President
of the Treasury Board

Présidente
du Conseil du Trésor

Employment Equity in the Federal Public Service

1999–2000

Canada

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1999–2000

Also available in alternative formats

PRESIDENT'S MESSAGE

Fairness and respect are fundamental values that Canadians share and cherish.

Promoting these values is at the heart of the Public Service of Canada's efforts to become more representative and more inclusive. We want to ensure that all qualified Canadians have an opportunity to participate at all levels in this essential national institution.

In last year's report, we welcomed the establishment of two Task Forces, the Task Force on the Participation of Visible Minorities in the Federal Public Service and the Task Force on an Inclusive Public Service. Over the course of the last twelve months, both have made important recommendations about how to stimulate positive change in the Public Service workforce.

The Task Force on the Participation of Visible Minorities in the Federal Public Service recommended ways to address the under-representation of persons in visible minority groups. We are acting on many of these recommendations and are confident that we will see tangible results within the next three to five years.

The Task Force on an Inclusive Public Service has suggested ways to change the corporate culture of the Public Service in order to foster a more diverse workforce. Activities undertaken to implement employment equity and diversity are essential as we move forward with our efforts to energize and rejuvenate the Public Service.

The Public Service of Canada is striving to become an exemplary employer for current employees and the employer of choice for future generations of Canadians. We are confident that we are moving in the right direction. As this report outlines, we will continue to build a government workforce that truly represents the public it serves and has the skills and ideas necessary to provide high quality services to Canadians.

Lucienne Robillard
President of the Treasury Board
2001

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 1999–2000 annual report on employment equity in the federal Public Service.

Sincerely,

Lucienne Robillard
President of the Treasury Board

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SPEAKER OF THE HOUSE OF COMMONS

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INTRODUCTION

In 1999–2000, there was much discussion on the topic of entering a new millennium. For the Public Service of Canada, the turn of the century saw significant challenges in human resources management. These included the need to respond to the changing demographics of the Public Service and the wider labour force, especially the increasing competition for knowledge workers. They also included results from the Public Service Employee Survey 1999, which had provided valuable insights into the state of the Public Service.

When it came to implementing employment equity in the Public Service, the end of the 1990s was marked by the contributions of employees at all levels to a workplace that is more welcoming to the designated groups—women, Aboriginal peoples, persons with disabilities and persons in a visible minority group. There was clear evidence that employees were prepared to articulate the role they wished to play in building a workplace that values, respects and accepts them as diverse individuals. In the October 1999 Speech from the Throne, the government reiterated its commitment to building a representative, professional and non-partisan Public Service with a focus on the recruitment, retention and continuous learning of a skilled federal workforce. The *Seventh Annual Report to the Prime Minister on the Public Service of Canada*, released on March 31, 2000, acknowledged that people are an essential component in ensuring a Public Service that can and will serve Canadians well.

The *Framework for Good Human Resources Management in the Public Service* incorporates legislative, financial and operational parameters. One of the goals of this Framework is achieving all of the objectives of employment equity. In last year's report, we indicated that employment equity's success depends on its integration into human resources strategies and corporate business planning and reporting. Through delegation of responsibility by TBS to the deputy heads, deputy heads are more directly accountable for human resources management. Accountability can be measured by the five key results areas found in the Framework: leadership, values, productivity, an enabling environment, and a sustainable workforce.

> *Accountability for good [human resources] management begins with deputy ministers asking themselves the following five basic questions:*
>
> | | |
> |---|---|
> | *Leadership:* | *Are my people well-led?* |
> | *Workforce Built on Values:* | *Does my organization uphold the values of competency, representativeness and non-partisanship?* |
> | *Productive Workforce:* | *Am I building the capacity for improved productivity?* |
> | *Enabling Work Environment:* | *Does the environment bring out the best in my people?* |
> | *Sustainable Development:* | *Do the competencies of my people match anticipated needs?* |
>
> *—Framework for Good Human Resources Management in the Public Service*

We also indicated in last year's report that tangible results in these five areas could not be achieved in isolation from employment equity. This is especially true of building a workforce on values and developing an enabling environment. The Framework for Good Human Resources Management notes that, in a workplace that values its employees, human resources strategies are developed and implemented to address under-representation and to build a representative workforce that reflects the society it serves. In such a workplace, employees are aware of their organization's commitment to employment equity, and they and their managers are sensitized to diversity issues. The Framework also notes, under the enabling environment, that a supportive workplace is achieved when the organizational culture encourages and recognizes the employees' high levels of performance, personal growth and development. In such an organization, managers provide an inclusive work environment, create appropriate opportunities for personal development and accomplishment, and encourage initiative.

To underscore employment equity's importance as an essential component of leading the public service workforce renewal, departments and agencies are encouraged to align their business function with the Framework's five elements. It is against this backdrop that employment equity was positioned in this report for 1999–2000.

This eighth report on the state of employment equity in the federal Public Service describes activities undertaken during the period from April 1, 1999, to March 31, 2000.

Chapter 1, "Keeping Count," provides statistical information on the representation and distribution of each designated group in the federal Public Service.

Under the heading "The Employment Equity Positive Measures Program: Striving for a Representative Public Service," Chapter 2 presents highlights from this program designed to stimulate and support innovative activities geared at improving representation and distribution of the persons from designated groups.

Chapter 3, entitled "Embracing Change, Fostering Inclusiveness and Strengthening Partnerships," features the work of the Task Force on the Participation of Visible Minorities in the Federal Public Service, the Task Force on an Inclusive Public Service, the bargaining agents and the National Council on Visible Minorities.

Chapter 4, entitled "Employment Equity: An Integral Part of Good Management," describes the best practices of federal departments and agencies in implementing employment equity in their organizations.

Finally, under the title "Employment Equity: More Than Numbers," Chapter 5 looks at employment equity from a central agency viewpoint.

Before we delve into these topics and see how far we have progressed in the past year, let us look at the strength of our ties with employment equity.

Employment Equity: A Historical Perspective

The Government of Canada is committed to ensuring that qualified Canadians have equal opportunities for employment. This commitment includes eliminating employment barriers so that the designated groups can participate more in the federal Public Service. Four groups—namely women, Aboriginal peoples, persons with disabilities and members of a visible minority group—have historically been either under-represented in the Canadian Public Service, clustered within certain occupational groups, or occupying the lower levels of such groups. Starting with an employment equity policy and later the *Employment Equity Act*, the past two decades are witness to efforts at improving employment opportunities in the Public Service and drawing from the Canadian workforce's diverse talents and skills. A Public Service that better reflects the diversity in Canadian society will not only be better able to serve Canadians and be more responsive to their needs, but contribute to the institution's legitimacy and relevance.

Now rooted in legislation, employment equity is intended to correct conditions that have historically impeded the full and equitable participation of persons within the four designated groups. Employment within the federal Public Service is based on merit, and members of designated groups, like all public service employees, must be qualified for the positions they occupy. Employment equity is not the same as affirmative action and strictly avoids quotas.

Legislation such as the *Canadian Charter of Rights and Freedoms* and the *Employment Equity Act* reflect a collective commitment to achieve a workplace that respects and values each employee's uniqueness and contributions. The legislative and policy frameworks for employment equity have been developed over a few decades and include several key milestones. The Royal Commission on the Status of Women was a stimulus for early efforts by the federal government in the 1970s to deal systematically with issues of women's under-representation in the Public Service.

In 1983, the *Access to Information Act* was approved followed by the *Government Communication Policy* (1988), the Alternative Format Guidelines (1993) and the Fair Communications Practices (1995). The guiding principle behind these acts, policies and guidelines is that every Canadian has a right to participate fully in the social and economic mainstream of Canadian life. Information must be provided to people with disabilities in accessible formats, such as audiocassette, Braille, large print and diskette.

