



Public Service Commission  
of Canada

Commission de la fonction publique  
du Canada

# Building tomorrow's

public service today

2021-22 **Annual Report**



Canada 

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# Message from the Commissioners

The Public Service Commission of Canada's annual report to Parliament provides an overview of the health and integrity of the federal public service staffing system. In last year's report, we highlighted the tremendous work of federal public servants who adapted their practices in response to the pandemic. This year's report builds on that story.

This report recognizes that the pandemic has accelerated the transformation and modernization of the hiring system. Many new ways of hiring that began as early adaptations to the pandemic, such as video job interviews and online testing, are becoming the norm. However, this transformation must extend beyond technological advances, to also embed diversity and inclusion as a cornerstone of public service hiring.

Last year, the *Public Service Employment Act* was amended to include concrete measures to identify and address biases and barriers in the federal staffing system. We are working with departments and agencies to implement these measures.

The last 5 years have been a time of significant change in public service staffing. Leading that change was outgoing President of the Public Service Commission, Patrick Borbey, who recently retired after 40 years of public service. As Commissioners, we would like to thank Patrick for his dedication to his role. Whether it was in his advancement of a new policy framework for hiring, his relentless campaigning for a more diverse and inclusive public service, or his enduring commitment to promoting Canada's official languages, his legacy will far outlast his tenure as President.

**Stan Lee**  
Interim President

**Fiona Spencer**  
Commissioner

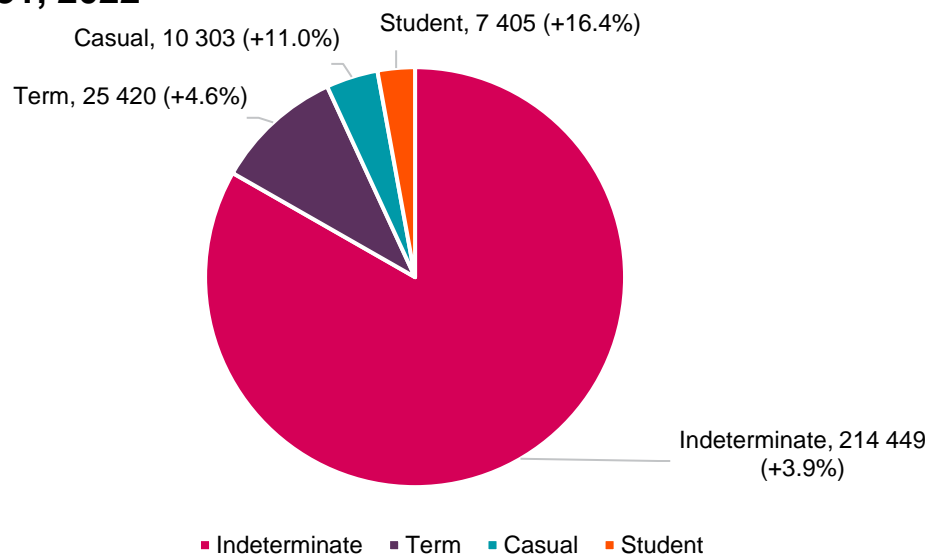
**D.G.J. Tucker**  
Commissioner

# Overall staffing trends

## Population

For the eighth consecutive year, the federal public service population (indeterminate, term, casual and student) under the [Public Service Employment Act](#) increased. In 2021–22, it rose by 4.6% (11 276) to 257 577.<sup>1,2</sup>

### ***Public Service Employment Act* population, as of March 31, 2022\***



\*Percentages in chart represent year-over-year change.

## Hiring activity

The number of external hires (64 796) from outside the federal public service also rose in 2021–22, by 24.1%. Indeterminate hires experienced the largest increase in 2021–22, at 35.1%, following a decrease of 27.4% last fiscal year.

Total hiring activity, 2021–22

**64 796**

**+24.1%**

Indeterminate 11 137 (+35.1%)

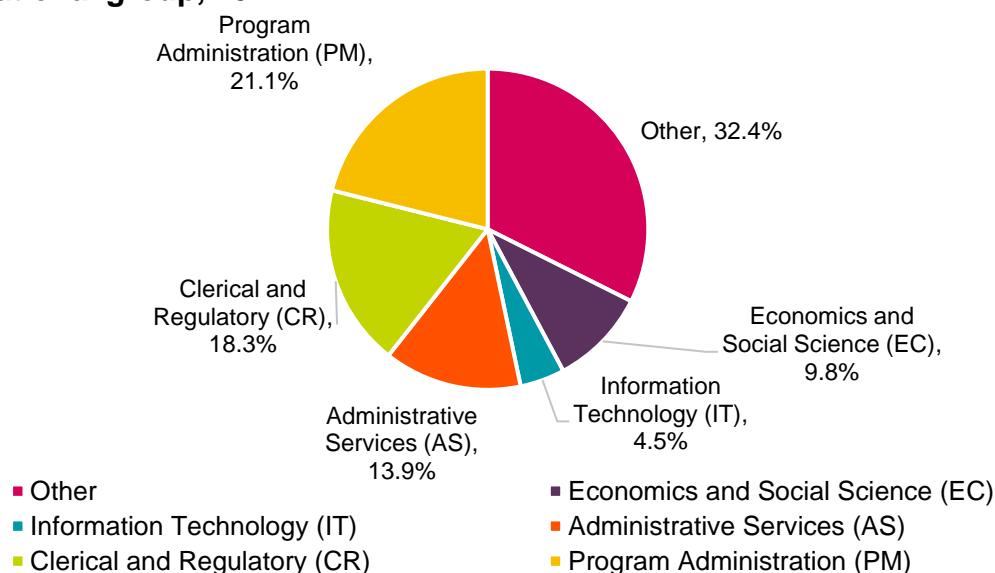
Term 19 198 (+12.7%)

Casual 21 237 (+27.4%)

Student 13 224 (+28.7%)

Five classification groups made up 67.6% of these new indeterminate and term employee hires. Of these groups, the Economics and Social Science Services (EC) occupational group saw the largest increase at 41% (2 962 hires, an increase of 862 hires over the previous year).

**External hiring activity, indeterminate and term hires by occupational group, 2021–22\***



\*Percentages show total relative distribution of hires for each occupational group

The Program Administration (PM) group remains the most recruited occupational group, accounting for 21.1% (6 410) of term and indeterminate hires. This is 72.2% higher than in 2019–20, before the pandemic.

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## Median time to hire new public servants decreases

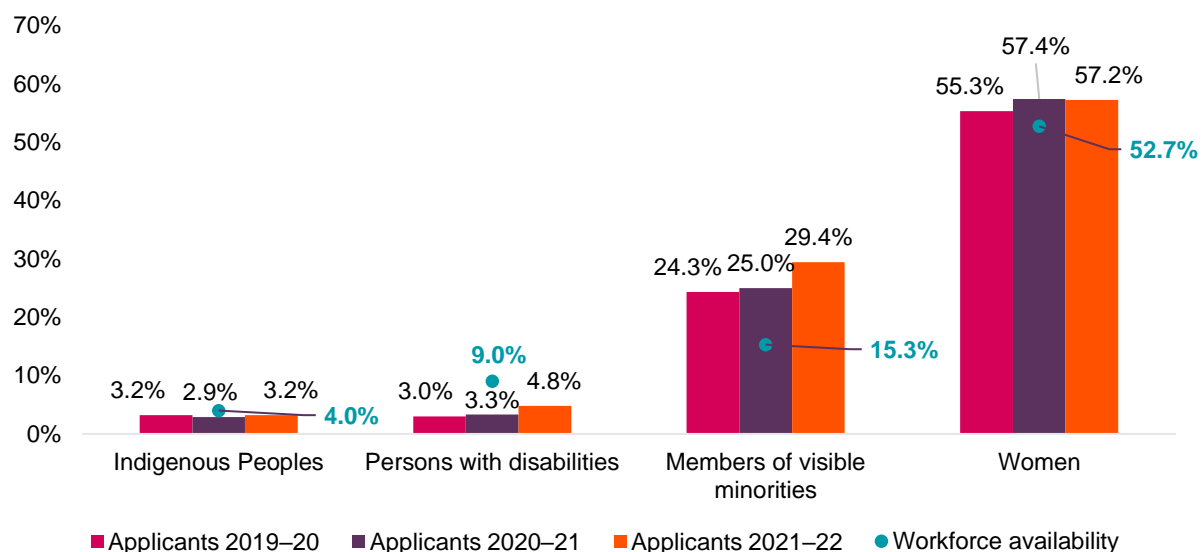
The median time to hire new public servants decreased to 227 days in 2021–22, a 9.2% decrease from last year. However, it remains higher than it was before the pandemic (203 days in 2019–20).<sup>3</sup>

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## Job applications

While the federal public service continues to receive hundreds of thousands of applications each year, the number of applicants (437 363) was down by 8.3% in 2021–22.

