'années au ministère. Les hommes ont en général 3 ans de plus de service continu que leurs collègues féminines. Le nombre d'années de service croît avec la progression des niveaux.



F. Moyenne de salaire

La moyenne de salaire des hommes est quelque peu supérieure à celle des femmes, et ce, à tous les niveaux. Le salaire est déterminé par la convention collective, qui prévoit une augmentation annuelle jusqu'à concurrence du salaire maximum déterminé pour chaque niveau. Etant donné que les hommes ont un peu plus d'années au niveau que les femmes, la différence de salaire s'explique de ce fait.

Moyennes de salaire

Niveau	Hommes	Femmes	Moyenne générale
CR 2	16,494.45	16,511.00	16,505.24
CR 3	19,632.04	19,617.99	19,620.45
CR 4	21,909.68	21,811.64	21,827.91
CR 5	24,954.30	24,636.21	24,737.07

G. Education

Aucune donnée valable concernant l'éducation de ce groupe n'a pu être recueillie. Il existe quelques données aux dossiers répertoires des employé(e)s, mais ce système est mis à jour selon la bonne volonté de chaque employé(e), et l'information contenue n'est pas valide.

H. Mobilité

Selon une étude de la mobilité des 5 dernières années financières, en général, le total des données par type de mouvement est relativement proportionnel à la représentation des sexes dans le groupe, soit 20% du mouvement aux hommes et 80% aux femmes (tableau ci-bas).

Par contre, en examinant de plus près les données sur les promotions, on dénote un décroissement du pourcentage de promotions accordées aux femmes aux niveaux 4 et 5. Alors que 88% des promotions au niveau 3 sont accordées aux femmes, seulement 70% au niveau 4 leur sont accordées, alors qu'elles représentent 81% du niveau inférieur. La même situation se retrouve au niveau 5, alors que les femmes reçoivent seulement 58% des promotions à ce niveau et qu'elles représentent 84% de l'effectif au niveau 4.

Presque toutes les données concernant le mouvement du groupe CR soit: les séparations, le recrutement et les nominations indéterminées suite à une nomination déterminée sont supérieures à la proportion des femmes dans le groupe, tandis que les données concernant les promotions semblent favoriser les hommes.

TABLEAU DE MOBILITÉ - GROUPE CR

Types	Ni- veaux	1979-80		1980-81		1981-82		1982-83		1983-84		TOTAL		Pourcent	
		H	F	H	F	H	F	H	F	H	F	H	F	H	F
Employé(e)s ayant quitté	CR 2	5	11	2	5	7	8	3	1	3	1	20	26	43	57
	CR 3	2	20	0	20	3	15	1	9	-	5	6	69	8	92
	CR 4	5	19	5	32	1	30	3	18	2	13	16	112	13	88
	CR 5	1	7	2	2	2	2	-	2	2	1	7	14	33	67
	CR 6	-	-	1	1	-	-	-	-	1	-	2	1	67	33
	TOTAL												51	222	19
Employé(e)s recruté(e)s	CR 2	-	-	-	-	2	2	1	2	-	-	3	4	43	57
	CR 3	-	3	-	2	1	5	1	8	-	4	2	22	8	92
	CR 4	2	9	1	8	4	7	1	10	-	6	8	40	17	83
	CR 5	1	1	-	3	-	2	-	-	1	1	2	7	22	78
	TOTAL											15	73	17	83
Employé(e)s ayant été promu(e)s	CR 2	3	11	-	10	3	9	3	3	5	10	14	43	25	75
	CR 3	-	22	1	14	2	18	2	10	7	21	12	85	12	88
	CR 4	1	3	2	3	3	5	2	10	4	6	12	27	30	70
	CR 5	1	-	-	-	1	3	2	1	1	3	5	7	42	58
	CR 6	-	-	-	-	-	-	-	-	-	1	-	1	-	100
TOTAL											46	163	21	79	
Employé(e)s ayant été nommé(e)s pour période indéterminée suite à une nomination déterminée	CR 2	8	8	3	9	5	9	2	11	1	5	19	42	31	69
	CR 3	1	14	1	15	3	20	1	15	6	9	12	73	14	86
	CR 4	-	8	1	4	2	13	1	10	1	8	5	43	10	90
	TOTAL											36	158	19	81

I. Postes charnières

Selon l'hypothèse que les commis seniors (niveaux 4, 5 et 6) peuvent accéder à des postes d'agents juniors avec une certaine formation, nous avons identifié au ministère, 140 postes charnières, soit ceux énumérés ci-bas.

Groupe/niveau	Nombre de postes
CS 1	5
FI 1 - 2	9
AS 1 - 2	44
PM 1 - 2	29
IS 1	3
LS 1	1
PE 1 - 2	9
PG 1 - 2	3
SI 1 - 2 - 3	9
TI 1 - 2	28
<u>TOTAL</u>	<u>140</u>

Selon ce nombre de postes charnières et l'effectif du groupe CR aux niveaux senior (298 employé(e)s), il est possible d'identifier les employé(e)s démontrant du potentiel et l'intérêt de progresser dans leur carrière pour ensuite les nommer à ces postes charnières lorsqu'ils sont vacants.

Il est à noter que 46% des 140 postes charnières identifiés sont occupés par des femmes qui, comme on a pu le constater tout au long de l'étude, forment en grande partie les groupes d'agents juniors. Il est donc nécessaire d'établir des mécanismes qui serviront à faire progresser la carrière des agents juniors pour ainsi créer des vacances pouvant être comblées par des employé(e)s du soutien administratif.

J. Nominations intérimaires

Tel que mentionné dans la partie "Acting Pay Appointments" de l'analyse de la formation et du perfectionnement, les nominations intérimaires permettent à l'employé(e) d'acquérir de l'expérience et des connaissances nécessaires requises pour poser leur candidature à des niveaux supérieurs.

Selon une étude plus détaillée des nominations intérimaires accordées au soutien administratif, on obtient, pour les niveaux 4, 5 et 6 un total de 38 nominations intérimaires au niveau d'agent. De plus, seulement 13 de ces nominations intérimaires étaient pour une période de plus de 40 jours ouvrables. De ces 13 nominations intérimaires, 10 ont été accordées à des femmes, soit 77%, ce qui est inférieur à la représentation des femmes aux niveaux 4, 5 et 6.

Conclusion

L'analyse du groupe des commis aux écritures et aux règlements démontre qu'à CCC, à l'instar de la CFP, ce groupe est composé majoritairement de femmes. Toutefois, malgré un très grand nombre de femmes dans ses rangs, leur représentation diminue aux niveaux supérieurs.

Le profil du groupe démontre que les hommes et les femmes ont sensiblement le même âge aux mêmes niveaux. On remarque aussi qu'en moyenne, les hommes ont plus d'années de service à la Fonction publique et au ministère que leurs collègues féminines. De même, les hommes sont généralement au même niveau depuis plus longtemps que les femmes.

On dénote aussi quelques anomalies dans la mobilité, c'est-à-dire que les femmes ne reçoivent pas de promotions aux niveaux supérieurs proportionnellement à leur représentation.

Recommandation

Il faudrait s'assurer que les femmes soient représentées à tous les niveaux proportionnellement à leur représentation dans le groupe. De même, aux points de vue des promotions, des postes charnières et des nominations intérimaires, les femmes devraient pouvoir en profiter autant que leurs collègues masculins.

Pour ce faire, un répertoire des candidat(e)s ayant reçu une évaluation supérieure ou exceptionnelle et possédant le potentiel et l'intérêt pour accéder à des postes supérieurs devrait être mis sur pied. Ce répertoire pourrait contenir les informations suivantes:

1. Nom
2. NAS
3. Sexe
4. Classification
5. # poste et titre du poste
6. Bureau/activité
7. Expérience acquise
8. Education reçue et/ou en cours
9. Formation reçue et/ou recommandée
10. Aspirations de carrière/domaines d'intérêt

Cet outil pourrait être d'une grande utilité aux gestionnaires lors de recrutement ou de nominations intérimaires.

OCCUPATIONAL GROUPS WITH FEWER THAN TEN (10) EMPLOYEES THAT HAVE ONE OR NO
FEMALE REPRESENTATION

Objective

The objective was to examine the turnover in occupational groups with fewer than ten employees that have one or no female representation, to review the level of resourcing activity within these groups and to comment on the impact this activity will have on the goals of the Affirmative Action Program. Because of their small size, these groups were not studied in detail but do warrant some examination.

Methodology

Data was gathered and reviewed on the turnover in the AG,CH, EN-ENG, EG-ESS, and PG groups for the last five fiscal years, 1979-80 to 1983-84, and for the first half of this year, April 1, 1984 to September 30, 1984, as displayed on the Table which follows.

Observations

There has been very little turnover in these groups in the last five fiscal years. However, there has been a large number of separations in the EG-ESS group.

There has not been any growth in these groups in the first six months of fiscal year 1984-85.

Conclusion

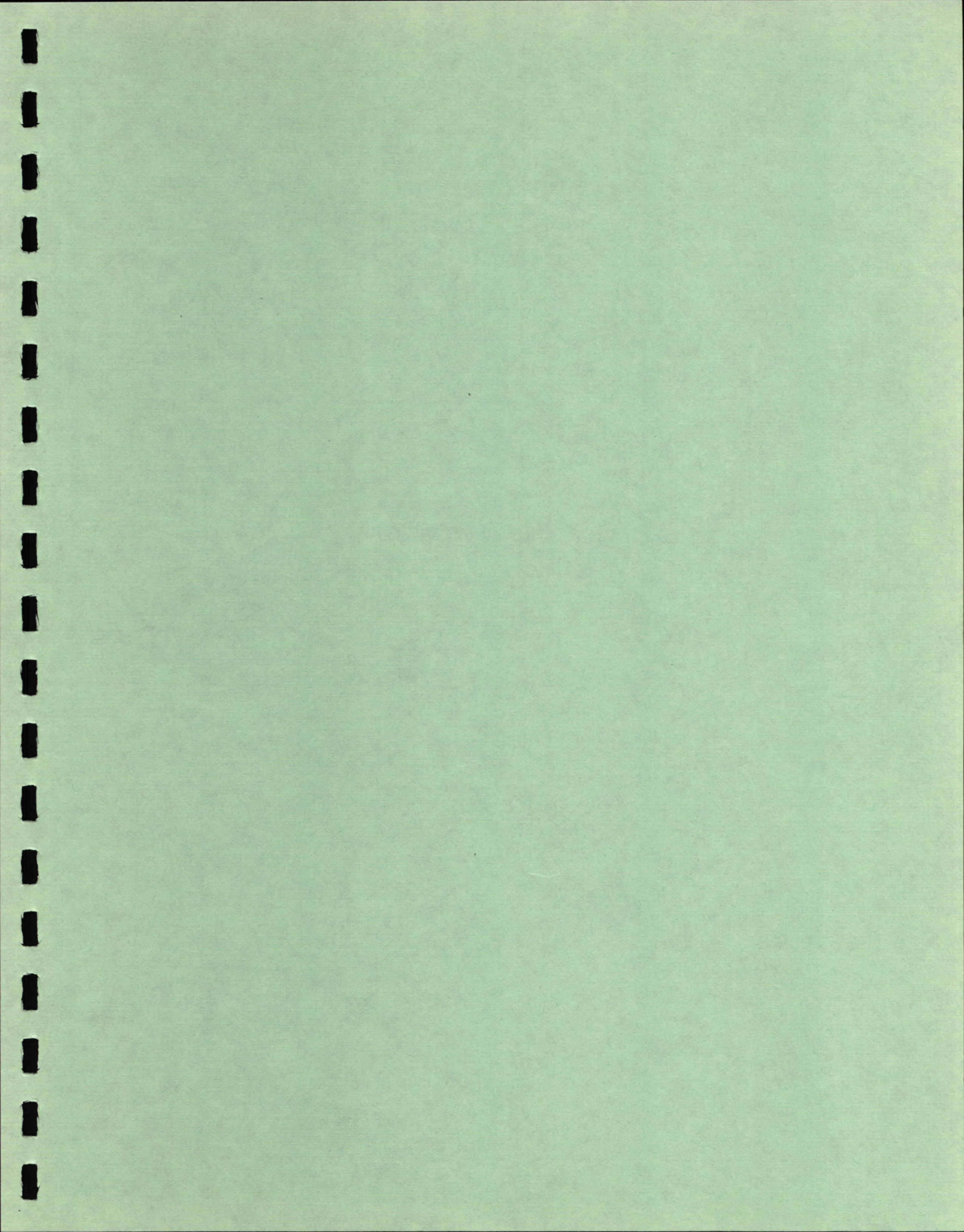
It appears that the potential for improvement in these groups is somewhat limited by their size and low turnover. The higher separation figures in the EG-ESS group can in part be attributed to the conversion of EG-ESS to the TI group in the Legal Metrology laboratory. Otherwise, resourcing activity in the past five and one-half years has been negligible in these groups.

Recommendation

It is recommended that the widest area of competition be used in the recruitment process to ensure the participation of qualified female candidates in that process. While these groups represent traditionally male-dominated fields, there is an increasing number of women graduating with appropriate qualifications.

TURNOVER DURING THE FIVE YEAR (5) PERIOD
APRIL 1, 1979 TO MARCH 31, 1984
AND FROM APRIL 1, 1984 TO SEPTEMBER 30, 1984
FOR OCCUPATIONAL GROUPS WITH FEWER THAN TEN (10) EMPLOYEES
AND ONE OR NO FEMALE REPRESENTATION

OCCUPATIONAL CATEGORY	GROUP	SEX	TOTAL TURNOVER DURING THE PERIOD APRIL 1, 1979 TO MARCH 31, 1984		TURNOVER DURING THE PERIOD APRIL 1, 1984 TO SEPTEMBER 30, 1984		
			SEPARATIONS	RESOURCING	SEPERATIONS	RESOURCING	STRENGTH
SCIENTIFIC AND PROFESSIONAL	AG	MALE	1	2	0	0	5
		FEMALE	1	0	0	0	0
	CH	MALE	3	1	0	1	7
		FEMALE	1	1	0	0	1
	EN-ENG	MALE	3	6	0	0	9
		FEMALE	0	0	0	0	0
TECHNICAL	EG-ESS	MALE	11	2	1	0	4
		FEMALE	1	0	0	0	1
ADMINISTRATIVE & FOREIGN SERVICE	PG	MALE	1	0	0	0	4
		FEMALE	0	0	0	0	0



2.0 PERSONNEL SYSTEMS REVIEW

2.1 STAFFING

2.1 ANALYSE DU SYSTÈME DE LA DOTATION

Introduction

La présente analyse a pour but de vérifier si l'usage du système de dotation en place défavorise l'emploi des groupes cibles (femmes, autochtones et personnes handicapées).

L'analyse en question consistait à vérifier la situation des groupes cibles à différents stades des processus de dotation et à tester un certain nombre d'hypothèses dont les suivantes :

- les rapports femmes éliminées/candidates sont supérieurs aux rapports correspondants chez les hommes.
- les rapports femmes disqualifiées/candidates sont supérieurs aux rapports correspondants chez les hommes.
- les femmes sont généralement éliminées et disqualifiées pour des raisons différentes de celles qui concernent les hommes (ex.: manque de formation, d'expérience, de connaissances, d'habiletés, etc.).
- les rapports femmes nommées/candidates sont inférieurs aux rapports correspondants chez les hommes.
- les origines ou postes antérieurs des femmes nommées diffèrent significativement des origines des hommes nommés.

Méthodologie

Afin de procéder à la vérification des hypothèses, une collecte de données ainsi que des analyses ont été effectuées.

La collecte de données consistait à examiner les dossiers de concours de façon à reconstituer les processus et à suivre ce qui arrivait aux divers candidats et candidates au cours de ces processus et, finalement, à compiler les données pour fins d'analyse. En plus d'examiner les dossiers de concours, il a aussi été nécessaire de consulter les dossiers personnels de certains candidats et candidates, afin d'identifier l'origine ou le poste antérieur de ces derniers.

Dans l'ensemble, l'analyse du système de dotation est d'une part basé sur l'examen de 91 dossiers de concours, soit 96% d'un ensemble de 95 concours tenus pendant l'année financière 1983-84 et qui visaient certains groupes sélectionnés, soit: AS, CO, PM, ES, SG-PEM, SG-SRE, PI, TI, EX, SM. D'autre part, notre analyse s'appuie sur l'examen de 26 dossiers de nominations "sans concours", soit l'ensemble des nominations "sans concours" effectuées chez les mêmes groupes à l'intérieur de la Région de la capitale nationale pendant l'année financière 1983-84.

En ce qui a trait à la sélection des dossiers de concours examinés, cette sélection est expliquée par les raisons ci-dessous.

En premier lieu, l'exclusion des concours pour postes à durée déterminée est due au fait que les employés du ministère embauchés sur une base déterminée travaillent majoritairement au sein de deux unités (MIUF et Commission métrique) qui sont appelées à disparaître.

Deuxièmement, les dossiers de concours touchant les groupes AG, BI, CH, DD, EG-ESS, EN-ENG, GT, LS, OM, PG et SI n'ont pas été examinés parce que les nombres d'employés embauchés sur une base indéterminée à l'intérieur de ces groupes sont trop petits (moins de 11 employés par groupe) pour être statistiquement significatifs.

Troisièmement, il ne fut pas jugé pertinent d'examiner les dossiers visant les groupes CR, DA-CON, DA-PRO, OE-MEO, OE-MSE, ST-OCE, ST-TYP, ST-SCY parce que les employés à l'intérieur de ces groupes sont presque tous à majorité féminine, ce qui suggère qu'il n'y a pas là de discrimination à l'endroit des femmes.

En quatrième lieu, les dossiers de concours concernant les groupes CS, FI, IS et PE n'ont pas été étudiés parce la représentation ministérielle des femmes, pour ces groupes, est d'une part supérieure à la représentation féminine pour l'ensemble de la Fonction publique et dépasse d'autre part la disponibilité externe établie par la Commission de la Fonction Publique.

Quant à la sélection des niveaux à l'intérieur des groupes choisis, elle fut déterminée suite à une analyse comparative de la représentation des femmes travaillant à divers niveaux à l'intérieur de ces mêmes groupes à l'échelle de la Fonction publique et de la disponibilité externe.

Dans certains cas, finalement, le nombre de dossiers examinés est inférieur au nombre de concours qui ont effectivement eu lieu. Il s'agit de cas où les dossiers étaient soit égarés, soit non-complétés et donc encore actifs au moment où la collecte de données fut effectuée.

APERÇU DES DOSSIERS DE CONCOURS EXAMINÉS

Groupes et Niveaux	Concours tenus dans la Région de la capitale nationale (RCN)		Concours examinés régions	Somme des concours	
	Concours Examinés	Concours Existants	Concours Examinés	Concours Examinés	Concours Existants
CO-1	4	4		4	4
CO-2	3	4		3	4
CO-3	1	2		1	2
ES-3	3	3		3	3
ES-4	2	2		2	2
ES-5	2	3		2	3
ES-6	3	3		3	3
AS-3	1	1		1	1
AS-4	3	3		3	3
AS-5	0	0		0	0
AS-6	1	1		1	1
AS-7	1	1		1	1
PM-3	2	3	2	4	5
PM-4	5	5	4	9	9
PM-5	0	0	0	0	0
PM-6	1	1	0	1	1
SG-PEM-4	10	10		10	10
SG-SRE-1	0	0	1	1	1
SG-SRE-2	0	0	5	5	5
SG-SRE-3	1	1	1	2	2
PI-3	0	0	3	3	3
PI-4	0	0	5	5	5
PI-6	0	0	1	1	1
TI-2	0	0	1	1	1
TI-3	0	0	9	9	9
TI-4	0	0	8	8	8
TI-5	0	0	4	4	4
TI-6	0	0	2	2	2
TI-7	0	0	2	2	2
TOTAUX	43	47	48	91	95

Observations portant sur les raisons d'éliminations et de disqualifications figurant dans l'ensemble des concours étudiés

Le facteur d'élimination le plus important tant chez les femmes que chez les hommes est le "manque d'expérience".

De son coté, le facteur de disqualification le plus important chez les femmes comme chez les hommes est le "manque de connaissances".

Les tableaux ci-dessous montrent l'importance relative de ces facteurs par rapport aux autres facteurs d'élimination et de disqualification.

Données sur les raisons d'éliminations

Raisons	(%) # d'hommes éliminés dû à la raison notée/ Total des hommes éliminés	(%) # de femmes éliminées dû à la raison notée/ Total de femmes éliminées
Manque de formation	7%	4%
Manque d'expérience	48%	63%
Manque de formation et d'expérience	7%	12%
Ne rencontre pas les exigences linguistiques	1%	0%
N'est pas membre d'une association professionnelle	1%	0%
N'est pas membre d'une association professionnelle et, en plus, manque d'expérience	1%	0%
N'est pas membre d'une association professionnelle et, en plus, manque d'expérience et de formation	2%	0%
Le candidat n'a pas pu être contacté	5%	2%
Le candidat a postulé en retard	4%	0%
Le candidat est hors de la zone de concours	8%	4%
Un aveugle ne pourrait pas faire le travail	Moins de 1%	0%
Les exigences non-rencontrées ne sont pas explicitées dans les dossiers	16%	16%

Données sur les raisons de disqualification

Raisons	(%) # d'hommes disqualifiés dû à la raison notée/ Total des hommes disqualifiés	(%) # de femmes disqualifiées dû à la raison notée/ Total de femmes disqualifiées
Manque de connaissances	67%	60%
Manque d'habiletés	12%	13%
Manque d'aptitudes personnelles	2%	4%
Manque de connaissances et d'habiletés	0%	0%
Manque de connaissances et d'aptitudes personnelles	1%	0%
Manque d'habiletés et d'aptitudes personnelles	2%	3%
Manque de connaissances, d'habiletés et d'aptitudes personnelles	1%	0%
Manque de "capacités"	Moins de 1%	0%
Ne rencontre pas les exigences linguistiques	Moins de 1%	3%
"Lacks breadth and management perspective"	2%	0%
Absence à l'examen	2%	4%
Manque de "jugement"	0%	1%
Les raisons de disqualification ne sont pas explicitées dans les dossiers	7%	6%
Pas disqualifié comme tel, mais pas éligible parce qu'il y a suffisamment de candidats éligibles	3%	4%

Observations portant sur l'usage de tests, d'entrevues et d'évaluation de rendement à l'intérieur des concours examinés

Voici ci-dessous un aperçu de la mesure dans laquelle on a eu recours aux tests, aux entrevues et aux évaluations de rendement au cours des processus de dotation visant 82 concours.

- Usage d'une entrevue seulement:	28 concours
- Usage d'un test et d'une entrevue:	18 concours
- Utilisation d'une entrevue et d'évaluations de rendement:	14 concours
- Usage d'un test, d'une entrevue et d'évaluations de rendement:	9 concours
- Utilisation d'évaluations de rendement seulement:	9 concours
- Usage d'un test seulement:	2 concours
- Usage d'un test et d'évaluations de rendement:	2 concours

Observations générales:

- L'entrevue est le mode d'évaluation le plus fréquemment utilisé, mais on ne s'en sert pas toujours.
- Dans tous les concours, on a fait usage d'au moins un des modes d'évaluation considérés (entrevue, test ou évaluation de rendement).
- Dans neuf concours, on a fait usage d'évaluations de rendement seulement; il s'agissait de concours à l'intérieur desquels il n'y avait qu'un seul candidat admis. Ces candidats consistaient en huit hommes et une femme qui travaillaient tous au sein des directions ou des bureaux régionaux concernés par les concours, comme le montrent les données présentées ci-dessous.

Données sur les concours à l'intérieur desquels on a fait usage d'évaluation de rendement seulement (parmi les 3 modes d'évaluation considérés):

- 1) Groupe et niveau du poste: CO-1
Sexe du candidat(e): homme
Origine: travaillait déjà à un poste déterminé au sein de la direction concernée.
- 2) Groupe et niveau du poste: AS-4
Sexe du candidat(e): homme
Origine: occupait déjà le poste de façon intérimaire.

- 3) Groupe et niveau du poste: PM-4
Sexe du candidat(e): homme
Origine: il s'agissait d'un PM-4 affecté à un poste indéterminé dans la même région.
- 4) Groupe et niveau: PM-4
et Sexe du candidat(e): femmes
- 5) Origines: il s'agissait de deux PM-4 affectées à des postes déterminés au sein des directions concernées par les concours.
- 6) Groupe et niveau: PI-4
Sexe du candidat(e): homme
Origine: travaillait déjà comme PI-4 au sein du même bureau régional.
- 7) Groupe et niveau: ES-3
- 8) Sexe du candidat(e): 2 hommes et 1 femme
et Origines: la femme et un des hommes travaillaient respectivement comme
- 9) ES-2 et ES-3 à des postes déterminés au sein de la direction concernée par les concours. L'autre homme travaillait comme ES-2 à un poste déterminé au sein de la direction concernée par le concours.

Observations sur les nominations "sans concours" examinées

En ce qui a trait aux nominations "sans concours" visant les groupes CO, AS, PM, ES, SG-PEM et SG-SRE dans la Région de la Capitale nationale au cours de l'année financière 1983-84, il y a eu 18 nominations chez les hommes et 8 chez les femmes.

Parmi les 18 hommes nommés, deux occupaient déjà le poste de façon intérimaire, trois travaillaient déjà au sein de la direction, 5 travaillaient déjà à l'intérieur du bureau (mais dans une autre direction) et 8 étaient soit des fonctionnaires provenant de l'extérieur du ministère, soit des fonctionnaires d'origine non identifiée dans les dossiers.

Quant aux 8 femmes nommées, 5 d'entre elles occupaient déjà un poste au sein de la direction, deux travaillaient à l'intérieur du bureau (mais dans une autre direction) et une était une fonctionnaire provenant de l'extérieur du ministère.

Les candidatures prioritaires de la CFP

Il arrive régulièrement que la CFP soumette des candidatures prioritaires à considérer lors des concours.

Bien qu'aucune collecte de donnée systématique n'ait été faite dans le cadre de notre étude afin de vérifier combien il y avait de candidatures prioritaires dans les dossiers examinés, ce genre de collecte de donnée sera désormais effectuée à l'aide du système "Work in Progress" (WIP) à la direction du personnel. C'est ainsi qu'à l'avenir, il sera facile de déterminer combien de candidats prioritaires sont référés par la CFP et combien parmi ces candidats sont nommés dans les concours.

Annonces dans les journaux

La Commission de la Fonction publique assume la responsabilité d'avoir recours à des annonces dans les journaux dans les cas où son inventaire est épuisé en ce qui concerne le type de candidats recherchés.

Dans les dossiers de concours que nous avons examinés, aucune évidence indiquait que la CFP avait fait appel aux annonces de journaux afin de trouver des candidats.

Observations visant les autochtones

Voici une brève description des cas où sont identifiés des candidats autochtones à l'intérieur des dossiers de concours.

- Un homme métis était candidat à un concours restreint de niveau PM-3. Ce concours a cependant été annulé pour les deux raisons suivantes:
 - 1) La permanence du poste était remise en question.
 - 2) Il n'y avait pas assez de candidats (le candidat autochtone était le seul qui rencontrait les exigences de base).
- Une femme autochtone s'est rendue jusqu'en 3^e place sur la liste d'admissibilité à un concours restreint de niveau SG-SRE-3. Cette autochtone n'a cependant pas été nommée (c'est un homme qui a eu le seul poste disponible).
- Une femme autochtone s'est rendue jusqu'en 1^{ère} place sur la liste d'admissibilité à un concours fermé de niveau TI-2. Un appel fut logé contre l'admissibilité de cette personne parce qu'elle ne rencontrait pas les exigences de base du concours. L'admissibilité de la personne autochtone a donc été retirée.
- Un homme autochtone a été disqualifié pour "manque de connaissances" à un concours interministériel de niveau TI-3.
- Une femme autochtone a été disqualifiée pour "manque de connaissances" à un concours restreint de niveau TI-3. Cette même femme a cependant été nommée à un autre concours interministériel de niveau TI-3. Cette personne occupait précédemment un poste de niveau CR-4 (Electricity and Gas Statistical Clerk).
- Un homme autochtone a été disqualifié pour ne pas avoir démontré les capacités requises à un concours restreint de niveau TI-4.

Observations visant les personnes handicapées

Voici une brève description des cas où sont identifiées des personnes handicapées à l'intérieur des dossiers de concours.

- Un homme aveugle a été éliminé d'un concours pour un poste CO-1 parce qu'il serait impossible qu'un aveugle puisse faire le travail d'un CO-1.

- Un homme handicapé a été éliminé d'un concours pour un poste CO-2 parce que cet homme n'avait ni l'éducation, ni l'expérience exigées dans l'énoncé de qualités du concours.
- Un homme handicapé a été nommé à un poste CO-2.
- Un handicapé(e) (de sexe non noté) a été éliminé d'un concours pour un poste CO-3 parce que cet individu ne rencontrait pas les exigences de base du concours au niveau de l'éducation et de l'expérience.

Comités de sélection des concours examinés:

Sur les concours examinés on note dans 32% des cas la présence d'une femme sur le comité de sélection. Sur tous les concours examinés, il y a eu deux concours où il nous apparaît essentiel de s'interroger sur l'impact possible de la présence d'une femme au comité de sélection. Dans les deux cas, les femmes étaient admissibles mais n'ont pas été nommées.

1er cas:

Dans un concours ouvert de niveau CO-1, la seule femme admissible parmi un total de 7 candidats admissibles n'a pas été nommée. La femme était donc au dernier rang sur la liste d'admissibilité.

2e cas:

Dans un concours interministériel de niveau ES-6, la seule femme admissible parmi un total de trois candidats admissibles n'a pas été nommée tandis que les deux autres (hommes) ont été nommés. La femme était donc au dernier rang sur la liste d'admissibilité.

Le comité de sélection était composé de trois hommes. La question d'attitude est très difficile à aborder mais un effort pour avoir plus de femmes sur les comités de sélection devra être poursuivi pour s'assurer que le processus de sélection ne discrimine pas inconsciemment.

Résultats d'analyse des concours du groupe CO

Types de concours examinés

Sur quatre concours examinés au niveau CO-1, trois étaient ouverts (OC) et un était fermé (CC).

Au niveau CO-2, il y avait trois concours fermés (dont un qui a été annulé) et un concours ouvert interministériel (CCID).

Au niveau CO-3, il s'agissait d'un concours ouvert interministériel (CCID).

Observations portant sur le processus

Candidatures

Les rapports # de femmes/somme des candidates diminuent du niveau CO-1 au niveau CO-3.

Voici ces rapports:

Niveau CO-1: 23 femmes (37%)
62 candidat(e)s

Niveau CO-2: 18 femmes (24%)
74 candidat(e)s

Niveau CO-3: 3 femmes (19%)
16 candidat(e)s

Disqualifications

Dans l'ensemble des concours CO (et particulièrement aux niveaux CO-1 et CO-2), les rapports femmes disqualifiées (18 ou 41%)
candidates 44

sont supérieurs aux rapports hommes disqualifiés (31 ou 29%)
candidats 108

Chez les hommes comme chez les femmes, le facteur le plus important associé aux disqualifications est le "manque de connaissances".

Le plus grand nombre de disqualifications dues à ce facteur se trouve au niveau des concours CO-2. Certain(e)s des candidat(e)s disqualifié(e)s dans ces concours étaient des CO-1 travaillant déjà dans les bureaux/directions où se trouvent les postes à remplir; il s'agit de 10 hommes CO-1 et de deux femmes CO-1. Dans un des concours (CC) où deux femmes CO-1 et 10 hommes CO-1 furent disqualifiés pour "manque de connaissances", on fait remarquer que toutes les personnes n'ayant pas au moins 18 mois d'expérience dans le bureau ont échoué le test, tandis que toutes les personnes ayant acquis plus de 36 mois d'expérience dans le bureau l'ont réussi. De même, toutes les personnes ayant travaillé comme CO pendant toutes les étapes d'une enquête ont réussi le test. Voilà donc, semble-t-il, pourquoi tant de CO-1 ont échoué le test.

Nominations

Dans l'ensemble des concours C0, le rapport $\frac{\text{femmes nommées}}{\text{candidates}}$ (20 ou 19%)

est semblable au rapport $\frac{\text{hommes nommés}}{\text{candidats}}$ (9 ou 20%)

Au niveau C0-2, presque tous(tes) les candidat(e)s nommé(e)s travaillaient déjà comme C0-1 à l'intérieur des directions ou des bureaux concernés par les concours (largement de type "CC").

Conclusions

Dans l'ensemble des concours C0 examinés, les femmes nommées n'ont constitué qu'environ le tiers des nominations (9 femmes sur un total de 29 nominations).

Cette faible représentation de femmes au stade des nominations semble largement due au fait que les femmes étaient généralement moins nombreuses que les hommes au stade des mises en candidature (108 hommes vs 44 femmes). Notons également que plus les niveaux étaient hauts (C0-1, 2, et 3), moins les rapports femmes nommées/somme des candidats étaient grands.

Dans l'ensemble des concours C0, le rapport femmes nommées/candidates (9/44 ou 20%) est semblable en pourcentage au rapport hommes nommés/candidats (20/108 ou 19%). On remarque aussi que le rapport femmes disqualifiées/candidates (18/44 ou 41%) est supérieur au rapport hommes disqualifiés/candidats (31/108 ou 29%).

Chez les femmes comme chez les hommes, le facteur le plus important associé aux disqualifications était le "manque de connaissances", facteur qui semble surtout concerner les candidat(e)s n'ayant pas acquis au moins 18 mois d'expérience en tant que C0-1.

Concernant les candidat(e)s nommé(e)s au niveau des concours C0-2, presque tous travaillaient déjà comme C0-1 à l'intérieur des directions ou des bureaux concernés par les concours.

TABLEAU DES DONNEES NUMERIQUES DES CONCOURS CO

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% hommes total hommes	% hommes total H + F	Nombre femmes	% femmes total femmes	% femmes total H + F
Niveau CO-1							
Candidat(e)s	62	39	100%	63%	23	100%	37%
Admis(es)	44	24	62%	39%	20	87%	32%
Eligibles	15	8	21%	13%	7	30%	11%
Nommé(e)s	9	6	15%	10%	3	13%	5%
Appels	0	0	0%	0%	0	0%	0%
Niveau CO-2							
Candidat(e)s	74	56	100%	76%	18	100%	24%
Admis(es)	49	33	59%	45%	16	89%	22%
Eligibles	20	13	23%	18%	7	39%	9%
Nommé(e)s	19	13	23%	18%	6	33%	8%
Appels	1	1	2%	1%	0	0%	0%
Niveau CO-3							
Candidat(e)s	16	13	100%	81%	3	100%	19%
Admis(es)	3	3	19%	19%	0	0%	0%
Eligibles	1	1	6%	6%	0	0%	0%
Nommé(e)s	1	1	8%	6%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Ensemble des CO							
Candidat(e)s	152	108	100%	71%	44	100%	29%
Admis(es)	96	60	56%	39%	36	82%	24%
Eligibles	36	22	20%	14%	14	32%	9%
Nommé(e)s	29	20	19%	13%	9	20%	6%
Appels	1	1	0%	1%	0	0%	0%

Résultats d'analyse des concours AS

Types de concours

Les résultats d'analyse qui suivent découlent de l'étude des concours suivants:

- Un concours fermé ("CC") au niveau AS-3
- Deux concours fermés ("CC") au niveau AS-4
- Un concours ouvert interministériel ("CCID") au niveau AS-6.

Cet ensemble de concours comprend tous les concours AS (pour postes indéterminés), sauf un concours ("CCID") de niveau AS-4 et un concours ("CCID") de niveau AS-7 qui ont été annulés.

Sommaire des données numériques

	Candidats				Admis				Eligib.				Nomina.				Appels			
	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha
AS-3			3				2				1				1					
AS-4		3		3			2				2				2					
AS-6		8		2			3				1				1					
AS		11		8			5			2			3			1				

- * H-hommes
- F-femmes
- A-autochones
- Ha-handicapés

Observations portant sur les processus

Eliminations

Le rapport femmes éliminées/candidates (6/8 ou 75%) est supérieur au rapport correspondant chez les hommes (6/11 ou 55%).

Nominations

Le rapport femmes nommées/candidates (1/8 ou 13%) est inférieur au rapport correspondant chez les hommes (3/11 ou 27%).

Conclusion

Sur quatre nominations, seule une femme fut choisie. Cette faible représentation des femmes parmi les nominations semble largement due au deux facteurs ci-dessous.

En premier lieu, il y avait moins de femmes que d'hommes au stade des mises en candidature (8 femmes vs 11 hommes). En deuxième lieu, le rapport femmes éliminées/candidates (6/8) était supérieur au rapport hommes éliminés/candidats (6/11).

Concernant les raisons d'élimination, il n'apparaît pas y avoir de différences significatives entre les raisons d'élimination des hommes et celles des femmes.

En ce qui touche l'origine des candidat(e)s éliminé(e)s, par ailleurs, ces candidat(e)s travaillaient tous(tes) à l'extérieur des bureaux concernés par les postes pour lesquels ils se présentaient.

Quant aux candidat(e)s choisi(e)s, deux des trois hommes occupaient déjà le poste en question d'une façon intérimaire, tandis que les autres choisi(e)s (un homme et une femme) travaillaient au sein de la direction.

Résultats d'analyse des concours du groupe PM

Types de concours examinés

Au niveau PM-3, un concours ouvert interministériel (CCID) ainsi que trois concours fermés ont été examinés; l'un de ces derniers avait toutefois été annulé. Au niveau PM-4, nous avons examiné 6 concours fermés, deux concours ouverts ainsi qu'un concours ouvert interministériel. Au niveau PM-6, un concours ouvert interministériel a été examiné.

Observations portant sur les processus

Candidatures

Dans l'ensemble, les femmes ne constituent que 22% des candidatures. De plus, la proportion de femmes au stade des mises en candidature est davantage faible aux niveaux PM-4 (20%) et PM-6 (16%).

Nominations

Dans l'ensemble, le rapport femmes nommées/candidates (19%) est supérieur au rapport correspondant chez les hommes (11%).

Chacune des quatre femmes nommées a reçu un poste au niveau PM-4. Trois d'entre elles travaillent déjà comme PM-3 ou PM-4 à l'intérieur de la même direction et une travaillait comme PM-4 à l'intérieur du même bureau.

Conclusion

Dans l'ensemble, plus d'hommes que de femmes ont été nommés (huit hommes et quatre femmes). Cette faible représentation des femmes au stade des nominations semble principalement due au fait qu'il y avait significativement moins de femmes que d'hommes au stade des mises en candidature.

TABEAU DES DONNEES NUMERIQUES DES CONCOURS PM

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% hommes total hommes	% hommes total H + F	Nombre femmes	% femmes total femmes	% femmes total H + F
Niveau PM 3							
Candidat(e)s	50	38	100%	76%	12	100%	24%
Admis(es)	26	18	47%	36%	8	66%	16%
Eligibles	7	5	13%	10%	2	17%	4%
Nommé(e)s	3	3	7%	6%	0	0%	0%
Appels	1	1	3%	2%	0	0%	0%
Niveau PM-4							
Candidat(e)s	35	28	100%	80%	7	100%	20%
Admis(es)	24	18	64%	51%	6	86%	17%
Eligibles	12	7	25%	20%	5	71%	14%
Nommé(e)s	8	4	14%	11%	4	57%	11%
Appels	0	0	0%	0%	0	0%	0%
Niveau PM-6							
Candidat(e)s	12	10	100%	83%	2	100%	16%
Admis(es)	6	4	40%	33%	2	100%	16%
Eligibles	2	1	10%	8%	1	50%	8%
Nommé(e)s	1	1	10%	8%	0	0%	0%
Appels	2	2	20%	16%	0	0%	0%
Niveau PM-3,4,6							
Candidat(e)s	97	76	100%	78%	21	100%	22%
Admis(es)	56	40	53%	41%	16	76%	16%
Eligibles	21	13	17%	13%	8	38%	8%
Nommé(e)s	12	8	11%	8%	4	19%	4%
Appels	3	3	4%	3%	0	0%	0%

Résultats d'analyse des concours du groupe SG-SRE

Types de concours examinés

Les types de dossiers de concours qui ont été examinés sont les suivants:

Un "CCID" au niveau SG-SRE-1, quatre concours ouverts et un concours par inventaire (IV) au niveau SG-SRE-2 et deux concours fermés au niveau SG-SRE-3.

Observations portant sur les processus

Dans l'ensemble, il y avait un peu plus de femmes que d'hommes au stade des mises en candidature. Cependant, les femmes étaient moins nombreuses que les hommes au niveau SG-SRE-3 (9 hommes et 3 femmes).

Nominations

Pour l'ensemble du groupe, le rapport femmes nommées/candidates (21%) est supérieur au rapport correspondant chez les hommes (10%).

Au niveau SG-SRE-3, tous les nommés (2 hommes et 1 femme) travaillaient déjà comme SG-SRE-2 à l'intérieur de la région concernée par le concours.

Conclusion

Dans l'ensemble, plus de femmes que d'hommes ont été nommées, ce qui semble s'expliquer par le fait qu'il y avait plus de femmes que d'hommes au niveau des mises en candidature et par le fait que le rapport femmes nommées/candidates était supérieur au rapport correspondant chez les hommes.

Remarquons toutefois qu'au niveau SG-SRE-3, il y avait plus d'hommes (9) que de femmes (3) au stade des mises en candidature et qu'un plus grand nombre d'hommes (2) que de femmes (1) ont été nommés.

TABLEAU DES DONNEES NUMERIQUES DES CONCOURS SG-SRE

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% <u>hommes</u> total hommes	% <u>hommes</u> total H + F	Nombre femmes	% <u>femmes</u> total femmes	% <u>femmes</u> total H + F
Niveau SG-SRE-1							
Candidat(e)s	4	3	100%	75%	1	100%	25%
Admis(es)	4	3	100%	75%	1	100%	25%
Eligibles	0	0	0%	0%	0	0%	0%
Nommé(e)s	0	0	0%	0%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Niveau SG-SRE-2							
Candidat(e)s	46	17	100%	37%	29	100%	63%
Admis(es)	38	12	71%	26%	26	90%	57%
Eligibles	11	2	12%	4%	9	31%	19%
Nommé(e)s	7	1	6%	2%	6	21%	13%
Appels	0	0	0%	0%	0	0%	0%
Niveau SG-SRE-3							
Candidat(e)s	12	9	100%	75%	3	100%	25%
Admis(es)	10	7	77%	58%	3	100%	25%
Eligibles	5	2	22%	17%	3	100%	25%
Nommé(e)s	3	2	22%	17%	1	33%	8%
Appels	0	0	0%	0%	0	0%	0%
SG-SRE - 1,2,et 3							
Candidat(e)s	62	29	100%	47%	33	100%	53%
Admis(es)	52	22	76%	35%	30	91%	48%
Eligibles	16	4	14%	6%	12	36%	19%
Nommé(e)s	10	3	10%	5%	7	21%	11%
Appels	0	0	0%	0%	0	0%	0%

Résultats d'analyse des concours du groupe SG-PEM-4

Types de concours examinés

Dans les 10 cas examinés, il s'agissait de concours ouverts (OC).

Observations portant sur les processus

Sources de candidats(es)

Les sources de candidats étaient les suivantes: les candidatures soumises au ministère, le répertoire de la Commission de la Fonction publique ainsi que l'Association canadienne française pour l'avancement des sciences (ACFAS).

Sommaire des données numériques

*	Candidats				Admis				Eligib.				Nomin.				Appels			
	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha	H	F	A	Ha
PEM-4	7	3	0	0	7	3			7	3			7	3			0	0		

- * H- hommes
- F- femmes
- A- autochones
- Ha- handicapés

Données sur les nominations

HOMMES	FEMMES
- 7 non fonctionnaires	- 2 non fonctionnaires - 1 fonctionnaire externe
Note: Quatre des sujets sont nommés SG-PEM-1 tandis que trois sont nommés SG-PEM-2.	Note: Les 2 non fonctionnaires sont nommées SG-PEM-1 tandis que l'autre est nommée SG-PEM-2.

Conclusion

Dans l'ensemble des 10 concours, trois femmes et 7 hommes ont été considéré(e)s et chacun fut nommé(e).

Aucun de ces individus ne travaillait déjà au ministère et tous(tes) ont été nommé(e)s soit SG-PEM-01, soit SG-PEM-02.

Résultats d'analyse des concours du groupe ES

Types de concours examinés

Au niveau ES-3, nous avons consulté trois concours fermés.

Au niveau ES-4, les deux concours examinés étaient de type "ouvert interministériel" (CCID).

Au niveau ES-5, deux concours ouverts interministériels ont été consultés (l'un d'eux fut annulé).

Au niveau ES-6, les trois concours examinés étaient de type "ouvert interministériel" (CCID).

Observations portant sur les processus

Candidatures

Les candidatures masculines étaient au moins trois fois plus nombreuses que les candidatures féminines à chacun des niveaux.

Eliminations

Dans l'ensemble, le rapport femmes éliminées/candidates (39%) est inférieur au rapport équivalent chez les hommes (46%).

Chez les hommes comme chez les femmes, le facteur le plus important associé aux éliminations est le "manque d'expérience" (chez 32 des 129 candidats hommes et chez 7 des 31 candidates).

Disqualifications

Dans l'ensemble, le rapport femmes disqualifiées/candidates (35%) est inférieur au rapport équivalent chez les hommes (39%).

Nominations

Dans l'ensemble, le rapport femmes nommées/candidates (3/31 ou 10%) est supérieur au rapport équivalent chez les hommes (7/129 ou 5%).

Chacune des trois femmes nommées travaillait déjà comme ES (de niveau immédiatement inférieur) à l'intérieur de la même direction. Chez les hommes, 6 des 7 nommés étaient des ES. Deux des 7 hommes travaillaient déjà dans la même direction, un travaillait dans le même bureau et les quatre autres venaient de l'extérieur du ministère.

Conclusion

Dans l'ensemble des concours, les femmes nommées n'ont constitué que 30% des nominations (trois femmes sur 10 nominations).

Cette faible représentation des femmes parmi les nominations semble principalement due à la faible représentation des femmes au stade des mises en candidature (31 femmes sur un total de 160 candidats(es) ou 19%).