In 1986, as a result of the 1984 *Report of the Royal Commission on Equality in Employment*, the federal government passed the first *Employment Equity Act* (which did not cover the federal Public Service), introduced the Treasury Board's *Employment Equity Policy* and initiated the Federal Contractors Programs.

Until 1992, employment equity in the Public Service was governed by a Treasury Board policy issued in 1986. In 1992, the *Public Service Reform Act* amended the *Financial Administration Act (FAA)* to include a series of provisions related to employment equity, giving a legislative basis to the Employment Equity Program in the federal Public Service. The *Employment Equity Act* of 1986 had applied to the federally regulated private sector and Crown corporations with 100 or more employees, but not to the federal public sector.

In December 1995, a revised *Employment Equity Act* received Royal Assent and became law. Employers under federal jurisdiction in the private and the public sectors, including the federal Public Service and separate employers, became subject to similar obligations to implement employment equity.

For the Public Service, these obligations were not significantly different from those contained in the FAA provisions, although they became more precise. The Canadian Human Rights Commission (CHRC) was given a mandate to verify compliance through audits of employers covered by the legislation and to help resolve non-compliance through persuasion and the negotiation of written undertakings, wherever possible.

As employer for the federal Public Service, the Treasury Board is responsible for carrying out the statutory obligations relating to those public service components as identified in Schedule 1, Part 1 of the *Public Service Staff Relations Act*. The Treasury Board of Canada Secretariat (TBS) provided general policy assistance to separate employers as well as the Royal Canadian Mounted Police, the Canadian Forces and the Canadian Security Intelligence Service as they became subject to employment equity legislation for the first time. The TBS also worked closely with the Public Service Commission of Canada (PSC), given the PSC's distinctive role and responsibilities for recruitment and upholding the merit principle under the *Public Service Employment Act*.

How far have we come in the last decade? There has clearly been progress, although major challenges remain with the overall participation in some areas. Our first report to Parliament indicated that representation of the designated groups was as follows: women, 46.1 per cent, Aboriginal peoples, 2.0 per cent, persons with disabilities, 3.1 per cent and members of visible minority groups, 3.8 per cent. Current representation is: women, 51.4 per cent, Aboriginal peoples, 3.3 per cent, persons with disabilities, 4.7 per cent and persons in a visible minority group, 5.5 per cent. Compared with labour market availability, the figures for which will be updated following the release of data from the 2001 Census, our situation is fairly equitable for women and Aboriginal peoples but there are gaps for persons with disabilities and, in particular, members of visible minority groups.

CHAPTER 1
KEEPING COUNT

The data in this chapter cover the fiscal year April 1, 1999, to March 31, 2000.
They confirm that progress is being made toward becoming a more representative
Public Service. This occurred even as the public service workforce was reduced by
a significant amount when Revenue Canada became a separate employer, the Canada
Customs and Revenue Agency, in November 1999.

1999–2000 Employment Equity Statistics Highlights[1]

WOMEN

- *More than half of all employees are women (51.4 per cent), almost the same proportion as a year earlier.*

- *The population of both indeterminate and term employees increased. Just about half of all indeterminate employees (49.7 per cent) are women, a similar situation to a year ago (49.2 per cent). Women continue to make up over 6 in 10 of all term employees (61.6 per cent), although the proportion has declined from previous years. Fewer than a quarter of all seasonal employees are women.*

- *Continuing the firm trend noted throughout the 1990s, the proportion of women in the Executive category increased by more than one percentage point to 28.4 per cent from 26.9 per cent.*

- *The proportion of women who are also members of another designated group (for example, Aboriginal women) increased over the fiscal year to 14.3 per cent from 13.7 per cent in 1998–99. The actual numbers decreased, however, to 10,383 from 12,567 in 1998–99, largely because data on Revenue Canada employees are not included. This organization became a separate employer and was renamed the Canada Customs and Revenue Agency in 1999.*

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1. Technical Notes describing this report's statistical base start on page 25. They include an explanation of the population, which comprises indeterminate employees, term employees of three months or more and seasonal employees. The population covered in this and previous annual reports does not include casual employees, students, employees of fewer than three months or employees on leave without pay.

WOMEN (cont'd)

- *Close to 6 of 10 persons hired into the federal Public Service were women, the same proportion as for the past three years.*

- *For the first time, less than 50 per cent of women entered the federal Public Service via the Administrative Support category; close to 30 per cent were recruited into the Administrative and Foreign Service category.*

- *Women received close to 6 in 10 of all promotions, similar to last year's share.*

- *Of the large departments, the Royal Canadian Mounted Police (federal public service staff) employed the highest proportion of women, with 77.4 per cent.*

Figure 1
Representation of Women, 1988 to 2000 (%)

Workforce Availability, 1996 (%)

51.4

Workforce Availability: 48.7
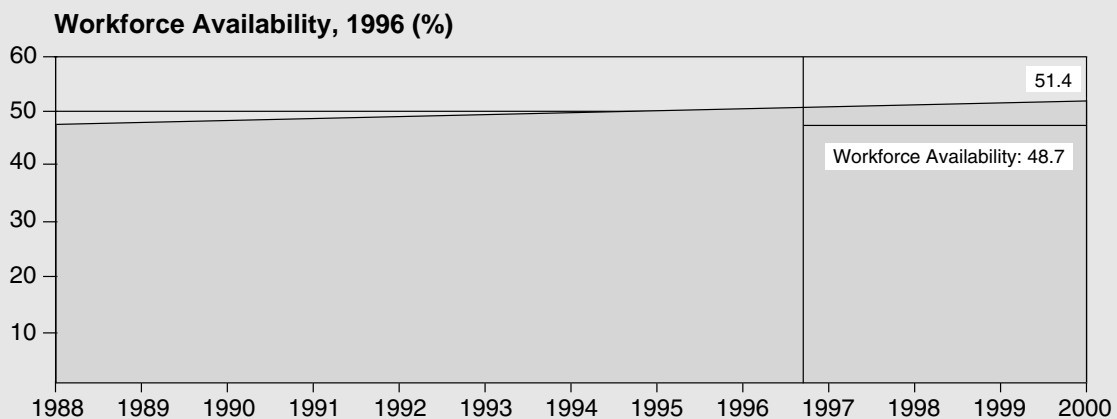
ABORIGINAL PEOPLES

- *Aboriginal peoples account for 3.3 per cent of the federal public service workforce, up from 2.9 per cent on March 31, 1999.*

- *Aboriginal peoples were 3.9 per cent of all new hires into the federal Public Service, up from 3.3 per cent a year earlier.*

- *New Aboriginal hires tended to enter the federal Public Service via either the Administrative Support or the Administrative and Foreign Service categories (36.8 per cent and 33.0 per cent respectively).*

- *Most new Aboriginal employees (81.2 per cent) were hired for a specified term.*

- *Close to 7 in 10 Aboriginal employees work outside the National Capital Region, down slightly from last year.*

- *Aboriginal employees received 3.3 per cent of all promotions, up from 3.0 per cent a year ago.*

- *Almost three-quarters of all Aboriginal peoples who separated from the federal Public Service were term employees; the converse, one quarter, were indeterminate employees, down from almost half compared with last year.*

- *Of the large departments, Indian and Northern Affairs Canada continues to employ the highest proportion of Aboriginal employees at 28.5 per cent.*

Figure 2
Representation of Aboriginal Peoples, 1988 to 2000 (%)

