

Project 5-4775  
January 1985

Affirmative Action  
Ministry of State  
Science and Technology (MOSST)

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## Executive Summary



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### Objective

The objective of the Affirmative Action analysis was to provide MOSST with specific, primarily quantitative, information on the status of its workforce and the impact of employment systems on target group employees. The results are to enable MOSST to focus on specific activities for those groups where under representation has been identified, and on those employment systems, under the responsibility of MOSST, where improvements may result in better opportunities for target group members.

### Methodology

Because MOSST's personnel administration services have been provided by two different organizations (MSERD and DRIE) within the last two years, there is no valid historical data upon which to base MOSST employment systems analysis. The study therefore focuses on the workforce analysis and on employment systems under direct MOSST responsibility.

The methodology used in carrying out this study included four major steps:

- **Structure Analysis** which includes the review of the formal structures and processes as well as informal implicit cultural factors;
- **Data Collection** which required a review of each employee's personal file as well as a review of a number of central agency information systems. Information on handicapped and Native people was captured through a questionnaire compiled by DRIE.
- **Workforce Analysis** which included an analysis of MOSST's workforce characteristics, trend analysis and availability.
- **Action Plan Development and Implementation Strategy** which included a review of some elements of the employment system and the preparation of an Action Plan to be submitted to Treasury Board.

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## Findings

The population base at MOSST being relatively small, (59 employees) means that any action effecting target groups will have a significant impact.

Female representation at MOSST is 45.8% of the total population which is above the current representation in the Public Service (40.6%). With the exception of the Scientific and Professional category, the representation of women by category is higher than in the Public Service. A large number of women are in term positions, they are younger than their male counterparts, have a lower educational level and have less years of service in the Public Service than men employees.

Representation of women in all but the CO and ES groups is well above the average of the Public Service. For those two groups, internal availability information was not available, but Public Service availability and external availability indicate that MOSST's representation rate should be higher. There is no apparent need to take special measures in the order to recruit women in other groups.

The reorganization of July 1983 did not affect the overall representation of women nor the balance between the total number of MOSST employees.

Training and development needs were not treated as a priority by management and are not the basis for actual training and development activities. There was however no discrimination towards target groups.

Performance appraisals of employees revealed that a higher proportion of women received a superior rating.

From the survey conducted by DRIE one handicapped and one Native employee were identified.

## Recommendations

Four recommendations are made:

1. That MOSST take special measures to improve the representation of women within the CO and ES groups. (1CO, 1ES)
2. That MOSST evaluate its employees once a year and include training and development needs as part of the appraisal. Budget funds are required to be allocated to training and development. Target group members with potential should be identified and developed.

3. That MOSST ensure that handicapped and Native candidate inventories be used as part of the staffing process. One additional disabled employee should be hired over the next two years.
4. That Senior management at MOSST continue to be committed to Affirmative Action objectives and goals.

Overall it was found that MOSST is one of the few departments where the majority of Affirmative Action goals, under their control, have been attained.

## TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY	i
I. INTRODUCTION	1
A. Background	1
B. Objective of Affirmative Action Study	2
C. Scope of MOSST's Study	3
D. Methodology	4
E. Structure of the Report	6
II. MOSST: AN OVERVIEW	7
A. Role and Mission	7
B. Program Organization for Delivery	7
III. AFFIRMATIVE ACTION: THE EMPLOYEES	9
A. The Employees and Women's Representation	9
B. Representation and Participation of the Handicapped and the Native Peoples	12
IV. AFFIRMATIVE ACTION: SPECIAL STUDIES	13
A. The Staffing Study	13
B. The Training and Development Study	16
C. The Performance Appraisal Study	16
V. MAJOR FINDINGS	18
A. MOSST's Employees	18
B. Under-representation	18
C. Availability	18
D. Employment Systems	19
E. Handicapped and Native Peoples	20
VI. RECOMMENDATIONS AND ACTION PLAN	21

## I. INTRODUCTION

### A. Background

In response to Treasury Board Affirmative Action Plan requirements, the Ministry of State for Science and Technology Canada (MOSST) engaged, in November 1984, the Bureau of Management Consulting (BMC) to perform the study and prepare the Plan.

On July 15, 1983, the Prime Minister announced that the recently appointed Secretary to the Ministry of State for Science and Technology (MOSST) would be assuming a new role as Chief Science Advisor to the Federal Government. This required a re-organization of MOSST to reflect the pervasive nature of technology in the social and economic policy areas and to reflect the need for a closer relationship to the decision making Cabinet Committees.

A Task Force was established to formulate and manage the transition for the newly re-organized Ministry and to assist in resolving personnel problems associated with finding suitable employment for existing personnel being declared surplus as a result of the re-organization.

On July 15, 1983, there were 174 employees on strength in MOSST: a number of activities designed to facilitate the redeployment of surplus personnel took place over a period of one year. The 1984-85 Estimates, Part III authorized 77 person-years to MOSST. At the time, corporate services responsible for developing and maintaining all finance, personnel, administrative and decision support services of the Ministry, were provided by the Ministry of State for Economic and Regional Development (MSERD). It was under the combined MSERD/MOSST Personnel Administration group that in December of 1983, a MOSST Affirmative Action Workplan was submitted to the Treasury Board Secretariat. The Board granted approval to MOSST to submit an integrated Affirmative Action and Human Resource Plan in October 1984.

BMC was called in to provide support to the group in meeting human resource planning and affirmative action requirements for MSERD/MOSST employees. A preliminary workforce analysis was developed by July 1984.

In July 1984, MSERD was abolished and MOSST "corporate services" were now to be provided by the Department of Regional Industrial Expansion (DRIE). As a result of this recent reorganization, Treasury Board agreed to postpone MOSST's Affirmative Action plan to January 31, 1985; this

plan will only include the workforce analysis since the employment system review is now under DRIE. BMC was asked to prepare MOSST's study and plan to meet the January 31st completion date as DRIE did not have the necessary resources to meet the time deadline.

B. Objective of Affirmative Action Study

Affirmative action is a comprehensive, systems-based approach to identify and remedy employment discrimination, with special emphasis on systemic discrimination. Although an affirmative action approach does not ignore overt discrimination, the main purpose is to correct systemic discrimination whereby certain groups are adversely affected by employment practices, no matter how neutral they appear to be or how equally they are applied.

