



Public Service Commission
of Canada

Commission de la fonction publique
du Canada

Fiscal year 2022 to 2023 **Annual Report**

Building tomorrow's
public service today



Canada 

Aussi disponible en français sous le titre : *Rapport annuel 2022 à 2023*.

Information contained in this publication or product may be reproduced, in part or in whole, and by any means, for personal or public non-commercial purposes without charge or further permission, unless otherwise specified. Commercial reproduction and distribution are prohibited except with written permission from the Public Service Commission of Canada.

For more information, contact

Public Service Commission of Canada
22 Eddy Street
Gatineau (Quebec) K1A 0M7

Email: cfp.infocom.psc@cfp-psc.gc.ca

Website of publisher: <https://www.canada.ca/en/public-service-commission.html>

© His Majesty the King in Right of Canada, as represented by the President of the Public Service Commission of Canada, 2023.

Cat. No. SC1E-PDF (Electronic PDF, English)
ISSN 1912-0842

Cat. No. SC1F-PDF (Electronic PDF, French)
ISSN 1912-0850

Contents

Message from the Commissioners	4
Overall staffing trends	5
A modernized staffing system.....	17
Safeguarding the staffing system	19
Looking forward	22
Endnotes.....	23
Annex 1: Employment equity group applicants to advertised processes and hires, compared to workforce availability	30
Annex 2: Geographical distribution of public service hires and <i>Public Service Employment Act</i> population.....	37
Annex 3: Employment equity group non-advertised appointments.....	39

Message from the Commissioners

Every year, the Public Service Commission of Canada reports to Parliament on the health and integrity of the staffing system and the non-partisanship of the federal public service. Our annual report provides a portrait of public service hiring, and some examples of the excellent work of departments and agencies in the 2022 to 2023 fiscal year.

This year, we want to recognize the efforts of departments and agencies as they prepared for the July 2023 implementation of [amendments to the *Public Service Employment Act*](#). The amendments include a new requirement for hiring managers to remove or mitigate biases and barriers in assessment, and a new redress mechanism for those who face biases and barriers in hiring. As a whole, the amendments will help ensure fairness and inclusivity in public service hiring processes.

As we move to more inclusive hiring, we must be both thoughtful and bold in adopting emerging technologies and tools that can shift how we assess and hire. A shift to unsupervised second language testing on a more accessible platform was a starting point for our digital transformation, which should lead to more efficient hiring and fewer barriers, while ensuring merit is protected.

Finally, this year was marked by the departure of Commissioner Daniel Tucker. We would like to extend our heartfelt appreciation for his enormous contribution to the Public Service Commission of Canada. Daniel was instrumental in helping us navigate important initiatives and tough challenges over his 10-year tenure. His thoughtful feedback, decisiveness and dedicated service have left a lasting impact, setting a high standard of excellence for us all.

Stan Lee
Interim President

Fiona Spencer
Commissioner

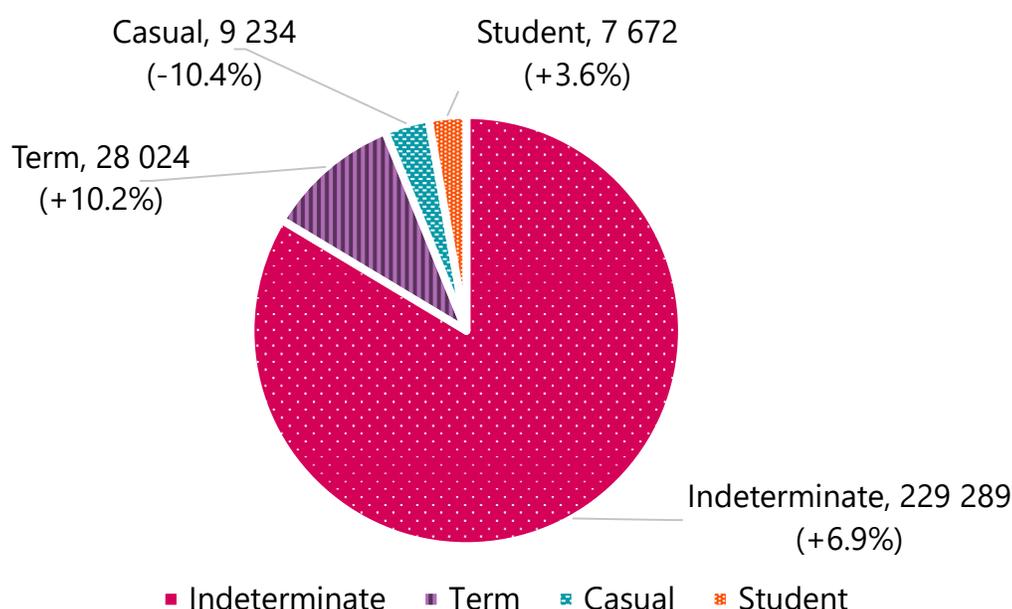
Hélène Laurendeau
Commissioner

Overall staffing trends

Population and hiring

The federal public service population (indeterminate, term, casual and student) under the [Public Service Employment Act](#) continued to increase, rising by 6.5% (16 642 employees) to 274 219 employees between April 1, 2022, and March 31, 2023.^{1,2}

Count of and year-over-year change in *Public Service Employment Act* population, March 31, 2023*



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

Text version: Count of and year-over-year change in *Public Service Employment Act* population, March 31, 2023

Tenure	Population	Change in population
Indeterminate	229 289	+6.9%
Term	28 024	+10.2%
Casual	9 234	-10.4%
Student	7 672	+3.6%
Total	274 219	+6.5%

This growth corresponds to an increase in hiring, with 71 200 external hires (hires from outside the federal public service) this year, an increase of 9.9% (6 404 more hires) when compared to the previous year.

Count and year-over-year change of external hiring activities, fiscal year 2022 to 2023

Tenure	Hiring activities	Year-over-year change in hiring activities
Indeterminate	13 153	+18.1%
Term	21 610	+12.6%
Casual	21 506	+1.3%
Student	14 931	+12.9%
Total	71 200	+9.9%

This fiscal year, 58.1% of external hiring activities and promotions (indeterminate and term hires) were identified as non-advertised, increasing from 37.8% of non-advertised activities 4 years earlier (2018 to 2019 fiscal year). For more data on advertised and non-advertised appointments, refer to the [Advanced statistics - hiring section](#) of our staffing dashboard.

Median time to hire new public servants decreases

This year, the median time to hire new public servants was 220 days, a 3.1% decrease from the previous year.

Over the same period, internal staffing times increased by 7.1%, reaching 195 days.³

For more data on time to staff, refer to our [time-to-staff interactive graphic](#).

This year, 5 occupational groups continued to have the most indeterminate and term hires.

Share of indeterminate and term external hiring activities, by occupational group, fiscal year 2022 to 2023

Occupational groups	External hiring activities
Program Administration (PM)	21.9%
Clerical and Regulatory (CR)	20.1%
Administrative Services (AS)	14.5%
Economics and Social Science (EC)	8.8%
Information Technology (IT)	6.0%
All other groups	28.7%

The PM, AS and EC occupational groups have shown an upward trend in hiring activity over the past 10 years, while the CR group had a relatively stable share of hiring activity.