TABLEAU DES DONNEES NUMERIQUES DES CONCOURS ES

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% <u>hommes</u> total hommes	% <u>hommes</u> total H + F	Nombre femmes	% <u>femmes</u> total femmes	% <u>femmes</u> total H + F
Niveau ES 3							
Candidat(e)s	17	13	100%	76%	4	100%	24%
Admis(es)	3	2	15%	12%	1	25%	6%
Eligibles	3	2	15%	12%	1	25%	6%
Nommé(e)s	3	2	15%	12%	1	25%	6%
Appels	0	0	0%	0%	0	0%	0%
Niveau ES-4							
Candidat(e)s	48	37	100%	77%	11	100%	23%
Admis(es)	25	19	51%	40%	6	55%	13%
Eligibles	2	2	5%	4%	0	0%	0%
Nommé(e)s	2	2	5%	4%	0	0%	4%
Appels	0	0	0%	0%	0	0%	0%
Niveau ES-5							
Candidat(e)s	37	32	100%	86%	5	100%	14%
Admis(es)	13	11	34%	30%	2	40%	5%
Eligibles	1	0	0%	0%	1	20%	3%
Nommé(e)s	1	0	0%	0%	1	20%	3%
Appels	0	0	0%	0%	0	0%	0%
Niveau ES-6							
Candidat(e)s	58	47	100%	81%	11	100%	19%
Admis(es)	35	28	60%	48%	7	64%	12%
Eligibles	6	4	8%	7%	2	18%	3%
Nommé(e)s	4	3	6%	5%	1	9%	2%
Appels	0	0	0%	0%	0	0%	0%
TOTAL ES							
Candidat(e)s	160	129	100%	81%	31	100%	19%
Admis(es)	76	60	46%	38%	16	52%	10%
Eligibles	12	8	6%	5%	4	13%	3%
Nommé(e)s	10	7	5%	4%	3	10%	2%
Appels	0	0	0%	0%	0	0%	0%

Résultats d'analyse des concours du groupe PI

Types de concours examinés

Les types de concours qui ont été examinés sont les suivants: Un "CCID" et 2 concours fermés au niveau PI-3, trois concours fermés (dont un qui avait été annulé) au niveau PI 4 et un "CCID" au niveau PI-6.

Observations portant sur les processus

Candidatures

Dans l'ensemble, les hommes étaient plus nombreux que les femmes au stade des mises en candidature (75 hommes vs 35 femmes). Notons qu'il n'y avait pas de candidatures féminines au niveau PI-4.

Nominations

Dans l'ensemble des concours examinés, le rapport femmes nommées/candidates (3%) est inférieur au rapport correspondant chez les hommes (8%).

Conclusion

En somme, une femme et six hommes ont été nommé(e)s dans les concours PI examinés. Cette situation semble due aux deux facteurs suivants. Premièrement, il y avait plus d'hommes que de femmes au stade des mises en candidature et ce tout spécialement au niveau PI-4 où il n'y avait que trois candidats masculins.

Deuxièmement, le rapport femmes nommées/candidates (3%) est significativement inférieur au rapport correspondant chez les hommes (8%) et ce, semble-t-il, parce que les femmes admissibles n'auraient pas été en position de priorité par rapport aux hommes admissibles sur les listes d'admissibilité.

TABLEAU DES DONNEES NUMERIQUES DES CONCOURS PI

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% hommes total hommes	% hommes total H + F	Nombre femmes	% femmes total femmes	% femmes total H + F
Niveau PI 3							
Candidat(e)s	88	55	100%	62%	33	100%	38%
Admis(es)	54	37	67%	42%	17	52%	19%
Eligibles	11	7	13%	8%	4	12%	4%
Nommé(e)s	4	3	5%	3%	1	3%	1%
Appels	1	1	2%	1%	0	0%	0%
Niveau PI-4							
Candidat(e)s	3	3	100%	100%	0	0%	0%
Admis(es)	3	3	100%	100%	0	0%	0%
Eligibles	3	3	100%	100%	0	0%	0%
Nommé(e)s	2	2	66%	66%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Niveau PI-6							
Candidat(e)s	19	17	100%	89%	2	100%	11%
Admis(es)	9	9	53%	47%	0	0%	0%
Eligibles	2	2	12%	11%	0	0%	0%
Nommé(e)s	1	1	6%	5%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Niveaux PI-3,4,6							
Candidat(e)s	110	75	100%	68%	35	100%	32%
Admis(es)	66	49	65%	45%	17	49%	15%
Eligibles	16	12	16%	11%	4	11%	4%
Nommé(e)s	7	6	8%	5%	1	3%	1%
Appels	1	1	1%	1%	0	0%	0%

Résultats d'analyse des concours du groupe TI

Types de concours examinés

Au niveau TI-2, un concours fermé a été examiné. Au niveau TI-3, nous avons consulté cinq concours ouverts, trois concours fermés et un concours ouvert interministériel (CCID).

Aux niveaux TI-4, TI-5 et TI-6, nous avons respectivement examiné 8, quatre et deux concours fermés. Au niveau TI-7, deux concours ouverts ont été consultés.

Observations portant sur les processus

Candidatures

D'une façon générale, les femmes n'ont constitué qu'une très faible partie de l'ensemble des candidats. En fait, il n'y a pas eu de candidatures féminines aux niveaux TI-4, 5, 6 et 7.

Nominations

Dans l'ensemble, le rapport femmes nommées/candidates (25%) est supérieur au rapport correspondant chez les hommes (14%).

Conclusion

Beaucoup plus d'hommes que de femmes ont été nommés (26 hommes et 3 femmes). Cette situation est principalement due au fait qu'il n'y avait que très peu de candidatures féminines.

TABLEAU DES DONNÉES NUMÉRIQUES DES CONCOURS TI

	HOMMES				FEMMES		
	Total hommes et femmes	Nombre hommes	% hommes total hommes	% hommes total H + F	Nombre femmes	% femmes total femmes	% femmes total H + F
Niveau TI 2							
Candidat(e)s	3	2	100%	66%	1	100%	33%
Admis(es)	3	2	100%	66%	1	100%	33%
Eligibles	2	1	50%	33%	1	100%	33%
Nommé(e)s	1	1	50%	33%	0	0%	0%
Appels	1	1	50%	33%	0	0%	0%
Niveau TI-3							
Candidat(e)s	64	53	100%	83%	11	100%	17%
Admis(es)	55	47	89%	73%	8	73%	13%
Eligibles	16	13	25%	20%	3	27%	5%
Nommé(e)s	13	10	19%	16%	3	27%	5%
Appels	0	0	0%	0%	0	0%	0%
Niveau TI-4							
Candidat(e)s	51	51	100%	100%	0	0%	0%
Admis(es)	49	49	96%	96%	0	0%	0%
Eligibles	18	18	35%	35%	0	0%	0%
Nommé(e)s	9	9	18%	18%	0	0%	0%
Appels	1	1	2%	2%	0	0%	0%
Niveaux TI-5							
Candidat(e)s	22	22	100%	100%	0	0%	0%
Admis(es)	18	18	82%	82%	0	0%	0%
Eligibles	4	4	18%	18%	0	0%	0%
Nommé(e)s	2	2	9%	9%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Niveau TI 6							
Candidat(e)s	23	23	100%	100%	0	0%	0%
Admis(es)	19	19	83%	83%	0	0%	0%
Eligibles	2	2	9%	9%	0	0%	0%
Nommé(e)s	2	2	9%	9%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
Niveau TI-7							
Candidat(e)s	32	32	100%	100%	0	0%	0%
Admis(es)	13	13	41%	41%	0	0%	0%
Eligibles	3	3	9%	9%	0	0%	0%
Nommé(e)s	2	2	6%	6%	0	0%	0%
Appels	0	0	0%	0%	0	0%	0%
TOTAL							
Candidat(e)s	195	183	100%	94%	12	100%	6%
Admis(es)	157	148	81%	76%	9	75%	5%
Eligibles	45	41	22%	21%	4	33%	2%
Nommé(e)s	29	26	14%	13%	3	25%	2%
Appels	2	2	1%	1%	0	0%	0%

Résultats d'analyse des concours des groupes SM et EX

Concours Ouverts / Candidatures

Sur les 33 concours examinés, il y eut 9 cas où, de l'intérieur du ministère, on a suggéré ou recommandé la nomination d'un individu en particulier (selon les données observées dans les dossiers). Dans 6 de ces 9 cas, l'individu nommé était celui qui avait été recommandé; il s'agissait de quatre hommes et de deux femmes.

Données supplémentaires sur les processus de dotation

Les dossiers auxquels nous avons eu accès afin d'en arriver aux observations ci-dessus contiennent peu d'informations sur les processus de dotation. Par exemple, ces dossiers n'identifient pas le nombre de candidats retrouvés aux différentes étapes des processus de dotation. Étant donné que l'information portant sur ces processus figure dans les dossiers de la Commission de la Fonction publique (CFP), nous n'avons pas été en mesure d'accéder à cette information au cours de notre étude. On s'attend néanmoins à ce qu'à l'avenir, les données contenues dans les dossiers de la CFP nous soient rendues plus accessibles.

Sans Concours / Nominations

Sur 18 individus de sexe identifié qui ont été nommés, tous étaient des hommes.

Candidatures recommandées à partir de l'intérieur du ministère

Selon l'information observée dans les dossiers se rapportant aux 19 nominations "sans concours", il y eut 9 cas où l'on a recommandé, de l'intérieur du ministère, la nomination d'un individu en particulier. Les 9 individus concernés étaient tous des hommes et chacun a été nommé.

Observations portant sur les candidatures recommandées à partir de l'intérieur du ministère

Pour les groupes SM et EX, il y a eu 34 concours de 1981 à avril 1984. Sur ces 34 concours, il y eut 9 cas où, de l'intérieur du ministère, on a suggéré ou recommandé la nomination d'un individu en particulier (selon les données observées dans les dossiers). Dans 6 de ces 9 cas, l'individu nommé était celui qui avait été recommandé; il s'agissait de quatre hommes et de deux femmes.

Pour les mêmes groupes et durant la même période, 19 dossiers "sans concours" furent constitués. Selon l'information contenue dans ces dossiers, il y eut 9 cas où l'on a recommandé, de l'intérieur du ministère, la nomination d'un individu en particulier. Les 9 individus en question (tous hommes) ont été nommés.

SOMMAIRE DES DONNÉES NUMÉRIQUES DES CONCOURS

	Total hommes et femmes	HOMMES			FEMMES		
		Nombre hommes	% hommes total hommes	% hommes total H + F	Nombre femmes	% femmes total femmes	% femmes total H + F
Groupe CO							
Candidat(e)s	152	108	100%	71%	44	100%	29%
Admis(es)	96	60	56%	39%	36	82%	24%
Eligibles	36	22	20%	14%	14	32%	9%
Nommé(e)s	29	20	19%	13%	9	20%	6%
Appels	1	1	0%	1%	0	0%	0%
Groupe AS							
Candidat(e)s	19	11	100%	58%	8	100%	42%
Admis(es)	7	5	45%	26%	2	25%	11%
Eligibles	4	3	27%	16%	1	13%	5%
Nommé(e)s	4	3	27%	16%	1	13%	5%
Appels	0	0	0%	0%	0	0%	0%
Groupe PM							
Candidat(e)s	97	76	100%	78%	21	100%	22%
Admis(es)	56	40	53%	41%	16	76%	16%
Eligibles	21	13	17%	13%	8	38%	8%
Nommé(e)s	12	8	11%	8%	4	19%	4%
Appels	3	3	4%	3%	0	0%	0%
Groupe SG-PEM							
Candidat(e)s	10	7	100%	70%	3	100%	30%
Admis(es)	10	7	100%	70%	3	100%	30%
Eligibles	10	7	100%	100%	3	100%	30%
Nommé(e)s	10	7	100%	100%	3	100%	30%
Appels	0	0	0%	0%	0	0%	0%
Groupe ES							
Candidat(e)s	160	129	100%	81%	31	100%	19%
Admis(es)	76	60	46%	38%	16	52%	10%
Eligibles	12	8	6%	5%	4	13%	3%
Nommé(e)s	10	7	5%	4%	3	10%	2%
Appels	0	0	0%	0%	0	0%	0%
Groupe SG-SRE							
Candidat(e)s	62	29	100%	47%	33	100%	53%
Admis(es)	52	22	76%	35%	30	91%	48%
Eligibles	16	4	14%	6%	12	36%	19%
Nommé(e)s	10	3	10%	5%	7	21%	11%
Appels	0	0	0%	0%	0	0%	0%
Groupe PI							
Candidat(e)s	110	75	100%	68%	35	100%	32%
Admis(es)	66	49	65%	45%	17	49%	15%
Eligibles	16	12	16%	11%	4	11%	4%
Nommé(e)s	7	6	8%	5%	1	3%	1%
Appels	1	1	1%	1%	0	0%	0%
Groupe TI							
Candidat(e)s	195	183	100%	94%	12	100%	6%
Admis(es)	157	148	81%	76%	9	75%	5%
Eligibles	45	41	22%	21%	4	33%	2%
Nommé(e)s	29	26	14%	13%	3	25%	2%
Appels	2	2	1%	1%	0	0%	0%
TOTAUX							
Candidat(e)s	805	618	100%	77%	187	100%	23%
Admis(es)	520	391	63%	49%	129	69%	16%
Eligibles	160	110	18%	14%	50	27%	6%
Nommé(e)s	111	80	13%	10%	31	17%	4%
Appels	7	7	1%	1%	0	0%	0%

Conclusions

Candidature:

Dans l'ensemble, les femmes n'ont constitué que 23% des candidatures.

Éliminations:

Pour l'ensemble des concours, le rapport femmes éliminées/candidates (26%) est légèrement inférieur au rapport correspondant chez les hommes (31%).

Disqualifications:

Dans l'ensemble des concours examinés, le rapport femmes disqualifiées/candidates (36%) est légèrement inférieur au rapport correspondant chez les hommes (41%).

Éligibilité:

Dans l'ensemble, le rapport femmes éligibles/candidates (27%) est supérieur au rapport correspondant chez les hommes (18%).

Nominations:

Bien que dans l'ensemble il y a eu beaucoup moins de femmes nommées que d'hommes (31 femmes et 80 hommes), le rapport femmes nommées/candidates (17% est supérieur au rapport correspondant chez les hommes (13%), ce qui suggère que les femmes ont généralement été employées à un taux supérieur à celui des hommes durant l'année 1983-84.

Comme l'indique le tableau ci-dessous, il n'y a que deux groupes pour lesquels le rapport femmes nommées/candidates est inférieur au rapport hommes nommés/candidats*; il s'agit des groupes AS et PI.

Groupes	Rapport #1 % de femmes nommées/candidates	Rapport #2 % d'hommes nommés/candidats	Rapport #1/Rapport #2
CO	20%	19%	105%
AS	13%	27%	48%
PM	19%	11%	172%
SG-PEM	100%	100%	100%
ES	10%	5%	200%
PI	3%	8%	38%
TI	25%	14%	179%
TOTAL	17%	13%	131%

* Afin de voir si le rapport visant les femmes est significativement inférieur au rapport visant les hommes, nous avons utilisé la méthode intitulée "Adverse Impact Analysis" (Treasury Board, Affirmative Action Training Course, Autumn 1983). Cette méthode consiste à vérifier si le rapport femmes nommées/candidates équivaut à moins de 80% du rapport hommes nommés/candidats; si c'est le cas, on peut considérer la différence entre les rapports comme étant assez significative pour que les causes de cette différence fassent l'objet d'une analyse.

Toutefois, à cause du petit nombre de candidat(e)s impliqué(e)s dans les concours du groupe AS, la différence entre le rapport femmes nommées/candidates et le rapport correspondant chez les hommes ne peut pas être considérée comme étant significative.

En ce qui concerne le groupe PI, cependant, la différence entre les rapports apparaît significative. Il semble que le principal facteur ayant contribué à cette situation serait que les femmes éligibles n'auraient pas été en position de priorité par rapport aux hommes éligibles sur les listes d'admissibilité.

Appels:

En tout, 7 hommes ont chacun interjeté un appel. Dans un seul cas l'appel eut une conséquence sur le processus de dotation; il s'agit d'un concours du groupe TI dans lequel on a fini par annuler l'admissibilité (au premier rang) d'une femme (indienne non-inscrite) parce que cette femme ne rencontrait pas les exigences de base du concours.

Les candidats éligibles qui n'ont pas été nommés:

Des listes d'admissibilités ont été établies dans 23 concours; 26 hommes et 16 femmes se trouvent sur ces listes. Il n'y a aucune observation ni conclusion à apporter. On devrait quand même envisager la possibilité d'embaucher des femmes ou de prolonger la mise en vigueur de ces listes dans tous les cas où elles se trouvent minoritaires ou sous-représentées dans le groupe.

Exigence d'un diplôme universitaire:

En 1983-84 on exige un diplôme universitaire 50% du temps pour les concours ouverts et 65% pour des nominations sans concours. Aucune conclusion ne peut être apportée sur ces faits.

Recommandations

1. L'agent de dotation, par l'entremise de la CFP, doit s'assurer d'une bonne représentation de personnes des groupes-cibles sur les listes de présentations, lors de concours ouverts.
2. La division de la planification et de la dotation (RCN) et les agents régionaux doivent identifier les besoins de recrutement futurs et en faire part à la CFP et/ou aux centres d'emploi régionaux.
3. Là où l'inventaire de la CFP ne satisfait pas aux besoins du ministère, l'agent de dotation devra initier, de concert avec la CFP, des mesures spéciales telles que campagnes de recrutement, concours publics par avis, afin d'augmenter la représentation des femmes.
4. Dans le meilleur intérêt de chacun, il serait souhaitable que les comités de sélection soient composés aussi bien de femmes que d'hommes.
5. L'agent de dotation devra, de concert avec la gestion, reconsidérer la zone de concours afin que les groupes-cibles ne soient pas défavorisés.

6. Il est recommandé que les listes d'admissibilité soient prolongées, en autant que possible, lorsque des personnes des groupes-cibles y occupent les deuxième ou troisième rang.
7. L'expérience constitue un facteur important pour être admis à un concours; toutefois en considérant toute autre expérience pertinente on pourrait permettre à bon nombre de femmes de concourir. Cette tactique devrait être prise en considération par les gestionnaires et les agents du personnel avant de rédiger l'énoncé de qualités.
8. Une formule devrait être complétée et insérée dans chaque dossier de concours afin de permettre la cueillette de données requises dans le cadre des analyses d'action positive.

2.2 TRAINING AND DEVELOPMENTAL OPPORTUNITIES

2.2 TRAINING AND DEVELOPMENTAL OPPORTUNITIES

Introduction

Training and developmental opportunities enhance employees' skills and provide an opportunity for growth, whether within their own positions or in preparation for future positions. The objective of this study was to establish if male, female, handicapped and Natives benefit equally from training and developmental opportunities. In order to study these areas effectively it was decided to separate the information at the analysis phase into two distinct areas, Training and Developmental Opportunities. Training includes, for the purposes of this study, all courses or on the job training as defined in the Departmental Policy on Training; developmental opportunities includes all other forms of opportunities such as acting assignments, CAP, secondments, etc.

Methodology

As many available sources of information as possible were consulted; the data on training information are available through the Training and Development Information System (TDIS), the Annual Training Plan, the employee's personnel file and financial records on the cost of training by Bureaux. The training received by employees is maintained in the PMIS (1978) and TDIS (1982) systems from 1978 forward for all indeterminate departmental employees. The data does not always include technical or on the job training, but usually reflects only those courses provided by the Department or through the Public Service Commission. As a special exercise in 1983, managers at Headquarters were provided with a list of the courses previously taken by employees in order to enable them to plan training more effectively within the context of the appraisal review cycle. These historical records unfortunately were not kept in a central file and therefore were not available for analysis at the time of the study.

Aside from consulting available data, the Departmental Training Policy was reviewed; the role of the Training Division was confirmed with the Chief of Training; the philosophy of the Bureaux in relation to training was discussed with the Bureaux/Activities representative of the Personnel Management Working Committees (PMWC); previous audit reports were reviewed; and special initiatives were included for study.

The types of training are defined in the training policy, those to be discussed in this study include:

- 1) Training to enable the employee to perform their present duties:
 - . professional training courses, on the job;
 - . technical training courses, on the job.
- 2) Retraining to prepare employees for alternate employment.
- 3) Developmental training to enable employees to perform new duties in future positions including:

- . courses;
- . job rotations;
- . special assignment - formal (CAP, SAPP, Interchange);
- . informal secondments.

The sources of training to be discussed include:

- 1) Training courses provided by the Department's Personnel Branch, Training Division;
- 2) Training courses provided to the Department by the Public Service Commission;
- 3) Courses provided by each Bureau/Activity;
e.g. Weights and Measures (training for inspectors)
- 4) Training at local colleges and universities with reimbursement provided by the Department.

The responsibility for training and development, as defined, in the policy paper dated 1.07.84 belongs to the:

- 1) Manager,
- 2) Training Division,
- 3) The Employee.

The cost of training was analyzed. The financial reporting of all training costs should be available through one system - the Training and Development Information System (TDIS) as required by Treasury Board policy, however, the records studied (1983-1984) show that not all training data are captured; two other sources of information on training costs were consulted.

- 1) Records of technical training maintained through the Bureaux providing the course.
- 2) Finance and Administration training costs according to the training related line object.

The study areas relating to training and development have been broken down into specific issues with each research objective defined in order to facilitate the analysis, the drawing of conclusions, and recommendations.

2.2.1 Training: Policy and Procedures

Objective

To review the Department's policy and procedures on training to ensure that they do not disfavour target group members.

Methodology

The revised Departmental Training policy paper issued in July 1984 and Chapter 7 of the Departmental Personnel Administration Manual (DPAM) were reviewed. The only other training policy documents are central agency documents referred to in CCAC's training policy statement. These were not analyzed for the purposes of this report.

Observations

The Departmental Policy on Training is an overview; it gives a brief description of the purpose of training, training activities, types of training, the training committee, responsibilities of managers, employees and Training Division. It is not discriminatory in nature and suggests that all employees have equal access to training. It reminds managers to keep the Affirmative Action Program in mind when selecting courses for employees.

The procedures for training are in Chapter 7 of the DPAM; many of the procedures are out of date as this chapter was issued in 1978. It is understood from Training Division that this chapter will be re-written in this fiscal year.

Conclusion

When the procedures are amended it is essential that the Affirmative Action Program requirements be considered. Since the aim of the program is to ensure equity toward all employees, all training and related costs should be reported. Due to the various types of training, the possible sources of training and the decentralization of the Department, this task will require some refinement of the existing reporting procedures. The ultimate objective would be to capture all training data, including tuition cost and related travel costs, through TDIS.

Recommendation

1. The procedures should encourage all employees to identify themselves as male, female, handicapped or native.
2. The reporting procedures related to the cost of training should be clarified.

Training: Training Plans

Objective

To review if training is planned in order to meet the needs of all employees and in particular to meet the needs of target group members.

Methodology

The annual training plan, the policy, the call letter on training, and performance appraisals were studied.

Observations

There are at minimum three different occasions when managers are requested to consider their employees' training needs. In November of each year a call letter is issued by Personnel Branch asking for the Budget Year Operational Training Plan form to be completed by February. This is followed up with a request for a detailed plan to be forwarded in July. The manager is expected to discuss training during the employee's performance review in April.

Basically, each Bureau is responsible for its own system of setting training priorities and allocating funds for training whether it be for on the job training, technical training, or other courses. The planning of training in the Department is highly individualistic with the emphasis for decision making placed largely on the manager or supervisor.

Training Division sees its role as operational, that is to meet managers' needs by providing the best course possible while incurring the least expense. The advisory role of the Training Division is minimal. In the Regions, the Regional Personnel Advisors play a similar role, arranging for courses through the PSC and assisting the managers.

The overall training plan is not reviewed by Training Division in order to see if target group members are being treated equitably with regard to training. They do not see this as their responsibility. No one verifies to see if the training suggested on the performance appraisal links to the annual training plan. This is assumed to be the manager's responsibility.

Training priorities for the Department are sent out in the call letter but no monitoring takes place to see if all of these priorities are being met. For example, in the 1984 call letter, goals were set to facilitate the training of Indigenous people, handicapped persons and women. Since the Indigenous or handicapped are not identified on the training plan no one knows if they will receive training or not; for the first time this year, however, the training plan does identify males and females.

Conclusions

Training is not planned from a departmental perspective, there are no departmental wide objectives, or training priorities, nor is there a monitoring system for training activities.

Recommendations:

1. The employee appraisal cycle and training plan cycle should be coordinated so that the manager only has to plan training once.
2. Once the training plans are submitted, a monitoring mechanism should set up to ensure all employees are obtaining equal access to available training.
3. The existing Departmental Training Committee's mandate should be expanded to include Affirmative Action Program goals and to set objectives as they relate to target group members.

Training Planned Versus Training Received (1983-84) TDIS

<u>Bureau</u>	<u>Planned Training</u>			<u>Training Received</u>			<u>Variance in Training</u>		
	Total Courses	M	F	Total Courses	M	F	Total Courses	M	F
Administration *	237	101	136	481	201	280	244	100	144
Consumer Affairs	591	439	152	485	297	188	(106)	(142)	36
Corporate Affairs	173	107	66	306	170	136	133	63	70
Competition Policy	48	26	22	95	67	28	47	41	6
Others **	-	-	-	115	42	73	115	42	73
TOTAL	1,049	673	376	1,482	777	705	433	104	329

Observation

More training was received than was planned in all Bureaux/Activities except the Bureau of Consumer Affairs; the additional training favoured women.

N.B. 22 courses taken are not accounted for because the sex was not specified. The real variance in courses taken is 455 more courses received.

* Also includes Policy Coordination

** UFFI, METRIC, R.T.P.C.

Training: The availability of courses

Objective

To establish if courses are made available on an equal basis to all employees in the NCR and Regions and in particular to target group members.

Methodology

The Departmental Training Calendar and the PSC Training Calendar were reviewed. TDIS was consulted to verify the number and type of courses taken in each Region.

Observations

The same courses are offered to all employees in the two calendars by both the Department and the PSC. The Regions, however, encounter some difficulty in obtaining all the courses offered due to the small numbers of persons in some geographical locations. Each Region seems to look after its own needs with some Regions having detailed knowledge of all the training received and others having less.

According to TDIS, training is recorded by the geographical location of the course.

Training Received in 1983-84

	<u>Number of Courses</u>	<u>Percentage of Courses</u>	<u>Percentage of Employees in Region</u>
NCR	979	65%	60%
Atlantic	40	3%	4%
Québec	190	13%	10%
Ontario	215	14%	14%
Prairie	40	3%	8%
Pacific	24	2%	4%
Others*	6	0%	-
TOTAL	1,494	100%	100%

* Region not specified.

The employees in the NCR and Regions are receiving courses in relation to their geographical representation.

Conclusion:

There does not seem to be any inequity in terms of access to courses; however, this does not mean that the courses are uniformly offered regionally or nationally.

Recommendations:

1. All courses should continue to be entered into TDIS by geographical location so that an analysis can be conducted.
2. The training division should continue to ensure that all departmental employees have the same opportunity to undertake training as recommended by their supervisors or managers.

Training: Tuition costs: number of courses taken

Objective

To compare tuition costs and the number of courses taken by Bureau/Activity, according to TDIS, to the number of indeterminate employees male/female by Bureau/Activity.

COMPARISON OF TUITION COSTS AND NUMBER OF COURSES BY BUREAU/ACTIVITY ACCORDING TO TDIS, TO NUMBER OF INDETERMINATE EMPLOYEES MALE/FEMALE

	Number Of Indeterminate Employees	Percentage Of Department	Percentage M	Percentage F
A) Administration*	374	17	7	10
B) Consumer Affairs	989	45	31	14
C) Corporate Affairs	548	25	13	12
D) Competition Policy	232	10	7	3
E) Others**	74	3	2	1
TOTAL	<u>2,217</u>	<u>100</u>	<u>60</u>	<u>40</u>

	Cost of Tuition	Percentage of Total Cost	Percentage M	Percentage F	Number of Courses	Percentage of Total Courses	Percentage M	Percentage F
A)	85,172	31	19	12	482	32	13	19
B)	76,445	28	17	11	506	34	22	12
C)	54,158	20	15	5	306	20	11	9
D)	30,033	11	10	1	95	6	4	2
E)	27,731	10	3	7	115	8	3	5
	<u>273,539</u>	<u>100</u>	<u>64</u>	<u>36</u>	<u>1,504</u>	<u>100</u>	<u>53</u>	<u>47</u>

* Administration also includes Policy Coordination.

** Metric Commission, UFFI and RTPC.

Observations

Of 2,217 indeterminate employees, 60% are men, 40% are women. Men received 6% more courses than women at 28% more cost. The average cost for courses for men is \$3,280.00, whereas for women \$2,052.00 is the average cost. The average costs in themselves can be misleading if calculated simply in this context, as the groups and levels occupied by men predetermine that the courses would be more expensive since 71% of women occupy Administrative Support positions. Relative costs therefore are calculated more accurately by constructing the averages within the group and levels.

DISTRIBUTION OF TUITION COST BY SEX FOR ALL GROUPS IN 1983
Compared to Male/Female Representation in the group

GROUP	TUITION COST				% OF TOTAL TUITION COST	% OF TOTAL TUITION COST	
	M	F	gender not indicated	TOTAL		M	F
AG	460	0		460	-	-	0
AS	6,018	11,210		17,228	6	2	4
AT	1,564	-		1,564	1	1	0
CH	1,095	1,170		2,265	-	-	-
CO	7,035	3,332		10,367	4	3	1
CR	6,071	28,514	820	35,405	12	2	10
CS	4,125	2,773		6,898	3	2	1
DA	0	1,015		1,015	-	0	-
DD	0	0		0	0	0	0
EN-ENG	1,874	0		1,874	1	1	0
ES	2,922	760		3,682	1	1	-
EX/SX	28,053	4,304	745	32,357	12	10	2
FI	11,175	1,650		12,825	2	4	1
GL	0	0		0	0	0	0
GS	3,660	0		3,660	1	1	0
GT	0	575		575	-	0	-
IS	2,855	5,982		8,837	3	1	2
LA	125	0		125	-	-	0
LS	80	270		350	-	-	-
OE	0	0		0	0	0	0
OM	265	940		1,205	-	-	-
PE	6,259	7,489		13,748	5	2	3
PG	304	0		304	-	-	0
PI	2,093	482		2,605	1	1	-
PM	21,410	8,371	30	29,781	11	8	3
SG-PEM	24,978	1,198		26,176	9	9	0
SG-SRE	1,250	755	130	2,135	1	.5	.5
SI	785	50		835	-	-	-
SM	23,032	350		23,382	8	8	-
ST	225	16,080	30	16,335	6	-	6
TI	14,986	665		15,651	5	5	-
OTHERS	1,150	-		1,150	-	-	0
(Group not indicated)							
TOTAL	173,567	98,347	1,625	273,539	95*	61	34

*Those courses that represent less than one percent were not included in the calculation for total tuition cost (which accounts for the 5% disparity).

TUITION COST DISTRIBUTION
Tuition Cost by Group

TABLE #1

Percentage of
Total Cost

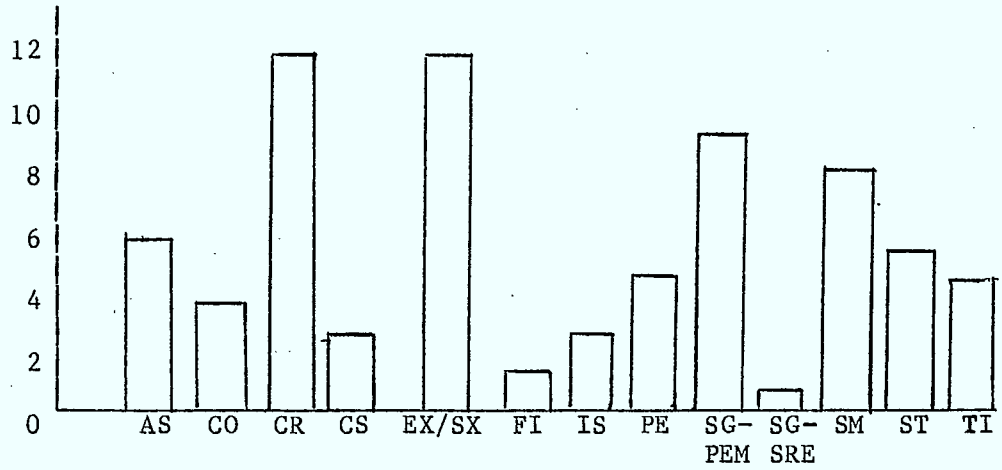
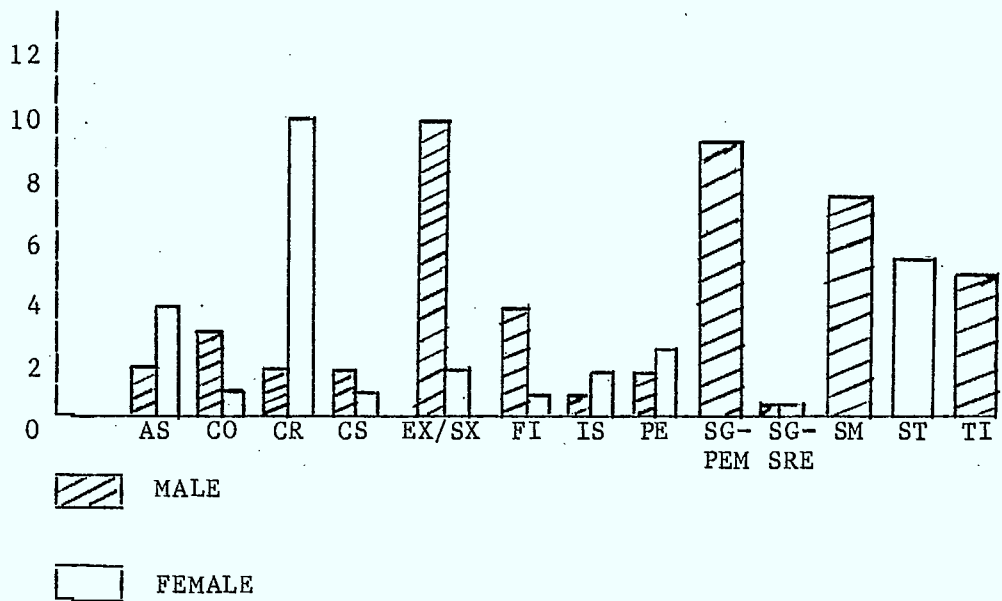


TABLE #2

TUITION COST DISTRIBUTION BY SEX AND GROUP

Percentage of
Total Cost



N.B. Those groups whose total tuition is equal to or less than 1% of total tuition cost are not shown.

Training: Travel costs

Objective

To see if the travel costs were equitable between men and women.

Distribution of travel cost by group and sex

	M	F	gender not indicated	TOTAL	% OF TOTAL TRAVEL COST	M	F
AG	0	0		0	0	0	0
AS	4,788	815		5,603	3	2.6	0.4
AT	1,110	0		1,110	0.6	0.6	0
CH	0	0		0	0	0	0
CO	886	0		886	0.5	0.5	0
CR	1,181	11,799	26	13,006	7	0.6	6.4
CS	1,831	1,115		2,946	1.8	1.2	0.6
DA	0	1,187		1,187	0.6	0	0.6
DD	0	0		0	0	0	0
EN-ENG	2,248	0		2,248	1.4	1.4	0
ES	1,777	915		2,692	2	1.5	0.5
EX/SX	6,552	747	106	7,405	4.0	3.6	0.4
FI	1,745	0		1,745	1.0	1.0	0
GL	0	0		0	0	0	0
GS	0	0		0	0	0	0
GT	0	0		0	0	0	0
IS	275	0		275	0.2	0.2	0
LA	119	0		119	0.1	0.1	0
LS	0	0		0	0	0	0
OE	0	0		0	0	0	0
OM	625	0		625	0.3	0.3	0
PE	1,545	2,145		3,690	2.0	0.8	1.2
PG	0	0		0	0	0	0
PI	7,534	0		7,534	4.1	4.1	0
PM	6,851	2,692	932	10,475	5.7	3.8	1.9
SG-PEM	4,825	227		5,052	3.0	2.9	0.1
SG-SRE	228	171	57	456	0	0	0
SI	408	0		408	0.2	0.2	0
SM	4,434	0		4,434	2.4	2.4	0
ST	0	985		985	0.7	0	0.7
TI	107,590	0	1,616	109,206	59	59	0
OTHERS	670	0		670	0.4	0.4	0
(Group not indicated)							
TOTAL	157,437	22,630		182,747	100	87.2	12.8

Observations

The predominant representation of men in the EX, SM, and TI groups affects the interpretation of the amount of money spent on travel; 65.4% of the travel costs are related to these groups. The remaining 34.6% of travel costs are shared by men at 22.2% with 12.4% going to women.

Conclusions

Women travelled less to receive training than their male counterparts during 1983-84.

Recommendation

To ensure that women have the same access to courses as men including travel to and from the course location.

Training: Distribution of training by sex for all groups in 1983
 Compared to Male/Female Representation in the group

Objective

An attempt was made to compare the number of courses taken by men and women in the same group with their representation in the group. Since some employees took more than one course, this type of comparison was not as precise as required for analysis.

GROUP	NUMBER OF PARTICIPANTS			NUMBER OF INDETERMINATE EMPLOYEES		TOTAL
	M	F	TOTAL	M	F	
AG	1	0	1	5	-	5
AS	40	64	104	56	46	102
AT	7	-	7	-	-	-
CH	3	2	5	6	1	7
CO	34	12	46	104	16	120
CR	50	277	332	106	401	507
CS	24	17	41	13	6	19
DA	0	3	3	-	10	10
DD	1	0	1	1	-	1
EN-ENG	8	-	8	9	-	9
ES	18	9	27	23	7	30
EX/SX	48	9	59	35	5	40
FI	27	9	36	15	9	24
GL	3	0	3	25	-	25
GS	8	0	8	5	-	5
GT	2	1	3	1	-	1
IS	14	32	46	11	15	26
LA	1	0	1	-	-	-
LS	4	4	8	2	2	4
OE	1	0	1	5	7	12
OM	5	6	11	1	2	3
PE	29	42	71	17	15	32
PG	3	0	3	4	-	4
PI	31	3	41	128	21	149
PM	113	46	160	187	64	251
SG-PEM	106	6	112	127	4	131
SG-SRE	7	4	11	20	14	34
SI	4	5	9	7	3	10
SM	29	3	32	39	2	41
ST	2	124	127	4	187	242
TI	173	6	184	374	11	385
OTHERS	2	0	2	6	-	6
(Orders in Council)						
TOTAL	798	684	1,482	1,336	905	2,241
%	54	46	100	60	40	100

Observations

Men represent 60% of the Department and they took 54% of the courses whereas women represent 40% of the Department and they took 46% of the courses. (Of the 1,504 total courses taken, 22 participants did not identify their sex; these courses are not accounted for.)

Conclusions

Women received slightly more courses than men.

Recommendations

None.

DISTRIBUTION OF COURSES TAKEN BY CATEGORIES OF COURSES AND SEX FOR
INDETERMINATE EMPLOYEES TAKING COURSES OUTSIDE WORKING HOURS

▨ MALE
□ FEMALE



Although women represent 40% of the departmental total of indeterminate employees, they are taking 49.5% of the courses outside working hours; men represent 60% of the departmental indeterminate employees and they are taking 50.5% of the courses outside working hours.

The variety of courses taken by both men and women indicate various common interests with only two subjects being pursued solely by women, word processing and psychology.

The number of employees who requested to take courses and did not have their requests approved is unknown.

Recommendation:

1. Management should continue to encourage employees to develop their skills by approving courses taken outside working hours.
2. All requests for training outside working hours should be forwarded to Training Division to ensure the same approval rate for all employees.

Training: An analysis of some relevant TDIS information; focus groups

Objective

The focus groups were studied with particular emphasis on all aspects of training: cost, purpose, field of training, course title to establish if there were any disparities between the training received by males and females and to establish if there were any differences in the reasons for taking courses or in the types of courses taken between males and females.

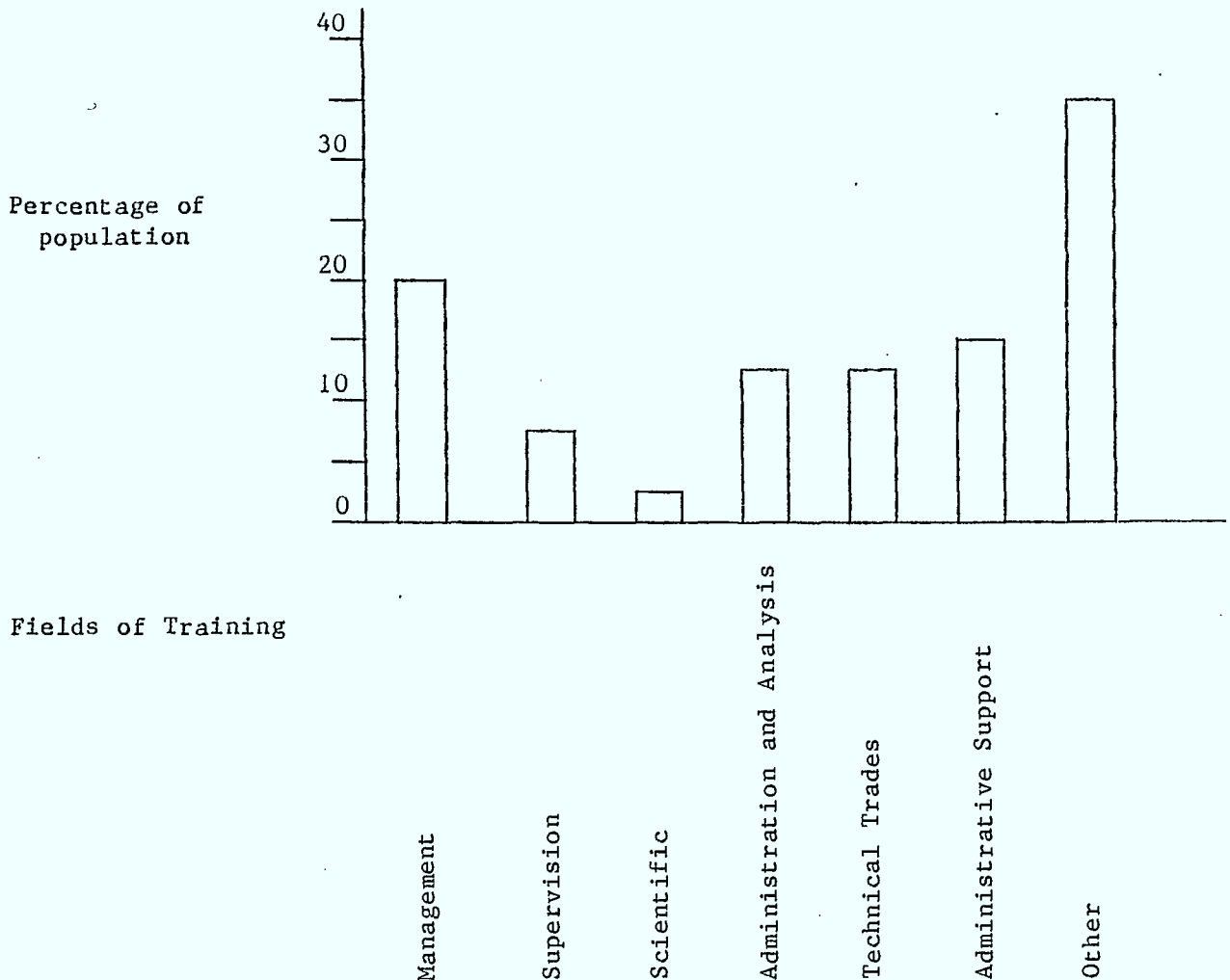
Methodology

Four focus groups with sufficient male and female representation within the group provided the sample: CR, PM, AS, SG-SRE. The courses taken by these groups represented 40% of all the courses taken in 1983-1984 or 602 courses.

