



President
of the Treasury Board

Président
du Conseil du Trésor

Employment Equity in the Federal Public Service 1996-97

Canada



Employment Equity in the Federal Public Service 1996-97

Also available in alternative formats

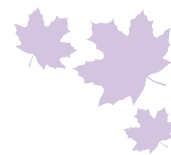
Published by
Public Affairs
Treasury Board of Canada Secretariat

©Minister of Public Works and Government Services Canada 1997

Catalogue No BT 1-9/1997
ISBN 0-662-63283-4

This document is also available in Acrobat
on the Internet at the following address:
<http://www.tbs-sct.gc.ca/>





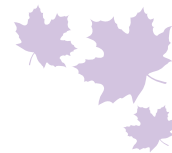
PRESIDENT'S MESSAGE

I am pleased to table in Parliament the annual report on *Employment Equity in the Federal Public Service 1996-97* pursuant to the new *Employment Equity Act*.

Marcel Massé

President of the Treasury Board

December 1997



SPEAKER OF THE SENATE

Dear Mr. Speaker:

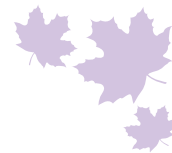
Pursuant to subsection 21(1) of the *Employment Equity Act*, I have the honour of submitting to Parliament, through your good offices, the 1996-97 annual report on employment equity in the federal Public Service.

Sincerely,

Marcel Massé

President of the Treasury Board

December 1997



SPEAKER OF THE HOUSE OF COMMONS

Dear Mr. Speaker:

Pursuant to subsection 21(1) of the *Employment Equity Act*, I have the honour of submitting to Parliament, through your good offices, the 1996-97 annual report on employment equity in the federal Public Service.

Sincerely,

Marcel Massé

President of the Treasury Board

December 1997

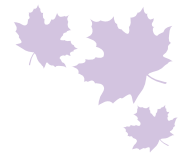
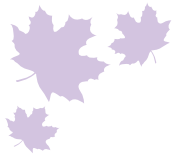
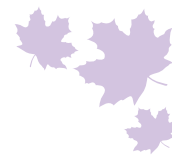


TABLE OF CONTENTS

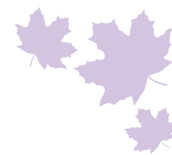
Introduction	1
Chapter I	
Employment Equity in the Federal Public Service	3
Employment equity and the Canadian context	3
New legislative framework for employment equity	4
The new <i>Employment Equity Act</i>	4
Objectives	4
Obligations	4
Self-identification	7
Chapter II	
Central Agency Initiatives	9
Strategic and administrative framework for implementing the new legislation	9
Employer's vision	9
Accountability framework	11
Sharing of roles and responsibilities	11
Special Measures Initiatives Program	12
Background and objectives	12
Program administration	12
Program evaluation	14
Employment Equity Orientation Course	14
Assembly of Manitoba Chiefs	15
La Relève	15
Consultations	16
Workshops	16
Interdepartmental Committee on Employment Equity	17
Treasury Board of Canada Secretariat Consultation Committees	17
National Joint Council – Employment Equity Committee	18



Designated groups	19
Women	19
Aboriginal peoples	19
Persons with disabilities	21
Members of visible minorities	22
Chapter III	
Initiatives of Departments and Agencies	23
Departments and agencies	23
Promoting and managing diversity	23
Training and development	25
Recruitment	27
Accommodation and access	28
Consultations	28
Self-identification	29
Accountability	30
Departments and agencies with fewer than 100 employees	30
Partnerships	31
Chapter IV	
The Numbers	35
Women	35
Aboriginal peoples	36
Persons with disabilities	36
Persons in a visible minority group	36
Overall representation	37
Gender	37
Employment type	37
Occupational category	41
Age	41
Departments and agencies	42
Geographic location	43
Salary	44
Hirings	44
Promotions	45
Separations	46



Conclusion	47
Appendix	
Statistics	49
Technical Notes	49
The federal Public Service	49
Report coverage	49
Federal departments and agencies	50
Term employees (specified period of employment)	50
Data on persons in the designated groups	50
Terminology used in this report	51
List of tables	53



INTRODUCTION

On December 15, 1995, the new *Employment Equity Act* received royal assent and on October 24, 1996, the Act and its regulations came into force creating a new legislative framework for employment equity in Canada. Under the Act, the President of the Treasury Board is required to table before Parliament an annual report on the state of employment equity in the federal Public Service; this is the same requirement placed on the federally regulated public and private sectors under the same legislation.

This fifth annual report on employment equity in the federal Public Service describes employment equity activities covering the period from April 1, 1996 to March 31, 1997. During this fiscal year, important benchmarks were established to ensure effective implementation of the Act and its regulations. The Treasury Board of Canada Secretariat (TBS) continued to provide leadership and assistance to departments and agencies to enable them to meet the obligations set forth in the new legislation.

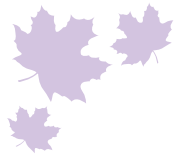
Chapter I looks at employment equity in the Canadian context and then in the federal Public Service. The new legislative framework for employment equity is also described in this chapter. An explanation of self-identification, as the means of counting members of the designated groups within the federal government, is also provided.

Chapter II reports on the main initiatives undertaken by the Employment Equity Division, Human Resources Branch, TBS, often in collaboration with other partners, to ensure progress in employment equity in the federal Public Service. Some activities focused on ensuring effective implementation of the new Act, while others were introduced to advance employment equity in general.

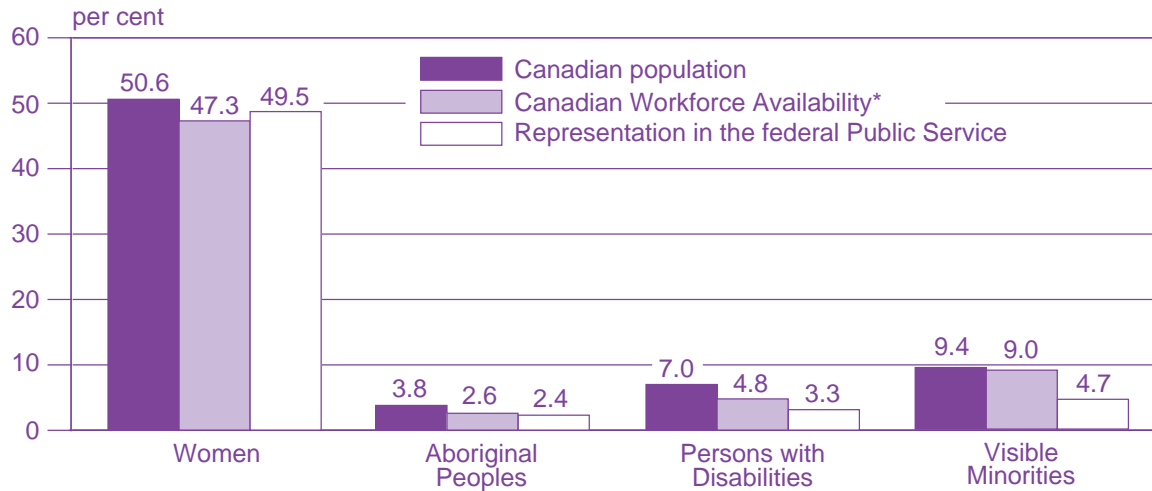
Chapter III describes major initiatives by a number of departments and agencies to implement employment equity in their individual organizations.

Chapter IV analyzes the statistics relating to the representation and distribution of members of the designated groups in the federal Public Service.





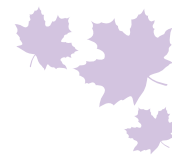
Representation of Designated Groups



The 1991 Census data show that the Canadian population totalled 27,296,855 persons. Figures for the designated groups were as follows: women (13,656,370); Aboriginal peoples (1,016,340); persons with disabilities (1,285,220) and members of visible minorities (2,525,480).

*Canadian workforce availability corresponding to the federal Public Service occupational categories. See also Technical Notes and Table 1.





CHAPTER I

EMPLOYMENT EQUITY IN THE FEDERAL PUBLIC SERVICE

Employment equity and the Canadian context

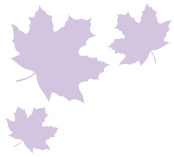
Canada is known as a democracy that has given its linguistic and cultural diversity, among others, an enviable legal, social and political status. Over the years, the legislative framework for diversity has been refined through the adoption of a variety of statutes such as the *Citizenship Act*, the *Official Languages Act*, the *Canadian Human Rights Act*, the *Canadian Charter of Rights and Freedoms*, the *Canadian Multiculturalism Act* and the *Employment Equity Act*.

As women, Aboriginal peoples, persons with disabilities and members of visible minorities are playing a more and more active role, there is increased recognition that to succeed as a nation, Canadians must embrace the needs, views and ways of the diverse groups from which the fabric of Canadian society is woven.

The ultimate goal of the federal Public Service is to serve all Canadians well. To do so, it must be a strong national institution in which all Canadians see themselves reflected. A representative federal Public Service will be in a better position to understand and serve the collective interests of Canadians, both at home and abroad. In the context of globalization characterized by economic, demographic, social and cultural changes, it is essential for the renewal of the federal Public Service to pay special attention to the representativeness of its members, to acknowledge that employment equity is consistent with good business practices, and that employment equity is a key element in maximizing Canada's full potential on the eve of the twenty-first century.

Employment equity is a key element in maximizing Canada's full potential on the eve of the twenty-first century.





New legislative framework for employment equity

The new *Employment Equity Act*

The legislation applies to some 350 federally regulated private- and public-sector employers.

The new *Employment Equity Act* received royal assent on December 15, 1995. The Act and its regulations, which came into effect on October 24, 1996, create a new legislative framework for employment equity that applies to both federally regulated private- and public-sector employers. These employers were required to comply with all requirements of the new Act by October 1997.

When the new *Employment Equity Act* took effect, the preceding 1986 Act, its regulations and the relevant provisions of the *Financial Administration Act* were repealed.

The purpose of the Act is “to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by

- **women,**
- **aboriginal peoples,**
- **persons with disabilities and**
- **members of visible minorities....”**

Section 2, Employment Equity Act, 1995.

Objectives

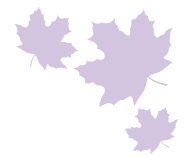
The purpose of the Act is “to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.”

(Section 2, *Employment Equity Act*, 1995.)

Obligations

The responsibilities of the employer and the departments and agencies remain essentially the same as those previously contained in the *Financial Administration Act*. The obligations are now clearer and more precise, however. The compliance-monitoring mandate assigned to the Canadian Human Rights Commission by the new legislation is an important change for both the federal Public Service employer and other affected





employers. Also, the employer is required to consult and collaborate with employees' representatives on various issues, including the preparation, implementation and revision of the employment equity plan.

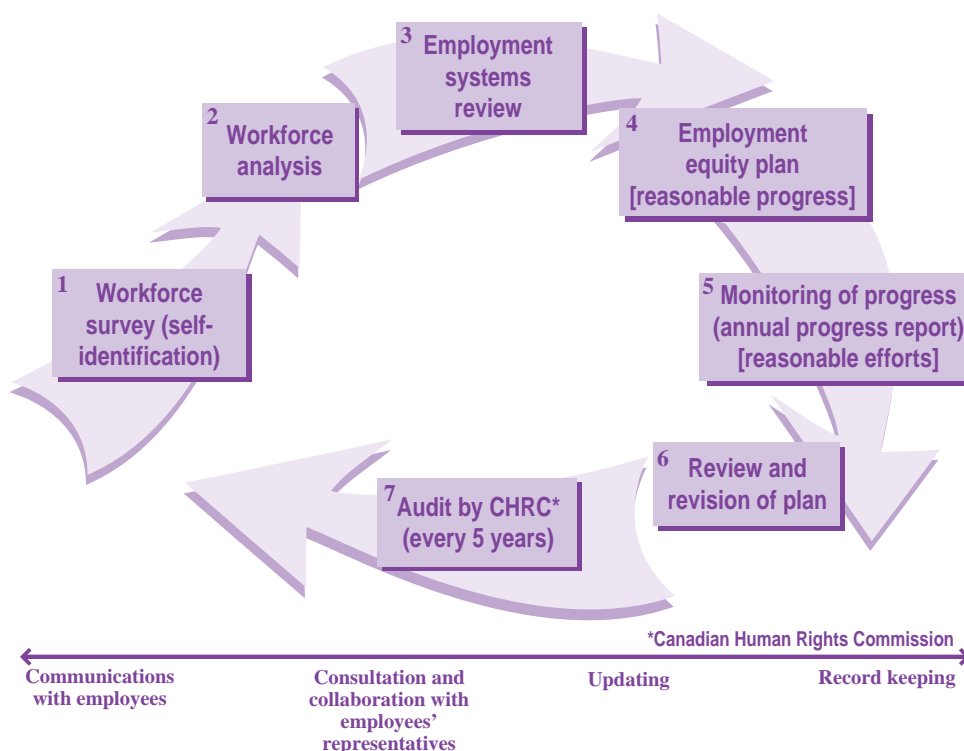
The primary obligations under the *Employment Equity Act* and its regulations can be summarized by the seven 'steps' shown in the figure below.

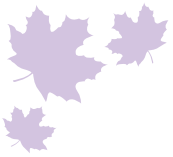
Other obligations are met on a continuing basis by the employer, including communicating with employees, consulting and collaborating with employees' representatives, updating the information, and establishing and maintaining employment equity records with respect to the employer, the plan and its implementation.

New Act

- *The obligations are clearer and more precise.*
- *The Canadian Human Rights Commission has been mandated to monitor compliance with the Act.*
- *The employer has to consult and collaborate with employees' representatives on various issues including the preparation, implementation and revision of the employment equity plan.*

Activities under the legislation





Step 1: Workforce survey

The legislation requires the employer to survey its workforce to allow employees to identify themselves as Aboriginal peoples, persons with disabilities or members of a visible minority. The information must be provided voluntarily and remain confidential. The identification of female employees is done through administrative systems.

Step 2: Workforce analysis

The employer must conduct an analysis of its workforce. Data on designated groups within the organization must be compared to the labour market availability of qualified members of these groups in order to identify areas of under-representation within the employer's workforce.

Step 3: Employment systems review

When there is under-representation of members of designated groups, the legislation requires the employer to review its employment systems, policies and practices in order to identify barriers.

Step 4: Employment equity plan

The Act requires the employer to prepare an employment equity plan that contains positive policies and practices to address areas of under-representation and to remove employment barriers. The plan must also include numerical goals.

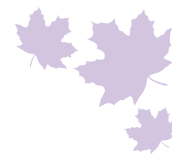
Steps 5 and 6: Monitoring of progress as well as review and revision of the plan

Once the employment equity plan has been established, the Act states that the employer must monitor progress on its implementation and revise the plan if necessary. Each employer must submit a progress report annually so that the President of the Treasury Board can report on the state of employment equity in the federal Public Service.

Step 7: Audit by the Canadian Human Rights Commission

The Act confers on the Canadian Human Rights Commission the responsibility for monitoring compliance with the Act by the federal Public Service.





Self-identification

The new *Employment Equity Act* reaffirms that self-identification is the only method by which persons can be counted as Aboriginal peoples, persons with disabilities or members of visible minorities for the purposes of implementing employment equity. Over the fiscal year 1996-97, departments and agencies continued to provide opportunities for all employees to indicate either that they are members of these designated groups or to confirm that they are not. The process of voluntary self-identification, therefore, gives all employees a role in ensuring the provision of accurate information on the make-up of the federal Public Service.¹

Departments and agencies have continued to include self-identification forms with letters of offer to new employees and persons moving into new positions. A number of departments and agencies used the impetus of the new legislation to obtain up-to-date information by surveying their entire workforce. In response to some concerns about the confidentiality of self-identification information, particularly in the context of persons with disabilities that are not apparent, the Treasury Board of Canada

For the purposes of the Employment Equity Act and related regulations, the designated groups are: women; Aboriginal peoples; persons with disabilities; and members of visible minorities.

With regard to the voluntary declaration within the federal Public Service, the following definitions are used for collecting information on the minority designated groups:

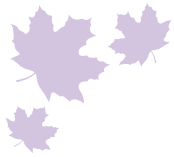
A PERSON WITH A DISABILITY (i) has a long-term or recurring condition or health problem that limits the kind or amount of work he/she can do in the workplace; OR (ii) feels that he/she may be perceived as limited in the kind or amount of work he/she can do because of a physical, mental, sensory, psychiatric or learning impairment.

AN ABORIGINAL PERSON is a North American Indian or a member of a First Nation, or who is Métis or Inuit. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

A PERSON IN A VISIBLE MINORITY in Canada is someone (other than an Aboriginal person as defined above) who is non-white in colour/race regardless of place of birth.

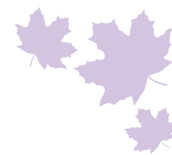
¹ Representation based on self-identification data may not coincide exactly with the actual representation of members of the designated groups in the federal Public Service. The identification of female employees is done through administrative systems.





Secretariat issued a 'Code of Confidentiality'. This document outlines how the confidentiality of information collected by federal departments and agencies will be maintained in accordance with the provisions of the *Privacy Act* and the *Employment Equity Act* and its regulations. The Treasury Board of Canada Secretariat also issued a brochure on *Self-identification in the Public Service* for use by departments and agencies as an informational document or in support of self-identification surveys.





CHAPTER II

CENTRAL AGENCY INITIATIVES

As the employer for departments and agencies of the federal Public Service, the Treasury Board is responsible for establishing a range of policies, programs and tools to assist in the implementation of the *Employment Equity Act* and to encourage the advancement of employment equity in the federal Public Service.