### Share of employment equity group applicants to advertised processes compared to workforce availability, 2021–22



While the overall number of applicants was down, there is strong interest among members of employment equity groups in joining the federal public service, particularly from persons with disabilities, 3 674 more of whom applied in 2021–22 (for a total of 15 937 unique applicants).<sup>4,6,8,10</sup> (See [Annex 1](#) for applicant data for employment equity groups and subgroups.)

Refer to our [interactive employment equity dashboard](#) for more data on hiring activities and applicants for employment equity groups (and subgroups).<sup>5,7,9</sup>

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## Number of Black applicants continues to increase

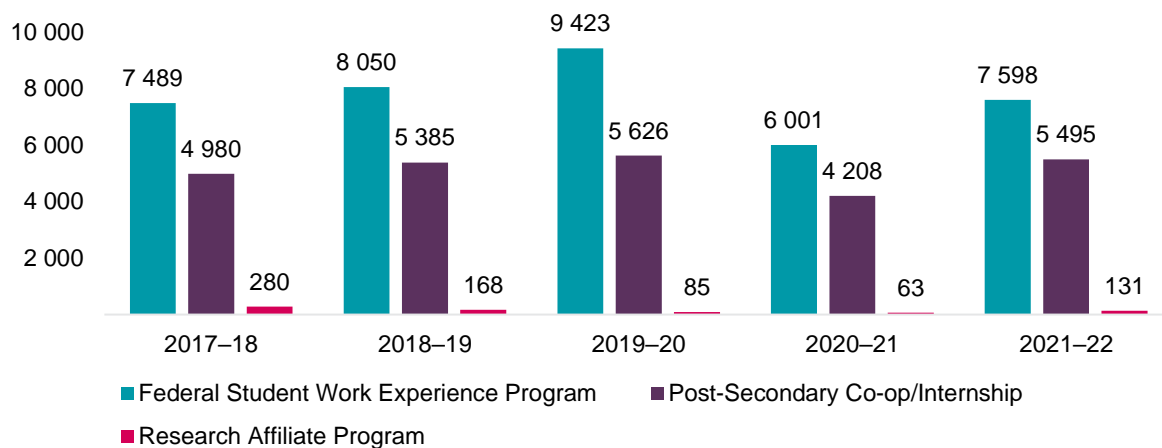
In 2021–22, over a quarter (25.9%) of applicants who self-declared as a member of a visible minority community also self-declared as a Black person (26 778 applicants). This is a 117.8% increase from 5 years earlier (12 294 in 2016–17).

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## Student and recent graduate hiring

Student hiring rebounded in 2021–22 following a significant decline the previous year, increasing by 28.7%.<sup>11</sup>

### Student hires by fiscal year



Student hires for all 4 designated employment equity groups through the Federal Student Work Experience Program increased in 2021–22, including hires through the Employment Opportunity for Students with Disabilities and the Indigenous Student Employment Opportunity.



## Federal Student Work Experience Program hiring activity, 2021–22

# 7 598

## +26.6%

Indigenous Peoples 448 (+39.1%)\* \*\*

Persons with disabilities 573 (+66.1%)

Members of visible minorities 2 297 (+39.5%)

Women 4 692 (+26.1%)

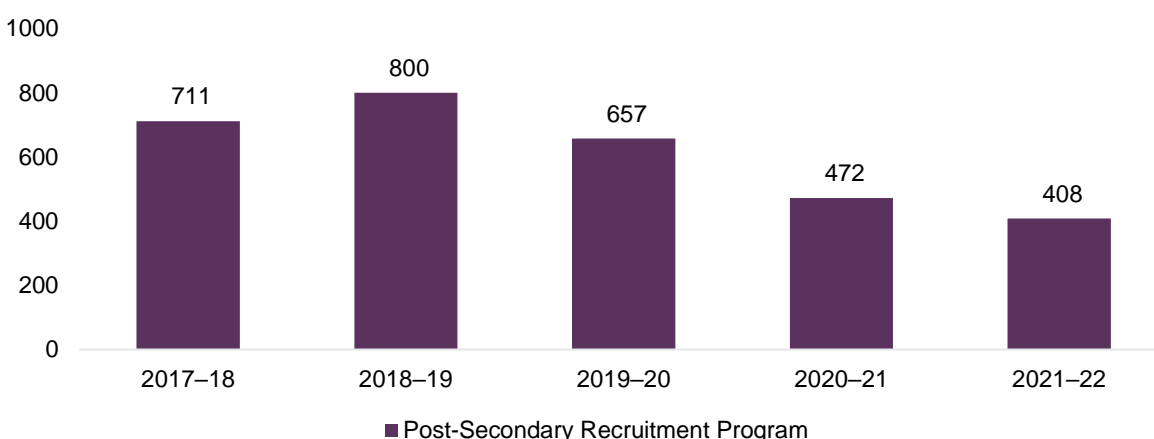
\*Percentages show year-over-year change in hires.

\*\*People who self-declare in more than one designated employee equity group are included in the total count for each group identified (for example, an Indigenous woman is included in the total count for both women and Indigenous Peoples).

External hires with previous student experience in a federal student recruitment program also increased. This fiscal year, 4 617 indeterminate and term hires had previous student experience in the federal public service, which is 12.9% higher than in 2020–21.

Hires through the Post-Secondary Recruitment Program, a yearly national hiring campaign, dropped in 2021–22 by 13.6% (408 hires, 64 fewer than the year before). This is partly due to a smaller campaign, which focused on key recruitment gaps, including in procurement and access to information.

### Post-Secondary Recruitment Program hires by fiscal year



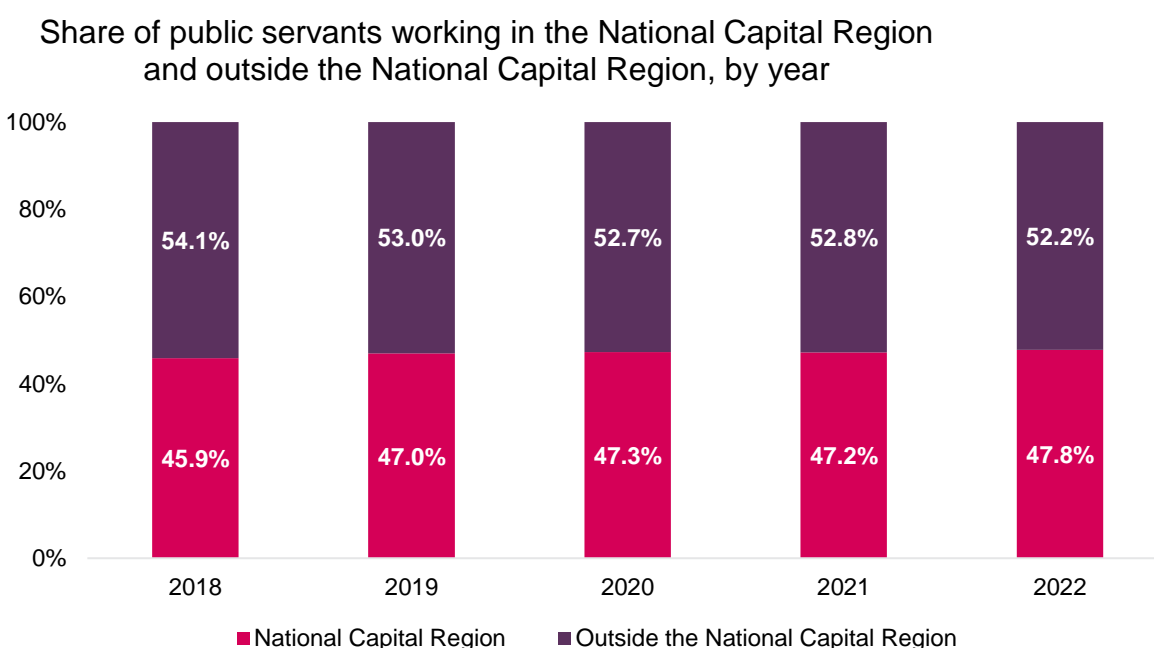
The Recruitment of Policy Leaders and the Emerging Talent Pool, which target graduates with advanced post-secondary degrees, saw 25 more term and indeterminate hires in 2021–22 (36 hires for the Recruitment of Policy Leaders and 17 hires from the Emerging Talent Pool).

