

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

Annual Report 2018–19



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

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

Annual Report 2018–19

**To:
Treasury Board
of Canada Secretariat**

Pursuant to section 21 of the *Employment Equity Act*, I am pleased to submit to Parliament, through your Office, the Annual Report on Employment Equity in the Office of the Auditor General of Canada for 2018–19.

Sincerely,

Original signed by

Sylvain Ricard, CPA, CA
Interim Auditor General of Canada

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Introduction

This annual report on employment equity in the Office of the Auditor General of Canada (OAG) outlines the state of employment equity representation for the 2018–19 fiscal year.

Employment Equity Environment

Enabling legislation

The OAG has a legislative basis in the *Auditor General Act*, the *Financial Administration Act*, and a number of other statutes. The Auditor General's powers are set forth in legislation passed by Parliament.

Independence from government

The OAG differs from most other government departments and agencies through its independence from the government of the day and its reporting relationship to Parliament. Controls are in place to ensure the OAG's independence, including exemptions from certain Treasury Board policy requirements, status as a separate employer, and a 10-year non-renewable term for the Auditor General.

Application of the *Employment Equity Act*

The OAG is subject to the *Employment Equity Act*, in accordance with subsection 4(1)(c).

Work

The OAG audits federal government operations and provides Parliament with independent information, advice, and assurance regarding the federal government's stewardship of public funds.

The OAG is in the business of legislative auditing and conducts

- performance audits of federal departments and agencies

- annual financial audits of the government's financial statements
- special examinations and annual financial audits of Crown corporations

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

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

The OAG's audit findings—which include good practices, areas requiring attention, and recommendations for improvement—are reported to Parliament.

Employees

The OAG employs 623 people between its head office in Ottawa and 4 regional offices in Vancouver, Edmonton, Montréal, and Halifax.

The OAG's audit professionals are highly qualified in their fields and bring a rich mix of academic disciplines and experience to their work. They include accountants, engineers, lawyers, management experts, information technology professionals, environmental specialists, and economists. All financial audit trainees have a bachelor's degree. The remaining audit staff have a graduate degree, or a bachelor's degree and Chartered Professional Accountant (CPA) designation, with some having additional credentials.

Auditors are organized into teams that are assigned to audits of specific departments, agencies, or Crown corporations, or to audits of Canada's 3 territories. The auditors are supported in their work by specialists in law, professional practices, international relations, information technology, knowledge management, human resources, financial management, communications, and parliamentary liaison.

Work environment

The OAG is committed to providing a work environment in which all are treated with dignity and respect, and all are supported as they strive toward fulfilling their career potential. The OAG encourages open and honest communication to create a climate of trust and teamwork. It values everyone's talent and diversity, and supports learning and work-life balance.

OAG employees are expected to demonstrate personal integrity and ethics, and to adhere to OAG values, standards, and codes of conduct. People management competencies and behaviours are evaluated when staffing positions and discussed on an ongoing basis during check-ins between managers and employees. These discussions serve to support employee development and growth.

The most important asset at the OAG is its employees, which is why the OAG is committed to creating a workplace that supports their well-being. Through the development and implementation of its Mental Health Strategy, the OAG has raised awareness about mental health to foster a healthy, safe, supportive, and inclusive workplace. The strategy and implementation plan set out organizational goals, the necessary activities to achieve them, and the measurable outcomes for employees and the OAG, and identify actions to strengthen diversity and inclusion in the workplace.

Structure

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

In addition, the OAG's Diversity Committee promotes awareness of equity and diversity activities and decisions.

The Chair of the Diversity Committee reports to the Principal, Human Resources, on employment equity questions arising through the committee. The chair provides input on policies and strategies that may affect diversity. In addition, the committee is mandated to provide, when asked,

advice and guidance on general and specific diversity questions that may arise within the OAG.

Employment Equity Implementation

Implementation of legislation

The OAG implements the requirements of the employment equity legislation by administering a voluntary self-identification survey. It then conducts a workforce analysis to determine the degree of representation of members of designated groups in each occupational group. This analysis is conducted annually. The results (as of 31 March 2019) are presented in Appendix B.

Employment equity records

The OAG maintains orderly and accurate employment equity records. All employees are asked to complete a self-identification questionnaire before their first day at the OAG and upon promotion. Employees are also reminded that they can update their employment information at any time.