Fields of training

The supervisor or manager designates the field of training based on the content of the course. There are seven fields of training:

Distribution of focus group's population by field of training



Fields of Training for the AS, CR, PM, SG-SRE Groups

TDIS 1983-1984

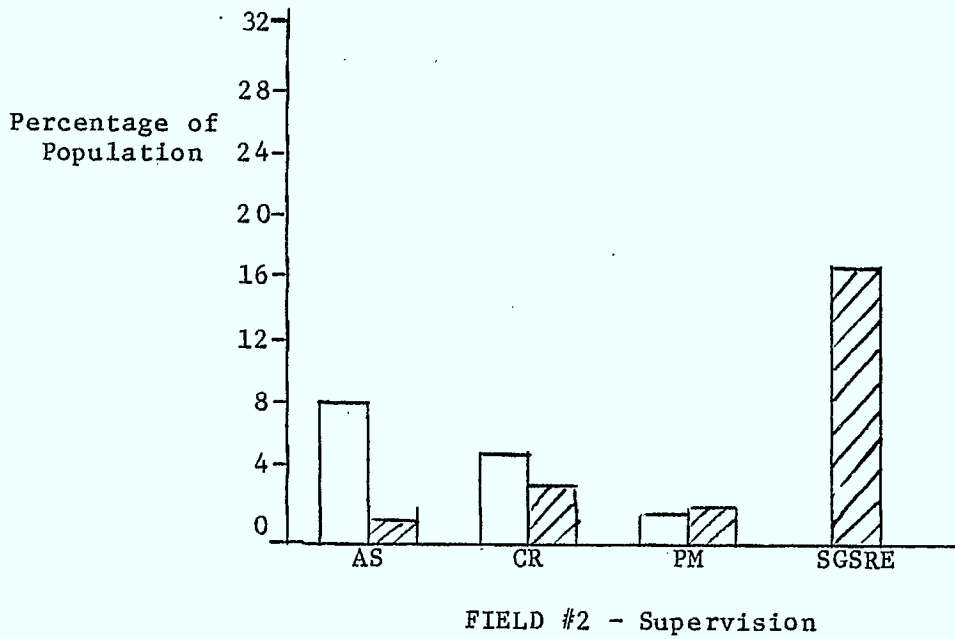
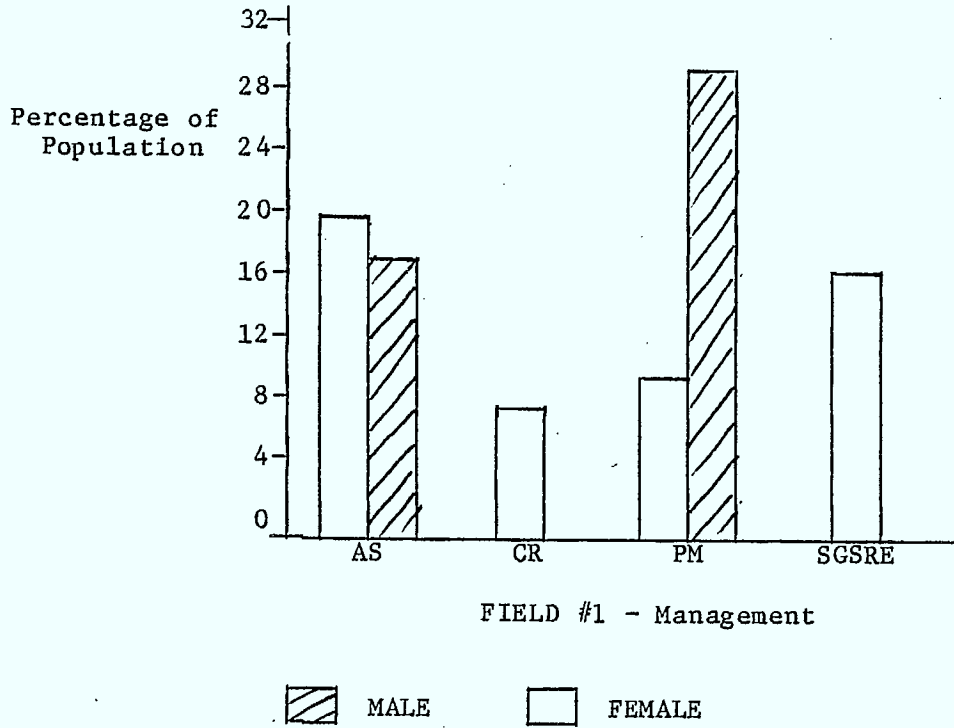
Total Number of Courses Taken	M	F	Field(1) Management		Field(2) Supervision		Field(3) Scientific		Field(4) Admin./ Anal.		Field(5) Technical		Field(6) Admin. Support		Field(7) Others		
			M	F	M	F	M	F	M	F	M	F	M	F	M	F	
AS	104	40	64	17	20	1	8	0	0	8	13	3	10	1	1	10	12
CR	327	50	277	1	22	9	16	0	1	3	33	5	37	16	59	16	109
PM	159	113	46	47	14	4	3	6	2	4	2	12	0	2	0	38	25
SGSRE	11	7	4	0	2	2	0	0	1	1	0	0	0	0	0	4	1
TOTAL	<u>601</u>	<u>210</u>	<u>391</u>	<u>65</u>	<u>58</u>	<u>16</u>	<u>27</u>	<u>6</u>	<u>4</u>	<u>16</u>	<u>48</u>	<u>20</u>	<u>47</u>	<u>19</u>	<u>60</u>	<u>68</u>	<u>147</u>

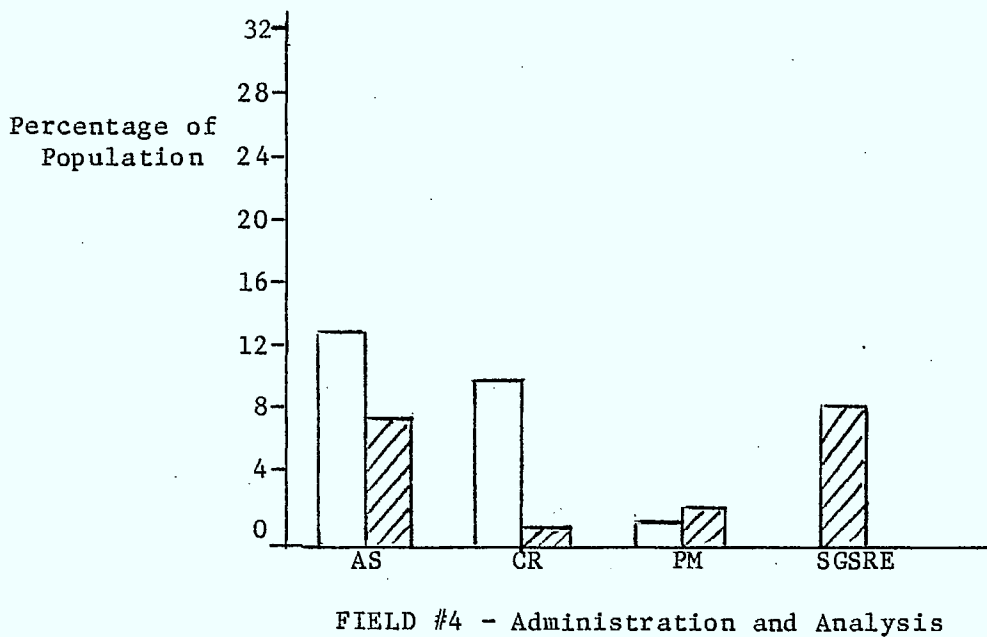
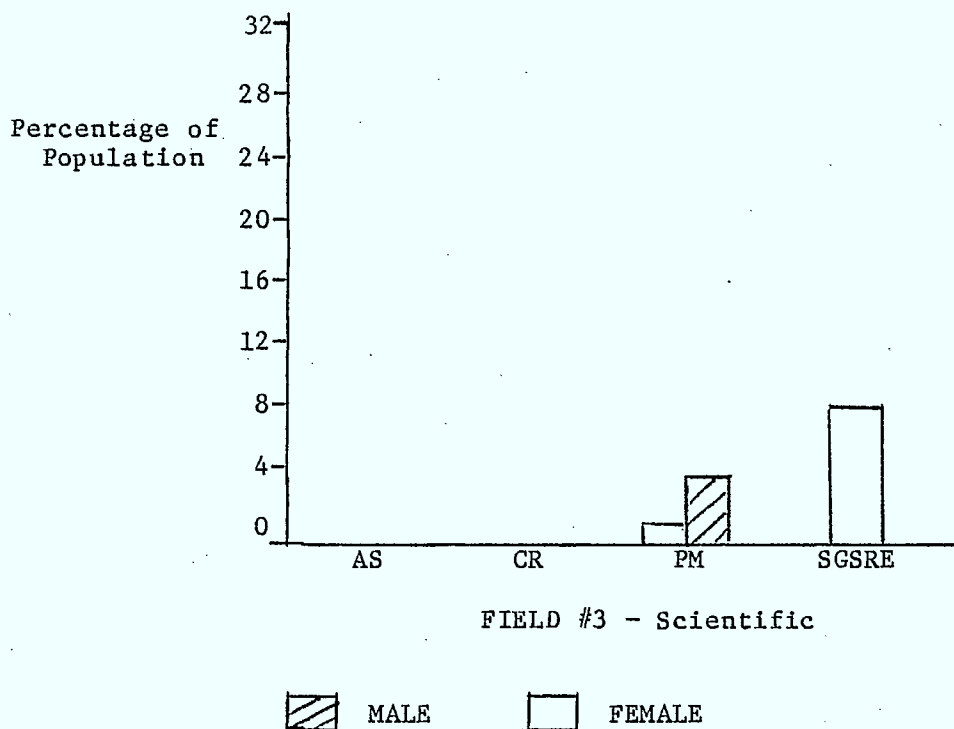
Percentage of Total Courses
Received by field

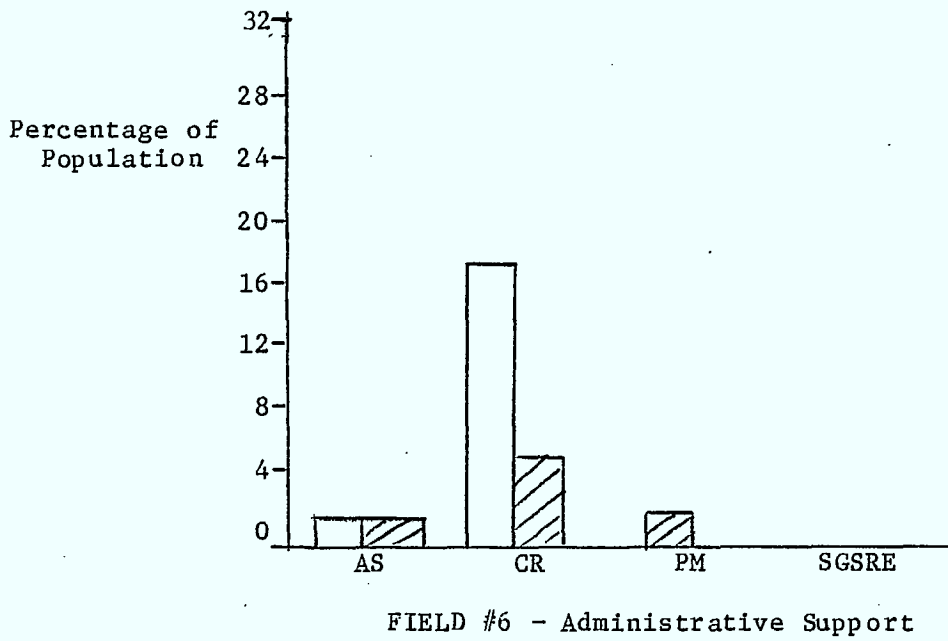
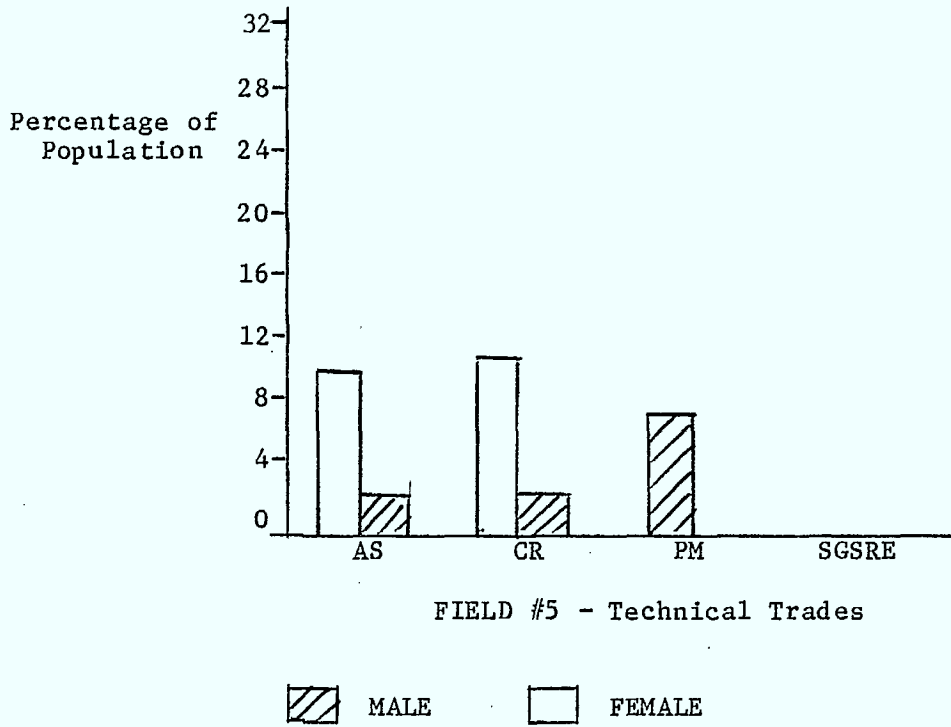
				20%		7%		2%		11%		11%		13%		36%
--	--	--	--	-----	--	----	--	----	--	-----	--	-----	--	-----	--	-----

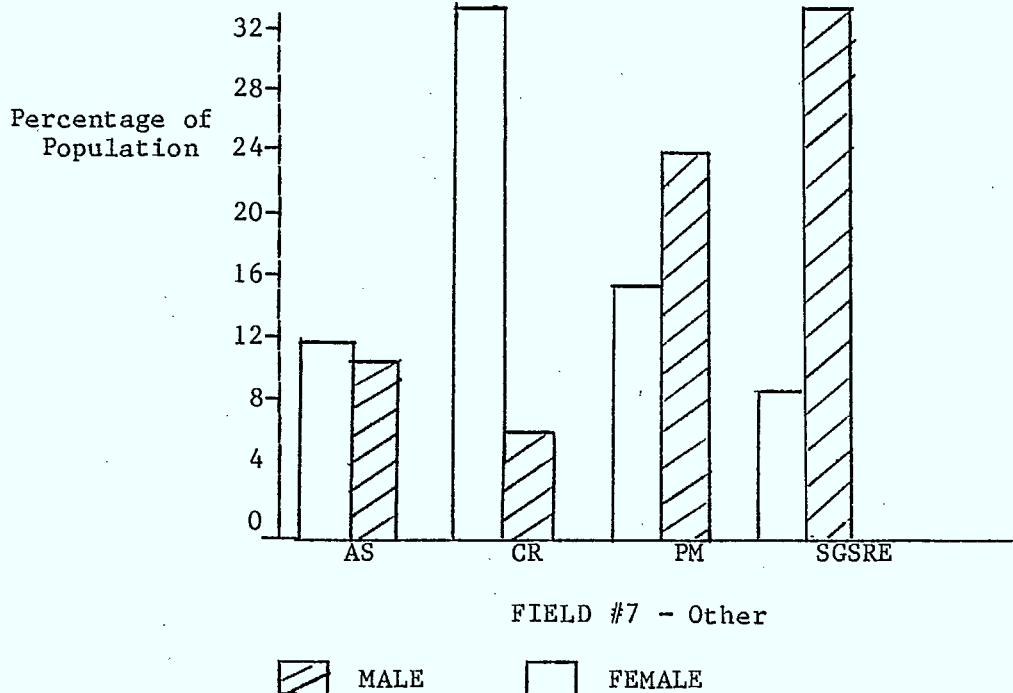
N.B. seven courses have not been taken into account since the participants have not specified their sex.

Distribution of focus group's population by sex, group,
and by field of training









Observations

Women appear to receive a proportionate share of training in the various fields. Management training was received more frequently by women in the AS group; however, male PM officers received more training in the management category in 1983-84. No males in the SG SRE received management training in 1983-84. Other observations like these can be drawn from the Tables themselves.

Conclusions

It is very difficult to draw conclusions based on the year's data as they could be misleading.

Recommendation

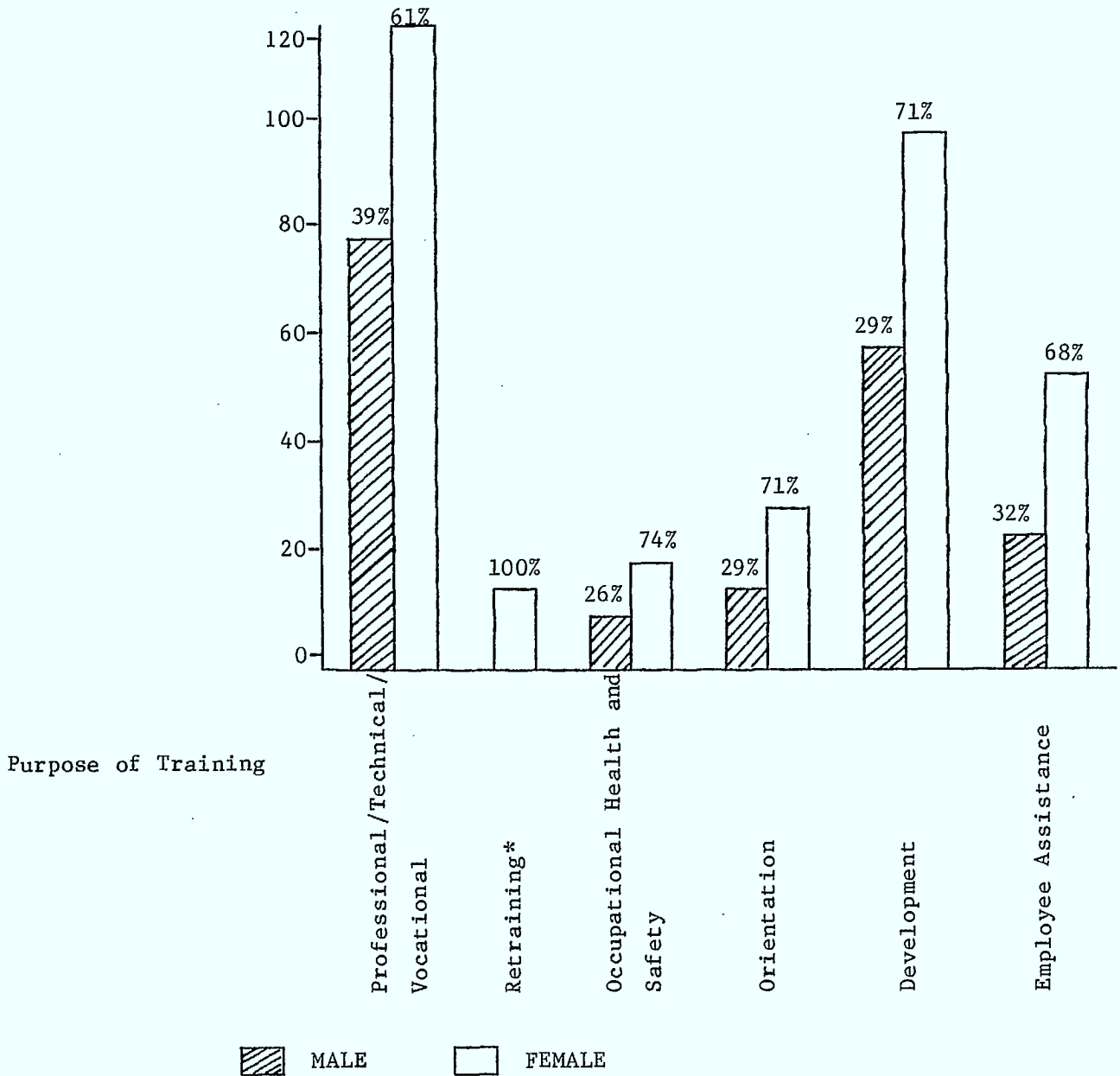
Training data on the last five years of training received should be collected in order to establish a sound knowledge of all employees' previous training so that appropriate training can be planned to ensure that women as well as men are being trained in the skills that will allow career advancement.

Training: Purpose

The supervisor or manager designates the purpose of training in accordance with the appropriate reason for requesting the course.

DISTRIBUTION OF FOCUS GROUPS POPULATION BY SEX IN THE SIX PURPOSE OF TRAINING ITEMS (All purposes)

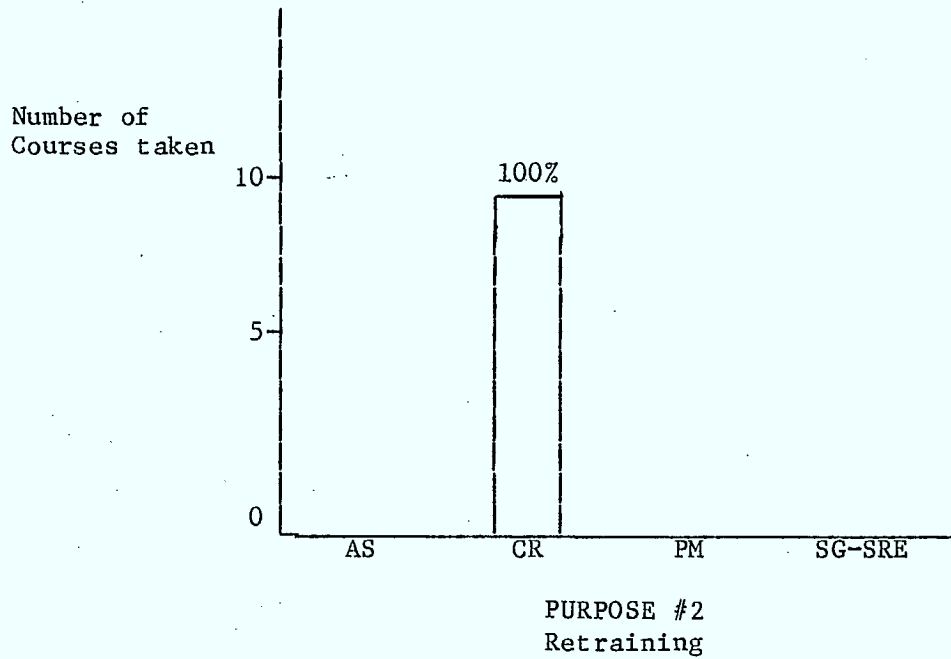
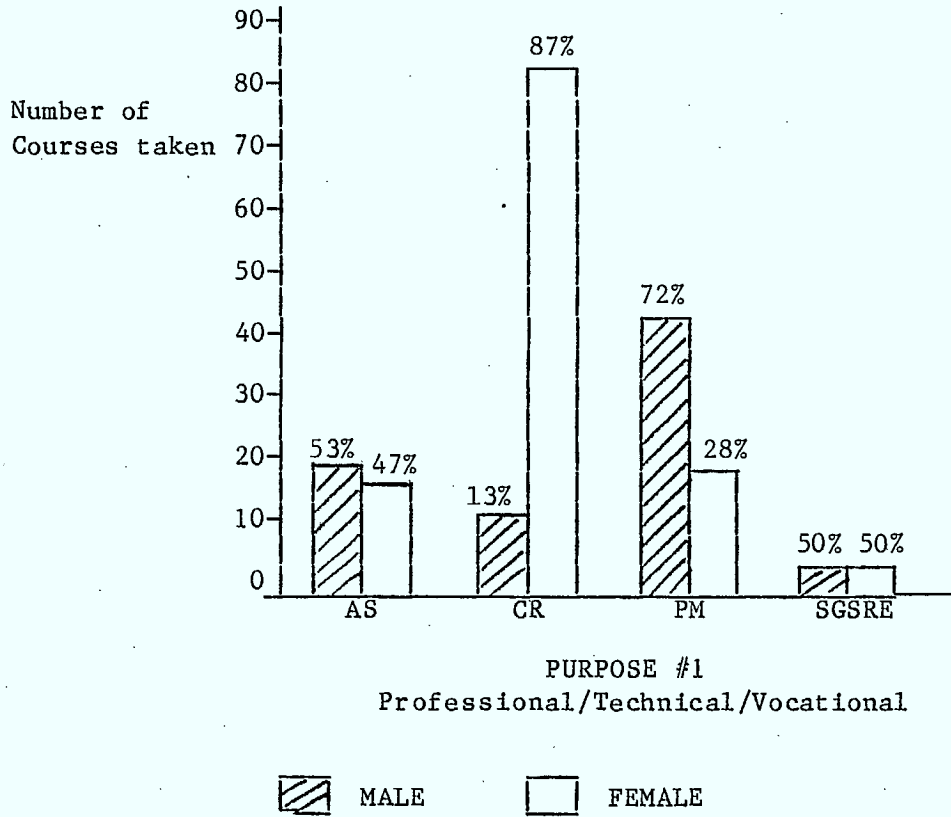
Number of Courses taken



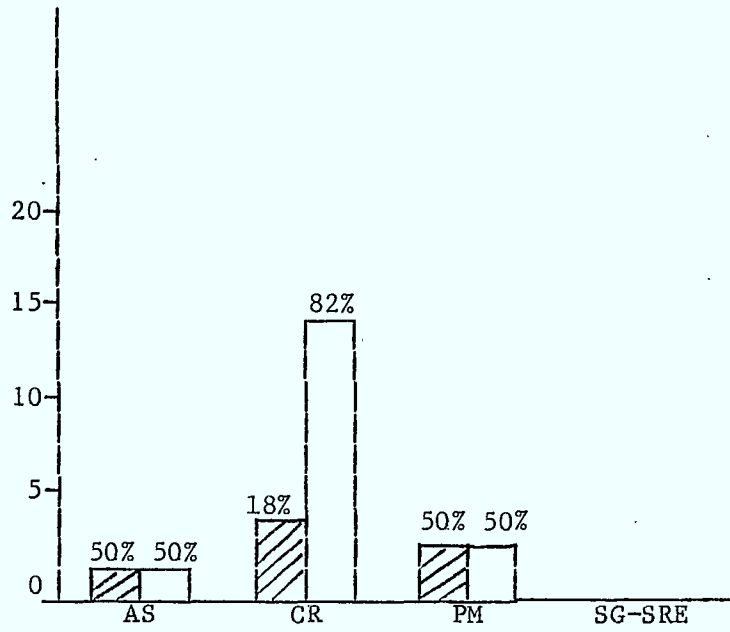
Purpose of Training

* Retraining was given as the purpose but the course titles indicate that in 50% of the cases, the course taken was not retraining.

FOCUS GROUP DISTRIBUTION BY SEX IN EACH PURPOSE ITEM



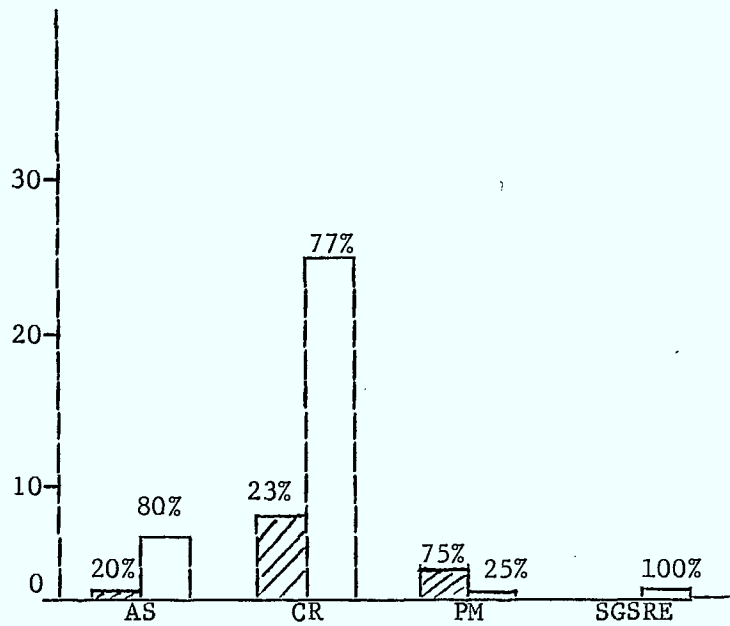
Number of Courses taken



PURPOSE #3
Health and Safety

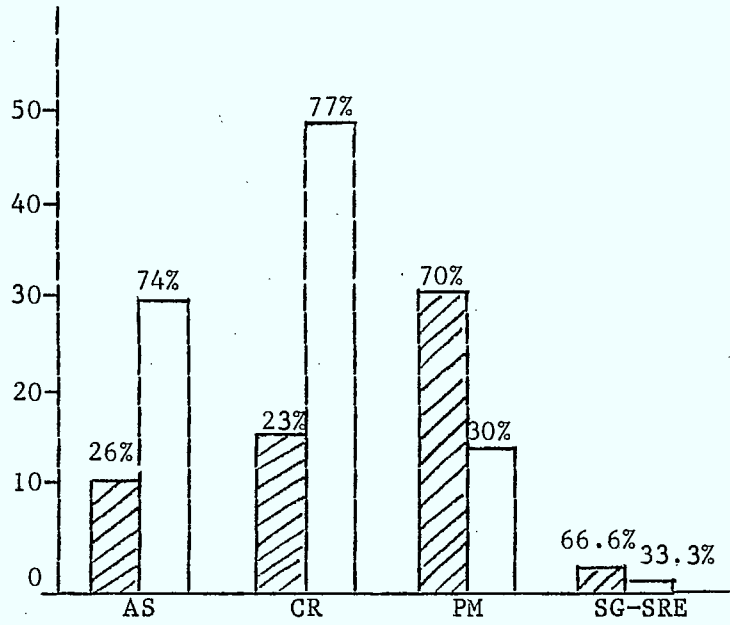
MALE FEMALE

Number of Courses taken



PURPOSE #4
Orientation

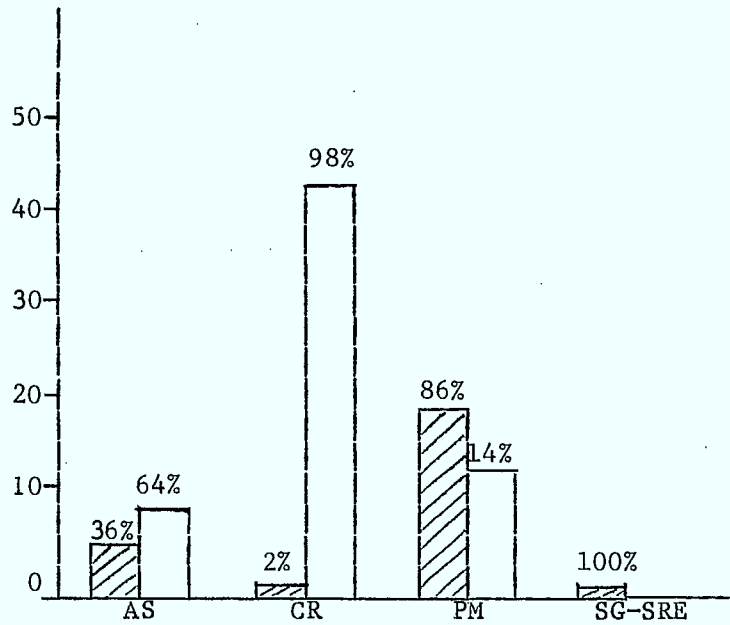
Number of Courses taken



PURPOSE #5
Development

MALE FEMALE

Number of Courses taken



PURPOSE #6
Employee Assistance

Observations

The purpose of training is often unclear. In some instances course titles were checked against purpose and did not always correspond appropriately.

The data are too inconclusive as to permit the development of recommendations.

Courses taken outside working hours by indeterminate employees

Objective

To establish if women and men take courses at a rate equal to their representation in the Department.

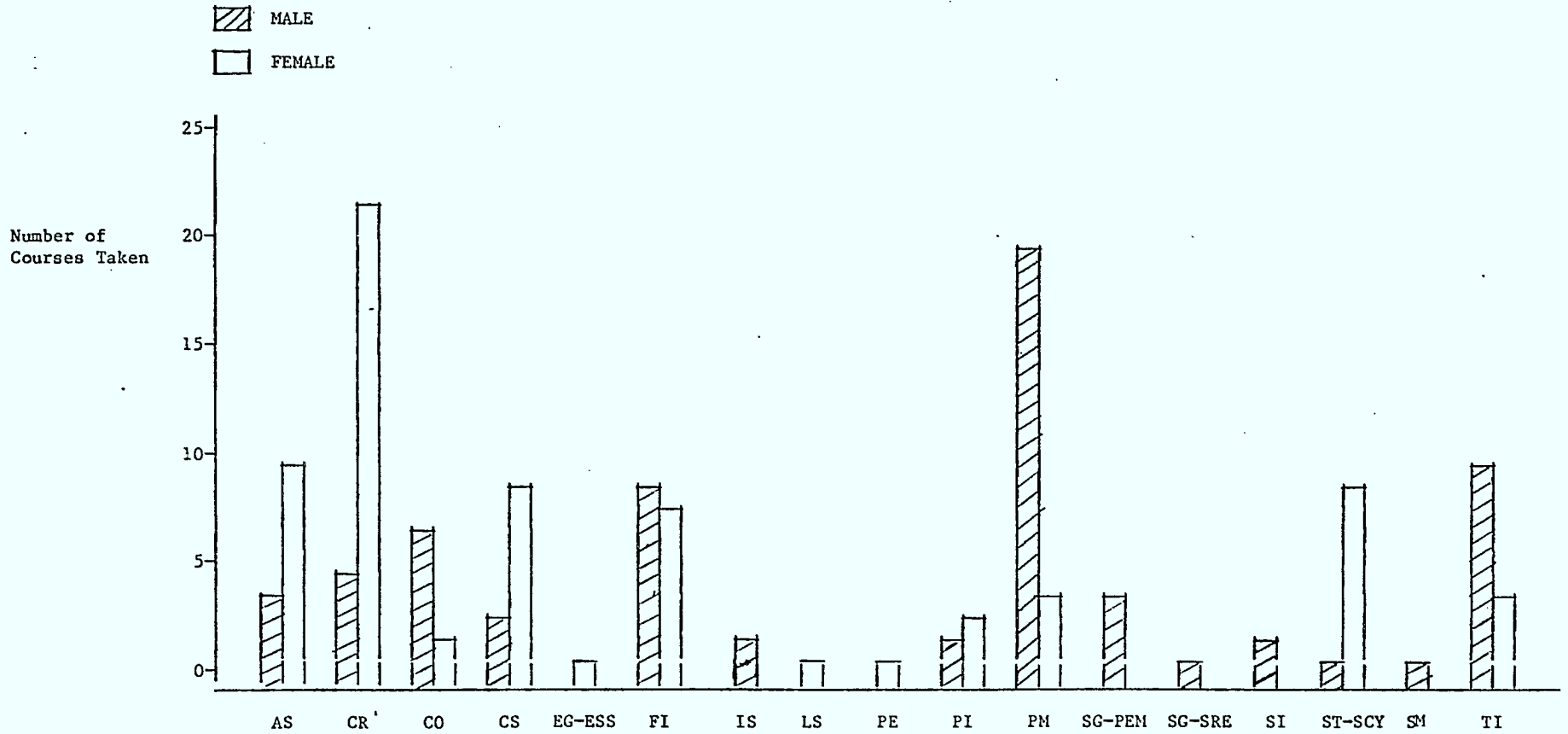
Observations

Of the 1504 courses taken, 159 were taken outside working hours. Of the indeterminate employees, men and women took 133 courses at the rate of 50.5% for the men to 49.5% for the women.

The courses were categorized to facilitate the analysis. The following table shows the percentage of courses taken in each category by men and women.

CATEGORIES	% MEN	% WOMEN	% TOTAL
Computers	7.5	6.5	14
Management	18	20	38
Word Processing	-	4.5	4.5
Economics	7.5	0.5	8
Law	4	0.5	4.5
Science	4.5	1.5	6
Psychology	-	3	3
Others	9	13	22
TOTAL	50.5	49.5	100

DISTRIBUTION OF COURSES TAKEN OUTSIDE WORKING HOURS (group and sex) FOR INDETERMINATE EMPLOYEES OF THE DEPARTMENT



Source TDIS report final quarter.

*COURSES TAKEN BY MALES AND FEMALES BASED ON COURSES CONTENT (TDIS)

CATEGORIES OF COURSES	COURSES TAKEN BY AS'S				COURSES TAKEN BY CR'S				COURSES TAKEN BY PM'S				COURSES TAKEN BY SGSRE'S				TOTAL OF COURSES
	JUNIOR M F	INTERM. M F	SENIOR M F	TOTAL (1) M F	JUNIOR M F	INTERM. M F	SENIOR M F	TOTAL (2) M F	JUNIOR M F	INTERM. M F	SENIOR M F	TOTAL (3) M F	JUNIOR M F	INTERM. M F	SENIOR M F	TOTAL (4) M F	ALL GROUPS (1-4) M F
COMPUTERS	5 11	- 1	2 3	7 15	3 6	2 18	- -	5 24	4 3	4 -	3 1	11 4	- -	1 -	- -	1 -	24 43
SUPERVISION	1 10	6 -	- -	7 10	1 -	5 7	- -	6 7	3 -	2 2	1 -	6 2					19 19
HEALTH AND SAFETY	1 2	1 -	2 -	4 2	7 30	4 22	- -	11 52	9 4	6 -	- -	15 4	1 2	- -	- -	1 2	31 60
FINANCE	1 1	- 1	- -	1 2	- 3	3 15	- -	3 18	- -	2 -	1 -	3 -					7 21
MANAGEMENT	2 14	4 5	- -	6 19	- -	- -	- -	- -	2 8	9 11	4 0	15 19	3 1	- -	- -	3 1	24 39
CAREER PLANNING	- 2	- -	- -	- 2	- 3	- 4	- -	- 7	- -	- -	- -	- -					- 9
WORK PROCESSING	- -	- -	- -	- -	- 7	1 5	- -	1 12	- -	- -	- -	- -					1 12
ORIENTATION	- -	- -	- -	- -	5 17	- -	- -	5 17	- -	- -	- -	- -	- -	- -	- -	1 -	6 17
OTHERS	7 5	2 2	1 1	10 8	4 57	3 28	- -	7 85	20 1	22 5	6 1	48 7	- 1	1 -	- -	1 1	66 101
TOTAL	17 45	13 9	5 4	35 58	20 123	18 99	- -	38 222	38 16	45 18	15 2	98 36	5 4	2 -	- -	7 4	178 320

* Indeterminate Employees only

Training: Technical training and on the job training

Objective

To compare the amount of technical and on the job training provided to men with the amount of technical training provided to target group members.

Methodology

PMS records were checked as were Finance Records; Bureau information was also gathered.

Observations

TDIS

Technical training has been viewed more strictly as on the job training. Therefore, the courses have not always been easily identified as technical courses. There are some very distinct programs that require employees to be put through a complete cycle of training in order to gain the expertise necessary to do their jobs. In fact promotion is based on a lock step method of accumulated job experience and refined skills.

The groups in the Department which would have this type of training built into their jobs are:

- Products Inspectors (PI)
- Technical Inspectors (TI)
 - Electricity and Gas
 - Weights and Measures
- Patent Examiners (SG-PEM)

This type of training has not always been reported to Training Division in the past and has therefore not been captured accurately through TDIS.

Finance

Finance records show training related costs by Bureau/Activity; however, these can not be separated into technical versus non-technical training. Therefore, this source of information proved to be unsatisfactory for evaluation or monitoring purposes.

Bureau/Activity

Each Bureau/Activity assumes responsibility for its own technical training activities and manages its human resources training requirements in accordance with needs established by the Bureau.

For example, Consumer Bureau is establishing a Weights and Measures Training Program, an Electricity and Gas Training Program and a Consumer Products Training Program. In 1983-84, 52 (Weights and Measures) Technical Inspectors were trained; two were females. The other programs are getting under way.

Another example of a formal training program is the Patent Examiner program. In this program, recently hired university graduates are brought up to the working level. This training program therefore is essential training for all new patent examiners.

Conclusion:

In numbers alone one can safely assume men benefit from technical training more frequently than women simply because women are so under-represented in the types of positions where technical or on the job training is provided.

Since on the job training is not optional, another assumption might be made that target and non-target group members alike benefit from the same type of training with the same number and quality of courses. It would be preferable however, to have records of the training received.

Recommendation

All technical training and travel costs related to training should be reported reported through one system with the sex of the person identified.

2.2.2 Developmental Opportunities: Informal Secondments

Objective

To establish if there are informal secondments in the Department and to establish if they are shared equally among target and non-target group members.

Methodology

The Manager survey questionnaire.

Observations

According to the replies in the questionnaire, 115 persons benefitted from an informal secondment which allowed the person an opportunity to develop some new skills.

Bureau/Region	Males	Females
Administration	6	16
Consumer Affairs (HQ)	3	2
Corporations (HQ)	8	8
Competition Policy (HQ)	6	13
Others (HQ)	1	2
Atlantic	2	2
Quebec	4	3
Ontario	5	2
Prairies	19	5
Pacific	6	5
Total	60	58

Conclusion

The numbers in themselves indicate an equitable situation. The information however is not complete nor could it be checked for accuracy due to the anonymity of the questionnaire.

Recommendation

It is recommended that a record of all informal secondments be kept by the Bureau/Activity with this information to be forwarded to the Affirmative Action Program on a quarterly basis.

Developmental Opportunities: Special Initiatives

Objective

To report on special initiatives undertaken by the Bureaux/Activities in order to improve the representation of target group members in CCAC in the officer category.

Methodology

The management questionnaire; interviews with the PMWC representatives, with follow-up interviews with persons responsible for the program.

Observations

BRIDGING PROGRAMS

Marketing Practices Branch has instituted a special training program to develop its senior clerks (CR-05), who have the aptitude and career aspirations, into junior investigators. These high potential employees who have experience in the Branch are sent on various investigator's courses. They are also given on the job training so they can eventually become PM-02 officers. The program was initiated in the mid 70's benefitting five female employees to date and one male.

Bankruptcy Branch has instituted a bridging program for its female support staff in order to allow some of them to become officers. The bridging position program allows female employees who have experience in administering the Bankruptcy Act or other related experience, credit management accounting, or finance with knowledge of the Bankruptcy Act and related Federal regulations, and who have successfully passed the GAT (General Administration Test) and meet the personal suitability criteria, to become Bankruptcy officers. Following one year of training the successful candidate is promoted to a PM-03 position.

This bridging program was developed in conjunction with a special conference held at Gray Rocks, Quebec (May, 1984). This conference in itself can be viewed as a special initiative; nine of the Branch senior female officers met to discuss for two days ways to improve the number of women officers and managers in the organization.

Special Training Programs

Career Advancement for Women (two-day course)

The Public Service Commission and the Department sponsored a Career Advancement Program for women both in the NCR and some Regions. The course was intended to assist women in planning their careers. The courses were offered to administrative support, junior officer and middle managers. The Department has trained 53 people so far and the PSC has trained 25 in the NCR with 23 scheduled to be trained in January.

Ontario Region PSC provided training to four people. Ten persons in the Prairies had a half-day career planning session.

More courses will be planned and offered in the near future. The course evaluations indicated that the course was very beneficial.

Management Orientation Program

The Management Orientation Program was offered to women at the SM minus 1 level. Two out of three women at this level in the Department have been invited to attend.

Conclusions

The special initiatives already undertaken by some Branches illustrate the type of programs that enhance the promotion and development of target group members. The orientation of the programs, however, seems to be strictly geared to Branch employees. It is understandable that some criteria have to be established in order to reduce the number of applicants for so few positions, however it would benefit the Department if some minimum criteria were developed by the Affirmative Action Program in consultation with management to ensure equity to all indeterminate employees across the Department. Also, records of the number of employees benefitting from these programs should be kept in order to report on these activities to Treasury Board through the Affirmative Action Program.

Recommendations

1. Departmental guidelines on the creation of bridging positions should be written with endorsement from management of all Bureaux/Activities.
2. Each Bureau/Activity should set up special initiatives to counteract the concerns raised in the various phases of the study with an emphasis on addressing their particular problems.
3. That records of all special initiatives undertaken by the Bureaux/Activities be reported, on a quarterly basis, to the Affirmative Action Program.

Developmental Opportunities: Acting Appointments for full time indeterminate employees - April 1, 1983 to March 31, 1984

Introduction

The appointment of an employee to a higher level position on an acting basis for a prescribed period of time is one type of career development which may be utilized by management to assist their employees. Acting appointments afford an employee an opportunity to acquire knowledge, experience and skills, particularly in the Supervisory/Management area that are frequently required to successfully compete for higher level positions when vacancies within the organization are being filled.

It is assumed that the developmental value of an acting appointment for an employee is relative to the duration of the appointment and the number of times that the employee is appointed to the same or similar types of acting positions.

Objectives

To assess whether male and female employees are receiving acting appointments proportional to their representation.

To determine whether the length of acting appointments being received by female employees is equal to that for male employees.

Methodology

Data on acting appointments were obtained from PMIS, however upon examination it was determined that the computer printout data were incomplete and insufficient for our purposes. Therefore, data were requested and manually prepared by the Pay and Benefits staff in Headquarters and in each Region.

The data available to us only provided information concerning those acting appointments which involved acting pay. As such, those acting appointments where the length of the acting period was insufficient for acting pay are not included. The terms and conditions affecting financial remuneration for acting appointments are specified in the employee contract for each occupational group. Usually the length of time necessary for the employee to qualify for acting pay increases as the substantive level of the employee's position increases. There may have been acting appointment opportunities afforded to some of our employees at the upper end of the intermediate levels and at the senior level for which no data were readily available to us. Because our data are limited to those appointments which involved pay, all future references will be qualified as 'acting pay/appointments'.

The acting pay/appointment data was analyzed from the data accumulated and is illustrated in the following Tables.

Acting Pay Appointments For Full Time Indeterminate Employees - April 1, 1983 to March 31, 1984

Duration of Appointments	Total Acting Pay/ Appointments for Support Staff	Distribution by Gender		Term Acting Pay/ Appointments For Officer Staff	Distribution by Gender	
		Male	Female		Male	Female
1 - 10 days	35	4	31	35	31	4
11 - 30 days	52	14	38	94	89	5
31 - 60 days	16	1	15	45	38	7
61 - 120 days	34	9	25	20	14	6
121 + days	1	1	0	1	0	1
TOTALS	138	29	109	195	172	23

Total Acting Pay/Appointments For Full Time Indeterminate Employees	Distribution by Gender	
	Male	Female
333	201	132

Observations

Acting pay/appointments are distributed to full time indeterminate male and females at a ratio of 1.5 to 1 which is similar to their representation within the Department.

Male officers and female support staff received 84.4% of the acting pay/appointments which is slightly greater than their combined representation within the Department.

Almost 83 percent of the acting pay/appointments received by our female employees were given to females in the Administrative Support Category. This represents a number slightly greater than their percentage of representation among the female employee population.

Acting pay appointments were awarded to female officers versus male officers at a rate of 1 to 7.5 which compares unfavorably to their rate of representation within the Department (1 to 4.9).

One hundred and forty-six of the 333 total acting pay/appointments were for a period of 11-30 days; only 29.5 percent of these opportunities were awarded to female employees. This percentage is disproportional to their representation within CCAC.

Fifty-four of the 333 acting pay/appointments were for a period of 61-120 days and 55.6% of these were awarded to female employees. This percentage is considerably greater than their representation with CCAC.

In 63.4 percent of the acting pay/appointments, the employee was acting in a position one level higher than the employee's classification level. However, 122 of the acting pay/appointment involved appointing the employee to a position two or more levels higher than the classification level and approximately half of these were awarded to females, primarily members of the Administration Support Category. In a number of instances female support employees were appointed to act in junior level officer positions in the Administrative and Foreign Service Category.

Conclusions

The data available to us for analysis indicate that overall, female employees are being awarded acting pay/appointments at a rate proportional to their representation; however, male officers are proportionately appointed more frequently than female officers. It would appear that acting pay/appointments are being utilized as a career development tool for our females in the Administrative Support Category and in particular, among those in the Clerical and Regulatory group as they are being awarded junior level officer positions which in some cases are for extended periods of time.

There does not appear to be any problem with the length of the acting/appointments being awarded to female employees, but instead the issue seems to be the small number of appointments awarded to female officers.

Recommendations

1. CCAC management should re-examine their allocation of acting pay/appointments to ensure that the number of awards to female officers is proportional to their representation.
2. The use of acting pay/appointments, especially those of lengthier duration, should be directed to the target group populations in our focus groups so as to assist in their career development particularly where their representation at the junior level is good but their distribution at the intermediate and senior levels is disproportional.
3. A system should be established whereby all data concerning acting appointments are readily available for future analysis and not just for those situations involving acting pay.

Developmental Opportunities: Special Assignment Pay Plan (SAPP)

Objective

To establish if target group members benefit equally with their male counterparts from the Special Assignment Pay Plan.

Methodology

The PMIS report was consulted as well as any other available data on file.

Observations

Treasury Board allows 11 person-years to be used for SAPP aside from those allocated to UFFI (see the attached table for information on UFFI). The use of these person-years is at the discretion of the Department in accordance with Treasury Board policy as defined in Volume 4, section 21 of the Personnel Administration Manual.

The information on the printout indicates that for 1983-84, 16 persons benefitted from a SAPP assignment; however, all sixteen were not on assignment at exactly the same time which allows for the seeming over utilization. The way the records are maintained makes it difficult to calculate with exactitude the length of the assignment or the starting point. We were able to establish however, that only three women have been appointed through this method in 1983-84. Historical data were even more difficult to collect and analyze; it was felt by the Study Group to be too inaccurate to make meaningful observations and conclusions.

Conclusions

It was impossible to gather enough data for analysis. The SAPP is a very useful tool for developing an employee and the use of this tool is at the discretion of the Department, which makes it even more attractive. The record-keeping should be improved so that the program can be used more judiciously.