The objectives of affirmative action are:

- to identify systemic discrimination and the attendant under-utilization and over-concentration of target groups through an intensive analysis of employment statistics and employment systems, including unofficial practices which tend to exclude target group members from full opportunity;
- to eliminate systemic discrimination by substituting non-discriminatory employment practices, to neutralize or prevent potential unequal treatment for those having adverse impact;
- to correct under-utilization and over-concentration of target groups by increasing real employment opportunities, both the access and advancement, through special measures. Such measures can be remedial (temporary measures such as special training, educational leave or recruitment programs) or supportive (permanent measures such as day care or counselling programs); and,
- to increase the number of target group members at all levels in the workforce, where they have been under-utilized, by integrating goals and timetables into corporate management systems. Such goals and timetables are based on a realistic assessment of job vacancies and the availability of qualified or potentially qualified target group members.

Although affirmative action and equal opportunity programs have the same ultimate goal, i.e., to increase the

representation of target groups at all levels, the underlying principles and the methodology of affirmative action differ in many ways from those of equal opportunity. While an equal opportunity approach tends to concentrate on individuals and thus relies heavily on actions designed to upgrade the qualifications of target group members, affirmative action is based on the fundamental premise that discrimination is, to a large extent, systemic in nature and that remedies must be geared more to changing systems than to changing people.

C. Scope of MOSST's Study

Two different but major elements limited the scope of MOSST's Affirmative Action Study:

- because MOSST's personnel administration services have been provided by two different organizations within the last year, there is no valid historical data on which to base MOSST employment systems analysis.
- the study, therefore, focuses on the workforce analysis, but yet, another major constraint limits the scope of the study. Because of the July 15, 1983 Ministerial Decision to reorganize MOSST from 174 allotted person-years to 77, the population-base became quite small and therefore statistical analysis could easily be misinterpreted. But to make matters even more difficult, at the time of the study (cut-off date: November 1st 1984), only 59 employees were on-strength at MOSST. When data was broken down by sex, category, group and level, it was possible to identify specific individuals within MOSST.

Therefore this study tried to alleviate these shortcomings, by using discretion when analyzing data that could be statistically misinterpreted or could lead to employees' identification.

Relating to the scope of the study, data on handicapped and native people was obtained through a questionnaire issued and compiled by DRIE.

Some recommendations within the implementation strategy may affect employment services; DRIE, therefore, will be the main force in introducing changes to these practices in order for MOSST to meet the Affirmative Action Plan.



## D. Methodology

The methodology used in carrying out this study included four major steps:

### 1.0 Structure Analysis

The role and activities of the Affirmative Action practitioner and the departmental strategy for conducting Affirmative Action varies depending on organizational, environmental and cultural factors. These factors, relating to formal structures and processes as well as informal implicit cultural factors at MOSST, were assessed by reviewing pertinent written documentation (e.g. Main Estimates, various reports, correspondence files ...) and meetings with key personnel to update the current situation.

The basis for Affirmative Action analysis is information. Before collecting information, it was essential to identify what was needed, what was available and how the information would be used. BMC met with Treasury Board officials in order to determine the content of the Affirmative Action Plan based on the quantitative and qualitative data required versus available and reliable data.

### 2.0 Data Collection

The inventory of departmental information sources proved to be somewhat limited due to the recent reorganization (July 1983) at MOSST and the transfer of administrative responsibilities from MSERD to DRIE (July 1984). Most of the information gathered on the workforce was captured through review of each employee's personal file at DRIE, as well as from a number of central agency information systems (e.g. Public Service Commission). Information on handicapped and native peoples was captured through the questionnaire compiled by DRIE. This data was then verified by MOSST's management for its completeness and accuracy.

### 3.0 Workforce Analysis

As part of the analytical phase of the Affirmative Action process, the workforce analysis focuses on the representation and distribution of target group members within MOSST in relation to non-target group members within the department. The availability of qualified target group members in the Public Service (PS) and, when possible, in the general Canadian labour force is also presented.

The main objectives of this analysis are:

- ° to determine the employment situation of target group members currently in MOSST;
- ° to determine whether under-representation and over-concentration of target group members exists;
- ° to outline possible causes of under-representation and over-concentration which may be inherent in the organization's employment systems; and,
- ° to establish the basis for management to set numerical targets to improve the representation and distribution of target groups in the department.

Two distinct components were examined:

- ° Incumbent Workforce Profile

Taking an inventory of the personal and employment characteristics of current employees at a specific time, in this case, the cut-off date chosen was November 1st, 1984, and comparing characteristics for target and non-target employees;

- ° Trend Analysis

Examining the characteristics and movement of target group members within MOSST since July 1983 to provide an indication of possible trends, causes of under-representation, or barriers to equal employment.

#### 4.0 Action Plan Development and Implementation Strategy

The development of the Action Plan flows from the Workforce Analysis as well as from the Employment Systems analysis, although the latter is not duly covered in this study.

It sets the stage for future Affirmative Action Program planning and the monitoring of results achieved. Implementation of the plan at the responsibility centre level should be carried out as part of the department's normal planning cycle, in this case, DRIE will carry it out on behalf of MOSST.

E. Structure of the Report

This Report addresses MOSST Affirmative Action study through these major aspects:

- ° An overview of MOSST, as a department;
- ° MOSST's employees status (by sex);
- ° Special Studies of employment practices;
- ° An overview of the major findings; and,
- ° Recommendations and Action Plan.

## II. MOSST: AN OVERVIEW

### A. Role and Mission

Formed in 1971, the Ministry of State for Science and Technology (MOSST) is responsible for formulating policies and providing advice on science and technology to the federal government. Its mandate covers the science and technology activities of government departments and includes other related activities such as those of industry and of universities insofar as they interact with the federal government.

The Secretary of MOSST has also been named Chief Science Advisor to the Government, with responsibility for providing expert and dispassionate advice to Cabinet and its committees on priorities for, and the planning of, Canada's overall science and technology effort.

In order to ensure that science and technology (S&T) contributes to the economic and social development of Canada, MOSST:

- advises Cabinet on strategic directions, priority areas and allocation of resources for S&T;
- evaluates the S&T implications of departmental proposals for Cabinet and advises Ministers on their integration with broader federal objectives and policies;
- formulates and contributes to the development of S&T policies and programs;
- coordinates efforts in S&T policies and programs;
- develops space research and development (R&D) policy and coordinates space activities; and,
- communicates the general thrust of federal S&T policies, programs and activities.

### B. Program Organization for Delivery

MOSST's objective is "to encourage the development and use of science and technology in support of national goals".