Workforce Availability, 1996 (%)
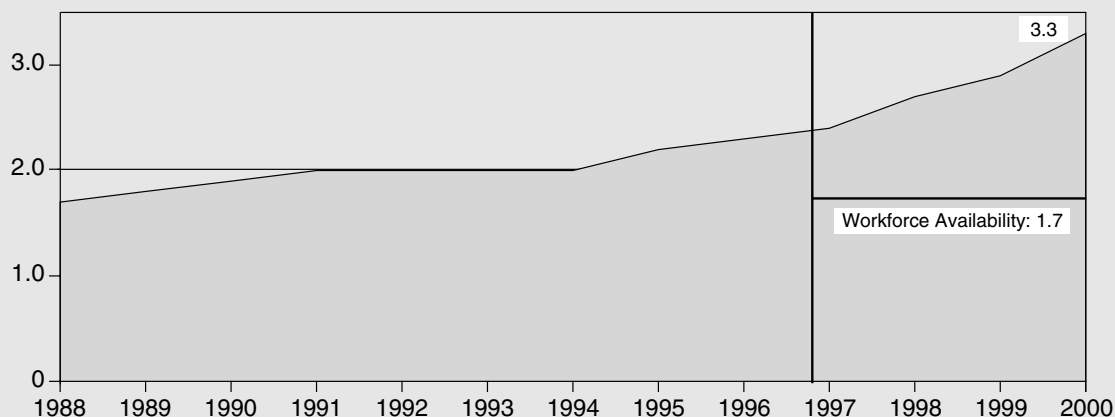
PERSONS WITH DISABILITIES

- *The representation of persons with disabilities in the federal public service workforce increased marginally to 4.7 per cent, from 4.6 per cent as at the end of March 1999.*

- *Nine out of 10 employees with disabilities were indeterminate employees.*

- *Just under 1 in 8 persons with disabilities was hired as an indeterminate employee, down from approximately 1 in 5 two years ago.*

- *Eight in 10 persons with disabilities entered the federal Public Service in the Administrative Support or Administrative and Foreign Service categories.*

- *Employees with disabilities received 4.1 per cent of all promotions, up marginally from 3.9 per cent last year, but still below their internal representation of 4.7 per cent.*

- *Almost 1 out of 2 persons with disabilities separating from the federal Public Service were indeterminate employees, down from 2 out of 3 observed last year.*

- *Of the large departments, Human Resources Development Canada employs the highest proportion of employees with disabilities, at 8.5 per cent.*

**Figure 3
Representation of Persons with Disabilities
1988 to 2000 (%)**

Workforce Availability, 1991 (%)
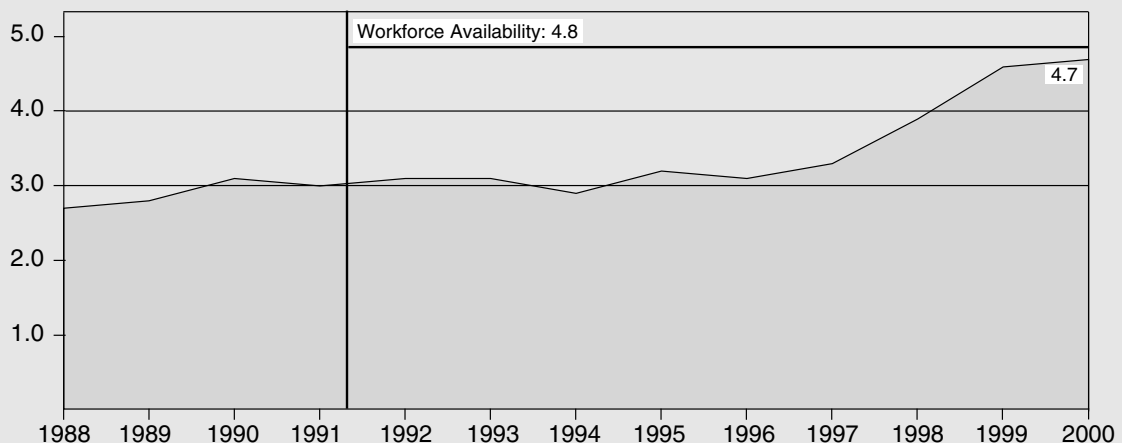
Persons in a Visible Minority Group

- *Persons in a visible minority group represented 5.5 per cent of the federal public service workforce at the end of March 2000. If data for the former Revenue Canada are excluded, this reflects an increase of half a percentage point from the situation as of March 31, 1999. When Revenue Canada became Canada Customs and Revenue Agency, a separate employer, the number of persons in a visible minority group in the Public Service was reduced by almost one third.*

- *Almost 8 out of 10 employees in a visible minority group were indeterminate employees, down from 9 out of 10 a year ago.*

- *Just about a quarter of all persons in a visible minority group were in the Scientific and Professional category, where 6 in 10 were found in the ES, EN and SE groups (respectively: Economics, Sociology and Statistics; Engineering and Land Survey; and Scientific Research groups).*

- *Over 4 in 10 employees in a visible minority group worked in the National Capital Region—a slightly higher proportion than a year ago.*

- *Of all new hires, 5.7 per cent were persons in a visible minority group, up from 4.4 per cent a year earlier.*

- *Of all new indeterminate hires, 8.3 per cent were employees in a visible minority group, up from 6.9 per cent a year earlier.*

- *Three in 10 employees in a visible minority group entered the federal Public Service via the Administrative Support category, down from 4 in 10 a year earlier. By contrast, 6 in 10 new employees in a visible minority group came into the Public Service via the Scientific and Professional or the Administration and Foreign Service categories.*

PERSONS IN A VISIBLE MINORITY GROUP (cont'd)

- *Employees in a visible minority group received 6.3 per cent of all promotions, up from 6.1 per cent a year ago, and higher than their internal representation of 5.5 per cent.*

- *Persons in a visible minority group accounted for 4.2 per cent of separations by indeterminate employees, up from 3.7 per cent a year ago.*

- *Of the large departments, Health Canada and Citizenship and Immigration Canada employ the highest proportion of persons in a visible minority group, both at 9.5 per cent.*

Figure 4
Representation of Persons in a Visible Minority Group 1988 to 2000 (%)

Workforce Availability, 1996 (%)

Workforce Availability: 8.7

5.5
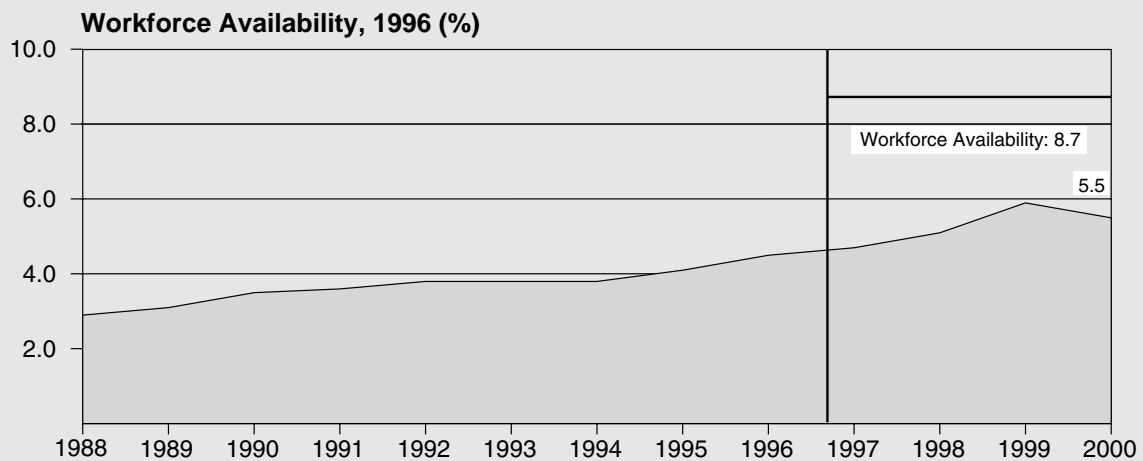
Figure 5
Hiring and Promotion of Women
1988, 1996, 1997, 1998, 1999 and 2000 (%)

