

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

Annual Report 2020–21



Office of the
Auditor General
of Canada

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Employment Equity in the Office of the Auditor General of Canada

Annual Report 2020–21

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 2020–21.

Kimberly Leblanc
Principal, Human Resources
Equity, 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 2020–21 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 serves Parliament by providing it with objective, fact-based information and expert advice on government programs and activities, gathered through audits. Parliamentarians use OAG reports to oversee government activities and hold the federal government to account for its handling of public funds.

The work completed by the OAG is called legislative auditing. The Auditor General of Canada

is an Officer of Parliament who carries out work on behalf of Parliament and who is accountable to Parliament.

The OAG carries out 3 main types of legislative audits: financial audits, performance audits of federal departments and agencies, and special examinations of Crown corporations.

The OAG audits a vast range of activities conducted by the Government of Canada and the governments of Yukon, Northwest Territories, and Nunavut. These activities cover a wide variety of topics such as health, culture, the environment, finance, agriculture, transportation, and scientific research. Since 1995, the OAG has also had a specific environment and sustainable development mandate, established through amendments to the *Auditor General Act*.

Employees

As at 31 March 2021, the OAG employed 761 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, and some also have additional credentials.

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 caring work environment where all are treated with dignity and respect and all are supported as they strive toward fulfilling their career aspirations. The OAG encourages open and honest communication to create a climate of trust and collaboration. It values diversity and supports the maintenance of mental health, continuous 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 periodically during check-ins between managers and employees. These discussions serve to support employees' development, growth, and achievement of desired results.

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.

The OAG has also made some progress to advance anti-racism, equity, diversity, and inclusion since the Clerk of the Privy Council released the call to action. At this stage, the OAG is focused on 3 areas identified by the Clerk that establish the groundwork for continued diversity and inclusion activities:

- empowering employees to speak up about bias and oppression and better equipping managers to address these issues
- committing to office-wide education on racism, reconciliation, accessibility, equity, and inclusion, and fostering a safe, positive environment where these conversations are encouraged throughout the workplace

- measuring progress and driving improvements in the employee workplace experience by monitoring disaggregated survey results and related operational data

Commitment to diversity and inclusion starts at the top. That is why the OAG's Executive Committee and the Equity, Diversity, and Inclusion Champion signed an anti-racism statement that commits to concrete actions with regards to diversity and inclusion. Senior managers have been educating themselves about diversity and inclusion to better understand their biases and privilege and to become stronger allies and leaders who create change.

Structure

The Principal, Human Resources, serves as the Equity, Diversity, and Inclusion Champion and plays a leadership role in supporting the OAG's development of an integrated vision and strategies to achieve specific, strategic objectives related to people management.

In addition, the OAG's Diversity and Inclusion Committee promotes awareness of equity, diversity, and inclusion topics and issues. This volunteer committee works to increase awareness of inclusion and undertakes activities to promote a workplace culture of trust, respect, and belonging. The committee's Chairperson reports to the Equity, Diversity, and Inclusion Champion on employment equity issues that are discussed during committee meetings. In addition, the Chairperson provides input on policies and issues that may affect diversity and inclusion.

In 2020–21, an employee at the executive level was selected to act as the Executive Sponsor for Equity, Diversity, and Inclusion and the Champion for Sustainable Development Goals and gender-based analysis plus. The Executive Sponsor ensures that Sustainable Development Goals and gender-based analysis plus are considered in the OAG's work and acts as the Executive Committee's liaison for diversity and inclusion topics.

The OAG also has an Ombuds, whose mission is to provide a safe environment where employees can discuss and resolve work-related issues without fear of reprisal. This person monitors the pulse of the organization, shares information, and provides upward feedback to encourage a healthy environment.

To further support employment equity groups, the OAG has created an IT accessibility team, which is dedicated to inclusive design, and a workplace relations and wellness team, whose purpose is to support employees' mental and physical health, safety, and well-being. The OAG has also hired a Talent Acquisition Specialist to engage with equity-seeking communities to better identify and attract diverse candidates.