**Activity Structure:** The program consists of a single activity, namely, policy formulation, development assessment and provision of advice.

**Organization Structure:** MOSST is located entirely in Ottawa and is organized into two policy branches, Operations and Policy and Strategy, and a Communications Branch.

**Operations:** is responsible for providing the Chief Science Advisor and the Cabinet committee system with advice on current issues involving science and technology considerations and for responding to requests for special studies.

**Policy and Strategy:** is responsible for providing the Chief Science Advisor and the Cabinet committee system with advice on longer-range science and technology issues that are likely to have impact on the economic and social development of the country. The Branch is also responsible for the development of space research and development policy and coordination of space activities among government departments and agencies.

**Communications:** is responsible for providing a catalytic and coordinative role in encouraging effective federal communication of science and technology related issues. It also provides public affairs support for the Minister and Ministry.

**Corporate Services:** These services are provided by the Department of Regional Industrial Expansion (DRIE). Corporate Services is responsible for developing and maintaining all finance, personnel, administrative and decision support services for the efficient and effective operation of the Ministry, including development and maintenance of integrated office and information systems and comprehensive documentation on government science and technology policies and programs.

III. AFFIRMATIVE ACTION: MOSST'S EMPLOYEES

A. The Employees and Women's Representation

1.0 General Observations

As of November 1, 1984, of the 77 person-years allotted by Treasury Board, there were 59 employees at MOSST, classified in 10 groups at 21 different levels. (See Tables 1A and 1B)

The Ministry has in the Executive category (22 out of 59 employees) a greater proportion of employee than usually found in the Public Service, along with nearly an equal proportion in the Administrative and Foreign Service and, Administrative Support staff (16 and 17 employees in each category). The balance of the staff comes from the Scientific and Professional category (4).

Comparing this data to all of the Public Service (PS) population in the same categories, we have:

<u>Categories</u>	<u>MOSST</u>	<u>PS</u>
° Executive	37.3 %	1.7 %
° Adm. & Foreign Serv.	27.1 %	25.0 %
° Scient. & Prof.	6.8 %	10.1 %
° Adm. Support	28.8 %	34.4 %

There are 27 female employees in the Department, or 45.8% of the total population. In comparison, only 39% of all federal public servants are women.

A comparison with corresponding data for the Public Service (1983) shows that women are very well represented at MOSST, in all employment categories except Scientific and Professional:

- administrative support: 88.2% (15 of the 17 employees) compared to 82.4% in the PS;
- administration and foreign service: 56.3% (9 of the 16 employees) compared to 33.7% in the PS;
- executive: 13.6% (3 of the 22 employees) compared to 5.9% in the PS; and,
- scientific and professional: none while PS shows 22.7% of these employees as women.

- CRs number 1 women out of 3 employees: 33% versus 79.3% in the PS;
- STSCYs are all women i.e., 13 employees: 100% versus 98.9% in the PS;
- ASs account for 6 women out of 7 employees (5 in the junior level): 85% versus 43.5% in the PS;
- COs have no women in the category (4 employees), while there are 11.7% of women employed in the PS;
- ISS number 3 women out of 5 employees (all at the intermediate level): 60% versus 47% in the PS;
- PM has only 1 employee, (a female): 100% versus 33% in the PS;
- EXs have 2 women of the 12 employees: 16.7% versus 5.5% in the PS;
- SMS number 1 women out of 10 employees: 10% versus 6.4% in the PS; and,
- ESS and SE-RESS have no women ( 4employees), while there are respectively 20.1% and 4.4% of women employed in these categories in the PS.

The proportion of women in each group varies within each level but, comparing the data with Public Service data, we see once again that the Department has a higher level of representation of women in nearly all groups, except COs and CRs, the latter being a positive factor for MOSST.

## 2.0 Employment Status

In MOSST, 86.4% of the population is found in full-time indeterminate positions. Employees on terms full-time (all are over six months) make up the other 11.9% (7 employees). There is presently one SAPP among the 59 employees at MOSST. These percentages vary slightly from the PS where 92.9% of the employees are on full-time indeterminate employment and 6.5 % on full-time specified period in 1983. (See Table IV)

Women's status at MOSST is similar to PS's in full-time indeterminate employment, 33.8% versus 36.2% respectively; however, the picture is quite different for full-time specified period: 10.2 at MOSST compared to 3.6% at the Public Service. The recent reorganization at MOSST may be the cause of this variance.

### 3.0 Profiles: Age and Years of Service

Analysis of the average age and years of service of target group population facilitates the identification of potential target group candidates for more senior level positions. Large discrepancies between men and women in these two areas may indicate the level of experience acquired and may explain the distribution of women between the various levels of a group. Detailed data for these two variables is presented in Tables II and III.

Women employees are, on the average, younger at MOSST than their male counterpart (35 years old versus 44.6 years old). The average age of MOSST employee is 40.2. The medium is at 38.7 and half of the population is between 34.4 and 45.5 years. The breakdown is as follows:

- administrative support staff averages 33.8 years of age (women 32.4%);
- administrative and foreign service staff averages 38.3 years of age (women 37.3);
- executive staff averages 44.8 years of age (women 41.2); and,
- scientific and professional staff averages 49.8 years of age (See Table II).

In all categories and groups where women are present, except the ISSs, women are younger than men. It is to be noted that out of 32 male employees, 6 are over 50 years old and therefore distort the men's average for such a small population base.

As a whole, MOSST population has been with the Public Service for 11.5 years; they have been with MOSST for 4.4 years and in their position for 1.3 year. Women have less experience than their male counterpart. They have been with the PS and with MOSST for a much shorter period. Because of the recent reorganization, years in position is the same between men and women.

The large majority of term positions are for over six months and are held by women in the following groups: STSCYs, ISSs, AS and PM (See Table IV).



#### 4.0 Educational Levels

Education may be a factor for the advancement of women in the labour force. Traditionally, less women have been graduating with science and technology specialization. Lack of professional training is often identified as the cause for slow progression of women in management and other professionally oriented jobs.

The analysis of education background at MOSST by category and sex (Table V) appears to confirm this trend. More men have undergraduate or graduate university degree than women (93.3% of the male population as compared to 25.9% of the women population). Since the majority of the women population is classified within the Administrative support category (15 out of 27) the percentage for the total women population may be skewed. Of the 12 women within the other three categories, 50% have a university degree as compared to 100% for male, using a similar breakdown.