This chapter describes the main initiatives taken by the Employment Equity Division, in 1996-97 to meet employment equity objectives in the federal Public Service.

Strategic and administrative framework for implementing the new legislation

Employer's vision

Employment equity: a fundamental component of federal Public Service renewal.

The Employment Equity Division has taken the opportunity provided by the coming into force of the new *Employment Equity Act* to begin developing a strategic framework that will present the employer's vision of employment equity in the federal Public Service for the next five years. This framework envisions employment equity as a fundamental component of federal Public Service renewal and highlights

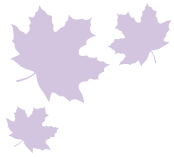
its contribution to rethinking the role of government. Many consultations have been held with departments, agencies and employees' representatives. It is expected that during the next fiscal year the Employment Equity Division will distribute the document to managers and employees across the country.

More specifically, consultations have been held on the following:

Employment equity goals in the federal Public Service:

- ***To establish a workforce of qualified employees that reflect the diversity of Canadian society.***
- ***To ensure equal access to job opportunities by eliminating employment barriers and correcting the conditions that have impeded the equitable participation and distribution of persons in the designated groups.***





OUR VISION

We should integrate the principles of fairness, inclusion, cohesion and relevance

To ensure that the federal Public Service remains a strong national institution, in which Canadians see themselves reflected, are inspired to pursue a career in and to contribute fully to the prosperity of the nation.

We should fully make employment equity a core value

To ensure that the federal Public Service reflects the composition of the Canadian population; this value relates directly to its mandate of being a non-partisan, professional institution committed to serving the public.

We should recognize that employment equity is an asset in the federal Public Service

To ensure that the public sector continues to have a qualified, competent workforce drawn from diverse backgrounds and perspectives that forms a receptive, flexible, creative public service capable of adapting to change.

Making our Vision a Reality

To achieve our vision, in which employment equity is fully integrated into the organizational culture, we must:

...change the culture within the federal Public Service

by changing behaviour, attitudes and relationships among employees and between managers and employees;

...ensure that senior managers are committed and provide leadership

by practising what we preach to make sure that employment equity is a high priority that is clearly linked to organizational values and goals;

...make all managers and supervisors accountable

by ensuring that employment equity is part of the accountability statement and is tied to operational objectives;

...see the links with operational and human resources plans

by taking employment equity into account when planning and implementing all human resources activities;

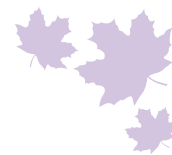
...convey and provide education on the rationale for and goals of employment equity

by increasing the awareness of employees and managers in the regions and at headquarters and by promoting the skills needed for effective diversity management;

...seek innovation and create partnerships

by strengthening partnerships among members of designated groups, consultation groups, federal regional councils, unions, federal departments and agencies, various levels of government and the private sector.





Accountability framework

Accountability is a concept that is receiving considerable attention in the federal Public Service. For the purpose of implementing the new legislation, the Employment Equity Division has prepared an accountability framework to help departments and agencies meet their obligations under the new legislative scheme as they apply to the federal Public Service. The framework, which was distributed to all deputy ministers and agency heads in March 1997, has three components: expected results; elements of the employment equity program; and performance indicators. The expected results reflect the ultimate goals of employment equity, whereas the performance indicators are qualitative or quantitative standards that indicate whether progress has been made in employment equity activities and programs.

Sharing of roles and responsibilities

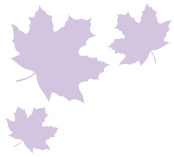
Under the new legislative framework, roles and responsibilities for implementing the legislation are shared by the Treasury Board of Canada Secretariat (TBS), the Public Service Commission of Canada (PSC), the Canadian Human Rights Commission, departments and agencies for which the Treasury Board is the employer, and employees' representatives. To implement the Act and regulations effectively, it was necessary that all organizations involved come to an agreement on their respective roles and responsibilities.

During the 1996-97 fiscal year, the Secretariat undertook a series of consultations with the Public Service Commission of Canada, the Canadian Human Rights Commission, the departments and agencies involved, and the unions in order to specify each party's roles and responsibilities. The results of the consultations form the basis for a document that will be distributed to deputy ministers and heads of agencies during the next fiscal year. This document will serve as a delegation instrument.

The new legislative framework provided an ideal opportunity to examine how employment equity is managed in the federal Public Service, especially in terms of the activities required by this new legislation.

- In many cases, it will be sufficient simply to make existing practices official.***
- In other cases, responsibilities will have to be defined more clearly to meet the requirements of closer public scrutiny resulting from audits by the Canadian Human Rights Commission.***





Also, in February 1997, a Memorandum of Understanding was signed between the Secretary of the Treasury Board and the Chief Commissioner of the Canadian Human Rights Commission in order to maximize co-operation between the two agencies in implementing the new *Employment Equity Act*. The Canadian Human Rights Commission now has the power to conduct audits of departments and agencies to ensure that they are complying with the Act.

Special Measures Initiatives Program

The Special Measures Initiatives Program (SMIP) provides departments and agencies with financial, technical or other support to help them attain their objectives in terms of:

- *hiring;*
- *promotion;*
- *retention;*
- *training and development of members of designated groups.*

Background and objectives

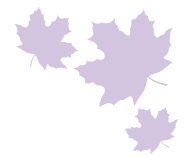
The Special Measures Initiatives Program (SMIP) is a TBS program that complements the broader employment equity program. The program's goals are as follows: to support departments and agencies in improving the situation of the members of the four designated groups (women, Aboriginal peoples, persons with disabilities and members of visible minorities); to incorporate diversity principles into their corporate culture; and to try out promising new approaches that take account of the current context in the federal Public Service.

Program administration

The Public Service Commission of Canada administers the SMIP on behalf of the TBS. The program began in April 1994 and is due to sunset in March 1998. Most SMIP initiatives are individually driven by departments and agencies and are in most cases funded on a cost-shared basis. These initiatives facilitate the integration of employment equity and diversity management at the departmental and agency levels.

The activities of the program are distributed across several components: the Special Measures Innovation Fund; the Special Measures Recruitment Program; Career Consultation and Development Programs; the Diversity Management Technology Centre; and the Job Accommodation Fund. The Career Assignment Program (CAP) and Interchange Canada (IC) have also used SMIP funds.





The Special Measures Innovation Fund

The Special Measures Innovation Fund (SMIF) is one of the most important components of the Special Measures Initiatives Program. In 1996-97, the SMIF funded \$6.5 million in departmental and partnership initiatives across the country; leveraging from departments was approximately \$4.8 million. The total number of SMIF-approved projects from 1994-1998 was 166, with 111 active projects in 1996-97, 30 of which were carried over from the previous fiscal years.

The Special Measures Recruitment Program

Through the Special Measures Recruitment Program 198 appointments distributed across the four employment equity designated groups were made in 1996-97. Most of the appointments were for a short period, which provided developmental opportunities for the designated group members.

Career Consultation and Development Programs

In order to improve the access of members of designated groups to the Executive category, the Career Consultation and Development Programs continued to provide individual consultation and increased the number of workshops delivered in the regions. This shift has resulted in workshops delivered in Vancouver, Montreal, Halifax and Fredericton.

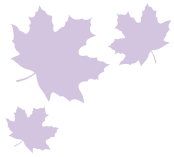
After four successful years, the Diversity in Leadership Program ended in March 1997, one year before its planned completion. This came as a result of the Canadian Centre for Management Development's realignment of its mandate and reorganization. The Diversity in Leadership Program provided 70 participants with executive development assignment opportunities and executive leadership skills.

The Diversity Management Technology Centre and the Job Accommodation Fund

The Diversity Management Technology Centre's budget (which includes the Job Accommodation Fund) for 1996-97 was spent on loans or purchases of adaptive equipment for persons with disabilities. Loans of adaptive equipment were made in 199 cases. The Public Service Commission of Canada and the University of Toronto launched the Universal Internet Access Project, providing a wealth of information regarding use of special access technology.

The Career Assignment Program and Interchange Canada

During 1996-97, 10 CAP/IC participants have used SMIP funds. Forty-three per cent of active Interchange Canada employment equity participants (3 out of 7) and 37 per cent of CAP employment equity participants (7 out of 19) have used SMIP funds to support their assignments.



Evaluation main questions

- ***Have departments assumed a greater share of responsibility for the establishment and performance of employment equity initiatives?***
- ***Has progress been made in changing behaviour, attitudes and relationships among employees, and between managers and employees in the federal Public Service in order to promote diversity management?***
- ***Were the administration and management of the Special Measures Initiatives Program efficient and effective?***
- ***Is the Special Measures Initiatives Program viable and still relevant?***

management. Finally, the administration and management of the program will be reviewed in terms of their efficiency and effectiveness, and the viability and relevance of the Special Measures Initiatives Program will be evaluated.

Employment Equity Orientation Course

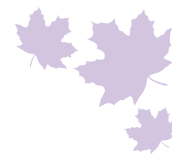
The TBS, in collaboration with the Public Service Commission of Canada, has designed the Employment Equity Orientation Course for employees in the field of employment equity/human resources management. The course was developed to assist employees in responding to the implementation of the new *Employment Equity Act*. In 1996-97, two pilot courses were offered in English and in French. Given the positive feedback from participants, the Employment Equity Orientation Course is expected to be offered on a more permanent basis in the coming fiscal year.

Program evaluation

In March 1997, the TBS began an extensive evaluation of the SMIP. The evaluation was needed to help the government decide the program's future. The evaluation report will be completed and decisions on possible successor measures to the SMIP will be made in the 1997-98 fiscal year.

The evaluation will, among other things, seek to clarify how responsibility for the establishment and performance of employment equity initiatives is shared between the departments and the SMIP. The evaluation will also look at the progress that has been made in changing behaviour, attitudes and relationships among employees, and between managers and employees in the federal Public Service in order to promote diversity





Assembly of Manitoba Chiefs

In December 1990, the Assembly of Manitoba Chiefs filed a complaint with the Canadian Human Rights Commission alleging discriminatory employment practices against Aboriginal peoples in 30 federal departments and agencies (24 after the 1993-94 government restructuring). With the exception of five cases, where it was decided that no further proceedings were warranted, the others were settled through conciliation and voluntary agreement. The TBS, the Public Service Commission of Canada and the concerned departments collaborated in negotiating a settlement to the complaints. In April 1996, a master agreement covering 15 departments was concluded. Four other individual agreements were signed. All agreements were concluded largely within existing employment equity policy and program implementation parameters. In June, a final signing ceremony took place involving the Secretary of the Treasury Board, the Assembly Grand Chief, the Chief Commissioner of the Canadian Human Rights Commission, a Public Service Commissioner, deputy ministers and departmental representatives.

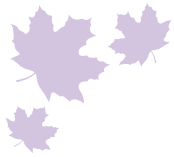
In February 1997, a meeting of all the departments concerned by the agreements took place in Ottawa in the presence of representatives of the Assembly of Manitoba Chiefs to review the implementation experience to date, to share success stories and to exchange views on concrete practices. All parties admitted publicly that they were pleased with the initiatives undertaken in response to the settlement.

La Relève

In January 1997, the Privy Council Office, in collaboration with central agencies and departments, launched 'La Relève,' a key governmental initiative to renew the federal Public Service.

The federal Public Service, whose mandate is to serve Canadians in a modern and dynamic fashion, recognizes that its human resources will guarantee the quality and effectiveness of its services. In this context, employment equity is of special importance, since the federal Public Service must reflect the diversity of the population it serves. It is in this spirit that steps have been taken to ensure that members of the four designated groups are and will be an integral part of all La Relève initiatives. Furthermore, all departments and agencies in their La Relève plans included employment equity objectives.





Consultations

Examples of workshop questions

- ***What approach will be taken to auditing small departments and agencies?***
- ***What does the review of employment systems imply?***
- ***What role will the TBS and the PSC play vis-à-vis the departments in relation to the CHRC audit process?***
- ***What role will the TBS and the PSC play in reviewing employment systems?***
- ***What strategy will be taken in setting numerical goals?***

on the effects the audits to be conducted by the Canadian Human Rights Commission (starting in the fall of 1997) might have on day-to-day operations. During the workshop, a number of participants, whose organizations were already the subjects of pilot audits, had a chance to describe their experiences. Several issues were raised and questions were directed to the Canadian Human Rights Commission, the TBS and the Public Service Commission of Canada.

In response to the questions raised at the workshop on November 27, 1996, and as part of the consultations on the implementation of the Act, the TBS organized a workshop on March 24, 1997 in which 100 employment equity co-ordinators took part. The workshop gave the participants a better understanding of their own roles and responsibilities, and those of the central agencies, under the new *Employment Equity Act*. The meeting also made it possible to identify the main support tools or activities that the Treasury Board of Canada Secretariat and the Public Service Commission of Canada can provide to help departments and agencies implement the new legislation.

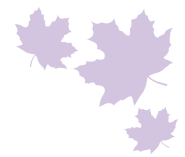
Workshops

On November 27, 1996, the TBS, together with the Personnel Renewal Council (a group of directors of personnel of departments and agencies), organized a workshop attended by 120 personnel directors, employment equity co-ordinators and departmental auditors.

The purpose of the workshop was to make departments and agencies aware of the requirements of the new *Employment Equity Act*. More specifically, the goal was to make them aware of the impact of the Canadian Human Rights Commission's audit mandate under the new Act and of the audit criteria and process established by the Commission.

The workshop gave the departments and agencies an early opportunity to comment on the relevance of the audit framework and





Role of the Treasury Board of Canada Secretariat under the new Employment Equity Act:

- **Play a strategic role.**
- **Formulate and review policies and priorities.**
- **Provide leadership, advice and direction.**
- **Co-ordinate and share information on best practices.**
- **Develop implementation and accountability tools.**
- **Collect, manage and disseminate employment equity data.**
- **Manage essential central activities related to employment equity.**

Interdepartmental Committee on Employment Equity

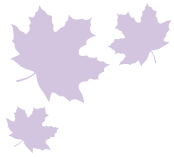
The Interdepartmental Committee on Employment Equity is a partnership between federal departments and agencies and the TBS. That partnership is reflected in the fact that representatives of the departments and of the Secretariat co-chair the Committee. Again this year, the Committee played an essential role in advancing employment equity in the federal Public Service. Made up of employment equity co-ordinators and specialists from the departments and central agencies, the Committee provided advice and opinions on the TBS's initiatives. Committee members took part in consultations on the development of tools to implement the new *Employment Equity Act* and on the audit framework

and criteria being prepared by the Canadian Human Rights Commission. Some members were actively involved in the pilot audit projects carried out by the Canadian Human Rights Commission or took part in the pilot project designed to evaluate the Employment Equity Orientation Course. The participants also spent a good deal of time discussing best practices, which often provided concrete solutions to problems experienced by many.

Treasury Board of Canada Secretariat Consultation Committees

In 1996-97, the TBS reactivated its four consultation committees on employment equity. The composition of the groups was renewed and their mandate updated. All of the members are public servants from various occupational fields and from various federal departments and agencies across Canada.





Four TBS Consultation Committees

- **Treasury Board of Canada Secretariat Consultation Committee on Employment Equity for Women**
- **Treasury Board of Canada Secretariat Consultation Committee on Employment Equity for Aboriginal Peoples**
- **Treasury Board of Canada Secretariat Consultation Committee on Employment Equity for Persons with Disabilities**
- **Treasury Board of Canada Secretariat Consultation Committee on Employment Equity for Members of Visible Minorities**

The members of the consultation groups will be called on to make comments and provide advice to the Secretariat on the strategies, issues, policies and initiatives relating to the implementation of employment equity in the federal Public Service.

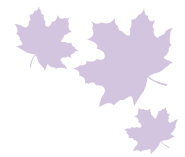
National Joint Council – Employment Equity Committee

The TBS believes that consulting employee representatives is essential to the success of employment equity in the federal Public Service, notwithstanding that consultations and collaboration are also required by the new Act. The Secretariat has continued to use the Employment Equity Committee of the National Joint Council to consult unions about such matters as: the Committee's revised mandate; activities relating to the implementation of the new employment equity legislation and the related management framework; the *Employment*

Equity Regulations; a self-identification brochure and guide; the TBS's communications strategy and materials on employment equity; as well as the evaluation of the Special Measures Initiatives Program.

To implement the provisions of the new *Employment Equity Act* concerning consultation and collaboration, the Secretariat has begun discussions with unions to define these concepts, as far as their application to the federal Public Service is concerned, and to establish parameters for these activities. A guide will be prepared during the next fiscal year to help departments, agencies and unions apply the concepts of consultation and collaboration.





Designated groups

Women

In response to concerns relating to opportunities for women to access the Executive group,² the Employment Equity Division organized two conferences on career issues facing women. The conferences, entitled ‘A Personal Journey,’ were aimed at mid- to senior-level employees who were interested in furthering their careers. Approximately 500 public servants from 62 departments and agencies (26.5 per cent from outside the National Capital Region) participated in these events.

The conferences were designed to provoke interactive interventions that would inform, educate and motivate participants. They provided an opportunity for employees to reflect on issues relative to the pursuit of career aspirations at a senior level. The conferences generated a great deal of interest. Through the overwhelming demand for the conferences and their subsequent success, it became apparent that the TBS had met a personal and professional need of the employees.