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 will be finalized in fall 2021. 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 2020–21 fiscal year.

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 2021) are presented in Appendix B.

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 building and retaining a diverse workforce that reflects Canada's population. Work is underway to update the strategy for 3 additional years (2021–24). The strategy will continue to focus on increasing the OAG's diversity, with particular emphasis on recruiting Indigenous people and people with disabilities across the organization and increasing the representation of Indigenous employees, persons in a visible minority group, and people with disabilities at senior levels.

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 increase representation of Indigenous peoples
- the CPA Martin Mentorship Program for Indigenous High School Students, which matches volunteer OAG employees with Indigenous students in grades 9 to 11 to provide ongoing mentoring and encourage Indigenous youth to complete high school and enrol in post-secondary education
- LiveWorkPlay, an organization that helps young people with developmental disabilities integrate into society

Activities, training, and communications

In the 2020–21 fiscal year, the OAG planned and participated in the following activities to promote a corporate environment that supports diversity awareness:

- a book club to raise awareness about diversity and inclusion topics that held events in December 2020 and February 2021
- the development of a cookbook to celebrate diverse cuisines

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

- diversity
- Indigenous history
- prevention of violence, harassment, and discrimination
- respect and inclusion
- unconscious bias
- values and ethics

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, social media, or Microsoft Teams channels in the 2020–21 fiscal year:

- Black History Month
- Diversity and inclusion message from the OAG Equity, Diversity, and Inclusion Champion
- Diversity and inclusion message from the Auditor General
- Women’s History Month
- Gender Equality Week
- International Day of Persons with Disabilities
- International Day for the Elimination of Racial Discrimination
- International Day for the Elimination of Violence against Women
- International Day of the World’s Indigenous Peoples
- International Women’s Day
- National Indigenous Peoples Day
- Canadian Multiculturalism Day
- Promotion of the Dr. Roberta Bondar STEM Career Development Program

Numerical goals

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.

Employment Equity Numbers

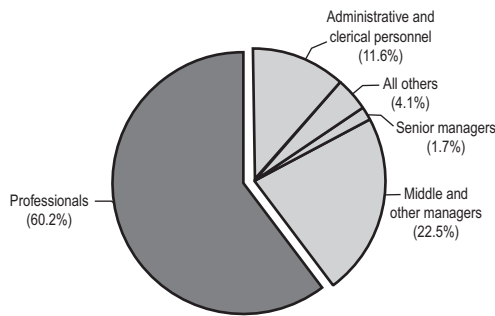
The OAG’s employment equity numbers are prepared according to the National Occupational Classification (NOC) developed by Employment and Social Development Canada. This classification comprises 14 employment equity occupational groups (EEOGs)—as defined in Schedule II of the *Employment Equity Regulations*—and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

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

- The 761 employees fall into 7 of the 14 EEOGs (Exhibit 1).
- Most employees (82.7%) 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

Note: Total may not add up to 100% because of rounding

Representation in designated groups—Highlights

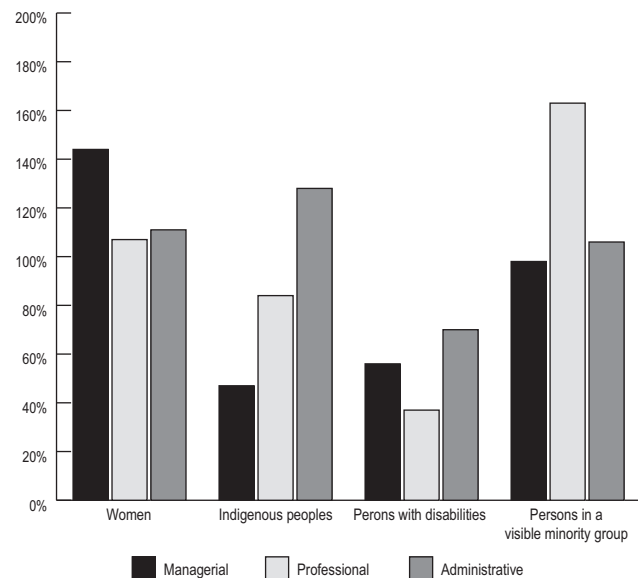
The OAG compared its representation in each designated group with the most recent workforce availability figures¹ provided by Employment and Social Development Canada in the department's 2016 Employment Equity Data Report. The OAG used national figures for this comparison in most areas, except for the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