Overall the women at MOSST have to work with a highly skilled and educated male population where more than 90% are university trained. It would appear that without such educational background, chance of advancement for women at MOSST may be curtailed. If level of education achieved is a criteria for the selection of employees at MOSST, progression of women may be handicapped.

#### B. Representation and Participation of the Disabled and the Native Peoples

The results of the questionnaire compiled by DRIE, indicates that, as of November 1st 1984, MOSST had one physically disabled employee and one native employee. Both have self-declared and they represent 1.7 percent of MOSST total incumbents.

According to the Department of Health and Welfare, 2.3 million Canadians of working age have physically or mentally disabling conditions. One million of these people are partially disabled and able to perform a major activity. National voluntary agencies estimate that approximately 500,000 disabled people are employable which represents approximately four percent of the Canadian labour force. MOSST should have a minimum of two handicapped employees on strength.

The Public Service representation rate for Natives is 1.6 percent. With one self declared native, MOSST meet the PS average. Most should continue to seek and recruit Natives. However, it is not believed that specific quantifiable goals should be set for native in view of the high specialized nature of MOSST's activities.

#### IV. AFFIRMATIVE ACTION: SPECIAL STUDIES

##### A. The Staffing Study

##### 1.0 General Observations

Since July 1984, employment systems, as it relates to staffing are under DRIE's responsibility and are beyond the realm of this study. No staffing files on MOSST were available prior to July 1984.

This study covered:

- the number of promotions lateral and downward transfers, external recruitments and reappointments to and within MOSST from July 15, 1983 to October 1984 (see TABLE VI and sub-sections 2.0, 3.0 and 4.0 detailed below).
- the list of appointments from MOSST to other departments for the same period as above (see TABLE VII and sub-section 5.0 detailed below).

The data was broken down by sex, group/level and category. Where the number of employees in a group or level was considered too small (i.e., therefore easily identifiable), only the category or the type of appointment is mentioned. This happened quite frequently in the study, as MOSST's present population numbered 59 as of November 1st, 1984.

For analytical purposes, we have divided all appointments into three categories: appointments from outside the Public Service, appointments from Other Departments and appointments within MOSST.

##### 2.0 Recruitment from Outside the Public Service

- There were 5 employees recruited from outside the Public Service, 3 of whom were women. Of these 5 employees, 4 were recruited in the Administrative Support category and 1 in the Administrative and Foreign Service Category (see TABLE VI).
- Recruitment from outside the Public Service represented 6.9% of the staffing activity between July 1983 and November 1984.

##### 3.0 Recruitment from Other Departments

- There were 16 employees recruited from Other Departments, of whom 5 were women (31.3%). (See TABLE VI).

- These 16 employees were recruited either on a promotional basis or were transferred in:
  - i.e. promotions:
    - ° 11 in the executive category,
    - ° 1, the only woman, in the administrative support category;
  - i.e. transfers (lateral/other):
    - ° 2 in the executive category,
    - ° 2, both women, in the administrative support category;
- Recruitment from Other Departments represented 22.2% of the staffing activity.

#### 4.0 Appointments within MOSST

- There were 72 appointments within MOSST and 51.4% affected women (37) employees. (See TABLE VI).
- The appointments were of different types:
  - ° Promotions counted for 23 appointments, of which 11 were women being promoted. One of the 4 employees promoted at the executive level was a woman. Half (3) of the employees in the Administrative and Foreign Service who were promoted were women, all at junior levels. And, finally, only women (7) were promoted in administrative support category as secretaries;
  - ° Lateral transfers and redeployments affected 6 employees. All occurred in the executive category and 1 out of the 6 employees was a woman;
  - ° Reappointments totaled 9, of whom 8 were females. The major part of the reappointments (term extended) were in the categories of Administrative and Foreign Service (3 ISS) and Administrative Support (3 STSCYs, 1 CR);
  - ° There was only 1 downward transfer and it affected a woman in the Administrative Support category; and,

- ° Following the reorganization, there was a great number of "other types of transfer" (e.g., different position number). In all, 33 employees were affected, 48.5% of which were female (16). These changes occurred in all the categories and most groups except at the executive level.

Because of the recent reorganizations described earlier in the Introduction, data on the staffing process is unavailable before July 1984; the analysis based on the index of women's availability within MOSST is not obtainable because of the same reason. However, a number of staffing actions are in the processes for 1984-85.

#### 5.0 Appointments from MOSST to Other Departments

The reorganization also favored the transfer of a great number of MOSST employees to Other Departments. (See TABLE VII).

- Of the 89 employees appointed outside MOSST, 53 were women. The types of appointment by category (Administrative Support versus Executive and Other Categories - Officers) and sex is as follows:

<u>Appointment Type</u>	<u>Category</u>	<u>Men</u>	<u>Women</u>	= <u>Total</u>
Promotion:	Adm. Support:	-	8	8
	Off. & Exec.:	7	2	9
Lateral transfer:	Executive:	6	1	7
Downward transfer:	Adm. Support:	-	2	2
	Officers:	2	1	3
Other transfers:	Adm. Support:	2	27	29
	Officers:	19	12	31

- Although 59.6% of the total appointments from MOSST to Other Departments affected women, 69.8% of these appointments were in the category of Administrative Support (37 out of 53). All men transferred to Other Departments, except 2, were either in the executive (7) or officer categories (27).

## 6.0 Separations from the Public Service and MOSST

There were 7 men and 6 women in MOSST who separated from the Public Service. All the women who resigned were in the Administrative Support category, while the men who either resigned or retired were from all categories. (See Table VIII). End of term is the major reason for women leaving MOSST.

### B. The Training and Development Study

At MOSST, the performance appraisal system is used to identify training and development needs. However there seems to be no connection between the needs and aspirations identified and training and development actually taken by employees. In addition, there is no systematic follow-up of the supervisor's recommendations through a training and development program for the employee.

Because of the 1983 reorganization, training has not been a priority at MOSST.

The scope of the study was limited by the lack of data. We did obtain the name of employees and the amount spent in training pertaining to PSC courses (\$10,600.00) only.

There were 6 employees who went on PSC courses, of whom 2 were women (EX and AS). Of the 6 participants, 4 were from the Executive category; the other 2 were in the Administrative and Foreign Service category.

There were also 3 employees sent on seminars; all 3 men were of the EX group. An amount of \$335.15 was spent on this activity.

### C. The Performance Appraisal Study

The study of performance ratings and assessment of potential was also limited by the lack of data on file.