Collective cyber recruitment campaign

Last year, Shared Services Canada, the Canada Revenue Agency, the Canadian Radio-television and Telecommunications Commission, Correctional Service Canada, Health Canada, the Royal Canadian Mounted Police and the Treasury Board of Canada Secretariat worked together to run a cyber recruitment campaign to hire candidates. The campaign is part of the larger Digital Talent Pool, which gives federal departments and agencies access to qualified candidates with a variety of experience and skills.

In total, the campaign identified 187 qualified candidates. Of these qualified candidates, 53% self-declared as members of visible minorities, 23% self-declared as women and 4% self-declared as persons with disabilities.

As of March 31, 2023, over half of the *Public Service Employment Act* population worked outside the National Capital Region (52.2%).⁴

Share of public servants working in and outside the National Capital Region, as of March 31 for each fiscal year

	2019	2020	2021	2022	2023
National Capital Region	46.7%	46.9%	46.8%	47.5%	47.6%
Outside the National Capital Region	52.6%	52.3%	52.4%	51.9%	52.2%
Unknown	0.6%	0.8%	0.8%	0.6%	0.1%

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

Job applications

This year, there were 423 530 applicants to externally advertised federal public service positions (federal organizations under the *Public Service Employment Act*), representing a 3.2% decline from the previous year and an increase as compared to the year before the pandemic (there were 407 674 applicants in fiscal year 2019 to 2020).

Share of employment equity group applicants to externally advertised processes compared to workforce availability, by fiscal year

Employment equity groups	Applicants (2020 to 2021)	Applicants (2021 to 2022)	Applicants (2022 to 2023)	Workforce availability*
Indigenous Peoples	2.9%	3.2%	3.0%	3.8%
Persons with disabilities	3.3%	4.8%	5.1%	9.1%
Members of a visible minority	25.0%	29.4%	30.6%	17.2%
Women	57.4%	57.2%	55.6%	53.3%

* As of the 2021 to 2022 fiscal year, the workforce availability is based on Canadian citizens and permanent residents. Previously, the workforce availability was only based on Canadian citizens.

There were more applications from people who self-declared they had a disability or were a member of a visible minority, while applications declined from people who self-declared they were Indigenous or a woman.^{5,7,9,11}

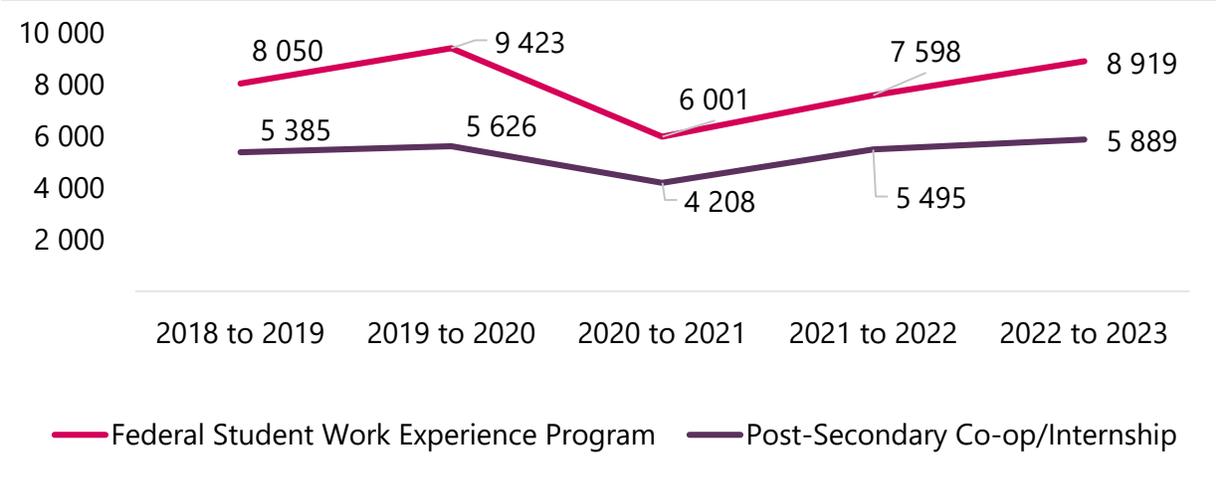
We continue to observe gaps in applications from Indigenous Peoples and persons with disabilities when compared to their availability in the workforce. (See [Annex 1](#) for detailed applicant data for employment equity groups and subgroups.)

Refer to our [interactive employment equity dashboard](#) for more data on hiring activities and applicants for employment equity groups and subgroups.^{6,8,10}

Student and graduate hiring

This year, 8 919 students were hired through the Federal Student Work Experience Program, an increase of 17.4% as compared to 7 598 hires in the previous year.¹² Hiring through the Post-Secondary Co-op/Internship Program also increased, rising by 7.2% over the previous year, to 5 889 hires this year.

Count of external hiring activities, Federal Student Work Experience Program and Post-Secondary Co-op/Internship Program, by fiscal year*



*In 2022 to 2023, the Research Affiliate Program saw 123 hires.

Text version: Count of external hiring activities, Federal Student Work Experience Program and Post-Secondary Co-op/Internship Program, by fiscal year

	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Federal Student Work Experience Program	8 050	9 423	6 001	7 598	8 919
Post-Secondary Co-op/ Internship	5 385	5 626	4 208	5 495	5 889

The increase in Federal Student Work Experience Program hires included increases in employment equity group members. Most notably, this fiscal year, 779 students who self-declared as a person with a disability were hired, rising by 36.0% over the previous year.

This year, the number of candidates hired that self-declared as a member of a visible minority also increased by 22.2% (total of 2 807 hires), and the number of hired students who had self-declared as Indigenous increased by 10.7% (total of 496 hires).

Finally, this fiscal year, 558 people joined the federal public service through the Post-Secondary Recruitment Program, a 36.8% increase over the previous year.

Count and share of Federal Student Work Experience Program hiring activities by employment equity group, fiscal year 2022 to 2023

Employment equity groups	Appointments*	Share of Federal Student Work Experience Program appointments
Indigenous Peoples	496	5.6%
Persons with disabilities	779	8.7%
Members of a visible minority	2 807	31.5%
Women	5 619	63.0%

*People who self-declare in more than 1 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).

Connecting with Indigenous talent

To reach Indigenous students online and in their communities, the Public Service Commission of Canada co-created an outreach strategy with an Indigenous communications company.

The strategy used print and digital communications to establish connections within Indigenous communities and encourage Indigenous students to apply to public service student jobs.