Exhibit 3 shows the 4 designated groups' representation in the OAG as a percentage of workforce availability by aggregated occupational group (managerial, professional, and administrative) as at 31 March 2021. The results are as follows:

- Women are well represented in all 3 aggregated occupational groups.
- Increased representation of Indigenous peoples in the managerial and professional groups is required.
- Increased representation of persons with disabilities in all 3 occupational groups is required.

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

- Persons in a visible minority group are well represented in all but the managerial group. That being said, disaggregated data should be reviewed in future to better understand the challenges faced by the various groups included in this broad category.

Exhibit 3—Designated groups' representation in the Office of the Auditor General of Canada as a percentage of workforce availability by aggregated occupational group as at 31 March 2021

Women

As of 31 March 2021, women represented 61.4% of the OAG's workforce, which surpasses the workforce availability of 53.3% (Table 4). This percentage has remained stable since the previous report. Women are well represented in almost all EEOGs and salary bands (Table 11).

Indigenous peoples

Indigenous employees represented 2.5% (19 employees) of the OAG's workforce, which is lower than the workforce availability of 3.3% (26 employees) (Table 5). There has been no improvement overall in achieving full representation of this group despite efforts to address this gap. Indigenous peoples are represented in most salary bands (Table 11).

Persons with disabilities

Persons with disabilities represented 3.7% (28 employees) of the OAG's workforce, which is lower than the workforce availability of 8.2% (63 employees) (Table 6).

In 2020–21, our interpretation of "persons with disabilities" was updated. As a result, the number of persons with disabilities decreased by 73.3% (77 employees) compared with last year's report.

Persons with disabilities are underrepresented in the highest salary bands (Table 11).

Persons in a visible minority group

Persons in a visible minority group represented 26.8% (204 employees) of the OAG's workforce, which surpasses the workforce availability of 18.1% (138 employees) (Table 7). This year's share represents an increase of 3.5 percentage points since the previous report.

Persons in a visible minority group are significantly underrepresented in the highest salary bands (Table 11).

Representation in hires, promotions, and separations

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

Hires

In the past year, 147 people joined the OAG (Table 8). Of these new hires,

- 76 people were women (51.7%)
- 65 people were in a visible minority group (44.2%)

The number of hires for Indigenous peoples and people with a disability or disabilities is too small to be reported while maintaining confidentiality.

Hiring of women and people in a visible minority group has remained high since the previous report. Hiring of Indigenous people has increased; however, given the significant increase in the number of employees since last year, it was not

enough to increase the overall representation of this group when accounting for separations. Hiring of persons with disabilities remains low and is consistent with the number of hires in the previous report.

Promotions

In the past year, 69 employees were promoted (Table 9). Of these promotions,

- 44 people were women (63.8%)
- 22 people were in a visible minority group (31.9%)

The number of promotions for Indigenous peoples and people with a disability or disabilities is too small to be reported while maintaining confidentiality.

Promotions for women have remained stable since the previous report. Promotions for people in a visible minority dropped by 10.8%.

Promotions for Indigenous peoples and persons with disabilities remain low.

Separations

During the reporting period, 43 employees left the OAG (Table 10), compared with 70 in the previous year. Of those who left,

- 24 people were women (55.8%)
- 6 people had a disability or disabilities (14.0%)
- 13 people were in a visible minority group (30.2%)

The number of separations for Indigenous peoples is too small to be reported while maintaining confidentiality.

Fewer employees left the OAG in 2020–21 than in the previous year. The share of separations has remained stable for women. Fewer Indigenous people left the organization compared with the previous year. The proportion of people in a visible minority group and people with disabilities who left the organization increased by 14.5 percentage points and by 6.9 percentage points, respectively.