Hirings: 47.1, 63.4, 63.2, 59.9, 62.1, 57.4
Promotions: 51.6, 54.6, 56.5, 52.3, 57.6, 57.4

Legend: 1988, 1996, 1997, 1998, 1999, 2000
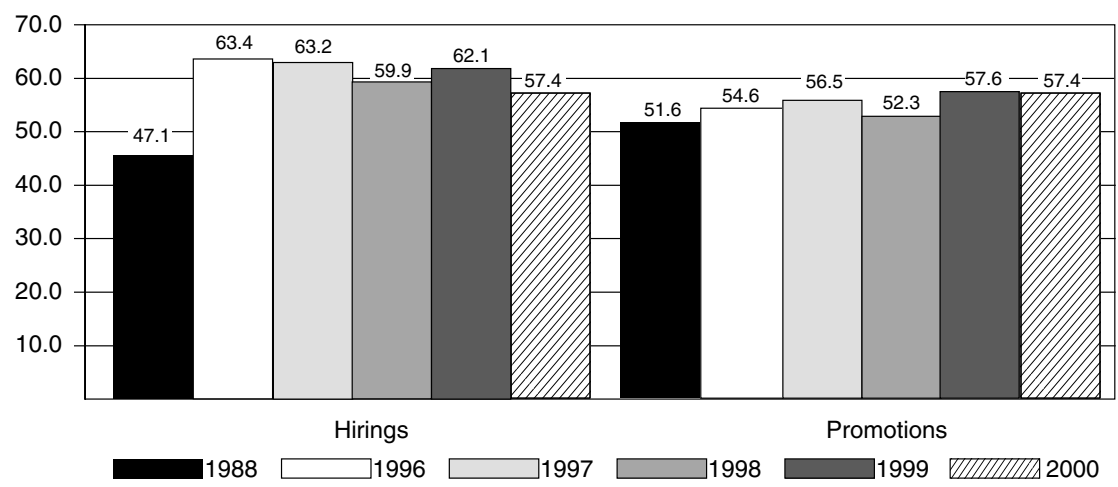
Figure 6
Hiring and Promotion of Aboriginal Peoples
1988, 1996, 1997, 1998, 1999 and 2000 (%)

Hirings: 3.1, 3.2, 2.6, 3.0, 3.3, 3.9
Promotions: 1.9, 2.8, 2.9, 2.6, 3.0, 3.3

Legend: 1988, 1996, 1997, 1998, 1999, 2000

Figure 7
Hiring and Promotion of Persons with Disabilities
1988, 1996, 1997, 1998, 1999 and 2000 (%)

Hirings: 2.1, 1.7, 1.4, 1.7, 2.3, 2.3
Promotions: 2.1, 2.5, 2.6, 3.1, 3.9, 4.1

Legend: 1988, 1996, 1997, 1998, 1999, 2000
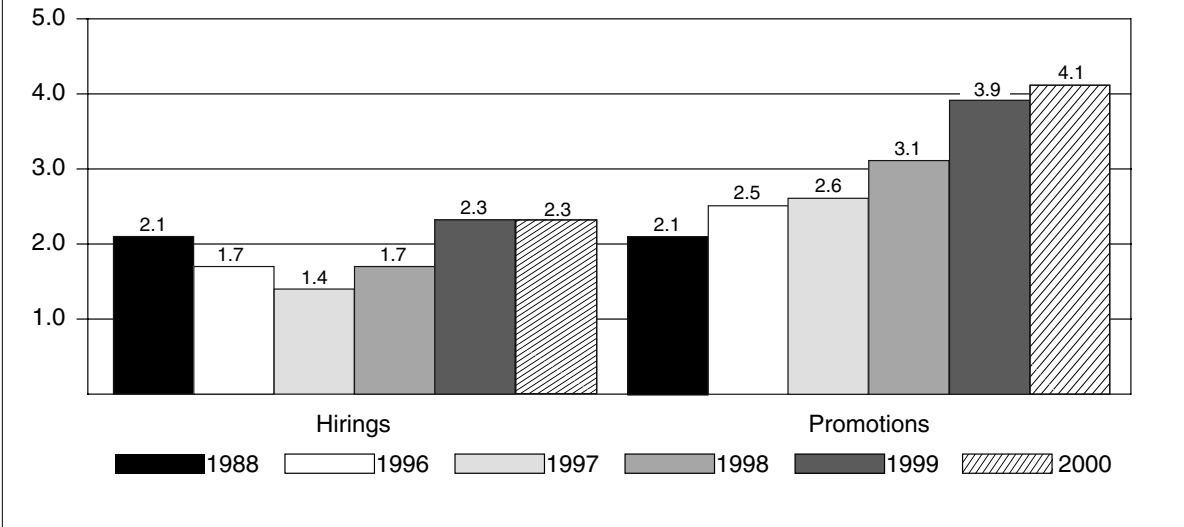
Figure 8
Hiring and Promotion of Visible Minorities
1988, 1996, 1997, 1998, 1999 and 2000 (%)

Hirings: 3.2, 3.4, 3.1, 3.9, 4.4, 5.7
Promotions: 3.2, 4.7, 4.9, 5.8, 6.1, 6.3

Legend: 1988, 1996, 1997, 1998, 1999, 2000
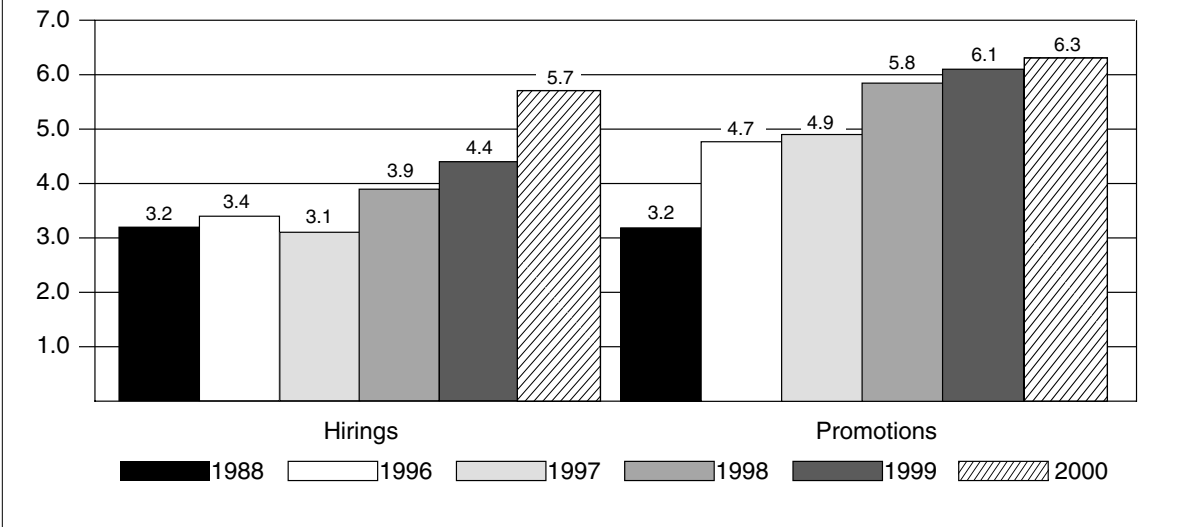
Overall Representation

Figures 1 through 4 compare representation with workforce availability for each designated group. (See Technical Notes further in this chapter.) These charts, as well as Figures 5 through 8 and Table 1, also provide historical information on the four designated groups.

Comparing current representation in the federal Public Service with current workforce availability estimates:

- Women (51.4 per cent) and Aboriginal peoples (3.3 per cent) have representation rates that are higher than workforce availability of 48.7 and 1.7 per cent, respectively.