Some of the findings were:

- Of the 51 full-time indeterminate employees (on November 1st, 1984), we were able to locate 48 appraisals (94.1%);
- The percentage of women receiving a superior performance rating were higher than men compared to the total count group:
  - ° 11 out of 15 women were rated superior; i.e., 73.3%

- ° 15 out of 28 men were rated superior; i.e.,  
53.6%
- All others were rated fully satisfactory: i.e., 17  
employees, 4 of whom were women;

V. MAJOR FINDINGS

The population base at MOSST being relatively small (59 employees), any action that affects target groups (women, handicapped and natives) will have a significant impact.

**A. MOSST's Employees**

1. Female representation at MOSST is 45.8 % of the total number of employees (59), which is above the current percentage at the Public Service (40.6%).
2. Employees distribution covers four occupational categories. (Technical and operational categories are excluded).
3. In three out of four categories, representation of women is higher than at the PS. In the Scientific and Professional category there are no women.
4. Women employees average a lower number of years of service in the Public Service, at MOSST and in their current position than men. These averages, however, are skewed by the high number of women in term positions.
5. Women are, on average, much younger than their male counterpart.
6. Overall, women have a lower educational level than men. This fact may be explained by a high representation of women in the administrative support category.

**B. Under-Representation**

1. The COs and ESs groups have no women on staff, while there are 7 men in these groups.
2. Representation of women in all but these two groups is well above the average of the Public Service.

**C. Availability**

1. Because of the recent reorganization at MOSST, there is no internal availability data (compiled by the Public Service).
2. Internal availability for the total Public Service for the COs intermediate, and senior are 18.5% and 9.4% respectively. These figures indicate that there are potential women candidates (within the PS) to fill these positions.

3. Similarly, for the ESs intermediate and senior positions, the PS internal availability data are 20.3% and 13.7% respectively; again, qualified women may be found within the Public Service.
4. A number of positions at MOSST require scientific knowledge; such requirements may reduce actual availability of qualified women candidates within the Public Service as well as in the outside labour force.
5. There is no apparent need to take special measures in order to recruit women in other groups than CO's and ES's. Availability analysis for these groups was therefore not analyzed.

#### **D. Employment Systems**

##### 1) Staffing

1. Analysis of the appointment transactions reflect the results of the reorganization which affected MOSST in July 1983 and does not represent the current reality.
2. As a result of the reorganization, there were more than 100 employees redeployed. The redeployment did not affect overall representation of women within the various occupational categories nor the balance between the total number of MOSST employees.

##### ii) Training and Development

1. Training and development needs identified in the performance appraisal system do not appear to be the basis for actual training and development activities at MOSST.
2. Due to the recent reorganization, these activities were not treated as a priority by management.
3. From the limited training and development data examined, there appears to be no discrimination towards target groups.

##### iii) Performance Appraisals

1. MOSST's employees do not appear to be evaluated on a cyclical basis. Consequently, training and development activities cannot be systematically pursued.



2. Of the performance appraisals reviewed, a higher proportion of women received a superior rating (73.3% versus 53.6% for men).

**E. Handicapped and Native Peoples**

From the survey conducted by DRIE, 1 handicapped and 1 native were identified within MOSST.

## VI RECOMMENDATIONS AND ACTION PLAN

As a result of the analysis, there appears to be some areas where MOSST could improve employment practices and the representation of target-group members.

Findings resulting from DRIE's analysis of employment systems are not incorporated into the following recommendations.

- A. Women are not represented in the CO and ES groups. To correct this situation, we recommend that:

MOSST takes special measures to improve the representation of women within the CO and ES groups. Since a number of positions within these groups are to be staffed in the near future, MOSST should strive to recruit at least one woman within each group. Sufficient availability of women exists within the Public Service population to justify this measure.

- B. The review of the Performance Appraisal system indicates a number of weaknesses in the annual evaluation of employees. A number of employees have not been appraised within the last 12 months and when appraised, training and development plans were not followed up. It is therefore recommended that:

All employees should be appraised once a year and training and development needs, identified as part of the appraisal, be followed up by MOSST management. Sufficient budget funds should be allocated to training and development activities in order that target group members with potential be developed for future career opportunities.

- C. The representation of target group members, other than women, indicates a need to take special measures. It is obvious that the high level of expertise required from the majority of MOSST employee may curtail recruitment from these target groups since their availability is limited. Nevertheless, it is recommended that:

MOSST ensures that handicapped and native candidates inventories be reviewed during the staffing process. MOSST should use already compiled inventories such as the ones from CEIC, PSC and Indian and Northern Affairs, prior to opening competitions to the Public Service or the general public.

MOSST should seek the employment of one additional disabled employee over the next two years. This employee should be employed preferably but not specifically within the Professional and Scientific category.

This analysis of MOSST workforce indicates clearly the organization's support for equal opportunity. Commitments to the goals of Affirmative Action was obvious throughout our interviews and meetings with MOSST senior management representatives. Improvements in those areas where representation is lacking would further reinforce MOSST's position as one of the few departments where the majority of Affirmative Action goals have been attained.

- C. Senior management at MOSST is committed to ensuring that the representation rate of target group members continue to remain favourable as the Ministry evolves. To achieve this goal, senior management should commit themselves to the following action plan:

	<u>1985/86</u>	<u>1986/87</u>	<u>1987/88</u>
. Representations of Women	1 CO 1 ES	Maintain or increase representation	
. Representations of Disabled		1 disabled	Maintain or increase representation
. Representations of Natives		Maintain or increase	representation