Public Service Employee Survey results on diversity and inclusion

A review of the Public Service Employee Survey results for 2020 showed that results were more positive than in 2019 with regards to diversity and inclusion. Rates of harassment, as reported in the survey, decreased, particularly among people in a visible minority group and people with disabilities.

Results showed that people in a visible minority group were less satisfied than other survey respondents with the OAG's support for a diverse workplace and anti-racism efforts, and respondents in this group were 5 times more likely to have identified as being victims of discrimination. Notably, South Asian and East Indian employees who responded were 5 times more likely to identify as being discriminated against than people in other visible minority groups. This demonstrates the importance of obtaining and analyzing disaggregated data to obtain further information about diverse experiences for different groups in the workplace.

Conclusion

The OAG's vision is "to bring together people, expertise and technology to transform Canada's future, one audit at a time."

It is no accident that people are first in that statement. People are the key to the OAG's success, and diversity brings a richness and resonance that improves our work. Fostering a diverse and inclusive environment is a pillar of our strategic framework, and we have set our corporate objectives accordingly:

- Prioritize diversity and inclusiveness in all aspects of the OAG.
- Promote a culture that values people.

These objectives are enhanced with specific business outcomes:

- The OAG workforce is inclusive and reflects the diversity of Canada's population.
- Employees feel welcome and valued working at the OAG.

The OAG works to achieve these outcomes by making it a priority to provide managers and employees with the information, tools, and awareness training they need so that everyone is empowered to contribute and can feel part of an inclusive work environment and culture.

The OAG also wants to influence diversity and inclusion by working to attract, hire, and retain a greater diversity of candidates. While women and people in a visible minority group were well represented in our workforce as of 31 March 2021, the representation of Indigenous peoples and people with disabilities did not match their workforce availability. In addition, people in a visible minority group, people with disabilities, and Indigenous peoples were not well represented at the senior management levels.

The OAG acknowledges the importance of continuing the work to increase the representation of designated groups, reducing barriers, identifying opportunities for improvement, and developing solutions. To address these gaps, targets have been identified in the 2021–2024 Triennial Employment Equity Plan. The OAG will strive to increase the representation and the inclusion of these groups within its workforce through activities identified in its Resourcing Roadmap, accessibility projects, and ongoing learning and communications. In addition, the OAG will be conducting an employment systems review to identify and remove the barriers that have been identified.

Appendix A—OAG Employment Equity Action Plan: 2020–21 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 2021 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 INTRANet of the Office of the Auditor General of Canada (OAG) on 10 September 2020.

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 group members by aggregated occupational group measured, and strategies established to fill gaps where necessary	Completed. A thorough analysis has been completed. The OAG has identified activities and targets to ensure representation for the following groups and levels: <ul style="list-style-type: none"> Indigenous peoples at all levels of the organization people with disabilities at all levels of the organization people in a visible minority group at the mid-management and senior management levels
	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	Completed. Recruitment, promotion, and job retention rates were reviewed as part of the annual employment equity report. The OAG has identified activities or targets to ensure representation for the following groups and levels: <ul style="list-style-type: none"> Indigenous peoples at all levels of the organization people with disabilities at all levels of the organization people in a visible minority group at the mid-management and senior management levels.
Employment systems review	Assess the need for an employment systems review.	Discussion with senior staffing advisors	If the employment systems review identifies issues, strategies are established and action plans are updated yearly where necessary	An employment systems review was not completed in 2020–21; a review is planned as part of the activities identified in the 2021–2024 Triennial Employment Equity Plan.

