

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

**Annual Report 2019–20**

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Office of the  
Auditor General  
of Canada

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vérificateur général  
du Canada

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

**Annual Report 2019–20**



**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 2019–20.

Kimberly Leblanc  
Principal, Human Resources  
Diversity and Inclusion Champion



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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 2019–20 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 because of 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, its 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 657 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 either 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 federal departments, agencies, or Crown corporations or to audits of Canada's 3 territories. The OAG is supported by employees in a range of professions, such as legal services, professional development, editorial services and translation, international relations, information technology, security, information management, human resource management, financial management, communications, audio visual services, parliamentary liaison, and desktop publishing and publications and graphic design.

## Work environment

The OAG is committed to providing a work environment where all are treated with dignity and respect and all are supported as they strive toward fulfilling their career potentials. 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 are discussed continually during check-ins between managers and employees. These discussions serve to support employees' development and growth and the achievement of desired results.

Our people fuel our strength, which is why the OAG is committed to creating a workplace that supports their well-being. Through its Mental Health Strategy, which was launched in June 2019, the OAG aims to raise awareness about mental health and to foster a healthy, safe, supportive, and inclusive workplace. The strategy's Roadmap for 2019 to 2022 sets out organizational goals, the necessary activities to achieve them, and the measurable outcomes for employees and the OAG. As part of this strategy, the OAG identifies actions to increase diversity and raise awareness about inclusion and respect in the workplace.

## Structure

The Principal, Human Resources, serves as Diversity and Inclusion Champion and works to highlight employment equity and diversity issues in the OAG.

In addition, the OAG's Inclusion and Diversity Committee promotes awareness of equity, diversity, and inclusion issues. This volunteer committee works to support increased awareness of inclusion and undertakes activities to promote a workplace culture of trust, respect, and belonging.

The committee's Chair reports to the Diversity and Inclusion Champion on employment equity issues that are discussed during committee meetings. In

addition, the Chair provides input on policies and issues that may affect diversity and inclusion.

## Employment Equity Implementation

### Implementation of legislation

The OAG implements the requirements of the employment equity legislation by administering a voluntary self-identification questionnaire. It then conducts an annual workforce analysis to determine the degree of representation that designated groups have in each occupational group. The results (as of 31 March 2020) 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 annually that they can update their employment equity information at any time.

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

### Recruitment

The OAG established a resourcing strategy for 2017–20 to address key challenges as it continues to hire the employees necessary to fulfill its mandate. Specifically, this strategy reinforces the OAG's continued focus on maintaining a diverse workforce that reflects Canada's population. This strategy will be updated for 3 additional years (2021–24) and will continue to focus on increasing the OAG's diversity, with particular emphasis on recruiting Indigenous employees.

As part of this focus on diversity, the OAG plans activities and collaborates with external groups to increase employment equity representation. These projects and programs include

- an Indigenous outreach project plan through Indigenous Link, which was developed to help employers like the OAG attract Indigenous employees

- a course on recruiting and attracting Indigenous talent, available to all OAG employees since April 2019
- the CPA Martin Mentorship Program for Indigenous High School Students, which matches volunteer OAG employees with grades 9 to 11 Indigenous students to provide ongoing mentoring and encourage Indigenous youth to complete high school and enroll in post-secondary education
- LiveWorkPlay, an organization that helps young people with developmental disabilities integrate into society

### Activities, training, and communications

In the 2019–20 fiscal year, the OAG planned and participated in half a dozen activities to promote a corporate environment that supports diversity awareness:

- a live Healing Dance, a traditional Indigenous jingle dress dance by Lisa Charette and Elaine Kicknosway, award-winning Anishnaabe and Cree dancers
- a presentation by Carlana Lindeman from the Martin Family Initiative about the educational obstacles faced by Indigenous youth
- a presentation by Maayan Ziv on the International Day of Persons with Disabilities that discussed her mobile crowdsourcing platform that helps users identify accessible buildings
- OAG participation in the Capital Pride Parade
- a fundraiser for the Iqaluit food bank
- a Lunar New Year lunch to celebrate New Year's traditions around the world

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

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

In addition, the OAG's 2020–21 curriculum includes new courses meant to raise awareness about Indigenous peoples and issues.