## Recruiting a public service that represents all Canadians

The number of federal public servants working outside the National Capital Region has never been higher (133 700 employees in 2021–22). However, the share of public servants working outside of this region has actually decreased, despite the shift to virtual work.<sup>12</sup>

The National Capital Region's share of all indeterminate external hires was 52.4% in 2021–22, down from 57.7% in 2020–21. Most term external hiring continues to be in the regions, with 61.7% of all external term hires occurring in the regions in 2021–22, compared to 66% the year before. (See [Annex 2](#) for regional population and hires by region.)

Refer to our [interactive data visualization of regional representation](#) for more information on employment equity representation by region.



To ensure that the public service is truly representative of the population it serves, departments and agencies are striving to make the federal public service a more diverse and inclusive place to work.

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## Departments and agencies respond to the Clerk's call to action

In response to the Clerk of the Privy Council's [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#), deputy heads of departments and agencies submitted [90 open letters](#) to the Clerk, outlining their actions to advance anti-racism, equity and inclusion within their organizations.

Departments and agencies responded in a variety of ways to the call to action. Several implemented programs and initiatives aimed at identifying and removing potential barriers in the staffing system.

- **Shared Services Canada, the Public Service Commission of Canada, the Financial Transactions and Reports Analysis Centre of Canada, and Treasury Board of Canada Secretariat** partnered with Specialisterne to pilot an accessible hiring process to better recruit and retain neurodivergent candidates into the public service
- **Employment and Social Development Canada** launched an innovative 2-year apprenticeship program to open doors for Indigenous people who are passionate about technology
- **Indigenous Services Canada** piloted an Assistant Deputy Minister staffing process where merit criteria was co-developed with Indigenous partners to reflect Indigenous values, knowledge and perspectives; Indigenous partners also participated on the selection board to mitigate unconscious biases during the assessment phase of the process

These are just a few of the many examples of how departments and agencies are responding to the Clerk's call to action.

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In 2021–22, we continued to work with departments and agencies to increase the representation of persons with disabilities in the federal public service by addressing barriers to employment, career development and retention, while promoting inclusion and accessibility.

To support the federal government's goal of hiring no less than 5 000 persons with disabilities by 2025, we run the Federal Internship Program for Canadians with Disabilities. Launched in 2019, the program provides 2-year federal public service internship opportunities to persons with disabilities who have limited or no work experience, to help them develop their work skills. To date, 75 internships have been established, with 13 people securing indeterminate placements through their internships.

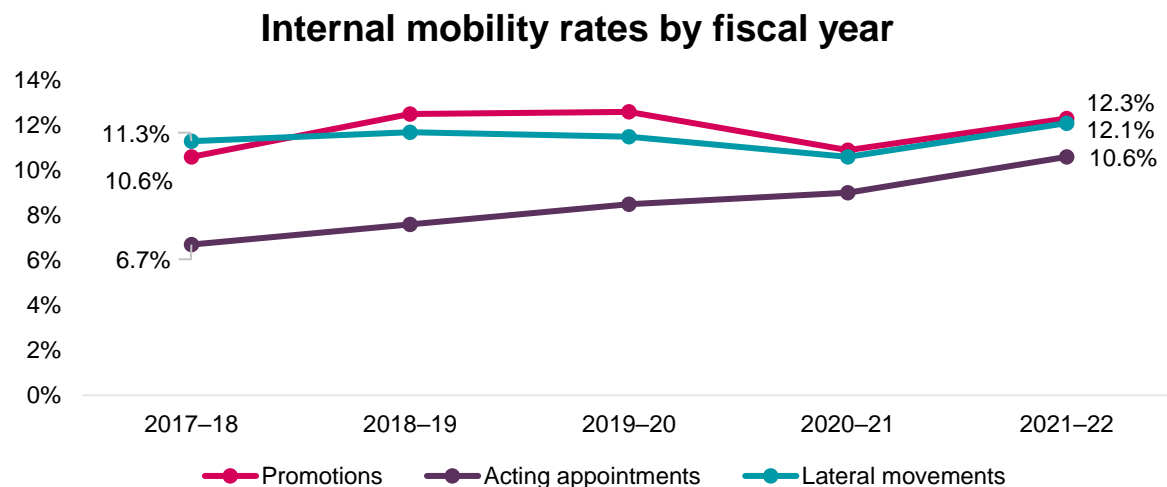
While the hiring of persons with disabilities has increased steadily since the program was launched, rates of attrition for persons with disabilities across the federal public service have offset some of that progress. For this reason, we will need to continue to innovate and explore new ways of attracting and retaining persons with disabilities to meet this goal.

## Internal mobility

Internal mobility allows federal employees to gain work experience in various fields and contribute to different projects.

The rate of lateral movement among indeterminate and term employees has increased to a little over 12%. This is the highest rate of lateral movements in the last 10 years.<sup>13</sup> Over half of promotional appointments (55.3%) were through non-advertised processes, consistent with the previous year (53.6%).

(See [Annex 3](#) for employment equity group non-advertised appointments.)



Over a quarter of public servants (28.4%) changed roles last year.

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### Time to hire through internal advertised job postings falls

The median time to hire through internally advertised job postings fell to 182 days, a decrease of 26 days or 12.5% compared to 2020-21 (208 days).<sup>14</sup>

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# Priority entitlements and veteran hiring

Persons with a priority entitlement meet specific conditions to be appointed ahead of others to vacant positions in the federal public service, and they serve as a valuable talent pool for hiring managers. Priority entitlements help public servants going through significant life changes, such as being laid off or returning from extended leave; the entitlements also support veterans and members who are medically released from the Canadian Armed Forces or the Royal Canadian Mounted Police.

In 2021–22, the number of persons in the priority entitlement talent pool decreased by 3.7% (from 1 369 to 1 319). This decline in population coincided with fewer new registrations (-3.3%, from 820 to 793) and more priority appointments (+5.2%, 489 appointments).<sup>15</sup>

Total appointments for persons with a priority entitlement, 2021–22

489

+5.2%

\*Percentage shows year-over-year change in appointments.

Approximately half of veteran appointments were through a priority entitlement, an increase of 28.6%, ending a 3-year downward trend. Despite this increase, appointments of veterans to the public service decreased by 5.7% in 2021–22.

Appointments of veterans in the federal public service, 2021–22

330

-5.7%

Priority entitlement: 153 (+28.6%)\*

Mobility: 92 (-28.1%)

Preference: 85 (-17.5%)

\*Percentages show year-over-year change in appointments.

Preference and mobility appointments, the other 2 mechanisms provided by the *Public Service Employment Act* to help veterans transition into a career in the federal public service, decreased significantly in 2021–22.