- At 4.7 per cent, the representation of persons with disabilities is in line with workforce availability (4.8 per cent).

- A substantial gap persists between the representation of persons in a visible minority group (5.5 per cent) and the workforce availability figure of 8.7 per cent derived for public service purposes.

The *Employment Equity Act* requires that workforce availability indicators be used in determining whether an organization is representative or not. These indicators derive from the 1996 Census—in the case of women, Aboriginal peoples and persons in a visible minority group—and from the 1991 Health and Activity Limitation Survey (HALS) for persons with disabilities. Statistics Canada could not secure funding to repeat the HALS in 1996. Consequently, the 1991 data on persons with disabilities remain the most comprehensive and reliable statistics on this designated group and continue to be used for the federal Public Service. A HALS will be conducted following the 2001 Census and will update availability indicators for this designated group.

Workforce availability estimates provide a picture of the Canadian workforce. They are derived initially from the population aged 15 years and over who have had some work experience in at least the 16 months prior to the Census (for women, Aboriginal peoples and persons in a visible minority group) and the five years prior to the HALS (for persons with disabilities). Taking into account the preference accorded to Canadian citizens under the *Public Service Employment Act*, workforce availability estimates are based on the population of Canadian citizens with the skills and work experience relevant to the occupational groups in the federal Public Service.

Gender

Table 2 presents the distribution of federal public service employees by gender as at March 31, 2000. The data reveal that the proportion of women who are also members of another designated group now stands at over 14.3 per cent of all women, up from 13.7 per cent a year earlier. The proportion of women in a visible minority group has decreased slightly to 5.6 per cent compared with 5.8 per cent a year earlier, while the proportions of women with disabilities and Aboriginal women have increased to 4.7 per cent and 4.0 per cent respectively from 4.4 and 3.5 per cent.

More than 60 per cent of Aboriginal peoples in the federal Public Service are women. This contrasts with the more even gender balance among persons with disabilities and persons in a visible minority group, where roughly half of all employees are women.

Employment Type

Table 2 also presents information by employment type. Over the last fiscal year, the proportion of all employees in the federal Public Service who were indeterminate remained fairly stable (now at 84.4 per cent compared with 84.8 per cent in 1999). By designated group, as at March 31, 2000, the percentage of women who are indeterminate employees stood at 81.6 per cent, up from 81.0 per cent; indeterminate Aboriginal employees are at 77.4 per cent, down from 77.8 per cent. The percentage of persons with disabilities who are indeterminate employees was virtually unchanged (88.9 per cent compared with 88.8 per cent), while the proportion of employees in a visible minority group has declined to 78.2 per cent from 83.2 per cent a year earlier.

Over the fiscal year, the number of employees hired for a specified period of three months or more decreased from 25,924 to 21,314, or 15.1 per cent of the total population (i.e. indeterminate employees, terms of three months or more and seasonal employees). Over the past several years, most term employees—now 7 in 10—were members of the designated groups, and close to two thirds were women.

Occupational Category

The Executive ranks of the federal Public Service increased to 2.3 per cent from 1.9 per cent last year. As per Table 3, men still account for over two thirds (71.6 per cent) of this category and women now make up 28.4 per cent of the Executive category, up from 26.9 per cent a year ago. This continues the pattern of steady increase witnessed throughout the 1990s for women.

Of the five remaining occupational categories in the Public Service, only the Technical category showed an increase in the number of employees, up by 179 or 1.2 per cent. The Administrative and Foreign Service category showed the largest decrease—by 21,061 employees or 28.3 per cent, followed by the Administrative Support category with a reduction of 10,499 employees or 24.1 per cent, the Scientific and Professional category with 4,620 employees or 20.4 per cent and the Operational category, which decreased by 961 employees or 5.1 per cent.

Over half of all women (51.8 per cent) are in the Executive, Scientific and Professional, and Administrative and Foreign Service categories. For the second consecutive year, the Administrative and Foreign Service category constitutes the largest grouping of women in the federal Public Service (41.4 per cent of all women), followed by the Administrative Support category (38.3 per cent). Just over 1 per cent of all women (1.3 per cent) in the federal Public Service are in the Executive category, well below the 3.4 per cent for men and the 2.3 per cent for all employees.

In contrast to the gains made by women, the representation of Aboriginal peoples, persons with disabilities and persons in a visible minority group in the Executive category are at virtually the same levels as in 1999—1.9 per cent for Aboriginal peoples, 2.9 per cent for persons with disabilities and 3.1 per cent for persons in a visible minority group.

Age

Table 4 presents the age structure of the designated groups in 1999–2000 by occupational category. The federal public service population aged slightly in 1999–2000, an increase in average age from 42.7 years to 43.2 years.

The proportion of employees aged 45 and over continues to rise and now stands at 47.3 per cent, up 3.2 percentage points since last year. All designated groups showed increases in the proportion of employees aged 45 and over.

The gap between the proportions of men and women aged 45 and over in the federal Public Service was similar to that described last year when half of all men were aged 45 and over, compared with just 4 in 10 women. The proportion of women aged 45 and over increased again this year by 3.3 percentage points to 42.1 per cent. The average age for women was 42.1 years, one year younger than the overall average age, and two years younger than the average age for men (44.3 years).

The proportion of Aboriginal employees aged 45 and over rose by almost three percentage points to 36.1 per cent of all Aboriginal employees this year. The average age of Aboriginal employees was 40.7 years in 1999–2000, still the youngest of the four designated groups in the federal Public Service.