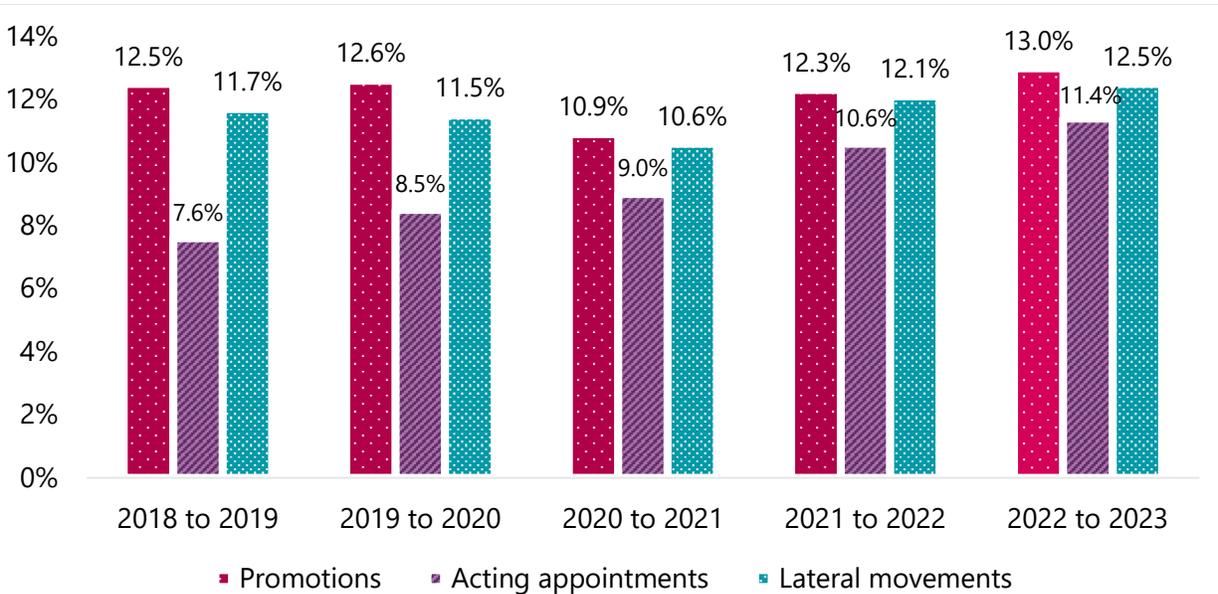
Through this program, we were able to connect with potential candidates in 1 727 Indigenous communities across Canada.

Internal mobility

This fiscal year, 30.0% of public servants in an indeterminate or term position changed roles through a promotion, an acting appointment or a lateral move, a 1.6 percentage point increase over the previous year.¹³

The promotion, acting appointment and lateral movement rates are at their highest in 9 years (since fiscal year 2013 to 2014). Since then, the internal promotion rate rose from 5.1% to 13.0%.

Internal mobility rates, by fiscal year



Text version: Internal mobility rates, by fiscal year

	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Promotions	12.5%	12.6%	10.9%	12.3%	13.0%
Acting appointments	7.6%	8.5%	9.0%	10.6%	11.4%
Lateral movements	11.7%	11.5%	10.6%	12.1%	12.5%

Leveraging technology to enhance internal mobility

Last fiscal year, Statistics Canada launched an internal job platform, the Talent Bank, aimed at fostering employees' professional development through experiential learning activities. The platform enables participants to showcase their skills and learning preferences to identify career advancement opportunities aligned with their goals.

To aid managers in identifying suitable candidates from the Talent Bank, a user-friendly "Talent Finder Tool" was developed. This Cloud-hosted application offers diverse search options, simplifying candidate discovery and capturing data to assess key metrics for workforce analysis and better understanding of business and human resources needs.

Priority entitlements and veteran hiring

In the federal public service, people with priority entitlements are appointed ahead of others to vacant positions if they meet the essential merit criteria and conditions of employment.¹⁴

People with priority entitlements are a valuable talent pool for hiring managers. As well, priority placements support public servants experiencing significant life changes, such as being laid off or returning from extended leave. They also help medically released Canadian Armed Forces veterans and medically discharged members of the Royal Canadian Mounted Police.

This year, there were 1 229 people with a priority entitlement, a 7% decline compared to the previous year. There were 385 appointments of people with priority entitlements, a 21% decrease compared to the previous year. Notably, 110 veterans with priority entitlements were appointed, reflecting a 28% decrease from the previous year.

Supporting people with priority entitlements

The [Priority Career Hub](#) supports a positive job search experience for people with priority entitlements. The hub provides:

- résumé-writing tools and resources
 - tips for preparing for interviews
 - links to job opportunities on jobs.gc.ca
 - access to mental health and wellness resources
-

Count and year-over-year change of veterans appointments in the federal public service, fiscal year 2022 to 2023

Provision type	Number of appointments	Year-over-year change in appointments
Priority entitlement	110	-28.1%
Mobility	86	-6.5%
Preference	45	-47.1%
Total	241	-27.0%

This year, there were 45 appointments under the preference provision and 86 appointments under the mobility provision of the *Public Service Employment Act*.¹⁵

Since the coming into force of the *Veterans Hiring Act* on July 1, 2015, which amended the *Public Service Employment Act*, there have been 685 appointments under the preference provision, 949 hires under the mobility provision and 1 339 appointments under the priority entitlement provision for veterans.

Recruiting a diverse and representative public service

We continued to work with departments and agencies to increase the representation of employment equity group members in the federal public service by collaborating in recruitment, and by addressing barriers to employment, career development and retention, while promoting inclusion and accessibility.

Focused national recruitment campaigns

This year we ran recruitment campaigns for students and other candidates focused on hiring persons with disabilities and Indigenous Peoples.

As part of the [Accessibility Strategy for the Federal Public Service](#), we partnered with functional communities to launch recruitment campaigns for persons with disabilities, including for positions in these areas:

- policy and data analysts
- digital careers
- senior financial analysts
- biological sciences

We also administered the Indigenous Career Pathways tool for a second year, matching Indigenous job seekers and hiring managers. This year, the tool onboarded new Indigenous graduates and pre-qualified candidates, many of whom then found jobs in the public service.

Finally, in collaboration with Pilimmaksaivik, we operate the Inuksugait Resume Inventory to support hiring Nunavut Inuit to federal public service positions across the territory. This fiscal year, federal departments and agencies hired 5 Inuit candidates from this inventory.

Measuring progress

To inform decisions across the hiring system and support collective accountability, the Public Service Commission of Canada updated a series of studies related to employment equity:

- the [Employment Equity Promotion Rate Study 3-year update](#) looks at relative promotion rates for women, members of visible minorities, persons with disabilities and Indigenous Peoples
 - [Non-advertised Appointments by Employment Equity Group](#) looks at trends in the representation of employment equity groups in non-advertised appointments
 - [Citizenship of Applicants and External Appointments](#) examines how frequently non-citizens and permanent residents applied for, and were appointed to, jobs advertised to the public
-

Public Service Employment Act changes

The *Public Service Employment Act* sets out the authorities and rules for public service hiring. In 2021, the federal government introduced changes to the act to strengthen diversity and inclusion, and to remove or mitigate biases and barriers faced by equity-seeking groups.¹⁶

Expanded audit authority

One of the changes gave the Public Service Commission of Canada a new audit authority to look at biases and barriers in hiring. We launched 2 audits under this new authority this year:

- **Audit on acting appointments:** Acting appointments (temporary appointments to a higher level) provide valuable experience to employees seeking promotion. The audit will explore whether employment equity groups are proportionately represented in these appointments. It will also look at systems and practices to promote access to these opportunities.
- **Audit on the pre-assessment phase of the hiring process:** This audit will explore whether there are biases or barriers that disadvantage people in equity-seeking groups in job advertisements, in the qualifications identified for the job and in the questions that assess candidates on their experience.

Expanded investigative authority

Another change expands the scope of investigations to include errors, omissions or improper conduct resulting from biases and barriers that disadvantage people in equity-seeking groups in hiring processes. We helped departments prepare for these changes by:

- consulting with employee networks, bargaining agents and other stakeholders on key aspects of the process, such as corrective actions
- establishing practices and protocols for these types of investigations
- delivering information sessions and training

New requirement to evaluate assessment methods for biases and barriers

A new requirement for hiring managers to evaluate assessment methods for biases and barriers, and to take steps to remove or mitigate them, came into force in July 2023.