# Modernizing for agile, inclusive recruitment

In 2021–22, the federal public service ramped up its modernization of hiring and staffing, transforming how it attracts, assesses and hires, with a focus on incorporating diversity and inclusion.

## **Public Service Employment Act changes**

In June 2021, the [\*Budget Implementation Act\*](#) introduced changes to the *Public Service Employment Act* to strengthen diversity and inclusion and remove or mitigate potential biases and barriers faced by equity-seeking groups.<sup>16</sup>

These changes:

- established a new definition of equity-seeking groups
- expanded Public Service Commission of Canada audit authorities to include biases and barriers
- added a requirement for an evaluation of biases or barriers when establishing or reviewing qualification standards
- provided permanent residents with the same level of appointment preference as Canadian citizens for advertised job processes open to the public

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### **Permanent resident hires**

In 2021–22, when permanent residents were provided the same level of appointment preference as Canadian citizens, their share of external hiring grew to 2.8%, increasing by 1.6 percentage points, with 291 permanent residents being appointed to the public service.

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Further amendments to the act will come into force later, including:

- expanding the authority of the Public Service Commission and deputy heads to investigate errors, omissions and improper conduct resulting from biases or barriers that disadvantage members of equity-seeking groups
- introducing a new requirement to evaluate assessment methods for biases and barriers that disadvantage equity-seeking groups, and to make reasonable efforts to remove or mitigate them

To support the implementation of these amendments, we focused in 2021–22 on developing guides and tools for hiring managers and HR professionals in consultation with employee diversity networks, bargaining agents, and departments and agencies.

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### **Inclusive from the start at CanNor**

The Canadian Northern Economic Development Agency (CanNor) has embraced “inclusive from the start” as a key success factor in implementing the Nunavut Agreement and attracting and retaining Inuit talent in a very competitive labour market.

CanNor’s hiring practices embody the goal of legislative changes to eliminate potential barriers for candidates. At CanNor, “inclusive from the start” means that the agency analyzes every step of the recruitment process to ensure it is accessible and free of barriers, and that it employs an inclusive communications approach.

Under the guidance of Pilimmaksaivik, the Federal Centre of Excellence for Inuit Employment in Nunavut, CanNor has implemented a range of inclusive approaches, such as:

- job posters that use plain language
- qualifications that limit government-specific experience
- invitations for written assessments and interviews that are inclusive and accommodating in style and tone
- extra time for online assessments where internet access may be a challenge

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## **Modernizing second language testing**

In 2021–22, we moved from prototype to implementation of remote testing for second language evaluation. We launched a new service for unsupervised internet tests of reading comprehension and written expression and a new oral language test, enabling us to conduct a high volume of tests virtually.

In 2021–22, we administered over 87 000 second language evaluations remotely, which included over 58 000 reading comprehension and written expression tests and over 29 000 oral language tests.

These remote tests are more accessible than in-person tests for people with diverse needs and for people living far from federal testing sites, and they are more efficient, as shown by the high volume of remote tests we were able to administer. For these reasons, while they were a response to pandemic restrictions, remote tests will become our model for second language evaluations moving forward.

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### **Temporary flexibilities for second language evaluation**

The Public Service Commission of Canada introduced temporary policy flexibilities that enabled departments and agencies to conduct their own second language tests and extend the validity period of test results during the pandemic. This fiscal year, 7 827 people were appointed using alternate tests, and 7 228 people received an extension of their results validity period.

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## **GC Jobs transformation**

We continue to focus on replacing the online recruitment platform, [GC Jobs](#), with a modern, accessible recruitment solution that will improve the experience of applicants and hiring managers.

As part of this work, this fiscal year we reviewed recruitment solutions that would align with other federal IT solutions, such as those being reviewed by [NextGen HR and Pay](#). This review will serve as the basis for advanced testing within departments and agencies.

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### **Future-proofing the recruitment platform**

We aim to future-proof the federal recruitment platform by enabling the government to quickly adapt to changes in recruitment trends and to benefit from advancements in technology. This will include functionality to improve the experience of users, as well as tools and approaches to ensure better diversity and inclusion.

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# Protecting merit and non-partisanship

The Public Service Commission of Canada is mandated to promote and safeguard a merit-based, representative and non-partisan public service that serves all Canadians. Under this mandate, we conduct several oversight activities including audits, surveys and investigations.

## Staffing and Non-Partisanship Survey

As part of our oversight work, in 2021–22, we published findings from the [2021 Staffing and Non-Partisanship Survey](#). Administered by Statistics Canada, the survey was completed by 75 440 employees, hiring managers and staffing advisors from 75 federal departments and agencies.<sup>17</sup>

The 2021 survey found improvement in employees' views on the transparency, fairness and merit-based nature of federal public service staffing processes since the 2018 survey.<sup>18</sup> Results for 2021 showed that a greater proportion of employees felt that:

- people hired in their work units could do their job (83% versus 50%)
- staffing actions were fair (74% versus 41%)
- staffing actions were carried out in a transparent fashion (69% versus 39%)

The improvements from 2018 to 2021 represent a return to levels observed before the introduction of the New Direction in Staffing in 2016. While progress has been made in employees' perceptions of the staffing process, there are still areas for improvement. For example:

- there is a need to raise hiring managers' awareness of priority entitlements as a valuable resourcing option
- members of visible minorities, persons with disabilities and Indigenous Peoples have less positive views of merit, fairness and transparency than other employees

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## **Interactive data visualization tools for Staffing and Non-Partisanship Survey results**

The Public Service Commission of Canada has created 3 [interactive data visualization tools](#) that allow users to sort survey results for:

- employees, managers and staffing advisors
  - departments and agencies
  - trends from 2018 to 2021 by department and agency
- 

## **Cyclical assessments**

At least every 5 years, deputy heads must review their department or agency's staffing system to ensure it complies with key legislation and policy requirements, and they must also monitor the integrity of hiring practices.

By the end of 2021–22, we received cyclical assessments from 74 federal departments and agencies. These assessments demonstrated that strong frameworks for hiring were in place and sub-delegation requirements were being met. They also showed a high rate of compliance with key policy and legislative requirements.

Overall, the findings from these assessments were similar to observations from our [2018 System-Wide Staffing Audit](#).

## ***Audit of Student Hiring under the Federal Student Work Experience Program***

In July 2021, we published the [Audit of Student Hiring under the Federal Student Work Experience Program](#).

Of the 202 appointments we examined, most met program eligibility criteria. However, in 8 appointments, we found that hiring managers may have circumvented the referral process to maximize the chances of specific students being referred to them.

As a result of our audit's findings, we called on deputy heads to look at their controls for protecting against personal favouritism and to ensure that they have the right level of oversight to identify favouritism and address it when it occurs.

Bearing in mind that student hires are vital to renewing the federal workforce, we are committed to working with the Treasury Board of Canada Secretariat to engage with departments and agencies on finding ways to increase flexibility in student hiring and enhance program delivery.

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### **New course on inclusive hiring**

Following the 2021 [\*Audit of Employment Equity Representation in Recruitment\*](#), the Public Service Commission of Canada required that all public service hiring managers take training on unconscious bias.

As a result, the [\*Canada School of Public Service\*](#) launched its new course, [\*Inclusive Hiring Practices for a Diverse Workforce\*](#). Designed for sub-delegated managers, human resources professionals and others involved in hiring processes, the course teaches the importance of a diverse workforce and the impact that unconscious bias and other barriers can have on recruiting new talent.

This fiscal year, 12 066 federal public servants completed the course.

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## **Investigations**

As part of our mandate, we investigate external appointment processes to determine if an appointment was made on the basis of merit, or if an error, an omission or improper conduct affected the selection of the person appointed or proposed for appointment.

We also have the sole authority to investigate internal and external appointment processes if there is reason to believe that an appointment or proposed appointment was not free from political influence or that fraud may have occurred.