Figure 9
Women by Age Group

Number of Women
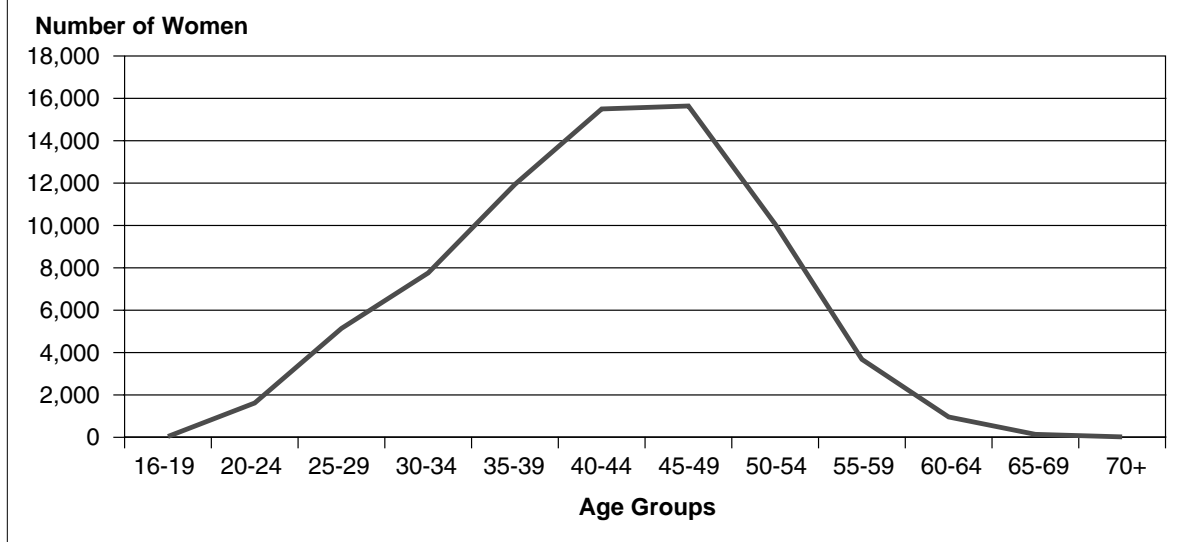
Age Groups

Figure 10
Three Designated Groups of Employees by Age Group

Number of Employees

Age Groups

Persons with Disabilities   Persons in a Visible Minority Group   Aboriginal peoples
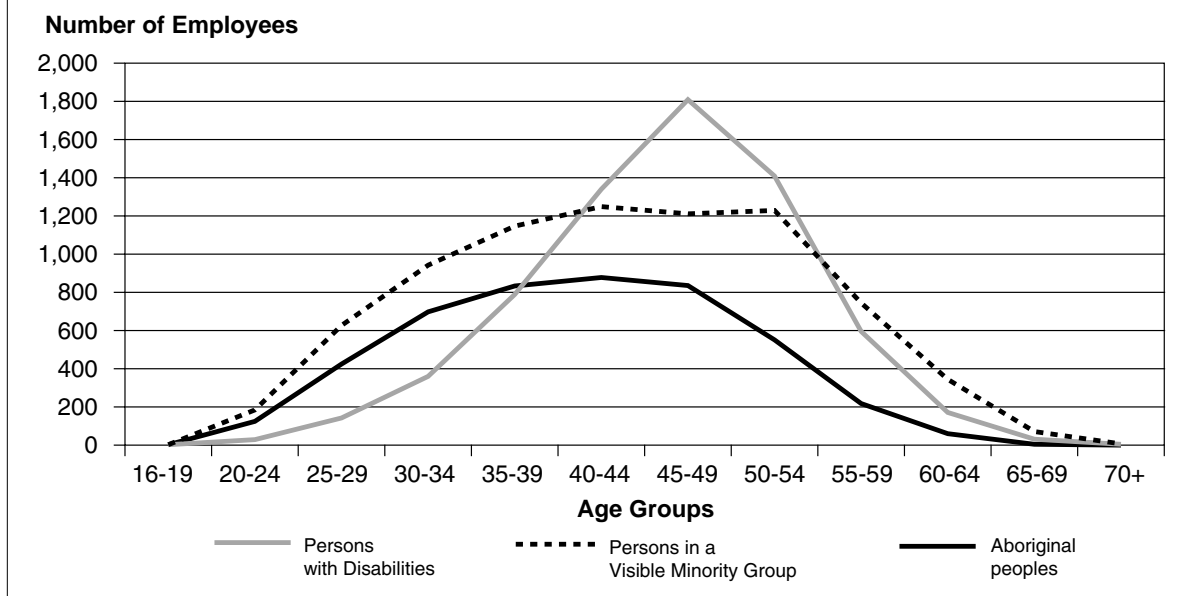
Just over 60.2 per cent of employees with disabilities were aged 45 and over in 1999–2000, up from 56.0 per cent last year. This increase has been steady since 1993–94, when only 45 per cent of employees with disabilities were aged 45 and over. Employees with disabilities also have the highest average age this year (45.9 years against 45.4 last year).

The proportion of employees in a visible minority group aged 45 or older is virtually the same as a year ago (46.7 per cent versus 46.5 per cent). At 43.3 years, the average age for all employees in a visible minority group is the same as last year.

Departments and Agencies

According to Table 5, most departments experienced net increases in the sizes of their populations, maintaining the upward trend observed in last year's report. Only 1 of the 18 larger departments (i.e. those with 3,000 or more employees) showed reductions in the size of its population, a noteworthy change from the 6 of 19 last fiscal year. Revenue Canada, which was the largest department at the end of March 1999, became a separate employer in November that year when it became the Canada Customs and Revenue Agency and is not covered in this summary. The workforce at Canadian Heritage was reduced by almost 3,000 employees when Parks Canada became a separate agency. By contrast, among the larger departments, the workforce at the Department of Justice Canada shows the most sizeable increase and now stands at 3,177 employees, up from 2,791.

The proportion of women in each of the large departments did not change significantly over the fiscal year. Again, the highest proportion of women was at the Royal Canadian Mounted Police (federal public service staff) and Human Resources Development Canada, where 8 in 10 and 7 in 10 employees, respectively, were women. At least one third of all employees in all but one of the large departments are women. It is only at Fisheries and Oceans Canada that the representation of women persists at below 30 per cent. As noted in previous years, this department has a relatively high proportion of occupations that have been considered non-traditional for women—including fields such as engineering, natural sciences and ship's officers and crews, for example. Despite a reduction of close to 100 employees, Transport Canada had the largest increase in the proportion of women—two percentage points to 40.6 per cent.

This year, four departments (compared to six in the previous year) account for almost 60 per cent of Aboriginal employees in the federal Public Service: Indian and Northern Affairs Canada, Human Resources Development Canada, Correctional Service Canada and Health Canada.[2]

_____

2. Revenue Canada and National Defence were the other two departments included in last year's figures.

At 28.5 per cent, up from 27.3 per cent a year earlier, Indian and Northern Affairs Canada continues to have the highest proportion of Aboriginal employees in its departmental population. This was more than four times the proportion in the next highest department, Health Canada, with 6.8 per cent. Significant gains were made at Human Resources Development Canada, now second in the number of Aboriginal employees in its workforce—710, compared to 968 at Indian and Northern Affairs Canada.

There were 17 departments with only one or no Aboriginal employees at all. While two of these departments—the Canadian Space Agency and the Office of the Chief Electoral Officer—each have a total population of more than 200 employees, for the most part, low levels of Aboriginal representation occur in the very small departments (i.e. 100 employees or less). Eleven of these smaller departments have 30 or fewer employees. Among departments with more than 100 employees, the Canadian Human Rights Commission and the Office of the Secretary to the Governor General both record the highest proportion of persons with disabilities (9.0 per cent). Human Resources Development Canada and the Public Service Commission of Canada, with 8.5 and 6.8 per cent respectively, have the highest proportions among departments with more than 1,000 employees. Each of the 12 departments in which there were no employees with disabilities have a total population of fewer than 100 employees.

Human Resources Development Canada, Public Works and Government Services Canada and Health Canada each employ more than 500 employees in a visible minority group. Together, these three departments account for one third (34.3 per cent) of all employees from this designated group in the federal Public Service. Close to one fifth of all employees in a visible minority group work at Human Resources Development Canada, where they represent 5.8 per cent of the total employee population. With 9.5 per cent (up from 9.1 per cent a year earlier), Health Canada now leads in percentage representation, along with Citizenship and Immigration Canada. Among departments and agencies with more than 100 but fewer than 1,000 employees, for the third year in a row, the Immigration and Refugee Board has the highest percentage of employees from a visible minority group (19.9 per cent).

Geographic Location

Data in Table 6 show that 4 in 10 federal public service employees (39.1 per cent) work in the National Capital Region, up significantly from last year's 34.7 per cent. Among the designated groups, the proportion is slightly higher for women (41.2 per cent) and persons with disabilities (41.1 per cent), and the same for persons in a visible minority group (41.1 per cent). While there was a slight decrease from last year's proportion, close to 70 per cent of Aboriginal peoples work outside the National Capital Region.

Excluding the National Capital Region, Ontario has the highest number of employees in all four designated groups. Prince Edward Island has the highest proportion of women, with 6 in 10 employees being female. Excluding the territories, Manitoba (9.8 per cent) and Saskatchewan (9.5 per cent) have the highest proportions of Aboriginal employees in the federal workforce. Quebec, excluding the National Capital Region, at 1.2 per cent, and New Brunswick, at 1.5 per cent, have the lowest proportions. Persons with disabilities range from a low of 1.9 per cent for employees working outside Canada and 2.6 per cent in Newfoundland, to a high of 6.9 per cent in Prince Edward Island. As was the case for Aboriginal peoples, the regional distribution of visible minority group members shows considerable variation. At the high end of the spectrum, once again, is British Columbia with 9.4 per cent of federal employees reporting that they are members of a visible minority group. By contrast, in Newfoundland and New Brunswick, less than 1.0 per cent of the federal workforce comprises persons in a visible minority group, as was the situation last year. These are the only occurrences of designated group representation below 1.0 per cent. A new entry in this report is Nunavut, which was previously included with the Northwest Territories. At 29.2 per cent, Nunavut has the largest proportion of Aboriginal employees. The data show no employees with disabilities in Nunavut.