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

Recruitment

In the 2018–19 fiscal year, 93 employees joined the OAG. Of these employees, 81.7% were members of at least 1 of the following 4 designated groups:

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

The OAG established a resourcing strategy for 2017–20 to address key challenges as it continues to recruit the resources necessary to fulfill its mandate. Specifically, this strategy reinforces the OAG's continued focus on maintaining a diverse workforce that reflects Canada's population.

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

- an Indigenous outreach project plan (through Indigenous Link), which was developed to help the OAG increase representation of members of the Indigenous peoples' group
- the CPA Martin Mentorship Program for Indigenous High School Students, which provides ongoing career mentoring to Indigenous high school students
- LiveWorkPlay, an organization that helps young people with developmental disabilities integrate into society

Activities, training, and communications

In the 2018–19 fiscal year, the OAG carried out 3 activities to promote a corporate environment that supports diversity awareness:

- a Lunar New Year lunch to celebrate New Year's traditions around the world—organized by the Diversity Committee
- an international dessert festival to celebrate unique culinary creations from various countries—organized by the Diversity Committee
- fundraising for the Iqaluit food bank—organized by employees

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

- respect and inclusion
- prevention of violence, harassment, and discrimination
- values and ethics

The OAG regularly distributes internal corporate communications that celebrate diversity. The following are examples of diversity celebrations that were subjects of communications posted on the OAG's INTRAnet in the 2018–19 fiscal year:

- Asian Heritage Month
- Black History Month
- International Day for the Elimination of Racial Discrimination
- National Indigenous History Month
- International Francophonie Day

Information and consultation

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

- sends communications to encourage employees to celebrate diversity
- has the information on the *Employment Equity Act* and related organizational plans and policies available on its INTRAnet
- provides employees with information about the OAG's progress on achieving representation objectives by publishing updates online and sending internal communications
- encourages employees, management, and employee representative groups to have meaningful dialogues to enhance recruitment practices
- partners and builds bridges with educational institutions, professional associations, and service providers to achieve mutual goals
- creates meaningful consultation opportunities with employee representatives to improve policies and plans, such as the Triennial Employment Equity Plan

Employment Equity Plan

In accordance with the requirements in section 10 of the *Employment Equity Act*, the OAG maintains an employment equity plan. The plan covers a 3-year period and includes specific goals for improved representation. The Triennial Employment Equity Plan—2017–2020 was finalized and published in December 2017. It presents the OAG’s commitments to enhancing or maintaining representation across occupational groups and levels; highlights the OAG’s efforts to sustain an inclusive, diverse, and respectful workplace; and reports on activities carried out to comply with legislation. Appendix A presents the OAG’s commitments, targets, and results for the 2018–19 fiscal year.

Numerical goals

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

The OAG strives for 100% representation of workforce availability for each of the designated groups. The success of the OAG’s efforts is monitored by the Diversity Champion.

Employment Equity Numbers

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

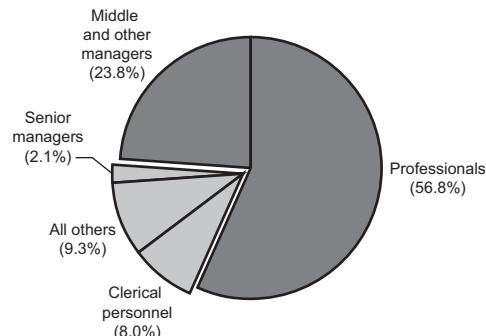
A closer look at this system shows that the OAG has a very specialized workforce:

- The 623 employees fall into 7 of the 14 EEOGs (Exhibit 1).
- Most employees (80.6%) are concentrated in just 2 EEOGs: professionals and middle and other managers (Exhibit 2).

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

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

Exhibit 2—Distribution of OAG employees by employment equity occupational group



Representation in designated groups—Highlights

The OAG compared its representation in each designated group with the most recent workforce availability figures¹ provided by Employment and Social Development Canada in the department’s 2016 Employment Equity Data Report. The OAG used national figures for this comparison in most areas, with the exception of the administrative and senior clerical personnel category and the clerical personnel category, for which the OAG used data from the National Capital Region.

¹ 2016 Employment Equity Data Report (<https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-data-report-2016.html>)

Women

As of 31 March 2019, women represented 63.6% of the OAG's workforce, which surpasses the workforce availability of 52.6% (Table 4). Women are well represented in all EEOGs and salary bands (Table 11).