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 with a diversity and inclusion lens.
	Recruit members from the designated groups for all levels and communicate opportunities for professional development programs at the OAG.	<p>Number of applicants (including students and trainees) from the designated groups who applied for a position</p> <p>Number of candidates (including students and trainees) from the designated groups hired by the OAG</p>	Representation comparable to workforce availability rates for each designated group, and strategies established to fill gaps where necessary	<p>Not achieved.</p> <p>The OAG has met its objective of reaching 100% representation of workforce availability for 2 of the 4 designated groups. The OAG has identified activities and targets to ensure representation for the following groups and levels:</p> <ul style="list-style-type: none"> • Indigenous peoples at all levels of the organization • people with disabilities at all levels of the organization • people in a visible minority group at the mid-management and senior management levels. <p>The OAG has been working with Indigenous Link to help attract Indigenous employees and has been posting opportunities regularly on its website. Despite these efforts, the OAG hired 5 or fewer Indigenous employees through this partnership.</p>

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. The OAG's 2020-21 recommended curriculum includes courses on diversity, employment equity, gender-based analysis plus, Indigenous issues, creating a respectful workplace, understanding and overcoming unconscious bias, and workplace accommodations.
	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 2020-21 fiscal year, the OAG carried out 3 employment equity-related activities: <ul style="list-style-type: none"> • 2 book club events to raise awareness about diversity and inclusion topics (December 2020 and February 2021) • the development of a cookbook to celebrate diverse cuisines
	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 2020-21 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.

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 2019–20 employment equity report internally and on the public website in May 2021. A message was also published to communicate that the report was available online.
		Activities and events organized by the Equity, Diversity, and Inclusion Champion or Diversity and Inclusion Committee are communicated to employees	100% of activities and events communicated to employees	Achieved. All the activities and events organized by the Diversity and Inclusion Committee were communicated to employees in the 2020–21 fiscal year.
Consultation and collaboration with employee representatives	Consult with the Union Management Consultation Committee (UMCC) on the development of the employment equity plan and any subsequent changes.	Agenda item at UMCC meetings when appropriate Email correspondence between Human Resources and the UMCC regarding the plan’s approval	The UMCC consulted on the development of the employment equity plan every 3 years, with subsequent revisions made when appropriate	The review of the employment equity plan began in the 2021–22 fiscal year.
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	No request for additional access was submitted in 2020–21.

Appendix B—Statistics

Report coverage

This report contains information as of 31 March 2021 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 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 employee willingness and comfort 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 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-audit managers (NOC unit group 0414), financial auditors (NOC unit group 1111), and performance auditors (NOC unit group 4169).

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 the occupations in the public service and is derived from 2016 Census data.

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

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

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

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

As at 31 March 2021

Office	Number	Percentage of population	Workforce availability
All employees	761		
Women	467	61.4	53.3
Indigenous peoples	19	2.5	3.3
Persons with disabilities	28	3.7	8.2
Persons in a visible minority group	204	26.8	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 2021

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
Alberta	18		11	61.1	*	—	*	—	7	38.9
British Columbia	20		11	55.0	*	—	*	—	13	65.0
Quebec	29		20	69.0	*	—	*	—	13	44.8
Nova Scotia	11		7	63.6	*	—	*	—	*	—
Ontario	683		418	61.2	17	2.5	24	3.5	171	25.0
Total	761		467	61.4	19	2.5	28	3.7	204	26.8

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

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

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

As at 31 March 2021

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	761		467	61.4	19	2.5	28	3.7	204	26.8
Senior managers	13		7	53.8	*	—	*	—	*	—
Middle and other managers	171		112	65.5	*	—	*	—	18	10.5
Professionals	458		260	56.8	9	2.0	16	3.5	167	36.5
Semi-professionals and technicians	25		13	52.0	*	—	*	—	6	24.0
Supervisors	6		*	—	*	—	*	—	*	—
Administrative and senior clerical personnel	55		52	94.5	*	—	*	—	6	10.9
Clerical personnel	33		19	57.6	*	—	*	—	7	21.2

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

* Information for small numbers (0-5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 4

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

As at 31 March 2021

Employment Equity Occupational Group	All employees	Women		Workforce availability	Representation as a percentage of workforce availability	
		Number	Percentage		March 2021	March 2020
All occupations	761	467	61.4	53.3	100.0+	100.0+
Senior managers	13	7	53.8	46.0	100.0+	100.0+
Middle and other managers	171	112	65.5	44.7	100.0+	100.0+
Professionals	458	260	56.8	54.5	100.0+	100.0+
Semi-professionals and technicians	25	13	52.0	22.6	100.0+	100.0+
Supervisors	6	*	—	52.1	—	100.0+
Administrative and senior clerical personnel	55	52	94.5	76.9	100.0+	100.0+
Clerical personnel	33	19	57.6	65.9	87.4	100.0+