BACK BY POPULAR DEMAND

A personal journey / Un trajet personnel

Treasury Board Secretariat invites you to take a closer look at

Career Issues Facing Women

Explore executive skill sets, strategies for success, values and more

Dynamic and engaging speakers

Nuala Beck, author of *Shifting Gears: Thriving in the New Economy*
 Carole Lafrance, Chair of the Board of Directors, Canadian Chamber of Commerce
 Sharon Wood, the first North American woman to climb Mount Everest

Stimulating and interactive workshops

Networking with executive women
 A personal self-assessment kit

WHO CAN BENEFIT: Current and future public service managers, both female and male
COST: \$200 (full event)

WHEN: March 19 (evening) and March 20 (day)
WHERE: The Westin Hotel, 11 Colonel By Drive, Ottawa

For more information call (613) 941-0249 (TDD Line (613) 957-8657) or pick up an information package from your Employment Equity Co-ordinator

Treasury Board of Canada Secretariat / Conseil du Trésor du Canada Secrétaire

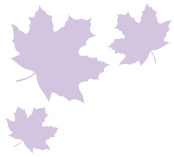
Canada

Aboriginal peoples

Renewal of the Aboriginal Workforce Participation Initiative

The Aboriginal Workforce Participation Initiative (AWPI), which was launched in 1991 under the joint leadership of Indian and Northern Affairs Canada and the TBS in collaboration with the Public Service Commission of Canada, was renewed in 1996 until the end of the decade. The Secretariat and the Public Service Commission of Canada are responsible for the internal component (i.e. the federal Public Service) and Indian and Northern Affairs Canada is mainly involved with the external component (i.e. the non-federal Public Service sectors of the economy).

² Women currently hold 23.0 per cent of the executive positions in the federal Public Service. See Table 3.



The renewal of the AWPI reaffirms the government's commitment to improving the participation of Aboriginal peoples in all sectors of the economy, including the federal Public Service. This initiative will also ensure that a fair share of the limited recruitment opportunities accrues to Aboriginal peoples.

More specifically, the internal component of AWPI will emphasize the development of Aboriginal employees so as to enhance their participation at all levels of the federal Public Service. In this effort, the TBS in partnership with the Public Service Commission of Canada will promote the development and the implementation of specific activities. The Aboriginal Career Strategy, discussion forums and regional seminars/workshops on employment equity and Aboriginal issues are among the activities that will be carried out. An AWPI information kit will also be provided to inform departments about the objectives of this initiative.

Aboriginal Awareness Week
May 19 - 25, 1997

Semaine de sensibilisation au rôle des autochtones
Du 19 au 25 mai 1997

The Public Service Commission, the Department of Finance and the Treasury Board Secretariat invite you to the following activities in celebration of Aboriginal Awareness Week.

La Commission de la fonction publique, le ministère des Finances et le Secrétariat du Conseil du Trésor vous invitent à assister aux activités suivantes de la Semaine de sensibilisation au rôle des autochtones.

Tuesday, May 20
"Aboriginal Mentors and Role Models"
1:30 p.m. to 3:30 p.m.
L'Esplanade Laurier, East Tower, 22nd Floor, Room 22A (Limited Seating)

Le mardi 20 mai
«Mentors et personnalités modèles autochtones»
De 13 h 30 à 15 h 30
L'Esplanade Laurier, tour est, 22^e étage, pièce 22A (Nombre de places limité)

Join Dr. Olive Dickason, history professor and recipient of the National Aboriginal Achievement Award for her Lifetime Achievements and Sara Beaudry, multiple medal winner at the American Indigenous Games and the Ontario Representative in the National Native Role Model Program. The panelists will present their views on mentoring and role modeling as essential elements for the future of Aboriginal Peoples.

Nous vous invitons à assister à une présentation de Dr Olive Dickason, professeur d'histoire qui a remporté le Prix national d'excellence décerné aux autochtones pour l'oeuvre de toute une vie. Nous accueillerons aussi Mme Sara Beaudry qui a gagné de nombreuses médailles lors des Jeux autochtones américains et qui est la représentante de l'Ontario pour le Programme des personnalités modèles autochtones. Nos invités exprimeront leurs opinions sur le mentorat et les personnalités modèles qu'ils considèrent comme des éléments essentiels de l'avenir des peuples autochtones.

Wednesday, May 21
"The White Eye Singers"
12:30 p.m. to 1:45 p.m.
L'Esplanade Laurier, West Tower, Main Lobby

Le mercredi 21 mai
«The White Eye Singers»
De 12 h 30 à 13 h 45
L'Esplanade Laurier, tour ouest, Hall d'entrée

Enjoy the music of "The White Eye Singers", Aboriginal singers and dancers from Walpole Island, Ontario, who will present traditional dances.

Venez entendre la musique des «White Eye Singers», des chanteurs et des danseurs autochtones de Walpole Island (Ontario), qui interpréteront des danses traditionnelles.

Canada

For more information, contact / Pour plus de renseignements, communiquez avec:
Briana Bond (952 3925), June Spence (952 2909) / TBS / SCT or / ou Mary Ireland (952 8649) / PSC / DND / CFP / DGD

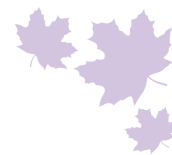
Discussion forums on Aboriginal issues

The Employment Equity Division organized a series of discussion forums to promote a greater understanding of Canada's Aboriginal peoples and to learn from their history, culture and experience. The overall theme of these forums was the contribution of Aboriginal peoples to Canadian society on the threshold of a new era.

The forums were organized within the context of the TBS's mandate concerning the employment equity program which seeks, among other things, to promote a better understanding of culture and emphasizes the key role played by each department, manager and public servant in finding the best way of valuing diversity and taking into account individual differences in the workplace.

Five forums were held and more than 200 employees participated in these events.





Persons with disabilities

To facilitate the participation of persons with disabilities in the federal Public Service, the TBS and the Public Service Commission of Canada began a special accommodation pilot project in 1996-97. Ten federal institutions have taken part in the project: Agriculture and Agri-Food Canada; the Canadian Radio-television and Telecommunications Commission; the Canadian Security Intelligence Service; Environment Canada; National Defence; the National Parole Board; Natural Resources Canada; the Offices of the Information and Privacy Commissioners; Public Works and Government Services Canada; Transport Canada and the Treasury Board of Canada Secretariat.

The project's objectives are to enhance the quality of working life and improve prospects for the job enrichment and advancement of participating employees. A project information and promotion kit was distributed by employment equity co-ordinators in the departments and agencies. The participating departments were asked to assess the needs of their employees with disabilities working in the National Capital Region and eastern Ontario in terms of work tools, accommodation in the workplace and flexible schedules. Forty or so persons with disabilities are participating in the project.

An interdepartmental steering committee was established to assist with project co-ordination and information exchange. An e-mail address was created to reach the greatest possible number of persons with disabilities, especially those with a visual impairment. The project will end during the next fiscal year.

JOB Accommodation
Pilot Project for
Employees with Disabilities

- Has your worksite ever been evaluated?
- Do you know of any technical aids and measures that would help you perform better?
- Would you like more information on programs and services for employees with disabilities?

The Treasury Board of Canada, Secretariat and the Public Service Commission of Canada bring you this pilot project to help you assess your needs regarding:

- technical aids;
- accessibility;
- flexible work arrangements;
- specialized services.

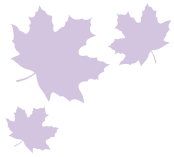
The Secretariat and the Commission will cover the costs of the assessments and provide advice on implementing any recommendations.

We look forward to working with you on this initiative.

If you're interested, please contact your departmental project coordinator,
_____ or The Job Accommodation Pilot Project:

E-Mail: Accommodation-Aménagements@tbs-sct.gc.ca
Telephone: (613) 952-2863 Fax: (613) 952-2857 TTY: (613) 957-8657

Canada



Members of visible minorities

The representation rate of members of visible minorities in the federal Public Service remains well below their rate of availability in the Canadian workforce (9 per cent). While their representation level has increased over the past 10 years, from 2.7 per cent in 1987 to 4.7 per cent in 1997, there is no doubt that significant improvements are still necessary. Members of visible minorities represent 2.5 per cent of the Executive group.

Report of the Canadian Human Rights Commission on visible minorities and the Public Service of Canada (1997):

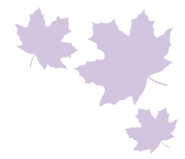
Recommendations for promoting visible minorities

- ***Commitment and leadership by senior management.***
- ***A different way of thinking in the Public Service.***
- ***A more rigorous accountability system.***
- ***Greater efforts to ensure the career advancement of members of visible minorities.***
- ***More intensive training and development for members of visible minorities.***

In 1996-97, the Employment Equity Division attempted to define the issues surrounding this group's under-representation problem as clearly as possible. For example, discussion groups were held to identify the variables that may affect the hiring and promotion of members of visible minorities. A preliminary study was also carried out by the TBS, together with the Public Service Commission of Canada, to examine hiring in the federal Public Service in Ontario. Another analysis was conducted, in partnership with the Public Service Commission of Canada, on the promotion rate of members of visible minorities into the Executive group. Based on the preliminary results of these analyses, we should be able to anticipate working assumptions and suggest projects and initiatives that are more targeted.

The publication in February 1997 of a report funded by the Canadian Human Rights Commission on the situation of members of visible minorities in the Public Service of Canada is an important lever for improving the participation of members of this group. The report invites the federal government to increase its efforts to ensure that members of visible minorities are hired and promoted. When the report was published, the TBS invited the personnel directors of the 14 departments that took part in the study to a meeting to discuss the report's recommendations and share initiatives that their organizations intend to take in response to those recommendations. The study's constructive recommendations will be used to guide the TBS's efforts as well as those of the federal Public Service as a whole.





CHAPTER III

INITIATIVES OF DEPARTMENTS AND AGENCIES

Every year, government departments and agencies implement many initiatives designed to advance employment equity in the federal Public Service and ensure effective application of the *Employment Equity Act*. Chapter III deals with some of the initiatives carried out during the 1996-97 fiscal year.

Departments and agencies

Promoting and managing diversity

The objectives of employment equity in the federal Public Service are to establish a workforce of qualified employees that reflect the diversity of Canadian society, and to ensure equal access to job opportunities by eliminating barriers and correcting conditions that have impeded the equitable participation and distribution of the four designated groups: women; Aboriginal peoples; persons with disabilities; and members of visible minorities.

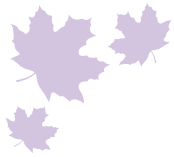
Demographic projections of the labour force indicate that by the Year 2000, the majority of new entrants into the labour market will be members of designated groups: women; Aboriginal peoples; persons with disabilities and members of visible minorities. As a result, the workforce will rapidly become increasingly diverse. Consequently, human resources management must incorporate new principles and practices to enable all employees to contribute fully to the success of Canada's Public Service.

Employment equity

The objectives of employment equity in the federal Public Service are:

- ***to establish a workforce of qualified employees that reflect the diversity of Canadian society;***
- ***to ensure equal access to job opportunities by eliminating barriers and correcting conditions that have impeded the equitable participation and distribution of the four designated groups:***
 - ***women;***
 - ***Aboriginal peoples;***
 - ***persons with disabilities;***
 - ***members of visible minorities.***





Managing diversity

As the workforce becomes increasingly diverse, human resources management must incorporate new principles and practices to enable all employees to contribute fully to the activities of Canada's Public Service.

Thus, the majority of federal departments and agencies have embraced the basic principle that good human resources management means good management of diversity. To help their organizations incorporate the basic principles of sound management of diversity, many of them offer employees information and awareness-raising sessions, distribute promotional materials and carry out special projects.

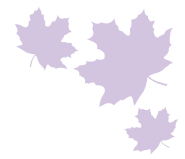
For example, **Citizenship and Immigration Canada**, among other things, distributed posters, invited speakers and organized video screenings and symposiums for Aboriginal students to promote diversity. The innovative ideas produced by the Ontario Region included raising funds for a shelter for battered women. In connection with the International Week for the Elimination of Racial Discrimination, a promotional e-mail message was sent to all managers. In addition, the department made cultural profiles, including information on the history and culture of immigrant groups, available to all employees.

The **National Archives of Canada** and the **National Library of Canada** have made good use of alternative work arrangements. For example, 32 per cent of employees at the Archives use a compressed work week and 16 per cent do so at the National Library. Furthermore, in order to promote diversity in their workplaces, the Archives and the Library employed Aboriginal peoples for the summer to develop and promote a continuing relationship with the Aboriginal community.

Indian and Northern Affairs Canada and the **Canadian Polar Commission** informed their employees of flexible work arrangements. The options described included part-time work, a compressed work week, flexible hours, pre-retirement transition leave and telework.

The Advisory Committee for Visible Minorities in the Quebec Region of **Human Resources Development Canada** implemented a project to raise awareness of the diversity of its workforce. The region put on a play, which addressed contemporary social change, and the daily difficulties produced by the encounter with differences, with humour and feeling. Over 338 departmental employees took part in the activity.





Environment Canada encouraged the use of flexible work arrangements to help employees find a better balance between work and family. Day care services are available at some workplaces.

Training and development

To enable members of designated groups to upgrade their skills in their fields of specialization or to acquire new skills, many departments and agencies have set up training and development programs for designated groups, often with the help of the Special Measures Innovation Fund (SMIF).

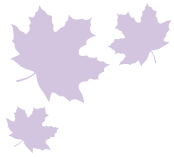
The Pest Management Research Centre of **Agriculture and Agri-Food Canada** in London, Ontario implemented a SMIF initiative to introduce Aboriginal students to science. The program offered the students an opportunity to acquire scientific knowledge and gain experience in laboratory practices. The project included an Aboriginal awareness session provided to the staff by the project leader and the summer students. As a result of the summer project, both cultures gained a better understanding of each other.

Also, the Swift Current Research Centre of **Agriculture and Agri-Food Canada** implemented a SMIF project to provide work experience for women and visible minority group members, who were trying to re-enter the workforce and update their research skills and experience. The project provides an opportunity to make valuable professional contacts, develop mentoring relationships, and acquire increased self-confidence and social skills, which will enhance their opportunities for permanent employment. The research centre will also have a resource pool of better qualified candidates.

In Nova Scotia, visible minority students were hired by **Agriculture and Agri-Food Canada** for the summer via

Special Measures Innovation Fund (SMIF)

- ***Many departments and agencies have implemented projects with SMIF assistance.***
- ***SMIF supports innovative projects at federal institutions designed to produce significant changes in the***
 - ***recruitment;***
 - ***training;***
 - ***professional development;***
 - ***promotion; and***
 - ***retention of members of designated groups.***
- ***SMIF also supports initiatives related to the management of diversity in the federal Public Service.***



a SMIF initiative. The purpose was to encourage students to pursue post-secondary studies in the field of science and to gain work experience in the scientific and professional sectors. The students were assigned to activities in such areas as health, animals and fisheries and were provided with mentors to ensure the success of the project.

In response to a recommendation from its National Advisory Committee of Persons with Disabilities, **Revenue Canada** developed the 'Ability and Disability' training program, which focuses on the barriers that persons with disabilities often encounter. The purpose of this program is to sensitize the managers and employees who deliver the department's services to the needs and concerns of persons with disabilities.

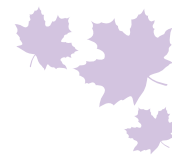
Revenue Canada's Newfoundland and Labrador Tax Office implemented the 'Edmonds Bridging' program, which is designed to correct the under-representation of women in the auditing group, a non-traditional employment field for women. Under this two-year program, female employees can take a six-credit university course in the workplace and acquire the training, skills, support and information they need to meet challenges in the workplace.

Public Works and Government Services Canada's Executive Development Program for Visible Minorities addresses the need to upgrade the skills and increase the professional development opportunities of members of visible minorities. The purpose of the program is to designate high-calibre employees who have identified themselves as members of visible minorities at the levels of EX equivalent, EX minus 1 and minus 2, and to offer them training and development opportunities to enable them to broaden their experience. The program initially received SMIF assistance; today, it is totally financed by the department. In 1998, the program will also be open to Aboriginal employees.

The **Canadian Space Agency** took part in a pilot project, which gave students with disabilities the opportunity to do internships with government agencies and private organizations on both sides of the Atlantic.

As part of its support for La Relève initiatives, **Fisheries and Oceans** is implementing a bridging program to accelerate the appointment, training and marketing of promising candidates from designated groups in order to ensure that they are better represented in the department's Executive category.





Human Resources Development Canada's Alberta Region organized a conference for its Aboriginal summer students in order to identify these employees' specific needs. As a result of this initiative, the department's Aboriginal Student Program will be improved.

Recruitment

At a time of limited recruitment, many departments and agencies are demonstrating creativity in their publicizing of federal Public Service employment opportunities to reach the greatest possible number of members of designated groups and others.

Agriculture and Agri-Food Canada is such an example. It has established a fund with the assistance of SMIF, specifically to recruit Aboriginal peoples for its Land Management Program Service. This experience provides the skills training needed to pursue a career in Agriculture and Agri-Food or elsewhere in the federal Public Service. Judging from the exit questionnaire filled out by participants, most thought that the program had been an enriching experience. Several of the program's participants now occupy indeterminate positions in the federal government.

The **Canadian Grain Commission** made a video on careers in the Commission. This video, although useful for any of the designated groups, was specifically aimed at increasing awareness among Aboriginal high school students of the opportunities available to them and encouraging them to pursue a career at the Canadian Grain Commission. Thanks to this video, Aboriginal peoples now have a better understanding of the employment opportunities offered by the Commission and are participating in greater numbers in these various programs.

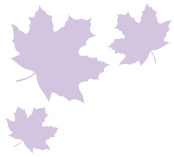
The **Royal Canadian Mounted Police** implemented an initiative to recruit and promote Aboriginal clerks in some detachments serving Aboriginal areas. The Force obtained permission to make appointments without holding competitions, and through internal and external recruitment, in accordance with the provisions of section 44 of the *Public Service Employment Regulations* under the employment equity program.

Mentoring

Mentoring is an effective way to help members of designated groups acquire skills and experience in the federal Public Service with the assistance, advice and support of others. A number of departmental and agency initiatives related to the recruitment or training of members of designated groups have a mentoring component.