Indigenous peoples

The OAG's representation of Indigenous employees during the reporting period was 3.7% (23 employees), which surpasses the workforce availability of 3.5% (22 employees) (Table 5).

Persons with disabilities

The OAG's overall representation of persons with disabilities during the reporting period was 13.0% (81 employees), which surpasses the workforce availability of 8.0% (50 employees) (Table 6).

Persons in a visible minority group

The OAG's overall representation of persons in a visible minority group was 19.1% (119 employees), which surpasses the workforce availability of 18.1% (113 employees) (Table 7).

Representation in hires, promotions, and separations

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

Hires

In the past year, 93 people joined the OAG (Table 8). Of these new hires, 76 self-identified as being from at least 1 designated group. More specifically,

- 58 of the people hired were women (62.4%)
- 31 were persons in a visible minority group (33.3%)
- 13 were persons with disabilities (14.0%)
- 5 were persons in the Indigenous peoples' group (5.4%)

Promotions

In the past year, 95 employees were promoted (Table 9). Of these promotions, 76 self-identified as being from at least 1 designated group. More specifically,

- 58 of the people promoted were women (61.1%)
- 24 were persons with disabilities (25.3%)
- 20 were persons in a visible minority group (21.1%)
- 4 were persons in the Indigenous peoples' group (4.2%)

Separations

During the reporting period, 86 employees left the OAG (Table 10). Of those who left, 64 employees were from at least 1 designated group. More specifically,

- 57 of the people who left were women (66.3%)
- 17 were persons in a visible minority group (19.8%)
- 7 were persons with disabilities (8.1%)
- 2 were persons in the Indigenous peoples' group (2.3%)

Conclusion

Although the workforce availability of certain designated groups increased in the 2016 Census, the OAG was able to maintain 100% representation across all designated groups.

Maintaining a diverse workforce reflective of Canada's population is identified as 1 of the 5 key challenges in the OAG's Resourcing Strategy 2017–2020. The OAG will continue to monitor its representation results and ensure that it develops and updates strategies to achieve a diverse and inclusive workplace.

Appendix A—Employment Equity Action Plan: 2018–19 Commitments, Targets, and Results

Legislative requirement	Commitments	Measures	Targets	Results
Collection of workforce information	Encourage new and newly promoted employees to self-identify by providing and ensuring the return of self-identification forms.	Analysis of completion rate as at March 31 of the reporting year.	100% completion rate for all new and newly promoted employees.	Achieved. All indeterminate employees and determinate employees with terms of 6 months or more as at 31 March 2019 completed and signed a self-identification form.
	Send a corporate communication to all employees to remind them that they can self-identify at any time, and that the information they provide will be used in compiling statistics on employment equity.	Annual corporate communication.	1 communication per year.	Not achieved. Although there were no corporate communications in the 2018–19 fiscal year to remind employees that they can self-identify at any time, a message was published on the Office of the Auditor General of Canada's (OAG's) INTRAnet on 3 May 2019.

Appendix A—Employment Equity Action Plan: 2018–19 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Workforce analysis	Analyze the representation of designated groups and the distribution of designated group members by aggregated occupational group in the annual employment equity report.	Annually compiled employment equity data as at March 31 of the reporting year.	Representation of designated groups comparable to their workforce availability rates.	<p>Achieved.</p> <p>The OAG has met its objective of reaching 100% representation of workforce availability for each of the designated groups.</p> <p>In the 2018–19 fiscal year, there were no self-identified Indigenous employees at the 2 audit trainee levels. The OAG has invested and will continue to invest in Indigenous community outreach and student recruitment to establish a pool of candidates for the 2 audit trainee programs.</p> <p>In last year's report, the OAG had identified gaps in the representation of Indigenous students. In the 2018–19 fiscal year, the student programs team established strategies to help achieve employment equity goals. The OAG increased the representation of Indigenous students to 4.1% as at 31 March 2019, which exceeds the workforce availability rates used for the purposes of the employment equity report.</p>
Analyze the mobility rate of designated group members in the annual employment equity report.		Annually compiled employment equity data during the reporting year ending March 31.	Recruitment, promotion, and job retention rates for designated group members measured, and strategies established to fill gaps where necessary.	<p>In progress.</p> <p>Further analysis will be completed in the 2019–20 fiscal year to determine whether strategies are needed to fill the gaps identified.</p>
Employment systems review	Assess the need for an employment systems review.	Discussion with senior staffing advisors.	Strategies established and action plans updated yearly where necessary (if an employment systems review identifies issues).	<p>Not applicable.</p> <p>The Staffing team determined that an employment systems review was not required at this time.</p>