Recommendations

1. Improve Personnel Branch's administration of the program.
2. Consider assigning two person-years for Affirmative Action Program goals to develop target group members.

Special Assignment Pay Plan - UFFI

Group	Number	Percentage	Sex	
			M	F
AS	6	12.0	4	2
CR	34	67.0	7	27
EG ESS	1	1.5	1	-
EN ENG	4	8.0	4	-
IS	3	6.0	-	3
PM	2	4.0	1	1
SM	1	1.5	1	-
TOTAL	51	100.	18	33

Developmental Opportunities: Special Programs

Objective

To establish if target group members benefit equitably from special programs.

Methodology

To establish the participants by target groups. Unfortunately, the only statistics available both at the PSC and in the Department are broken down by male and female only.

Observations

1. Career Assignment Program (CAP)

Since the inception of the program, CCAC has sponsored 17 persons, seven of whom are females. From 1978 to 1983, women across the Public Service averaged 33% of the total participants in the program. CCAC's participation in the program is very good, as indicated by the table below.

Group	Males	Females
AS	1	1
CO	2	1
ES	1	-
IS	-	3
PE	1	1
PG	2	-
PM	3	1
TOTAL	10	7

2. Formal Secondments

There were twenty persons who benefitted from a secondment; two from outside the Department, 18 from within. The Table below illustrates how these assignments were shared, by group, level and sex.

Formal Secondments 1983-84

Category and Group	Population		Participants	
	M	F	M	F
Management				
SM	25	1	1	-
EX	33	4	1	1
TOTAL	58	5	2	1

Formal Secondments 1983-84

Category and group	Population		Participants	
	M	F	M	F
<u>Administration and Foreign Service</u>				
AS	56	46	-	1
CO	107	16	7	1
PE	7	15	1	1
PM	204	93	1	-
TOTAL	284	170	9	3
<u>Administrative Support</u>				
CR	106	401	-	1
ST SCY	2	131	-	2
TOTAL	108	532	-	3

The information demonstrates that women receive 38.8% of the secondments. To calculate the meaning of this information, however, more historical data are required but were unavailable. Therefore, no conclusions can be drawn.

3. Interchange Canada

Two men have been seconded to work on assignment in Alberta and British Columbia, both at the EX level.

4. Temporary Assignment Program

Once again the information was very difficult to track. Of the available data it was established that one man and two women, all at the EX level, participated in this program for the year 1983-84.

5. Special Development Program

Since the inception of this program in 1968, 128 persons have participated from across the Public Service, eight of these were women. In CCAC two men have participated: one AS-7 and one PM-6. Both these men have since obtained promotions.

Conclusions

The data indicate that women do benefit from some of the special development opportunities, however the information is either incomplete or only based on one year's accumulation of facts and therefore does not allow strong conclusions.

Recommendations

1. Improve the record keeping process to ensure accurate reporting.
2. Gather information for a five year period in order to establish trends.

Global Recommendations on Training and Developmental Opportunities.

1. All training information should be captured through TDIS.
2. Training opportunities for junior employees should be created where there is a representation problem at the intermediate and senior levels.
3. All special developmental assignments should be prioritized in order to enhance career development for employees who have been identified as superior.
4. Counselling on what type of courses would best improve one's chances at promotion should be made available.
5. Women should receive their fair share of acting assignments.
6. Women at the SM minus 1 and SM minus 2 levels with potential should be identified and trained in order to address the inequity in the SM/EX groups.
7. Secondments should be used more effectively within and across Bureaux/Activities.
8. SAPP should be used as an instrument to reach Affirmative Action Program goals.
9. The Departmental Training Committee should identify how to meet AAP program objectives and prioritize training.
10. The departmental training procedures should be updated with roles and responsibilities well defined.
11. Previous audit report (1982-83) recommendations should be reviewed and implemented.

2.3 PERFORMANCE REVIEW AND EMPLOYEE APPRAISAL

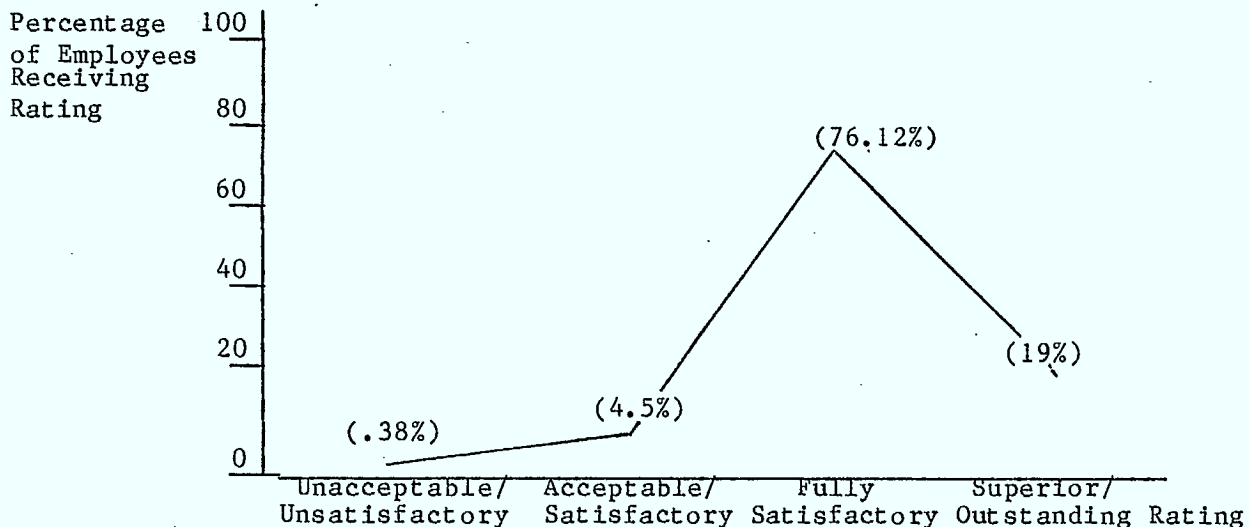
2.3 APPRAISALS

Introduction

The evaluation program at Consumer and Corporate Affairs Canada, as stated in the Departmental Personnel Administration Manual, consists of performance review and employee appraisal. Performance review is an ongoing process in which a supervisor and an employee consider together, the duties to be performed by the employee, the achievement expected, and the results actually being achieved. The final review is the culmination of the periodic reviews and is concerned exclusively with the employee's work performance. The employee's appraisal, which is done annually, identifies various other qualifications, estimates potential, identifies and proposes responses to training and development needs, indicates possible future assignments, and takes cognizance of the employee's aspirations. Together, the final Performance Review and the Employee Appraisal make up the Employee Evaluation Report.

Currently, there are three evaluation forms being used, one for the Executive and Senior Levels, one for the Officer Levels, and one for Administrative Support. Our study involved the examination of all three forms. The Bankruptcy Branch has devised their own form for evaluating their staff. This form was also included in our study. All the forms are based upon the same principles of performance review and appraisal. Work performance is measured against previously established, measureable goals. Performance for each goal is rated according to the level of achievement compared to the final expected results stated in the goal.

As of October 1984, the completion rate of performance appraisals for the 1983-84 year was 90.5% for the Department. The rating distribution is as follows:



Review Committees

Consumer and Corporate Affairs Canada has, in addition to the examination of evaluation reports by reviewing officers, review committees in two Bureaux. The Bureau of Consumer Affairs has established review committees to review employees' evaluation reports effective January 1984. The initial purpose is to review the consistency and quality of the narratives provided in support of the appraisal. The review is limited to those employees with evaluations above and below the fully satisfactory level. The Bureau of Corporate Affairs has established review committees to discuss the officer occupation groups. The review does not involve the examination of individual evaluation reports, but looks at the group as a whole. Areas discussed by the committees include the completion rate of performance reviews and appraisals, the ratings distribution, age distribution, male-female representation and training needs of the group.

Climate

In June of 1983, a multidisciplinary committee of the Personnel Branch was formed with the mandate to study the issue of employee performance appraisal. In October 1983, the Ad Hoc Committee presented their report, which included a number of recommendations to improve the current performance review and employee appraisal system. Some of these recommendations have been adopted, while others are still being considered and studied. Some of the recommendations that we are proposing as a result of our study's findings are similar to those already proposed by the Ad Hoc Committee. However, it is necessary to reiterate those recommendations in the context of the findings of this study.

Objective

The objective of the study was to determine if the performance review and employee appraisal system is equitable to all employees, regardless of gender. At the commencement of the study, a review of policies and procedures in the appraisal system was conducted to identify hypotheses and areas of concern to be studied. The hypotheses formulated utilized the following format: The proportion of female employees receiving unacceptable/unsatisfactory ratings equals the proportion of male employees receiving unacceptable/unsatisfactory ratings. The areas of concern addressed by the hypotheses were as follows:

- a) unacceptable/unsatisfactory ratings;
- b) acceptable/satisfactory ratings;
- c) fully satisfactory ratings;
- d) superior ratings;
- e) outstanding ratings;
- f) appraised on objective criteria;
- g) appraised on subjective criteria;
- h) reports reviewed by reviewing officer and/or committee;
- i) who are identified as having training needs;
- j) who are identified as needing development;
- k) who are assessed by their supervisor to have the potential to advance
- l) who indicate factors that may limit their advancement.

Methodology

Our study involved the focus groups that were identified by the workforce audit. A few of the focus groups were eliminated from this particular study for a variety of reasons. The SG-PEM group was not examined due to the small representation of females, only 3.05%. The GL and GS groups were not examined as they have no female representation. The EX/SM groups were not examined because of the small sample size of eighty (80) employees in these groups and, due to the high profile nature of these positions, there was a real concern about the ease of identification of individual employees. Also, there was the additional problem of low female representation in both groups. The PM, AS, ES, SG-SRE, CO, PI, TI groups and CR-4, 5, and 6 levels made up the composition of our sample.

After consultation with a Public Service Commission statistician from the Human Resources Planning Division, it was determined that if we examined all the employees in those focus groups which have very low female representation, namely CO, PI and TI, we would not be able to draw any inferences from the findings as the male representation would be so disproportionate to the female representation that any findings would be skewed by this. Therefore, the female officers were matched to male officers. The matching was based upon age, classification level, years at level, and region or branch location. The total number of employees in our sample, including these groups where matching was done, numbered seven hundred and ninety-eight (798) or 36% of the total indeterminate population. Our study involved the examination of six hundred and sixty eight files, 83.7% of our sample and 30% of our total indeterminate population. The files not examined in the sample were not available due to the following reasons:

1. Employees still on probation as of March 31, 1984, and their performance review and appraisal have not been completed;
2. Employees on extended leave or language training and a performance review and appraisal report had not been completed on them in the 1983-84 fiscal year;
3. Employees who have left Consumer and Corporate Affairs Canada since March 31, 1984, and their files have been transferred to their new departments;
4. Employees whose performance review and appraisal for 1983-84 have not been completed at the time of the study.

Our study involved the manual review of each performance review and employee appraisal report by a member of the Affirmative Action Study Group. A data gathering form was devised to collect the necessary information from the Performance Review and Employee Appraisal form. Data gathered included the following components:

1. Employee's name.

2. The gender of the employee when indicated on the report, or verified with PMIS (Personnel Management Information System) when no indication of gender was made in the report.
3. Group and level of the employee.
4. Employee's supervisor, when indicated.
5. Rating received, possible ratings include unacceptable/unsatisfactory, acceptable/satisfactory, fully satisfactory, superior, outstanding and any possible deviation from these ratings.
6. Objective criteria which includes:
 - a) the ability to create and innovate;
 - b) the ability to analyze and evaluate;
 - c) the ability to plan;
 - d) the ability to organize;
 - e) the ability to control;
 - f) the ability to direct and/or supervise;
 - g) the ability to use tools or equipment;
 - h) the ability to communicate orally and/or in written form.
7. Subjective criteria which included:
 - a) maturity;
 - b) tact;
 - c) motivation;
 - d) handles stress well;
 - e) patience and persistence;
 - f) initiative;
 - g) cooperativeness;
 - h) others.
8. Training needs which included:
 - a) the need for additional experience;
 - b) the need for improvement in objective criteria;
 - c) the need for courses.
9. Development needs which included:
 - a) courses;
 - b) second language training;
 - c) management courses and/or experience.
10. Training and development needs, indicated by the supervisor or by the employee.
11. Assessment of employee's potential to advance.
12. Factors that may limit one's advancement such as:
 - a) desire to stay in geographic area;
 - b) desire to stay in present position;
 - c) desire to stay in same Department or Bureau;
 - d) other factors.

13. Career aspirations of the employee.
14. Comments or refusal to sign by the employee.
15. Presence of a reviewing officer and/or committee was indicated.
16. A catch-all for any other possibly relevant data such as comments by reviewing officer/committee, training print-out on file or the appraisal period varying from other reports was provided for.

Some of the above terms may need to be defined for clarification. The evaluation criteria was divided into objective and subjective criteria: Webster's Dictionary defines objective as "being without bias or prejudice; detached, impersonal". While subjective is defined as "determined by, and emphasizing the ideas, thoughts, feelings, etc. of the writer, not just rigid by reflecting reality". The objective criteria consists of classification and staffing selection standards, while the subjective criteria were derived from Treasury Board's Affirmative Action Training Course material.

The definitions of training and development were taken from the Departmental Personnel Administration Manual, Section 7. Development is planned growth, over a period of time, of the skills, knowledge/experience and maturity of employees so that they may assume more responsible and complex duties in a different position at some time in the future. Training is the process of providing the employee with the knowledge, skills and abilities required to carry out the prescribed duties of their present position in a fully satisfactory manner.

PERFORMANCE APPRAISAL DATA GATHERING FORM

				1. Employee's Name	
				2. Male/Female	
				3. Group & Level	
				4. Supervisor	
				5. Rating Received	
				1. Create/Innovate	O C
				2. Analyze/Evaluate	B R
				3. Plan	J I
				4. Organize	E T
				5. Control	C E
				6. Direct/Supervise	T R
				7. Equipment/Tools	I I
				8. Communication	V A
					E
				1. Maturity	S C
				2. Tact	U R
				3. Motivation	B I
				4. Handles Stress Well	J T
				5. Patience-Persistence	E E
				6. Initiative	C R
				7. Cooperative	T I
				8. Other	I A
					V
					E
				8&9 Training and/or Development Needs	
				10. Stated By Supervisor or Employee	
				11. Potential Assessed by Supervisor	
				12. Factors That May Limit Advancement	
				13. Career Aspirations	
				14. Refused to Sign and/or Comments	
				15. Reviewing Officer/Committee	
				16. Other	

CO GROUP

While there were one hundred and twenty (120) Commerce Officers (CO's) at the end of March, 1984, due to the low female representation of only 11.6% of the group, female officers were matched to male officers. The sample consisted of eleven (11) female and eleven (11) male officers. The method of matching was referred to earlier in the methodology of the study.

Observations

Ratings

The data collected demonstrated that the number of female officers who received superior ratings is greater than the number of male officers who received superior ratings.

Training and Development

With a greater number of female officers evaluated at the superior level in their present position, one would suppose that there would be a greater number of female officers recommended for development for future positions. However, this does not seem to be the case. There are equal numbers of male and female officers who are recommended for development.

Assessment of Potential

One might also assume that with a greater number of female officers evaluated at the superior level in their present position than male officers, that a greater number of female officers would be identified as having the potential to advance. However, actually, there are equal numbers of male and female officers who are identified as having the potential to advance.

Evaluation Criteria

A greater number of female officers were evaluated on their initiative and other subjective criteria such as conscientiousness, enthusiasm, interpersonal skills, leadership and judgement, than were the male officers.

Mobility

There were equal numbers of male and female officers who identified factors that may limit their advancement.

Conclusions

It would appear that obtaining a superior level rating for a female CO is viewed as equivalent to obtaining a fully satisfactory rating for a male CO officer.

CO GROUP

<u>RATINGS</u>			<u>DEVELOPMENT</u>														
Rating	% Male	% Female	<table border="1"> <thead> <tr> <th></th> <th>% Male</th> <th>% Female</th> </tr> </thead> <tbody> <tr> <td>Need of Development Indicated on Appraisal</td> <td>54.5</td> <td>54.5</td> </tr> </tbody> </table>				% Male	% Female	Need of Development Indicated on Appraisal	54.5	54.5						
	% Male	% Female															
Need of Development Indicated on Appraisal	54.5	54.5															
Unacceptable	0	0	<table border="1"> <thead> <tr> <th>Type of Development Needed</th> <th>% Male</th> <th>% Female</th> </tr> </thead> <tbody> <tr> <td>Courses</td> <td>27.2</td> <td>18.1</td> </tr> <tr> <td>Second Language Training</td> <td>18.1</td> <td>18.1</td> </tr> <tr> <td>Management Courses/Experience</td> <td>27.2</td> <td>18.1</td> </tr> </tbody> </table>			Type of Development Needed	% Male	% Female	Courses	27.2	18.1	Second Language Training	18.1	18.1	Management Courses/Experience	27.2	18.1
Type of Development Needed	% Male	% Female															
Courses	27.2	18.1															
Second Language Training	18.1	18.1															
Management Courses/Experience	27.2	18.1															
Acceptable	18	9															
Fully Satisfactory	45	45															
Superior	36	45															
Outstanding	0	0															
<u>EVALUATION CRITERIA</u>			<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>											
Criteria	% Male	% Female	Factors	% Male	% Female	% Male	% Female										
Initiative	9	36	Stay in Geographic Area	18	0	45	45										
Other Subjective Criteria	63	91	Stay in Present Position	0	9												
			Stay in Bureau/Direction	0	9												
			Other	0	0												
			Total	18	18												

PM GROUP

There were two hundred and fifty-one (251) employees in the PM group as of March 31, 1984. Our sample consisted of two hundred and twenty-three (223) employees or 88.8% of the group.

Observations

Ratings

A larger proportion of male officers are rated at the fully satisfactory level than are female officers. However, a larger proportion of female officers are rated at the superior level than are male officers.

Training and Development

With a larger proportion of female officers than male officers being evaluated at the superior level in their present position, one would assume that there would be a corresponding greater proportion of female officers than male officers who are ready to be developed for advancement within the Department. However, in fact, there are equal proportions of male and female officers who are recommended for development.

Assessment of Potential

The proportion of female officers who are evaluated as having the potential to advance is greater than the proportion of male employees who are evaluated as having the potential to advance. If there is a greater proportion of female officers who are identified as having the potential to advance, then one would assume that these employees would also be recommended for development so that they may be prepared for advancement. This relationship does not exist.

Evaluation Criteria

Approximately twice the proportion of female officers are rated on their initiative and other subjective criteria such as cooperativeness than are male employees.

There is a higher proportion of female officers who are evaluated on their ability to organize than male officers. However, there is a higher proportion of male officers who are evaluated on their ability to control than female officers. But, there is a higher male representation at the PM-5 and PM-6 levels where this skill may be more significant to the goals of the positions.

Mobility

No difference between genders was noted.

Conclusions

It would appear that obtaining a superior level rating for a female PM is viewed as equivalent to obtaining a fully satisfactory rating for a male PM.

PM GROUP

<u>RATINGS</u>			<u>DEVELOPMENT</u>				
Rating	% Male	% Female	% Male % Female				
Unacceptable	0	0	Need of Development Indicated on Appraisal	49	49		
Acceptable	7	7	Type of Development Needed				
Fully Satisfactory	66	50	Courses	16	20		
Superior	25	43	Second Language Training	6	12		
Outstanding	0	0	Management Courses/Experience	31	28		
<u>EVALUATION CRITERIA</u>			<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>	
Criteria	% Male	% Female	Factors	% Male	% Female	% Male	% Female
Initiative	13	27	Stay in Geographic Area	22	28	75	85
Cooperative	7	13	Stay in Present Position	1	0		
			Stay in Bureau/Direction	1	0		
			Other	6	3		
			Total	31	32		

AS GROUP

As of March 31, 1984, there were one hundred and two (102) AS's; our sample consisted of seventy-eight officers or 76.5% of the group.

Observations

Ratings

There is a greater proportion of male employees who received fully satisfactory ratings than female employees, however, there is a greater proportion of female officers who received superior ratings than male employees.

Training and Development

One would assume that with more female employees rated at the superior level in their present position than males, that there would also be more females than males recommended for development for future positions. However, there are equal proportions of males and females employees recommended for development.

Assessment of Potential

More female employees are rated superior at their present position than male employees, however their supervisors consider equal proportions of male and female employees capable of advancing in the Department.

Evaluation Criteria

There are substantially more male employees evaluated on their ability to create and innovate and their ability to analyze and evaluate than female employees.

There is a greater proportion of female employees who are evaluated on tact than their male counterparts.

Mobility

A larger percentage of male employees indicated factors that may limit their advancement than female employees.

Conclusions

It would appear that obtaining a superior level rating for a female AS is viewed as equivalent to obtaining a fully satisfactory rating for a male AS.

AS GROUP

<u>RATINGS</u>			<u>DEVELOPMENT</u>				
Rating	% Male	% Female	% Male % Female				
Unacceptable	0	0	Need of Development Indicated on Appraisal	65	71		
Acceptable	2	6	Type of Development Needed % Male % Female				
Fully Satisfactory	72	54	Courses	23	29		
Superior	26	37	Second Language Training	5	11		
Outstanding	0	3	Management Courses/Experience	37	37		
<u>EVALUATION CRITERIA</u>			<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>	
Criteria	% Male	% Female	Factors	% Male	% Female	% Male	% Female
Tact	2	20	Stay in Geographic Area	37	28	88	86
Creative/Innovative	19	6	Stay in Present Position	5	6		
Analyze/Evaluate	33	23	Stay in Bureau/Direction	9	6		
			Other	2	6		
			Total	53	45		

ES GROUP

Of the 24 male officers and 7 female officers in the ES group, only 14 male officers' and 3 female officers' performance review and appraisal reports were available for examination. Therefore, due to the extremely small size of the sample, no further examination was conducted.

SG-SRE Group

Of the total thirty-four (34) SG-SRE's, we sampled 27 officers or 79.4% of the group.

Observations

Ratings

A greater percentage of female employees are rated at the fully satisfactory and superior levels than male employees.

Training and Development

There appears to be an inconsistency between the ratings received by gender and the training recommended by gender. While female employees were rated higher than male employees, they were recommended for training more frequently than male employees. Even though they are judged to perform better in their positions, they are seen as possessing some weaknesses in their performance.

Assessment of Potential

There is a higher percentage of female employees who are identified as having the potential to advance. One would expect this to occur due to the higher ratings received by the female employees. However, one would assume that these employees who are identified as having the potential to advance and who have been evaluated as being capable in their present position would also be recommended for development. However, more male employees were recommended for development than female employees.

Evaluation Criteria

A large percentage of female employees are evaluated on the subjective criteria of conscientiousness and judgement, while a large percentage of male employees are evaluated on their interpersonal skills.

Mobility

A larger percentage of male employees identified factors that may limit their advancement than female employees.

Conclusions

It would appear that the more capable employees in the SG-SRE group are female.

SG-SRE GROUP

<u>RATINGS</u>			<u>TRAINING</u>			<u>DEVELOPMENT</u>		
				% Male	% Female		% Male	% Female
Rating	% Male	% Male	Training Needs Identified on Perform. Eval.	50	64	Need of Dev. Indicated on Appraisal	50	45
Unacceptable	6	0	Type of Training Needed	% Male	% Female	Type of Dev. Needed	% Male	% Female
Acceptable	13	9	Add. Exp.	12	9	Courses	19	18
Fully Satisfactory	75	82	Improvement on Objective Criteria	0	27	Second Lang. Training	9	0
Superior	6	9	Courses	44	36	Management Courses/Exp.	31	17
Outstanding	0	0						
<u>EVALUATION CRITERIA</u>			<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>		
	% Male	% Female	Factors	% Male	% Female	% Male	% Female	
Criteria			Stay in Geo. Area	56	27	69	91	
Conscientious	6	27	Stay in Pres. Position	0	0			
Judgement	6	27	Stay in Bur./Direction	0	0			
Interpersonal Skills	25	0	Other	0	0			
			Total					

PI GROUP

While there were one hundred and forty-nine Product Inspectors (PI) as of March 31, 1984, only twenty one (21) were female inspectors. Therefore female inspectors were matched to male inspectors. The method of matching is outlined under the methodology of the study.

Training and Development

No differences between genders were noted.

Ratings

This is the only focus group where female employees are rated proportionally higher at the fully satisfactory level than male employees, and male employees are rated proportionally higher at the superior level than female employees.

Assessment of Potential

A larger number of female inspectors are identified as having the potential to advance than male inspectors.

Evaluation Criteria

A larger number of male inspectors are evaluated on other subjective criteria than female inspectors, with more references made to the male employees' interpersonal skills and their judgement.

Mobility

There are more female inspectors than male inspectors who have identified factors that may limit their advancement.

Conclusions

It would appear that the performance review and employee appraisal system is equitable to both male and female inspectors.

PI GROUP

<u>RATINGS</u>			<u>EVALUATION CRITERIA</u>		
Rating	% Male	% Female	Criteria	% Male	% Female
Unacceptable	5	0	Interpersonal Skills	47	19
Acceptable	5	5	Judgement	23	4
Fully Satisfactory	71	86			
Superior	19	10			
Outstanding	0	0			

<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>	
Factors	% Male	% Female	% Male	% Female
Stay in Geo. Area	19	42	52	67
Stay in Pres. Position	0	9		
Stay in Bur./Direction	4	0		
Other	0	0		
Total	23	51		

TI GROUP

While there were three hundred and eighty-five technical inspectors (TI's) at the end of March 1984, there were only eleven (11) female inspectors, therefore, we matched the female inspectors to male inspectors. The method of matching is outlined under the methodology of the study.

Observations

Ratings

There are more male inspectors rated at the fully satisfactory level than female inspectors, while there are more female inspectors rated at the superior level than male inspectors. However, no conclusions should be drawn from this given that the difference between male and female inspectors is only one in both instances (one equals ten percent in the following chart).

Training and Development

More female inspectors are recommended for development than male inspectors.

Assessment of Potential

Slightly fewer female inspectors are identified as having the potential to advance than male inspectors. This does not correspond to the ratings received by female inspectors, nor does it correspond to the number of female inspectors recommended for development.

Evaluation Criteria

Female inspectors are evaluated on a greater average number of objective criteria per employee than male inspectors.

Mobility

No differences between genders were noted.

Conclusions

It would appear that female inspectors received a more thorough performance review than male inspectors.

TI GROUP

RATINGS

Rating	% Male	% Female
Unacceptable	0	0
Acceptable	20	20
Fully Satisfactory	70	60
Superior	10	20
Outstanding	0	0

DEVELOPMENT

	% Male	% Female
Need of Development Indicated on Appraisal	0	30

Type of Development Needed	% Male	% Female
Courses	0	0
Second Language Training	0	10
Management Courses/Experience	0	20

EVALUATION CRITERIA

Criteria	% Male	% Female
Create/Innovate	1	1
Analyze/Evaluate	0	1
Plan	0	3
Organize	2	4
Control	0	0
Direct/Supervise	0	1
Equipment	2	0
Communicate	4	3
Average Skills Evaluated Per Employee	.9	1.3

ASSESSMENT OF POTENTIAL

% Male	% Female
80	70

CR GROUP

On March 31, 1984, there were two hundred and ninety-eight (298) employees at the CR-4, 5 and 6 levels. Our sample consisted of two hundred and thirty-nine (239) employees or 80.2% of the group.

Observations

Ratings

Male employees are rated at the fully satisfactory level proportionally higher than female employees, while a greater proportion of female employees are rated at the superior level than male employees.

Training and Development

A greater proportion of male employees are recommended for development than female employees which one would not anticipate due to the larger proportion of female employees performing at the superior level in their present position. A substantially larger percentage of male employees are identified by their supervisors as needing management training and/or experience than female employees are.

Assessment of Potential

A slightly larger proportion of female employees are identified as having the potential to advance, and while this corresponds to the rating distribution, it does not match the identification of a larger proportion of male employees for development by their supervisor.

Evaluation Criteria

A larger percentage of female employees than male employees are evaluated on their ability to plan and their ability to organize. The average number of objective criteria evaluated per employee is greater for female employees than for male employees.

Mobility

No differences between genders were noted.

Conclusions

The greater proportion of male employees than female employees who are recommended by their supervisor for development may account for the greater representation of male CR's at higher levels than female CR's.

The greater average number of objective criteria evaluated per employee for female employees may indicate more thorough performance review of female CR's than male CR's.

It would appear that obtaining a superior level rating for a female CR is viewed as equivalent to obtaining a fully satisfactory rating for a male CR.

CR GROUP

<u>RATINGS</u>			<u>DEVELOPMENT</u>				
Rating	% Male	% Female		% Male	% Female		
Unacceptable	2	0	Need of Development Indicated on Appraisal	49	41		
Acceptable	6	25					
Fully Satisfactory	82	72	Type of Development Needed	% Male	% Female		
Superior	8	25	Courses	18	20		
Outstanding	2	5	Second Language Training	4	5		
			Management Courses/Experience	20	9		
<u>EVALUATION CRITERIA</u>			<u>MOBILITY</u>			<u>ASSESSMENT OF POTENTIAL</u>	
Criteria	% Male	% Female	Factors	% Male	% Female	% Male	% Female
Create/Innovate	0	.5	Stay in Geographic Area	57	6	59	67
Analyze/Evaluate	2	3	Stay in Present Position	4	7		
Plan	33	61	Stay in Bureau/Direction	0	5		
Organize	37	66	Other	0	5		
Control	0	6	Total	61	14		
Direct/Supervise	10	6					
Equipment	0	0					
Communication	57	65					
Average Skills Evaluated per Employee	1.39	2.08					

SUMMARY OF OBSERVATIONS

Ratings

A higher proportion of female employees are rated at the superior level than male employees (GRAPHS #1-#7).

Training and Development

While greater proportions of female employees are rated at the superior level, equal or greater proportions of male employees than female employees are recommended for development for future positions.

Assessment of Potential

Female employees are rated in equal or greater proportion to their male counterparts on their potential to advance.

Evaluation Criteria

In a number of focus groups, female employees are evaluated on subjective criteria more frequently than male employees.

Mobility

Male employees indicate factors that may limit their advancement more frequently than female employees.

Conclusions

1. Female employees seem to perform the duties of their jobs better than their male counterparts.
2. Attaining a superior level rating for a female employee appears to be viewed as equivalent to a male employee attaining a fully satisfactory rating, particularly with regard to the recommendation of training and/or development.
3. Female employees appear to possess more potential for advancement than their male counterparts.
4. The notion that many female employees have to perform more effectively than male employees to be considered equal seems to be confirmed by our findings.

Recommendations

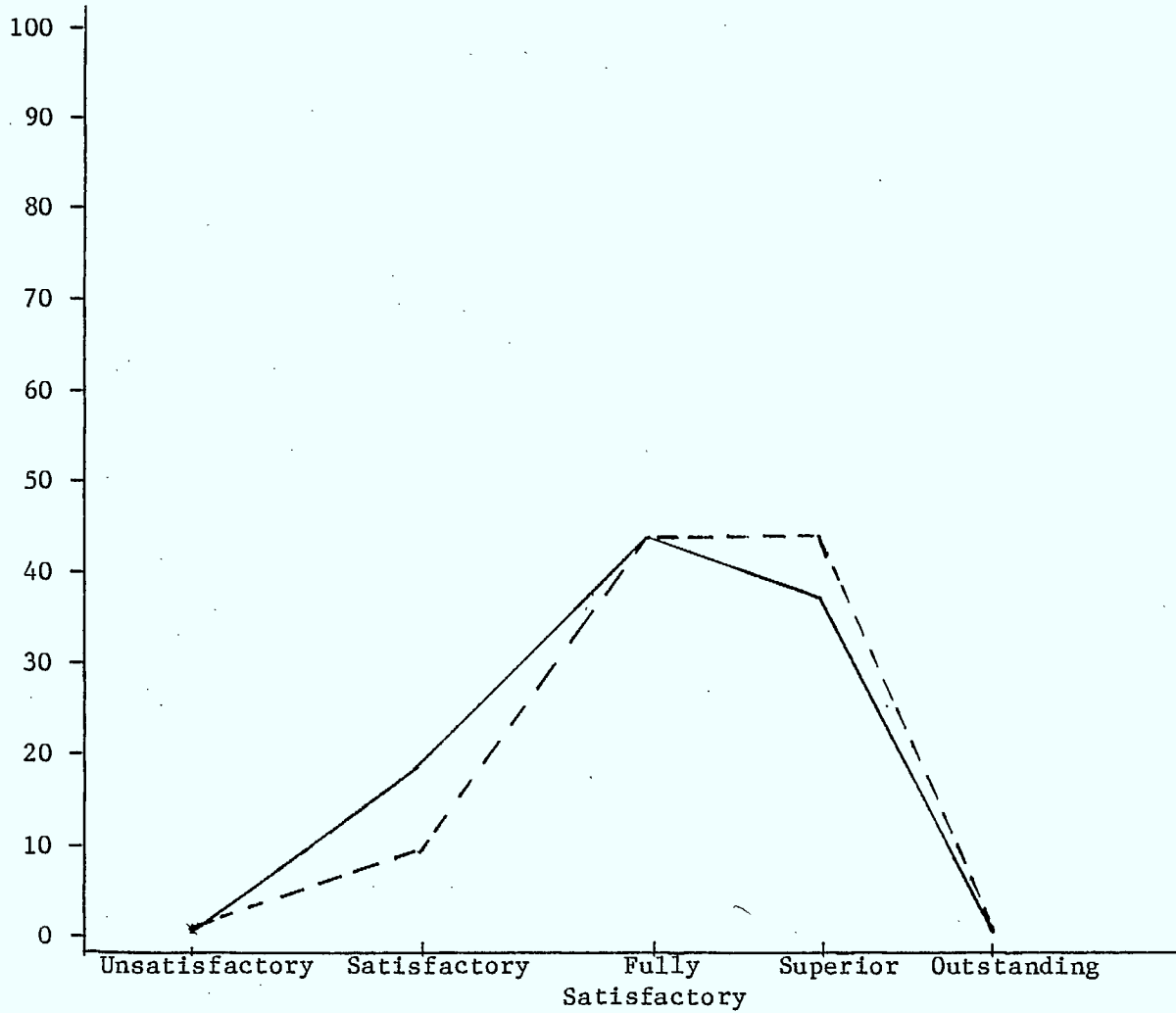
1. A monitoring process should be set up in order to compare, on an annual basis, the training and developmental assignments recommended in the appraisal report with the type of training and development received by a sample of CCAC's population. The monitoring process should allow for a comparison between genders.

2. A method of review within each Bureau/Activity should be set up to ensure that all employees are being assessed equally on all criteria.
3. Managers and supervisors should be provided with training in performance review and employee appraisal. Since a new appraisal form is about to be introduced for the next review cycle the training sessions should include time to discuss the findings of this study with an emphasis on equity towards all employees.
4. It is understood that summary reports will be permitted only in very specific cases, with the agreement of the manager and the employee.
5. To ensure consistency within each Bureau/Activity and in all geographical locations Personnel Branch should ensure that it reminds managers on an annual basis of its concern for fairness towards all employees including target group members.
6. The rate of return plus the ratings received by gender and by each group per Bureau/ Activity should be part of the annual appraisal process.