With SMIF financial assistance, **Natural Resources Canada** set up a summer employment program to recruit university and post-secondary Aboriginal students. This program focuses on students pursuing studies in forestry-related fields. A guide and





questionnaire were prepared and a mentoring component was added to the program. While acknowledging the government's budgetary restraints, which limit external recruitment, this initiative will increase the potential number of qualified Aboriginal candidates when new recruitment opportunities become available.

Health Canada is administering a program designed to recruit and train Aboriginal and visible minority university graduates to become human resources counsellors. This is an experimental three-year program (1996-1999) that initially received SMIF assistance and was designed to achieve two objectives: rejuvenating the PE group and promoting employment equity.

Accommodation and access

Many departments and agencies are demonstrating a firm intention to ensure that the workplace is accessible and so arranged as to facilitate the employment and retention of persons with disabilities.

For example, **Environment Canada** approved numerous accommodations to promote the well-being of employees and particularly of persons with disabilities. Departmental funds were used to cover expenses related to ancillary services for employees with disabilities.

During the year, the **Canadian Space Agency** installed more automatic opening doors, and access to such common-use rooms as the cafeteria and training areas was improved.

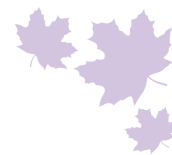
Consultations

Under the new *Employment Equity Act*, departments and agencies have an obligation to consult and collaborate with employee representatives. The majority of departments and agencies have had employee consultation processes in place for a number of years.

For example, **Indian and Northern Affairs Canada** and the **Canadian Polar Commission** are working in collaboration with their committee of Aboriginal employees to develop Aboriginal recruitment, retention and employment policies.

Local Labour-Management Relations Committees at **National Defence** have generally been the forum used by management and union representatives in the department to discuss employment equity issues, plan initiatives, settle local problems and deal with specific situations. At the national level, the presidents of all the unions represented at National Defence and representatives of the Assembly of Manitoba Chiefs were invited to take part in a two-day workshop on employment equity.





National Revenue has four national employment equity advisory committees, one for each of the four designated groups. Each has its own action plan. For 1996-97, for example, the Women's National Advisory Committee made recommendations on facilitating a balance between work and personal life, relaxing leave provisions and expanding opportunities for professional development; the National Advisory Committee of Aboriginal People took a keen interest in the Prairie Region's Aboriginal Development Initiative with a view to publicizing the project in the other regions; the National Advisory Committee of Persons with Disabilities established an active communication network to promote better practices in the regions; and the National Advisory Committee of Visible Minorities contributed to the department's self-identification strategy.

In the context of increasing awareness of employment equity, the **Department of Justice Canada** has successfully begun or completed a number of initiatives, including the establishment of a national and local union/management consultation committee, and networks with non-governmental associations representing persons with disabilities, visible minorities, and Aboriginal peoples through the Assembly of Manitoba Chiefs.

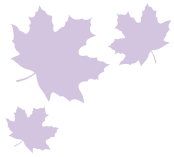
The **Atlantic Canada Opportunities Agency** conducts interviews with departing employees to identify potential problems related to the organization's culture or the agency's Employment Equity Program. The **Treasury Board of Canada Secretariat** also uses departure interviews as a way to identify possible barriers to the retention or advancement of members of designated groups.

Self-identification

Most departments and agencies go to great lengths to encourage their employees to identify themselves so that their analysis of their workforces can be as accurate as possible.

For example, at the **Immigration and Refugee Board**, the letter of offer contains a paragraph encouraging new employees to identify themselves. Similarly, the **Canadian Space Agency** attaches the new employee voluntary self-identification form and the brochure *Count Me In!* to its job offers. In addition, the Space Agency will soon make the self-identification form and the brochure available on its Intranet.





Several departments and agencies, such as **Citizenship and Immigration Canada**, **Solicitor General Canada**, **Transport Canada**, **Canadian Heritage** and the **Canadian Radio-television and Telecommunications Commission** have taken advantage of the coming into effect of the new *Employment Equity Act* to initiate a survey of their entire workforces.

A new brochure has been prepared by **Natural Resources Canada** to obtain self-identification information from employees. The brochure provides staff with information about the purpose of employment equity and encourages them to fill out the questionnaire.

Accountability

In the course of implementing the new *Employment Equity Act*, some departments and agencies will take advantage of the opportunity to establish accountability systems while others will improve those they already have.

The **Canadian Human Rights Commission** is one example. Managers will continue to closely monitor activities related to recruitment, promotions, separations, and training and development opportunities. This approach will be supported by a management accountability framework that is being developed by the Employment Equity and Workplace Diversity Advisory Committee for approval by the Secretary General.

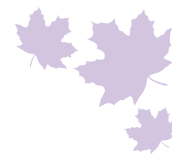
Accountability systems are part of the departmental culture at **Veterans Affairs Canada**. The deputy head signs with each of the senior managers an agreement that takes into account the expected results relating to employment equity.

Departments and agencies with fewer than 100 employees

As of March 31, 1997, there are 17 small agencies with fewer than 100 employees within the governmental apparatus. This year, the Treasury Board of Canada Secretariat wants to highlight several particular contributions. Despite the small size of those agencies, they have undertaken many employment equity initiatives of various kinds.

All departments and agencies employed by the Treasury Board are subject to the *Employment Equity Act*, regardless of how many employees they have. As of March 31, 1997, there are 17 small agencies with fewer than 100 employees within the governmental apparatus. This year, the Treasury Board of Canada Secretariat wants to highlight several particular contributions. Despite the small size of those agencies, they have undertaken many employment equity initiatives of various kinds.





At the **Offices of the Information and Privacy Commissioners**, for example, management has undertaken to find and eliminate employment practices and structural obstacles that are detrimental to the employment and promotion of persons in the designated groups. In addition, these agencies have ensured that their two Web sites are accessible to people with visual handicaps.

The **Canadian Environmental Assessment Agency** recognizes that employment equity principles are a healthy management practice. This newly established agency has adopted a plan for the ongoing implementation of employment equity that could serve as a model for other institutions.

Despite Program Review reductions, the **Canadian International Trade Tribunal** is attempting to increase the representation of members of target groups, in particular through the CO-OP program (a federal educational program that provides practical experience to students). The Tribunal is very confident that it will meet its targets for people with disabilities and visible minorities.

The **Office of Commissioner for Federal Judicial Affairs** is providing information sessions on employment equity. The Office has also made telework available, granted education leave and provided assignments to help employees make career changes.

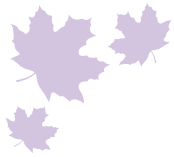
The **Patented Medicine Prices Review Board** has established a TDD teletypewriter service for people with hearing, visual or physical disabilities or trouble with speech. The Board also distributes calendars promoting employment equity to all its employees.

The **Hazardous Materials Information Review Commission** is participating with other agencies and departments in forming networks to implement a recruitment strategy in the scientific area.

Finally, over the last eight years, a very small agency, the **Competition Tribunal**, has promoted four women from the Administrative Support category to the Administrative and Foreign Service category, and a fifth woman from the Technical category to the Scientific and Professional category.

Partnerships

Partnerships among federal government departments and agencies, and with private enterprises, ethnic groups, Aboriginal communities and provincial governments have intensified during the last few years. Numerous partnership projects have been created with help from the Special Measures Innovation Fund (SMIF).



Partnerships among federal government departments and agencies and with private enterprises, ethnic groups, Aboriginal communities and provincial governments have intensified during the last few years. Numerous partnership projects have been created with help from the Special Measures Innovation Fund (SMIF).

The launching of the OMNIBUS concept by the **Public Service Commission of Canada** in 1995, as a way of presenting projects funded by SMIF, is a good example of innovation in employment equity that encourages partnerships among the various departments present in the Northwest Territories (NWT). The Northwest Territories OMNIBUS is an umbrella that brings together all the departmental proposals from the Northwest Territories for projects funded by SMIF. The OMNIBUS is led and directed by a group of SMIF departmental project leaders and chaired by the Public Service Commission of Canada

NWT regional office. The OMNIBUS's role is to encourage sharing of information and best practices and to create partnerships.

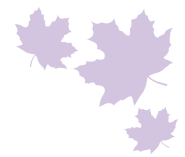
For instance, the Land Surveyors of the North Project is a pilot partnership opportunity in career development for Aboriginal organizations and **Natural Resources Canada** in the Northwest Territories that has been developed under the OMNIBUS concept. The objectives of the project are to develop a pool of qualified Inuit from Nunavut; to encourage their interest in working with the federal Public Service and the future territorial government; and to create a working environment within Natural Resources Canada that is conducive to the retention and development of Inuit peoples.

The following are other examples of various partnership projects that started or continued in 1996-97. They all received resources from SMIF.

Canadian Heritage led a project in partnership with the private sector. The initiative aimed to develop innovative ways to explain the values of diversity to managers and employees in the department. Corporations and institutions in the private sector were brought together to discuss their programs and to solve problems with departmental staff. Workshops were held across the country, and 23 companies participated including the Royal Bank, Westin Hotels and Resorts, Kodak, SaskEnergy, CBC, BCTV and others. There were also representatives from other departments who benefited from the workshops.

In partnership with departments and agencies in its Quebec Region, the **Public Service Commission of Canada** came up with a project to include and help retain persons with disabilities people in the federal Public Service. The project consisted of listing the





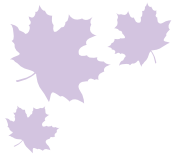
technical aids acquired by federal government departments in Quebec and those that are available in the marketplace. Federal public servants with disabilities and their supervisors were informed of the availability of appropriate technical aids on the cutting edge of technology.

Together with the government of Newfoundland and Labrador, the Newfoundland district office of the **Public Service Commission of Canada** launched a project entitled ‘Work Experience and Employment for Persons with Disabilities in the Public Service.’ The purpose of this project is to provide federal departments in Newfoundland and Labrador with access to a larger pool of experienced, qualified public servants that have a disability. This project meets the needs of both partners by taking advantage of their resources. The provincial public service makes its list of employees with a disability available to federal departments, while the federal Public Service offers career development assignments to provincial employees with a disability.

In Nova Scotia, the representation of Black and Aboriginal peoples in the federal Public Service is lower than their availability on the labour market. To fill the gap, **Revenue Canada** assumed a leading role in partnership with **Human Resources Development Canada** and **Health Canada** by establishing a program to correct the historical imbalances in employment through concrete, innovative measures, first in Halifax and then in the rest of the province. The purpose of the project is to help members of the Black and Aboriginal communities rise through the ranks of federal departments in Nova Scotia. Thirty-two people have received enriching training assignments in several federal departments. The project also provides for contacts with other cultures, mentoring, networking, training within departments and community orientation to help candidates develop their skills and values.

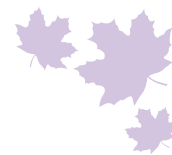
Fisheries and Oceans undertook a project in partnership with the First Nations in the Yukon that will enable the department to recruit, develop and retain First Nations members as Fishery Officers. The initiative will act as a catalyst to bring First Nations individuals into the department’s specialized fields through a recognized training program, ultimately resulting in a workforce representative of the local First Nations population in the Yukon.

Environment Canada, Public Works and Government Services Canada and the **Canadian Radio-television and Telecommunications Commission** initiated a project, with the assistance of the SMIF and the co-operation of the **Canadian Centre for Management Development** and the **Public Service Commission of Canada**, to bring together departments of all sizes in order to draw up a list of mentors to provide a mentoring program from which members of designated groups can benefit.



The **Canadian Heritage (Parks Canada)** training project, in partnership with many Aboriginal groups across Canada, is a comprehensive training program that provides Aboriginal employees in the Warden Service with an opportunity to further their careers. The project has five key components: the Individual Training Program helps the trainee all through his or her training; the Mentoring Program provides the trainee with a mentor who will act at once as a guide, counsellor, teacher and co-worker; the Exchange Program encourages trainees to participate in a work exchange with another park; the Ride-Along Program introduces participants to the different areas of Parks Canada; and finally, thanks to the Horizons Program, the Aboriginal trainee can acquire the knowledge and skills related to the Warden's job and function as a patrol person at the field level.





CHAPTER IV

THE NUMBERS

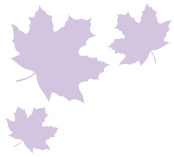
The data in this report cover the fiscal year from April 1, 1996 to March 31, 1997. Technical Notes that describe this report's statistical base start on page 49. They include an explanation of the population, which comprises indeterminate employees, term employees of three months or more, and seasonal employees. It does not include casual employees, term employees of less than three months, or employees on leave without pay.

The following comments are highlights of the information in this chapter.

Women

- *Just about half of the federal Public Service workforce are women (49.5 per cent), up from 48.2 per cent on March 31, 1996.*
- *Almost a quarter of all employees in the Executive category are women (23.0 per cent), up from 21.3 per cent on March 31, 1996.*
- *One in 10 female employees was also a member of another designated group, the same proportion as in 1996.*
- *Six of 10 persons hired into the federal Public Service were women.*
- *Just over 7 out of 10 women entered the federal Public Service via the Administrative Support category, compared with approximately 5 in 10 for all employees.*
- *Women continued to receive more than half of all promotions (56.5 per cent).*





Aboriginal peoples

- *Aboriginal peoples comprised 2.4 per cent of the federal Public Service workforce, up from 2.3 per cent on March 31, 1996.*
- *Aboriginal peoples were 2.6 per cent of all new hires into the federal Public Service.*
- *Half of all Aboriginal employees (50.4 per cent) entered the federal Public Service in the Administrative Support category.*
- *A quarter of all new Aboriginal employees were hired in the National Capital Region.*

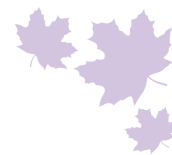
Persons with disabilities

- *Persons with disabilities represented 3.3 per cent of the federal Public Service workforce, compared to 3.1 per cent as of March 31, 1996.*
- *One in 10 persons with disabilities was hired as an indeterminate employee.*
- *Two out of three persons with disabilities entered the federal Public Service in the Administrative Support category, as was the case last year.*

Persons in a visible minority group

- *Persons in a visible minority group represented 4.7 per cent of the federal Public Service workforce, up from 4.5 per cent on March 31, 1996.*
- *Just about a quarter of all persons in a visible minority group were in the Scientific and Professional category.*
- *Of all new hires, 3.1 per cent were persons in a visible minority group.*
- *One in seven persons in a visible minority group was hired as an indeterminate employee.*
- *Half of all new employees in a visible minority group entered the Administrative Support category (50.3 per cent) with another 22.8 per cent entering the Administrative and Foreign Service category.*
- *Just under 14 per cent of all new employees in a visible minority group entered the Scientific and Professional category, twice the proportion for the federal Public Service as a whole.*





Overall representation

The representation of all four designated groups increased over the fiscal year, the increase for women (from 48.2 per cent to 49.5 per cent) being the largest. Figures 1 and 2 include information on representation and compare this with workforce availability (see Technical Notes) for each designated group. These charts as well as Figure 3 also provide historical information (1988-1997) on the four designated groups.

The comparison of current representation with availability shows that:

- Women (49.5 per cent) are the only group where representation exceeds workforce availability (47.3 per cent).
- There was a slight gap between the 2.4-per-cent representation of Aboriginal peoples and their workforce availability of 2.6 per cent.
- Representation of persons with disabilities (3.3 per cent) was just over two thirds of their workforce availability (4.8 per cent).
- The gap between the representation of persons from visible minority groups and their availability in the workforce (4.7 per cent versus 9.0 per cent) continues to be significant.