The OAG regularly distributes internal corporate communications that celebrate diversity. The following are examples of diversity-related topics of communications that were posted on the OAG's INTRANet in the 2019–20 fiscal year:

- Black History Month
- International Day of Persons with Disabilities
- welcome to international fellows and lunch and learns with audit offices of other countries
- Women's History Month
- gender equality
- National Indigenous Peoples Day
- Multiculturalism Day

### Information and consultation

The OAG provides employees with information about the OAG's progress on achieving representation objectives by publishing updates online and sending internal communications. It also creates meaningful consultation opportunities with employee representatives to improve policies and plans, such as the Triennial Employment Equity Plan and the OAG Mental Health Strategy.

## 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 improving 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 2019–20 fiscal year. This employment equity plan

will be updated to cover an additional 3 years (2021–24).

## Numerical goals

The OAG understands the importance of employment equity and is committed to ensuring that all employees have equal opportunities in its workplace.

The OAG strives for 100% representation of workforce availability for each of the designated groups: women, Indigenous peoples, persons with disabilities, and persons in a visible minority group. The success of the OAG's efforts is monitored by the Diversity and Inclusion 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 OAG's 657 employees fall into 7 of the 14 EEOGs (Exhibit 1).
- Most employees (78.7%) are concentrated in just 2 EEOGs: professionals and middle and other managers (Exhibit 2).

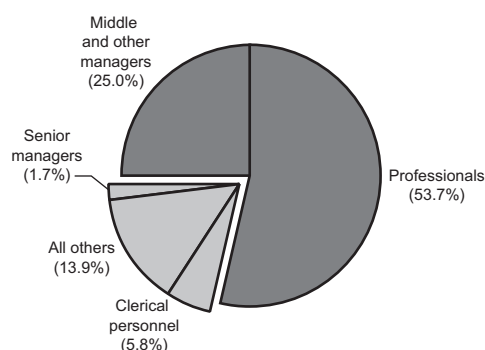
## Representation in designated groups—Highlights

The OAG compared its representation in each designated group with the most recent workforce availability figures<sup>1</sup> 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, except for the administrative and senior clerical personnel category and the clerical

### 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



personnel category, for which the OAG used data from the National Capital Region.

## Women

As of 31 March 2020, women represented 63.2% of the OAG's workforce, which surpasses the workforce availability of 52.0% (Table 4). Women are well represented in all EEOGs and salary bands (Table 11).

## Indigenous peoples

The OAG's representation of Indigenous employees was 2.6% (17 employees), which is

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

lower than the workforce availability of 3.5% (23 employees) (Table 5).

### **Persons with disabilities**

The OAG's overall representation of persons with disabilities was 16.3% (107 employees), which surpasses the workforce availability of 8.4% (55 employees) (Table 6).

### **Persons in a visible minority group**

The OAG's overall representation of persons in a visible minority group was 23.4% (154 employees), which surpasses the workforce availability of 18.1% (119 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, 104 people joined the OAG (Table 8). Of these new hires,

- 62 were women (59.6%)
- 45 were persons in a visible minority group (43.3%)
- 20 were persons with disabilities (19.2%)
- 1 was an Indigenous person (1.0%)

#### **Promotions**

In the past year, 89 employees were promoted (Table 9). Of these promotions,

- 55 of the people promoted were women (61.8%)
- 39 were persons in a visible minority group (43.8%)
- 28 were persons with disabilities (31.5%)
- 2 were Indigenous people (2.2%)

#### **Separations**

During the reporting period, 70 employees left the OAG (Table 10). Of those who left,

- 40 were women (57.1%)

- 11 were persons in a visible minority group (15.7%)
- 5 were persons with disabilities (7.1%)
- 6 were Indigenous people (8.6%)

Although the 6 Indigenous employees who left in the 2019–20 fiscal year accounted for only 8.7% of the departures, they represented 26.1% of the Indigenous employee population at the OAG.

## **Conclusion**

The OAG strives to attract, develop, and retain a qualified employee population that reflects the workforce availability of the 4 employment equity groups. As reflected in the OAG's Resourcing Strategy 2017–2020, 2017–2020 Triennial Employment Equity Plan, and 2020–2023 Strategic Plan, diversity and inclusion are integrated into our ongoing strategies, plans, and operations. This report highlights 2 specific challenges for the OAG: increasing the representation of Indigenous peoples at all levels of the organization and ensuring the representation of persons in a visible minority group at the mid-management and senior management levels. These challenges will inspire the development of the 2021–2024 Triennial Employment Equity Plan and the OAG Talent Management Program.