National Occupational Classification unit group	All employees	Women		Workforce availability	Representation as a percentage of workforce availability	
		Number	Percentage		March 2021	March 2020
Audit Managers (0414)	122	81	66.4	40.5	100.0+	100.0+
Financial Auditors (1111)	230	126	54.8	55.5	98.6	99.6
Performance Auditors (4169)	134	78	58.2	58.8	99.0	95.1

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

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 5

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

As at 31 March 2021

Employment Equity Occupational Group	All employees	Indigenous peoples		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2021	March 2020
All occupations	761	19	2.5	3.3	75.0	74.8
Senior managers	13	*	—	7.1	—	—
Middle and other managers	171	*	—	5.5	—	—
Professionals	458	9	2.0	2.5	80.1	100.0+
Semi-professionals and technicians	25	*	—	2.4	—	—
Supervisors	6	*	—	3.3	—	—
Administrative and senior clerical personnel	55	*	—	3.5	—	—
Clerical personnel	33	*	—	3.6	—	—

National Occupational Classification unit group	All employees	Indigenous peoples		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2021	March 2020
Audit Managers (0414)	122	*	—	6.3	—	—
Financial Auditors (1111)	230	*	—	1.5	—	—
Performance Auditors (4169)	134	*	—	4.4	—	—

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

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

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 2021

Employment Equity Occupational Group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2021	March 2020
All occupations	761	28	3.7	8.2	44.8	48.6
Senior managers	13	*	—	5.0	—	—
Middle and other managers	171	*	—	5.0	—	—
Professionals	458	16	3.5	8.9	39.0	44.3
Semi-professionals and technicians	25	*	—	7.6	—	—
Supervisors	6	*	—	27.5	—	—
Administrative and senior clerical personnel	55	*	—	10.0	—	—
Clerical personnel	33	*	—	9.3	—	—

National Occupational Classification unit group	All employees	Persons with disabilities		Workforce availability	Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2021	March 2020
Audit Managers (0414)	122	*	—	5.0	—	—
Financial Auditors (1111)	230	9	3.9	8.9	43.7	54.3
Performance Auditors (4169)	134	*	—	8.9	—	—

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

The representation as a percentage of workforce availability column for March 2020 has been updated since the previous report to reflect changes to the interpretation of persons with disabilities.

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

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 2021

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 2021	March 2020
All occupations	761	204	26.8	18.1	100.0+	100.0+
Senior managers	13	*	—	6.4	—	—
Middle and other managers	171	18	10.5	9.9	100.0+	100.0+
Professionals	458	167	36.5	22.1	100.0+	100.0+
Semi-professionals and technicians	25	6	24.0	20.0	100.0+	—
Supervisors	6	*	—	13.0	—	—
Administrative and senior clerical personnel	55	6	10.9	12.8	85.3	—
Clerical personnel	33	7	21.2	15.9	100.0+	100.0+

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 2021	March 2020
Audit Managers (0414)	122	11	9.0	6.8	100.0+	100.0+
Financial Auditors (1111)	230	106	46.1	29.0	100.0+	100.0+
Performance Auditors (4169)	134	47	35.1	12.1	100.0+	100.0+

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

* Information for small numbers (0-5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 8

Hiring by designated group and Employment Equity Occupational Group

As at 31 March 2021

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	147		76	51.7	*	—	*	—	65	44.2
Senior managers	1		*	—	*	—	*	—	*	—
Middle and other managers	5		*	—	*	—	*	—	*	—
Professionals	125		63	50.4	*	—	*	—	60	48.0
Semi-professionals and technicians	4		*	—	*	—	*	—	*	—
Supervisors	0		*	—	*	—	*	—	*	—
Administrative and senior clerical personnel	6		*	—	*	—	*	—	*	—
Clerical personnel	6		*	—	*	—	*	—	*	—

Hiring as a percentage of workforce availability	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	147		76	51.7	*	—	*	—	65	44.2
Workforce availability				53.3		3.3		8.2		18.1
Hiring as a percentage of workforce availability				97.1		—		—		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.