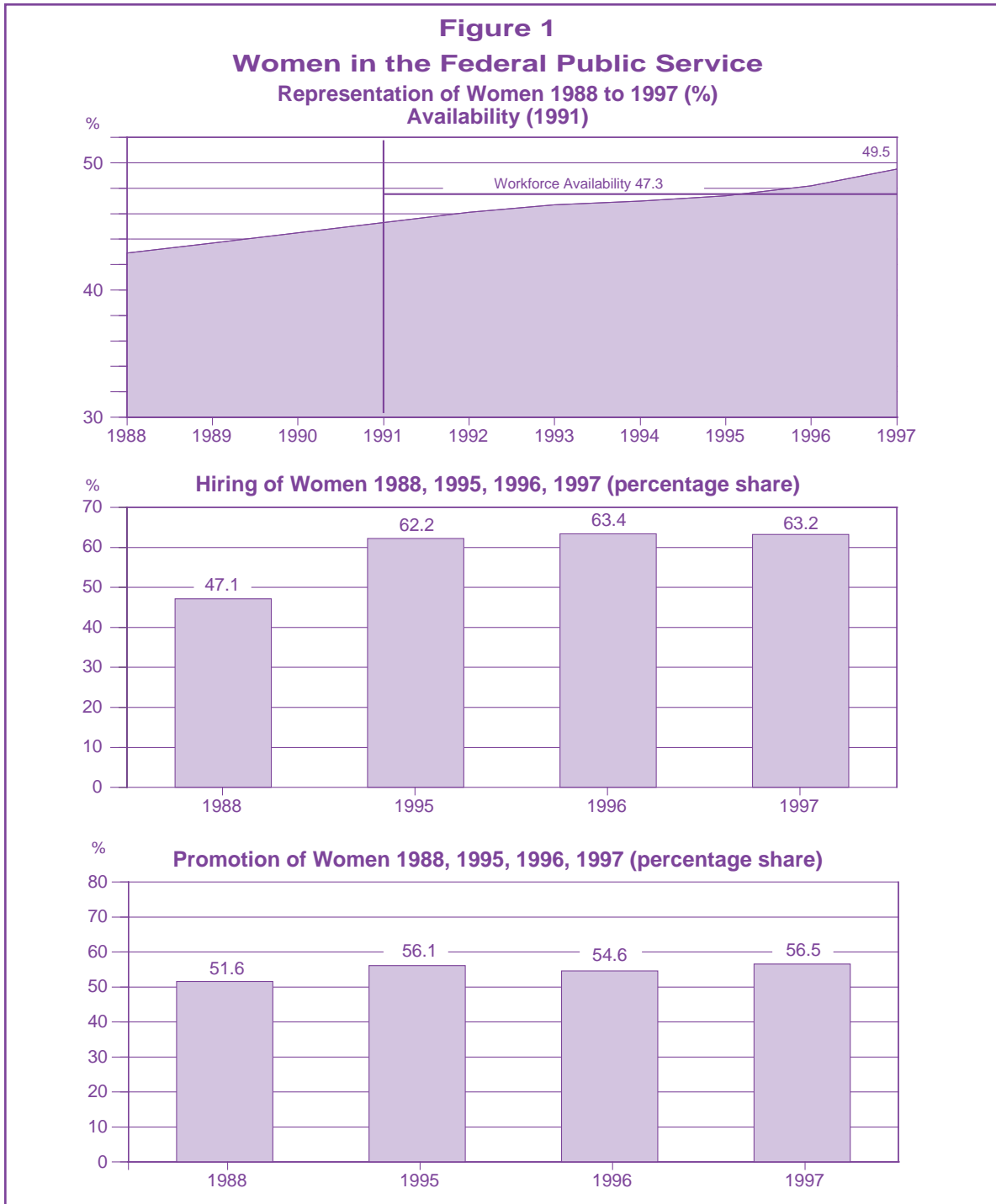
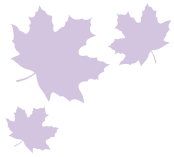
Gender

Table 2 presents the distribution of federal Public Service employees by type of employment and gender as of March 31, 1997. The data reveal that 10.5 per cent of women were also members of another designated group, the same proportion as last year. Broken down by designated group, 4.5 per cent of women in the federal Public Service were members of a visible minority group, 3.1 per cent were persons with disabilities, and another 2.9 per cent were Aboriginal women. These percentages are roughly the same as last year.

Employment type

Over the last fiscal year, there was a slight decrease in the proportion of designated group employees who were indeterminate. As of March 31, 1997, the percentage for women stood at 84.0 per cent down from 85.0 per cent; Aboriginal employees were at 83.2 per cent, down from 85.0 per cent; persons with disabilities were at 91.3 per cent, compared with 91.8 per cent a year earlier; and visible minorities were at 88.1 per cent, down from 89.2 per cent. Indeterminate employees made up 87.4 per cent of the federal Public Service as a whole, down from 88.6 per cent on March 31, 1996.





As of March 31, 1997, close to two thirds of the 22,267 term employees in the federal Public Service were women, the same proportion as in 1996. Seven out of 10 term employees were members of the designated groups, as was the case last year. There were some 700 fewer term employees than in 1996.



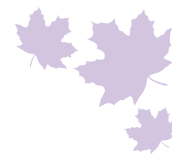
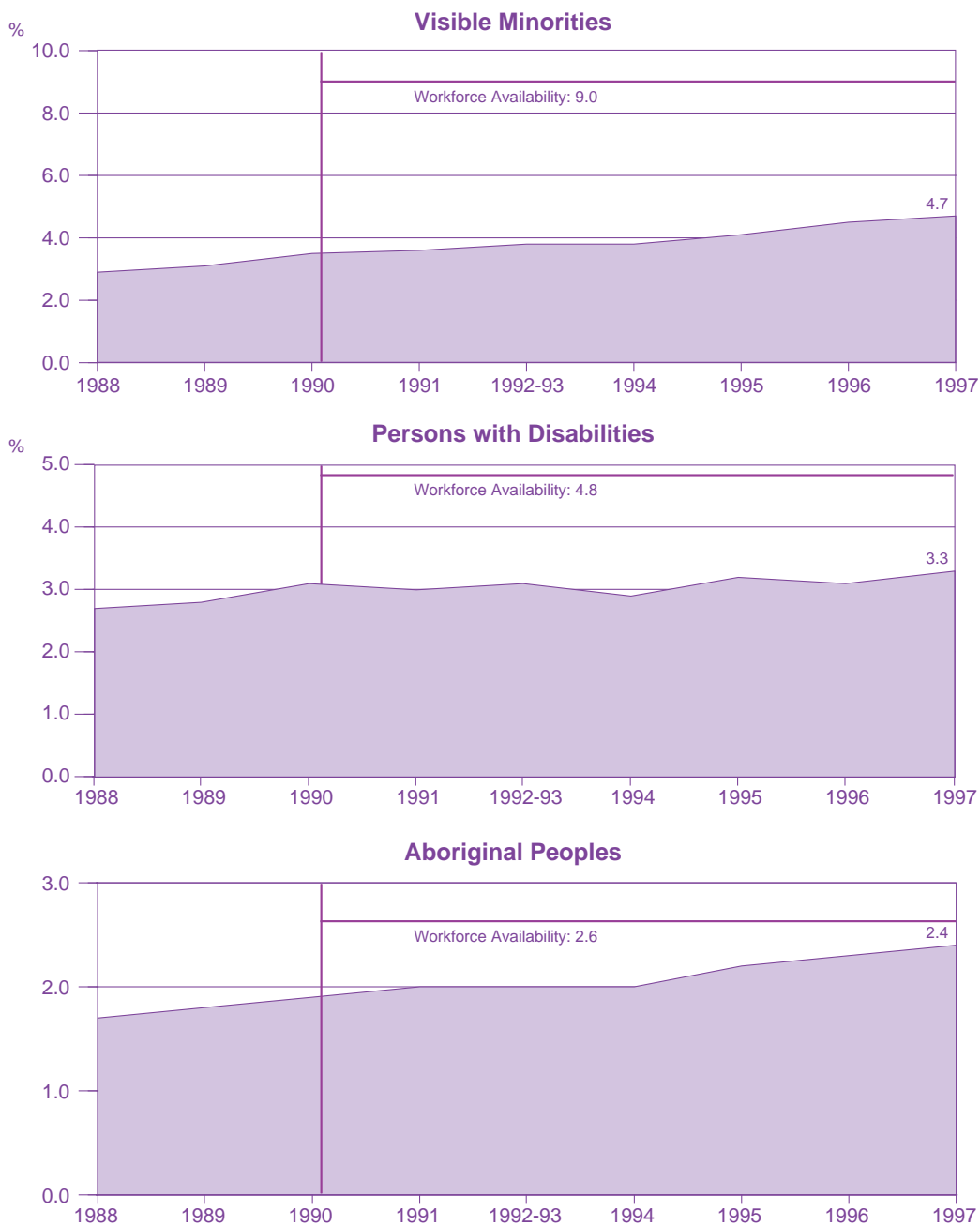


Figure 2
Minority Designated Groups in the Federal Public Service
Representation 1987 to 1997 (%)
Availability (1991)



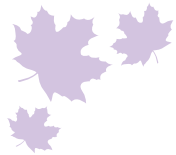
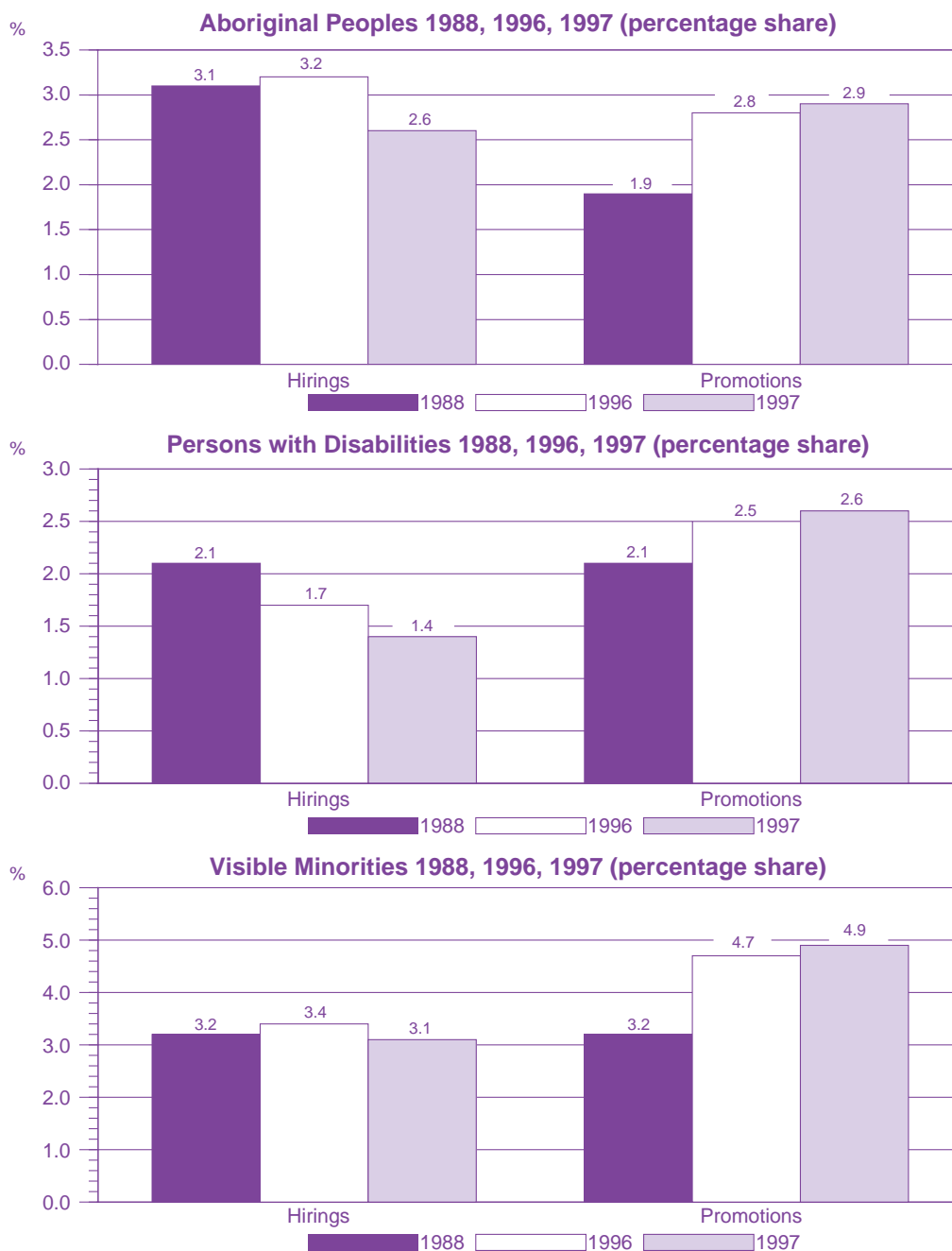
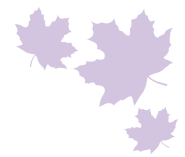


Figure 3
Minority Designated Groups in the Federal Public Service





Occupational category

Despite a continuing decrease in the number of employees in the Executive category (141 fewer in March 1997 than in March 1996 and some 900 fewer than in 1992), the proportion of women in this category continued to rise. Table 3 shows that on March 31, 1997, women accounted for 23.0 per cent of the Executive category, up from 21.3 per cent a year earlier and continuing the pattern of gradual increase over the past decade.

Since March 1996, the proportion of women has also increased in four of the other five occupational categories, and declined slightly in the female-dominated Administrative Support category (from 84.6 per cent to 84.0 per cent).

Representation of the minority designated groups in the Executive category showed only marginal increases over the fiscal year. On March 31, 1997, 1.7 per cent of Executives were Aboriginal peoples compared with 1.6 per cent previously; 2.2 per cent were persons with disabilities versus 2.1 per cent a year earlier; and visible minorities were at 2.5 per cent, up from 2.3 per cent on March 31, 1996. Representation of these three designated groups was stable in the other occupational categories.

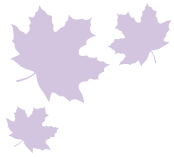
Age

The proportion of women in the federal Public Service aged 45 or older rose again this year to 35.0 per cent (Table 4) from 32.5 per cent on March 31, 1996 and from 28.8 per cent three years ago. The proportion was, however, much lower than among men where those aged 45 or older rose to 47.4 per cent from 45.6 per cent last year and from 42.4 per cent three years ago. This ageing of the federal Public Service workforce (now with 41.3 per cent of its employees aged 45 or older) persists, in large part, because there have been only limited opportunities for the intake of young people.

Table 4 also reveals that 41.1 per cent of executives younger than 45 were women, an increase of 4 percentage points from a year ago. The most youthful of the designated groups continues to be the Aboriginal population, where just over two-thirds are younger than 45. By contrast, persons with disabilities and visible minorities had significantly higher proportions of people who were 45 or older. Half of all employees with disabilities and 46.9 per cent of persons in a visible minority group were in the older age brackets, both percentages up from a year ago.

In the Scientific and Professional category, visible minority employees were more likely to be 45 or older. Fifty-eight per cent of visible minority employees were in this age group, compared to 44 per cent for employees in this occupational category.





Departments and agencies

Although there were significant reductions in the size of some departments, these did not have a negative effect on representational levels. Fifteen of the 19 large departments (those with 3,000 or more employees) experienced reductions in the size of their populations, five by more than 1,000 employees. Even at Transport Canada where reductions were largest – resulting mainly from the creation of Nav Canada — designated group representation remained stable.

Representation levels within individual departments and agencies continue to vary widely (Table 5). More than half the employees in nine of the large departments were women. For the RCMP (Public Service staff) and Human Resources Development Canada, 8 in 10 and 7 in 10 employees, respectively, were women. Only at Fisheries and Oceans, which has a relatively high proportion of occupations considered ‘non-traditional’ for women — including fields such as engineering, natural sciences, and ship’s officers and crews, for example — is the representation of women below 30 per cent.

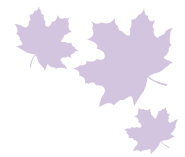
Six departments continue to account for almost two thirds of Aboriginal employees in the federal Public Service: Indian and Northern Affairs Canada; Human Resources Development Canada; Revenue Canada; Correctional Service Canada; Health Canada; and National Defence. This was the same situation as last year.

Aboriginal employees continue to be best represented at Indian and Northern Affairs Canada, where 22.6 per cent of the employees were Aboriginal peoples. This was more than three times the proportion in the next highest department, Health Canada (6.1 per cent).

In all departments with at least 500 employees, the proportion of Aboriginal employees was at least 1 per cent. Two years ago, Aboriginal representation was less than 1 per cent in seven of these 29 departments.

The Canadian Human Rights Commission continues to employ the highest proportion of persons with disabilities (11.1 per cent). Among the large departments, Human Resources Development Canada (6.2 per cent), Citizenship and Immigration Canada (5.9 per cent) and the federal Public Service component of the RCMP (5.8 per cent), were the leaders. Human Resources Development Canada continues to have the largest number of persons with disabilities in the federal Public Service (1,384) up from 1,313 a year earlier.





Revenue Canada, Human Resources Development Canada, and Public Works and Government Services Canada are the only departments with more than 500 employees in a visible minority group. Together, they account for 44.3 per cent of all such employees. With 2,248 employees from a visible minority group — two and a half times the number in the next highest department — Revenue Canada alone employs more than a quarter of all persons from this designated group in the federal Public Service.

Among departments with more than 100 employees, the Immigration and Refugee Board continues to have the highest percentage (16.0 per cent) of employees from a visible minority group. Citizenship and Immigration Canada (10.2 per cent) continues to lead the large departments with more than 3,000 employees.

Geographic location

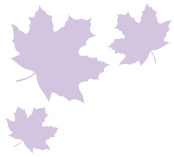
Data in Table 6 show that one third of federal Public Service employees work in the National Capital Region (NCR). The proportions of designated group members in the NCR are as follows: women (34.6 per cent); Aboriginal peoples (26.4 per cent); persons with disabilities (35.7 per cent); and persons in a visible minority group (33.0 per cent).

There continues to be much interest in the regional distribution of employees in the designated groups, particularly Aboriginal peoples and visible minorities. The pattern has not changed significantly from last year. Excluding employees in the NCR, the province of Ontario continued to have the largest number of employees in each of the four designated groups. Quebec continues to have the second highest number of women, persons with disabilities, and now Aboriginal peoples. British Columbia still has the second highest number of persons in a visible minority group.

Comparing the distribution of Aboriginal and visible minority employees with that of all employees reveals some interesting facts. For example, 10.7 per cent, 6.6 per cent and 10.5 per cent of all Aboriginal employees in the federal Public Service work in Manitoba, Saskatchewan and Alberta, respectively, compared to 4.5 per cent, 2.6 per cent and 6.0 per cent of federal Public Service employees. With respect to visible minorities, 17.9 per cent of this group work in British Columbia compared to 9.9 per cent of all employees.

In most regions, more than half or close to half of all employees were women. Only in Nova Scotia, Newfoundland and outside of Canada were the proportions lower than 45 per cent.

The Northwest Territories (21.2 per cent) and Yukon (12.6 per cent) continued to have the highest proportional levels of Aboriginal employees, both increasing their share from last year; however, these two territories together account for less than 1 per cent of the



total federal Public Service population. More than a quarter (27.8 per cent) of all Aboriginal employees worked in Alberta, Saskatchewan or Manitoba, a proportion almost identical to last year's. Another 26.4 per cent worked in the NCR.

Overall, the proportion of persons with disabilities among regional populations is roughly the same as last year. Persons with disabilities continue to be best represented in Prince Edward Island (5.3 per cent), the same proportion as in 1996. At 4.5 per cent, the Quebec portion of the NCR is next.