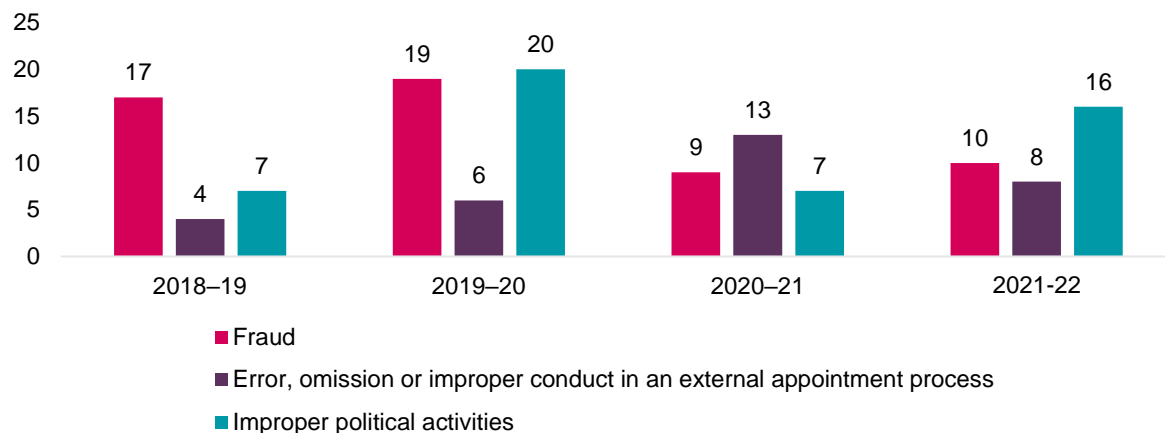
In 2021–22, we received 630 requests for investigation, an increase of 14% from last year. Of the requests received in 2021–22, 245 fell under our mandate. These included:

- 136 requests related to error, omission or improper conduct, or to merit not being met in external processes
- 39 requests related to fraud
- 53 requests related to improper political activities
- no requests related to political influence

As well, we received 17 requests from deputy heads to investigate concerns of error, omission or improper conduct in internal appointment processes.

We post some [investigations summaries online](#) to help Canadians understand the scope of our investigations and what constitutes a breach of the *Public Service Employment Act*.

### Founded investigation cases by fiscal year



In 2021–22, many of the founded investigations related to improper political activities were due to public servants seeking nomination as, or being, a candidate without first obtaining permission from the Public Service Commission.

### Non-partisanship and political activities

Before seeking nomination to be a candidate at the municipal, territorial, provincial or federal level, public servants must first request and obtain permission from the Public Service Commission.

We consider factors such as the nature of the election, the employee's public service duties and the level and visibility of their position when deciding whether seeking nomination or being a candidate will impair, or be perceived as impairing, an employee's ability to perform their duties in a politically impartial manner.

In 2021–22, we granted 175 candidacy permission requests. (See [Annex 4](#) for a table showing employee requests and registrations to be a candidate in a federal election since 2008)

#### **Elections and candidacy permissions, 2021–22**

<b>Level</b>	<b>Number of elections (where requests for candidacy permissions were received)</b>	<b>Number of candidacy permissions granted</b>
Municipal	11	153
Territorial	0	0
Provincial	2	10
Federal	1	12
Total	14	175

The total number of requests increased by 136% over the previous 4-year average. This increase reflects a higher number of held elections, which included:

- the 44th general election
- the postponed New Brunswick municipal elections, where participation by public servants increased by 210% as compared to the 2016 municipal elections
- the Quebec municipal elections, where participation by public servants increased by 54% as compared to the 2017 municipal elections
- the Newfoundland and Alberta municipal elections

Requests are only denied when the risk to political impartiality cannot be mitigated by imposing conditions for the employee (for example, restricting the employee's public service duties). For all permission requests received in 2020–21, we addressed any risks to political impartiality by imposing mitigating conditions, resulting in the granting of all requests for permission.

# Looking forward

Implementing *Public Service Employment Act* amendments and changes that arise from the review of the *Employment Equity Act* will be key priorities for the Public Service Commission of Canada in the year ahead. We will work with departments and agencies to ensure that they are prepared and equipped to integrate these legislative changes into their staffing practices.

While these changes will serve as the foundation for a more diverse and inclusive federal public service, we recognize that it is only through our practices that real change will happen. As a result, we must continue to transform staffing tools and processes to increase diversity and inclusivity in the public service. For example, a modernized recruitment platform will help improve the experience of job seekers and present the federal public service as an inviting and inclusive place to work. Virtual recruitment and second language testing will further enable the federal public service to reach future public servants from across the country.

We're modernizing not only to increase diversity and inclusion today, but also to ensure that they are an integral part of tomorrow's public service. We remain committed to ensuring that our recruitment programs and services reflect emerging post-pandemic needs and that they support public service renewal. This commitment includes renewing student recruitment programs, outreach to diverse, regional talent, and ensuring that staffing practices respect official language requirements.

Departments and agencies found timely solutions to overcome the staffing challenges brought on by the pandemic, and have embedded the drive to modernize staffing practices permanently into their operations. These efforts should give rise to optimism in the public service's ability to adapt to future challenges.

We look forward to supporting this exciting next chapter in the history of the federal public service, and we will work to ensure that it is focused on inclusion and building a public service that is representative of the population we serve.

# Endnotes

## Overall staffing trends

### 1. *Public Service Employment Act*

Unless stated otherwise, all data reflects 2021–22 population and staffing activities to and within departments and agencies subject to the [\*Public Service Employment Act\*](#). This does not include separate agencies such as the Canada Revenue Agency, the Canadian Food Inspection Agency and Parks Canada.

### 2. 2021–22 total hiring activity

- “Indeterminate” refers to employment for an indefinite length of time
- “Term” refers to employment for a fixed length of time
- “Casual” refers to employment for up to 90 days each calendar year in a given department or agency
- “Student” refers to employment through one of the student employment programs

### 3. External median time to staff

External time to staff is the median number of calendar days between the opening date of the advertisement and the date of the first estimated external hire.

### 4. Indigenous Peoples: applicants to advertised processes and hires compared to workforce availability

Employment equity: the percentages of Indigenous Peoples are based on applicants’ self-declaration in the Public Service Resourcing System when applying to an indeterminate position or a term position of 3 months or more.

The Treasury Board of Canada Secretariat’s 2016 workforce availability calculation was released in their 2018–19 annual employment equity report; for this reason it applies only to 2018–19 data and beyond. All previous years listed show the 2011 workforce availability.

The term “Indigenous Peoples” aligns with international usage and in this report replaces the legislative term “Aboriginal peoples” that appears in the *Employment Equity Act* and the *Employment Equity Regulations*. The definition has not changed.

## **5. Subgroup distribution for Indigenous Peoples**

The 4 subgroups that comprise Indigenous Peoples were identified by the Treasury Board of Canada Secretariat. They are Inuit, North American Indian / First Nation, Métis and Other.

The Indigenous Peoples subgroup “Other” refers to people who have self-declared or self-identified as Indigenous and either selected the “Other” group or none of the 4 designated subgroups.

The Employment Equity Data Bank reconciliation process for 2021–22 employment equity hiring data was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

## **6. Persons with disabilities: applicants to advertised processes and hires compared to workforce availability**

In the 2016 Census, the new Activities of Daily Living questions (found on the long-form version) more fully represented the diversity of persons with a disability, especially of persons with a cognitive disability or a mental health related disability. Since 2016, the definition of a person with a disability in the Canadian Survey on Disability that is used to calculate workforce availability includes anyone who reported being:

- “sometimes,” “often” or “always” limited in their daily activities due to a long-term condition or health problem
- “rarely” limited if they were also unable to do certain tasks or could only do them with a lot of difficulty or could not do them at all

Because the coverage of a person with a disability is more inclusive, the workforce availability percentage is higher than in previous years.



Employment equity: the percentages of persons with disabilities are based on applicants' self-declaration in the Public Service Resourcing System when applying to an indeterminate position or a term position of 3 months or more.