GRAPH 1

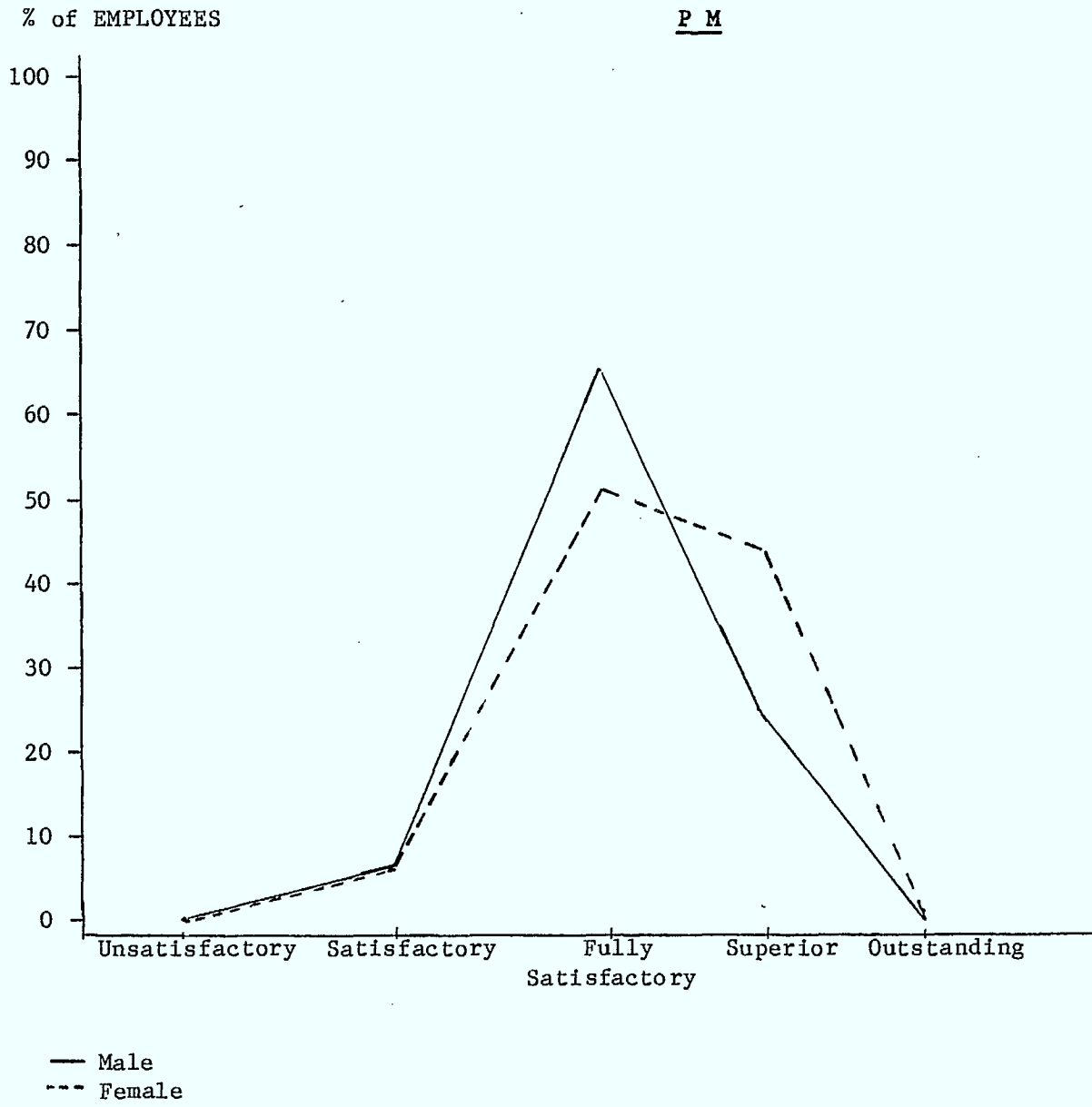
% of EMPLOYEES

C O



— Male
--- Female

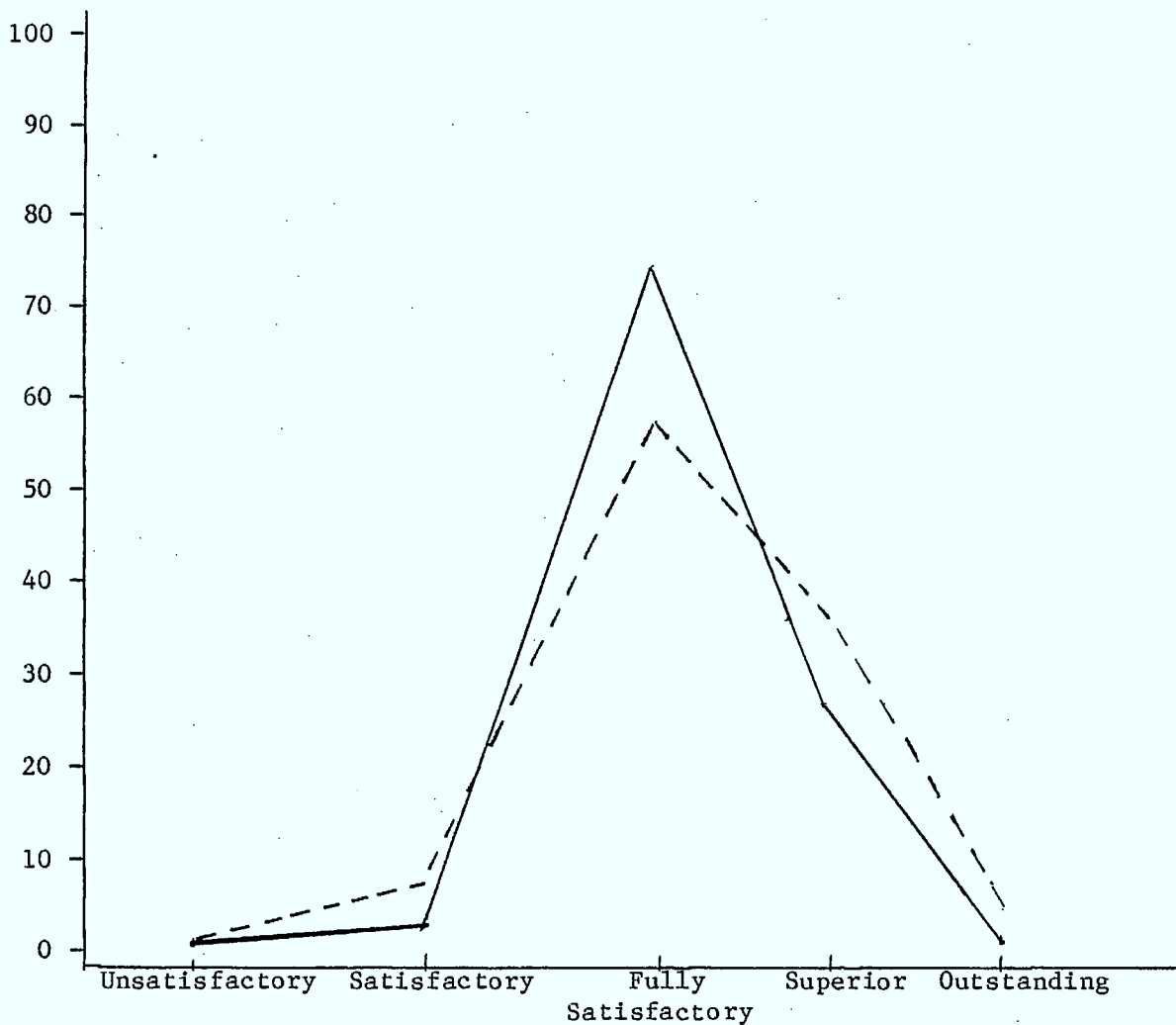
GRAPH 2



GRAPH 3

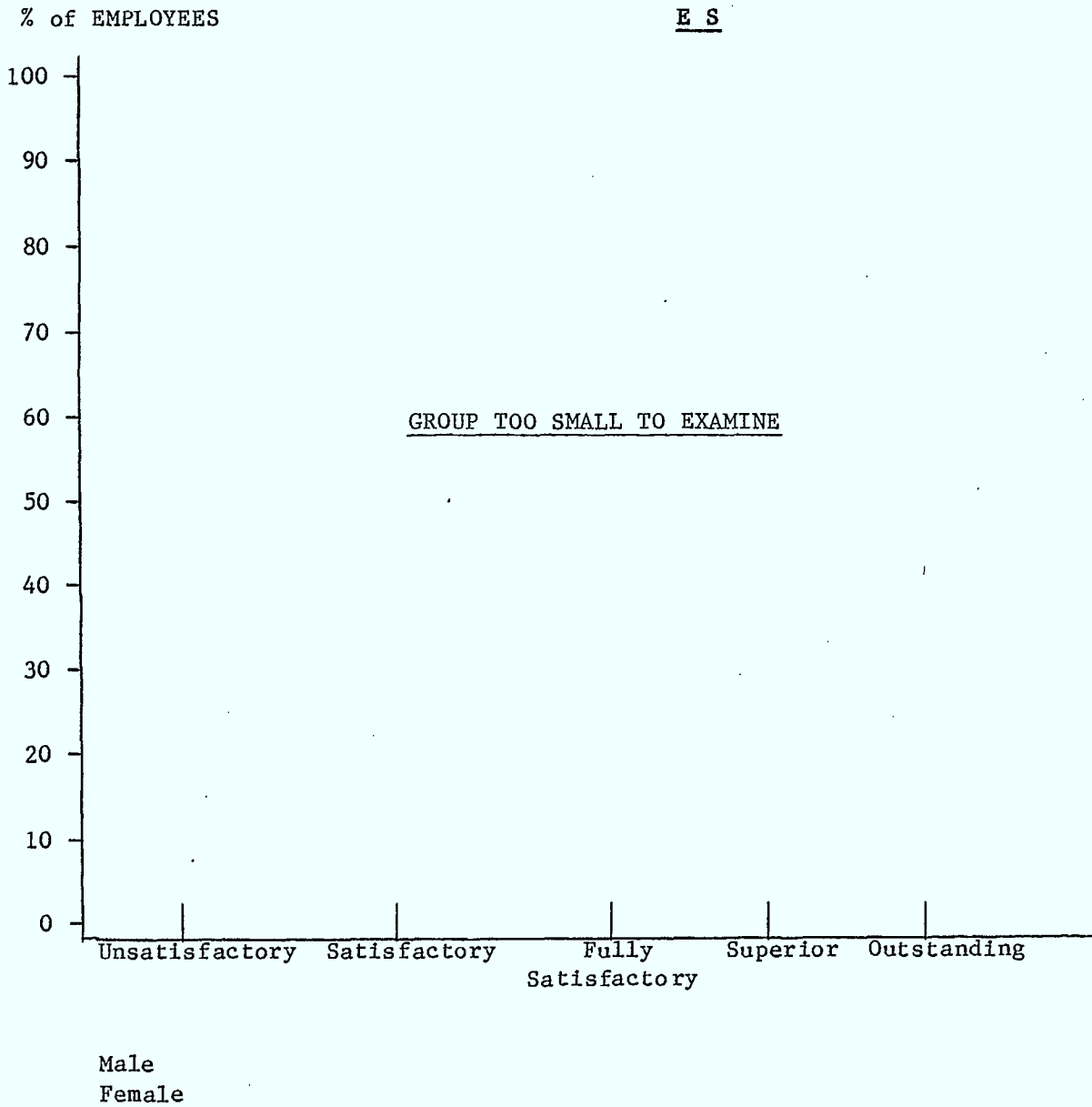
% of EMPLOYEES

A S



— Male
- - - Female

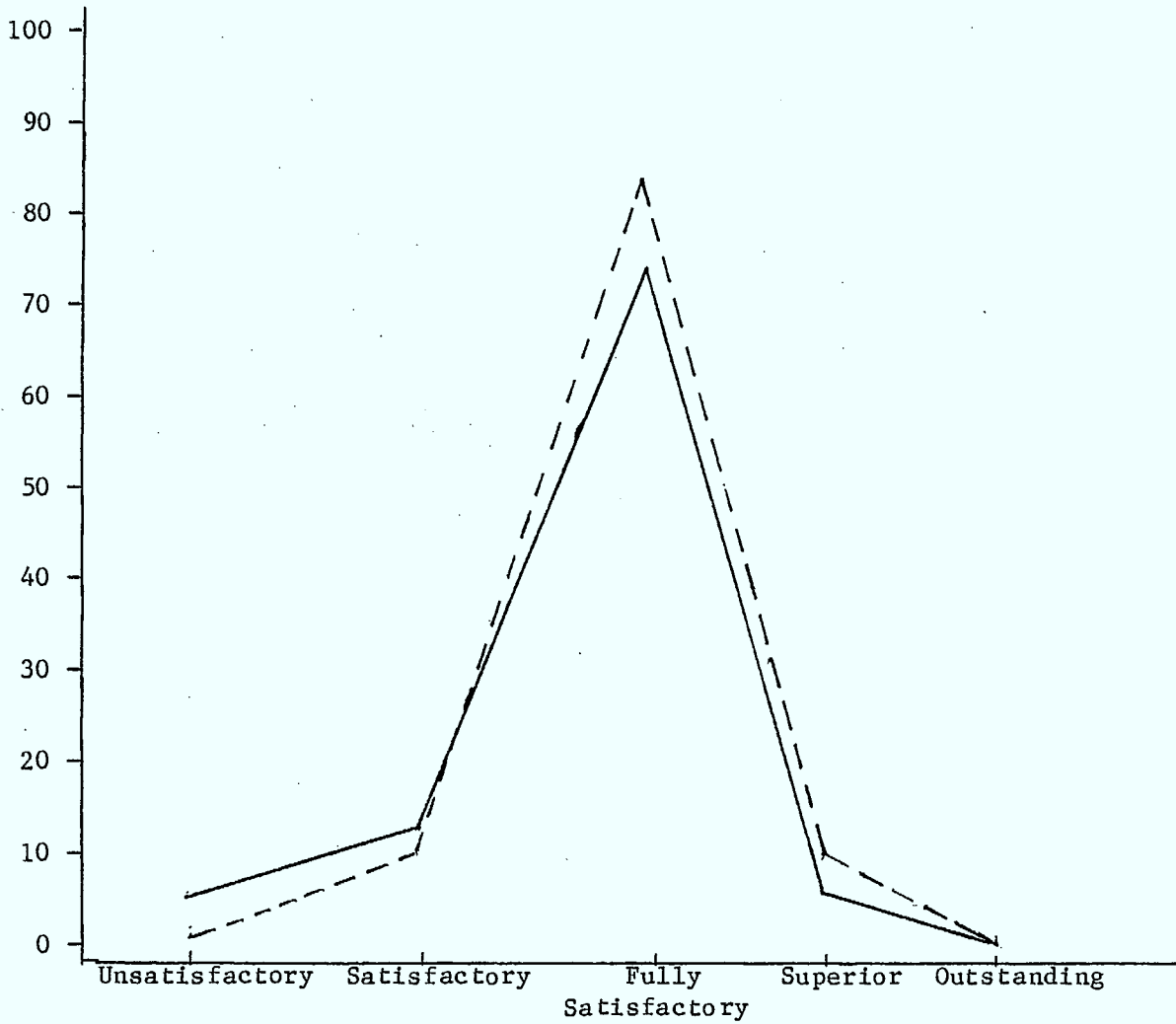
GRAPH 4



GRAPH 5

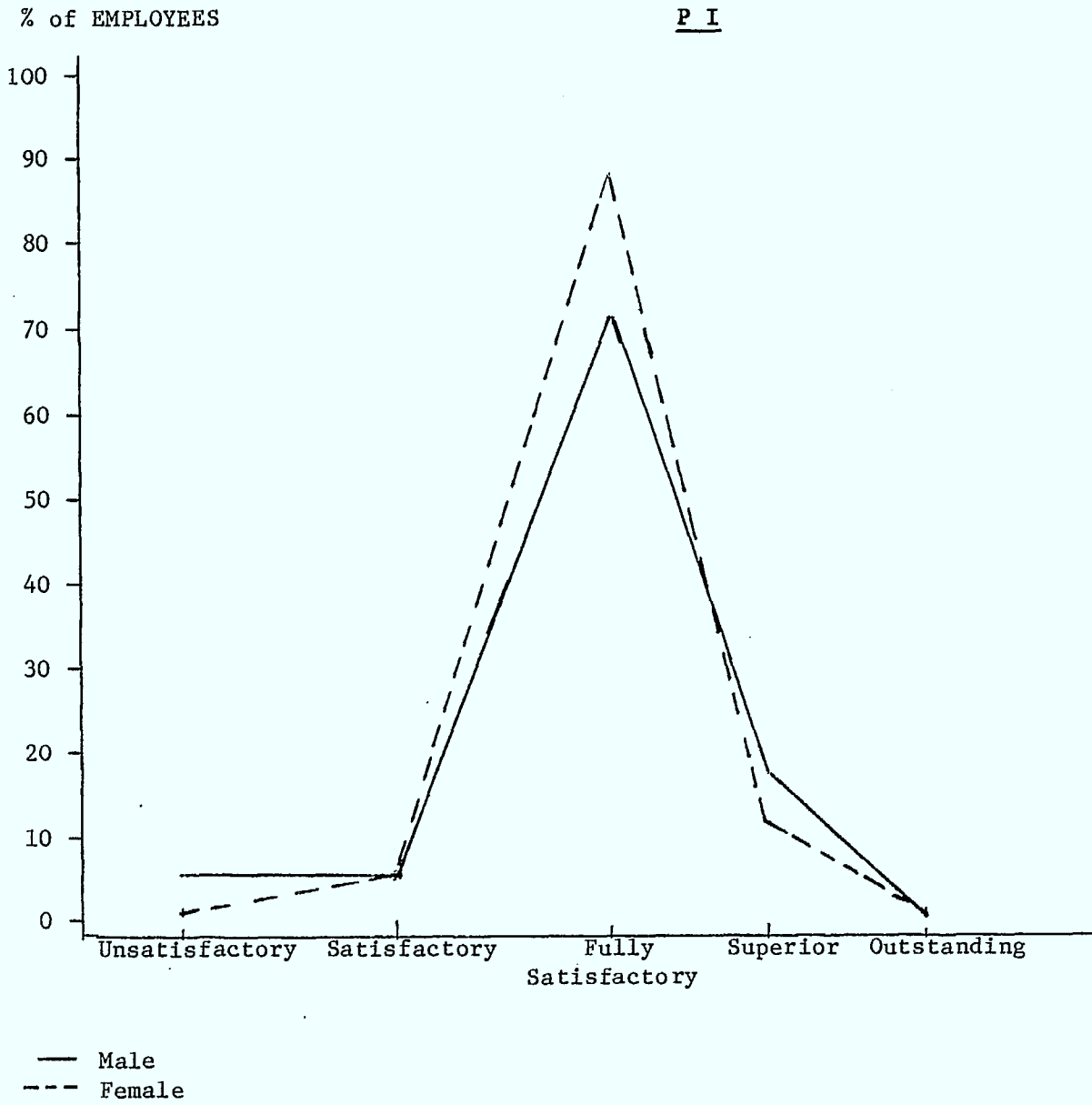
% of EMPLOYEES

S G - S R E



— Male
- - - Female

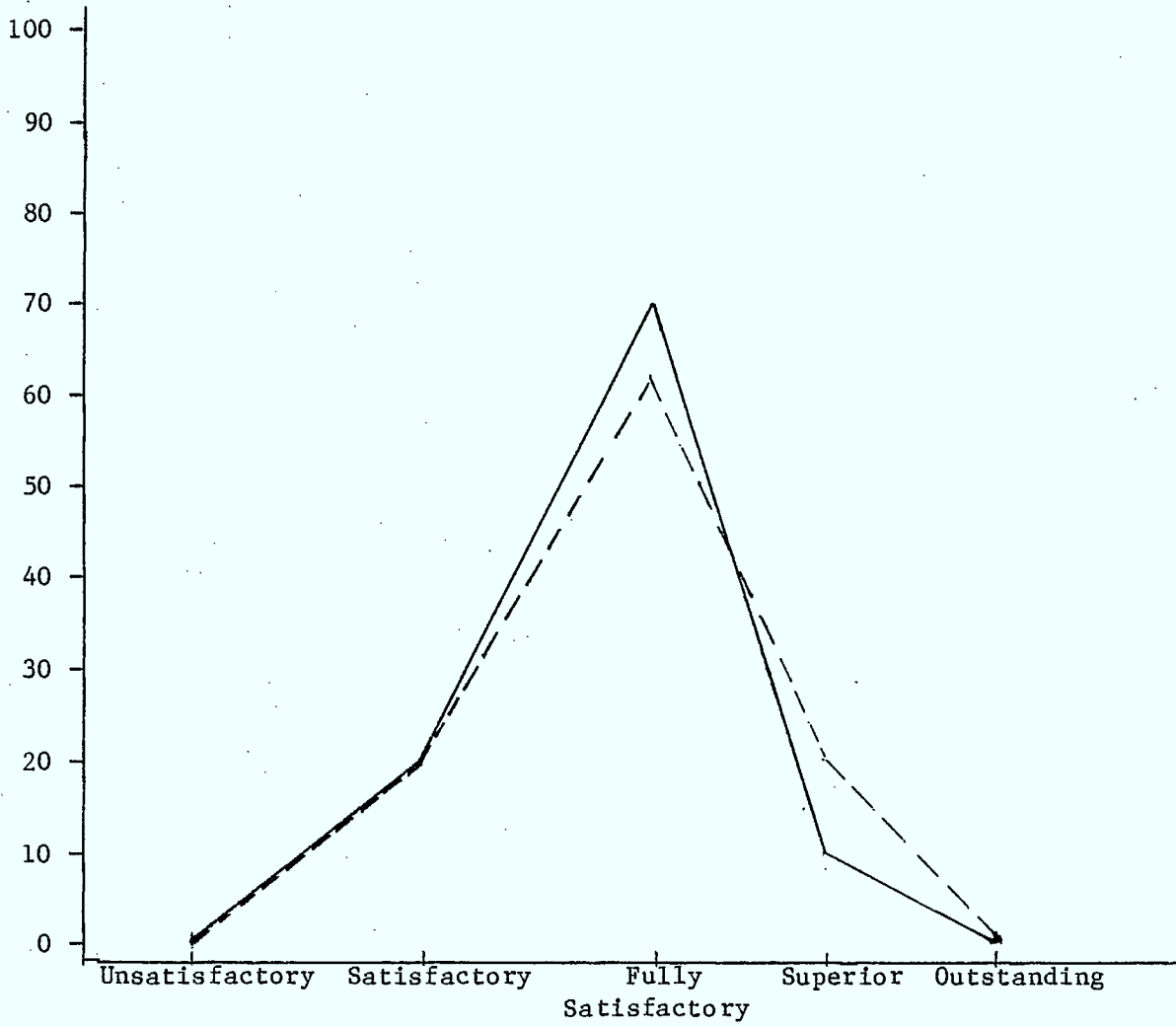
GRAPH 6



GRAPH 7

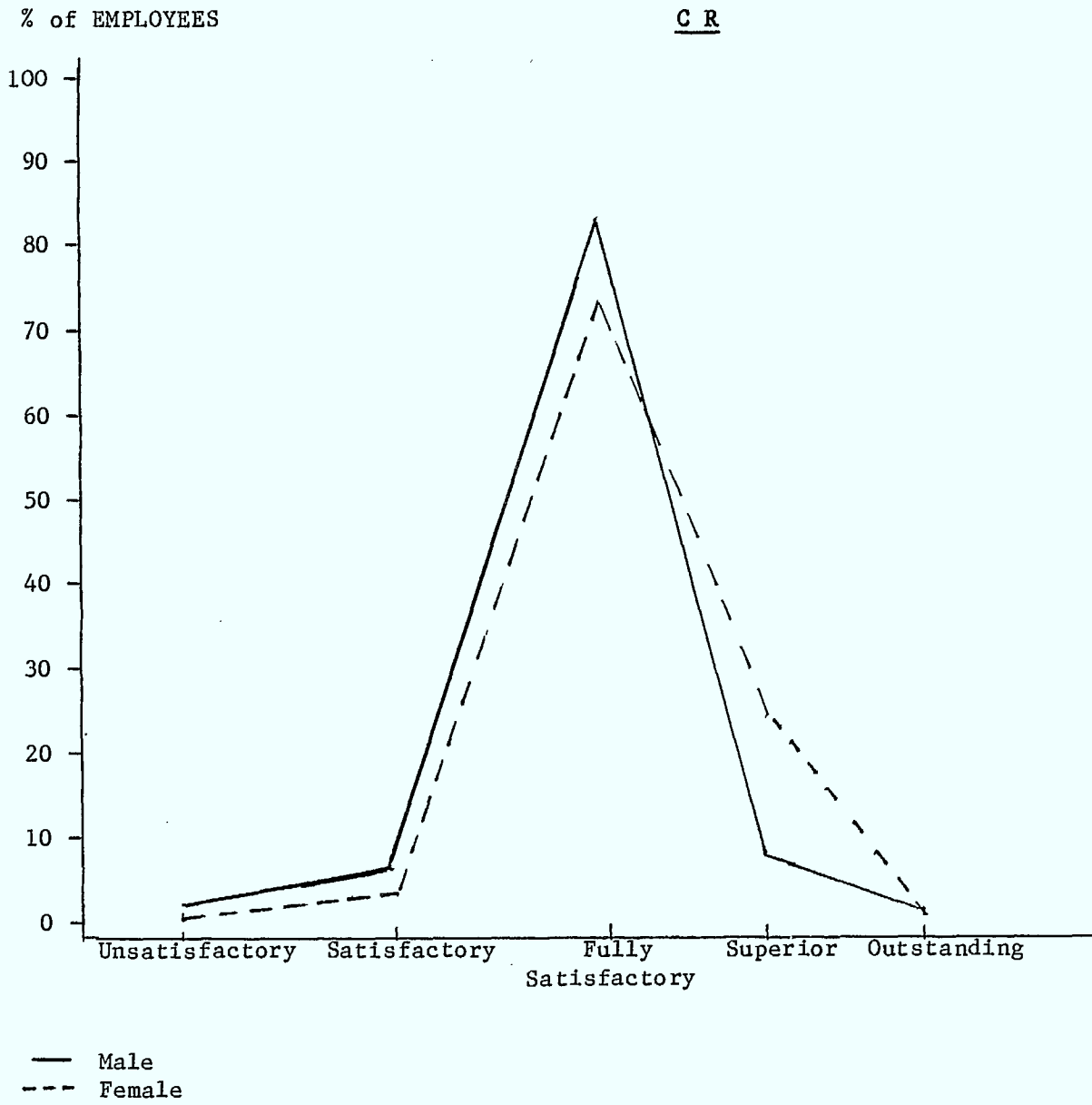
% of EMPLOYEES

T I



— Male
- - - Female

GRAPH 8



2.4 CLASSIFICATION

2.4 CLASSIFICATION

Objective

This personnel system was considered for analysis with reference to its effects on target group members. Three questions were raised when the parameters of the study were being delineated:

- 1) Are there any significant disparities in the levels assigned to position job descriptions for men and women working in the same group doing work of a similar nature?
- 2) Are job descriptions out of date; if so which positions are adversely affected, those occupied by men or those occupied by women?
- 3) Is there evidence of sexist terminology in the General Labour (GL), General Services (GS), Products Inspection (PI) and Technical Inspection (TI) job descriptions, occupational groups which have been traditionally male dominated.

1. Methodology

The first issue raised would require an extensive study including a bench audit; the time constraints prohibited this type of study.

Observations

The Classification Division confirmed, however, that relativities are considered when positions are being classified, and positions are not classified according to the incumbent but according to the duties performed as described by the manager. Also bench audits are conducted by Treasury Board as a condition of delegation.

2. Methodology

The second issue queried the timeliness of job descriptions, and was discussed with Classification Division. The departmental policy on rewriting and reviewing job descriptions indicates that jobs subject to change should be reviewed every three years and those not subject to change should be reviewed every five years; this is in accordance with Treasury Board policy. This process applies to indeterminate positions only. A PMIS printout provided the data on the number of positions out of date. The following Table indicates that both men and women would benefit from a job description review as there are five hundred and thirty-two positions out of date or 40% of 1341 positions.

Group	No. of positions out of date			No. of positions per level	Indeterminate Representation per level	
	TOTAL	LEVEL	TOTAL		TOTAL#	M
AS	25	01	01	11	27%	73%
		02	10	33	45%	54%
		03	03	16	56%	44%
		04	02	21	52%	48%
		05	08	10	90%	10%
		06	--	04	50%	50%
		07	01	07	100%	--
CR	120	02	12	72	35%	65%
		03	29	137	19%	81%
		04	62	255	16%	84%
		05	17	42	31%	69%
PI	129	03	41	52	77%	23%
		04	65	72	89%	11%
		05	16	18	94%	06%
		06	07	07	100%	--
PM	72	01	06	10	60%	40%
		02	03	19	32%	68%
		03	05	56	64%	36%
		04	37	111	82%	18%
		05	15	33	79%	21%
		06	06	22	100%	--
TI	186	03	101	174	97%	03%
		04	56	93	98%	02%
		05	20	41	98%	02%
		06	07	17	100%	--
		07	02	08	100%	--
TOTAL	532		532	1341		

During the discussion with Classification Division it was noted that a cyclical review program has already been initiated with specific goals, time frames, and responsibilities outlined. This program should keep position descriptions up to date on a continuing basis, thus avoiding adverse impact on all employees and specifically target group members.

3. Methodology

The third issue regarding sexist terminology required an independent study. A classification specialist reviewed the job descriptions for all GL and GS positions. The TI and PI positions should be scrutinized for sexist

terminology in the job descriptions and job titles during the cyclical review. If problems arise they should be corrected at that time.

Observations

GL A review of the GL job descriptions has indicated that the duties are simply described and there is nothing in the language or description of duties which would discourage women from applying for these positions. The majority of positions however, are driver operators in the Weights and Measures activity and the duties include operating both heavy duty and light vehicles as well as lifting and placing 20kg./50lb. weights, making minor repairs to the vehicle connecting cables etc. This kind of work would not be of interest to individuals, male or female, lacking the physical capacity to properly perform the duties. There are two positions, 1-RTP-000-21 and 1-DME-000-03, both Messenger Drivers, which could be attractive to women.

GS A review of position descriptions for the GS group has indicated that there is nothing in the language or the style used to describe the duties which would discourage the interest of women. However, some of the job titles suggest that the position should be incumbered by men.

1-AFA-140-02 - Storeman Retail
1-AFA-140-85 - Storeman Retail
1-AFA-130-01 - Warehouseman

This terminology is also used in the classification standard and is probably a carry-over from that document.

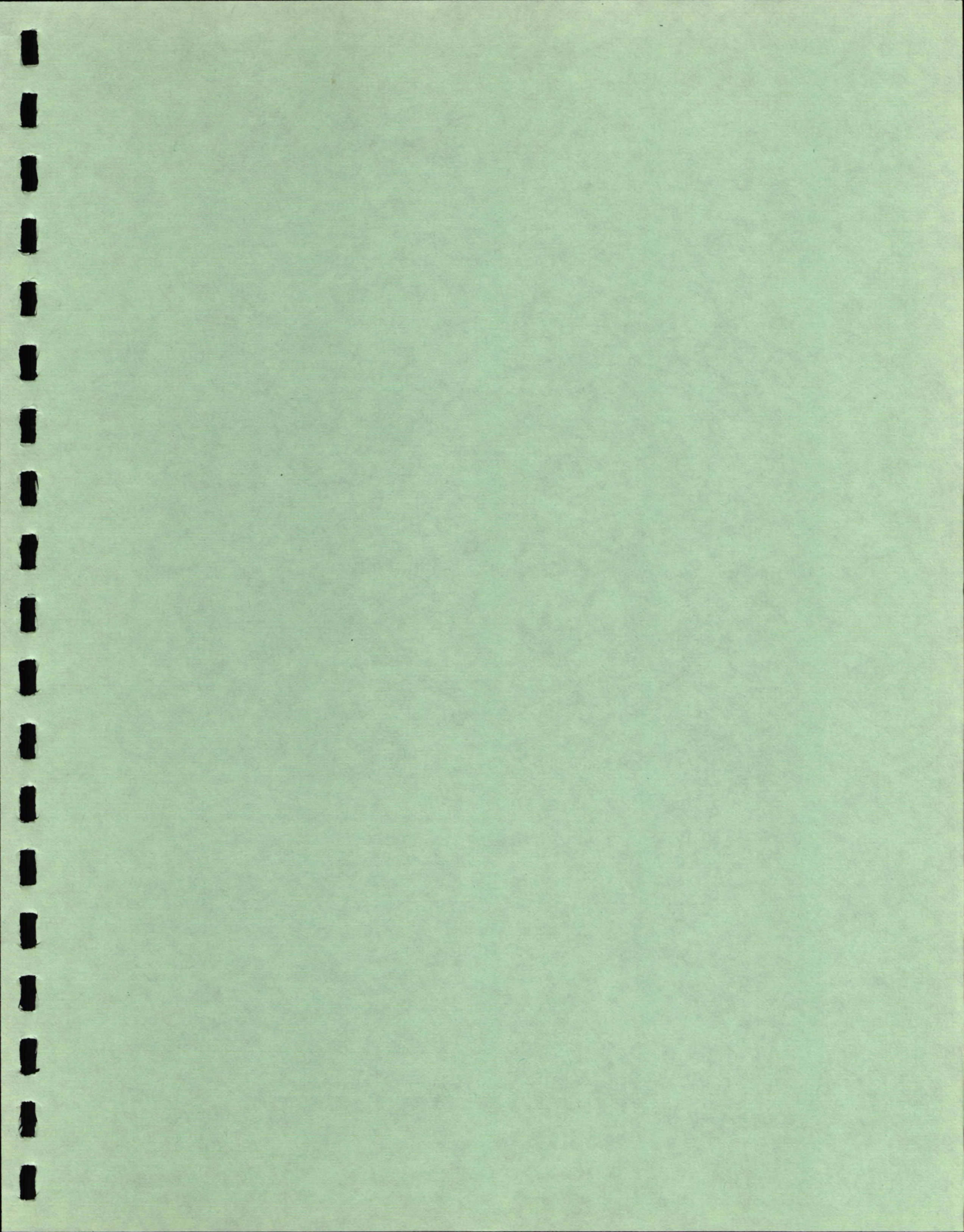
Conclusions

The issue of the currency of job descriptions has been noted by the Classification Division and steps are already underway which should ensure improvement in this area.

A very limited review of the terminology employed in the descriptions of positions traditionally held by men reveals little problem with sexist terminology.

Recommendation

1. It is recommended that the Classification Division advise managers when writing or reviewing position descriptions to keep Affirmative Action issues in mind.
2. The same, regular review recommended for job descriptions should be made of classification standards by Treasury Board to ensure that evaluation plans and benchmarks are consistent with goals of the Affirmative Action program. As noted in the Auditor's General report, many standards are out of date, being up to 20 years old.
3. It is recommended that management identify those positions which are borderline, or where job duties have changed, and review them with Classification Division to ensure that the position is correctly classified.
4. It is recommended that Classification Division review job descriptions in the Technical Category and the Operational Category during the cyclical review in order to assess the appropriateness of the terminology employed.



3.0 OTHER RELATED ISSUES

3.1 EQUAL OPPORTUNITY POLICY AND PROCEDURES

3.1 EQUAL OPPORTUNITY POLICY AND PROCEDURES

Objective

To review the Equal Opportunity Policy and Procedures papers to ensure that the mandate of the program was available to all managers and that their responsibilities as well as those of the Equal Opportunities Program Office were well defined.

Methodology

A review of the DPAM and the Personnel Bulletins was conducted.

Observations

The Equal Opportunity Program Policy is not available in the Departmental Personnel Administration Manual.

The only policy papers related to Equal Opportunity Programs are:

Bulletin 79-3 Intra-Departmental Assignments
Bulletin 82-3 Employment of Handicapped Persons
Bulletin 82-4 Employment of Native Persons
Bulletin 82-5 Equal Opportunities for Women

All of these policy papers will require amendments to reflect the Affirmative Action Program requirements.

Conclusions

The policy and procedures are an essential part of good program administration, they also provide visibility for the program and demonstrate management's commitment with a clear definition of roles and responsibilities. The lack of up to date policies requires remedial action.

Recommendation

1. The Affirmative Action Program Co-ordinator should prepare the appropriate policy and procedures documents to enhance the administration of the program; the policy document should reflect the commitment of Senior Management.

3.2 OFFICIAL LANGUAGES PROGRAM

3.2 OFFICIAL LANGUAGES PROGRAM

Objective

The objective was to review management's commitment to the Official Language Program and to comment on the possible impact of this commitment on the goals of the Affirmative Action Program.

Methodology

Data were gathered from O.L.I.S. (Official Languages Information System) as of March 31, 1984 and a review was conducted of the Official Languages Plan for 1984-88 and its goals. The data gathered from O.L.I.S. included a breakdown by Bureau and occupational category of the francophone/anglophone representation within Consumer and Corporate Affairs Canada, as displayed in the following Table. The goals of the Official Languages Plan are indicated in a Table which follows.

DISTRIBUTION OF EMPLOYEES BY OCCUPATIONAL CATEGORY
AND FIRST OFFICIAL LANGUAGE

Occupational Category	First Official Language	Administration	Bureau of Policy Coordination	Bureau of Competition Policy	Bureau of Consumer Affairs	Bureau of Corporate Affairs	Others (Includes Metric Commission, URPI, Restrictive Trade Practices).	
Management (EX)	English	3	4	7	7	4	2	
	French	2	1	2	3	3	1	
Management (SM)	English	1	-	10	2	6	1	
	French	2	-	-	-	3	1	
Scientific & Professional	English	3	18	9	44	119	4	
	French	3	5	2	18	14	2	
Admin. and Foreign Service	English	57	26	115	129	80	64	
	French	61	16	28	39	60	48	
Technical	English	2	4	2	396	1	3	
	French	3	1	-	158	-	2	
Admin. Support	English	62	9	41	155	157	64	
	French	12	19	31	90	151	95	
Operational	English	2	-	-	19	-	1	
	French	4	1	-	5	-	1	
TOTAL	English	13	61	184	752	367	139	1,633
	French	20	43	63	313	231	150	1,000
TOTAL		33	104	247	1065	598	289	2,633

SOURCE: OLIS - March 31, 1984.

OBSERVATIONS

DEPARTMENTAL GOALS

1. To increase Francophone participation to 10% in Regions other than NCR & Quebec.
2. To increase Anglophone participation to 10% in Quebec.
3. To increase Francophone participation to 25% in the Scientific and Professional Category in NCR.

FINANCE AND ADMINISTRATION DIRECTORATE

- A. To increase Francophone Participation at Officer and Managerial Levels
- B. To increase Anglophone Participation in Administrative Support Category

<u>BUREAU OF CONSUMER AFFAIRS</u>	<u>BUREAU OF CORPORATE AFFAIRS</u>	<u>BUREAU OF POLICY COORDINATION</u>	<u>BUREAU OF COMPETITION POLICY</u>
<ol style="list-style-type: none"> A. To increase the Francophone participation at Officer and Managerial levels. B. To increase the Anglophone participation in the Administrative Support Category. C. To increase the Anglophone participation in all groups in the Quebec Region. D. To increase the Francophone participation at all levels in the Ontario Region and the Pacific Region. 	<ol style="list-style-type: none"> A. To increase Anglophone participation to 10% in the Quebec Region. B. To increase Anglophone participation in the Administration & Foreign Service and the Administrative Support Category. C. To maintain Francophone participation at 10% in Regions other than NCR and Quebec. D. To increase Francophone participation to 15% in the Scientific & Professional Category. 	<ol style="list-style-type: none"> A. To increase the Francophone participation in the Scientific & Professional Category (ES & CO) to 25%. B. To increase Francophone participation in the Management Category (EX & SM). C. To increase the number of Francophone AS by 2. D. To maintain a high level of Francophone participation in all positions. 	<ol style="list-style-type: none"> A. To increase the Francophone participation in the Administration & Foreign Service Group (CO) to 50%. B. To increase the Anglophone participation in the Administration Support Category. C. To increase the Francophone participation in the Management Category (EX & SM) to 25% by April 1, 1986. D. To increase the Francophone participation in the Senior Officer Group (CO-3, ES-6, PM-5, AS-6) to 25% by April 1, 1986.

Observation and Conclusion

The review demonstrated that the Official Languages Program and the Affirmative Action Program appear to be addressing representational problems and issues in many of the same occupational groups, such as EX, SM, CO and senior officer levels for example.

Recommendations

1. All personnel advisors should develop a comprehensive knowledge of the Affirmative Action Program goals and of the francophone participation goals and anglophone participation goal in Quebec in order to assist management achieve the numerical targets as set in their respective action plans.
2. An effort to facilitate management's commitment to both of these programmes will have to be initiated by Staffing and Planning Division and the Regional Personnel Advisors. As recruitment is one of the most effective means of realizing the goals of both of these programs staffing officers will have to be aware of ways of advising and assisting managers with recruitment techniques in order to help them meet their obligations.

3.3 HARASSMENT

3.3 HARASSMENT

Objective

This issue was studied in order to discover if there was evidence of management commitment to equitable and fair treatment of all employees and in particular target group members.

Methodology

The person responsible for this area was interviewed; the steps taken to promote the Treasury Board policy that was issued in 1982 were discussed; the available data from February 1983 to August 1984 were gathered. Counselling Services and Staff Relations were also contacted.

Observations

In 1982, a booklet prepared by Treasury Board on Harassment was distributed with the employees' pay cheques. Following this distribution, a memorandum to all employees, signed by the Deputy Minister, was also issued. Both of these communiqués defined harassment and advised the employees of methods to deal with it.

Also in 1982, a play entitled the "Work Place Hustle" was sponsored by Staff Relations in the National Capital Region; it was very well received. The Regions were requested to show a film following the distribution of the above mentioned memorandum in 1982. There have been relatively few cases of harassment brought forth to the person responsible for handling complaints of this nature.

The data gathered from February 1983 to August 1984, indicates that there were 12 cases submitted for consideration.

<u>Sex of Plaintiff</u>	<u>No.</u>	<u>Type of Harassment</u>	<u>Withdrawn</u>	<u>Rejected</u>	<u>Accepted</u>
M	5	Personal Harassment	1	2	2
F	2	Personal Harassment		1	1
M	1	Abuse of Authority			1
F	1	Abuse of Authority			1
F	3	Sexual Harassment	0	1	2

Twelve cases were submitted and seven accepted; 90% of these cases were in the National Capital Region. While discussing harassment with the person responsible for hearing complaints, it was noted that if a complaint was put forth by someone in the Regions, it would definitely warrant a trip to the field as these incidents were not taken lightly by the Department.

As there were so few documented cases of harassment it seemed plausible that employees were seeking advice elsewhere; either they were going directly to Staff Relations or they were seeking advice from the counsellors at the Employee Assistance Program. It was confirmed that a few employees did seek advice from both of these services. The usual advice given to employees was to make them aware of their rights and to give them the name of the person responsible

for this issue in the Department. In some instances the employee was given direct assistance or counselling from EAP so that he/she could decide how to deal with the concern effectively, and to help raise the issue if that is what seemed most beneficial to the plaintiff.

Conclusion

Although the initial steps taken to raise the level of awareness in the Department were good, there has been no follow up. When one considers the nature of the issues raised and the turmoil an individual may go through before making such a complaint, (Potopczyk V. MacBain, [1984]) the Department's willingness to ensure the employee's right to help should be more evident.

Recommendations

1. The level of awareness should be raised by issuing a departmental policy; it should be included in the personnel and management manuals.
2. Persons of both sexes in middle management should be named in each Region; tasking solely women with this issue confirms a stereotype that men are unable to deal with harassment issues fairly. It also allows men to avoid confronting the reality of this problem.
3. The persons in the Regions should interact with the Departmental representative at Headquarters in order to ensure equity and uniformity in the application of the process.
4. Steps should be taken to provide counselling expertise in the Regions as well as the NCR.
5. The availability of counselling should be made known to employees.

3.4 COUNSELLING SERVICES

3.4 Counselling Services

Objective

To establish if counselling services are available on an equal basis to target and non-target group members. Counselling services for the purpose of this report include: career counselling, the Employee Assistance Program and counselling services provided to target group members by Affirmative Action Program Co-ordinator.

Observations

The Employee Assistance Program has a specific mandate to provide initial assistance to employees in accordance with directives set out by the Treasury Board. The counsellors provide service in the National Capital Region on a variety of issues as shown below.

NEW clients seen between April and September 1984

Total - 48

Men - 15

Women - 33

Types of Problems

Alcohol/Drug	- 4
Emotional	- 9
Domestic	- 6
Work (Mgt. Related)	- 7
Work (Job Related)	- 12
Work (Peer Related)	- 4
Health	- 1
Harassment	- 3
Others	- 2
TOTAL	<u>48</u>

Counselling Services related to EAP are not provided in the Regions as such although the Regional Personnel Advisor sometimes is called upon to assist employees or managers with various types of problems. The Regional Personnel Advisor can also seek assistance from the counsellors at headquarters. The EAP Co-ordinator is working on a proposal to have a counselling services provided to the regional offices on a contract basis.

Career Counselling

Except for two personnel advisors who are working very successfully on the redeployment of employees from the Metric Commission and the UFFI Program, career counselling is very fragmented in the Department. In the course of their day to day work, personnel advisors both in the NCR and Regions are called upon to offer career counselling services; however, the time required for this activity is not allocated in their work plans nor is it identified as part of their mandate. Furthermore, information on departmental job vacancies, possible openings and career paths is not available to support effective career counselling.

Affirmative Action

Career counselling is provided to target group members in the NCR on an ad hoc basis when an individual requests such assistance. In some cases the counselling relates to assisting the handicapped employee to adjust to the work environment. In other instances it is career planning, assisting the employee to make some career choices; and more frequently to counsel determinate employees seeking assistance to find another position. The information on job vacancies or possible openings is not readily available to support effective career counselling.

The Women's Career Counselling Bureau of the Public Service Commission provides assistance to women at the SM minus 1, minus 2 or minus 3 levels. So far 24 women from CCAC have been in touch with the Bureau.

Conclusion

Career counselling has not been identified as a priority by the Department. Based on the findings of this report it would seem that this issue should be addressed with appropriate role definition and the additional p/y allocation and funding required to introduce an effective program. Also the efforts to improve the distribution of women in the Department might be more concentrated through this approach.

Recommendation

It is recommended that CCAC institute a Career Development Service within the context of effective human resources planning with the appropriate role definition and peron-year allocation to support this service.

3.5 GRIEVANCES

3.5 GRIEVANCES

Objective

To discover if women grieve at the same rate as men do and for the same reasons.

Methodology

The Classification and Staff Relations grievance data for 1982-1983 to March 1984 were collected and reviewed.

Observations

Classification grievances

Women have not grieved classification actions in the past two years. In 1983, only five classification grievances were launched by males; three were upheld and two denied.

Staff Relations - 1983 - 1984

There were only seven grievances put forth by women, representing 12.5% of this fiscal year total (56). These grievances were lodged by support staff in the female dominated CR and ST-SCY groups.

One grievance was resolved in favour of management. One was resolved in favour of the employee, and five were partially granted.

The cause of the grievances varied among plaintiffs and was spread across all subject areas similar to those grieved by males. The subjects ranged from managerial attitudes (2), appraisals (2), annual leave (1) assignment of duties (1) and physical work conditions (1).

Staff Relations - 1982 - 1983

There were 42 grievances put forth by women, representing 79.2% of the total (53) for this fiscal year. This higher percentage consists of grievances put forth by the clerical support group. Thirty-eight (38) of these grievances were related to pay, protesting Bill C-124 which denied the clerical group their previously scheduled increase signed by Treasury Board. All of these were solved to favour management. The other four related to reprimand (1) bilingualism (1), suspension (1) and appraisal (1); the results favoured the employee in three instances and one was withdrawn.

Conclusion

The number of grievances launched by all departmental employees in 1983 - 1984 appears to be very low at two percent. An attempt to compare the departmental grievance rate with other departments was impossible as neither the Public Service Commission nor Treasury Board collect this data. They collect data on adjudication of major discipline issues, or terms and conditions of employment as set out in the collective agreements.

Due to the small numbers revealed by this study no conclusions with regard to grievances can be drawn. Whether employees feel too intimidated to grieve can not be answered either. Due to the nature and variety of concerns raised informally and in various contexts, the number of potential problems solved prior to the employee grieving can not be calculated either.

Recommendation

None.

3.6 PART-TIME WORK

3.6 PART-TIME WORK

Objective

As almost three quarters of all part-time workers in Canada are women (White, March 1983), it was felt that this issue should be discussed in relation to Affirmative Action. Also for disabled persons, part-time work or job sharing is a meaningful alternative to the traditional 40-hour five-day work week.

Methodology

An attempt to review the departmental policy was undertaken; data were collected from PMIS and pay documents to establish the departmental situation. Relevant literature was consulted; the two paragraphs below state just a few of the concerns of this literature.

Part-time work is filled with controversy; it can be seen to be an ideal solution for women with family related responsibilities or it can be viewed as exploitation with low pay and few benefits. Which perception a person has of part-time work depends largely on whether it is imposed by the employer or voluntarily requested by the employee. Another related issue to the perception of part-time work being beneficial is the nature of the work. Often, part-time work is not considered appropriate for skilled, professional or management positions meaning that part-time work is low paid, routine work. If part-time work is seen as better than no work, or if it is an escape from the double work-day or the monotony of staying home, then one might endorse it enthusiastically.

Others state that part-time work ghettoizes women into "traditional women's work" services and trades. Some advocates of women's rights have argued that part-time work reaffirms women's domestic role. Is part-time work good or bad? Like all complex issues, the answer is not clear-cut.

Observations

There were in 1983-84, 46 employees working part-time; four males and 42 females. Two males were indeterminate employees, the other two determinate employees. Twenty-eight females were indeterminate employees, the remaining 14 employees were determinate. Of the indeterminate employees working part-time, one male and 16 females were in the Administrative Support Category; the others (13) occupied officer positions. Two of these officers are job-sharing. In October 1984, there were 42 persons working part-time, 38 females, four males.

The average length of time worked is 22.5 hours. The distribution of part-time work is scattered across all regions with the most occurring in the Prairies.

Information on requests to work part-time was collected through the questionnaire; in 1983-84, no requests to work part-time were submitted by men, eleven women submitted requests, all were approved. No handicapped person is working part-time.

There is no departmental policy on part-time work in any of the personnel or administrative manuals.

Conclusion

On an average, approximately 95% of all employees working part-time are females.

The Department's position and management philosophy with regard to its stand on part-time work requires clarification.

Recommendations

1. The Departmental policy on part-time work should be written and distributed to all employees.
2. A copy of the policy should be inserted in the appropriate personnel and management manuals.
3. The role women play in the care and nurturing of children should be considered to allow for some flexibility in the application of the policy so that it applies to all positions, not just administrative support.
4. The possibility of developing a strategy for identifying certain positions as available for job sharing, or part-time work should be discussed with management in order to allow increased opportunity should the nature of the handicap preclude full-time work.
5. A record of requests for part-time work should be kept centrally in order to keep track of trends, the number approved or refused.
6. Treasury Board should address the issue of part-time work as it relates to superannuation and other employee benefits.

3.7 COMPRESSED WORK WEEK

3.7 TRAVAIL SELON LA SEMAINE D'HEURES COMPRIMÉES

Introduction

Tel que stipulé dans le manuel de gestion du personnel (vol. 1, ch. 9), la semaine d'heures comprimées a été instaurée par le Conseil du Trésor, afin de permettre aux employé(e)s de faire varier leur horaire de travail. Ces dispositions contribuent à résoudre les problèmes de transport des grandes villes et peuvent également accroître la productivité et la satisfaction au travail des employé(e)s.

Définition

Le fait pour un(e) employé(e) d'effectuer la durée de travail hebdomadaire au cours d'une période autre que cinq jours, à condition que, au cours d'une période de 14 jours civils, l'employé(e) travaille en moyenne le nombre d'heures hebdomadaires requises par sa convention collective.

Méthodologie

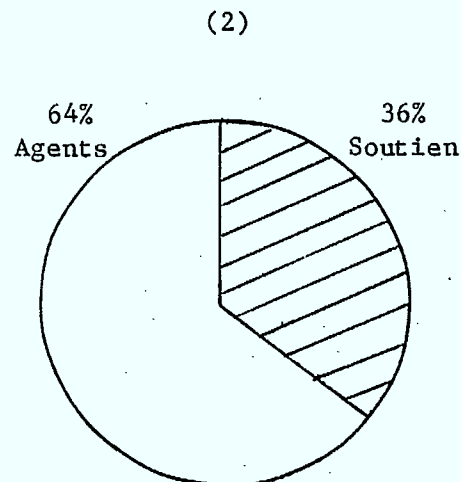
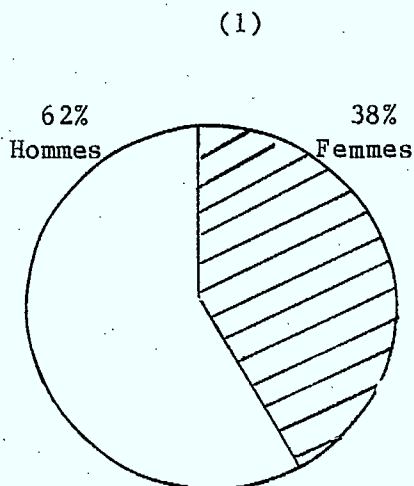
Application

Tous(tes) les employé(e)s sont informé(e)s de cette possibilité de travail par le biais de leur convention collective. Quant à l'application de cette mesure, l'employé(e) désirant profiter de cette alternative doit en faire la demande auprès de son surveillant, lequel pourra l'y autoriser en tenant compte des besoins opérationnels.

Les données concernant la semaine d'heures comprimées ont été recueillies au 1er octobre 1984 auprès de la section de la paie et avantages sociaux, et ne démontrent pas la situation durant une année financière, mais bien à cette date précise.

Observations

A CCC, environ 10% des employé(e)s travaillent selon la semaine d'heures comprimées. L'analyse des données démontre une proportion de 62% d'hommes et 38% de femmes profitant de cette alternative de travail¹. On remarque aussi que 64% du total de ces employé(e)s proviennent des groupes d'agents tandis que 36% appartiennent au soutien administratif².



On semble remarquer une concentration d'employé(e)s profitant des heures comprimées dans certaines directions, tandis qu'ailleurs au ministère, il n'y a pas d'employé(e)s profitant de cette même alternative. Cette situation peut être due aux besoins opérationnels des divers secteurs du ministère. Le tableau ci-bas démontre l'utilisation de la semaine d'heures comprimées dans les divers bureaux du ministère.

<u>BUREAU</u>	<u>TOTAL</u>	<u>HOMMES</u>	<u>FEMMES</u>
Administration	20	9(45%)	11(55%)
Politique de concurrence	27	16(59%)	11(41%)
Consommation	61	44(72%)	17(28%)
Corporations	<u>49</u>	<u>28(57%)</u>	<u>21(43%)</u>
CCC	157	97(62%)	60(38%)

Conclusion

Il semble que la semaine d'heures comprimées n'est pas appliquée uniformément à travers le ministère. Lors de l'analyse d'action positive, les données provenaient de la section de la paie de l'administration centrale et des régions. Par ailleurs, la compilation des questionnaires d'action positive envoyés aux gestionnaires et contenant certaines questions sur la semaine d'heures comprimées, démontre quelques données différentes de celles que la section de la paie a pu fournir. Il semble donc que certains arrangements sont faits informellement entre gestionnaires et employé(e)s.

Recommandation

Les procédures concernant la semaine d'heures comprimées devraient être clairement définies et distribuées à tous les gestionnaires et employé(e)s, afin que cette alternative de travail soit appliquée uniformément à l'ensemble du ministère. Par le fait même, il en résulterait un meilleur contrôle des heures de travail.

3.8 LEAVE WITHOUT PAY

3.8 CONGÉS SANS SOLDE

Introduction et méthodologie

Afin d'analyser l'utilisation des congés au ministère, de même que pour connaître le nombre de postes requérant du remplacement, et par le fait même, pouvant offrir des opportunités de perfectionnement à d'autres employé(e)s, le programme d'action positive a recueilli, auprès de la section de la paie et avantages sociaux, les données concernant les congés sans solde de plus de 15 jours consécutifs durant les années financières 1982-83 et 1983-84. Les congés payés n'ont pas été analysés car ce type de congés requiert très rarement du remplacement et la collecte des données doit être faite manuellement en vérifiant chaque dossier personnel.

Observations

Genres de congés, par sexe

Tel que démontré dans le tableau ci-bas, au cours des deux dernières années, 83% des congés sans solde ont profité aux femmes tandis que 17% de ces congés ont été pris par des hommes.

GENRE DE CONGES, PAR SEXE

BUREAU	TOTAL DE CONGES			GENRES DE CONGES							
				MATERNITE/ PATERNITE		SOINS ET ÉDUCATION ENFANTS PRÉ-SCOL.		MALADIE		RAISONS PERSONNELLES ET AUTRES*	
	H	F	TOTAL	H	F	H	F	H	F	H	F
Administration	5	28	33	0	12	0	3	5	9	0	4
Coordination des politiques	0	7	7	0	4	0	0	0	0	0	3
Politique de Concurrence	2	6	8	0	6	0	0	0	0	2	0
Consommation	13	52	65	1	28	1	3	8	9	3	12
Corporations	5	30	35	0	19	0	4	2	5	3	2
Comm. métrique	0	2	2	0	0	0	2	0	0	0	0
TOTAL	25	125	150	1	69	1	12	15	23	8	21
POURCENTAGES	17	83		1	46	1	8	10	15	5	14

* Autres: congés d'étude, emploi à l'extérieur et suspension.

On remarque que 56% des congés sont pour des raisons de maternité et/ou soins et éducation d'enfants d'âge pré-scolaire, ce qui explique en partie le haut pourcentage de congés pris par les femmes.

De même, les femmes ont utilisé 29% des congés de maladie et/ou congés pour raisons personnelles comparativement à 15% pour les hommes. Bien qu'on ne connaisse pas toujours les raisons véritables des congés pour raisons personnelles, les renseignements fournis indiquent que la raison principale résulte d'obligations familiales.