## Appendix A—Employment Equity Action Plan: 2019–20 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 of 31 March 2020 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	Achieved.  A reminder that employees can self-identify at any time 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: 2019–20 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  Representation of designated group members by aggregated occupational group measured, and strategies established to fill gaps where necessary  Student workforce recruitment comparable to the OAG's workforce availability rates, and strategies established to fill gaps where necessary	Not achieved.  The OAG has met its objective of reaching 100% representation of workforce availability for 3 of the 4 designated groups.  Further work is required to ensure that Indigenous peoples are well represented within the organization. Further work also needs to be done to achieve better representation of members of visible minority groups in mid-management and senior-management levels.  In the 2019–20 fiscal year, no financial or performance audit trainees self-identified as Indigenous. As these programs serve as feeder groups, the OAG has invested and will continue to invest in Indigenous community outreach and student recruitment.
	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	An analysis of the mobility rate of designated group members is completed when gaps in the previous employment equity report are identified. As there were no gaps in the 2018–19 fiscal year, this type of analysis was not completed in the 2019–20 fiscal year.
Employment systems review	Assess the need for an employment systems review.	Discussion with senior staffing advisors	If the employment systems review identifies issues, strategies established and action plans updated yearly where necessary	Not applicable.  The Staffing team determined that an employment systems review is not required at this time.



## Appendix A—Employment Equity Action Plan: 2019–20 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	Ongoing.  The OAG is currently reviewing many of its human resources policies and will ensure that the updates reflect a diversity and inclusion perspective.
	Recruit members from the designated groups for all levels and communicate opportunities for professional development programs at the OAG.	Number of applicants (including students and trainees) from the designated groups who applied for a position  Number of candidates (including students and trainees) from the designated groups hired by the OAG	Representation comparable to workforce availability rates for each designated group, and strategies established to fill gaps where necessary	Not achieved.  The OAG has met its objective of reaching 100% representation of workforce availability for the recruitment of 3 of the 4 designated groups.  Further work is required to recruit Indigenous peoples at all levels and recruit members of visible minority groups in mid-management and senior-management levels.  The OAG has been working with Indigenous Link to help attract Indigenous employees and has been regularly posting opportunities internally and externally. Despite these efforts, the OAG was only able to hire 1 Indigenous employee.

## Appendix A—Employment Equity Action Plan: 2019–20 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
	Review course offerings that relate to employment equity.	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. The OAG's 2020–21 curriculum includes new courses meant to raise awareness about Indigenous peoples and issues.
	Organize and support employment equity activities and events.	Number of activities and events held during the fiscal year	A minimum of 3 activities or events related to employment equity per fiscal year	Achieved. In the 2019–20 fiscal year, the OAG carried out 6 activities related to employment equity.
	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 Diversity and Inclusion Champion and/or designated official	Not applicable. The Multiculturalism Champions Network meeting did not take place in the 2019–20 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 OAG provides results on the Triennial Employment Equity Plan's commitments and targets as part of the annual employment equity report.

## Appendix A—Employment Equity Action Plan: 2019–20 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 OAG published the 2018–19 employment equity report internally and on the public website in July 2020. A message was also published in August 2020 to communicate that the report was available online. Due to the COVID-19 pandemic, the Treasury Board of Canada Secretariat’s 2018–19 report was published in May 2020.
		Communication to employees about activities and events organized by the Diversity and Inclusion Champion or the Inclusion and Diversity Committee	100% of activities and events communicated to employees	Achieved.  All the activities and events organized by the Inclusion and Diversity Committee were communicated to employees in the 2019–20 fiscal year.
Consultation and collaboration with employee representatives	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	The UMCC and the AP-ERC consulted on the development of the employment equity plan every 3 years, with subsequent revisions made when appropriate	No consultations were required.

## Appendix A—Employment Equity Action Plan: 2019–20 Commitments, Targets, and Results (continued)

Legislative requirement	Commitments	Measures	Targets	Results
Record maintenance	Maintain confidential records to ensure they are kept in accordance with the <i>Employment Equity Act</i> .	Restricted access to employment equity data in information system	100% of requests to provide access to employment equity data in the system approved by Manager, Planning, Programs, and Reporting	Achieved.  No request for additional access was submitted in 2019–20.