Appendix A—Employment Equity Action Plan: 2018–19 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Employment equity plan—positive practices	Review and update policies related to employment equity.	Positive practices instituted for employment equity integration in staffing actions, professional development, and accommodation measures.	Documents reviewed and updated every 5 years.	<p>Achieved.</p> <p>The Classification Policy, the Policy on Staffing, and the Staffing Directive were approved in July 2018. The Classification Policy was published on the INTRAnet in August 2018. The Policy on Staffing and the Staffing Directive were published on the INTRAnet in September 2018.</p> <p>Achieved.</p> <p>The OAG has met its objective of reaching 100% representation of workforce availability for each of the designated groups.</p> <p>In the 2018–19 fiscal year, there were no self-identified Indigenous employees at the 2 audit trainee levels. The OAG has invested and will continue to invest in Indigenous community outreach and student recruitment to establish a pool of candidates for the 2 audit trainee programs.</p> <p>In last year's report, the OAG had identified gaps in the representation of Indigenous students. In the 2018–19 fiscal year, the student programs team established strategies to help achieve employment equity goals. The OAG increased the representation of Indigenous students to 4.1% as at 31 March 2019, which exceeds the workforce availability rates used for the purposes of the employment equity report.</p>

Appendix A—Employment Equity Action Plan: 2018–19 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
	Review course offerings that relate to employment equity.	Documented analysis of course offerings to determine whether the OAG provides sufficient training on employment equity in accordance with the legislation.	Yearly review of curriculum as part of the annual planning process.	Achieved. Since 1 April 2018, all employees have been required to take the Values and Ethics Foundations for Employees course offered by the Canada School of Public Service.
	Organize and support employment equity activities and events.	Number of activities and events held during the fiscal year.	A minimum of 3 employment equity-related activities or events per fiscal year.	Achieved. In the 2018–19 fiscal year, the OAG carried out 3 employment equity-related activities. The OAG is committed to increasing its diversity-related activities in the 2019–20 fiscal year.
	Attend Multiculturalism Champions Network meetings to share best practices and lessons learned.	Number of meetings attended compared with the number held. Best practices shared within the OAG.	100% participation rate by champion and/or designated official.	Not applicable. The Multiculturalism Champions Network meeting did not take place in the 2018–19 fiscal year.
Monitoring of progress and review and revision of the plan	Review the Triennial Employment Equity Plan.	Follow-up and documentation of the status of commitments.	Reviews conducted yearly and included as part of the annual employment equity report.	Achieved. The Triennial Employment Equity Plan—2017–2020 was updated in December 2018 to reflect that the OAG is subject to the Treasury Board's Employment Equity Policy.

Appendix A—Employment Equity Action Plan: 2018–19 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Communication with employees	Discuss and highlight employment equity, including important topics such as accessibility and accommodation, within the OAG through corporate communications.	References to employment equity within the OAG and to its commitment to a respectful work environment on its “careers” web page and in its corporate communications on the INTRANet.	1 communication per year on employment equity plan results.	Achieved. The 2017–18 employment equity report was published on the OAG’s INTRANet and public website in November 2018. An article was also published on the INTRANet in the November 2018 issue of OAG News.
Consultation and collaboration with employee representatives		Activities and events organized by the Diversity Champion or Diversity Committee are communicated to employees.	100% of activities and events communicated to employees.	Achieved. All the activities and events organized by the Diversity Committee were communicated to employees in the 2018–19 fiscal year.
Maintenance of records		Consult with the Union Management Consultation Committee (UMCC) and the Audit Professionals Employee Relations Committee (AP-ERC) on the development of the employment equity plan and any subsequent changes.	Agenda item at UMCC meetings when appropriate. Agenda item at AP-ERC meetings when appropriate. Email correspondence between Human Resources and the UMCC and the AP-ERC regarding the plan’s approval.	Not applicable. No consultations were required. The UMCC and the AP-ERC consulted on the development of the employment equity plan every 3 years, with subsequent revisions made when appropriate.

Appendix B—Statistics

Report coverage

This report contains information, as of 31 March 2019, on the Office of the Auditor General of Canada's (OAG's) indeterminate employees and determinate employees with terms of 6 months or more. Employees who were on secondment to other organizations are also included in the OAG's numbers.