Congés de plus de 6 semaines, par catégories d'emploi

Pour ce qui est du nombre de congés pouvant occasionner un remplacement, nous avons identifié 133 périodes de congés de plus de 6 semaines, période pour laquelle on doit normalement nommer un(e) remplaçant(e) (tableau ci-bas).

CONGÉS DE PLUS DE 6 SEMAINES

<u>BUREAUX</u>	<u>AGENTS</u>		<u>SOUTIEN ADMINISTRATIF</u>	
	<u>H</u>	<u>F</u>	<u>H</u>	<u>F</u>
Administration	1	2	2	26
Coordination des politiques	-	2	-	2
Politique de concurrence	2	3	-	3
Consommation	11	19	-	27
Corporations	3	7	1	21
Comm. métrique	-	1	-	-
Total	17	34	3	79
Pourcentages	13%	26%	2%	60%
	39%		62%	

On peut remarquer que 62% des congés ont été pris par le personnel de soutien administratif, en majorité des femmes, comparativement à 39% par des agents.

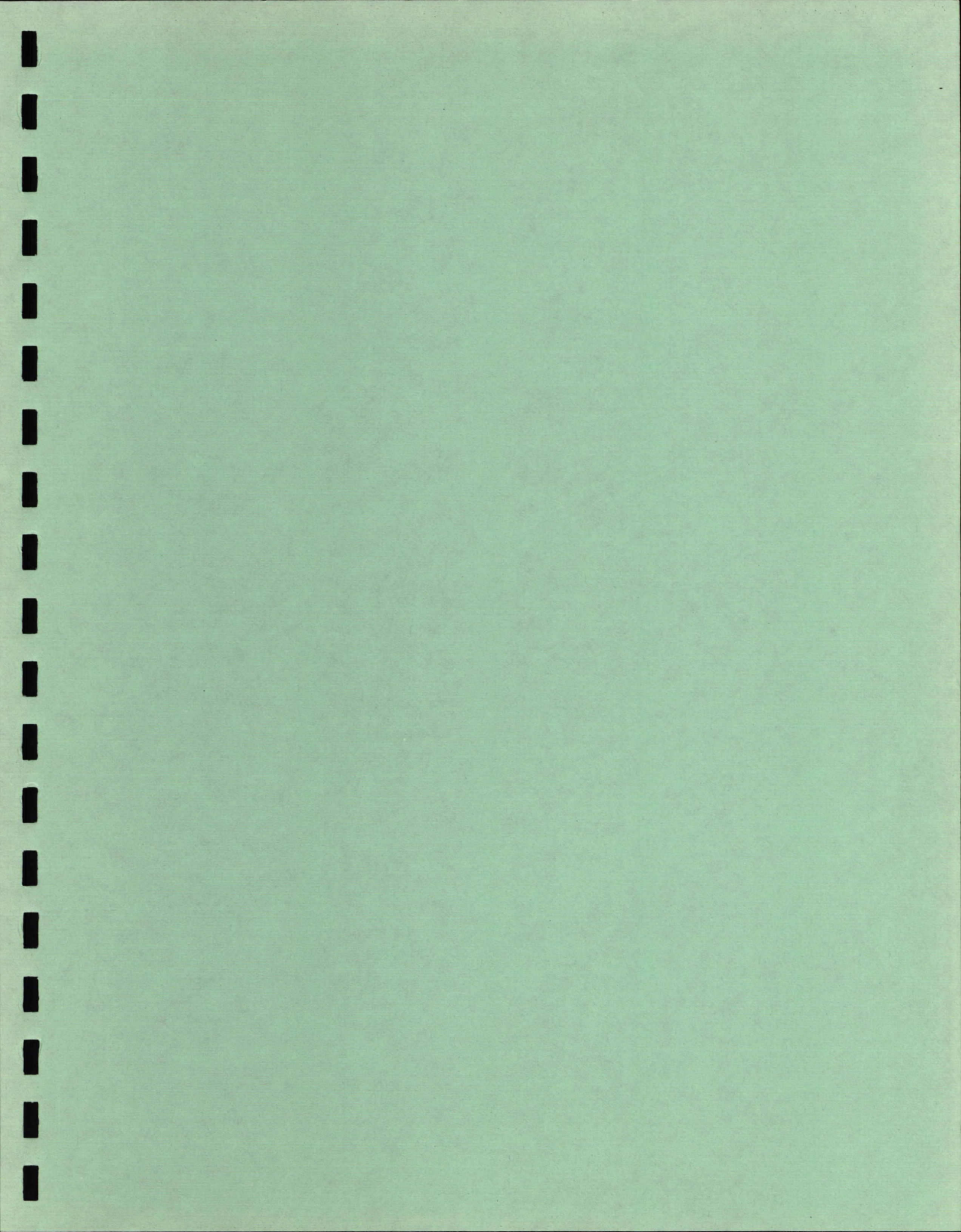
Conclusion

Selon une étude préparée pour le Conseil économique du Canada, il semble que les femmes ayant des enfants en bas âge ont tendance à participer moins activement au marché du travail et à s'absenter plus fréquemment que leurs collègues masculins. L'analyse des congés au ministère confirme aussi cette déclaration.

Quant aux vacances temporaires, elles n'offrent pas beaucoup d'opportunités de perfectionnement, dû au fait que la majorité de ces congés se retrouvent au niveau du soutien administratif.

Recommandation

Lors de congés requérant du remplacement au niveau d'agent, donner aux femmes de l'organisation possédant le potentiel, l'opportunité d'agir en tant qu'intérimaire.



4.0 NATIVES AND HANDICAPPED

4. NATIVES AND HANDICAPPED

Introduction

The Native population and handicapped population of the Department were also studied as required by Treasury Board. This study however, was more difficult to pursue for the following reasons:

Both handicapped and Native persons have the option to self-identify or not; therefore the numbers presented in this report may not be accurate.

Furthermore, the definition of the terms Native and handicapped may not be interpreted consistently.

The definition of Native people in Canada used by Treasury Board, refers to persons who have declared themselves to be Inuit, Status and Non-Status Indians, and Métis.

The term "handicapped" imputes the notion of a disadvantage which is consequent upon impairment and disability. The definition as used by Treasury Board (and in the questionnaire circulated at CCAC) specifically relates physical and mental handicaps to disadvantage in employment (see Appendix C).

Finally, any study which uses personal information is of course, constrained by the provisions of the Human Rights Act and respect for personal privacy.

It is hoped that the Department will be able to collect more data on these two populations from the questionnaire on visible minorities, Native people and handicapped persons to be issued by Treasury Board Secretariat in May 1985.

Readers are therefore advised that although every effort was made to report accurately, the information presented provides an indication of the numbers of Native and handicapped persons amongst the workforce of Consumer and Corporate Affairs Canada, rather than definite representation figures.

4.1 THE NATIVE AND HANDICAPPED POPULATION OF CCAC WORKFORCE 1983-1984

4.1 THE NATIVE AND HANDICAPPED POPULATION OF CCAC WORKFORCE 1983-1984

Objective

To determine the Native and Handicapped population of CCAC.

Methodology

Information was gathered from as many available sources as possible, including:

- two self-identification questionnaires issued in 1982 and August 1983.
- Equal Employment Opportunities files
- Security Division files
- PSC referral system
- a questionnaire forwarded to managers October 1, 1984. (Response rate - 62%)

Observations

There are 61 employees in these two target groups at CCAC, 29 handicapped persons and 14 Native persons in the NCR for a total of 43, and 13 handicapped persons and 5 Native persons in the Regions for a total of 18. This includes term and indeterminate employees as of March 31, 1984. The representation of these two target groups is reflected in the tables below according to the available data. Representation of target group members in the various occupational categories could only be calculated for the NCR.

In the NCR, the representation of handicapped persons is 1.7% and .8% for Native people, whereas the regional representation is 1.2% and .5% respectively. The combined departmental representation is 1.5% for handicapped persons and .7% for Native people.

REPRESENTATION OF ALL EMPLOYEES OF DEPARTMENT BY CATEGORY

CATEGORY	Indeterminate & Determinate more than 6 months			Determinate less than 6 months			TOTAL
	NCR	Regions	Total	NCR	Regions	Total	
Management	60	6	66	-	-	-	66
Scient. & Prof.	208	30	238	11	1	12	250
Adm. & For. Ser.	517	191	708	17	11	28	736
Technical	50	517	567	5	9	14	581
Admin. Support	724	246	970	41	46	87	1057
Operational	14	19	33	1	1	2	35
Total	1573	1009	2582	75	68	143	2725

DISTRIBUTION OF ALL HANDICAPPED AND NATIVE EMPLOYEES
BY BUREAU/ACTIVITY OR REGION

Bureau/ Activity	Total intermediate and determinate employees					Total H + N	% H+N
		H	%H	N	%N		
Administration	346	9	2.6	1	.3	10	3.8
Policy Coord.	119	1	.8	1	.8	2	1.6
Compet. Policy	202	2	.9	1	.5	3	1.5
Consumer Aff.	185	3	1.6	2	1.1	5	2.7
Corporate Aff.	496	9	1.8	5	1.0	14	2.8
UFFI	202	4	.9	4	2.0	8	3.9
Metric	77	1	1.2	-	0.0	1	1.2
RTPC	21	-	0	-	0.0	-	-
Total NCR	1648	29	1.7	14	.9	43	2.6
Atlantic	116	-	-	-	-	-	-
Quebec	285	3	1.0	-	-	3	1.0
Ontario	365	3	.8	-	-	3	.8
Prairies	201	7	3.5	5	2.5	12	6.0
Pacific	110	-	-	-	-	-	-
Total Regions	1077	13	1.2	5	.5	18	1.7
TOTAL	2725	42	1.5	19	.7	61	2.2

DISTRIBUTION OF HANDICAPPED AND NATIVE EMPLOYEES BY CATEGORY IN NCR

Category	Total indetermi- nate & determi- nate employees					Total H + N	% H+N
		H	%H	N	%N		
Management	60	-	0.0	-	0.0	-	0.0
Scient. & Prof.	219	6	2.7	2	.9	8	3.7
Admin. & For. Serv.	534	7	1.3	1	.19	8	1.5
Technical	55	-	0.0	-	0.0	-	0.0
Admin. Support	765	16	2.1	11	1.4	27	3.5
Operational	15	-	0.0	-	0.0	-	0.0
Total	1648	29	1.8	14	.85	43	2.6

Although the representation of Native people in the Public Service is 1.3%, half are employed by Indian and Northern Affairs. Five other departments share a large percentage of the remaining Native employees, meaning that on the average, the Native representation is .7% in most government departments.

Conclusion

To render the departmental representation of Native people and handicapped persons meaningful, an assessment must be made of their availability for employment.

The national availability of Native people is estimated at 1.2%. Census data estimates that 10% of Canadians are handicapped. (It must be remembered that disabled persons may not always be considered disadvantaged, or handicapped, in terms of employment opportunities). The Departmental representation of handicapped persons is 1.5%.

Recommendation

To increase the representation of both handicapped and Native people in the Department.

4.2 NATIVE PEOPLE

4.2 NATIVE PEOPLE

Objective

To gain some understanding of the departmental Native population with respect to average age, average salary, length of time in position, length of time at level, etc.

Methodology

A review was made of all data available for the NCR. Information from the Regions was gathered through the questionnaire (which was anonymous and thus precluded the possibility of conducting an in-depth analysis).

Observations

There are 14 self-identified Native employees in the NCR, 11 women and three men. Of the women, 10 occupy administrative support positions; the three men occupy officer positions. The average age was calculated at 31 and the average salary at \$19,000. Forty-two percent of Native employees are indeterminate, 42% are determinate employees of more than six months and the remainder are determinate employees of less than six months. The indeterminate Native employees do not seem to change positions as frequently as other employees; ten have remained in the same position since their arrival to the Department and two have occupied the same position for ten years.

During 1983-1984, 17 Native persons were hired. Currently however, only four of these employees are still on strength. Three of these are working with UFFI on a determinate basis that is due to expire shortly. Of the seventeen Native persons hired during 1983-1984, only one will therefore remain as part of CCAC's workforce.

Conclusion

Native people tend to occupy administrative support positions on a determinate basis; the representation of this target group will not improve if they are not hired on an indeterminate basis.

Recommendations

1. Efforts should be made to hire Native persons on an indeterminate basis in those Regions where they are most available.
2. Specific programs such as the National Indigenous Development Program should be considered by management to increase Native representation in the officer and middle management levels.
3. Each Regional Personnel Advisor should conduct a study of the Region's Native population and advise the Affirmative Action Program Coordinator of the findings.

4.3 HANDICAPPED PERSONS

4.3 HANDICAPPED PERSONS

Objective

To gain some understanding of the departmental handicapped population with respect to average age, average salary, length of time in position, length of time at level, etc.

Methodology

A review was conducted of all data available for the NCR. Information from the Regions was gathered through the questionnaire (which was anonymous and thus precluded the possibility of conducting an in-depth analysis).

Observations

There are 29 self-identified handicapped employees in the NCR: 10 women and 19 men. The handicapped women occupy administrative support positions at the same rate as do women generally in CCAC, 71%. The handicapped men occupy administrative support positions at a much higher rate (45%) than men generally do in CCAC (19%). The average age of our handicapped employees is 39 years, with an average salary of \$28,000. Seventy percent of handicapped employees occupy indeterminate positions, 20% occupy determinate positions of more than six months and 10% occupy determinate positions of less than six months. The average length of service in the same position is five years. For the Public Service, the average length of service is nine years. If a handicapped person is promoted, this usually occurs after he/she has obtained two years experience in his/her position.

In 1983-84, 14 handicapped persons were hired at CCAC as new recruits. However, only seven remain with the Department as the majority were hired as determinate employees.

Seven persons benefitted from special recruitment programs such as work assessment, while five persons obtained acting appointments or temporary secondments.

Not all handicapped persons at CCAC were recruited as such, some employees having become handicapped due to ill health.

Conclusion

The most significant finding is that employees who are brought on strength either through a special recruitment program or as determinate employees, once they have proved their competence, have a good chance of becoming indeterminate employees.

Recommendations

1. Managers should be encouraged to continue to use special recruitment programs to increase the representation of handicapped employees in the Department.

2. Regional offices should become aware of the availability of handicapped persons through their Regional Personnel Advisors.
3. Each Regional Personnel Advisor should conduct a study of the Region's handicapped population and advise the Affirmative Action Program Coordinator of the findings.

4.4 SEPARATIONS

4.4 SEPARATIONS

Objective

To establish the number of separations and the reason for separations in the last fiscal year for Native and handicapped persons.

Methodology

Personnel records in the National Capital Region were verified as were PMIS data.

Observations

Seven handicapped and fourteen Native persons left the Department in 1983-1984.

Of the Native people who left the Department, twelve were laid off at the end of their term, one resigned and one was released. Half of the employees who were laid off at the end of their term obtained work in another Public Service department. All of these employees were in the Administrative Support Category.

Of the seven handicapped persons who left, five were laid off at the end of their term and two resigned. Only one of these persons was rehired by another Public Service department. As was the case for Native people, all these employees were in the Administrative Support Category for terms of less than six months.

With the wind-down of UFFI, a further reduction in the Department's Native population may occur.

Of the Native and handicapped persons hired as indeterminate employees or as officers, none have left the Department.

Conclusion

The numbers of Native and handicapped persons employed at CCAC would improve significantly if these employees were hired as indeterminate employees at the point of entry.

Recommendations

1. The Department should adopt a Special Measure to appoint without competition, Native and handicapped persons who have demonstrated their ability to do the work at a fully satisfactory level, to indeterminate positions for which they are qualified as these become available.
2. The Department should ensure that the Public Service Commission is made aware of our specific departmental recruitment needs to ensure that the appropriate candidates are available from their inventories for interview.

4.5 RECRUITMENT

4.5 RECRUITMENT

Objective

To establish the number of Native and handicapped persons recruited in the past and the methods of recruitment used.

Methodology

Historical recruitment data were collected from personnel records and files, the information from the questionnaire was used and the Public Service Commission was consulted.

Observations

The recruitment information for these two target groups includes all employees - indeterminate, terms of more than six months and terms of less than six months.

During the past fiscal year, 31 persons or 10% of all external recruits were Native persons (17) or handicapped persons (14).

This recruitment rate for Natives is very good when compared to the availability of this target group.

Over five percent of persons hired at CCAC in 1983-84 were Natives, a percentage figure higher than their availability which is calculated at 1.2%.

CCAC recruitment efforts in respect of handicapped persons for last year compare favourably to a Public Service representation of less than one percent, and a lower rate of hiring for this group to the Department in previous years.

It was also noted that candidates from these two target groups benefit from the special programs that have been designed to assist them to enter the workforce. The questionnaire demonstrated a need on the part of some managers to become more informed with regard to the following programs:

- (i) The Work Assessment Program: This program allows a handicapped person the opportunity to work in the Department for six weeks to gain experience and allows a manager to evaluate his or her skills. The Department does not pay the person a salary.
- (ii) The Homebound Program: This program allows handicapped persons the opportunity to work at home on a contract with the Department.
- (iii) The Access Program: A handicapped person has the opportunity to work in the Department for six months with both the person-year and the salary dollars being reimbursed for six months by the PSC. The Department must anticipate having an indeterminate position available at the end of the six-month period.

- (iv) The National Indigenous Development Program: This program is designed to assist managers in recruiting Native people for middle and senior level officer positions. In this instance, the Native person becomes an employee of the PSC on assignment within the Department. The salary cost and person-year expenditures are shared up to a maximum of 24 months.

Conclusion

The Department has made some progress over the past few years and should continue to maintain and improve its efforts.

Recommendations

1. The recruitment activity has taken place largely in the Administrative Support Category: efforts should be made to increase the representation of target group members in other categories at all levels when positions are available.
2. The Affirmative Action Program Officers should discuss Native and Handicapped Programs through various training courses with managers and supervisors to encourage recruitment of handicapped and Native persons.
3. Staffing officers should have a comprehensive knowledge of all recruitment programs and encourage managers to use them effectively.
4. Each Bureau/Activity should undertake a systematic review of all its positions to determine the physical and mental attributes essential to the performance of the job tasks.

4.6 INVENTORIES

4.6 INVENTORIES

Objective

To establish if there are Native people and handicapped persons available within the inventories of the Public Service Commission and Employment and Immigration Canada (EIC).

Methodology

The PSC and Employment and Immigration Canada offices (both in the NCR and Regions), were consulted.

Observations

The number of available persons from these two target groups varies regionally.

The Table below indicates these variations in the PSC inventories.

<u>Atlantic</u>		<u>Prairies</u>	
PM	17% Native 9% handicapped	PM	17% Native 2.8% handicapped
AS	9% Native 6% handicapped	AS	11.5% Native 6.8% handicapped
TI/PI	1% Native 3% handicapped	TI/PI	3.5% Native 0% handicapped
SG	0% Native 0% handicapped	SG	0% Native 0% handicapped
<u>Quebec</u>		<u>Pacific</u>	
PM	3% Native 1.8% handicapped	PM	11% Native 5.8% handicapped
AS	0% Native 1.7% handicapped	AS	0% Native 9.6% handicapped
TI/PI	0% Native 3% handicapped	TI/PI	0% Native 0% handicapped
SG	0% Native 2% handicapped	SG	0% Native 0% handicapped
<u>Ontario</u>			
PM	14% Native 5% handicapped		
AS	2% Native 1% handicapped		
TI/PI	0% Native 1% handicapped		
SG	13% Native 0% handicapped		

Of the total number of target group members available in the inventories at the PSC, more than half of the Native persons and handicapped persons are seeking positions in the Administrative and Foreign Service Category. Only 1.5 % of these two target groups have the qualifications for employment in the Scientific and Professional Category. The CO group has 7.4% Native and handicapped persons in the inventory, the ES group 4%.

Information on the inventories of Employment and Immigration Canada was not available in the same format. Instead, the Regional Personnel Advisor will have to approach the EIC with a specific request in order to determine availability for the Region.

Conclusion

It is essential that effective liaison with these two sources of handicapped and Native candidates be carried out by the Department. Making both the PSC and EIC aware of the Department's future needs will ensure the availability for employment of these two target groups.

Recommendations

1. The Department should make its willingness to hire handicapped persons and Native people known to both the EIC and PSC in the NCR and Regions.
2. The Department should plan for future recruiting activities so that potential candidates will be present in the inventories when the staffing process is initiated.

4.7 SYSTEMS ANALYSIS

4.7 SYSTEMS ANALYSIS

Two Personnel Systems were reviewed as they apply to Native people and handicapped persons: Training and Appraisals.

A. Training (as defined in Chapter 2.2).

Objective

To establish if Native people and handicapped persons were receiving an equitable share of training opportunities and courses.

Methodology

The employee appraisal, as it relates to training was reviewed for each employee in the NCR against the information maintained in the Training and Development Information System (TDIS).

Observations

The courses offered to Native people were more frequently oriented toward their present positions than toward developing their skills. The most frequently offered courses were pre-retirement, stress management or employee orientation.

The number of courses offered to handicapped persons was significantly less than that offered to other employees. One might speculate that fewer courses were offered to these employees due to a lack of knowledge of various aids that are available to assist these employees. For example, a sign language interpreter can be made available, free of charge, to assist a deaf mute person.

Recommendations

1. Managers who have an employee with special needs should make these needs known to an Affirmative Action Program Officer so that appropriate arrangements can be made.
2. The training offered to Native persons should be more job-related. Efforts should be made to offer skill-oriented training opportunities and courses to Native persons and handicapped persons.

B. Appraisals (as discussed in Chapter 2.3).

Objective

To ensure that Native persons and handicapped persons were being treated equitably within the framework of the appraisal system.

Methodology

All available appraisals were reviewed in the NCR.

Observations

All Native persons occupying indeterminate positions received fully satisfactory appraisals and were considered capable of assuming more responsibility.

Of the handicapped persons' files reviewed, all except one obtained fully satisfactory. This one person was rated superior. These appraisals also indicated a willingness and ability to take on more responsibility. Although the appraisals demonstrated that a handicapped person was able to assume more sophisticated duties, the opportunity to do so was not in evidence as the same comments appeared year after year over a five-year period.

Conclusion

Handicapped persons and Native people are capable of achieving and maintaining fully satisfactory performance.

Recommendation

1. Both target groups should be given additional responsibilities whenever possible through acting assignments, secondments, etc.

4.8 TECHNICAL AIDS

4.8 TECHNICAL AIDS

Objective

To establish the need for technical aids, the use of technical aids and the Departmental policy on the purchase of technical aids.

Methodology

Information was gathered from managers through the questionnaire, and from Finance and Administration Branch.

Observations

Only three handicapped persons required the use of technical aids in 1983-1984 in the NCR according to available information. At the moment, the purchase of technical aids is a clouded issue. Although the funds for these purchases are made available, managers are purchasing these aids through their own budget. If technical aids are purchased in this way, hiring a handicapped person could be difficult.

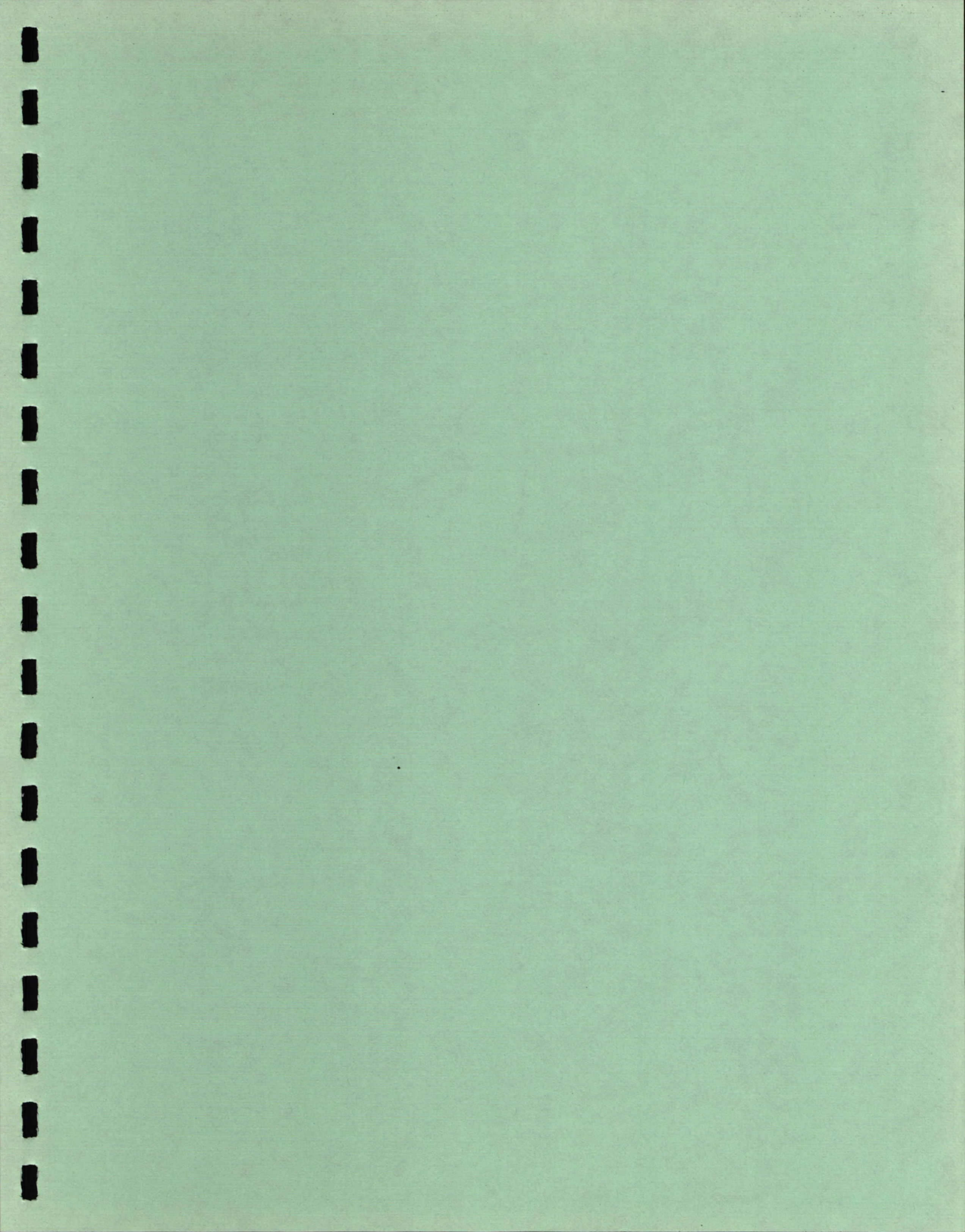
There are technical aids also available on a loan basis from the Public Service Commission: this information was forwarded through a memo in 1983-1984 to members of senior management committee. There may be a need to inform persons at the middle management and supervisory level.

Conclusion

The Department has to develop a policy on technical aids; it should consider making this policy available to all managers.

Recommendation

Establish a centrally administered fund for the purchase of technical aids with the appropriate Departmental policy.



5. CONCLUSION

5. CONCLUSION

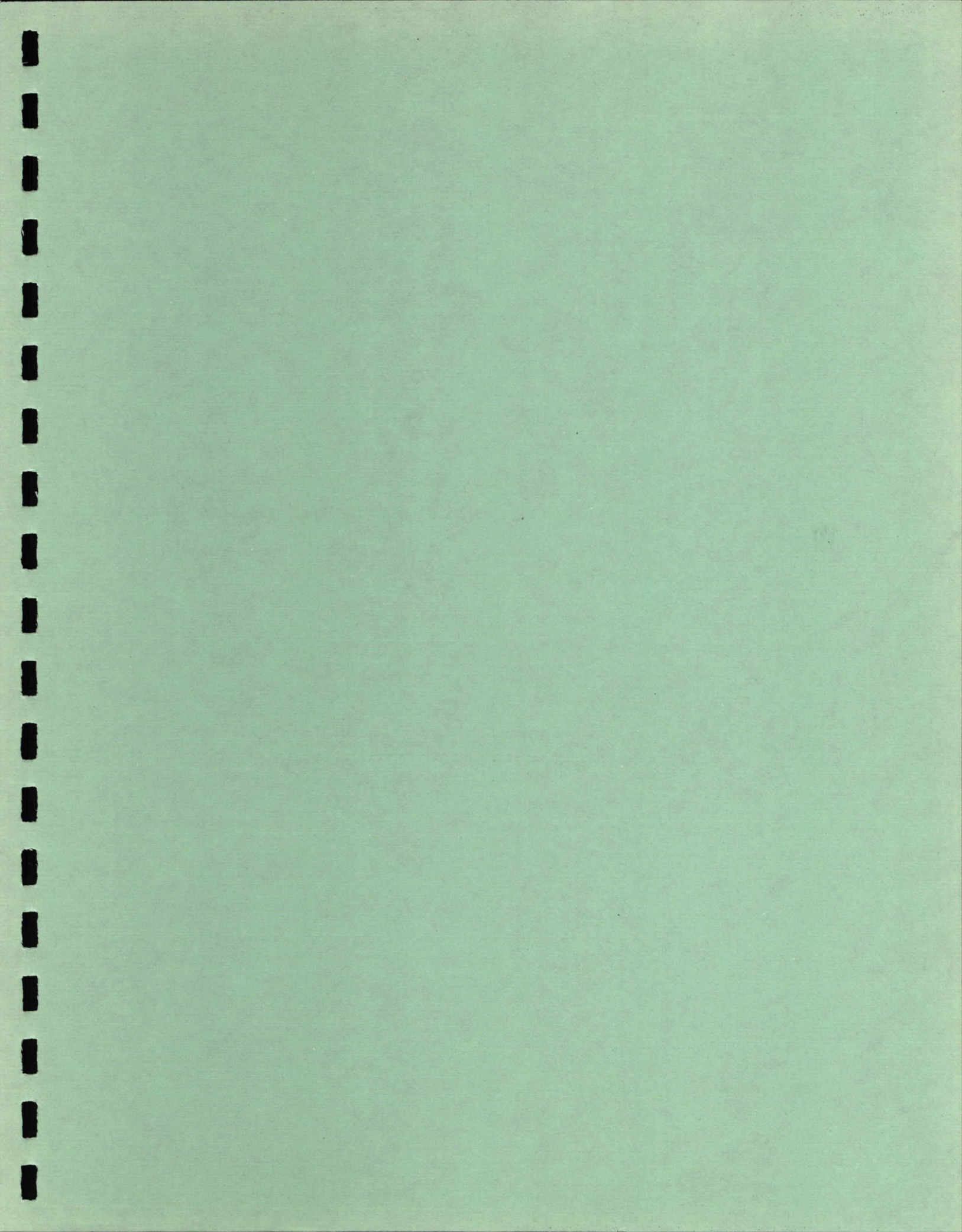
The objective of the study was aimed at discovering if discrimination of a systemic nature exists within Consumer and Corporate Affairs Canada. The findings are not conclusive. In some instances there did not appear to be any evidence of manifest misuse of the Personnel systems indicating overt discrimination; in other instances some specific concerns were raised and in some cases the systems themselves require improvement. The questions were not all answered; this was due partially to the lack of adequate information or sometimes it was because the nature of the problem itself did not allow further analysis. For example, although the study on performance appraisal established that women are rated against more subjective and objective criteria than are men, can one conclude that the problem is systemic in nature or is it one of attitude?

If less of the target group members are recruited in the male-dominated groups, is it because the recruiting systems discriminates against them or is it because women, Native people and handicapped persons are unavailable? The study confirmed that qualified target group members are available at a higher rate than is reflected in CCAC's workforce composition.

Is the distribution problem for women at the middle and the higher level officer positions due to the fact that the number of women entering the labour force and staying in the labour force has doubled over the last 30 years (Boulet and Lavallée, 1984), and they simply have not had the opportunity to move upwards or is it because the personnel systems discriminate against them, or is it that males tend to promote males?

Do women have difficulty entering the non-traditional fields because there are attitudinal barriers or because they lack the technical expertise? What role does society play in influencing the career choices of women?

The questions are not all answered, the issues raised are complex and sometimes beyond the scope of the study. Some answers were found however and some suggestions can be made in order to ensure that CCAC treats all its employees equally and with equity. To do this a spirit of change, an attitude of growth and recognition of social evolution will have to be enhanced by managers, supervisors and all employees of the Department. In order to institutionalize this change a comprehensive, progressive Affirmative Action Program should be launched.



6. CLOSING REMARKS

6. CLOSING REMARKS

In order to establish a successful Affirmative Action Program certain objectives have to be met: these should be kept in mind at the very early stages of implementation to avoid the pitfalls based on the past experience of rather slow progress made on behalf of target group members.

Commitment

Building an effective program rests on top management commitment, however, it also requires senior and first line commitment. The Department, the Bureaux/Activities and ultimately the Branches and Regions should have Affirmative Action Program goals, based on the results of the study. These goals, with responsibility clearly delineated so that persons can be held accountable, should be included in the action plan. Managers and supervisors should be rewarded for their efforts if their performance is good either through performance pay or as a condition of a fully satisfactory or superior performance appraisal. The commitment has to be measurable and visible.

Effective Personnel Administration

The collection of employment data has to allow for a thorough analysis of recruitment and separation information so that forecasting as well as human resources planning and monitoring can take place. Personnel systems have to take Affirmative Action goals into consideration; these systems have to come to grips with the various questions raised in the study.

Are classification decisions reviewed periodically to ensure uniform application?

Do the recruitment efforts reflect a sexually balanced pool of applicants?

What steps can be taken and by whom to broaden the application pool to include women, Native people and handicapped persons?

Is there an adequate departmental inventory of high potential employees including Natives, handicapped persons and females?

What efforts are being made and by whom to recruit women in senior management positions?

Are training and developmental opportunities shared amongst all employees?

Visibility

Affirmative Action can not be tucked away in a remote area of Personnel Administration with too few resources to effect change. The advisory role of the Affirmative Action Program team has to be enhanced by management's willingness to consult and interact with them. The Affirmative Action Program Co-ordinator has to have some say, at minimum through a quarterly reporting mechanism, to senior management on the progress being made. The Regional Personnel Advisors have to be allocated additional time and if necessary, resources to take on the responsibility of the special efforts that will be required to assist managers and supervisors meet the program goals.

Training

Affirmative Action has to become part of regular management training. This training must be placed in the context of over all departmental policy, goals, expectations and procedures. It must deal with attitudes, stereotypes and values that impact on behavior so that effective change will result in the areas of recruitment, work assignment and the career development of employees.

Action Plan

In order to allow management some input and to enhance a sense of ownership a preliminary discussion of the findings is an essential part of the study phase. Following a review of the discussion paper, management must endorse a plan of action with clear targets and goals; these should be based on the conclusions and recommendations that resulted from the analysis. Numerical and operational objectives must be set for women, for Native people and for handicapped persons. The operational objectives must include concrete activities, persons to be held accountable, completion dates and monitoring mechanisms.

The Affirmative Action Study Group will prepare a three year action plan (April 1985 to March 1988) on behalf of management once the proposed recommendations have been discussed.

The resulting action plan will be submitted to senior management for final approval. Progress being made against the action plan will be reported to Treasury Board and senior management through the Affirmative Action Program, Personnel Branch.

In conclusion, the challenge of Affirmative Action, if viewed positively, should result in an improvement of all personnel systems and create a more equitable work environment for the workforce at CGAC with a representation of women, Native people and handicapped persons that reflects the composition of the Canadian public.

APPENDICES

Appendix A

OCCUPATIONAL CATEGORIES, GROUPS, SUB-GROUPS AND LEVELS WITHIN CCAC

Management Category

<u>Group</u>	<u>SM</u>	<u>EX 1-3</u>	<u>EX 4-5</u>
EX - Executive		1,2,3	4,5
SM - Senior Management	0		

Scientific and Professional Category

	<u>Junior</u>	<u>Intermed.</u>	<u>Senior</u>
AG - Agriculture		3,4	
BI - Biological Sciences		3	
CH - Chemistry	1	2,3	
EN - Engineering and Land Surveying			
ENG - Engineering	2	3,4	6
ES - Economics, Sociology and Statistics	1,2,3	4,5,6	
LS - Library Science	1,2	3,4	
SG - Scientific Regulation			
PEM - Patent Examination	1	3,4,5,7	8
SGE - Scientific Regulation	1,2	3,4,5	

Administrative and Foreign Service Category

AS - Administrative Services	1,2,3	4,5	6,7
CO - Commerce	1	2	3,4
CS - Computer Systems Administration	1	2,3	4
FI - Financial Administration	1,2	3,4	5,6
IS - Information Services	1	3,4	5,6
OM - Organization and Methods	2	3,4	
PE - Personnel Administration	1,2	3,4	5,6
PG - Purchasing and Supply	1,2	4	
PM - Program Administration	1,2,3	4,5	6

Technical Category

	<u>Junior</u>	<u>Intermed.</u>	<u>Senior</u>
DD - Drafting and Illustration	4		
EG - Engineering and Scientific Support ESS - Engineering and Scientific Support	4,5,6,7		
GT - General Technical		5	
PI - Primary Products	3,4,5	6	
SI - Social Science Support	1,2,3	4	
TI - Technical Inspection	1,2,3,4	5,6	7

Administrative Support Category

	<u>Support</u>	<u>Junior</u>
CR - Clerical and Regulatory	2,3,4,5	6
DA - Data Processing CON - Data Conversion PRO - Data Operation	2 3	
OE - Office Equipment Operation MEO - Microphotography Equipment Operator MSE - Mailing Services Equipment Operator	2,3 2	4,5
ST - Secretarial, Stenographic, Typing OCE - Office Composing Equipment Operator SCY - Secretary TYP - Typist	2,3 1,2 2	3,4

Operational Category

GL - General Labour and Trades ELE - Elemental INM - Instrument Maintaining MDO - Machine Driving Operating SMW - Sheet Metal Working	3,4 4	10 5,6 9
GS - General Services STS - Stores Services	2,3	4,5

Appendix B

DEPARTMENTAL KEY CODES

<u>Bureau/Activity</u>	<u>Code</u>	<u>Branch</u>
ADMINISTRATION		
	1AFA	Administrative Services
	1FAS	Director General Office
	1FFA	Financial Services
	1ISB	Information Services Branch
	1LIB	Library
	1DME	Deputy Minister's Office
	1DST	Departmental Secretariat
	1LEG	Legal Services
	1MIN	Minister's Office
	1MDP	Management Development Program
	1PES	Personnel Branch
	1REG	Assistant Deputy Registrar General
BUREAU OF POLICY COORDINATION		
	1COM	Communication Services
	7COS	
	7ADM	Assistant Deputy Minister's Office
	7PMS	
	1POC	Audit Evaluation & Control
	1PRC	
	7AEC	
	3REB	Director General Policy
	5RIB	Analysis & Liaison
	7PRA	
	7PRL	
BUREAU OF COMPETITION POLICY		
	2ADM	Assistant Deputy Minister's Office
	2ADS	Administration
	2MSB	Management Services Branch
	2AVT	Marketing Practices Branch
	6ATL-2	Marketing Practices Field
	6ONT-2	
	6PAC-2	
	6PRA-2	
	6QUE-2	
	2MFG	Manufacturing Branch
	2REG	Regulated Sector
	2RES	Research
	2RIR	Research and International Relations
	2RSC	Resources Branch
	2SER	Services Branch
	2OEO	Coordinator, Enforcement Operations

<u>Bureau/Activity</u>	<u>Code</u>	<u>Branch</u>
BUREAU OF CONSUMER AFFAIRS		
	3ADM	Assistant Deputy Minister's Office
	3CSB	Consumer Services Branch
	3MSV	Management Services Branch
	3MAS	
	3LMB	Legal Metrology Branch
	3STD-1-4	
	3PSB	Product Safety Branch
	3STD-3-5	
	3STD-2	Consumer Products
	6ATL-1-3-6-7-8-9	Atlantic Region
	6ONT-1-3-6-7-8-9	Ontario Region
	6PAC-1-3-6-7-8-9	Pacific Region
	6PRA-1-3-6-7-8-9	Prairies Region
	6QUE-1-3-6-7-8-9	Quebec Region

BUREAU OF CORPORATE AFFAIRS

4ADM	Assistant Deputy Minister's Office
5ADM	Corporations Branch
5CRP	Bankruptcy (Headquarter)
4BKB	
5BKB	
5EDM	Bankruptcy - Edmonton
5HLF	Bankruptcy - Halifax
5MTL	Bankruptcy - Montréal
5OTT	Bankruptcy - Ottawa
5QBC	Bankruptcy - Québec
5TOR	Bankruptcy - Toronto
5VAN	Bankruptcy - Vancouver
5WPG	Bankruptcy - Winnipeg
5ARD	Intellectual Property Directorate
5CEM	
5CID	
5CSS	
5DCM	
5DRB	
5EPS	
5FDD	
5GSD	
5MEC	
5PAT	
5PEX	
5PPP	
5PPS	
5PRD	
5PUB	
5SUP	
5TAS	
5TMK	
5PMS	

<u>Bureau/Activity</u>	<u>Code</u>	<u>Branch</u>
RESTRICTIVE TRADE PRACTICES COMMISSION	1RTP	Restrictive Trade Practices Commission
UFFI ASSISTANCE PROGRAM	3MIF	UFFI Center
METRIC COMMISSION	8MCC	Metric Commission

TERMS

1. Acting Appointment
2. Acting Pay
3. Action Plan
4. Adverse Impact
5. Affirmative Action
6. Area of Competition
7. Availability
8. Bridging Positions
9. Desirable Qualifications
10. Discrimination (Human Rights Act)
11. Employment Systems Analysis
12. Essential Qualifications
13. External Availability
14. Feeder Groups
15. Focus Groups
16. Handicapped/Disabled
17. Indeterminate Appointment
18. Indigenous People
19. Internal Availability
20. Native Person
21. Numerical Targets
22. Performance Appraisals
23. Quotas
24. Secondment
25. Special Assignment Pay Plan (SAPP)
26. Special Measures
27. Special Programs
28. Statement of Qualifications
29. Systemic Discrimination
30. Systems: - OLIS - PMIS - TDIS
31. Target Groups
32. Technical Aids
33. Training / Developmental Training
34. Under-representation
35. Workforce
36. Workforce Analysis

GLOSSARY OF TERMS

1. Acting Appointment:

The designation of a person to carry out, for a temporary period, the duties and responsibilities of a position having a higher maximum rate of pay.

2. Acting Pay:

The additional pay an employee receives when required to perform, for a temporary period, the duties of a higher position than the one held by that employee on a substantive basis.

3. Action Plan:

After problems have been identified, a three year plan of action is developed for departmental Senior Management approval. The departmental action plan will include for each target group:

neutralizing measures for employment systems having a negative impact on target groups;

numerical targets to correct the under-representation or distribution in target group members;

temporary special measures;

evaluation and monitoring mechanisms.

4. Adverse Impact:

Is an indication of possible discrimination. It is considered to exist when the relative difference of an employment practice "outcome" is greater than 20% for target groups.

5. Affirmative Action:

A comprehensive planning process adopted to:

- identify and eliminate discrimination in employment processes and policies
- remedy the effects of past discrimination
- ensure appropriate representation of target groups, throughout the work force.

6. Area of Competition:

Factors governing eligibility for consideration for appointment expressed in terms of area of residence and, in the case of closed competitions, in terms of the part, if any, of the Public Service and the occupational nature and level of positions, if any.

7. Availability:

Estimates of target group employees potentially qualified to fill specific jobs. Internal availability is obtained from within the Public Service giving consideration to recruitment areas, requisite skills and sources of job candidates internally. External availability is obtained from the external labour market by giving consideration to the above factors.

The use of availability estimates can assist in determining supply, identifying critical groups, setting numerical goals, developing remedial actions and in monitoring and evaluating progress.

8. Bridging Position:

An affirmative action strategy designed to facilitate the promotion of target group members within an organization by establishing intermediary or linking positions to enable the incumbents to move into a higher position or different job for which they would otherwise not be qualified.

9. Desirable Qualification:

The training, ability, knowledge, accomplishment or personal attribute that is advantageous but not essential for the performance of the duties and responsibilities of a position and that may be taken into account in the assessment of candidates, where applicable.

10. Discrimination:

Unequal treatment of workers, whether through hiring or employment rules or through variation of the conditions of employment, because of sex, age, marital status, race, creed, union membership, or other activities. In many cases discrimination is an unfair labour practice under federal or provincial laws.

11. Employment Systems Analysis:

The process of identifying and measuring the impact of employment policies, practices, and procedures which may serve to exclude or disadvantage target group members. Both quantitative and qualitative analyses of target groups are conducted.

12. Essential Qualifications:

The training, abilities, knowledge, accomplishments or personal attributes which are necessary for the performance of the duties and responsibilities of a position and which form the basis for assessment and ranking of candidates.

13. External Availability:

A measure of labour market availability of qualified individuals from target groups outside the Public Service for positions in particular groups and levels.

14. Feeder Groups:

The previous groups and levels of target group employees appointed to a given group and level.

15. Focus Groups:

Those occupational groups that were the focus of our study. These groups were selected for study due to evidence of under-representation or a concentration of women at the lower levels. The groups included were CO, ES, PM, AS, SG-SRE, SG-PEM, PI, TI, EX, SM, CR, GL and GS.

16. Handicapped/Disabled:

A physically disabled person is one whose permanent physical disability, infirmity, malformation or disfigurement caused by bodily injury, birth defect or illness creates problems in finding employment that would not be encountered by a person of equivalent potential competence without the disability. Without limiting the generality of the foregoing definition, physically handicapped includes epilepsy, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment and physical reliance on a seeing eye dog or on a wheelchair or other remedial appliance or device.

A mentally handicapped person is one whose learning or comprehensive capacity is significantly less than that normally expected from someone of his or her age and experience, but who is capable of performing some tasks in a reliable manner under a reasonable amount of supervision.

17. Indeterminate Appointment:

An appointment for which the expected duration is not fixed.

18. Indigenous People:

Indian, Métis, non-status Indian and Inuit People.

19. Internal Availability:

Estimates of target group employees with the required job-related skills for positions at particular groups and levels within the Department or within the Public Service.

20. Native Person:

A native is a person who has declared himself or herself to be Inuit, a status Indian, a non-status Indian or a Métis.

21. Numerical Targets:

Numerical goals set for target group status and occupational group and level in order to correct representational imbalances discovered through the workforce analysis. They take into consideration both internal and external availability indicators. They may be recruitment goals to recruit target groups for areas where they are not represented or they may be appointment targets to assure upward mobility to senior levels.

22. Performance Appraisals:

The evaluation of the work record and performance of the employee. It is a key area of the employment system which has the potential to discriminate against target group employees. It can also be a primary tool in the identification of high potential employees.

23. Quotas:

The rigid hiring and promotion rates which must be met at all costs, sometimes without respect for merit, are fixed numbers set by an employer to increase the representation of target groups.