Figure 11
Distribution of Federal Public Service Employees by Designated Group and Region of Work (%)

	Women	Aboriginal Peoples	Persons with Disabilities	Persons in a Visible Minority Group
Newfoundland	39.1	2.2	2.6	0.5
Prince Edward Island	58.6	1.9	6.9	1.2
Nova Scotia	39.0	1.8	5.0	3.9
New Brunswick	53.4	1.5	4.1	0.9
Quebec	52.9	2.6	3.7	3.7
Ontario	53.4	2.4	5.3	7.0
Manitoba	54.2	9.8	5.6	4.4
Saskatchewan	51.9	9.5	4.8	3.0
Alberta	52.3	5.7	5.0	5.5
British Columbia	47.2	3.9	4.8	9.4
Yukon	55.5	14.9	3.7	1.1
Northwest Territories	51.5	21.2	2.5	3.2
Nunavut	37.5	29.2	0.0	4.2

Salary

Compared with last year, all four designated groups showed an increase in the proportion of employees earning $50,000 or more. Table 7 presents the distribution of employment equity designated groups in the federal Public Service by salary as at March 31, 2000.

The proportion of federal public service employees earning $50,000 or more increased by 5.3 percentage points to 33.8 per cent. The proportion of women who earned $50,000 or more has improved from 17.7 per cent of all women during the last fiscal year to 22.3 per cent in 1999–2000. But the gap with men widened again this year, as the proportion for men has also improved, rising from 39.9 per cent to 46.0 per cent. As noted last year, for every nine men earning $50,000 or more, there were four women earning the same. As a proportion of all employees, women earning $50,000 or more rose to 33.9 per cent from 32.0 per cent last year and from 24.7 per cent four years ago. The other designated groups had similar increases in the number of people earning $50,000 or more as a percentage of all employees, with the proportion for Aboriginal employees rising from 1.9 per cent to 2.3 per cent and for persons with disabilities from 3.7 per cent to 3.9 per cent.

If we look at each designated group separately, the proportion of Aboriginal employees earning $50,000 or more increased to 23.2 per cent from 19.1 per cent, employees with disabilities from 22.9 per cent to 27.7 per cent and employees in a visible minority group from 31.4 to 37.0 per cent. The relatively higher proportion of employees in a visible minority group earning $50,000 or more is largely due to the heavy representation of this designated group in the 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, 1999, and March 31, 2000. (See Technical Notes further in this chapter.) There was an increase in the share of hirings for the three minority-designated groups compared with a year earlier, while the share for women declined by 4.7 percentage points. Notwithstanding this decline in share, women continue to account for the majority of new hires as 57.4 per cent of all new employees are women, down from 62.1 per cent a year earlier. Persons in a visible minority group make up 5.7 per cent of new hires compared with 4.4 per cent a year ago; the share for Aboriginal peoples is at 3.9 per cent versus 3.3 per cent and, for persons with disabilities, the percentage remains the same as last year at 2.3 per cent of new hires.

The proportion of women entering the federal Public Service via the Administrative Support category continues to be dominant. While fewer than one third of all new hires into the Public Service were made in the Administrative Support category, women still account for over 8 in 10 of the new entries into this category. The proportion of women entering the Public Service via the Scientific and Professional category increased substantially from a year ago (12.1 per cent versus 7.3 per cent) and there was a similar increase for women entering by way of the Technical category (from 6.2 per cent to 10.1 per cent).

The continuing trend is for most persons to enter the federal Public Service as term employees although there was a marginal decline to 8 in 10 from just over 8 in 10 new entries. The share of indeterminate employees among new hires increased from 15.1 per cent last year to 19.1 per cent over the current review period. With respect to the designated groups, 15.4 per cent of women, 16.9 per cent of Aboriginal peoples, 17.3 per cent of persons with disabilities and 27.7 per cent of persons in a visible minority group were hired for an indeterminate period. Reversing the situation noted last year, all designated groups experienced an increase in the proportion of their members who were hired as indeterminate employees.

Of all the new hires into the federal Public Service, 1 in 3 occurred in the National Capital Region. Slightly lower ratios were found for women and Aboriginal peoples. By contrast, 1 in 2 of all new employees with disabilities and employees in a visible minority group were hired in the National Capital Region.

Quebec led all areas (excluding the NCR) in both the number (933) and proportion (over 60 per cent) of women hired. While 15.5 per cent of all new employees joined the federal Public Service in the Prairie provinces, 34.8 per cent of all new Aboriginal employees were hired in Manitoba, Saskatchewan and Alberta. British Columbia accounted for 9.8 per cent of all new hires and 15.4 per cent of persons in a visible minority group who were hired into the Public Service.

Promotions

Tables 11 to 13 provide information on promotions—appointments to positions at higher maximum levels of pay—in the 1999–2000 fiscal year. (Please refer to the Technical Notes further in this chapter.) Aboriginal peoples, persons with disabilities and persons in a visible minority group had slightly higher shares of promotions than they did last year, while there was a slight reduction for women.

As was the case last year, almost 6 in 10 employees (57.4 per cent) promoted in 1999–2000 were women, compared with an internal representation of 51.4 per cent. Aboriginal employees received 3.3 per cent of all promotions, the same as their internal representation (3.3 per cent). At 6.3 per cent, up marginally from 6.1 per cent a year ago, promotions of members of visible minority groups was slightly higher than internal representation while the reverse was true for persons with disabilities, whose share of promotions was 4.1 per cent compared with an internal representation of 4.7 per cent.

For the federal Public Service as a whole, 88.0 per cent of promotions during 1999–2000 went to indeterminate employees, slightly lower than last year but still higher than the 78.1 per cent of two years earlier. A small increase was reflected for each designated group, where close to 9 in 10 of all promotions went to indeterminate employees.

For all four designated groups, as for the federal Public Service as a whole, the highest number of promotions involved movements to or within the Administrative and Foreign Service category. This category figured in close to half of all promotions received by women and just about half for the other designated groups. The Scientific and Professional category was more significant for the visible minority groups, accounting for slightly more promotions than the Administrative Support category.

Of all promotions, 46.9 per cent were in the National Capital Region, an increase of 5.7 percentage points from last year. This region also accounted for 48.8 per cent of promotions received by women, 40.9 per cent by Aboriginal employees, 48.2 per cent by employees with disabilities and 44.0 per cent by employees in a visible minority group.

Separations

The final three tables, Tables 14 to 16, present information on separations. These include employees whose appointment for a term or specified period ended during the 1999–2000 fiscal year. There were 13,375 separations this year, down by more than half of last year's total departures (28,927).

Seven of 10 separations (70.6 per cent) involved persons in the designated groups, up from 63.5 per cent last year and 62.3 per cent in 1998. Two of the four designated groups showed marginal increases in their share of separations, while Aboriginal peoples and persons with disabilities showed a negligible decline of one tenth of a percentage point of all separations.

Two groups—women and persons in a visible minority group—showed increases in their share of separations, the former from 52.5 per cent to 59.1 per cent and the latter from 3.6 per cent to 4.2 per cent. Both persons with disabilities and Aboriginal peoples showed marginal declines in their share of separations from 3.8 per cent to 3.7 per cent, and 3.6 per cent to 3.5 per cent respectively.

Sixty-six per cent of all separations were from the Administrative and Foreign Service and the Administrative Support categories, the two largest in the Public Service. Women made up 49.7 per cent and 83.9 per cent respectively of all separations from these groups, proportional to their representation. Among separations from the Scientific and Professional category, the proportion of women increased considerably from 38.0 per cent to 47.7 per cent this year.