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

Data on people in the designated groups

All data was obtained through voluntary self-identification.

The completeness and accuracy of employment equity data depend on employees being willing to self-identify and being given the opportunity to do so.

The OAG's voluntary self-identification process began in April 1997. All employees are asked to complete a questionnaire before their first day at the OAG and upon promotion. In addition, at any time during the year, all employees can complete or resubmit a self-identification questionnaire, available on the OAG's Human Resources INTRAnet page.

Tables 4 to 7 show the OAG's representation as a percentage of workforce availability, with comparative figures for the previous year. The OAG believes that this is the best way to measure the current state of representation for each designated group.

The OAG provides information by Employment Equity Occupational Group (EEOG). Tables 4 to 7 include information for the 3 National Occupational Classification (NOC) unit groups that account for the majority of employees—other managers (NOC unit group 0414), financial auditors (NOC unit group 1111), and performance auditors (NOC unit groups 4161 to 4168).

Workforce availability

Workforce availability is the distribution of people in the designated groups as a percentage of the total Canadian workforce. For federal public service purposes, workforce availability is based on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupations in the public service and is derived from 2016 Census data.

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

As at 31 March 2019

	All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group		
	Number	Number	Percentage	Number	Percentage	Number	Percentage
Office	623	396	63.6	23	3.7	81	13.0
Workforce availability			52.6		3.5		8.0

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

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

As at 31 March 2019

Region of work	All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group		
	Number	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	563	359	63.8	21	3.7	77	13.7
All other regions	60	37	61.7	2	3.3	4	6.7
Total	623	396	63.6	23	3.7	81	13.0

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

Table 3**Representation of designated groups by Employment Equity Occupational Group**

As at 31 March 2019

Employment Equity Occupational Group	All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group				
	Number	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	623	396	63.6	23	3.7	81	13.0	119	19.1
Senior managers	13	6	46.2	1	7.7	2	15.4	0	0.0
Middle and other managers	148	97	65.5	5	3.4	8	5.4	9	6.1
Professionals	354	211	59.6	13	3.7	55	15.5	100	28.2
Semi-professionals and technicians	19	7	36.8	1	5.3	2	10.5	4	21.1
Supervisors	2	1	50.0	0	0.0	1	50.0	0	0.0
Administrative and senior clerical personnel	37	35	94.6	1	2.7	4	10.8	0	0.0
Clerical personnel	50	39	78.0	2	4.0	9	18.0	6	12.0

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

Table 4

Representation of women by Employment Equity Occupational Group and the 3 largest National Occupational Classification unit groups

As at 31 March 2019

Employment Equity Occupational Group	All employees			Workforce availability			Representation as a percentage of workforce availability	
	Number	Percentage	Women	Number	Percentage	March 2019	March 2018	
All occupations								
Senior managers	13	6	46.2	46.0	100.0+	100.0+	72.1	
Middle and other managers	148	97	65.5	41.8	100.0+	100.0+	100.0+	
Professionals	354	211	59.6	54.4	100.0+	100.0+	100.0+	
Semi-professionals and technicians	19	7	36.8	25.7	100.0+	100.0+	100.0+	
Supervisors	2	1	50.0	52.1	96.0	98.0	98.0	
Administrative and senior clerical personnel	37	35	94.6	76.9	100.0+	100.0+	100.0+	
Clerical personnel	50	39	78.0	65.9	100.0+	100.0+	100.0+	
National Occupational Classification unit group								
Other managers (0414)	131	87	66.4	40.5	100.0+	100.0+	100.0+	
Financial auditors (1111)	199	115	57.8	55.5	100.0+	100.0+	100.0+	
Performance auditors (4161 to 4168)	88	56	63.6	57.2	100.0+	100.0+	100.0+	

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

Table 5

Representation of Indigenous peoples by Employment Equity Occupational Group and the 3 largest National Occupational Classification unit groups