## Appendix B—Statistics

### Report coverage

This report contains information on the Office of the Auditor General of Canada's (OAG's) indeterminate employees and determinate employees with terms of 6 months or more as of 31 March 2020.

Employees who were on secondment to other organizations are also included in the OAG's numbers.

No information is reported in the tables on students or casual workers.

### 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' willingness to self-identify and opportunities 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 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. 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 occupations in the Canadian workforce that correspond to those 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 2020

	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
OAG	657		415	63.2	17	2.6	107	16.3	154	23.4
Workforce availability				52.0		3.5		8.4		18.1

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 2020

Region of work	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	589		372	63.2	15	2.5	102	17.3	125	21.2
All other regions	68		43	63.2	2	2.9	5	7.4	29	42.6
<b>Total</b>	<b>657</b>		<b>415</b>	<b>63.2</b>	<b>17</b>	<b>2.6</b>	<b>107</b>	<b>16.3</b>	<b>154</b>	<b>23.4</b>

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

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

As at 31 March 2020

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
<b>All occupations</b>	<b>657</b>		<b>415</b>	<b>63.2</b>	<b>17</b>	<b>2.6</b>	<b>107</b>	<b>16.3</b>	<b>154</b>	<b>23.4</b>
Senior managers	11		6	54.5	0	0.0	2	18.2	0	0.0
Middle and other managers	164		107	65.2	4	2.4	17	10.4	16	9.8
Professionals	353		204	57.8	9	2.5	66	18.7	124	35.1
Semi-professionals and technicians	24		12	50.0	1	4.2	1	4.2	3	12.5
Supervisors	18		14	77.8	0	0.0	4	22.2	0	0.0
Administrative and senior clerical personnel	49		46	93.9	3	6.1	9	18.4	2	4.1
Clerical personnel	38		26	68.4	0	0.0	8	21.1	9	23.7

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



Table 4

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

As at 31 March 2020

Employment Equity Occupational Group	All employees	Women		Workforce availability	Representation as a percentage of workforce availability	
		Number	Percentage		March 2020	March 2019
<b>All occupations</b>	<b>657</b>	<b>415</b>	<b>63.2</b>	<b>52.0</b>	<b>100.0+</b>	<b>100.0+</b>
Senior managers	11	6	54.5	46.0	100.0+	100.0+
Middle and other managers	164	107	65.2	41.7	100.0+	100.0+
Professionals	353	204	57.8	54.1	100.0+	100.0+
Semi-professionals and technicians	24	12	50.0	22.2	100.0+	100.0+
Supervisors	18	14	77.8	52.1	100.0+	96.0
Administrative and senior clerical personnel	49	46	93.9	76.9	100.0+	100.0+
Clerical personnel	38	26	68.4	65.9	100.0+	100.0+
National Occupational Classification unit group	All employees	Women		Workforce availability	Representation as a percentage of workforce availability	
		Number	Percentage		March 2020	March 2019
<b>Other managers (0414)</b>	<b>164</b>	<b>107</b>	<b>65.2</b>	<b>40.5</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Financial auditors (1111)</b>	<b>206</b>	<b>114</b>	<b>55.3</b>	<b>55.5</b>	<b>99.6</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>90</b>	<b>57</b>	<b>63.3</b>	<b>66.6</b>	<b>95.1</b>	<b>100.0+</b>

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

Table 5

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

As at 31 March 2020

Employment Equity Occupational Group	All employees	Indigenous peoples		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>All occupations</b>	<b>657</b>	<b>17</b>	<b>2.6</b>	<b>3.5</b>	<b>74.8</b>	<b>100.0+</b>
Senior managers	11	0	0.0	7.1	0.0	100.0+
Middle and other managers	164	4	2.4	5.7	42.8	57.0
Professionals	353	9	2.5	2.3	100.0+	100.0+
Semi-professionals and technicians	24	1	4.2	2.6	100.0+	100.0+
Supervisors	18	0	0.0	3.3	0.0	0.0
Administrative and senior clerical personnel	49	3	6.1	3.5	100.0+	76.5
Clerical personnel	38	0	0.0	3.6	0.0	100.0+