The Treasury Board of Canada Secretariat's 2016 workforce availability calculation was released in their 2018–19 annual employment equity report and therefore only applies to 2018–19 data and beyond. All previous years listed show the 2011 workforce availability calculation.

In the French version of the report, the term "personnes en situation de handicap" aligns with international usage and in this report replaces the legislative term "personnes handicapées" that appears in the French versions of the *Employment Equity Act* and the *Employment Equity Regulations*. The definition has not changed.

## **7. Subgroup distribution for persons with disabilities**

The 6 subgroups that comprise persons with disabilities were identified by the Treasury Board of Canada Secretariat. They are mobility, deaf or hard of hearing, coordination or dexterity, blind or visual impairment, speech impediment and other disability.

The persons with disabilities subgroup "Other disability" includes people who have self-declared or self-identified as having a disability and either selected "Other disability" or none of the 6 designated subgroups.

The Employment Equity Data Bank reconciliation process for 2021–22 employment equity hiring data was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

## **8. Members of visible minorities: applicants to advertised processes and hires compared to workforce availability**

Employment equity: the percentages of members of visible minorities are based on applicants' self-declaration in the Public Service Resourcing System when applying to an indeterminate position or a term position of 3 months or more.

The Treasury Board of Canada Secretariat's 2016 workforce availability calculation was released in their 2018–19 employment equity report and therefore only applies to 2018–19 data and beyond. All previous years listed show the 2011 workforce availability.

## **9. Subgroup distribution for members of visible minorities**

The 11 subgroups that comprise visible minorities were identified by the Treasury Board of Canada Secretariat: Black, Chinese, Filipino, Japanese, Korean, South Asian / East Indian (including Indian from India, Bangladeshi, Pakistani, East Indian from Guyana, Trinidad and East Africa), Southeast Asian (including Burmese, Cambodian, Laotian, Thai and Vietnamese), non-white West Asian, North African or Arab (including Egyptian, Libyan, Lebanese and Iranian), non-white Latin American (including Indigenous people from Central and South America), persons of mixed origin (with one parent in one of the visible minority groups listed) and other visible minority groups.

The subgroup "Other visible minority" includes people who have self-declared or self-identified as being a member of a visible minority, and either selected "Other visible minority" or none of the 11 subgroups.

The Employment Equity Data Bank reconciliation process for 2021–22 employment equity hiring data was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

## **10. Women: applicants to advertised processes and hires compared to workforce availability**

Employment equity: the percentages of women are derived from the gender profile in the Public Service Resourcing System and are calculated using the total number of applicants who indicated their gender.

The Treasury Board of Canada Secretariat's 2016 workforce availability calculation was released in their 2018–19 employment equity report and only applies to 2018–19 data and beyond. All previous years listed show the 2011 workforce availability calculation.

## **11. Student and recent graduate recruitment and hiring activity**

The figures shown here for graduate recruitment programs include external term and indeterminate hiring only.

## **12. Map of *Public Service Employment Act* population and hires by region**

Some hiring records were missing a regional indicator, and for this reason are not included in the breakdown. Regional information is unknown for 2 981 hires and for 1 626 people in the *Public Service Employment Act* population. These unknown cases need to be included for the hiring and population regional breakdown to add up to the respective totals: 64 796 (hiring activities) and 257 577 (*Public Service Employment Act* population).

## **13. Internal mobility rates**

We calculate internal mobility rates using the total number of staffing activities (promotions, lateral movements or acting appointments) for indeterminate and term employees, divided by the total term and indeterminate population at the end of the fiscal year.

Acting appointments exclude acting appointments of less than 4 months.

## **14. Internal median time to staff**

Internal time to staff is the median number of calendar days between the opening date of the advertisement and the date of the first notification.

## **15. Priority entitlements: population and appointments**

In 2016–17, the methodology for calculating the total number of appointments changed to include:

- persons with a priority entitlement appointed to public service organizations not subject to the *Public Service Employment Act*
- persons with a priority entitlement appointed to a lower level position who now benefit from another priority entitlement ([\*Public Service Employment Regulations section 10, Reinstatement\*](#)) and are eligible to be appointed back to an equivalent level

In previous years, these numbers were captured under “Other Removal” and “Change of Priority Type.”

## Modernizing for agile, inclusive recruitment

### 16. Definition of equity-seeking groups

Members of equity-seeking groups are people who are disadvantaged on the basis of one or more of the 13 prohibited grounds of discrimination within the meaning of the *Canadian Human Rights Act*. This includes the 4 designated groups under the *Employment Equity Act* (women, Indigenous Peoples, persons with disabilities and members of visible minority groups) including subgroups, as well as groups not currently designated under this act, such as the 2SLGBTQI+ community.

## Protecting merit and non-partisanship

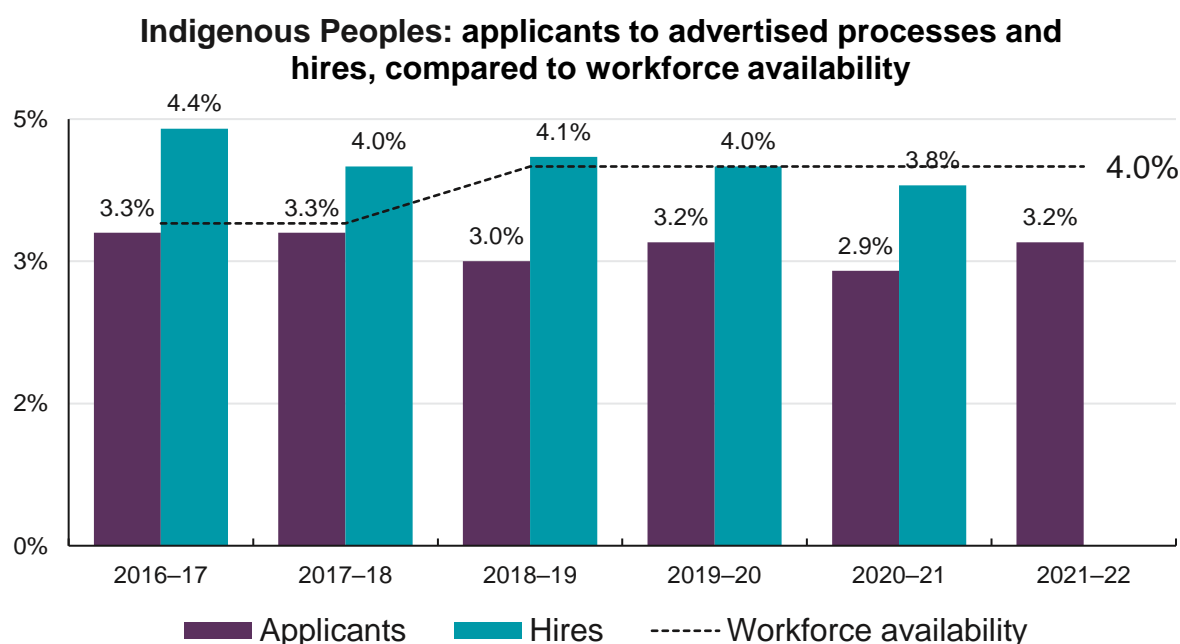
### 17. 2021 Staffing and Non-Partisanship Survey Response Rate

The 2021 survey response rate is 34.2% and the results are considered representative of the 234 757 federal public servants that are included in this broad definition.

### 18. 2021 Staffing and Non-Partisanship Survey Methodology

When drawing comparisons, it is important to note that in 2018, a 5-point scale was used for response categories for some questions on merit, fairness, and transparency. In 2021, a 4-point scale was used, which omitted the neutral option, “neither agree nor disagree.”