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 9

Promotions by designated group and Employment Equity Occupational Group

(includes all promotions since the beginning of the chosen fiscal year, including those who have since left)

As at 31 March 2021

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	69		44	63.8	*	—	*	—	22	31.9
Senior managers	3		*	100.0	*	—	*	—	*	—
Middle and other managers	14		9	64.3	*	—	*	—	*	—
Professionals	44		26	59.1	*	—	*	—	17	38.6
Semi-professionals and technicians	4		*	75.0	*	—	*	—	*	—
Supervisors	0		*	—	*	—	*	—	*	—
Administrative and senior clerical personnel	2		*	100.0	*	—	*	—	*	—
Clerical personnel	2		*	50.0	*	—	*	—	*	—

	All employees	Women	Indigenous peoples	Persons with disabilities	Persons in a visible minority group
	Number	Number	Number	Number	Number
Total number of employees as at 31 March 2020	657	415	17	27	153
Number	69	44	*	*	22
Promotion rate (percentage)	10.5	10.6	—	—	14.4

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

* Information for small numbers (0-5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 10

Separations by designated group and Employment Equity Occupational Group

As at 31 March 2021

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	43		24	55.8	*	—	6	14.0	13	30.2
Senior managers	1		*	—	*	—	*	—	*	—
Middle and other managers	6		*	—	*	—	*	—	*	—
Professionals	27		14	51.9	*	—	*	—	12	44.4
Semi-professionals and technicians	2		*	—	*	—	*	—	*	—
Supervisors	1		*	—	*	—	*	—	*	—
Administrative and senior clerical personnel	1		*	—	*	—	*	—	*	—
Clerical personnel	5		*	—	*	—	*	—	*	—

Attrition rate	All employees		Women		Indigenous peoples		Persons with disabilities		Persons in a visible minority group	
	Number		Number		Number		Number		Number	
Total number of employees as at 31 March 2020	657		415		17		27		153	
Number	43		24		*		6		13	
Attrition rate (percentage)	6.5		5.8		—		22.2		8.5	

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

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.

Table 11

Distribution of employees by designated group and salary band

As at 31 March 2021

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	5	0.7	*	–	–	*	–	–	*	–	–	*	–	–
50,000–54,999	8	1.1	*	–	–	*	–	–	*	–	–	*	–	–
55,000–59,999	26	3.4	20	76.9	4.3	*	–	–	*	–	–	8	30.8	3.9
60,000–64,999	31	4.1	19	61.3	4.1	*	–	–	*	–	–	12	38.7	5.9
65,000–69,999	60	7.9	45	75.0	9.6	*	–	–	*	–	–	17	28.3	8.3
70,000–74,999	33	4.3	20	60.6	4.3	*	–	–	*	–	–	7	21.2	3.4
75,000–79,999	74	9.7	48	64.9	10.3	*	–	–	*	–	–	25	33.8	12.3
80,000–89,999	79	10.4	45	57.0	9.6	*	–	–	*	–	–	32	40.5	15.7
90,000–99,999	86	11.3	45	52.3	9.6	*	–	–	7	8.1	25.0	27	31.4	13.2
100,000–109,999	91	12.0	50	54.9	10.7	*	–	–	*	–	–	32	35.2	15.7
110,000–119,999	97	12.7	53	54.6	11.3	*	–	–	*	–	–	29	29.9	14.2
120,000+	171	22.5	113	66.1	24.2	6	3.5	31.6	6	3.7	21.4	13	7.6	6.4
Total	761	100.0	467	61.4	100.0	19	2.5	100.0	28	3.7	100.0	204	26.8	100.0

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

* Information for small numbers (0–5 employees) has been suppressed to maintain confidentiality. Additionally, to avoid residual disclosure, other data points may also be suppressed.