National Occupational Classification unit group	All employees	Indigenous peoples		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>Other managers (0414)</b>	<b>164</b>	<b>4</b>	<b>2.4</b>	<b>6.3</b>	<b>38.5</b>	<b>24.1</b>
<b>Financial auditors (1111)</b>	<b>206</b>	<b>4</b>	<b>1.9</b>	<b>1.5</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>90</b>	<b>1</b>	<b>1.1</b>	<b>6.5</b>	<b>17.0</b>	<b>51.2</b>

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

Table 6

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

As at 31 March 2020

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>All occupations</b>	<b>657</b>	<b>107</b>	<b>16.3</b>	<b>8.4</b>	<b>100.0+</b>	<b>100.0+</b>
Senior managers	11	2	18.2	5.0	100.0+	100.0+
Middle and other managers	164	17	10.4	5.0	100.0+	100.0+
Professionals	353	66	18.7	8.9	100.0+	100.0+
Semi-professionals and technicians	24	1	4.2	7.6	55.1	100.0+
Supervisors	18	4	22.2	27.5	80.9	100.0+
Administrative and senior clerical personnel	49	9	18.4	10.0	100.0+	100.0+
Clerical personnel	38	8	21.1	9.3	100.0+	100.0+

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>Other managers (0414)</b>	<b>164</b>	<b>17</b>	<b>10.4</b>	<b>5.0</b>	<b>100.0+</b>	<b>92.0</b>
<b>Financial auditors (1111)</b>	<b>206</b>	<b>38</b>	<b>18.4</b>	<b>8.9</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>90</b>	<b>17</b>	<b>18.9</b>	<b>8.9</b>	<b>100.0+</b>	<b>100.0+</b>

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

Table 7

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

As at 31 March 2020

Employment Equity Occupational Group	All employees	Persons in a visible minority group		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>All occupations</b>	<b>657</b>	<b>154</b>	<b>23.4</b>	<b>18.1</b>	<b>100.0+</b>	<b>100.0+</b>
Senior managers	11	0	0.0	6.4	0.0	0.0
Middle and other managers	164	16	9.8	8.4	100.0+	78.9
Professionals	353	124	35.1	24.3	100.0+	100.0+
Semi-professionals and technicians	24	3	12.5	17.2	72.8	100.0+
Supervisors	18	0	0.0	13.0	0.0	0.0
Administrative and senior clerical personnel	49	2	4.1	12.8	31.9	0.0
Clerical personnel	38	9	23.7	15.9	100.0+	75.5

National Occupational Classification unit group	All employees	Persons in a visible minority group		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2020	March 2019
<b>Other managers (0414)</b>	<b>164</b>	<b>16</b>	<b>9.8</b>	<b>6.8</b>	<b>100.0+</b>	<b>89.2</b>
<b>Financial auditors (1111)</b>	<b>206</b>	<b>94</b>	<b>45.6</b>	<b>29.0</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Performance auditors (4161 to 4168)</b>	<b>90</b>	<b>19</b>	<b>21.1</b>	<b>19.3</b>	<b>100.0+</b>	<b>89.5</b>

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

Table 8

## Hiring by designated group and Employment Equity Occupational Group

As at 31 March 2020

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
<b>All occupations</b>	<b>104</b>		<b>62</b>	<b>59.6</b>	<b>1</b>	<b>1.0</b>	<b>20</b>	<b>19.2</b>	<b>45</b>	<b>43.3</b>
Senior managers	0		0	—	0	—	0	—	0	—
Middle and other managers	6		4	66.7	0	0.0	2	33.3	3	50.0
Professionals	74		42	56.8	1	1.4	15	20.3	35	47.3
Semi-professionals and technicians	2		1	50.0	0	0.0	0	0.0	0	0.0
Supervisors	0		0	—	0	—	0	—	0	—
Administrative and senior clerical personnel	8		6	75.0	0	0.0	0	0.0	0	0.0
Clerical personnel	14		9	64.3	0	0.0	3	21.4	7	50.0
	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>104</b>		<b>62</b>	<b>59.6</b>	<b>1</b>	<b>1.0</b>	<b>20</b>	<b>19.2</b>	<b>45</b>	<b>43.3</b>
Workforce availability				52.0		3.5		8.4		18.1
Hiring as a percentage of workforce availability				100.0+		27.8		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 2020