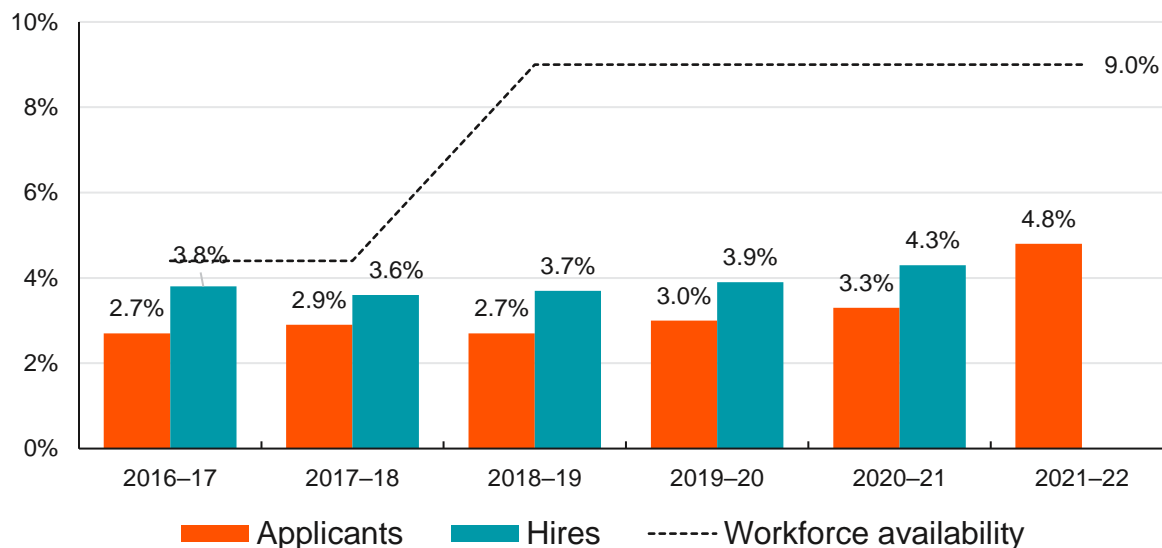
# Annex 1: Employment equity group applicants to advertised processes and hires, compared to workforce availability



## Subgroup distribution for Indigenous Peoples

Subgroup	2021-22 applicants to external advertised processes	2020-21 hires
Inuit	4.5%	5.7%
Métis	40.8%	34.5%
North American Indian / First Nation	46.8%	48.3%
Other	8.0%	11.5%

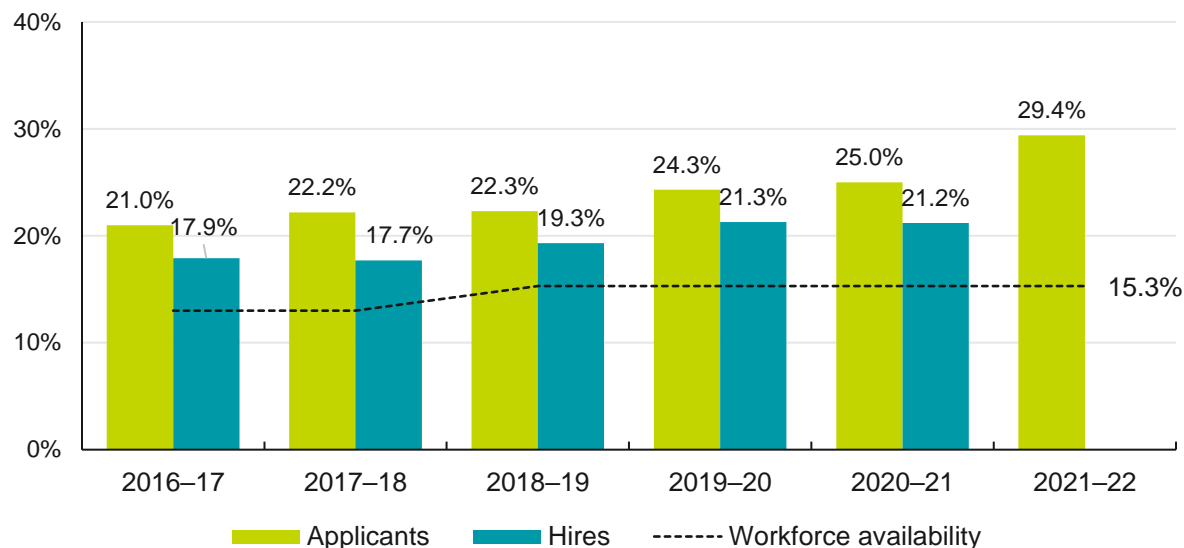
### Persons with disabilities: applicants to advertised processes and hires, compared to workforce availability



### Subgroup distribution for persons with disabilities

Persons with disabilities subgroup	2021-22 applicants to external advertised processes	2020-21 hires (%)
Blind or visual impairment	4.9%	4.1%
Coordination or dexterity	4.2%	4.4%
Deaf or hard of hearing	7.9%	8.9%
Mobility	12.4%	15.5%
Other disability	68.8%	65.8%
Speech impairment	1.8%	1.2%

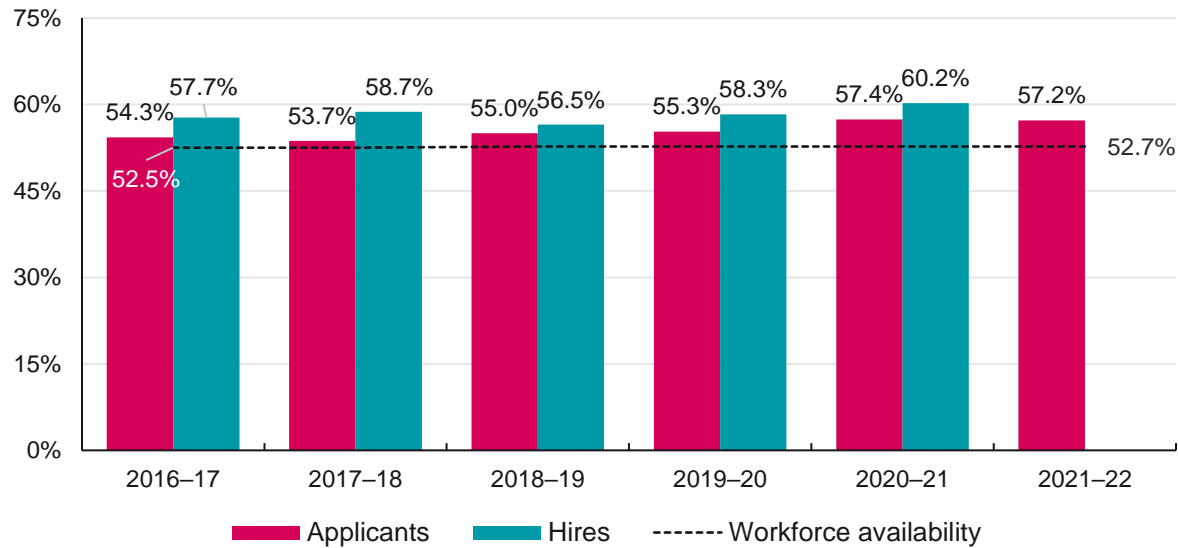
### Members of visible minorities: applicants to advertised processes and hires, compared to workforce availability



Subgroup distribution for members of visible minorities

Visible minority subgroup	2021-22 applicants to external advertised processes	2020-21 hires
Black	25.9%	24.0%
Chinese	10.1%	13.1%
Filipino	4.7%	4.1%
Japanese	0.4%	0.5%
Korean	1.5%	2.0%
Non-white Latin American	5.0%	4.4%
Non-white West Asian, North African or Arab	11.8%	9.7%
Person of mixed origin	5.0%	9.7%
South Asian / East Indian	25.1%	20.3%
Southeast Asian	2.9%	4.0%
Other visible minority	7.5%	8.1%