Persons from a visible minority group comprised 8.4 per cent of all federal Public Service employees in British Columbia, up from 7.8 per cent last year. Ontario, excluding the NCR, was next with 5.9 per cent, down from 7.3 per cent in 1996. On the low side, less than 1 per cent of federal government employees in Newfoundland and Labrador and in New Brunswick were from a visible minority group. This was also the case last year.

Salary

There was a slight increase in the proportions of women, Aboriginal and visible minority employees earning more than \$50,000 this year. Table 7 reveals that 12.4 per cent of all women in the federal Public Service earned at least \$50,000 per year, a slight increase from 11.6 per cent a year ago. These proportions compare to 32.5 per cent of all men.

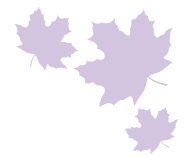
The proportion of Aboriginal employees earning at least \$50,000 rose to 13.6 per cent. Aboriginal peoples and disabled employees, at 11.7 per cent and 20.2 per cent, respectively, also showed increases in the proportions of employees earning at least \$50,000 a year.

The proportion of visible minority employees earning at least \$50,000 was 27.2 per cent, a slight increase over a year earlier. This relatively high proportion is still largely due to heavy representation of visible minority employees in the well-paying Scientific and Professional category.

Hirings

Tables 8 to 10 show the number of hirings — persons added to the federal Public Service payroll — between April 1, 1996 and March 31, 1997 (see Technical Notes in the Appendix). Women continue to account for almost two thirds of all hires into the federal Public Service. As occurred last year, more than half of all hirings (54.2 per cent) continues to be into the Administrative Support category, where 8 in 10 entrants were women.





Among the hirings in 1996-97, 3.1 per cent were persons from a visible minority group, 2.6 per cent were Aboriginal peoples, and 1.4 per cent were persons with disabilities.

The most common type of employment for people entering the federal Public Service continued to be term employment. Less than 10 per cent of all new employees were hired for an indeterminate period. With respect to the designated groups, 6.5 per cent of women, 13.1 per cent of Aboriginal peoples, 9.6 per cent of persons with disabilities and 14.0 per cent of persons in a visible minority group were hired for an indeterminate period.

Excluding the NCR, Quebec again led all areas in the number of women hired. This year, it replaced Newfoundland and Labrador as leader in the proportion of women hired, with three quarters of new employees being women. Prince Edward Island hired the highest proportion of persons with disabilities (2.7 per cent), while Manitoba (4.8 per cent) and British Columbia (4.0 per cent) both surpassed Ontario in the proportion of persons in a visible minority group among new hires. The Northwest Territories (17.1 per cent) and Yukon (14.1 per cent) led in the proportion of new employees who were Aboriginal peoples.

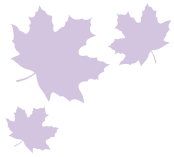
Promotions

Tables 11 to 13 provide information on promotions. More than half (56.5 per cent) of the employees promoted in 1996-97 were women, up from 54.6 per cent in 1996.

The proportions of Aboriginal peoples and persons in visible minority groups promoted (2.9 per cent and 4.9 per cent, respectively) were slightly higher than the proportions of those employees in the federal Public Service (2.4 per cent and 4.7 per cent, respectively). By contrast, persons with disabilities continue to have a lower share of promotions (2.6 per cent) than their internal representation (3.3 per cent).

For the federal Public Service as a whole, 78.1 per cent of promotions during 1996-97 went to indeterminate employees, down from the 82.9 per cent recorded a year earlier. For the designated groups, the proportion of term employees among promotions continued to be highest for Aboriginal peoples (at 31.4 per cent, up significantly from 20.3 per cent in 1996). Among the other designated groups, 25.8 per cent of visible minorities, 23.9 per cent of women and 19.3 per cent of persons with disabilities who were employed for specified terms, received a promotion in 1996-97.

For three of the designated groups, the highest number of promotions involved movements to or within the Administrative and Foreign Service category, followed by the Administrative Support category. The Administrative and Foreign Service category



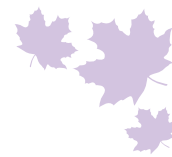
and the Administrative Support category again account for 8 in 10 of all promotions received by women and 7 in 10 for persons with disabilities and Aboriginal peoples. One in five of all promotions among persons in a visible minority group involved movements to or within the Scientific and Professional category.

Separations

The final three tables (14 to 16) present information on separations. These include employees whose appointment for a term or specified period ended during the 1996-97 fiscal year.

Just over half of all separations involved persons in the designated groups, down from 62.0 per cent last fiscal year. This decrease applied to all designated groups. Women accounted for 47.9 per cent of all separations, down from 52.7 per cent a year earlier. Likewise, the proportion of Aboriginal peoples in separations decreased from 2.7 per cent to 1.7 per cent, persons in a visible minority group from 3.0 per cent to 2.1 per cent, and persons with disabilities from 3.6 per cent to 1.9 per cent.





CONCLUSION

The 1996-97 fiscal year will be remembered as one in which major milestones were reached in the effective implementation of the new *Employment Equity Act* and its regulations.

It should be borne in mind that employment equity has been part of the activities of the federal Public Service since 1983. Since then, the federal Public Service has implemented numerous programs and projects to improve the position of members of the four designated groups. As a result of these initiatives, consistent progress has been made, which has reinforced the government's commitment to the objectives of employment equity.

Women, who represent 49.5 per cent of the federal workforce, and Aboriginal peoples, who make up 2.4 per cent of all employees, are at or close to their availability rates on the Canadian labour market — 47.3 per cent and 2.6 per cent, respectively, according to the 1991

Census. Representation rates of persons with disabilities and visible minorities in the federal Public Service are still a challenge, however. Persons with disabilities represent 3.3 per cent of the federal workforce, although their external availability rate, according to the 1991 Census, is 4.8 per cent. As for visible minorities, they make up 4.7 per cent of the federal Public Service workforce, while their external availability rate is 9 per cent.

The ultimate goal of employment equity in the Public Service is to ensure that the federal workforce reflects the diversity of Canadian society.

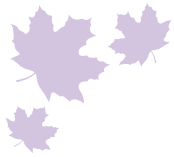
Under the Employment Equity Act, every employer shall ensure that

“persons in designated groups achieve a degree of representation in each occupational group in the employer’s workforce that reflects their representation in

- the Canadian workforce, or***
- those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees”.***

Paragraph 5(b), Employment Equity Act, 1995





During the following year, projects targeting the designated groups will be implemented by the Treasury Board of Canada Secretariat in consultation with members of the four advisory committees. The Secretariat is also planning to publicize best practices that have promoted employment equity in the federal Public Service.

Among other priorities for the following year, the Secretariat plans to review employment equity from a regional perspective, with a focus on its implementation strategy. The Employment Equity Division is also planning to analyze the effects of regional activities on the preparation of employment equity plans and on the results obtained.

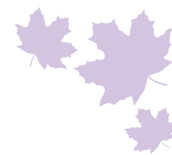
In fulfilling its obligations as an employer as defined by the *Employment Equity Act*, the Treasury Board will review its policies in order to identify and eliminate barriers to the employment of members of the designated groups.

Partnership agreements will also be introduced to promote co-operation with the main parties involved: departments and agencies; the advisory committees representing members of the designated groups; members of the Interdepartmental Committee on Employment Equity; the Public Service Commission of Canada; the Canadian Human Rights Commission; Human Resources Development Canada and interested unions.

The Special Measures Initiatives Program is scheduled to wind down in March 1998 and a thorough evaluation is under way. During the 1997-98 fiscal year, decisions will be made on possible measures to replace this program. The Secretariat will also focus on the anticipated results of the audit pilot projects conducted by the Canadian Human Rights Commission during the year in the five federal institutions that agreed to participate. These initial findings could help to identify certain problem areas and provide valuable pointers for action.

Employment equity is a fundamental value of the federal Public Service as a professional, non-partisan and respected institution representative of Canadian society as a whole. In fact, employment equity is a definite advantage for the federal Public Service, whose culture must increasingly and consistently integrate the principles of equity in order to meet the challenges of the twenty-first century. The federal Public Service wants to make a difference, and to do so, it must continue to explore new and effective ways of managing its human resources, with the goal of providing the Canadian public with ever better service.





APPENDIX

STATISTICS

Technical Notes

This appendix presents statistical profiles of the designated groups in the federal Public Service as of March 31, 1997. It includes summary data on women, Aboriginal peoples, persons with disabilities and persons in a visible minority group, as well as statistics on hirings, promotions, and separations of persons in these groups.

The federal Public Service

The Treasury Board of Canada is the employer for the population comprising the federal Public Service as set out in the *Public Service Staff Relations Act*, Schedule I, Part I. Most of these employees are appointed according to the merit principle under the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada.

As of March 31, 1997, the Public Service population comprised 194,396 persons, a decrease of 13,581 or 6.5 per cent from March 31, 1996. They were distributed as follows:

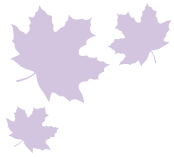
Indeterminate, terms of three months or more, and seasonal	186,378
Terms of fewer than three months	3,026
Casual employees	4,992
Total	194,396

Report coverage

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees. Because of the rapid turnover of students and casual employees, no information is reported on them. The statistics in this document also exclude Governor-in-Council appointees, ministerial staff, federal judges, and deputy ministers, all of whom are also on the federal Public Service payroll.

As required under the *Employment Equity Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 1996 and ending March 31, 1997. Although previous reports on employment equity in the federal Public Service have been submitted to Parliament, this is the first under the new legislation.





Federal departments and agencies

Under the *Public Service Staff Relations Act*, Schedule I, Part I, the federal Public Service comprises more than 60 departments, agencies and commissions (listed in Table 5) for which the Treasury Board is the employer.

Term employees (specified period of employment)

Effective June 1993, the *Financial Administration Act* was amended to change the definition of an ‘employee’ so that it included persons hired for a fixed duration of at least three months. Until then, a term employee for reporting purposes was an employee hired for six months or more.

Term employees fall into two categories:

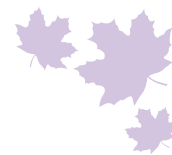
- short-term employees appointed for fewer than three months; and
- long-term employees appointed for three months or more.

Since short-term employees are not required to self-identify, the statistics in this report include only long-term employees. During the course of their employment in the federal Public Service, however, some persons who are initially hired as short-term employees become long-term employees. When this change in status occurs and the employee does not self-identify, designated group representation may be under-reported. For this reason, departments and agencies have been asked to collect self-identification information from all persons being added to the federal Public Service payroll.

Data on persons in the designated groups

The source for data in the statistical appendix is the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer, in accordance with the *Public Service Staff Relations Act*, Schedule I, Part I. Data in the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Data on movements into and out of the federal Public Service come from the Mobility File, a subset of the Incumbent File. Data on promotions come from the Appointments File administered by the Public Service Commission of Canada.





All tabulations, other than those for women, contain data obtained through self-identification, the process by which persons voluntarily identify themselves as being from one of the designated groups. These data are generated from the Employment Equity Data Bank maintained by the Secretariat.

The completeness and accuracy of self-identification data for the federal Public Service depend on the effectiveness of communications activities in departments, and ultimately on the decision of employees to self-identify or not. Employees are given an opportunity to self-identify when they join a department's workforce and during departmental self-identification surveys or campaigns. And, at any time, they may simply fill in a self-identification form, available from employment equity co-ordinators in the department.

Terminology used in this report

'Hirings' refers to the number of employees (indeterminate, terms of three months or more, and seasonal) added to the federal Public Service payroll during the fiscal year that the report covers. It is a measure of the flow of employees into the federal Public Service and may include more than one action for term employees.

'Promotions' refers to the number of appointments of employees to positions at higher maximum levels of pay — either within the same occupational group or subgroup, or in another group or subgroup — during the fiscal year covered by the report.

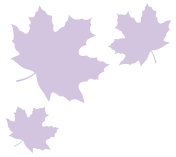
'Separations' refers to the number of employees (indeterminate, terms of three months or more, and seasonal) removed from the federal Public Service payroll during the fiscal year that the report covers. It is a measure of the flow of persons out of the federal Public Service and may include more than one action for term employees.

Separations include people who retired or resigned, as well as persons whose specified period of employment in the federal Public Service ended. People on leave without pay are excluded from the population counts derived from the pay-driven Incumbent File; however, they are included as separations when they leave the federal Public Service.

During the fiscal year April 1, 1996 to March 31, 1997, the federal Public Service population declined by more than 13,500 employees, or 6.5 per cent.

'Indeterminate employees' refers to people appointed to the federal Public Service for an unspecified duration.



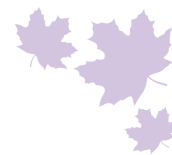


‘Seasonal employees’ refers to people who are hired to work cyclically for a season or portion of each year.

‘Casual employees’ refers to people hired for a specified period of no more than 90 days by any one department or agency during the fiscal year. Casual employees are not included in the employee totals for employment equity purposes.

‘Workforce availability’ refers to the distribution of people in the designated groups as a percentage of the total Canadian workforce. For the purposes of the federal Public Service, workforce availability is based only on those occupations in the Canadian workforce that correspond to the occupational groups in the federal Public Service.





LIST OF TABLES

Table 1

Representation of the Designated Groups in the Federal Public Service

Table 2

Representation of the Designated Groups in the Federal Public Service by Type of Employment and Gender

Table 3

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Occupational Group

Table 4

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Age

Table 5

Distribution of Federal Public Service Employees by Designated Group Showing Departments and Agencies

Table 6

Distribution of Federal Public Service Employees by Designated Group and Region of Work

Table 7

Distribution of Federal Public Service Employees by Designated Group and Salary Band

Table 8

Hirings into the Federal Public Service by Designated Group and Region of Work

Table 9

Hirings into the Federal Public Service by Designated Group and Occupational Category

Table 10

Hirings into the Federal Public Service by Designated Group and Type of Employment

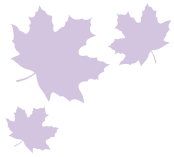


Table 11

Promotions Within the Federal Public Service by Designated Group and Region of Work

Table 12

Promotions Within the Federal Public Service by Designated Group and Occupational Category

Table 13

Promotions Within the Federal Public Service by Designated Group and Type of Employment

Table 14

Separations from the Federal Public Service by Designated Group and Region of Work

Table 15

Separations from the Federal Public Service by Designated Group and Occupational Category

Table 16

Separations from the Federal Public Service by Designated Group and Type of Employment



TABLE 1

Representation of the Designated Groups in the Federal Public Service
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees)

	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Public Service Representation									
As of March 31, 1997	186,378	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As of March 31, 1996	201,009	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As of March 31, 1995	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As of March 31, 1994	224,640	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As of March 31, 1993	221,114	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability 1991 Census			47.3		2.6		4.8		9.0

Note: The data in this and other tables in this report cover employees defined for employment equity purposes in the Regulations to the Employment Equity Act. The workforce availability estimates are based on information from the 1991 Census of Canada and the post-census Health and Activity Limitation Survey. They include only those occupations in the Canadian workforce that correspond to occupational groups in the federal Public Service. Workforce availability information from the May 1996 Census of Canada will be available in 1998.





TABLE 2

Representation of the Designated Groups in the Federal Public Service by Type of Employment and Gender

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997

	All Employees		Type of Employment									
			Indeterminate			Term ≥ 3 Months			Seasonal			
	#	%	Gender %	#	%	Gender %	#	%	Gender %	#	%	Gender %
Public Service												
Total	186,378		100.0	162,818		100.0	22,267		100.0	1,293		100.0
Women	92,281		49.5	77,503		47.6	14,411		64.7	365		28.2
Men	94,097		50.5	85,313		52.4	7,856		35.3	928		71.8
Aboriginal People												
Total	4,551	2.4	100.0	3,787	2.3	100.0	711	3.2	100.0	53	4.1	100.0
Women	2,688	2.9	59.1	2,190	2.8	57.8	490	3.4	68.9	8	2.2	15.1
Men	1,863	2.0	40.9	1,597	1.9	42.2	221	2.8	31.1	45	4.8	84.9
Persons with Disabilities												
Total	6,227	3.3	100.0	5,684	3.5	100.0	521	2.3	100.0	22	1.7	100.0
Women	2,859	3.1	45.9	2,553	3.3	44.9	298	2.1	57.2	8	2.2	36.4
Men	3,368	3.6	54.1	3,131	3.7	55.1	223	2.8	42.8	14	1.5	63.6
Persons in a Visible Minority												
Total	8,690	4.7	100.0	7,654	4.7	100.0	1,025	4.6	100.0	11	0.9	100.0
Women	4,157	4.5	47.8	3,557	4.6	46.5	595	4.1	58.0	5	1.4	45.5
Men	4,533	4.8	52.2	4,097	4.8	53.5	430	5.5	42.0	6	0.6	54.5

Note: Shaded columns indicate the percentage representation by gender within each group of employees. Other percentages are of the Public Service total for all employees, women and men, respectively. Thus women in a visible minority are 4.5 per cent of all women in the federal Public Service.