This change shifts hiring to an “inclusive by design” approach: hiring managers must consider ways to proactively address potential biases and barriers that disadvantage equity-seeking groups at each assessment stage, rather than reacting and adjusting once the process has begun.

We created a guide and tools for hiring managers to help them identify and address biases and barriers in interviews, written exams and reference checks. The guide and tools were developed through extensive consultations, including focus groups with managers, human resources specialists and employees from equity-seeking groups.

Permanent resident hires and applicants

One of the 2021 amendments to the *Public Service Employment Act* provided permanent residents with the same level of appointment preference as Canadian citizens for advertised job processes open to the public. Since the change was implemented, the federal public service hired 1 823 permanent residents, an increase over the previous year (776 hires).

This fiscal year, the share of applicants who were permanent residents (14.1%) increased by 3.1 percentage points over the previous year.

A modernized staffing system

Second language evaluation

This year, we launched new online unsupervised second language tests on the new Candidate Assessment Tool platform.

The platform enables departments and agencies to rapidly administer online tests of reading comprehension and written expression in a more inclusive and accessible manner. By using universal design principles, it reduces the need for people to request accommodation and simplifies providing accommodation measures. For example, candidates can select font size and the platform makes it easier to allocate extra time for the test session. As of March 31, 2023, over 50 000 tests were administered using the new platform.

We also began piloting a new approach that simplifies the assessment accommodation process and makes our second language tests more accessible. Once it is fully implemented, we expect this new approach to provide better services to human resources partners and to candidates requiring accommodation. These improvements have already significantly reduced processing times for the increased number of accommodation requests we received this fiscal year: from 97 days to 10 days (93% of the time).

We will continue to improve processes and tools to provide assessments and accommodation options that require fewer requests by human resources clients and candidates.

Innovation through analysis

In 2022, the Canada Border Services Agency analyzed 351 human resources professionals appointments made between April 1, 2020, and July 1, 2022.

The analysis helped the agency close the human resources skills gap, by identifying the skills they already have and providing clarity on the competencies and qualifications they need to meet current and future demands. This will help them deliver modern human resources products and services to their clients.

GC Jobs transformation

In the past fiscal year, we continued to explore a potential digital recruitment solution that meets the needs of job seekers, hiring managers and human resources professionals. This included designing a prototype and testing a solution with 10 departments, with diverse representation from employment equity groups.

This work shed light on gaps and on the changes we need to make to take advantage of best practices and offer a smooth and intuitive experience for job seekers, hiring managers and human resources professionals. It also clarified broader considerations for implementing a digital recruitment solution, including integration requirements with other human resources systems.

Safeguarding the staffing system

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, studies and investigations.

Investigations

We investigate [staffing irregularities](#) and allegations of improper political activities by federal public service employees.

Data and trends

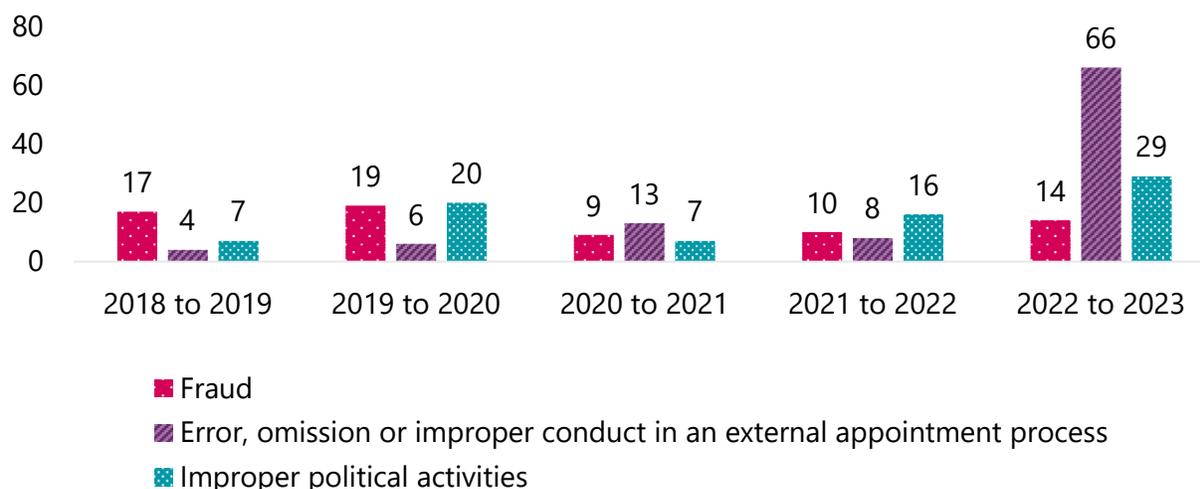
This fiscal year, we received 695 requests for investigations. Of these requests, 275 fell under our mandate.

These included:

- 22 requests by deputy heads to conduct investigations on their behalf, relating to errors, omissions or improper conduct in internal appointment processes
- 158 requests related to errors, omissions or improper conduct, or to merit not being met, in external appointment processes
- 71 requests related to fraud
- 24 requests related to improper political activities of public servants

We did not receive any investigation requests related to political influence in appointments.

Count of founded investigation cases, by fiscal year



Text version: Count of founded investigation cases, by fiscal year

	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Fraud	17	19	9	10	14
Error, omission or improper conduct in an external appointment process	4	6	13	8	66
Improper political activities	7	20	7	16	29

This fiscal year, we completed 173 investigation files, a 188% increase over the previous year. 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*.

Non-partisanship and political activities

Before seeking nomination as, or being, a candidate at the municipal, territorial, provincial or federal level, public servants must first request and obtain the permission of the Public Service Commission of Canada.

When deciding whether these activities could impair or be perceived as impairing an employee’s ability to perform their duties in a politically impartial manner, we consider factors such as:

- the level of the election
- the employee’s duties
- the level and visibility of their position

All permission requests received in this fiscal year were granted, as any risks to political impartiality were addressed by imposing mitigating conditions.

Elections and candidacy permissions, fiscal year 2022 to 2023

Level	Number of elections where a request for candidacy permission was received	Number of candidacy permissions granted
Municipal	115	96*
Provincial and territorial	24	21**
Federal	3	1***
Total	142	118

*At the municipal level, there were 18 “no decisions” for various reasons (withdrawal, acclamation before the decision, appointment process, timeliness), and 1 request carried forward to the next year.

** At the provincial and territorial level, there were 3 “no decisions” for various reasons (withdrawal, acclamation before the decision, appointment process, timeliness).

*** At the federal level, 2 candidacy permissions were carried forward to the following fiscal year.

We also support employees in understanding their rights and responsibilities related to political activities:

- we responded to almost 200 inquiries from public service employees, departments and agencies and members of the public on public servants’ legal rights and obligations regarding political activities.
- we held outreach sessions for over 900 participants



Looking forward

This coming year, the Public Service Commission of Canada will work with departments and agencies to implement the remaining amendments to the *Public Service Employment Act*. Adapting to these changes and creating the right conditions for success will take significant effort.

We will prioritize modernizing our programs and services to ensure we can support departments and agencies as they adapt to the evolving staffing environment.