### Women: applicants to advertised processes and hires, compared to workforce availability





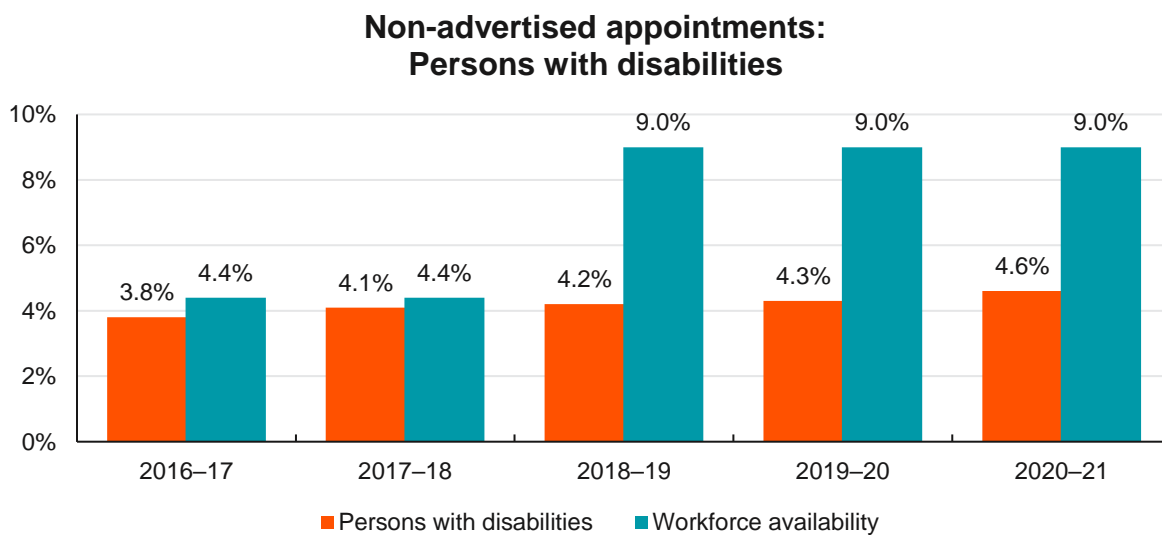
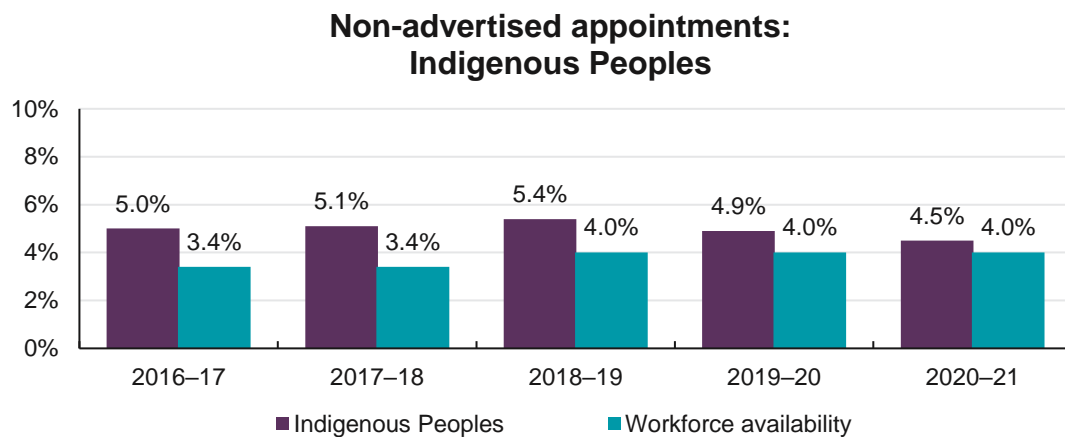
## Annex 2: Regional hires, *Public Service Employment Act* population by region



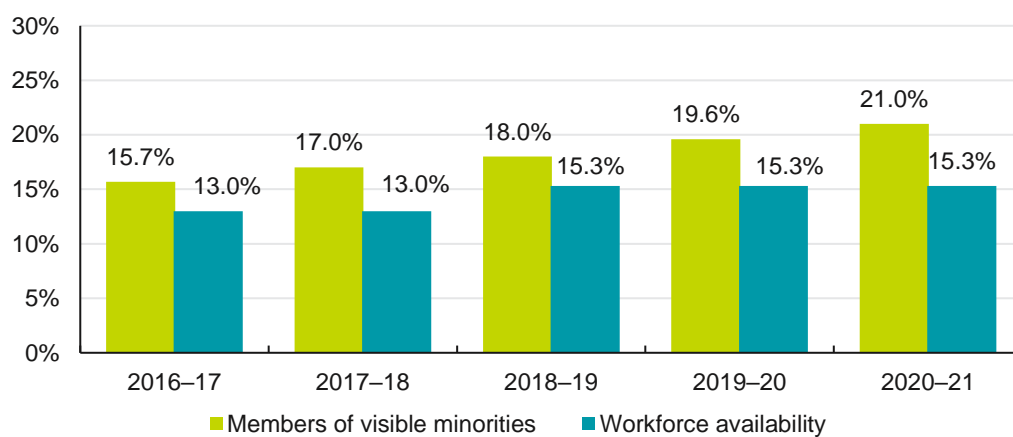
Regions	Hires	Population as of March 31, 2022
1. British Columbia	4 116	20 341
2. Alberta	2 918	13 068
3. Saskatchewan	1 030	5 269
4. Manitoba	1 594	7 951
5. Ontario (except NCR)	6 667	30 340
6. National Capital Region (NCR)	31 455	122 251
7. Quebec (except NCR)	6 797	26 689
8. New Brunswick	2 493	10 135
9. Nova Scotia	2 725	10 483
10. Prince Edward Island	358	2 361
11. Newfoundland and Labrador	1 367	4 449
12. Yukon	83	350
13. Northwest Territories	91	475
14. Nunavut	81	290
15. International	40	1 499
Unknown	2 981	1 626

## Annex 3: Employment equity group non-advertised appointments\*

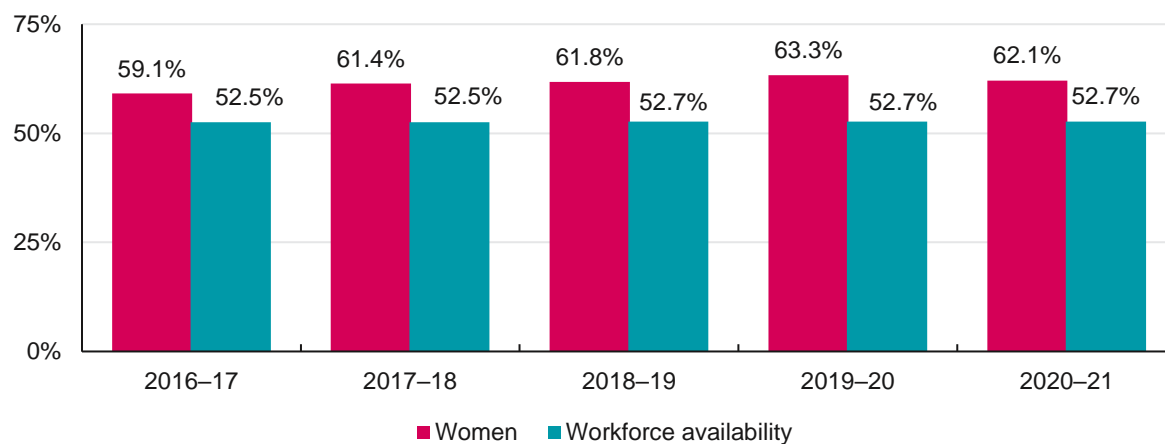
\* Non-advertised appointments in the charts in this annex include external hires, promotions, and acting appointments of 4 months or more.



### Non-advertised appointments: Members of visible minorities



### Non-advertised appointments: Women



## Annex 4: Employee requests and registrations to be a candidate in a federal election

Over a 2-year period, 29 requests were granted for the 44th federal general election, held on September 20, 2021.

	<b>40th general election October 14, 2008</b>	<b>41st general election May 2, 2011</b>	<b>42nd general election October 19, 2015</b>	<b>43rd general election October 21, 2019</b>	<b>44th general election September 20, 2021</b>
Employees who requested and were granted permission	23	20	46	40	29
Employees registered as candidates with Elections Canada	8	11	17	20	13
Employees elected	0	1	2	0	1



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