As at 31 March 2019

Employment Equity Occupational Group	All employees			Indigenous peoples			Workforce availability			Representation as a percentage of workforce availability		
	Number	Number	Percentage	Number	Percentage	March 2019	March 2018	Number	Percentage	March 2019	March 2018	
All occupations	623	23	3.7		3.5		100.0+		100.0+		100.0+	
Senior managers	13	1	7.7		7.1		100.0+		100.0+		100.0+	
Middle and other managers	148	5	3.4		5.9		57.0		63.9			
Professionals	354	13	3.7		2.3		100.0+		100.0+			
Semi-professionals and technicians	19	1	5.3		2.7		100.0+		100.0+			
Supervisors	2	0	0.0		3.3		0.0		0.0			
Administrative and senior clerical personnel	37	1	2.7		3.5		76.5		100.0+			
Clerical personnel	50	2	4.0		3.6		100.0+		93.4			
National Occupational Classification unit group												
Other managers (0414)	131	2	1.5		6.3		24.1		17.1			
Financial auditors (1111)	199	5	2.5		1.5		100.0+		100.0+			
Performance auditors (4161 to 4168)	88	2	2.3		4.4		51.2		30.4			

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

Table 6

Representation of persons with disabilities by Employment Equity Occupational Group and the 3 largest National Occupational Classification unit groups

As at 31 March 2019

Employment Equity Occupational Group	All employees			Persons with disabilities			Workforce availability			Representation as a percentage of workforce availability	
	Number	Number	Percentage	Number	Percentage	Percentage	March 2019	March 2018	March 2019	March 2018	
All occupations											
Senior managers	13	2	15.4	5.0	5.0	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
Middle and other managers	148	8	5.4	5.0	5.0	100.0+	100.0+	100.0+	100.0+	75.2	100.0+
Professionals	354	55	15.5	8.9	8.9	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
Semi-professionals and technicians	19	2	10.5	7.6	7.6	100.0+	100.0+	100.0+	100.0+	0.0	0.0
Supervisors	2	1	50.0	27.5	27.5	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
Administrative and senior clerical personnel	37	4	10.8	10.0	10.0	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
Clerical personnel	50	9	18.0	9.3	9.3	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
National Occupational Classification unit group											
Other managers (0414)	131	6	4.6	5.0	5.0	92.0	92.0	92.0	92.0	84.0	84.0
Financial auditors (1111)	199	31	15.6	8.9	8.9	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+
Performance auditors (4161 to 4168)	88	16	18.2	8.9	8.9	100.0+	100.0+	100.0+	100.0+	100.0+	100.0+

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

Representation of persons in a visible minority group by Employment Equity Occupational Group and the 3 largest National Occupational Classification unit groups

As at 31 March 2019

Employment Equity Occupational Group	All employees	Persons in a visible minority group		Workforce availability	Percentage	March 2019	March 2018	Representation as a percentage of workforce availability	
		Number	Percentage					100.0+	
All occupations									
Senior managers	13	0	0.0	6.4	0.0	100.0+	100.0+	100.0+	100.0+
Middle and other managers	148	9	6.1	7.7	78.9	83.0			
Professionals	354	100	28.2	23.7	100.0+	100.0+	100.0+	100.0+	100.0+
Semi-professionals and technicians	19	4	21.1	20.3	100.0+	100.0+	100.0+	100.0+	100.0+
Supervisors	2	0	0.0	13.0	0.0	0.0	0.0	0.0	0.0
Administrative and senior clerical personnel	37	0	0.0	12.8	0.0	31.1			
Clerical personnel	50	6	12.0	15.9	75.5	21.4			
National Occupational Classification unit group									
Other managers (0414)	131	8	6.1	6.8	89.2	78.8			
Financial auditors (1111)	199	78	39.2	29.0	100.0+	100.0+	100.0+	100.0+	100.0+
Performance auditors (4161 to 4168)	88	13	14.8	16.5	89.5	100.0+			

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

Table 8**Hiring by designated group and Employment Equity Occupational Group**

As at 31 March 2019

Employment Equity Occupational Group	All employees			Indigenous peoples			Persons with disabilities			Persons in a visible minority group		
	Number	Number	Percentage	Number	Number	Percentage	Number	Number	Percentage	Number	Number	Percentage
All occupations												
Senior managers	93	58	62.4	5	5.4	13	14.0	31	33.3	0	0	0.0
Middle and other managers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0
Professionals	5	4	80.0	1	20.0	0	0.0	0	0.0	0	0	0.0
Semi-professionals and technicians	64	37	57.8	3	4.7	7	10.9	24	37.5	0	0	0.0
Supervisors	5	2	40.0	0	0.0	1	20.0	1	20.0	0	0	0.0
Administrative and senior clerical personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0
Clerical personnel	6	5	83.3	0	0.0	1	16.7	0	0.0	0	0	0.0
All employees												
All occupations	93	58	62.4	5	5.4	13	14.0	31	33.3	0	0	0.0
Workforce availability				52.6		3.5		8.0		18.1		
Hiring as a percentage of workforce availability				100.0+		100.0+		100.0+		100.0+	100.0+	

Data includes employees hired into term positions (6 months or more) and indeterminate positions. Totals may not equal the sum of components because of rounding and suppression.