APPENDICES

TABLE I A  
 MOST EMPLOYEES  
 BY CATEGORY, GROUP AND LEVEL  
 November 1st, 1984

Category	Group	Level	Count			Percent	
			Women	Men	All	Women	Men
Administrative Support	CR	Junior	1	2	3	33.3%	66.7%
	STSCY	Junior	13	0	13	100.0%	0.0%
Administrative and Foreign Service	AS	Junior	5	0	5	100.0%	0.0%
		Senior	1	1	2	50.0%	50.0%
	CO	Intermediate	0	1	1	0.0%	100.0%
		Senior	0	3	3	0.0%	100.0%
	IS	Junior	0	1	1	0.0%	100.0%
		Intermediate	3	0	3	100.0%	0.0%
Executive		Senior	0	1	1	0.0%	100.0%
	PM	Senior	1	0	1	100.0%	0.0%
	EX	(1-3)	2	8	10	20.0%	80.0%
		(4-5)	0	2	2	0.0%	100.0%
Scientific & Professional	SM		1	9	10	10.0%	90.0%
	ES	Intermediate	0	2	2	0.0%	100.0%
		Senior	0	1	1	0.0%	100.0%
	SE-RES	Junior	0	1	1	0.0%	100.0%
Total			27	32	59	45.8%	54.2%
Administrative Support	CR		1	2	3	33.3%	66.7%
	STSCY		13	0	13	100.0%	0.0%
Administrative and Foreign Service	AS		6	1	7	85.7%	14.3%
	CO		0	4	4	0.0%	100.0%
	IS		3	2	5	60.0%	40.0%
Executive	PM		1	0	1	100.0%	0.0%
	EX		2	10	12	16.7%	83.3%
	SM		1	9	10	10.0%	90.0%
Scientific & Professional	ES		0	3	3	0.0%	100.0%
	SE-RES		0	1	1	0.0%	100.0%
Total			27	32	59	45.8%	54.2%
Administrative Support			15	2	17	88.2%	11.8%
Administrative and Foreign Service			9	7	16	56.3%	43.8%
Executive			3	19	22	13.6%	86.4%
Scientific & Professional			0	4	4	0.0%	100.0%
Total			27	32	59	45.8%	54.2%

TABLE IB  
COMPARISON BETWEEN MOSST AND RSC EMPLOYEES  
BY CATEGORY AND GROUP

CATEGORY	GROUP	MOSST (Nov. 1st 1984)			PSC (1983)			VARIANCE %
		TOTAL	WOMEN	% WOMEN	TOTAL	WOMEN	% WOMEN	WOMEN MOSST
Administrative Support	CR	3	1	33.3%	50,972	40,425	79.3%	- 46.0%
	STSCY	13	13	100.0%	14,273	14,111	98.9%	+ 1.1%
Administrative and Foreign Service	AS	7	6	85.7%	10,773	4,690	43.5%	+ 42.2%
	CO	4	0	0.0%	2,163	1,911	11.7%	- 11.7%
	IS	5	3	60.0%	1,233	580	47.0%	+ 13.0%
	PM	1	1	100.0%	25,407	8,409	33.1%	+ 66.9%
Executive	EX	12	2	16.7%	2,158	118	5.5%	+ 11.2%
	SM	10	1	10.0%	1,709	109	6.4%	+ 3.6%
Scientific & Professional	ES	3	0	0.0%	2,374	476	20.1%	- 20.1%
	***SE-RES	1	0	0.0%	2,060	91	4.4%	- 4.4%
G TOTAL CATEGORY								
Administrative Support		17	15	88.2%	69,703	57,430	82.4%	+ 5.8%
Administrative and Foreign Service		16	9	56.3%	55,541	18,703	33.7%	+ 22.6%
Executive		22	3	13.6%	3,867	227	5.9%	+ 7.7%
Scientific and Professional		4	0	0.0%	22,484	5,113	22.7%	- 77.3%
TOTAL		59	27	45.8%	*151,595	81,473	**53.7%	- 7.9%/**+5.1%

\* Includes only Occupational Categories existing at MOSST.

\*\* If all categories included, the percentage is 40.6%; the average of 53.7% is distorted by the Scientific and professional category representation.

\*\*\* This position is to be relocated.

SOURCE: PSC Annual Report 1983.

TABLE II  
 AGE OF MOST EMPLOYEES  
 BY CATEGORY, GROUP AND LEVEL  
 November 1st, 1984

Category	Group	Level	Women	Men	All
Administrative Support Administrative and Foreign Service	CR	Junior	28.9	44.3	39.1
	STSCY	Junior	32.1		32.1
	AS	Junior	35.9		35.9
		Senior	46.6	57.4	52.0
	CO	Intermediate		34.4	34.4
		Senior		41.8	41.8
	IS	Junior		24.2	24.2
		Intermediate	36.1		36.1
		Senior		36.6	36.6
	Executive	PM	Senior	41.1	
	EX	(1-3)	42.5	47.0	46.0
		(4-5)		48.6	48.6
Scientific & Professional	SM		38.6	41.8	41.5
	ES	Intermediate		45.3	45.3
		Senior		64.4	64.4
	SE-RES	Junior		44.1	44.1
Total			35.0	44.1	39.9
Administrative Support Administrative and Foreign Service	CR		28.9	44.3	39.1
	STSCY		32.1		32.1
	AS		37.1	57.4	40.5
	CO			40.0	40.0
	IS		36.1	30.4	33.8
	PM		41.1		41.1
	Executive	EX	42.5	48.5	47.5
		SM	38.6	41.8	41.5
	Scientific & Professional	ES		51.6	51.6
		SE-RES		44.1	44.1
Total			35.0	44.6	40.2
Administrative Support Administrative and Foreign Service			32.4	44.3	33.8
			37.3	39.7	38.3
	Executive		41.2	45.3	44.8
	Scientific & Professional			49.8	49.8
Total			35.0	44.6	40.2

25% 34.4  
 Median (50%) 38.7  
 75% 45.5

TABLE III  
MOSST EMPLOYEES  
YEARS IN PUBLIC SERVICE, MOSST, IN POSITION  
BY CATEGORY, GROUP AND LEVEL  
November 1st, 1984