Digital transformation will be a core part of our modernization efforts. We'll look for ways to improve processes and our testing and accommodation services for hiring managers and human resources specialists, as well as for people applying to public service jobs. We'll also continue to ensure our platforms are inclusive, accessible and user-friendly, and that they support increased data collection and analysis.

We will conduct another system-wide staffing audit to shed light on areas of relative strength and weakness in public service staffing, so that we can address any risks to the integrity of the staffing system.

We will continue to improve, innovate and work with departments and agencies to achieve our shared vision of a modern, diverse, inclusive and high-performing public service.

Endnotes

Overall staffing trends

1. Departments and agencies subject to the *Public Service Employment Act*

Unless stated otherwise, all data reflects population and staffing activities to and within departments and agencies subject to the [Public Service Employment Act](#), for the fiscal year running from April 1, 2022, to March 31, 2023. This includes active employees in departments and agencies under the exclusive appointment authority of the Public Service Commission of Canada:

- departments and agencies named in [Schedule I](#) to the *Financial Administration Act*
- most of the agencies in [Schedule IV](#) of the *Financial Administration Act*
- some of the agencies in [Schedule V](#) of the *Financial Administration Act*

This does not include separate agencies such as the Canada Revenue Agency, the Canadian Food Inspection Agency and Parks Canada.

2. Total hiring activity for fiscal year 2022 to 2023

- “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 and internal 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.

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.

4. *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 1 536 hires and for 364 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: 71 200 (hiring activities) and 274 219 (*Public Service Employment Act* population).

5. 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 annual employment equity report for fiscal year 2018 to 2019; for this reason, it applies only to data for that period and beyond. All previous years listed show the 2011 workforce availability.

As of the 2021 to 2022 fiscal year, the workforce availability is based on Canadian citizens and permanent residents. Previously, the workforce availability was only based on Canadian citizens.

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.

6. 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 employment equity hiring data for fiscal year 2022 to 2023 was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

7. 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 people with disabilities, 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 definition of a person with a disability is more inclusive, workforce availability 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 annual employment equity report for fiscal year 2018 to 2019, and therefore only applies to data for that period and beyond. All previous years listed show the 2011 workforce availability calculation.

As of the 2021 to 2022 fiscal year, the workforce availability is based on Canadian citizens and permanent residents. Previously, the workforce availability was only based on Canadian citizens.

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.

8. 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 employment equity hiring data for fiscal year 2022 to 2023 was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

9. Members of a racialized group: 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 annual employment equity report for fiscal year 2018 to 2019, and therefore only applies to data for that period and beyond. All previous years listed show the 2011 workforce availability calculation.

As of the 2021 to 2022 fiscal year, the workforce availability is based on Canadian citizens and permanent residents. Previously, the workforce availability was only based on Canadian citizens.

“Members of visible minorities” is the term that appears in the *Employment Equity Act* and the *Employment Equity Regulations*. The term refers to people commonly known as members of racialized groups or racialized peoples or as persons of colour. For more information, please refer to the Government of Canada’s [Guide on Equity, Diversity and Inclusion Terminology](#).

10. 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 1 parent in 1 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 fiscal year 2022 to 2023 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.

11. 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 annual employment equity report for fiscal year 2018 to 2019, and therefore only applies to data for that period and beyond. All previous years listed show the 2011 workforce availability calculation.

As of the 2021 to 2022 fiscal year, the workforce availability is based on Canadian citizens and permanent residents. Previously, the workforce availability was only based on Canadian citizens.

The Employment Equity Data Bank reconciliation process for employment equity hiring data for fiscal year 2022 to 2023 was not complete when this report was published. The data will be made available on the open government portal once the process is complete.

12. Student and recent graduate recruitment and hiring activity

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

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. Priority entitlements: population and appointments

In fiscal year 2016 to 2017, 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.”

15. Veteran hiring provisions

In addition to a priority entitlement provision for medically released veterans, 2 more mechanisms support hiring veterans for 5 years after their release. A preference in external recruitment means that qualified veterans must be hired ahead of other candidates. Preference for veterans applies to any veteran of the Regular Force, the Special Forces, or any class of the Reserves who applies to a job open to the public and who meets the following conditions:

- was honourably released from the Canadian Armed Forces after at least 3 years of service
- was released from the Canadian Armed Forces within the last 5 years
- is not already an indeterminate (permanent) public servant

A mobility provision means that qualified veterans and Canadian Armed Forces members are also included in internal staffing as though they were already public servants. This provision applies to any Canadian Armed Forces member in the Regular Force, the Special Forces, and all classes of the Reserves who applies to a job open to public servants and who meets the following conditions:

- has at least 3 years of service
- is not already an indeterminate public servant

As well as any veteran of the Regular Force, the Special Forces, or any class of the Reserves who applies to a job open to public servants and who meets the following conditions:

- was honourably released from the Canadian Armed Forces after at least 3 years of service
- has been released from the Canadian Armed Forces within the past 5 years
- is not already an indeterminate public servant

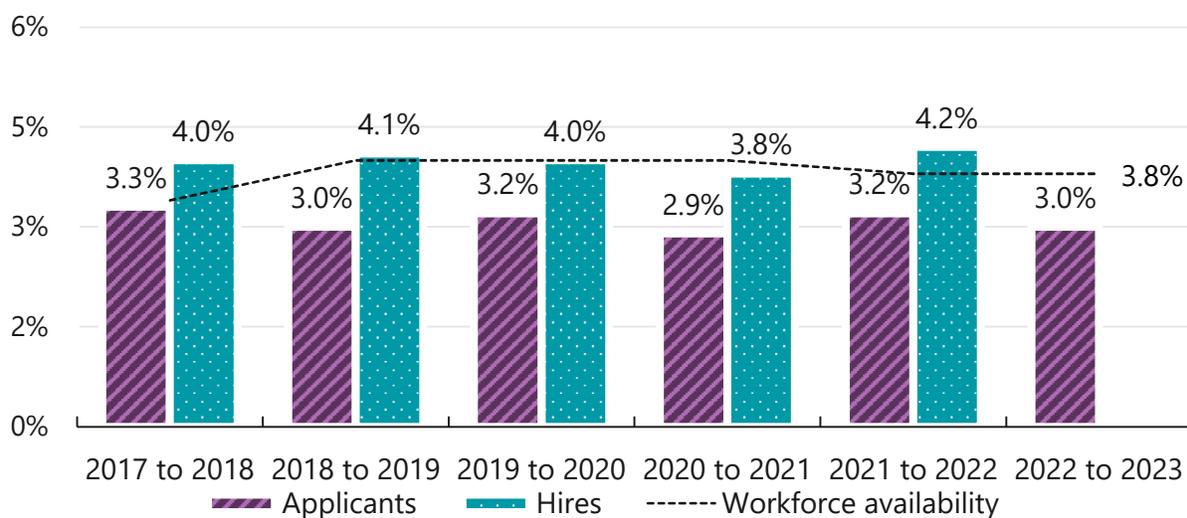
Modernizing for agile, inclusive recruitment

16. Definition of equity-seeking groups

Members of equity-seeking groups are people who are disadvantaged on the basis of 1 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+ (two-spirit, lesbian, gay, bisexual, transgender, queer, intersex and others) community.