24. Secondment:

The assignment of a person, usually to another organization either within or outside the Department or the Public Service, which does not affect the person's appointment status.

25. Special Assignment Pay Plan:

A plan authorizing deputy heads and heads of agencies to pay a number of persons, as approved by the Secretary of the Treasury Board, for a limited period of time at their certified levels, when their salaries are not consistent with the level of duties and responsibilities assigned to them under the following circumstances: special recruitment; assignment to a special project; assignment on training and development; on return from secondment; on assignment or special duties for a period immediately preceding retirement; and on assignment for training under the Career Assignment Program (CAP).

26. Special Measures:

Measures designed to remedy the effects or consequences of past discrimination, and which speed the process of improving target group representation. There are two types of special measures, remedial measures which are actions for a pre-determined length of time to redress disadvantages caused by past discrimination and apply only to target groups; and support measures which are permanent changes and apply to all employees.

27. Special Programs:

- ACCESS, - NIDP, etc. See section 4. on Natives and Handicapped

28. Statement of Qualifications:

A written specification of the essential and desirable qualifications pertinent to the staffing of a position or group of positions.

29. Systemic Discrimination:

Employment practices or systems which appear to be neutral but actually operate to exclude target group members for reasons which are not job-related.

30. Systems:

O.L.I.S. - Official Languages Information System
P.M.I.S. - Personnel Management Information System
T.D.I.S. - Training and Development Information System

31. Target Groups:

Groups selected as the focus of affirmative action studies/plan because their labour market patterns reveal high unemployment, lower than average pay rates, and concentration in low status jobs, namely women, handicapped and Natives.

32. Technical Aids:

Any work essential technical devices or equipment that enable disabled individuals to function at a competitive level like their colleagues.

33. Training and Developmental Opportunities:

Training

Any activity organized and designed to contribute to employees' knowledge, skills and attitudes which will allow them to perform their present duties efficiently and effectively or prepare them to assume other responsibilities.

Developmental Opportunities

Opportunities to methodically improve employees' knowledge, skills and attitudes so that they can perform new duties in future positions. Such opportunities may include official courses, job rotation and special assignments.

34. Under-representation:

The absence of representative numbers of target group members in a level or occupational group (same as under-utilization).

35. Workforce:

Employees within an organization or the labour force as specified in the text.

36. Workforce Analysis:

The diagnosis undertaken by an employer with specific reference to women, Natives and disabled people, to determine representation. This is based on internal data on occupations, levels, department, salary, age, sex, minority or disability status etc. and is a reference for goal setting and timetabling.

Appendix D

SOURCES FOR EXTERNAL AVAILABILITY (PSC, April 1984)

GROUP OR CATEGORY AND LEVEL	SOURCE	FIELD OF STUDY OR OCCUPATION
MANAGEMENT	- not available	
AG INTERMEDIATE	- 1971 Census - 1972-74 University Graduates	- Agriculturalists and Related Scientists (2131) - Other Agriculture
CH JUNIOR INTERMEDIATE	- 1979-81 University Graduates - 1971 Census - 1972-78 University Graduates	- Biochemistry, Chemistry - Chemists (2111) - Biochemistry, Chemistry
EN INTERMEDIATE SENIOR	- 1971 Census - 1972-77 University Graduates - 1971 Census - 1972-73 University Graduates	- Mechanical Engineers (2147) - Mechanical Engineering - Mechanical Engineers (2147) - Mechanical Engineering
ES JUNIOR INTERMEDIATE	- 1979-81 University Graduates - 1971 Census - 1972-78 University Graduates	- Economics - Economists (2311) - Economics
LS JUNIOR INTERMEDIATE	- 1979-81 University Graduates - 1971 Census - 1972-78 University Graduates	- Library Science - Management Occupations, Social Sciences and Related Fields (1132), Librarians, Archivists and Conservators (2351), Supervisors: Occupations in Library, Museum and Archival Science (2350) - Library Science

SOURCES FOR EXTERNAL AVAILABILITY

GROUP OR CATEGORY AND LEVEL	SOURCE	FIELD OF STUDY OR OCCUPATION
<p>SG PEM JUNIOR</p> <p>INTERMEDIATE</p> <p>SENIOR</p>	<p>- 1979-81 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-78 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-73 University Graduates</p>	<p>- Engineering</p> <p>- Engineers - Chemical Engineers (2142), Civil Engineers (2144), Mechanical Engineers (including Marine (2147))</p> <p>- Engineering</p> <p>- Same as above</p> <p>- Engineering</p>
<p>SG SRE JUNIOR</p> <p>INTERMEDIATE</p>	<p>- 1979-81 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-78 University Graduates</p>	<p>- Chemistry</p> <p>- Chemists (2111)</p> <p>- Chemistry</p>
<p>AS</p>	<p>- not available</p>	
<p>CO JUNIOR</p> <p>INTERMEDIATE</p> <p>SENIOR</p>	<p>- 1980-81 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-79 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-73 University Graduates</p>	<p>- Commerce, Management, Business Administration, Admin. Studies/Sciences, Political Science, Economics</p> <p>- Occupations Related to Management and Administration n.e.c.(1179), Economists (2311)</p> <p>- same as above</p> <p>- same as above</p> <p>- same as above</p>

...(con't)

SOURCES FOR EXTERNAL AVAILABILITY

GROUP OR CATEGORY AND LEVEL	SOURCE	FIELD OF STUDY OR OCCUPATION
<p>CS JUNIOR</p> <p>INTERMEDIATE</p>	<ul style="list-style-type: none"> - 1981 College Graduates - 1981 University Graduates - 1971 Census - 1976-80 College Graduates - 1972-1980 University Graduates 	<ul style="list-style-type: none"> - Computer Science - Computer Science, Mathematics - Systems Analysts, Computer Programmers and Related Occupations (2183) - same as above - same as above
<p>FI JUNIOR</p> <p>INTERMEDIATE</p> <p>SENIOR</p>	<ul style="list-style-type: none"> - 1978-81 College Graduates - 1978-81 University Graduates - 1971 Census - 1972-77 University Graduates - 1971 Census 	<ul style="list-style-type: none"> - Accounting, Business Administration, Finance, Admin. General, Business General - Commerce, Management, Business Admin., Admin. Studies/Sciences - Financial Management Occupations (1135), Accountants, Auditors and other Financial Officers (1171) - same as above - same as above
<p>IS JUNIOR</p>	<ul style="list-style-type: none"> - 1978-81 High School Graduates - 1978-81 College Graduates - 1978-81 University Graduates 	<ul style="list-style-type: none"> - Journalism - Arts and Humanities

...(con't)

SOURCES FOR EXTERNAL AVAILABILITY

GROUP OR CATEGORY AND LEVEL	SOURCE	FIELD OF STUDY OR OCCUPATION
<p>IS INTERMEDIATE</p> <p>SENIOR</p>	<p>- 1971 Census</p> <p>- 1972-77 High School Graduates</p> <p>- 1976-77 College Graduates</p> <p>- 1972-77 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-73 University Graduates</p>	<p>- Writers and Editors (3351)</p> <p>- same as above</p> <p>- same as above</p> <p>- same as above</p> <p>- same as above</p> <p>- same as above</p>
<p>OM JUNIOR</p> <p>INTERMEDIATE</p>	<p>- 1978-81 College Graduates</p> <p>- 1978-81 University Graduates</p> <p>- 1971 Census</p> <p>- 1976-77 College Graduates</p> <p>- 1972-77 University Graduates</p>	<p>- Business General, Business Administration, Public Admin. Admin., Accounting, Industrial Engineering</p> <p>- Commerce, Public Admin., Industrial Engineering Sociology</p> <p>- Organization and Methods Analysts (1173), Industrial Engineers (2145)</p> <p>- same as above</p> <p>- same as above</p>
<p>PE JUNIOR</p> <p>INTERMEDIATE</p>	<p>- 1980-81 University Graduates</p> <p>- 1971 Census</p> <p>- 1972-79 University Graduates</p>	<p>- Social Science and Humanities</p> <p>- Personnel and Industrial Relations Management Occupations(1136), Personnel and Related Officers (1174)</p> <p>- same as above</p>

...(con't)

SOURCES FOR EXTERNAL AVAILABILITY

GROUP OR CATEGORY AND LEVEL	SOURCE	FIELD OF STUDY OR OCCUPATION
PE SENIOR	<ul style="list-style-type: none"> - 1971 Census - 1972-73 University Graduates 	<ul style="list-style-type: none"> - same as above - same as above
PG JUNIOR INTERMEDIATE	<ul style="list-style-type: none"> -1977-81 College Graduates - 1977-81 University Graduates - 1971 Census - 1976 College Graduates - 1972-76 University Graduates 	<ul style="list-style-type: none"> - Business Administration, Business General, Public Admin., Finance, Marketing and Retail Sales - Commerce, Management, Business Admin., Admin. Studies/Sciences, Public Administration - Purchasing Management Occupations (1141), Purchasing Officers and Buyers Except Wholesale and Retail Trade (1175) - same as above - same as above
PM	- not available	
DD JUNIOR	-1976-81 College Graduates	<ul style="list-style-type: none"> - Aerial Survey, Cartography Photogrammetry, Civil Technician, Drafting, Electro-Mechanical Drafting, Engineering Drafting, Mechanical Drafting, Architectural Drafting.

DISPONIBILITÉ EXTERNE - AUTOCHTONES

Le recensement effectué par Statistiques Canada en 1981, de même que le rapport annuel de la Commission de la Fonction publique, ont servi à étudier la représentation des autochtones disponibles au Canada.

Les tableaux ci-après représentent la distribution de la main-d'oeuvre canadienne autochtone à travers le Canada et les différentes régions, de même que la population totale des autochtones au Canada par province. De plus, à partir des tableaux sur la population autochtone il est possible d'observer que la représentation autochtone au Canada oscille autour des 2%. Par contre on obtient un pourcentage de 1.2% quant aux autochtones faisant partie de la main-d'oeuvre canadienne.

La pêche et le trappage de même que les industries reliées à la forêt démontrent toujours une forte concentration d'autochtones parmi ses employés.

En ce qui concerne les occupations de gestion ou d'administration, on y attire moins d'un pourcent d'autochtones. Par contre il est intéressant de noter que les occupations relatives aux sciences sociales figurent parmi les 3 seuls groupes où on peut retrouver plus de 2% d'autochtones.

En comparant la population autochtone à la population non-autochtone, on peut observer que les emplois de nature cléricale et ceux appartenant au secteur des services regroupent la plus grande proportion des travailleurs. Des différences marquées sont observées en ce qui a trait à la gestion et l'administration qui vient en troisième place chez les non-autochtones tandis que les métiers de la construction occupent le même rang chez les autochtones.

En Atlantique, les quatre provinces maritimes démontrent une représentation moyenne de .5%. Les provinces de Terre-Neuve et Nouvelle-Écosse sont celles qui regroupent le plus d'autochtones faisant partie de la main-d'oeuvre. La ville d'Halifax est celle qui renferme le plus d'autochtones.

L'Ontario suit la même tendance observée au Canada avec une prédominance dans les occupations reliées au bois et à la pêche. Les villes de Thunder Bay et Sudbury se distinguent avec des pourcentages supérieurs à 1%.

Au Québec les pourcentages sont également sous les 1% sauf dans les domaines traditionnellement occupés par des autochtones. La ville de Québec est celle où les autochtones se retrouvent en plus grand nombre.

Dans les provinces des Prairies, la population autochtone est supérieure à celle observée ailleurs au Canada. En effet, le Manitoba obtient une représentation de la main-d'oeuvre autochtone de 3.2% tandis que celle de la Saskatchewan la suit de très près avec 2.9%. En ce qui concerne les villes où nous retrouvons le plus d'autochtones, Régina vient en tête, suivie ex-aequo de Saskatoon et Winnipeg. Les 3 principales occupations sont relativement les mêmes qu'ailleurs sauf qu'on y retrouve également les occupations dérivées de l'huile et du gaz. Cette observation s'avère intéressante puisque certains postes d'inspection exigent des connaissances ou de l'expérience dans l'électricité et le gaz.

Enfin, en Colombie Britannique, la représentation d'autochtones demeurent supérieure à la moyenne avec ses 2%. Les occupations concernant la pêche devancent largement les autres occupations et les emplois visant le traitement de la matière figurent parmi ceux représentant le plus d'autochtones.

POPULATION AUTOCHTONE

	Population provinciale totale	Population autochtone totale	% de la Représentation
Terre-Neuve	563,750	4,435	.79
I.P.E.	121,225	635	.52
Nouvelle Écosse	839,805	7,790	.92
Nouvelle Brunswick	689,375	5,515	.80
Québec	6,369,070	52,390	.82
Ontario	8,534,265	110,060	1.28
Manitoba	1,013,705	66,280	6.53
Saskatchewan	956,440	59,200	6.18
Alberta	2,213,655	72,045	3.25
Colombie Britannique	2,713,615	82,640	3.04
Yukon	26,490	4,045	1.52
Territoire du Nord-Ouest	45,535	26,430	58.04
	<hr/> 24,086,930	<hr/> 491,465	<hr/> 2.04

REPRÉSENTATION SELON LE RANG EN Z

Territoires du Nord-Ouest	45,535	26,430	58.04
Manitoba	1,013,705	66,280	6.53
Saskatchewan	956,440	59,200	6.18
Alberta	2,213,655	72,045	3.25
Colombie britannique	2,713,615	82,640	3.04
Yukon	26,490	4,045	1.52
Ontario	8,534,265	110,060	1.28
Nouvelle-Écosse	839,805	7,790	.92
Québec	6,369,070	52,390	.82
Nouveau Brunswick	689,375	5,515	.80
Terre-Neuve	563,750	4,435	.79
I.P.E.	121,225	635	.52
	24,086,930	491,465	2.04

Source: Recensement de 1981

DISTRIBUTION AUTOCHTONE PAR PROVINCE

	Distribution en %	Total d'autochtones
Ontario	22.39	110,060
Colombie britannique	16.81	82,640
Alberta	14.65	72,045
Manitoba	13.48	66,280
Saskatchewan	12.04	59,200
Québec	10.65	52,390
Territoires du Nord-Ouest	5.37	26,430
Nouvelle-Écosse	1.58	7,790
Nouveau Brunswick	1.12	5,515
Terre-Neuve	.90	4,435
Yukon	.82	4,045
I.P.E.	.12	635
	100.00	491,465

Source: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, CANADA 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	491460	2.0	147715	1.2
Non autochtones	23592035	98.0	11729325	98.8
Total	24083495	100.0	11877040	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	191725	39.0	5282485	22.4	5474210	22.7
15-24	111555	22.7	4526445	19.2	4638000	19.3
25-64	171205	34.8	11615455	49.2	11786660	48.9
65+	16970	3.5	2167645	9.2	2184615	9.1
Total	491455	100.0	23592030	100.0	24083485	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	292700	59.6	73565	33.2
Indien non inscrit/ Métis	173565	35.3	62400	42.2
Inuit	25390	5.2	6765	4.6
Total	491455	100.0	147730	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	95160	64.4	6024250	51.4	6119410	51.5
Autres non univ.	36705	24.8	3264870	27.8	3301575	27.8
Universitaire	15850	10.7	2440210	20.8	2456060	20.7
Total	147715	100.0	11729330	100.0	11877045	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

CANADA 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	autochtone %
11	1060015	7725	1052290	9.9	5.2	9.0	0.7
21	401465	2510	398955	3.4	1.7	3.4	0.6
23	191065	4695	186370	1.6	3.2	1.6	2.5
25	35670	155	35515	0.3	0.1	0.3	0.4
27	501505	4995	496510	4.2	3.4	4.2	1.0
31	533500	4015	529485	4.5	2.7	4.5	0.9
33	172855	2300	170555	1.5	1.6	1.5	1.3
41	2241540	20130	2221410	18.9	13.6	18.9	0.9
51	1062605	7000	1055605	9.9	4.7	9.0	0.7
61	1430120	24535	1405585	12.0	16.6	12.0	1.7
71	481605	4775	476830	4.1	3.2	4.1	1.0
73	41105	2555	38550	0.3	1.7	0.3	6.2
75	93165	5420	77745	0.7	3.7	0.7	6.5
77	77550	2110	75440	0.7	1.4	0.6	2.7
81/82	485475	7330	478145	4.1	5.0	4.1	1.5
83	314330	3635	310695	2.6	2.5	2.6	1.2
85	955715	9360	946355	9.0	6.3	9.1	1.0
87	783620	17140	766480	6.6	11.6	6.5	2.2
91	470535	6930	463605	4.0	4.7	4.0	1.5
93	250075	4650	245425	2.1	3.1	2.1	1.9
95	147120	1410	145710	1.2	1.0	1.2	1.0
99	156405	4325	152080	1.3	2.9	1.3	2.8
Total	11877040	147700	11729340	100.0	100.0	100.0	1.2

GRANDS GROUPES PROFESSIONNELS (GG)

- 11 Directeurs, gérants, administrateurs et personnel assimilé
- 21 Travailleurs des sciences naturelles, du génie et des mathématiques
- 23 Travailleurs spécialisés des sciences sociales et domaines connexes
- 25 Membres du clergé et assimilés
- 27 Enseignants et personnel assimilé
- 31 Médecine et santé
- 33 Professionnels des domaines artistique et littéraire et personnel assimilé
- 41 Employés de bureau et travailleurs assimilés
- 51 Travailleurs spécialisés dans la vente
- 61 Travailleurs spécialisés dans les services
- 71 Agriculteurs, horticulteurs et éleveurs
- 73 Pêcheurs, trappeurs et travailleurs assimilés
- 75 Travailleurs forestiers et bûcherons
- 77 Mineurs, carriers, foreurs de puits de pétrole et de gaz et travailleurs assimilés
- 81/82 Travailleurs des industries de transformation
- 83 Usineurs et travailleurs des domaines connexes
- 85 Travailleurs spécialisés dans la fabrication, le montage et la réparation de produits
- 87 Travailleurs du bâtiment
- 91 Personnel d'exploitation des transports
- 93 Manutentionnaires et travailleurs assimilés, n.c.a.
- 95 Autres ouvriers qualifiés et conducteurs de machines
- 99 Travailleurs non classés ailleurs

Source: Recensement de 1981

RÉGION DE L'ATLANTIQUE

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION TOTALE DE LA PROVINCE

Provinces	Population provinciale totale	Population autochtone totale	% de la représentation
Terre-Neuve	559,315	4,435	.79
I.P.E.	121,225	635	.52
Nouvelle-Écosse	839,805	7,790	.92
Nouveau-Brunswick	689,375	5,515	.80

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION NON AUTOCHTONE DANS LES PRINCIPALES VILLES

Villes	Population autochtone totale	Population non-autochtone totale	% de la représentation autochtone
Halifax	1,290	275,750	.5
Saint-John, N.B.	340	112,400	.1
St-John's, T.N.	330	152,475	.1

MARCHÉ DU TRAVAIL AUTOCHTONE, TERRE-NEUVE 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	4435	0.8	1435	0.7
Non autochtones	559315	99.2	218200	99.3
Total	563750	100.0	219635	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	1725	39.0	165535	29.4	167260	29.7
15-24	995	22.5	112970	20.2	113965	20.2
25-64	1600	36.2	239920	42.9	241520	42.8
65+	105	2.4	40985	7.3	41090	7.3
Total	4425	100.0	559310	100.0	563735	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	1015	22.9	340	23.9
Indien non inscrit/ Métis	1570	35.4	495	33.9
Inuit	1950	41.7	605	42.3
Total	4435	100.0	1430	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Éléa./sec.	990	69.0	122725	56.2	123715	56.3
Autres non univ.	240	16.7	56250	25.8	56490	25.7
Universitaire	205	14.3	39220	18.0	39425	18.0
Total	1435	100.0	218195	100.0	219630	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

TERRE-NEUVE 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone %
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	
11	14435	60	14375	6.6	4.2	6.6	0.4
21	4800	25	4775	2.2	1.7	2.2	0.5
23	2330	20	2310	1.1	1.4	1.1	0.9
25	905	0	905	0.4	0.0	0.4	0.0
27	11835	70	11765	5.4	4.9	5.4	0.6
31	9940	75	9865	4.5	5.2	4.5	0.8
33	1420	25	1395	0.6	1.7	0.6	1.8
41	32895	135	32760	15.0	9.4	15.0	0.4
51	17815	55	17760	8.1	3.8	8.1	0.3
61	25185	200	24985	11.5	13.9	11.5	0.8
71	1830	5	1825	0.8	0.3	0.8	0.3
73	12540	110	12430	5.7	7.7	5.7	0.9
75	3905	125	3680	1.7	8.7	1.7	3.3
77	2350	5	2345	1.1	0.3	1.1	0.2
81/82	21895	150	21745	10.0	10.5	10.0	0.7
83	2655	10	2645	1.2	0.7	1.2	0.4
85	9760	40	9720	4.4	2.8	4.5	0.4
87	20090	140	19950	9.1	9.8	9.1	0.7
91	10990	45	10945	5.0	3.1	5.0	0.4
93	4585	35	4550	2.1	2.4	2.1	0.8
95	2585	15	2570	1.2	1.0	1.2	0.6
99	4975	90	4885	2.3	6.3	2.2	1.8
Total	219620	1435	218185	100.0	100.0	100.0	0.7

GRANDS GROUPES PROFESSIONNELS (GG)

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- 41 Employés de bureau et travailleurs assimilés
- 51 Travailleurs spécialisés dans la vente
- 51 Travailleurs spécialisés dans les services
- 71 Agriculteurs, horticulteurs et éleveurs
- 73 Pêcheurs, trappeurs et travailleurs assimilés
- 75 Travailleurs forestiers et bûcherons
- 77 Mineurs, carriers, foreurs de puits de pétrole et de gaz et travailleurs assimilés
- 81/82 Travailleurs des industries de transformation
- 83 Usineurs et travailleurs des domaines connexes
- 85 Travailleurs spécialisés dans la fabrication, le montage et la réparation de produits
- 87 Travailleurs du bâtiment
- 91 Personnel d'exploitation des transports
- 93 Manutentionnaires et travailleurs assimilés, n.c.a.
- 95 Autres ouvriers qualifiés et conducteurs de machines
- 99 Travailleurs non classés ailleurs

Sources: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, ÎLE-DU-PRINCE-ÉDOUARD 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	635	0.5	195	0.4
Non autochtones	120590	99.5	55250	99.5
Total	121225	100.0	55445	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	245	38.0	30150	25.0	30395	25.1
15-24	135	20.9	23295	19.3	23430	19.3
25-64	250	39.8	53230	44.2	53480	44.1
65+	15	2.3	13885	11.5	13900	11.5
Total	645	100.0	129560	100.0	121205	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	405	64.3	115	57.5
Indien non inscrit/ Métis	195	31.0	75	37.5
Inuit	30	4.8	10	5.0
Total	630	100.0	200	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	140	68.3	29490	53.4	29630	53.4
Autres non univ.	55	26.8	21065	38.1	21120	38.1
Universitaire	10	4.9	4690	8.5	4700	8.5
Total	205	100.0	55245	100.0	55450	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPERIMENTEE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

ILE-DU-PRINCE-ÉDOUARD 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone %
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	
11	4195	0	4195	7.6	0.0	7.6	0.0
21	1140	5	1135	2.1	2.4	2.1	0.4
23	815	0	815	1.5	0.0	1.5	0.0
25	260	0	260	0.5	0.0	0.5	0.0
27	2230	0	2230	4.0	0.0	4.0	0.0
31	2780	0	2780	5.0	0.0	5.0	0.0
33	680	0	680	1.2	0.0	1.2	0.0
41	7550	40	7510	13.6	20.5	13.6	0.5
51	4035	10	4025	7.3	5.1	7.3	0.2
61	7515	35	7480	13.6	17.9	13.5	0.5
71	5235	30	5205	9.4	15.4	9.4	0.6
73	3030	15	3015	5.5	7.7	5.5	0.5
75	280	0	280	0.5	0.0	0.5	0.0
77	80	0	80	0.1	0.0	0.1	0.0
81/82	3415	10	3405	6.2	5.1	6.2	0.3
83	570	0	570	1.0	0.0	1.0	0.0
85	2195	0	2195	4.0	0.0	4.0	0.0
87	4575	20	4555	8.3	10.3	8.2	0.4
91	2695	15	2680	4.9	7.7	4.9	0.6
93	865	0	865	1.6	0.0	1.6	0.0
95	430	5	425	0.8	2.4	0.8	1.2
99	860	10	850	1.6	5.1	1.5	1.2
Total	55430	195	55235	100.0	100.0	100.0	0.4

GRANDS GROUPES PROFESSIONNELS (GG)

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- 91 Personnel d'exploitation des transports
- 93 Manutentionnaires et travailleurs assimilés, n.c.a.
- 95 Autres ouvriers qualifiés et conducteurs de machines
- 99 Travailleurs non classés ailleurs

Source: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, NOUVELLE-ÉCOSSE 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	7790	0.9	2290	0.6
Non autochtones	932015	99.1	370310	99.4
Total	939805	100.0	372600	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	2940	37.7	195370	23.5	198310	23.6
15-24	1840	23.6	161645	19.4	163485	19.5
25-64	2900	35.9	397490	46.6	390290	46.5
65+	225	2.9	87495	10.5	87720	10.4
Total	7805	100.0	832000	100.0	839805	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	5905	75.8	1610	70.3
Indien non inscrit/ Métis	1760	22.6	620	27.1
Inuit	130	1.7	60	2.6
Total	7795	100.0	2290	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	1095	47.7	187000	50.5	188095	50.5
Autres non univ.	715	31.2	103735	28.0	104450	28.0
Universitaire	485	21.1	79560	21.5	80045	21.5
Total	2295	100.0	370295	100.0	372590	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPERIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

NOUVELLE-ÉCOSSE 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	autochtone %
11	27140	130	27010	7.3	5.7	7.3	0.5
21	10290	55	10235	2.8	2.4	2.8	0.5
23	5540	100	5440	1.5	4.4	1.5	1.8
25	1095	0	1095	0.3	0.0	0.3	0.0
27	17635	120	17515	4.7	5.2	4.7	0.7
31	19390	85	19305	5.2	3.7	5.2	0.4
33	4355	20	4335	1.2	0.9	1.2	0.5
41	61560	320	61240	16.5	14.0	16.5	0.5
51	34325	140	34185	9.2	6.1	9.2	0.4
61	54520	400	54120	14.6	17.5	14.6	0.7
71	8700	25	8675	2.3	1.1	2.3	0.3
73	8920	45	8875	2.4	2.0	2.4	0.5
75	4380	55	4325	1.2	2.4	1.2	1.3
77	3575	10	3565	1.0	0.4	1.0	0.3
81/82	18485	65	18420	5.0	2.8	5.0	0.4
83	6140	55	6085	1.6	2.4	1.6	0.9
85	22900	165	22735	6.1	7.2	6.1	0.7
87	28430	310	28120	7.6	13.5	7.6	1.1
91	16345	110	16235	4.4	4.8	4.4	0.7
93	9185	25	9160	2.2	1.1	2.2	0.3
95	4335	10	4325	1.2	0.4	1.2	0.2
99	6340	45	6295	1.7	2.0	1.7	0.7
Total	372585	2290	370295	100.0	100.0	100.0	0.4

GRANDS GROUPES PROFESSIONNELS (GG)

- 11 Directeurs, gérants, administrateurs et personnel assimilé
- 21 Travailleurs des sciences naturelles, du génie et des mathématiques
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- 83 Usineurs et travailleurs des domaines connexes
- 85 Travailleurs spécialisés dans la fabrication, le montage et la réparation de produits
- 87 Travailleurs du bâtiment
- 91 Personnel d'exploitation des transports
- 93 Manutentionnaires et travailleurs assimilés, n.c.a.
- 95 Autres ouvriers qualifiés et conducteurs de machines
- 99 Travailleurs non classés ailleurs

Source: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, NOUVEAU-BRUNSWICK 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	5515	0.8	1285	0.4
Non autochtones	683860	99.2	292155	99.6
Total	689375	100.0	293440	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	2120	38.5	171305	25.0	173425	25.2
15-24	1250	22.7	134910	19.7	136160	19.8
25-64	1965	35.7	311935	45.6	313900	45.5
65+	175	3.2	65720	9.6	65895	9.6
Total	5510	100.0	683870	100.0	689380	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	4235	76.7	960	74.4
Indien non inscrit/ Métis	1280	23.2	330	25.6
Inuit	5	0.1	0	0.0
Total	5520	100.0	1290	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	625	49.0	165875	56.8	166500	56.7
Autres non univ.	445	34.9	71115	24.3	71560	24.4
Universitaire	205	16.1	55175	18.9	55380	18.9
Total	1275	100.0	292165	100.0	293440	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

NOUVEAU-BRUNSWICK 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	autochtone %
11	21350	50	21300	7.3	3.9	7.3	0.2
21	6705	15	6690	2.3	1.2	2.3	0.2
23	4225	70	4155	1.4	5.5	1.4	1.7
25	1225	5	1220	0.4	0.4	0.4	0.4
27	12655	45	12610	4.3	3.5	4.3	0.4
31	12720	55	12665	4.3	4.3	4.3	0.4
33	2895	20	2875	1.0	1.6	1.0	0.7
41	48925	175	48750	16.7	13.7	16.7	0.4
51	24955	20	24935	8.5	1.6	8.5	0.1
61	40505	225	40280	13.8	17.6	13.8	0.6
71	7065	55	7010	2.4	4.3	2.4	0.8
73	3665	5	3660	1.2	0.4	1.3	0.1
75	8410	55	8355	2.9	4.3	2.9	0.7
77	2180	10	2170	0.7	0.8	0.7	0.5
81/82	20370	45	20325	6.9	3.5	7.0	0.2
83	5615	25	5590	1.9	2.0	1.9	0.4
85	17165	45	17120	5.8	3.5	5.9	0.3
87	24850	170	24680	8.5	13.3	9.4	0.7
91	13125	25	13100	4.5	2.0	4.5	0.2
93	6815	35	6780	2.3	2.7	2.3	0.5
95	2925	5	2920	1.0	0.4	1.0	0.2
99	5090	120	4970	1.7	9.4	1.7	2.4
Total	293435	1275	292160	100.0	100.0	100.0	0.4

GRANDS GROUPE PROFESSIONNELS (GG)

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Source: Recensement de 1981

RÉGION DU QUÉBEC

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA
REPRÉSENTATION NON AUTOCHTONE DANS LES PRINCIPALES VILLES

Villes	Population autochtone totale	Population non-autochtone totale	% de la représentation autochtone
Montréal	15,050	2,798,040	.5
Ottawa-Hull	4,200	711,920	.6
Québec	1,975	569,000	.3
Chicoutimi-Jonquière	500	134,390	.3
Trois-Rivières	185	110,500	.2

MARCHÉ DU TRAVAIL AUTOCHTONE, QUÉBEC 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	52390	0.8	17165	0.6
Non autochtones	6316680	99.2	2946155	99.4
Total	6369070	100.0	2963320	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	16740	31.9	1376500	21.8	1393240	21.9
15-24	11950	22.8	1245935	19.7	1257785	19.7
25-44	21320	40.7	3170425	50.2	3191745	50.1
45+	2390	4.6	523905	8.3	526295	8.3
Total	52400	100.0	6316665	100.0	6369065	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	34400	65.6	9950	58.0
Indien non inscrit/ Métis	13120	25.0	6285	36.6
Inuit	4880	9.3	925	5.4
Total	52400	100.0	17160	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	9695	56.5	1517145	51.5	1526840	51.5
Autres non univ.	5060	29.5	977625	29.8	982685	29.9
Universitaire	2405	14.0	551400	19.7	553805	19.7
Total	17160	100.0	2946170	100.0	2963330	100.0

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

QUÉBEC 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	autochtone %
11	264260	1990	263170	8.9	6.3	8.9	0.4
21	91660	390	91290	3.1	2.2	3.1	0.4
23	45945	375	45470	1.5	2.2	1.5	0.8
25	12940	15	12925	0.4	0.1	0.4	0.1
27	142375	845	141530	4.8	4.9	4.8	0.6
31	144480	605	143875	4.9	3.5	4.9	0.4
33	51340	350	50990	1.7	2.0	1.7	0.7
41	568025	3135	564890	19.2	18.2	19.2	0.6
51	256645	1025	255620	8.7	6.0	8.7	0.4
61	353200	2490	350710	11.9	14.5	11.9	0.7
71	73840	205	73635	2.5	1.2	2.5	0.3
73	3455	65	3590	0.1	0.4	0.1	1.8
75	22670	295	22375	0.8	1.7	0.8	1.3
77	12935	220	12715	0.4	1.3	0.4	1.7
81/82	148105	890	147215	5.0	5.2	5.0	0.6
83	76510	435	76075	2.6	2.5	2.6	0.6
85	294340	1700	292640	9.9	9.9	9.9	0.6
87	164630	1430	163200	5.6	8.3	5.5	0.9
91	120940	865	120075	4.1	5.0	4.1	0.7
93	52020	340	51680	1.8	2.0	1.8	0.7
95	40555	205	40350	1.4	1.2	1.4	0.5
99	22360	220	22140	0.8	1.3	0.8	1.0
Total	2963330	17180	2946150	100.0	100.0	100.0	0.6

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Source: Recensement de 1981

RÉGION DE L'ONTARIO

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION NON AUTOCHTONE DANS LES PRINCIPALES VILLES

Villes	Population autochtone totale	Population non-autochtone totale	% de la représentation autochtone
Toronto	17,400	2,975,495	.6
Hamilton	4,455	537,645	.8
Ottawa-Hull	4,200	711,920	.6
Thunder Bay	3,015	119,720	2.5
London	2,180	280,060	.8
Sudbury	2,160	148,690	1.5
St. Catherine-Niagara	1,555	301,565	.5
Windsor	1,455	243,640	.6
Kitchener	1,290	295,140	.4
Oshawa	1,240	152,690	.8

MARCHE DU TRAVAIL AUTOCHTONE, ONTARIO 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	110060	1.3	39690	0.9
Non autochtones	8424205	98.7	4380920	99.1
Total	8534265	100.0	4420010	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	39505	35.9	1945035	21.9	1884540	22.1
15-24	24835	22.6	1566855	18.6	1591690	18.7
25-64	41965	38.1	4211775	50.0	4253740	49.8
65+	3750	3.4	800535	9.5	804285	9.4
Total	110055	100.0	8424200	100.0	8534255	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	70195	63.8	22005	56.3
Indien non inscrit/ Métis	38775	35.2	16545	42.3
Inuit	1095	1.0	535	1.4
Total	110065	100.0	39085	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	23835	61.0	2270420	51.8	2294255	51.9
Autres non univ.	10760	27.5	1177735	26.9	1188495	26.9
Universitaire	4490	11.5	932770	21.3	937260	21.2
Total	39085	100.0	4380925	100.0	4420010	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

ONTARIO 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone %
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	
11	408760	2125	406635	9.2	5.4	9.3	0.5
21	163460	785	162675	3.7	2.0	3.7	0.5
23	74830	1085	73745	1.7	2.8	1.7	1.4
25	10230	45	10185	0.2	0.1	0.2	0.4
27	175650	1010	174640	4.0	2.6	4.0	0.6
31	186560	1400	185160	4.2	3.6	4.2	0.8
33	69495	615	68880	1.6	1.6	1.6	0.9
41	881775	6040	875735	19.9	15.5	20.0	0.7
51	400065	2180	397885	9.1	5.6	9.1	0.5
61	513480	6065	507415	11.6	15.5	11.6	1.2
71	147530	930	146600	3.3	2.4	3.3	0.6
73	1415	95	1320	.0	0.2	.0	6.7
75	12605	1205	11400	0.3	3.1	0.3	9.6
77	19225	330	18895	0.4	0.8	0.4	1.7
81/82	167680	2090	165590	3.8	5.3	3.8	1.2
83	149995	1660	148335	3.4	4.2	3.4	1.1
85	399750	3265	396485	9.0	8.4	9.1	0.8
87	247640	3520	244120	5.6	9.0	5.6	1.4
91	155860	1850	154010	3.5	4.7	3.5	1.2
93	105245	1340	103905	2.4	3.4	2.4	1.3
95	58825	445	58380	1.3	1.1	1.3	0.8
99	69910	1000	68910	1.6	2.6	1.6	1.4
Total	4419985	39080	4380905	100.0	100.0	100.0	0.9

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Source: Recensement de 1981

RÉGION DES PRAIRIES

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION TOTALE DE LA PROVINCE

Provinces	Population provinciale totale	Population autochtone totale	% de la représentation
Manitoba	1,013,705	66,280	6.53
Saskatchewan	956,440	59,200	6.18
Alberta	2,213,655	72,045	3.25

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION NON AUTOCHTONE DANS LES PRINCIPALES VILLES

Villes	Population autochtone totale	Population non-autochtone totale	% de la représentation autochtone
Winnipeg	16,245	578,625	2.8
Edmonton	13,795	650,895	2.1
Calgary	7,325	587,025	1.2
Regina	6,405	162,385	3.9
Saskatoon	4,235	152,265	2.8

MARCHÉ DU TRAVAIL AUTOCHTONE, MANITOBA 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	66280	6.5	15840	3.2
Non autochtones	947425	93.5	482445	96.8
Total	1013705	100.0	498285	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	27980	42.2	209795	22.1	237765	23.5
15-24	14755	22.3	174510	18.4	189265	18.7
25-64	21195	32.0	452435	47.8	473620	46.7
65+	2360	3.6	110695	11.7	113055	11.2
Total	66280	100.0	947425	100.0	1013705	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	39710	59.9	8195	51.2
Indien non inscrit/ Métis	26340	39.7	7650	48.3
Inuit	225	0.3	95	0.5
Total	66275	100.0	15840	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	11465	72.4	266100	55.2	277565	55.7
Autres non univ.	2805	17.7	114300	23.7	117105	23.5
Universitaire	1570	9.9	102035	21.1	103605	20.8
Total	15840	100.0	482435	100.0	498275	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPERIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

MANITOBA 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	autochtone %
11	42370	740	41630	8.5	4.7	8.6	1.7
21	13900	145	13755	2.8	0.9	2.9	1.0
23	9080	555	8525	1.8	3.5	1.8	6.1
25	1495	15	1480	0.3	0.1	0.3	1.0
27	20815	595	20220	4.2	3.8	4.2	2.9
31	25955	380	25575	5.2	2.4	5.3	1.5
33	5980	250	5730	1.2	1.6	1.2	4.2
41	99935	1610	98325	18.0	10.2	18.3	1.8
51	43365	615	42750	8.7	3.9	8.9	1.4
61	63110	2905	60205	12.7	18.3	12.5	4.6
71	41120	765	40355	9.3	4.8	8.4	1.9
73	1140	730	410	0.2	4.6	0.1	64.0
75	1435	500	935	0.3	3.2	0.2	34.8
77	3080	285	2795	0.6	1.9	0.6	9.3
81/82	13340	660	12680	2.7	4.2	2.6	4.9
83	11555	265	11290	2.3	1.7	2.3	2.3
85	38665	920	37745	7.8	5.8	7.8	2.4
87	29565	1985	27680	5.9	11.9	5.7	6.4
91	20465	660	19805	4.1	4.2	4.1	3.2
93	9585	535	9050	1.7	3.4	1.7	6.2
95	5930	170	5760	1.2	1.1	1.2	2.9
99	7385	650	6735	1.5	4.1	1.4	8.8
Total	498270	15835	482435	100.0	100.0	100.0	3.2

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- 85 Travailleurs spécialisés dans la fabrication, le montage et la réparation de produits
- 87 Travailleurs du bâtiment
- 91 Personnel d'exploitation des transports
- 93 Manutentionnaires et travailleurs assimilés, n.c.a.
- 95 Autres ouvriers qualifiés et conducteurs de machines
- 99 Travailleurs non classés ailleurs

Source: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, SASKATCHEWAN 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	59200	6.2	13245	2.9
Non autochtones	897240	93.8	437890	97.1
Total	956440	100.0	451135	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	26950	45.5	211455	23.6	238405	24.9
15-24	13055	22.1	170150	19.0	183205	19.2
25-64	17045	28.8	410215	45.7	427260	44.7
65+	2145	3.6	105430	11.8	107575	11.2
Total	59195	100.0	897250	100.0	956445	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	37465	63.3	7450	56.2
Indien non inscrit/ Métis	21590	36.5	5755	43.5
Inuit	145	0.2	40	0.3
Total	59200	100.0	13245	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Éléa./sec.	9005	67.9	245565	36.1	254570	56.4
Autres non univ.	2780	21.0	103905	23.7	106685	23.6
Universitaire	1470	11.1	88420	20.2	89890	19.9
Total	13255	100.0	437890	100.0	451145	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

SASKATCHEWAN 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	%
11	39820	950	38970	9.8	6.4	9.9	2.1
21	9785	160	9625	2.2	1.2	2.2	1.6
23	7095	775	6320	1.6	5.9	1.4	10.9
25	1730	5	1725	0.4	.0	0.4	0.3
27	19765	600	18165	4.2	4.5	4.1	3.2
31	21565	305	21260	4.9	2.3	4.9	1.4
33	4195	140	4055	0.9	1.1	0.9	3.3
41	66695	1300	65395	14.8	9.8	14.9	1.9
51	37760	445	37315	8.4	3.4	8.5	1.2
61	52610	2275	50335	11.7	17.2	11.5	4.3
71	82620	965	81655	19.3	7.3	19.6	1.2
73	210	115	95	.0	0.9	.0	54.8
75	1280	400	880	0.3	3.0	0.2	31.3
77	5270	250	5020	1.2	1.9	1.1	4.7
81/82	7315	360	6955	1.6	2.7	1.6	4.9
83	5990	155	5835	1.3	1.2	1.3	2.6
85	20985	535	20450	4.7	4.0	4.7	2.5
87	34675	2320	32355	7.7	17.5	7.4	6.7
91	16275	540	15735	3.6	4.1	3.6	3.3
93	6600	240	6360	1.5	1.3	1.5	3.6
95	4205	75	4130	0.9	0.6	0.9	1.8
99	5705	430	5275	1.3	3.2	1.2	7.5
Total	451150	13240	437910	100.0	100.0	100.0	2.9

GRANDS GROUPES PROFESSIONNELS (GG)

- 11 Directeurs, gérants, administrateurs et personnel assimilé
- 21 Travailleurs des sciences naturelles, du génie et des mathématiques
- 23 Travailleurs spécialisés des sciences sociales et domaines connexes
- 25 Membres du clergé et assimilés
- 27 Enseignants et personnel assimilé
- 31 Médecine et santé
- 33 Professionnels des domaines artistique et littéraire et personnel assaile
- 41 Employés de bureau et travailleurs assimilés
- 51 Travailleurs spécialisés dans la vente
- 61 Travailleurs spécialisés dans les services
- 71 Agriculteurs, horticulteurs et éleveurs
- 73 Pêcheurs, trappeurs et travailleurs assimilés
- 75 Travailleurs forestiers et bûcherons
- 77 Mineurs, carriers, foreurs de puits de pétrole et de gaz et travailleurs assailes
- 81/82 Travailleurs des industries de transformation
- 83 Usineurs et travailleurs des domaines connexes
- 85 Travailleurs spécialisés dans la fabrication, le montage et la réparation de produits
- 87 Travailleurs du bâtiment
- 91 Personnel d'exploitation des transports
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- 99 Travailleurs non classés ailleurs

Source: Recensement de 1981

MARCHÉ DU TRAVAIL AUTOCHTONE, ALBERTA 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	72045	3.3	21325	1.8
Non autochtones	2141610	96.7	1173850	98.2
Total	2213655	100.0	1195175	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	30245	42.0	510785	23.9	541030	24.4
15-24	16490	22.9	459830	21.5	476320	21.5
25-64	23215	32.2	1026475	47.9	1049690	47.4
65+	2115	2.9	144485	6.7	146600	6.6
Total	72065	100.0	2141575	100.0	2213640	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	35810	49.7	9920	41.8
Indien non inscrit/ Métis	35725	49.6	12215	57.3
Inuit	510	0.7	190	0.9
Total	72045	100.0	21325	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Éléa./sec.	14035	65.8	567205	48.3	581240	48.6
Autres non univ.	5320	24.9	346445	29.5	351765	29.4
Universitaire	1970	9.2	260205	22.2	262175	21.9
Total	21325	100.0	1173855	100.0	1195180	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPÉRIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

ALBERTA 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone %
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	
11	118795	1040	117755	9.9	4.9	10.0	0.9
21	54905	445	54460	4.6	2.1	4.6	0.8
23	17985	665	17320	1.5	3.1	1.5	3.7
25	2755	30	2725	0.2	0.1	0.2	1.1
27	44260	450	43810	3.7	2.1	3.7	1.0
31	46365	420	45945	3.9	2.0	3.9	0.9
33	13680	185	13495	1.1	0.9	1.1	1.4
41	220930	2805	218125	18.5	13.2	18.6	1.3
51	109985	980	109005	9.2	4.6	9.3	0.9
61	132345	3725	128620	11.1	17.5	11.0	2.8
71	80215	975	79240	6.7	4.6	6.8	1.2
73	215	60	155	.0	0.3	.0	27.9
75	3250	675	2575	0.3	3.2	0.2	20.8
77	19180	575	18605	1.6	2.7	1.6	3.0
81/82	24085	490	23595	2.0	2.3	2.0	2.0
83	26730	500	26230	2.2	2.3	2.2	1.9
85	62645	1060	61585	5.2	5.0	5.2	1.7
87	116525	3595	112940	9.7	16.8	9.6	3.1
91	52175	1110	51065	4.4	5.2	4.4	2.1
93	19630	660	18970	1.6	3.1	1.6	3.4
95	12825	155	12670	1.1	0.7	1.1	1.2
99	15695	735	14960	1.3	3.4	1.3	4.7
Total	1195175	21325	1173850	100.0	100.0	100.0	1.8

GRANDS GROUPE PROFESSIONNELS (GG)

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Source: Recensement de 1981

RÉGION DU PACIFIQUE

REPRÉSENTATION DE LA POPULATION AUTOCHTONE PAR RAPPORT A LA

REPRÉSENTATION NON AUTOCHTONE DANS LES PRINCIPALES VILLES

Villes	Population autochtone totale	Population non-autochtone totale	% de la représentation autochtone
Vancouver	16,190	1,250,610	1.3%
Victoria	2,740	229,495	1.2%

MARCHÉ DU TRAVAIL AUTOCHTONE, COLOMBIE-BRITANNIQUE 1981

Population

	Total		Pop. active expérimentée	
	N	%	N	%
Autochtones	92640	3.0	27365	2.0
Non autochtones	2630975	97.0	1348865	98.0
Total	2713615	100.0	1376230	100.0

Groupe d'âge	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
0-14	30785	37.3	557095	21.2	597880	21.7
15-24	19345	23.4	469170	17.8	488515	18.0
25-64	30010	36.3	1330995	50.6	1361005	50.2
65+	2500	3.0	273725	10.4	276225	10.2
Total	82640	100.0	2630985	100.0	2713625	100.0

Population autochtone

Ethnie	Total		Pop. active expérimentée	
	N	%	N	%
Indien inscrit	54085	65.4	16540	60.4
Indien non inscrit/ Métis	28045	33.9	10640	38.9
Inuit	515	0.6	190	0.7
Total	82645	100.0	27370	100.0

Population active expérimentée

Niveau de scolarité	Autochtones		Non autochtones		Total	
	N	%	N	%	N	%
Élém./sec.	18115	66.2	643320	47.7	661435	48.1
Autres non univ.	6575	24.0	392110	29.1	398685	29.0
Universitaire	2670	9.8	313440	23.2	316110	23.0
Total	27360	100.0	1348870	100.0	1376230	100.0

Source: Recensement 1981

POPULATION ACTIVE EXPERIMENTÉE AUTOCHTONE SELON LE GRAND GROUPE PROFESSIONNEL

COLOMBIE-BRITANNIQUE 1981

Code GG	Population active expérimentée			Répartition (%)			Représentation autochtone %
	Total	Autochtones	Non autochtones	Total	Autochtones	Non autochtones	
11	115250	1070	114180	8.4	3.9	8.5	0.9
21	43580	360	43220	3.2	1.3	3.2	0.8
23	22565	830	21735	1.6	3.0	1.6	3.7
25	2855	20	2835	0.2	0.1	0.2	0.7
27	53635	865	52770	3.9	3.2	3.9	1.6
31	62810	590	62220	4.6	2.2	4.6	0.9
33	18230	395	17835	1.3	1.4	1.3	2.2
41	257535	3330	254205	18.7	12.2	18.8	1.3
51	132100	1270	130830	9.6	4.6	9.7	1.0
61	183065	4570	178495	13.3	16.7	13.2	2.5
71	33290	795	32495	2.4	2.9	2.4	2.4
73	6070	1110	4960	0.4	4.1	0.4	18.3
75	24860	1985	22875	1.8	7.3	1.7	8.0
77	8450	205	8245	0.6	0.7	0.6	2.4
81/82	60390	2465	57925	4.4	9.0	4.3	4.1
83	28285	480	27805	2.1	1.8	2.1	1.7
85	95500	1185	84315	6.2	4.3	6.3	1.4
87	109565	2610	106955	8.0	9.5	7.9	2.4
91	59830	1150	58680	4.3	4.2	4.4	1.9
93	36900	1225	35675	2.7	4.5	2.6	3.3
95	14055	220	13835	1.0	0.8	1.0	1.6
99	17415	630	16785	1.3	2.3	1.2	3.6
Total	1376235	27360	1348875	100.0	100.0	100.0	2.0

GRANDS GROUPES PROFESSIONNELS (GG)

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Source: Recensement de 1981

Disponibilité - Fonction Publique - Autochtones

Représentation des autochtones au sein de la Fonction publique

	<u>Total</u>	<u>Autochtones</u>	<u>%</u>
Gestion	3,159	19	.6
Sc & prof.	21,223	374	1.8
Adm & Serv Ext.	52,135	626	1.2
Technique	60,946	673	.6
Sout. Adm.	25,659	150	1.1
Exploitation	<u>30,756</u>	<u>862</u>	<u>2.2</u>
TOTAL	202,878	2,704	1.3

DISTRIBUTION TOTALE DES AUTOCHTONES DU MINISTÈRE COMPARÉE
AU TOTAL DE LA FONCTION PUBLIQUE

TABLEAU 1

	<u>Total</u>	<u>#</u>	<u>Dist. %</u>	<u>Total</u>	<u>#</u>	<u>Dist. %</u>
Gestion	60	-		3,159	19	.6
Scient & Prof.	219	2	.9	21,223	374	1.8
Adm. & Serv. Ext.	534	1	.18	52,135	626	1.2
Tech.	55	-	0	60,946	673	.6
Sout. adm.	864	11	1.2	25,659	150	1.1
Expl.	15	-	0	39,756	862	2.2
Régions	1079	5	.5			
Total	2725	19	.7	202,878	2,704	1.3

Il est à noter que le pourcentage de 1.3% représentant le total d'employés autochtones à la Fonction publique tient compte des autochtones à l'emploi du ministère des Affaires indiennes et du Nord. Il faut se rappeler que ce ministère emploie à lui seul plus de 50% de tous les autochtones de la Fonction publique. En excluant ce ministère, on obtiendrait un pourcentage de 0.7%. Par ailleurs, on sait que cinq autres ministères se partagent la majorité des autres employés autochtones. Il en reste donc très peu dans chacun des autres ministères de la Fonction publique.