Category	Group	Level	PUBLIC SERVICE			MOSST			IN POSITION		
			Women	Men	All	Women	Men	All	Women	Men	All
Administrative Support	CR	Junior	9.2	25.2	19.9	1.8	10.5	7.6	1.2	0.8	0.9
	STSCY	Junior	5.3		5.3	2.6		2.6	1.0		1.0
Administrative and Foreign Service	AS	Junior	10.5		10.3	3.8		3.8	1.1		1.1
		Senior	23.1	24.1	23.6	9.6	6.1	7.8	6.3	5.1	5.7
	CO	Intermediate		7.4	7.4		7.4	7.4		1.2	1.2
		Senior		13.5	13.5		8.2	8.2		1.2	1.2
	IS	Junior		0.9	0.9		0.9	0.9		0.9	0.9
		Intermediate	5.2		5.2	5.4		5.4	1.3		1.3
		Senior		8.1	8.1		6.5	6.5		1.2	1.2
Executive	PM	Senior	1.0		1.0	1.0		1.0	1.0		1.0
	EX	(1-3) (4-5)	10.7	16.8	15.5	4.7	6.1	5.8	1.2	2.6	2.3
				20.6	20.6		5.6	5.6		0.9	0.9
Scientific & Professional	SM		11.8	13.0	12.9	0.3	2.0	1.8	0.3	0.3	0.3
	ES	Intermediate		11.7	11.7		6.9	6.9		1.2	1.2
		Senior		19.9	19.9		12.4	12.4		1.2	1.2
	SE-RES	Junior		6.3	6.3		1.0	1.0		1.0	1.0
Total			7.6	14.7	11.4	3.4	5.4	4.4	1.2	1.3	1.3
Administrative Support	CR		9.2	25.2	19.9	1.8	10.5	7.6	1.2	0.8	0.9
	STSCY		5.3		5.3	2.6		2.6	1.0		1.0
Administrative and Foreign Service	AS		12.6	24.1	14.3	4.8	6.1	5.0	2.0	5.1	2.4
	CO			12.0	12.0		8.0	8.0		1.2	1.2
	IS		5.2	4.5	4.9	5.4	3.7	4.7	1.3	1.0	1.2
	PM		1.0		1.0	1.0		1.0	1.0		1.0
Executive	EX		10.7	17.4	16.3	4.7	5.5	5.4	1.2	2.1	1.9
	SM		11.8	13.0	12.9	0.3	2.0	1.8	0.3	0.3	0.3
Scientific & Professional	ES			14.4	14.4		8.7	8.7		1.2	1.2
	SE-RES			6.3	6.3		1.0	1.0		1.0	1.0
Total			7.6	14.7	11.5	3.4	5.2	4.4	1.2	1.3	1.3
Administrative Support			6.6	25.2	8.8	2.4	10.5	3.4	1.0	0.8	0.9
Administrative and Foreign Service			8.1	11.6	9.6	5.0	6.5	5.7	1.8	1.7	1.8
Executive			11.1	15.3	14.7	3.2	3.9	3.8	0.9	1.3	1.2
Scientific & Professional				12.4	12.4		6.8	6.8		1.1	1.1
Total			7.6	14.7	11.5	3.4	5.2	4.4	1.2	1.3	1.3

25% 34.4  
Median (50%) 38.7  
.75% 45.5



TABLE IV

MOSST EMPLOYEES  
TYPE OF EMPLOYMENT  
November 1st, 1984

Type of Employment	Count			Percent		
	Women	Men	All	Women	Men	All
Indeterminate	20	31	51	39.2%	60.8%	86.4%
Term	6	1	7	85.7%	14.3%	11.9%
SAPP	1	0	1	100.0%	0.0%	1.7%
Total	27	32	59	45.8%	54.2%	100.0%

TABLE V  
 EDUCATION BY CATEGORY AND SEX  
 November 1st, 1984

Category/Education	Count			Percent		
	Women	Men	All	Women	Men	All
Administrative Support						
Secondary/Technical	14	2	16	93.3%	100.0%	94.1%
Undergraduate	1	0	1	6.7%	0.0%	5.9%
Graduate/Post Graduate	0	0	0	0.0%	0.0%	0.0%
Administrative and Foreign Service						
Secondary/Technical	6	0	6	66.7%	0.0%	37.50%
Undergraduate	0	3	3	0.0%	42.86%	18.75%
Graduate/Post Graduate	3	4	7	33.3%	57.14%	43.75%
Executive						
Secondary/Technical	0	0	0	0.0%	0.0%	0.0%
Undergraduate	1	3	4	33.3%	15.8%	18.2%
Graduate/Post Graduate	2	16	18	66.7%	84.2%	81.8%
Scientific and Professional						
Secondary/Technical	0	0	0		0.0%	0.0%
Undergraduate	0	1	1		2.5%	25.0%
Graduate/Post Graduate	0	3	3		75.0%	75.0%
All						
Secondary/Technical	20	2	22	74.1%	6.3%	37.3%
Undergraduate	2	7	9	7.4%	21.9%	15.3%
Graduate/Post Graduate	5	23	28	18.5%	71.8%	47.4%
Total	27	32	59			

TABLE VI

LIST OF APPOINTMENTS BY CATEGORY  
TO AND WITHIN MOSST  
FROM JULY 15, 1983 TO OCTOBER 30, 1984

<u>Appointment Type</u>	<u>Category</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
1. Recruitment (from outside Public Service)	Adm. & For. Serv.	1	-	1
	Adm. Support	1		4
	<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>5</b>
<u>FROM OTHER DEPTS</u>				
1. Promotion	Executive	9	2	11
	Adm. Support	-	1	1
	<b>TOTAL</b>	<b>9</b>	<b>3</b>	<b>12</b>
2. Lateral transfer (Redeployment)	Executive	2	-	2
	<b>TOTAL</b>	<b>2</b>	<b>-</b>	<b>2</b>
3. Other transfers	Adm. Support	-	2	2
	<b>TOTAL</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>GRAND TOTAL FROM OTHER DEPTS</b>		<b>11</b>	<b>5</b>	<b>16</b>
<u>WITHIN MOSST</u>				
1. Promotion	Executive	4	1	5
	Sc. & Prof.	2	-	2
	Adm. & For. Serv.	6	3	9
	Adm. Support	-	7	7
	<b>TOTAL</b>	<b>12</b>	<b>11</b>	<b>23</b>
2. Lateral transfer (Redeployment)	Executive	5	1	6
	<b>TOTAL</b>	<b>5</b>	<b>1</b>	<b>6</b>
3. Reappointment	Sc. & Prof.	-	1	1
	Adm. & For. Serv.	1	3	4
	Adm. Support	-	4	4
	<b>TOTAL</b>	<b>1</b>	<b>8</b>	<b>9</b>
4. Downward transfer	Adm. Support	-	1	1
	<b>TOTAL</b>	<b>-</b>	<b>1</b>	<b>1</b>
5. Other Transfers	Sc. & Prof.	3	1	4
	Adm. & For. Serv.	12	7	19
	Adm. Support	2	8	10
	<b>TOTAL</b>	<b>17</b>	<b>16</b>	<b>33</b>
<b>GRAND TOTAL WITHIN MOSST</b>		<b>35</b>	<b>37</b>	<b>72</b>
<b>GRAND TOTAL ALL APPOINTMENTS</b>		<b>48</b>	<b>45</b>	<b>93</b>