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

Indigenous Peoples: applicants and hires to external advertised processes, compared to workforce availability, by fiscal year



Text version: Indigenous Peoples: applicants and hires to external advertised processes, compared to workforce availability, by fiscal year

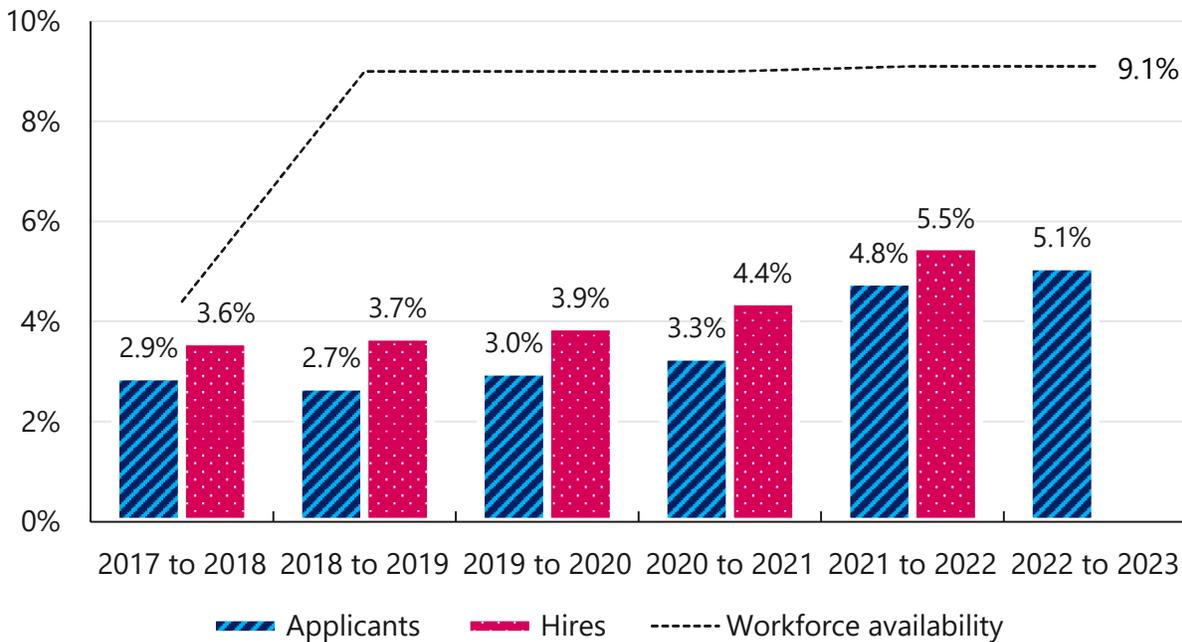
	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Applicants	3.3%	3.0%	3.2%	2.9%	3.2%	3.0%
Hires	4.0%	4.1%	4.0%	3.8%	4.2%	
Workforce availability	3.4%	4.0%	4.0%	4.0%	3.8%	

Subgroup distribution for Indigenous Peoples: applicants to external advertised processes (past 2 fiscal years), and hires for fiscal year 2021 to 2022

Subgroup	Applicants to external advertised processes, 2021 to 2022	Hires, 2021 to 2022	Applicants to external advertised processes, 2022 to 2023
Inuit	4.5%	3.7%	5.0%
Métis	40.8%	41.3%	39.2%
North American Indian / First Nation	46.8%	45.7%	47.2%
Other	8.0%	9.8%	8.5%

Note: Some proportions in this table differ from numbers reported in previous versions of the Annual Report due to a change in the denominator used in the calculations.

Persons with disabilities: applicants and hires to advertised processes, compared to workforce availability, by fiscal year



Text version: Persons with disabilities: applicants and hires to advertised processes, compared to workforce availability, by fiscal year

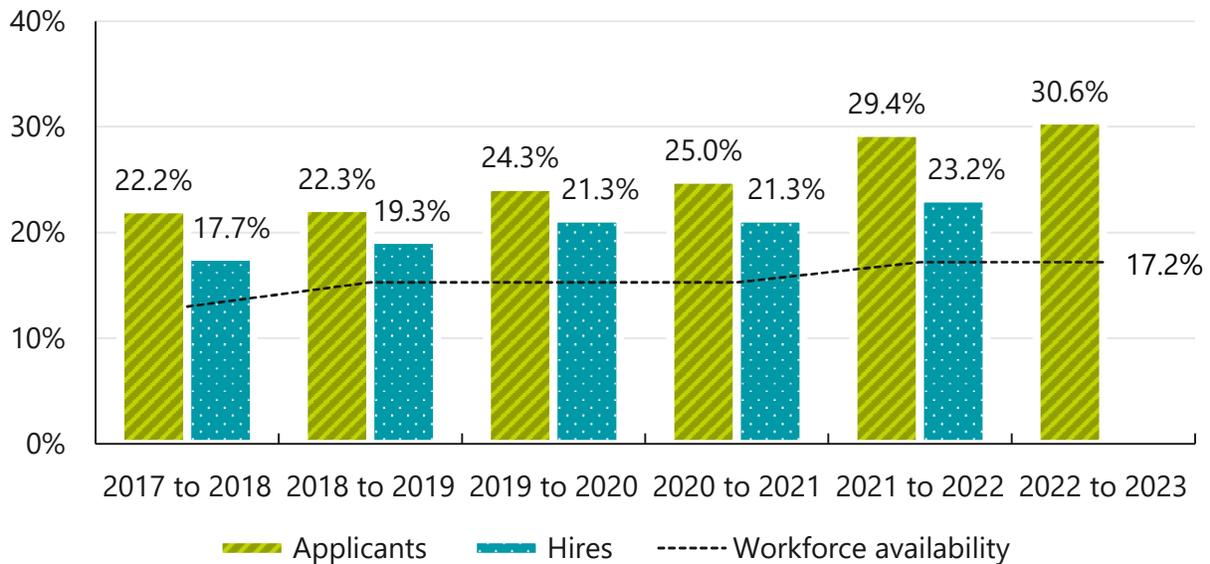
	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Applicants	2.9%	2.7%	3.0%	3.3%	4.8%	5.1%
Hires	3.6%	3.7%	3.9%	4.4%	5.5%	
Workforce availability	4.4%	9.0%	9.0%	9.0%	9.1%	

Subgroup distribution for persons with disabilities: applicants to external advertised processes (past 2 fiscal years), and hires for fiscal year 2021 to 2022

Subgroup	Applicants to external advertised processes, 2021 to 2022	Hires, 2021 to 2022	Applicants to external advertised processes, 2022 to 2023
Blind or visual impairment	5.3%	4.6%	4.8%
Coordination or dexterity	4.5%	5.0%	4.3%
Deaf or hard of hearing	8.6%	10.4%	8.2%
Mobility	13.5%	12.4%	13.7%
Other disability	74.8%	76.2%	76.8%
Speech impairment	1.9%	2.3%	1.8%

Note: Some proportions in this table differ from numbers reported in previous versions of the Annual Report due to a change in the denominator used in the calculations.