Table 9**Promotions by designated group and Employment Equity Occupational Group**

As at 31 March 2019

Employment Equity Occupational Group	All employees			Indigenous peoples			Persons with disabilities			Persons in a visible minority group		
	Number	Number	Percentage	Number	Percentage	Number	Number	Percentage	Number	Number	Percentage	
All occupations	95	58	61.1	4	4.2	24	25.3	20	21.1			
Senior managers	8	5	62.5	0	0.0	1	12.5	0	0.0			
Middle and other managers	15	11	73.3	1	6.7	3	20.0	1	6.7			
Professionals	50	25	50.0	1	2.0	16	32.0	18	36.0			
Semi-professionals and technicians	3	0	0.0	0	0.0	0	0.0	1	33.3			
Supervisors	0	0	0.0	0	0.0	0	0.0	0	0.0			
Administrative and senior clerical personnel	10	10	100.0	1	10.0	2	20.0	0	0.0			
Clerical personnel	9	7	77.8	1	11.1	2	22.2	0	0.0			
Last year's total number of employees as at 31 March 2018				All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group				
Number	569	356	18	50	100							
Promotion rate (percentage)	16.7	16.3	22.2	48.0	20.0							

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

Table 10**Separations by designated group and Employment Equity Occupational Group**

As at 31 March 2019

Employment Equity Occupational Group	All employees			Indigenous peoples			Persons with disabilities			Persons in a visible minority group		
	Number	Number	Percentage	Number	Percentage	Number	Number	Percentage	Number	Number	Percentage	
All occupations	86	57	66.3	2	2.3	7	8.1	17	19.8			
Senior managers	3	2	66.7	0	0.0	0	0.0	1	33.3			
Middle and other managers	13	7	53.8	0	0.0	0	0.0	0	0.0			
Professionals	56	37	66.1	1	1.8	6	10.7	14	25.0			
Semi-professionals and technicians	2	1	50.0	0	0.0	0	0.0	0	0.0			
Supervisors	0	0	0.0	0	0.0	0	0.0	0	0.0			
Administrative and senior clerical personnel	5	4	80.0	1	20.0	0	0.0	1	20.0			
Clerical personnel	7	6	85.7	0	0.0	1	14.3	1	14.3			
Last year's total number of employees as at 31 March 2018				All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group				
Number	569	356	18	50	100							
Attrition rate (percentage)	15.1	16.0	11.1	14.0	17.0							

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

Table 11**Distribution of employees by designated group and salary band**

As at 31 March 2019

Salary band (\$)	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Percentage of all employees	Number	Percentage of salary band	Number	Percentage of designated group	Number	Percentage of salary band	Number	Percentage of designated group	Number
45,000–49,999	3	0.5	3	100.0	0.8	0	0.0	0	0.0	0
50,000–54,999	17	2.7	10	58.8	2.5	0	0.0	0	1.2	3
55,000–59,999	34	5.5	23	67.6	5.8	0	0.0	0	14.7	5
60,000–64,999	30	4.8	21	70.0	5.3	2	6.7	8.7	9	30.0
65,000–69,999	40	6.4	28	70.0	7.1	0	0.0	0	12.5	5
70,000–74,999	48	7.7	29	60.4	7.3	4	8.3	17.4	17	35.4
75,000–79,999	40	6.4	24	60.0	6.1	1	2.5	4.3	7	17.5
80,000–89,999	51	8.2	32	62.7	8.1	3	5.9	13.0	5	9.8
90,000–99,999	79	12.7	52	65.8	13.1	4	5.1	17.4	10	12.7
100,000–109,999	131	21.0	77	58.8	19.4	4	3.1	17.4	13	9.9
110,000–119,999	15	2.4	9	60.0	2.3	0	0.0	0	0.0	0
120,000+	135	21.7	88	65.2	22.2	5	3.7	21.7	9	6.7
Total	623	100.0	396	63.6	100.0	23	3.7	100.0	81	13.0
									119	19.1
									100.0	100.0

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