TABLE VII

LIST OF APPOINTMENTS BY CATEGORY  
FROM MOSST TO OTHER DEPARTMENTS  
FROM JULY 15, 1983 TO OCTOBER 30, 1984

<u>Appointment Type</u>	<u>Category</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
1. Promotion	Executive	1	-	1
	Sc. & Prof.	1	-	1
	Adm. & For. Serv.	5	1	6
	Technical	-	1	1
	Adm. Support	-	8	8
	<b>TOTAL</b>	<b>7</b>	<b>10</b>	<b>17</b>
2. Lateral transfer (Redeployment)	Executive	6	1	7
	<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>7</b>
3. Downward transfer	Sc. & Prof.	2	-	2
	Adm. & For. Serv.	-	1	1
	Adm. Support	-	2	2
	<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>5</b>
4. Other transfers	Sc. & Prof.	4	3	7
	Adm. & For. Serv.	15	8	23
	Technical	-	1	1
	Adm. Support	2	27	29
	<b>TOTAL</b>	<b>21</b>	<b>39</b>	<b>60</b>
<b>GRAND TOTAL</b>		<b>36</b>	<b>53</b>	<b>89</b>

TABLE VIII

SEPARATION FROM PUBLIC SERVICE BY REASON  
FROM MOSST  
FROM JULY 15, 1983 TO OCTOBER 30, 1984

<u>Reason</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
1. End of term	-	4	4
2. Resignation: other	4	1	5
3. Resignation: outside employment	1	-	1
4. Resignation: personal reason	-	1	1
5. Retirement: compulsory	1	-	1
6. Retirement: health	1	-	1
TOTAL	7	6	13

TABLE IX  
MOSST EMPLOYEES  
LAST APPRAISAL DATE

Category	Date	Count			Percent	
		Women	Men	All	Women	Men
Administrative Support	01/83	1	0	1	100.0%	0.0%
	03/83	6	2	8	75.0%	25.0%
	06/83	1	0	1	100.0%	0.0%
	03/84	3	0	3	100.0%	0.0%
	06/84	1	0	1	100.0%	0.0%
	All	12	2	14	85.7%	14.3%
Administrative and Foreign Service	03/82	0	1	1	0.0%	100.0%
	03/83	1	4	5	20.0%	80.0%
	08/83	2	0	2	100.0%	0.0%
	10/83	1	0	1	100.0%	0.0%
	07/84	1	0	1	100.0%	0.0%
	All	5	5	10	50.0%	50.0%
Executive	10/82	0	1	1	0.0%	100.0%
	03/83	0	5	5	0.0%	100.0%
	07/83	1	0	1	100.0%	0.0%
	01/84	1	0	1	100.0%	0.0%
	03/84	1	7	8	12.5%	87.5%
	04/84	0	4	4	0.0%	100.0%
	05/84	0	1	1	0.0%	100.0%
	All	3	18	21	14.3%	85.7%
Scientific and Professional	03/83	0	2	2	0.0%	100.0%
	04/84	0	1	1	0.0%	100.0%
	All	0	3	3	0.0%	100.0%
TOTAL		20	28	*48	41.7%	58.3%

continued ...

TABLE IX  
MOSST EMPLOYEES  
LAST APPRAISAL DATE

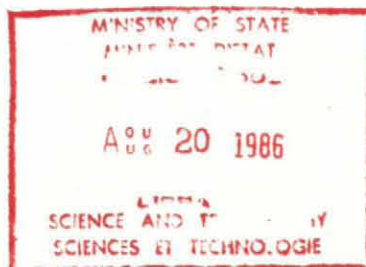
Category	Date	Count			Percent		
		Women	Men	All	Women	Men	
Administrative Support	01/83	1	0	1	100.0%	0.0%	
	03/83	6	2	8	75.0%	25.0%	
	06/83	1	0	1	100.0%	0.0%	
	03/84	3	0	3	100.0%	0.0%	
	06/84	1	0	1	100.0%	0.0%	
	All	12	2	14	85.7%	14.3%	
	Administrative and Foreign Service	03/82	0	1	1	0.0%	100.0%
03/83		1	4	5	20.0%	80.0%	
08/83		2	0	2	100.0%	0.0%	
10/83		1	0	1	100.0%	0.0%	
07/84		1	0	1	100.0%	0.0%	
All		5	5	10	50.0%	50.0%	
Executive		10/82	0	1	1	0.0%	100.0%
	03/83	0	5	5	0.0%	100.0%	
	07/83	1	0	1	100.0%	0.0%	
	01/84	1	0	1	100.0%	0.0%	
	03/84	1	7	8	12.5%	87.5%	
	04/84	0	4	4	0.0%	100.0%	
	05/84	0	1	1	0.0%	100.0%	
	All	3	18	21	14.3%	85.7%	
	Scientific and Professional	03/83	0	2	2	0.0%	100.0%
04/84		0	1	1	0.0%	100.0%	
All		0	3	3	0.0%	100.0%	
All Employees	03/82	0	1	1	0.0%	100.0%	
	10/82	0	1	1	0.0%	100.0%	
	01/83	1	0	1	100.0%	0.0%	
	03/83	7	13	20	35.0%	65.0%	
	04/83	0	1	1	0.0%	100.0%	
	06/83	1	0	1	100.0%	0.0%	
	07/83	1	0	1	100.0%	0.0%	
	08/83	2	0	2	100.0	0.0%	
	10/83	1	0	1	100.0%	0.0%	
	01/84	1	0	1	100.0%	0.0%	
	03/84	4	7	11	36.4%	63.6%	
	04/84	0	4	4	0.0%	100.0%	
	05/84	1	1	1	0.0%	100.0%	
	06/84	1	0	1	100.0%	0.0%	
	07/84	1	0	1	100.0	0.0%	
	TOTAL		20	28	*48	41.7%	58.3%

\* Information was unavailable for the remaining 3 undeterminate employees.

TABLE X  
 MOST EMPLOYEES  
 RATING ON LAST APPRAISAL DATE

Category	Rating	Count			Percent	
		Women	Men	All	Women	Men
Administrative Support	4	8	0	8	100.0%	0.0%
	3	3	2	5	60.0%	40.0%
Administrative and Foreign Service	4	1	3	4	25.0%	75.0%
	3	1	2	3	33.3%	66.7%
Executive	4	2	10	12	16.7%	83.3%
	3	0	8	8	0.0%	100.0%
Scientific and Professional	4	0	2	2	0.0%	100.0%
	3	0	1	1	0.0%	100.0%
All	4	11	15	26	42.3%	57.5%
	3	4	13	17	23.5%	76.5%
TOTAL		15	28	*43	34.9%	65.1%

\* Information was unavailable for the remaining 8 undeterminate employees.



36397