DISPONIBILITÉ EXTERNE - PERSONNES HANDICAPÉES

Les observations notées proviennent du sondage canadien sur la santé et les handicaps, lequel fut conduit par Statistiques Canada auprès de personnes âgées de 15 ans et plus et résidant dans chacune des 10 provinces.

Représentation des personnes handicapées selon l'échantillonnage total

		<u>% d'échantillonnage Total</u>
Total	3,436	18.4
Terre-Neuve	74	18.2
Ile-du-Prince-Edouard	21	23.9
Nouvelle Écosse	150	22.9
Nouveau Brunswick	114	21.3
Québec	804	16.2
Ontario	1,310	19.4
Manitoba	133	18.2
Saskatchewan	142	19.9
Alberta	283	16.9
Colombie Britannique	391	18.4

Répartition des personnes handicapées selon leur statut d'emploi

	<u>Avec</u> <u>Emploi</u>	<u>Sans</u> <u>Emploi</u>	<u>Pas Sur Le</u> <u>Marché du Travail</u>
Total	1,038 (30%)	168 (4.8%)	2,230 (64%)
Terre-Neuve	13 (17.5%)	---	61 (82.4%)
Ile-du-Prince-Edouard	6 (28.5%)	---	15 (71%)
Nouvelle Écosse	36 (24%)	8 (5.3%)	106 (70%)
Nouveau Brunswick	25 (22%)	7 (6%)	82 (72%)
Québec	186 (23%)	33 (4%)	585 (73%)
Ontario	461 (35.3%)	60 (4.5%)	789 (60.2%)
Manitoba	40 (30%)	---	93 (70%)
Saskatchewan	52 (36.6%)	---	90 (63.4%)
Alberta	111 (39%)	16 (6%)	156 (55%)
Colombie Britannique	108 (27.6%)		

Bien qu'il n'existe pas de différences marquées entre le nombre de personnes handicapées retrouvées dans chacune des 10 provinces, la région de l'Atlantique semble être la seule à dépasser le cap des 20% de répondants qui sont handicapés. Par contre deux des provinces maritimes ne comptent parmi l'échantillon, aucune personne handicapée à la recherche d'un emploi tandis que la Colombie Britannique est la province qui prédomine à ce sujet.

D'autre part, en ce que concerne les industries que embauchent le plus grand pourcentage d'employés handicapés nous pouvons noter le milieu de l'agriculture et celui des manufactures de produits quelconques. De plus, 8.6% de la main-d'oeuvre handicapée occupent un poste en administration publique.

Par ailleurs, une liste de diverses associations oeuvrant pour les personnes handicapées est dressée à l'annexe F. Une partie de celles-ci s'occupent de la réhabilitation et du placement de leurs clients tandis que les autres visent uniquement à renseigner ses membres et le public en général sur l'handicap et des effets.

Finalement, le sondage canadien sur la santé et les handicaps effectué en janvier 1983 conclut en estimant que 10.3% des travailleurs canadiens sont des personnes handicapées. Nous ignorons toutefois de quelle façon ce pourcentage est réparti à travers le Canada.

L'ensemble de la Fonction publique regroupe à peine un demi-pourcent (.5%) de personnes handicapées parmi ses employé(e)s. Au ministère, les personnes handicapées représentent 1.5% du total des employé(e)s.

Appendix E

A. Organismes chargés du placement des personnes handicapées:

- | | |
|--|--|
| 1. Ministère des services communautaires et sociaux de l'Ontario
2197, promenade Riverside
Ottawa, Ontario. | Mike Dafoe
Cathy Lauzon
737-5520 |
| 2. Marche des dix sous de l'Ontario
80, chemin Colonnade nord
Nepean, Ontario
K2E 7G2 | Ruth Cass
225-3912 |
| 3. Line 1000
Suite 210, City Center Tower
880, rue Wellington
Ottawa, Ontario | Joni Walker
238-8422 |
| 4. Outaouais Travail
Édifice Joe Montferrand
6 ^e étage
170, rue Hôtel de Ville
Hull, Québec | Sylvie Patenaude
777-3764 |
| 5. Société canadienne de l'ouïe
71, rue Bank
4 ^{ième} étage
Ottawa, Ontario | Brian Porter
236-0509
236-0902 |
| 6. Institut national canadien pour les aveugles
320, rue McLeod
Ottawa, Ontario | Earl Petty
563-4021 |
| 7. Association canadienne des paraplégiques
1591, promenade Riverside
Unité 914
Ottawa, Ontario | Joanne Francis
731-1725 |
| 8. Centre de réhabilitation de l'hôpital Royal
505, chemin Smyth
Ottawa, Ontario | Trudy Timmerly
737-7350 |

B. Organismes offrant de l'information relativement aux divers handicaps:

1. Association des personnes handicapées d'Ottawa
880, rue Wellington, Suite 608
Ottawa, Ontario 233-3312
2. Association de la paralysie cérébrale
23, rue Bourque
Hull, Québec 771-3113
3. Société de l'arthrite
1129, avenue Carling
Ottawa, Ontario Barbara Stokes
K1Y 4G6 128-2685
4. Association canadienne des diabétiques
700-251, rue Bank
Ottawa, Ontario 235-9154
5. Association pulmonaire du Canada 237-1208
6. Conseil canadien de coordination de
la déficience auditive
294, rue Albert
Ottawa, Ontario 232-2611
7. Institut de réadaptation
1400, avenue Clyde, pièce 222
Nepean, Ontario
K2G 3S2 224-1522
8. Association d'hypoglycémie d'Ottawa
C.P. 3852, Station C 592-2790
Ottawa, Ontario ext. 493
9. Fondation canadienne des maladies
du rein
Chapitre Ottawa-Hull
739 B, Ridgewood, pièce 203
Ottawa, Ontario 526-1540
10. Fondation canadienne pour l'illéite et
la colitie
C.P. 8652, Station A
Ottawa, Ontario 836-1620
11. Société canadienne de la sclérose en plaques
510 - 880 Wellington 232-4278
Ottawa, Ontario 778-1450
12. La Société Parkinson d'Ottawa-Carleton
1053, avenue Carling Lynn Berndt
Ottawa, Ontario 722-9238

ACTION PLAN FORM/AFFIRMATIVE ACTION
FORMULAIRE POUR LE PLAN D'ACTION/ACTION POSITIVE
1985-1988

INSTRUCTIONS:

Boxes 7, 9 and 10 are to be used to report results.
Les espaces 7, 9 et 10 seront utilisés pour inscrire les résultats.

Target group / Groupe cible	<input checked="" type="checkbox"/> Women / Femmes	<input type="checkbox"/> Handicapped / Personnes handicapées	<input type="checkbox"/> Indigenous people / Autochtones
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1. Recommendation / Recommandation

It is recommended that the female representation at the senior level of the PE Group be increased.

2. Objective / Objectif

To increase the female representation in the senior levels of the PE Group. Presently there are no (0) women at the PE5 and PE6 levels; the objective is to augment this representation by four (4) by 1988. This objective is based on a projected annual attrition rate of 18% and a projected zero (0) growth rate.

3. Activities planned / Activités planifiées

In the context of Human Resource Planning, ten (10) women presently at the PE3 & 4 levels have been identified as having the potential to reach the PE5 & 6 levels by 1988. The following are examples of planned activities to provide these women with the necessary experience and training to compete for anticipated vacancies at the PE5 & 6 levels.

- Two (2) women, who are presently staffing officers, will be given pre-CAP (Career Development Program) rotational assignments in the areas of classification and human resource planning. Following CAP training, they will be assigned to positions at the PE5 level and provided with management training. It is anticipated that three PE5 positions will become

4. Responsibilities / Responsabilités

Manager
(Director General of Personnel)

5. End date / Date d'échéance

April 1987

6. Monitoring mechanisms / Mécanismes de contrôle

Report of Staffing Transactions (POST)

7. Activities done / Activités accomplies

8. Comments / Commentaires

9. Objective met / Objectif rencontré

- Yes / Oui
If no, please specify in box 10. / Dans la négative, précisez dans l'espace 10.
- No / Non

10.



**ACTION PLAN FORM/AFFIRMATIVE ACTION
FORMULAIRE POUR LE PLAN D'ACTION/ACTION POSITIVE
1985-1988**

INSTRUCTIONS:

Boxes 7, 9 and 10 are to be used to report results.
Les espaces 7, 9 et 10 seront utilisés pour inscrire les résultats.

Target group	Groupe cible
<input type="checkbox"/> Women Femmes	<input type="checkbox"/> Handicapped Personnes handicapées
	<input type="checkbox"/> Indigenous people Autochtones

<p>1. Recommendation / Recommandation</p> <p>It is recommended that the policy on performance review and employee appraisal be applied uniformly to all employees.</p>					
<p>2. Objective / Objectif</p> <p>To ensure that each employee be given an annual performance appraisal.</p>					
<p>3. Activities planned / Activités planifiées</p> <p>1. To identify employees who have not received an appraisal report.</p> <p>2. To send a reminder to delinquent supervisors under the signature of the Director of Personnel.</p> <p>3. To identify employees who have still not received an appraisal report.</p> <p>4. To send a reminder to delinquent supervisors under the signature of the Executive Director.</p> <p>5. To ensure that the appraisal reports of the delinquent supervisors carry a mention to the effect that they have not fulfilled this responsibility.</p>	<p>4. Responsibilities / Responsabilités</p> <p>Employee responsible for entering data</p> <p>Officer responsible for carrying out the policy</p> <p>Employee responsible for entering data</p> <p>Officer responsible for carrying out the policy</p> <p>Director of Personnel</p>	<p>5. End date / Date d'échéance</p> <p>2 weeks after deadline to submit appraisals report (January 15, 1984)</p> <p>January 18, 1984</p> <p>January 31, 1984</p> <p>February 3, 1984</p> <p>February 18, 1984</p>	<p>6. Monitoring mechanisms / Mécanismes de contrôle</p> <p>Continuous compilation system for incoming reports</p> <p>Monthly operations report of the Personnel Directorate</p> <p>Continuous compilation system for incoming reports</p> <p>Monthly operations report of the Personnel Directorate</p> <p>Continuous compilation system for incoming reports</p>	<p>7. Activities done / Activités accomplies</p>	<p>8. Comments / Commentaires</p>
<p>9. Objective met / Objectif rencontré</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No If no, please specify in box 10. Dans la négative, préciser dans l'espace 10.</p>		<p>10.</p>			

MEMORANDUM

NOTE DE SERVICE

TO
À

Directeurs, directeurs régionaux
et chefs de divisions
Directors, Regional Directors
and Division Chiefs

FROM
DE

Sous-ministre
Deputy Minister

SUBJECT
OBJET

Questionnaire de l'action
positive

Affirmative Action Questionnaire

En juin 1983, on annonçait la mise en oeuvre du programme d'action positive à l'échelle de la Fonction publique. À cet effet, chaque ministère fut invité à mener une étude sur la composition de son effectif de même que sur les systèmes et pratiques d'emploi en vigueur. Afin d'obtenir les renseignements essentiels relativement à l'embauche et à la promotion des trois groupes cibles - femmes, autochtones et personnes handicapées, les renseignements contenus dans les dossiers personnels ainsi que dans les diverses banques de données disponibles seront utilisés.

Toutefois, certains renseignements comme ceux portant sur les personnes handicapées ou les autochtones demeurent très difficiles à recueillir. Afin de permettre la conduite d'analyses valables, un questionnaire portant principalement sur ces deux groupes a été élaboré. Quelques questions ayant trait aux femmes ont également été ajoutées.

In June 1983, the Affirmative Action Program was announced throughout the Public Service. As part of the implementation of this program, each department has been requested to conduct an analysis of the composition of its work force and its employment systems and practices. In order to gain some essential information regarding specific issues related to the hiring and promotion of the three target groups - women, natives and handicapped persons, data is being collected and analyzed through a review of personnel files and existing data banks.

In order to assist the Affirmative Action Program in defining areas of concern, a small survey is being conducted. As very little information has been gathered regarding native persons or handicapped people, the main focus of this questionnaire is for these two target groups; however, some questions relevant to women have also been included.

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE/NOTRE RÉFÉRENCE
YOUR FILE/VOTRE RÉFÉRENCE
DATE 01-10-84

Il va sans dire que sans ces renseignements notre étude manquerait de consistance et pourrait même biaiser les recommandations du programme lui-même. Par conséquent, je vous incite fortement à prendre les vingt-cinq minutes nécessaires pour compléter ce document. J'ai toujours appuyé énergiquement le programme d'action positive et je sais que je peux compter sur vous pour que le taux de réponse soit des plus élevés.

Je vous remercie à l'avance pour l'attention que vous porterez à ce questionnaire.

This information constitutes an essential part of the study and indeed the program itself; I urge you to take the twenty five minutes required to complete this form. I support the Affirmative Action Program enthusiastically and know that I can anticipate a high rate of return for this questionnaire.

Thank you for your assistance.


George Rost

INSTRUCTIONS POUR COMPLETER CE QUESTIONNAIRE

Ce questionnaire a été conçu afin d'obtenir certains renseignements essentiels à la conduite d'analyses effectuées dans le cadre du programme d'action positive. Il comporte 25 questions lesquelles se rapportent aux 3 groupes-cibles soit les femmes, les personnes handicapées et les autochtones. Les définitions tirées de la politique du Conseil du Trésor sont citées ci-après afin d'éviter toute confusion en ce qui a trait aux différents termes utilisés dans ce questionnaire.

Handicapé physique - un handicapé physique est une personne dont l'invalidité, l'infirmité, la malformation ou la défiguration physique et chronique se manifestent à la suite d'une blessure corporelle, d'une maladie, ou par défaut de la naissance rendant difficile l'obtention d'un emploi qu'une personne de compétence latente équivalente, mais non invalide, n'aurait pas à surmonter. Sans limiter ce qui précède, un handicap physique comprend l'épilepsie, la paralysie, l'amputation, l'atonie, les troubles de l'ouïe, de la vue ou de la parole, et s'entend de la nécessité d'avoir recours à des prothèses ou, notamment, à un fauteuil roulant ou à un chien d'aveugle.

Handicapé mental - un handicapé mental est une personne dont la capacité d'apprentissage ou de compréhension est considérablement inférieure à celle qu'on s'attend normalement d'une personne du même âge et d'expérience équivalente, mais qui peut exécuter certaines tâches d'une manière fiable sans surveillance excessive.

Autochtone

Un "autochtone" est une personne qui déclare être un Inuit, un Indien inscrit, un Indien non inscrit ou un Métis.

Ce questionnaire s'adresse à tous les gestionnaires de niveau intermédiaire et supérieur responsables de l'embauche et de la supervision directe d'employé(e)s. Eu égard de ce qui précède, les gestionnaires qui recevront ce questionnaire, soit les directeurs et chefs de division ou équivalent, sont priés d'y répondre en tenant compte uniquement des employé(e)s placé(e)s immédiatement sous leur responsabilité. Ainsi, les réponses des directeurs concernent les chefs de division tandis que celles des chefs s'appliqueront aux agents et soutien administratif de cette même division.

Nous vous saurions gré de nous retourner le tout dans les cinq jours suivant la réception. Une enveloppe pré-adressée et affranchie est jointe à la présente.

Pour de plus amples renseignements, n'hésitez pas à nous contacter au numéro 99/-325/. Nous vous remercions d'avance pour l'attention que vous porterez à ce questionnaire.

E. Lamarche

Elizabeth Lamarche
Coordonnatrice, Programme d'action positive

Ce questionnaire se veut anonyme mais nous apprécierions si vous pouviez nous donner certaines informations relativement à l'organisation dont vous êtes responsable.

Direction: _____

Location: _____

Nombre d'employé(e)s dans votre direction _____

Nombre d'employé(e)s dans votre division _____

Nombre d'employé(e)s sous votre responsabilité immédiate _____

Nombre estimé d'employé(e)s handicapé(e)s sous votre responsabilité immédiate _____

Comment êtes-vous arrivé(e) à ce nombre

- l'employé(e) s'est auto-identifié(e) _____
- handicap visible _____
- simple supposition de ma part _____

Nombre estimé d'employé(e)s autochtones sous votre responsabilité immédiate _____

Comment êtes-vous arrivé à ce nombre

- l'employé(e) s'est auto-identifié(e) _____
- simple supposition de ma part _____

oooooooooooooooooooooooooooooooooooo

1. Durant la dernière année financière, soit du 1er avril 83 au 31 mars 84, avez-vous eu à combler un poste au sein de votre division par concours interne/externe? oui _____ non _____

- Si oui, Combien? _____

- à quelle catégorie	Gestion	Nombre
appartenaient ces postes?	Admin. & serv. ext.	_____
(cocher toutes celles à	Scient. & prof.	_____
qui elles s'appliquent)	Soutien admin.	_____
	Exploitation	_____

2. Durant la dernière année financière, avez-vous embauché des personnes handicapées? oui _____ non _____

Si oui, combien? _____

3. Durant la dernière année financière, avez-vous embauché des personnes autochtones? oui _____ non _____

Si oui, combien? _____

4. Si vous avez utilisé un des programmes ou modes de recrutement spéciaux pour personnes handicapées ou autochtones, veuillez cocher:

- Programme d'accès pour les personnes handicapées _____
- Programme d'emploi à domicile _____
- Programme d'évaluation au travail pour les personnes handicapées _____
- Programme national de perfectionnement des autochtones _____
- Nominations intérimaires _____
- Affectations de perfectionnement _____

5. Avez-vous été incité(e) à utiliser un des programmes de la question 4 par un agent de dotation? oui _____ non _____

6. Si vous n'avez considéré aucune des mesures spéciales énumérées à la question 4, veuillez cocher vos raisons?

- n'y ai pas pensé _____
- situation urgente _____
- processus trop compliqué _____
- le poste ne pourrait être occupé par une personne handicapée _____
- pas au courant de ces programmes _____
- autres, spécifiez _____
- _____
- _____
- _____
- _____

7. Avant de vous engager dans le processus de dotation, avez-vous envisagé la possibilité de répartir les tâches différemment afin de permettre à une personne handicapée d'occuper le poste? oui _____ non _____

Si oui, avez-vous réussi à embaucher une personne handicapée? oui _____ non _____

8. Lorsque vous préparez l'énoncé de qualités pour un concours, vérifiez-vous la nécessité de chacune des exigences en tenant compte de l'impact possible sur les groupes-cibles? oui _____ non _____

9. Si vous ou l'agent de dotation responsable avez consulté le répertoire de candidats spéciaux, avez-vous reçu des présentations:

- de candidats handicapés oui _____ non _____

- de candidats autochtones oui _____ non _____

10. Si oui,

- rencontraient-ils les exigences de base? oui _____ non _____

- étaient-ils qualifiés pour le poste? oui _____ non _____

- ont-ils fait l'objet d'une nomination? oui _____ non _____

sinon, pourquoi?

11. Durant l'année dernière, est-ce que certains candidats ou employé(e)s ont eu besoin d'aide technique ou de services spéciaux tel qu'un interprète gestuel?

- lors d'une entrevue oui _____ non _____

- dans l'exercice de ses fonctions oui _____ non _____

12. Durant la dernière année financière, avez-vous reçu des curriculum vitae de personnes handicapées ou autochtones de la part d'un agent du personnel? oui _____ non _____

Si oui, approximativement combien? _____

13. Avez-vous été en mesure de les considérer pour un poste au sein de votre organisation? oui _____ non _____

14. Sinon pourquoi?

- aucune année-personne disponible _____
- candidat non qualifié _____
- candidat possédant qualifications non pertinentes aux postes disponibles _____
- autre, spécifiez _____

15. Avez-vous acheminé ces résumés à d'autres gestionnaires susceptibles d'être intéressé(e)s par ce candidat? oui _____ non _____

16. Vos locaux sont-ils accessibles aux personnes handicapé(e)s physiquement? oui _____ non _____
ne sais pas _____

17. Sinon, existe-t-il des recommandations visant le redressement de la situation? oui _____ non _____
ne sais pas _____

18. Comptez-vous à votre effectif des employé(e)s qui sont devenu(e)s handicapé(e)s au cours de leur emploi au ministère (peu importe que l'accident soit survenu durant l'exercice de leurs fonctions ou non)? oui _____ non _____

- Si oui, combien _____

- Si oui, avez-vous tenté de modifier leurs tâches de sorte qu'ils(elles) puissent continuer à exercer leurs fonctions? oui _____ non _____

- Si vous avez modifié leurs tâches, veuillez préciser comment

19. Avez-vous établi des objectifs précis en ce qui a trait à l'embauche des personnes handicapées ou autochtones? oui _____ non _____

20. Si vous avez établi des objectifs, apparaissent-ils dans votre plan de ressources humaines? oui _____ non _____

21. Dans votre organisation, si vous avez identifié certains postes convenant aux modes de travail suivants, veuillez cocher:

- au travail à temps partiel	oui _____	combien _____	non _____
- au travail partagé	oui _____	combien _____	non _____
- à un poste de formation	oui _____	combien _____	non _____
- à des affectations temporaires	oui _____	combien _____	non _____

22. Durant la dernière année avez-vous reçu des demandes de la part de vos employé(e)s pour obtenir:

- du travail à temps partiel			oui _____	non _____
- nombre de fois approuvées	hommes _____	femmes _____		
- nombre de fois refusées	hommes _____	femmes _____		
- semaine comprimée			oui _____	non _____
- nombre de fois approuvées	hommes _____	femmes _____		
- nombre de fois refusées	hommes _____	femmes _____		
- travail partagé			oui _____	non _____
- nombre de fois approuvées	hommes _____	femmes _____		
- nombre de fois refusées	hommes _____	femmes _____		
- congé pour garde d'enfants			oui _____	non _____
- nombre de fois approuvées	hommes _____	femmes _____		
- nombre de fois refusées	hommes _____	femmes _____		
- congé pour études			oui _____	non _____
- nombre de fois approuvées	hommes _____	femmes _____		
- nombre de fois refusées	hommes _____	femmes _____		
- congé de maternité			oui _____	non _____
- congé de paternité			oui _____	non _____

23. Est-ce que certain(e)s de vos employé(e)s ont bénéficié de détachements informels ou affectations de travail? oui _____ non _____

Si oui, combien hommes _____ femmes _____

24. Aimerez-vous voir plus de séances d'information, films, etc.

- A l'intention des gestionnaires:

a) relativement aux différents handicaps? oui _____ non _____

b) relativement à la culture autochtone? oui _____ non _____

- A l'intention de tous les employés:

a) relativement aux différents handicaps? oui _____ non _____

b) relativement à la culture autochtone? oui _____ non _____

25. Est-ce que votre organisation a mis de l'avant certaines initiatives afin d'accroître la représentation des femmes?

Si oui, spécifiez _____

MERCI DE VOTRE COLLABORATION

INSTRUCTIONS TO COMPLETE THE QUESTIONNAIRE

This questionnaire has been designed to collect data which is required for the analysis phase of the Affirmative Action program. There are twenty-five questions which focus on issues relevant to the three target groups - women, handicapped persons and native people. The definitions of handicapped and native persons are based on those provided by Treasury Board as stated below:

Physically handicapped - A physically disabled person is one whose permanent physical disability, infirmity, malformation or disfigurement caused by bodily injury, birth defect or illness creates problems in finding employment that would not be encountered by a person of equivalent potential competence without the disability. Without limiting the generality of the foregoing definition, physically handicapped includes epilepsy, any degree of paralysis, amputation, lack of physical coordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment and physical reliance on a seeing eye dog or on a wheelchair or other remedial appliance or device.

Mentally handicapped - A mentally handicapped person is one whose learning or comprehension capacity is significantly less than that normally expected from someone of his or her age and experience, but who is capable of performing some tasks in a reliable manner under a reasonable amount of supervision.

Native person - A native is a person who has declared himself or herself to be Inuit, a status Indian, a non-status Indian or a Metis.

This questionnaire is being directed to the senior and middle management levels as the questions relate largely to hiring practices and supervisory responsibilities. The managers receiving the questionnaire will be Directors of Branches and Chiefs or their equivalents. In order to ensure that the data is collected only once, please answer the questions for those employees reporting directly to you; for example, Directors will report on the Chiefs, Chiefs on the officers and clerical support, etc.

Please complete the questionnaire and return it within five days of receipt, in the enclosed self-addressed stamped envelope.

Please do not hesitate to contact us at 997-3257 for further information and we would like to thank you in advance for your cooperation.

Elizabeth Lamarche

Elizabeth Lamarche
Affirmative Action Program Coordinator

This questionnaire is anonymous, however we would appreciate being able to have some comprehension of the organizational structure to render the information more meaningful.

Branch: _____

Location: _____

Number of employees in the Branch _____

Number of employees in the Division _____

Number of employees for which you have immediate responsibility _____

Number of employees within your responsibility area who are handicapped _____

How did you arrive at this number?

- the employee self-identified _____
- the employee has a visible handicap _____
- a personal supposition _____

Number of employees within your responsibility area who are natives _____

How did you arrive at this number?

- the employee self-identified _____
- a personal supposition _____

oooooooooooooooooooooooooooooooooooo

1. Have you staffed any positions, through an internal or external competition, in your division during the past fiscal year, that is from April 1, 1983 to March 31, 1984 yes _____ no _____

- If yes, how many? _____

- in which category(ies)?	Management	Number
(indicate all that apply)	Admin. & Foreign Serv.	_____
	Scient. & prof.	_____
	Admin. support	_____
	Operational	_____

2. Have you hired any handicapped persons in the past fiscal year? yes _____ no _____

If yes, how many? _____

3. Have you hired any native persons in the last fiscal year? yes _____ no _____

If yes, how many? _____

4. Please indicate if you used any of the following special programs or recruitment methods for natives or handicapped persons:

- The Access Program for Handicapped Persons _____
- The Homebound Program _____
- The Work Assessment Program for Handicapped _____
- The National Indigenous Development Program _____
- Acting appointments (developmental assignments) _____
- Secondments (developmental assignments) _____

5. Were any of the programs in question 4 suggested to you by a staffing officer? yes _____ no _____

6. If you did not consider any of the above mentioned programs please indicate why.

- the possibility did not come to mind _____
- the staffing situation was urgent _____
- the process is too lengthy and complicated _____
- the position could not be occupied by a handicapped person _____
- unaware of these programs _____
- other, specify _____
- _____
- _____
- _____
- _____

7. Before proceeding with the staffing process, did you consider the possibility of assigning the tasks differently in order to allow a handicapped person access to the position? yes _____ no _____

If yes, were you successful in recruiting a handicapped person? yes _____ no _____

8. When you are preparing the statement of qualifications do you review the necessity of these and the impact the requirements might have on the target groups? yes _____ no _____

9. If you or your staffing officer consulted the special inventories for handicapped and native persons, were candidates referred?

- handicapped candidates yes _____ no _____

- native candidates yes _____ no _____

10. If yes,
- did they meet the basic requirements? yes _____ no _____

- did they qualify for the position? yes _____ no _____

- were they appointed? yes _____ no _____

If no, why?

11. During the past fiscal year, have any candidates or employees required the help of a technical aid or special assistance, a sign language interpreter for example?

- during an interview yes _____ no _____

- in carrying out the duties of the position yes _____ no _____

12. Have you received in the past fiscal year, some résumés of handicapped or native persons for consideration from a personnel officer? yes _____ no _____

If yes, approximately how many? _____

13. Were you able to consider these persons for a position within your organization? yes _____ no _____

14. If no, why?

- no person-year available _____
- the candidate was not qualified _____
- the candidate did not possess the basic requirements for the available position _____
- other, specify _____

15. If you were unable to find a position, did you forward the résumé to another manager who might have? yes _____ no _____

16. Are your present facilities able to accomodate physically handicapped persons? yes _____ no _____
don't know _____

17. If no, are there recommendations that could be made to improve the situation? yes _____ no _____
don't know _____

18. Are there any persons within your work group who have become handicapped while being employed by the Department (whether the accident took place on the work site or at home is not relevant)? yes _____ no _____

- If yes, how many? _____

- If yes, were you required to change the duties of his/her position so that he/she could continue to carry out his/her duties? yes _____ no _____

23. Have any of your employees benefitted from informal secondments or work assignments? yes _____ no _____

If yes, how many? male _____ female _____

24. Would you like to have more information sessions, films, etc.

- directed to managers

a) related to various handicaps? yes _____ no _____

b) related to the native culture? yes _____ no _____

- directed to all employees:

a) related to various handicaps? yes _____ no _____

b) related to the native culture? yes _____ no _____

25. Has you Branch/division taken any new initiatives in order to increase the representation or improve the distribution of women in those groups where there is an imbalance? yes _____ no _____

If yes, please describe _____

THANK YOU VERY MUCH FOR YOUR ASSISTANCE IN COMPLETING THIS QUESTIONNAIRE

MEMORANDUM

NOTE DE SERVICE

Toutes les femmes PI & TI
All Women PI & TI

Coordonnatrice, Action positive
Coordinator, Affirmative Action

SUBJECT
OBJET

Pour répondre aux exigences du programme d'action positive, annoncé en juin 1983 par le Conseil du Trésor, chaque ministère doit conduire une analyse de la composition de son effectif. Le but de cette analyse est d'identifier certaines informations essentielles relatives à l'embauche et à la promotion des trois groupes cibles, soit les femmes, les autochtones et les personnes handicapées. Ces informations serviront ensuite à recommander des mesures spéciales.

Dans le cadre de l'analyse de la main-d'oeuvre à Consommation et Corporations, les groupes PI et TI ont été identifiés comme étant des groupes à étudier en profondeur à cause de la disproportion de représentation des hommes et des femmes. Le problème majeur pour ces deux groupes semble provenir de difficultés à y recruter des femmes. Nous vous invitons donc à compléter le questionnaire ci-joint.

Bien que vous soyez entièrement libre de remplir ou non ce questionnaire, nous comptons beaucoup sur vos réponses afin de nous aider à connaître l'environnement de votre groupe et à cerner le problème de représentation.

As part of the Affirmative Action Program announced in June 1983 by the Treasury Board, each department is required to conduct an analysis of the composition of its workforce. The purpose of the analysis is to gain some essential information related to the hiring and promotion of the three target groups - women, natives and handicapped persons - with a view to recommending special measures.

In the context of CCAC's workforce analysis, we in Affirmative Action have identified the occupational PI and TI groups as focus groups due to their significant imbalance in the male/female representation. The major concern for these groups seems to be the difficulties in recruiting women. We therefore invite you to fill out the attached questionnaire.

The completion of this anonymous questionnaire, although voluntary, is essential for us in order to get to know the work environment of your group and also try to understand the representation problem.

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE/NOTRE RÉFÉRENCE
YOUR FILE/VOTRE RÉFÉRENCE
DATE 20-11-84

Soyez assurées que les réponses demeureront strictement confidentielles. Elles serviront à des fins statistiques dans le cadre de l'action positive, ainsi qu'à l'élaboration de mesures correctives, lesquelles seront présentées à la gestion du ministère pour approbation.

Je vous prie donc de prendre les quelques minutes nécessaires pour remplir le questionnaire et le retourner dans l'enveloppe pré-adressée dans les cinq jours ouvrables suivant sa réception.

Je tiens à vous remercier à l'avance pour votre collaboration.

Please be assured that your answers will be kept strictly confidential. The information will be used for statistical purposes within the framework of Affirmative Action, and for recommending to CCAC management corrective measures for consideration.

I invite you to take the few minutes necessary to complete this questionnaire and return it in the self-addressed envelope within five working days of receipt.

I wish to thank you in advance for your cooperation.

Elizabeth Lamarche

Elizabeth Lamarche

RENSEIGNEMENTS SUR VOTRE POSTE ACTUEL

1. Dans quelle région travaillez-vous actuellement? ATL QUE ONT FRA PAC
2. Quel est votre présent groupe et niveau? Groupe Niveau
3. A quelle date avez-vous été nommé à ce groupe et niveau? Mois Année
4. Quel est votre statut d'emploi?
- permanent
 terme + 6 mois
 terme - 6 mois
5. a) Êtes-vous présentement une stagiaire en inspection? oui non
 b) Avant d'être nommé à votre présent poste, étiez-vous stagiaire en inspection? oui non
 c) Profitez-vous présentement d'un détachement ou d'une nomination intérimaire dans votre poste? oui non
 d) Avez-vous profité d'une nomination intérimaire dans votre poste avant d'y être nommé? oui non
 e) Avez-vous été promu à votre présent poste suite à sa reclassification? oui non

ANTECEDENTS PROFESSIONNELS

Fournir les renseignements demandés sur vos 2 postes précédents. Commencer par le dernier emploi que vous avez eu avant d'occuper votre poste actuel.

a) Employeur: CCC autre ministère fédéral autre (précisez) _____

Si ministère fédéral, indiquez groupe et niveau Groupe Niveau

Employé permanente? oui non

Si c'est ailleurs qu'au gouvernement fédéral, cochez la case qui correspond le plus à votre emploi.

Administration Surveillance Secrétariat/clérical Manoeuvre
 Technique Scientifique/Professionnel Métiers Gestion

b) Employeur: CCC autre ministère fédéral autre (précisez) _____

Si ministère fédéral, indiquez groupe et niveau Groupe Niveau

Employé permanente? oui non

Si c'est ailleurs qu'au gouvernement fédéral, cochez la case qui correspond le plus à votre emploi.

Administration Surveillance Secrétariat/clérical Manoeuvre
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7. Si votre groupe d'emploi diffère de votre groupe actuel et si CCC était identifié comme employeur à la question précédente, veuillez répondre.
- Avez-vous eu accès, lorsque vous occupiez votre (vos) poste(s) antérieur(s), à des cours offerts par CCC, lesquels ont pu vous aider à changer de votre (vos) groupe(s) antérieur(s) à votre groupe actuel? oui non
- Si oui, décrire brièvement les cours
- _____
- _____

8. Comment avez-vous été informé de votre emploi actuel et de votre premier emploi à CCC.

Journaux	Emploi actuel	Premier emploi
Répertoire, Commission de la Fonction publique	_____	_____
Centre d'emploi du Canada	_____	_____
Centre de recrutement d'un établissement d'enseignement	_____	_____
Avis de concours	_____	_____
Liste de mutations latérales	_____	_____
Gestionnaire / Surveillant	_____	_____
Contact personnel	_____	_____
Autre (précisez) _____	_____	_____

NOTE: SI VOUS AVEZ BESOIN DE PLUS D'ESPACE POUR REPONDRE AUX QUESTIONS 9 ET/OU 10, VEUILLEZ CONTINUER AU VERSO.

9. Selon vous, quels sont les facteurs déterminants à la faible représentation des femmes dans votre groupe actuel?

10. Quelles nouvelles initiatives la gestion pourrait-elle prendre afin d'augmenter la représentation féminine dans votre groupe?

C. ETUDES

11. a) Indiquer les études que vous avez faites (cochez les cases appropriées).

	S/O	Com- plète	Mi- Com- plète	
Secondaire				
Technique, professionnel ou collégial				Titre (Diplôme, Certificat, Grade)
				Spécialisation
Premier grade universitaire				Titre (Grade)
				Spécialisation
Deuxième grade universitaire				Titre (Grade)
				Spécialisation

b) Avez-vous ou travaillez-vous présentement à l'obtention d'autres diplômes d'études techniques, professionnelles ou collégiales, d'autres grades universitaires ou d'autres certificats, licences, grades ou diplômes? oui non

Si oui, précisez

Titre	Mi- Complète	Complète	Année de fin (réelle ou prévue)
Spécialisation			19__
Titre			19__
Spécialisation			

12. Indiquez si, durant les 3 dernières années, vous avez reçu des opportunités de perfectionnement listées ci-bas.

OPPORTUNITES	NON	OUI	COMBIEN DE FOIS	DUREE DU PLUS RECENT
a) Nominatation intérimaire / nomination intérimaire	___	___	___	___ semaines
b) Groupe de travail spécial	___	___	___	___ semaines
c) Détachement / affectation temporaire	___	___	___	___ semaines
d) Sous-traitement (nomination à un niveau inférieur de la classification du poste)	___	___	___	___ semaines
e) Rotation	___	___	___	___ semaines
f) Congé d'études	___	___	___	___ semaines
g) Autre, précisez _____	___	___	___	___ semaines

13. Si vous avez répondu non à la question précédente, avez-vous demandé des opportunités de perfectionnement durant les 3 dernières années, lesquelles vous ont été refusées? oui non

Si oui, précisez pourquoi on a refusé _____

14. Avez-vous refusé des opportunités de perfectionnement durant les 3 dernières années? oui non

Si oui, précisez pourquoi vous avez refusé _____

D. OBJECTIFS PROFESSIONNELS

15. Quels sont vos objectifs professionnels pour les 2 prochaines années? 16. Dans la liste suivante, qu'est-ce qui contribuerait le plus à la réalisation de vos objectifs professionnels? (Numérotez ceux qui s'appliquent par priorité)

___ Changement d'occupation	___ Planification de carrière
___ Nouvelle nomination à CCC	___ Participer à des concours
___ Changement de ministère	___ Nominatation intérimaire
___ Obtenir une promotion	___ Mutation latérale
___ Travailler à temps partiel à CCC	___ Détachement / affectation temporaire
___ Déménager à l'administration centrale	___ Formation technique
___ Déménager au bureau régional	___ Formation de surveillance
___ Quitter le marché du travail temporairement	___ Autre (précisez) _____
___ Quitter le marché du travail définitivement	
___ Aucun changement	
___ Autre, précisez _____	

A. CURRENT JOB INFORMATION

1. Identify Region in which you are currently working. ___ ATL ___ QUE ___ ONT ___ PRA ___ PAC
2. Identify your current group and level. |_|_|_| Group |_|_|_| Level
3. What date were you appointed to this group and level? |_|_|_| Month |_|_|_| Year
4. What is your current employment status? ___ permanent
___ term + 6 months
___ term - 6 months
5. a) Are you currently an Inspector Trainee? ___ yes ___ no
 b) Prior to being appointed to your current position were you an Inspector Trainee? ___ yes ___ no
 c) Are you currently being seconded or acting in your position? ___ yes ___ no
 d) Were you acting in your current position prior to being appointed? ___ yes ___ no
 e) Were you promoted in your current position after its reclassification? ___ yes ___ no

B. EMPLOYMENT

6. Complete the following for your previous two jobs. Begin with the job you had immediately prior to your current one.

a) Employer: ___ CCAC ___ other Federal Dept. ___ other (specify) _____

If Federal Government indicate group and level |_|_|_| Group |_|_|_| Level
 Permanent employee? ___ yes ___ no

If non Federal Government, check block which best describes type of work performed.
 ___ Administration ___ Supervisory ___ Secretarial/clerical ___ General Labor
 ___ Technical ___ Scientific/Professional ___ Trades ___ Managerial

b) Employer: ___ CCAC ___ other Federal Dept. ___ other (specify) _____

If Federal Government indicate group and level |_|_|_| Group |_|_|_| Level
 Permanent employee? ___ yes ___ no

If non Federal Government, check block which best describes type of work performed.
 ___ Administration ___ Supervisory ___ Secretarial/clerical ___ General Labor
 ___ Technical ___ Scientific/Professional ___ Trades ___ Managerial

7. If your occupational group was different from your current group and CCAC is identified as the employer in the above question, please respond.

Did you have access, while in your previous position(s), to courses through CCAC which in your opinion assisted you to move from your previous group(s) to your current group? ___ yes ___ no

If yes, describe the course(s) very briefly

8. How did you find out about your current and first job in CCAC.

	Current job	First job
Newspaper	_____	_____
Public Service Commission Inventory	_____	_____
Canada Employment Center	_____	_____
Recruiting Office at Educational Institution	_____	_____
Competition Poster	_____	_____
Transfer List	_____	_____
Manager / Supervisor	_____	_____
Personal Contact	_____	_____
Other (specify) _____	_____	_____

NOTE: SHOULD YOU REQUIRE ADDITIONAL SPACE TO RESPOND TO QUESTIONS 9 AND/OR 10, PLEASE CONTINUE ANSWER ON REVERSE SIDE.

9. What factors, in your opinion, may account for the low rate of female representation in your present group?

10. What new initiatives, do you feel, should be taken by management to increase the female representation in your present group?

C. EDUCATION :

11. a) Indicate education received (check where applicable)

	N/A	Com- plete	Part- ially Comp.	
Secondary School				
Technical/Vocational/ Community College				Title (Diploma, Certificate, Degree)
				Specialization
University First Degree				Title (Degree)
				Specialization
University Second Degree				Title (Degree)
				Specialization

b) Do you have any other or are you working towards any other Technical, Vocational or Community College diplomas, University degrees or other certifications, licences, degrees or diplomas? yes no

If yes, specify

	Partially Completed	Completed	Actual/Expected Completion Date
Title			19__
Specialization			
Title			19__
Specialization			

12. Indicate whether, over the past 3 years, you have received the following types of developmental opportunities.

TYPE	NO	YES	HOW MANY TIMES	DURATION OF MOST RECENT
a) Acting Pay / Acting Appointment	___	___	___	___ weeks
b) Special Task Force	___	___	___	___ weeks
c) Secondment / Temporary Assignment	___	___	___	___ weeks
d) Underfill (Appointment to level lower than position)	___	___	___	___ weeks
e) Rotational Assignment	___	___	___	___ weeks
f) Educational leave	___	___	___	___ weeks
g) Other, please specify _____	___	___	___	___ weeks

13. If no to above, have you requested developmental opportunities over the past 3 years, and been refused? yes no

If yes, specify why refused _____

14. Did you, over the past 3 years, refuse developmental opportunities offered to you? yes no

If yes, specify why you refused _____

D. CAREER GOALS

15. What are your career goals over the next 2 years. (Number those that apply in order of priority)

- ___ Complete change in occupation
- ___ Re-assignment within CCAC
- ___ Change of department
- ___ Obtain promotion
- ___ Obtain part-time employment in the Department
- ___ Move to headquarters
- ___ Move to regional office
- ___ Leave the labor force temporarily
- ___ Leave the labor force permanently
- ___ No change
- ___ Other, specify _____

16. Which of the following would best contribute to the realization of these career goals.

- ___ Career planning counselling
- ___ Apply for competitions
- ___ Acting appointment
- ___ Lateral transfer
- ___ Secondment /Temporary assignment
- ___ Technical training
- ___ Supervisory Training
- ___ Other, specify _____

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