Members of visible minorities: applicants and hires to advertised processes, compared to workforce availability, by fiscal year



Text version: Members of visible minorities: applicants and hires to advertised processes, compared to workforce availability, by fiscal year

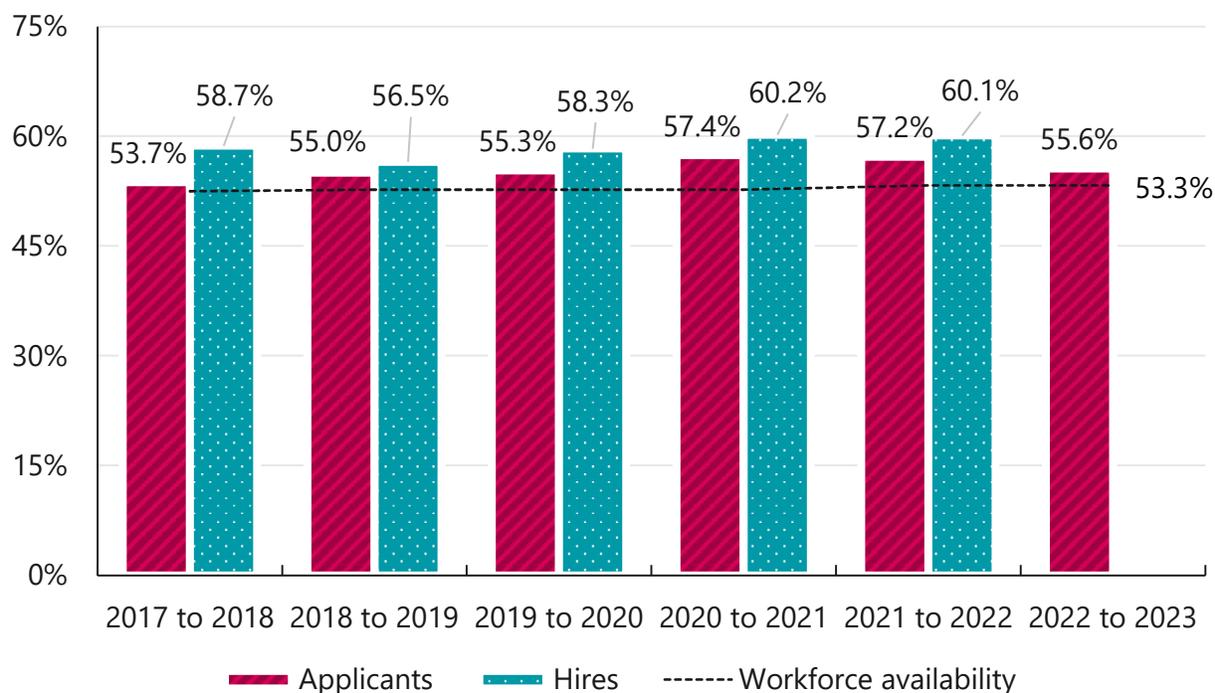
	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Applicants	22.2%	22.3%	24.3%	25.0%	29.4%	30.6%
Hires	17.7%	19.3%	21.3%	21.3%	23.2%	
Workforce availability	13.0%	15.3%	15.3%	15.3%	17.2%	

Subgroup distribution for members of visible minorities: applicants to external advertised processes (past 2 fiscal years), and hires for fiscal year 2021 to 2022

Visible minority subgroup	Applicants to external advertised processes, 2021 to 2022	Hires, 2021 to 2022	Applicants to external advertised processes, 2022 to 2023
Black	27.6%	24.2%	27.5%
Chinese	10.8%	12.3%	10.5%
Filipino	5.0%	4.3%	4.7%
Japanese	0.5%	0.4%	0.4%
Korean	1.6%	1.7%	1.4%
Non-white Latin American	5.3%	5.3%	4.9%
Non-white West Asian, North African or Arab	12.5%	11.1%	11.8%
Person of mixed origin	5.3%	9.3%	4.8%
South Asian / East Indian	26.8%	20.6%	29.9%
Southeast Asian	3.1%	4.0%	2.9%
Other visible minority	8.0%	6.8%	7.3%

Note: Some proportions in this table differ from numbers reported in previous versions of the Annual Report due to a change in the denominator used in the calculations.

Women: applicants and hires to advertised processes, compared to workforce availability, by fiscal year



Text version: Women: applicants and hires to advertised processes, compared to workforce availability, by fiscal year

	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023
Applicants	53.7%	55.0%	55.3%	57.4%	57.2%	55.6%
Hires	58.7%	56.5%	58.3%	60.2%	60.1%	
Workforce availability	52.5%	52.7%	52.7%	52.7%	53.3%	

Annex 2: Geographical distribution of public service hires and *Public Service Employment Act* population

This map shows the geographical distribution of:

- hires that happened during fiscal year 2022 to 2023
- the population of people working for the federal public service who were appointed subject to the *Public Service Employment Act* as of March 31, 2023

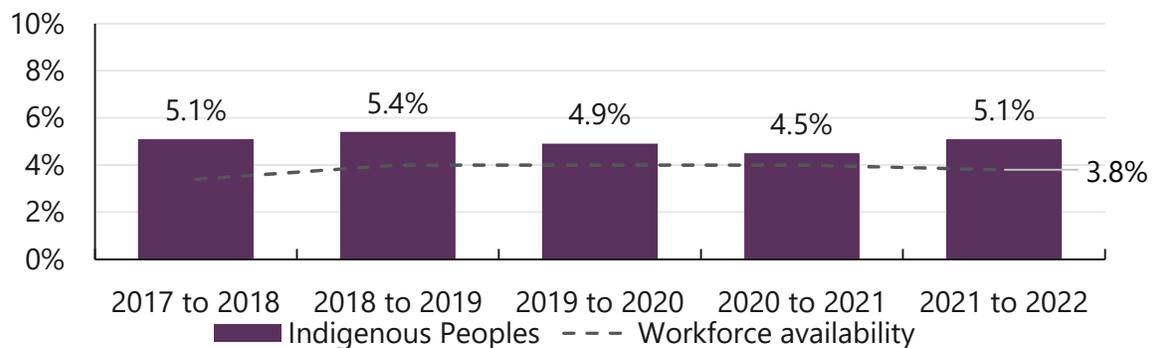


Regions	Hires	Population as of March 31, 2023
1. British Columbia	4 946	21 539
2. Alberta	3 263	13 908
3. Saskatchewan	1 224	5 526
4. Manitoba	1 967	8 531
5. Ontario (except NCR)	8 439	33 037
6. National Capital Region (NCR)	34 380	130 611
7. Quebec (except NCR)	7 830	28 841
8. New Brunswick	2 705	10 863
9. Nova Scotia	3 037	11 237
10. Prince Edward Island	504	2 548
11. Newfoundland and Labrador	986	4 479
12. Yukon	108	390
13. Northwest Territories	119	495
14. Nunavut	70	300
15. International	86	1 550
Unknown	1 536	364

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.