TABLE 3

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Occupational Group

(PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997

Occupational Category and Group	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	3,258	748	23.0	55	1.7	72	2.2	83	2.6
Scientific and Professional									
AC Actuarial Science	8	2	25.0	0	0.0	0	0.0	0	0.0
AG Agricultural	237	68	28.7	1	0.4	2	0.8	14	5.9
AR Architecture and Town Planning	236	45	19.1	6	2.5	5	2.1	28	11.9
AU Auditing	5,129	1,250	24.4	31	0.6	69	1.3	681	13.3
BI Biological Sciences	1,284	433	33.7	8	0.6	8	0.6	77	6.0
CH Chemistry	486	155	31.9	3	0.6	13	2.7	74	15.2
DE Dentistry	9	0	0.0	0	0.0	0	0.0	0	0.0
DS Defence Scientific Service	425	41	9.6	0	0.0	4	0.9	23	5.4
ED Education	755	380	50.3	72	9.5	18	2.4	33	4.4
EN Engineering and Land Survey	2,239	190	8.5	15	0.7	64	2.9	278	12.4
ES Economics, Sociology and Statistics	2,894	996	34.4	35	1.2	66	2.3	245	8.5
FO Forestry	109	13	11.9	4	3.7	4	3.7	2	1.8
HE Home Economics	20	20	100.0	0	0.0	0	0.0	0	0.0
HR Historical Research	241	88	36.5	5	2.1	6	2.5	1	0.4
LA Law	1,483	681	45.9	31	2.1	45	3.0	56	3.8
LS Library Science	451	332	73.6	5	1.1	12	2.7	28	6.2
MA Mathematics	260	91	35.0	0	0.0	4	1.5	38	14.6
MD Medicine	203	52	25.6	0	0.0	8	3.9	19	9.4
MT Meteorology	519	69	13.3	3	0.6	8	1.5	16	3.1
NU Nursing	1,485	1,265	85.2	82	5.5	14	0.9	73	4.9
OP Occupational and Physical Therapy	30	27	90.0	0	0.0	0	0.0	1	3.3
PC Physical Science	1,385	376	27.1	17	1.2	29	2.1	85	6.1





TABLE 3 (CONT'D)

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Occupational Group

Occupational Category and Group		All Employees		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
PH	Pharmacy	29	65.5	0	0.0	0	0.0	3	10.3
PS	Psychology	229	39.3	0	0.0	7	3.1	8	3.5
SE	Scientific Research	1,885	12.5	8	0.4	34	1.8	224	11.9
SG	Scientific Regulation	550	34.7	5	0.9	17	3.1	50	9.1
SW	Social Work	53	43.4	6	11.3	2	3.8	1	1.9
UT	University Teaching	151	5.3	1	0.7	3	2.0	13	8.6
VM	Veterinary Medicine	499	22.8	1	0.2	13	2.6	34	6.8
Total		23,284	31.2	339	1.5	455	2.0	2,105	9.0
Administrative and Foreign Service									
AS	Administrative Services	13,731	62.5	311	2.3	485	3.5	413	3.0
CO	Commerce	1,960	29.6	34	1.7	42	2.1	92	4.7
CS	Computer Systems Administration	7,950	28.5	84	1.1	265	3.3	588	7.4
FI	Financial Administration	2,405	40.5	55	2.3	84	3.5	194	8.1
FS	Foreign Service	1,067	27.6	15	1.4	20	1.9	54	5.1
IS	Information Services	1,565	63.3	28	1.8	42	2.7	32	2.0
MM	Management	255	57.3	7	2.7	14	5.5	33	12.9
OM	Organization and Methods	377	49.3	4	1.1	20	5.3	8	2.1
PE	Personnel Administration	2,778	68.1	103	3.7	156	5.6	79	2.8
PG	Purchasing and Supply	1,989	46.0	39	2.0	74	3.7	78	3.9
PM	Program Administration	33,017	52.5	918	2.8	1,267	3.8	1,484	4.5
TR	Translation	824	57.6	3	0.4	29	3.5	17	2.1
WP	Welfare Programs	1,928	46.7	81	4.2	60	3.1	60	3.1
Total		69,846	50.9	1,682	2.4	2,558	3.7	3,132	4.5



Technical										
AI	Air Traffic Control	11	0	0.0	0	0.0	0	0.0	0	0.0
AO	Aircraft Operations	473	32	6.8	2	0.4	7	1.5	6	1.3
DD	Drafting and Illustration	580	156	26.9	8	1.4	31	5.3	27	4.7
EG	Engineering and Scientific Support	5,955	1,394	23.4	79	1.3	136	2.3	212	3.6
EL	Electronics	1,298	40	3.1	11	0.8	18	1.4	30	2.3
EU	Educational Support	2	0	0.0	0	0.0	0	0.0	0	0.0
GT	General Technical	2,548	641	25.2	84	3.3	57	2.2	36	1.4
PI	Primary Products Inspection	2,051	310	15.1	31	1.5	41	2.0	73	3.6
PY	Photography	32	3	9.4	0	0.0	0	0.0	1	3.1
RO	Radio Operations	313	36	11.5	3	1.0	3	1.0	3	1.0
SI	Social Science Support	2,606	1,453	55.8	58	2.2	63	2.4	142	5.4
SO	Ship's Officer	911	40	4.4	9	1.0	7	0.8	8	0.9
TI	Technical Inspection	1,182	84	7.1	11	0.9	23	1.9	52	4.4
Total		17,962	4,189	23.3	296	1.6	386	2.1	590	3.3
Administrative Support										
CM	Communications	104	33	31.7	3	2.9	3	2.9	2	1.9
CR	Clerical and Regulatory	40,908	33,669	82.3	1,296	3.2	1,988	4.9	1,961	4.8
DA	Data Processing	1,958	1,544	78.9	29	1.5	66	3.4	116	5.9
OE	Office Equipment Operation	70	36	51.4	3	4.3	17	24.3	1	1.4
ST	Secretarial, Stenographic, Typing	6,233	6,131	98.4	144	2.3	167	2.7	252	4.0
Total		49,273	41,413	84.0	1,475	3.0	2,241	4.5	2,332	4.7
Operational										
CX	Correctional Services	4,818	931	19.3	252	5.2	54	1.1	120	2.5
FR	Firefighters	692	9	1.3	22	3.2	3	0.4	4	0.6
GL	General Labour and Trades	8,105	299	3.7	208	2.6	210	2.6	110	1.4
GS	General Services	4,426	1,340	30.3	125	2.8	174	3.9	104	2.3
HP	Heat, Power, Stationary Plant Operation	728	10	1.4	11	1.5	29	4.0	30	4.1
HS	Hospital Services	713	378	53.0	63	8.8	13	1.8	38	5.3
LI	Lightkeepers	112	1	0.9	0	0.0	0	0.0	0	0.0
PR	Printing Operations	146	79	54.1	2	1.4	6	4.1	4	2.7
SC	Ship's Crew	1,361	55	4.0	15	1.1	12	.9	20	1.5
SR	Ship Repair	1,654	40	2.4	6	0.4	14	0.8	18	1.1
Total		22,755	3,142	13.8	704	3.1	515	2.3	448	2.0
Total Public Service		186,378	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7





TABLE 4

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Age

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997

Occupational Category and Group	Age	All Employees		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority		
		#	%	#	%	#	%	#	%	
Executive	30-34	12	7	58.3	0	0.0	0	0.0	0	0.0
	35-39	105	47	44.8	4	3.8	4	3.8	3	2.9
	40-44	457	182	39.8	14	3.1	7	1.5	10	2.2
	45-49	1,143	311	27.2	17	1.5	27	2.4	29	2.5
	50-54	1,033	161	15.6	14	1.4	22	2.1	22	2.1
	55-59	407	35	8.6	6	1.5	8	2.0	13	3.2
	60-64	91	4	4.4	0	0.0	2	2.2	5	5.5
65-69	10	1	10.0	0	0.0	2	20.0	1	10.0	
Total		3,258	748	23.0	55	1.7	72	2.2	83	2.5
Scientific and Professional	20-24	87	59	67.8	0	0.0	0	0.0	5	5.7
	25-29	1,160	625	53.9	27	2.3	9	0.8	110	9.5
	30-34	2,780	1,287	46.3	65	2.3	31	1.1	189	6.8
	35-39	3,929	1,506	38.3	63	1.6	54	1.4	275	7.0
	40-44	4,519	1,471	32.6	65	1.4	87	1.9	309	6.8
	45-49	4,977	1,241	24.9	55	1.1	115	2.3	439	8.8
	50-54	3,306	663	20.1	41	1.2	90	2.7	340	10.3
	55-59	1,780	292	16.4	19	1.1	46	2.6	282	15.8
	60-64	569	91	16.0	4	.7	20	3.5	122	21.4
	65-69	155	18	11.6	0	0.0	2	1.3	32	20.6
70+	22	2	9.1	0	0.0	1	4.5	2	9.1	
Total		23,284	7,255	31.2	339	1.5	455	2.0	2,105	9.0
Administrative and Foreign Service	16-19	4	1	25.0	0	0.0	0	0.0	0	0.0
	20-24	671	337	50.2	17	2.5	6	0.9	37	5.5
	25-29	3,874	1,980	51.1	146	3.8	54	1.4	268	6.9
	30-34	8,622	4,675	54.2	259	3.0	188	2.2	527	6.1





	35-39	12,678	7,399	58.4	319	2.5	417	3.3	552	4.4
	40-44	15,837	8,904	56.2	383	2.4	557	3.5	510	3.2
	45-49	16,191	7,587	46.9	338	2.1	745	4.6	553	3.4
	50-54	8,052	3,241	40.3	154	1.9	385	4.8	381	4.7
	55-59	2,927	1,098	37.5	48	1.6	155	5.3	223	7.6
	60-64	800	256	32.0	15	1.9	41	5.1	61	7.6
	65-69	155	41	26.5	1	0.6	9	5.8	17	11.0
	70+	35	15	42.9	2	5.7	1	2.9	3	8.6
Total		69,846	35,534	50.9	1,682	2.4	2,558	3.7	3,132	4.5
Technical	16-19	1	0	0.0	0	0.0	0	0.0	0	0.0
	20-24	198	85	42.9	5	2.5	0	0.0	6	3.0
	25-29	960	386	40.2	33	3.4	5	0.5	32	3.3
	30-34	2,097	717	34.2	55	2.6	31	1.5	77	3.7
	35-39	3,085	877	28.4	53	1.7	46	1.5	88	2.9
	40-44	3,844	964	25.1	60	1.6	102	2.7	99	2.6
	45-49	3,839	702	18.3	46	1.2	95	2.5	102	2.7
	50-54	2,436	305	12.5	30	1.2	60	2.5	103	4.2
	55-59	1,084	112	10.3	9	0.8	35	3.2	55	5.1
	60-64	328	34	10.4	4	1.2	9	2.7	20	6.1
	65-69	76	7	9.2	1	1.3	3	3.9	8	10.5
	70+	14	0	0.0	0	0.0	0	0.0	0	0.0
Total		17,962	4,189	23.3	296	1.6	386	2.1	590	3.3
Administrative Support	16-19	71	47	66.2	2	2.8	1	1.4	2	2.8
	20-24	975	713	73.1	54	5.5	10	1.0	48	4.9
	25-29	3,770	2,963	78.6	162	4.3	79	2.1	194	5.1
	30-34	6,696	5,574	83.2	300	4.5	251	3.7	280	4.2
	35-39	9,735	8,350	85.8	298	3.1	404	4.1	354	3.6
	40-44	10,426	8,796	84.4	292	2.8	538	5.2	409	3.9
	45-49	9,116	7,669	84.1	211	2.3	508	5.6	492	5.4
	50-54	5,021	4,338	86.4	97	1.9	261	5.2	303	6.0
	55-59	2,507	2,176	86.8	46	1.8	130	5.2	187	7.5
	60-64	813	680	83.6	10	1.2	52	6.4	59	7.3
	65-69	113	84	74.3	3	2.7	5	4.4	3	2.7
	70+	30	23	76.7	0	0.0	2	6.7	1	3.3
Total		49,273	41,413	84.0	1,475	3.0	2,241	4.5	2,332	4.7





TABLE 4 (CONT'D)

Distribution of Federal Public Service Employees by Designated Group Showing Occupational Category and Age

Occupational Category and Group	Age	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
			#	%	#	%	#	%	#	%
Operational	16-19	11	3	27.3	0	0.0	0	0.0	0	0.0
	20-24	298	132	44.3	13	4.4	1	0.3	4	1.3
	25-29	1,169	331	28.3	79	6.8	7	0.6	32	2.7
	30-34	2,459	487	19.8	116	4.7	40	1.6	60	2.4
	35-39	4,000	581	14.5	118	3.0	85	2.1	68	1.7
	40-44	4,962	531	10.7	118	2.4	102	2.1	71	1.4
	45-49	4,499	439	9.8	101	2.2	110	2.4	93	2.1
	50-54	3,012	348	11.6	84	2.8	91	3.0	63	2.1
	55-59	1,715	213	12.4	52	3.0	59	3.4	43	2.5
	60-64	535	62	11.6	19	3.6	16	3.0	13	2.4
	65-69	79	9	11.4	3	3.8	2	2.5	1	1.3
70+	16	6	37.5	1	6.3	2	12.5	0	0.0	
Total		22,755	3,142	13.8	704	3.1	515	2.3	448	2.0
Public Service	16-19	87	51	58.6	2	2.3	1	1.1	2	2.3
	20-24	2,229	1,326	59.5	89	4.0	17	0.8	100	4.5
	25-29	10,933	6,285	57.5	447	4.1	154	1.4	636	5.8
	30-34	22,666	12,747	56.2	795	3.5	541	2.4	1,133	5.0
	35-39	33,532	18,760	55.9	855	2.5	1,010	3.0	1,340	4.0
	40-44	40,045	20,848	52.1	932	2.3	1,393	3.5	1,408	3.5
	45-49	39,765	17,949	45.1	768	1.9	1,600	4.0	1,708	4.3
	50-54	22,860	9,056	39.6	420	1.8	909	4.0	1,212	5.3
	55-59	10,420	3,926	37.7	180	1.7	433	4.2	803	7.7
	60-64	3,136	1,127	35.9	52	1.7	140	4.5	280	8.9
	65-69	588	160	27.2	8	1.4	23	3.9	62	10.5
70+	117	46	39.3	3	2.6	6	5.1	6	5.1	
Total Public Service		186,378	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7



TABLE 5

Distribution of Federal Public Service Employees by Designated Group Showing Departments and Agencies
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997

Department/ Agency	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Revenue Canada	38,651	21,013	54.4	516	1.3	959	2.5	2,248	5.8
Human Resources Development Canada	22,373	15,636	69.9	601	2.7	1,384	6.2	893	4.0
National Defence ¹	19,218	6,451	33.6	340	1.8	519	2.7	485	2.5
Public Works and Government Services Canada	11,781	5,540	47.0	217	1.8	582	4.9	717	6.1
Correctional Service Canada	11,539	4,285	37.1	394	3.4	234	2.0	302	2.6
Fisheries and Oceans ²	9,165	2,338	25.5	129	1.4	184	2.0	245	2.7
Agriculture and Agri-Food Canada	8,140	3,074	37.8	91	1.1	169	2.1	366	4.5
Health Canada	5,925	3,773	63.7	361	6.1	144	2.4	369	6.2
Statistics Canada	5,008	2,507	50.1	59	1.2	139	2.8	354	7.1
Transport Canada	4,792	1,686	35.2	64	1.3	112	2.3	189	3.9
Industry Canada	4,773	2,177	45.6	78	1.6	128	2.7	229	4.8
Canadian Heritage	4,651	2,075	44.6	213	4.6	173	3.7	113	2.4
Environment Canada	4,602	1,594	34.6	58	1.3	115	2.5	241	5.2
Natural Resources Canada	3,928	1,399	35.6	51	1.3	99	2.5	218	5.5
Citizenship and Immigration Canada	3,778	2,256	59.7	83	2.2	223	5.9	387	10.2
Department of Foreign Affairs and International Trade	3,758	1,747	46.5	65	1.7	76	2.0	149	4.0
Royal Canadian Mounted Police (Civilian Staff)	3,308	2,733	82.6	128	3.9	191	5.8	121	3.7
Veterans Affairs Canada ³	3,127	2,058	65.8	80	2.6	170	5.4	165	5.3
Indian and Northern Affairs Canada	3,098	1,785	57.6	700	22.6	93	3.0	184	5.9
Department of Justice Canada	2,427	1,496	61.6	75	3.1	76	3.1	115	4.7
Public Service Commission of Canada	1,270	810	63.8	37	2.9	65	5.1	64	5.0
Canadian International Development Agency	1,200	659	54.9	18	1.5	38	3.2	70	5.8





TABLE 5 (CONT'D)

Distribution of Federal Public Service Employees by Designated Group Showing Departments and Agencies

Department/ Agency	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Immigration and Refugee Board	825	520	63.0	13	1.6	23	2.8	132	16.0
Canadian Grain Commission	743	233	31.4	18	2.4	18	2.4	37	5.0
Department of Finance Canada	690	345	50.0	7	1.0	17	2.5	31	4.5
National Archives of Canada	682	317	46.5	13	1.9	20	2.9	13	1.9
Prairie Farm Rehabilitation Administration	636	174	27.4	13	2.0	5	0.8	6	0.9
Treasury Board of Canada Secretariat ⁴	634	346	54.6	9	1.4	31	4.9	25	3.9
Privy Council Office	552	328	59.4	12	2.2	20	3.6	12	2.2
National Library of Canada	473	328	69.3	11	2.3	19	4.0	22	4.7
Registry of the Federal Court of Canada	422	274	64.9	8	1.9	20	4.7	23	5.5
Canadian Radio-television and Telecommunications Commission	386	218	56.5	5	1.3	16	4.1	13	3.4
Atlantic Canada Opportunities Agency	354	168	47.5	4	1.1	15	4.2	7	2.0
Canadian Space Agency	311	112	36.0	2	0.6	1	0.3	27	8.7
Western Economic Diversification Canada	288	148	51.4	14	4.9	16	5.6	17	5.9
National Parole Board	280	221	78.9	8	2.9	20	7.1	8	2.9
Canadian Transportation Agency	259	148	57.1	4	1.5	20	7.7	10	3.9
Solicitor General Canada	236	136	57.6	9	3.8	11	4.7	1	0.4
Federal Office of Regional Development (Quebec)	233	118	50.6	1	0.4	6	2.6	3	1.3
Transportation Safety Board of Canada	220	72	32.7	4	1.8	7	3.2	6	2.7
Office of the Chief Electoral Officer	220	96	43.6	3	1.4	2	0.9	3	1.4
Canadian Human Rights Commission	172	110	64.0	12	7.0	19	11.0	18	10.5
Office of the Registrar of the Supreme Court of Canada	141	85	60.3	2	1.4	5	3.5	8	5.7
Office of the Commissioner of Official Languages	128	68	53.1	5	3.9	7	5.5	5	3.9
Registry of the Tax Court of Canada	127	83	65.4	3	2.4	7	5.5	4	3.1
Office of the Governor General's Secretary	114	67	58.8	2	1.8	9	7.9	3	2.6