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
<b>All occupations</b>	<b>89</b>		<b>55</b>	<b>61.8</b>	<b>2</b>	<b>2.2</b>	<b>28</b>	<b>31.5</b>	<b>39</b>	<b>43.8</b>
Senior managers	0		0	—	0	—	0	—	0	—
Middle and other managers	18		10	55.6	0	0.0	4	22.2	6	33.3
Professionals	61		36	59.0	2	3.3	23	37.7	32	52.5
Semi-professionals and technicians	5		4	80.0	0	0.0	0	0.0	0	0.0
Supervisors	0		0	—	0	—	0	—	0	—
Administrative and senior clerical personnel	4		4	100.0	0	0.0	1	25.0	0	0.0
Clerical personnel	1		1	100.0	0	0.0	0	0.0	1	100.0

	All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group
	Number	Number	Number	Number	Number
<b>Last year's total number of employees as at 31 March 2019</b>	<b>623</b>	<b>396</b>	<b>23</b>	<b>81</b>	<b>119</b>
Number	89	55	2	28	39
Promotion rate (percentage)	14.3	13.9	8.7	34.6	32.8

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

Table 10

## Separations by designated group and Employment Equity Occupational Group

As at 31 March 2020

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
<b>All occupations</b>	<b>70</b>		<b>40</b>	<b>57.1</b>	<b>6</b>	<b>8.6</b>	<b>5</b>	<b>7.1</b>	<b>11</b>	<b>15.7</b>
Senior managers	2		0	0.0	1	50.0	0	0.0	0	0.0
Middle and other managers	9		3	33.3	1	11.1	0	0.0	1	11.1
Professionals	47		27	57.4	4	8.5	5	10.6	8	17.0
Semi-professionals and technicians	1		0	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0		0	—	0	—	0	—	0	—
Administrative and senior clerical personnel	2		1	50.0	0	0.0	0	0.0	0	0.0
Clerical personnel	9		9	100.0	0	0.0	0	0.0	2	22.2
	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number		Number		Number		Number	
<b>Last year's total number of employees as at 31 March 2019</b>	<b>623</b>		<b>396</b>		<b>23</b>		<b>81</b>		<b>119</b>	
Number	70		40		6		5		11	
Attrition rate (percentage)	11.2		10.1		26.1		6.2		9.2	

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 2020

Salary band (\$)	All employees		Women			Indigenous peoples			Persons with disabilities			Persons in a visible minority group		
	Number	Percentage of all employees	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of salary band	Percentage of designated group	Number	Percentage of salary band	Percentage of designated group
45,000–49,999	3	0.5	2	66.7	0.5	0	0.0	0.0	2	66.7	1.9	1	33.3	0.6
50,000–54,999	11	1.7	8	72.7	1.9	0	0.0	0.0	0	0.0	0.0	3	27.3	1.9
55,000–59,999	20	3.0	17	85.0	4.1	0	0.0	0.0	5	25.0	4.7	4	20.0	2.6
60,000–64,999	42	6.4	24	57.1	5.8	1	2.4	5.9	3	7.1	2.8	10	23.8	6.5
65,000–69,999	41	6.2	30	73.2	7.2	1	2.4	5.9	7	17.1	6.5	8	19.5	5.2
70,000–74,999	39	5.9	30	76.9	7.2	1	2.6	5.9	10	25.6	9.3	12	30.8	7.8
75,000–79,999	47	7.2	32	68.1	7.7	1	2.1	5.9	15	31.9	14.0	19	40.4	12.3
80,000–89,999	55	8.4	27	49.1	6.5	1	1.8	5.9	14	25.5	13.1	20	36.4	13.0
90,000–99,999	111	16.9	65	58.6	15.7	4	3.6	23.5	17	15.3	15.9	33	29.7	21.4
100,000–109,999	49	7.5	29	59.2	7.0	1	2.0	5.9	8	16.3	7.5	13	26.5	8.4
110,000–119,999	80	12.2	46	57.5	11.1	2	2.5	11.8	9	11.3	8.4	19	23.8	12.3
120,000+	159	24.2	105	66.0	25.3	5	3.1	29.4	17	10.7	15.9	12	7.5	7.8
<b>Total</b>	<b>657</b>	<b>100.0</b>	<b>415</b>	<b>63.2</b>	<b>100.0</b>	<b>17</b>	<b>2.6</b>	<b>100.0</b>	<b>107</b>	<b>16.3</b>	<b>100.0</b>	<b>154</b>	<b>23.4</b>	<b>100.0</b>

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