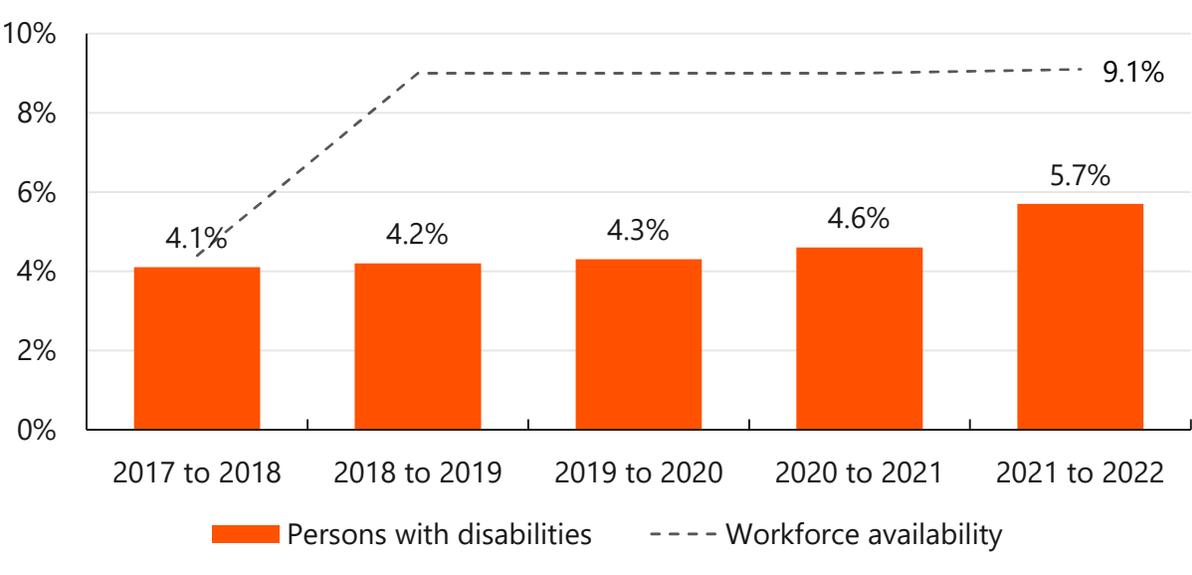
Percentage of non-advertised appointments for people who self-identified as Indigenous Peoples compared to workforce availability, by fiscal year



Text version: Percentage of non-advertised appointments for people who self-identified as Indigenous Peoples compared to workforce availability, by fiscal year

	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Indigenous Peoples	5.1%	5.4%	4.9%	4.5%	5.1%
Workforce availability	3.4%	4.0%	4.0%	4.0%	3.8%

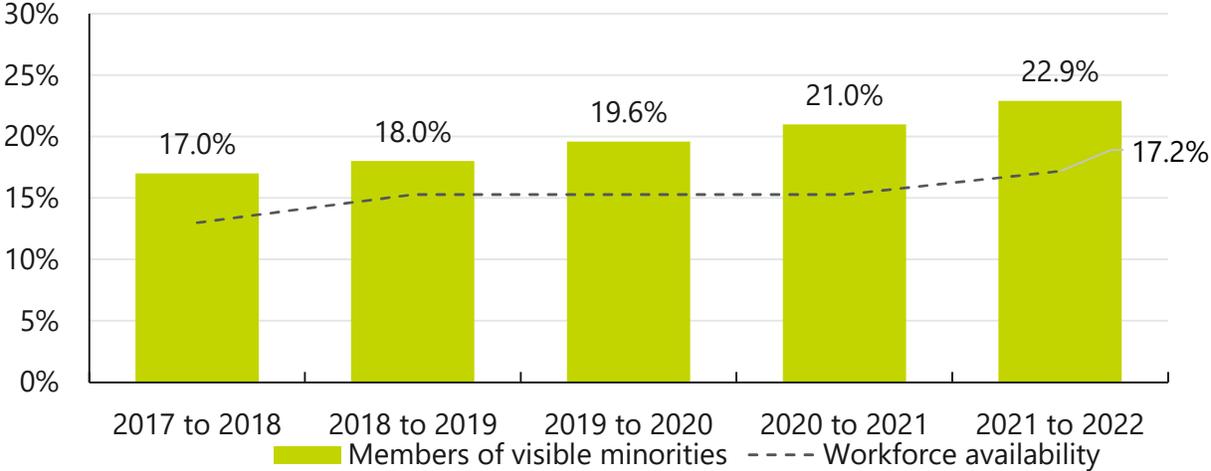
Percentage of non-advertised appointments for people who self-identified as persons with disabilities compared to workforce availability, by fiscal year



Text version: Percentage of non-advertised appointments for people who self-identified as persons with disabilities compared to workforce availability, by fiscal year

	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Persons with disabilities	4.1%	4.2%	4.3%	4.6%	5.7%
Workforce availability	4.4%	9.0%	9.0%	9.0%	9.1%

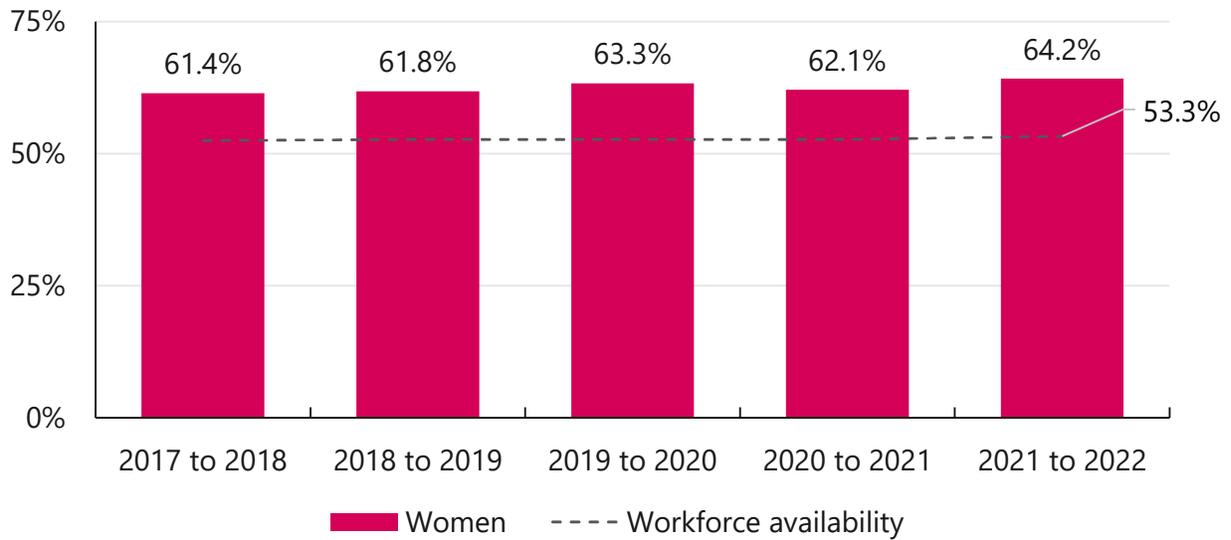
Percentage of non-advertised appointments for people who self-identified as members of visible minorities compared to workforce availability, by fiscal year



Text version: Percentage of non-advertised appointments for people who self-identified as members of visible minorities compared to workforce availability, by fiscal year

	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Members of visible minorities	17.0%	18.0%	19.6%	21.0%	22.9%
Workforce availability	13.0%	15.3%	15.3%	15.3%	17.2%

Percentage of non-advertised appointments for people who self-identified as women compared to workforce availability, by fiscal year



Text version: Percentage of non-advertised appointments for people who self-identified as women compared to workforce availability, by fiscal year

	2017 to 2018	2018 to 2019	2019 to 2020	2020 to 2021	2021 to 2022
Women	61.4%	61.8%	63.3%	62.1%	64.2%
Workforce availability	52.5%	52.7%	52.7%	52.7%	53.3%