Status of Women Canada	100	97	97.0	5	5.0	5	5.0	13	13.0
Canadian Centre for Management Development	98	70	71.4	2	2.0	2	2.0	1	1.0
Canadian International Trade Tribunal	83	43	51.8	0	0.0	1	1.2	4	4.8
Offices of the Information and Privacy Commissioners	82	46	56.1	1	1.2	5	6.1	0	0.0
Canada Labour Relations Board	80	54	67.5	0	0.0	2	2.5	3	3.8
Canadian Dairy Commission	65	34	52.3	1	1.5	0	0.0	1	1.5
Office of the Commissioner for Federal Judicial Affairs	52	30	57.7	1	1.9	2	3.8	1	1.9
Canada Information Office	32	24	75.0	1	3.1	1	3.1	2	6.3
International Joint Commission	30	14	46.7	0	0.0	0	0.0	1	3.3
Patented Medicine Prices Review Board Canada	29	16	55.2	0	0.0	0	0.0	2	6.9
Canadian Intergovernmental Conference Secretariat	23	12	52.2	0	0.0	0	0.0	0	0.0
Hazardous Materials Information Review Commission Canada	14	5	35.7	0	0.0	1	7.1	1	7.1
National Farm Products Marketing Council	14	7	50.0	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	13	9	69.2	0	0.0	1	7.7	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	8	5	62.5	0	0.0	0	0.0	0	0.0
Canadian Secretariat (NAFTA)	7	1	14.3	0	0.0	0	0.0	2	28.6
Copyright Board Canada	6	2	33.3	0	0.0	0	0.0	1	16.7
Civil Aviation Tribunal of Canada	4	3	75.0	0	0.0	0	0.0	0	0.0
Total	186,378	92,279	49.5	4,551	2.4	6,227	3.3	8,690	4.7

¹ Civilian staff only. Data for members of the Canadian Forces are not included, as the Treasury Board is not their employer.

² Fisheries and Oceans includes the Canadian Coast Guard.

³ Includes data for the former Bureau of Pensions Advocates Canada, Veterans Appeal Board Canada, Canadian Pension Commission and Office of the Director of the Veterans Land Act.

⁴ Includes the Office of the Comptroller General.





TABLE 6

Distribution of Federal Public Service Employees by Designated Group and Region of Work
(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997

Region of Work	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	4,489	1,749	39.0	155	3.5	103	2.3	21	0.5
Prince Edward Island	2,371	1,324	55.8	34	1.4	125	5.3	28	1.2
Nova Scotia	10,073	3,664	36.4	137	1.4	366	3.6	347	3.4
New Brunswick	5,789	2,781	48.0	76	1.3	183	3.2	47	0.8
Quebec (less NCR*)	26,224	12,925	49.3	252	1.0	596	2.3	460	1.8
NCR* (Quebec)	14,894	8,092	54.3	464	3.1	676	4.5	657	4.4
NCR* (Ontario)	46,645	23,822	51.1	736	1.6	1,550	3.3	2,208	4.7
Ontario (less NCR*)	30,308	15,643	51.6	695	2.3	1,108	3.7	2,298	7.6
Manitoba	8,388	4,594	54.8	488	5.8	309	3.7	259	3.1
Saskatchewan	4,890	2,395	49.0	299	6.1	162	3.3	105	2.1
Alberta	11,219	5,459	48.7	480	4.3	419	3.7	627	5.6
British Columbia	18,490	8,718	47.1	524	2.8	580	3.1	1,556	8.4
Yukon	628	368	58.6	79	12.6	10	1.6	6	1.0
Northwest Territories	580	287	49.5	123	21.2	18	3.1	15	2.6
Outside Canada	1,390	458	32.9	9	0.6	22	1.6	56	4.0
Total	186,378	92,279	49.5	4,551	2.4	6,227	3.3	8,690	4.7

* National Capital Region



TABLE 7

**Distribution of Federal Public Service Employees by Designated Group and Salary Band
(PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees) – As of March 31, 1997**

Salary Band	All Employees			Women			Aboriginal People			Persons with Disabilities			Person in a Visible Minority		
	#	CUM %		#	%	CUM %	#	%	CUM %	#	%	CUM %	#	%	CUM %
≤ 19,999	130	0.1		86	66.2	0.1	5	3.8	0.1	7	5.4	0.1	2	1.5	0.0
20,000 – 24,999	11,022	6.0		8,424	76.4	9.2	389	3.5	8.7	526	4.8	8.6	416	3.8	4.8
25,000 – 29,999	36,720	25.7		26,931	73.3	38.4	1,172	3.2	34.4	1,574	4.3	33.8	1,664	4.5	24.0
30,000 – 34,999	25,002	39.1		14,246	57.0	53.8	673	2.7	49.2	748	3.0	45.8	1,073	4.3	36.3
35,000 – 39,999	26,644	53.4		12,715	47.7	67.6	713	2.7	64.9	752	2.8	57.9	1,058	4.0	48.5
40,000 – 44,999	27,396	68.1		11,739	42.8	80.3	622	2.3	78.5	961	3.5	73.4	1,325	4.8	63.7
45,000 – 49,999	17,486	77.5		6,731	38.5	87.6	357	2.0	86.4	561	3.2	82.4	791	4.5	72.8
50,000 – 54,999	11,043	83.4		3,966	35.9	91.9	216	2.0	91.1	277	2.5	86.8	573	5.2	79.4
55,000 – 59,999	9,996	88.8		2,793	27.9	95.0	153	1.5	94.5	275	2.8	91.2	626	6.3	86.6
60,000 – 64,999	6,493	92.2		1,802	27.8	96.9	86	1.3	96.4	182	2.8	94.2	397	6.1	91.2
65,000 – 69,999	5,460	95.2		1,235	22.6	98.3	75	1.4	98.0	133	2.4	96.3	312	5.7	94.8
70,000 – 74,999	3,467	97.0		644	18.6	98.9	36	1.0	98.8	84	2.4	97.6	171	4.9	96.8
75,000 – 79,999	2,044	98.1		367	18.0	99.3	17	0.8	99.2	63	3.1	98.7	113	5.5	98.1
80,000 – 84,999	1,555	99.0		248	15.9	99.6	20	1.3	99.6	42	2.7	99.3	101	6.5	99.2
85,000 – 89,999	359	99.2		83	23.1	99.7	6	1.7	99.8	6	1.7	99.4	23	6.4	99.5
90,000 – 94,999	744	99.6		127	17.1	99.8	4	0.5	99.8	22	3.0	99.8	29	3.9	99.8
95,000 – 99,999	113	99.6		31	27.4	99.9	1	0.9	99.9	1	0.9	99.8	3	2.7	99.9
≥ 100,000+	704	100.0		113	16.1	100.0	6	0.9	100.0	13	1.8	100.0	13	1.8	100.0
Total	186,378	100.0		92,281	49.5	100.0	4,551	2.4	100.0	6,227	3.3	100.0	8,690	4.7	100.0

Note: Cumulative percentages (CUM) are the percentages of the overall totals (columns) for the Public Service as well as for each of the designated groups. Other percentages are a designated group's share of each salary band (rows).





TABLE 8

Hirings into the Federal Public Service by Designated Group and Region of Work

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Region of Work	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	385	273	70.9	4	1.0	3	0.8	2	0.5
Prince Edward Island	221	143	64.7	6	2.7	6	2.7	2	0.9
Nova Scotia	613	280	45.7	11	1.8	5	0.8	21	3.4
New Brunswick	220	104	47.3	4	1.8	2	0.9	0	0.0
Quebec (less NCR*)	2,266	1,685	74.4	8	0.4	24	1.1	29	1.3
NCR* (Quebec)	642	368	57.3	37	5.8	13	2.0	18	2.8
NCR* (Ontario)	2,632	1,508	57.3	54	2.1	27	1.0	152	5.8
Ontario (less NCR*)	2,086	1,481	71.0	45	2.2	43	2.1	47	2.3
Manitoba	1,196	861	72.0	46	3.8	25	2.1	58	4.8
Saskatchewan	525	262	49.9	21	4.0	6	1.1	3	0.6
Alberta	942	485	51.5	42	4.5	17	1.8	17	1.8
British Columbia	1,982	1,251	63.1	45	2.3	25	1.3	79	4.0
Yukon	163	84	51.5	23	14.1	2	1.2	1	0.6
Northwest Territories	107	46	43.0	19	17.8	0	0.0	0	0.0
Outside Canada	4	1	25.0	0	0.0	0	0.0	0	0.0
Total	13,984	8,832	63.2	365	2.6	198	1.4	429	3.1

* National Capital Region

Note: 'Hirings' refers to employees who were added to the Public Service payroll between April 1, 1996 and March 31, 1997 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each region.



TABLE 9

Hirings into the Federal Public Service by Designated Group and Occupational Category

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Occupational Category	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	22	6	27.3	0	0.0	0	0.0	1	4.5
Scientific and Professional	997	506	50.8	24	2.4	6	0.6	59	5.9
Administrative and Foreign Service	2,092	989	47.3	67	3.2	36	1.7	98	4.7
Technical	1,054	447	42.4	31	2.9	10	0.9	33	3.1
Administrative Support	7,586	6,343	83.6	184	2.4	124	1.6	216	2.8
Operational	2,233	541	24.2	59	2.6	22	1.0	22	1.0
Total	13,984	8,832	63.2	365	2.6	198	1.4	429	3.1

Note: 'Hirings' refers to employees who were added to the Public Service payroll between April 1, 1996 and March 31, 1997 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each occupational category.





TABLE 10

Hirings into the Federal Public Service by Designated Group and Type of Employment

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Type of Employment	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	1,354	577	42.6	48	3.5	19	1.4	60	4.4
Term (three months or more)	12,537	8,217	65.5	316	2.5	177	1.4	368	2.9
Seasonal	93	38	40.9	1	1.1	2	2.2	1	1.1
Total	13,984	8,832	63.2	365	2.6	198	1.4	429	3.1

Note: 'Hirings' refers to employees who were added to the Public Service payroll between April 1, 1996 and March 31, 1997 (see also Technical Notes in the Appendix). Percentages are a designated group's share of the total for each type of employment.



TABLE 11

Promotions Within the Federal Public Service by Designated Group and Region of Work

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Region of Work	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	146	72	49.3	4	2.7	5	3.4	1	0.7
Prince Edward Island	170	125	73.5	4	2.4	5	2.9	1	0.6
Nova Scotia	645	260	40.3	21	3.3	23	3.6	22	3.4
New Brunswick	333	184	55.3	3	0.9	10	3.0	5	1.5
Quebec (less NCR*)	1,501	828	55.2	17	1.1	28	1.9	29	1.9
Ontario (less NCR*)	1,653	967	58.5	35	2.1	41	2.5	107	6.5
NCR*	4,689	2,661	56.7	106	2.3	122	2.6	221	4.7
Manitoba	394	254	64.5	17	4.3	10	2.5	19	4.8
Saskatchewan	315	197	62.5	23	7.3	9	2.9	8	2.5
Alberta	765	451	59.0	45	5.9	12	1.6	41	5.4
British Columbia	1,238	713	57.6	53	4.3	49	4.0	131	10.6
Yukon	46	26	56.5	5	10.9	1	2.2	1	2.2
Northwest Territories	36	19	52.8	9	25.0	1	2.8	0	0.0
Outside Canada	41	8	19.5	2	4.9	0	0.0	2	4.9
Total	11,983	6,765	56.5	344	2.9	316	2.6	589	4.9

*National Capital Region

Note: Data on promotions are obtained from the Public Service Commission of Canada and include only information from departments and agencies that fall under both the PSSRA I-I and the Public Service Employment Act.

Percentages are that designated group's share of all promotions of Public Service employees in that region (see definition of promotions in Technical Notes in the Appendix).

The total includes 11 employees for whom the region of work was unspecified.



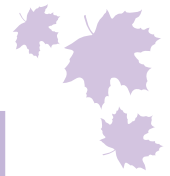


TABLE 12

Promotions Within the Federal Public Service by Designated Group and Occupational Category

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Occupational Category	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	421	140	33.3	12	2.9	10	2.4	13	3.1
Scientific and Professional	1,483	607	40.9	23	1.6	25	1.7	123	8.3
Administrative and Foreign Service	4,815	2,842	59.0	144	3.0	121	2.5	242	5.0
Technical	888	288	32.4	18	2.0	16	1.8	38	4.3
Administrative Support	3,389	2,701	79.7	120	3.5	127	3.7	151	4.5
Operational	866	133	15.4	26	3.0	17	2.0	22	2.5
Total	11,983	6,765	56.5	344	2.9	316	2.6	589	4.9

Note: Data on promotions are obtained from the Public Service Commission of Canada and include only information from departments and agencies that fall under both the PSSRA I-I and the Public Service Employment Act.

Percentages are that designated group's share of all promotions of Public Service employees in that occupational category (see definition of promotions in Technical Notes in Appendix).

The total includes information on the 121 employees for whom occupational category was unknown.



TABLE 13

Promotions Within the Federal Public Service by Designated Group and Type of Employment

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Type of Employment	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	9,363	5,143	54.9	236	2.5	255	2.7	437	4.7
Term (three months or more)	2,620	1,622	61.9	108	4.1	61	2.3	152	5.8
Total	11,983	6,765	56.5	344	2.9	316	2.6	589	4.9

Note: Data on promotions are obtained from the Public Service Commission of Canada and include only information from departments and agencies that fall under both the PSSRA I-I and the Public Service Employment Act.

Percentages are that designated group's share of all promotions of Public Service employees having that type of employment (see definition of promotions in Technical Notes in the Appendix).





TABLE 14

Separations from the Federal Public Service by Designated Group and Region of Work

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Region of Work	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Newfoundland	1,520	681	44.8	39	2.6	13	0.9	5	0.3
Prince Edward Island	214	98	45.8	6	2.8	8	3.7	0	0.0
Nova Scotia	1,682	596	35.4	17	1.0	28	1.7	44	2.6
New Brunswick	1,237	420	34.0	11	0.9	20	1.6	7	0.6
Quebec (less NCR*)	5,322	3,009	56.5	34	0.6	87	1.6	30	0.6
NCR* (Quebec)	1,301	680	52.3	33	2.5	50	3.8	40	3.1
NCR* (Ontario)	5,818	2,752	47.3	66	1.1	106	1.8	147	2.5
Ontario (less NCR*)	6,273	3,170	50.5	98	1.6	146	2.3	183	2.9
Manitoba	2,479	1,325	53.4	70	2.8	43	1.7	85	3.4
Saskatchewan	1,053	460	43.7	30	2.8	21	2.0	11	1.0
Alberta	2,419	973	40.2	49	2.0	39	1.6	36	1.5
British Columbia	4,016	1,883	46.9	86	2.1	66	1.6	131	3.3
Yukon	240	84	35.0	25	10.4	3	1.3	1	0.4
Northwest Territories	238	79	33.2	19	8.0	1	0.4	0	0.0
Outside Canada	52	11	21.2	1	1.9	0	0.0	0	0.0
Total	33,864	16,221	47.9	584	1.7	631	1.9	720	2.1

*National Capital Region

Note: 'Separations' refers to employees leaving the Public Service payroll between April 1, 1996 and March 31, 1997 (see Technical Notes in the Appendix).



TABLE 15

Separations from the Federal Public Service by Designated Group and Occupational Category

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Occupational Category	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Executive	363	59	16.3	2	0.6	5	1.4	1	0.3
Scientific and Professional	2,050	675	32.9	28	1.4	13	0.6	65	3.2
Administrative and Foreign Service	6,023	2,941	48.8	114	1.9	163	2.7	139	2.3
Technical	7,032	1,056	15.0	30	0.4	41	0.6	71	1.0
Administrative Support	12,306	10,447	84.9	271	2.2	315	2.6	382	3.1
Operational	6,090	1,043	17.1	139	2.3	94	1.5	62	1.0
Total	33,864	16,221	47.9	584	1.7	631	1.9	720	2.1

Note: 'Separations' refers to employees leaving the Public Service payroll between April 1, 1996 and March 31, 1997 (see Technical Notes in the Appendix).





TABLE 16

Separations from the Federal Public Service by Designated Group and Type of Employment

(PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees) – April 1, 1996 to March 31, 1997

Type of Employment	All Employees	Women		Aboriginal People		Persons with Disabilities		Persons in a Visible Minority	
		#	%	#	%	#	%	#	%
Indeterminate	19,655	6,997	35.6	255	1.3	392	2.0	341	1.7
Term (three months or more)	13,960	9,164	65.6	322	2.3	234	1.7	378	2.7
Seasonal	249	60	24.1	7	2.8	5	2.0	1	0.4
Total	33,864	16,221	47.9	584	1.7	631	1.9	720	2.1

Note: 'Separations' refers to employees leaving the Public Service payroll between April 1, 1996 and March 31, 1997 (see Technical Notes in the Appendix).