The separation rate of persons in a visible minority group was highest in the Scientific and Professional category, where they are more heavily concentrated. This year's rate for this occupational category was 8.0 per cent.

The separations of Aboriginal employees were evenly distributed across occupational categories, ranging between 2.5 per cent and 5.4 per cent for the five non-management categories.

Technical Notes

The following portion of Chapter 1 presents statistical profiles of the designated groups in the federal Public Service as at the end of March 2000. It includes summary data on women, Aboriginal peoples, persons in a visible minority group and persons with disabilities, as well as statistics on hirings, promotions and separations of persons in these groups.

Federal Public Service

The Treasury Board 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 (PSSRA, I-I). Appointments are made according to the merit principle under the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada.

The number of employees in the federal Public Service was 146,689 as at March 31, 2000. This represents a decrease of 39,625 persons or 21.3 per cent from March 31, 1999. Much of this decrease was due to Revenue Canada (now the Canada Customs and Revenue Agency) becoming a separate employer during the course of the fiscal year.

The employee population was distributed into the following categories:

Indeterminate, terms of three months or more and seasonal:	141,253
Terms of fewer than three months:	1,215
Casual employment:	4,221
Total:	**146,689**

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. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables. Their exclusion may affect the representation in some smaller departments. 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, 1999, and ending March 31, 2000.

Federal Departments and Agencies

Under the PSSRA, I-I, the federal Public Service comprises more than 60 departments, agencies and commissions for which the Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for organizations covered by the PSSRA, I-I. These organizations vary in size, from departments with more than 3,000 employees to small institutions with fewer than 10 employees. Some departments have employees in all provinces and territories while others are located only in the National Capital Region. The population for some small organizations is included with the larger institution that handles its payroll and administrative matters.

Term Employees

Both the *Financial Administration Act* and the *Employment Equity Act* define "employee" so that the definition includes persons hired for a fixed duration of at least three months, traditionally referred to as "term employees."

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 persons hired for fewer than three months are not part of the population under the *Employment Equity Act*, they are excluded from the statistics in this report, which includes only long-term employees. While employed 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 collecting self-identification information from all persons being added to the federal public service payroll. Self-identification is the process by which persons voluntarily identify themselves as being members of one or more of the minority-designated groups.

Data on Persons in the Designated Groups

To ensure consistency in the data presented in this chapter's statistical section, the Treasury Board of Canada Secretariat uses the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with the PSSRA, I-I. Self-identification data are generated from the

Employment Equity Data Bank maintained by TBS. Information derived from these two sources may not harmonize exactly with what may be obtained from departmental sources. Given the special circumstances requiring Health Canada to report to the Canadian Human Rights Tribunal, data from this department are derived from the departmental systems.

Data in the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Data on movements into the federal Public Service (hirings) and out of it (separations) 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 completeness and accuracy of employment equity data for the federal Public Service and its departments depend on employees being willing to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department's workforce and during departmental self-identification surveys or campaigns. At any time, they may simply fill out a self-identification form available from employment equity co-ordinators in the department.

Terminology

"Hirings" refers to the number of employees (i.e. 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 measures the flow of employees into the federal Public Service and may include more than one staffing action for term employees.

"Promotions" refers to the number of employee appointments to positions at higher maximum pay levels—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 (i.e. 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 measures 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

employment period (term) in the federal Public Service has ended. People on leave without pay were excluded from the population counts derived from the pay-driven Incumbent File; they are, however, included as separations when they leave the federal Public Service.

"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 federal public service purposes, workforce availability is based only on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupational groups in the federal Public Service.

List of Tables

TABLE 1

Representation of Designated Groups in the Federal Public Service

PSSRA I-I, Indeterminate, Terms of Three Months or More and Seasonal Employees

	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Public Service Representation									
As at March 31, 2000[1] (Revenue Canada excluded)	141,253	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5
As at March 31, 1999[2] (Revenue Canada excluded)	137,292	69,232	50.4	4,301	3.1	6,007	4.4	6,816	5.0
As at March 31, 2000[3] (Revenue Canada included)	184,216	96,583	52.4	5,449	3.0	8,723	4.7	11,409	6.2
As at March 31, 1999 (Revenue Canada included)	178,340	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
As at March 31, 1997	186,378	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As at March 31, 1996	201,009	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As at March 31, 1995	217,784	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As at March 31, 1994	224,640	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As at March 31, 1993	221,114	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability 1996 Census			48.7		1.7		4.8		8.7

Note: The data in this and other tables in this report covers employees identified for the purposes of employment equity in the Regulations to the *Employment Equity Act*. The estimates of workforce availability are based on information from the 1996 Census of Canada and the 1991 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.

1. The data in this line presents a "snapshot" of the Public Service taken on March 31, 2000, and excludes Revenue Canada, which became the new Canada Customs and Revenue Agency on November 1, 1999.

2. For the purpose of comparison with March 31, 2000, this line of data for March 31, 1999, excludes Revenue Canada.

3. For the purpose of comparison, this data includes the new Canada Customs and Revenue Agency.

TABLE 2

Distribution of 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 at March 31, 2000

| | All Employees | | | Type of Employment | | | | | | | | |
| | | | | Indeterminate | | | Term ≥ 3 Months | | | Seasonal | | |
	#	%	Gender %	#	%	Gender %	#	%	Gender %	#	%	Gender %
Federal Public Service												
Total	**141,253**	**100.0**	**100.0**	**119,150**	**100.0**	**100.0**	**21,314**	**100.0**	**100.0**	**789**	**100.0**	**100.0**
Women	72,549	51.4	51.4	59,210	49.7	49.7	13,127	61.6	61.6	212	26.9	26.9
Men	68,704	48.6	48.6	59,940	50.3	50.3	8,187	38.4	38.4	577	73.1	73.1
Aboriginal Peoples												
Total	**4,639**	**3.3**	**100.0**	**3,715**	**3.1**	**100.0**	**895**	**4.2**	**100.0**	**29**	**3.7**	**100.0**
Women	2,912	4.0	62.8	2,254	3.8	60.7	648	4.9	72.4	10	4.7	34.5
Men	1,727	2.5	37.2	1,461	2.4	39.3	247	3.0	27.6	19	3.3	65.5
Persons with Disabilities												
Total	**6,687**	**4.7**	**100.0**	**6,036**	**5.1**	**100.0**	**631**	**3.0**	**100.0**	**20**	**2.5**	**100.0**
Women	3,422	4.7	51.2	3,042	5.1	50.4	369	2.8	58.5	11	5.2	55.0
Men	3,265	4.8	48.8	2,994	5.0	49.6	262	3.2	41.5	9	1.6	45.0
Persons in a Visible Minority Group												
Total	**7,764**	**5.5**	**100.0**	**6,312**	**5.3**	**100.0**	**1,439**	**6.8**	**100.0**	**13**	**1.7**	**100.0**
Women	4,049	5.6	52.2	3,167	5.4	50.2	877	6.7	61.0	5	2.4	38.5
Men	3,715	5.4	47.8	3,145	5.3	49.8	562	6.9	39.0	8	1.4	61.5

Note: Shaded columns indicate the percentage representation by gender within each group of employees. Percentages in the unshaded columns in each case show the representation of all members of the designated groups within the Public Service and their representation by gender within the Public Service.

TABLE 3

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

PSSRA I-I Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Occupational Category and Group	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Executive	3,296	937	28.4	62	1.9	96	2.9	103	3.1
Scientific and Professional									
AC Actuarial Science	4	1	25.0	0	0.0	0	0.0	0	0.0
AG Agriculture	11	1	9.1	1	9.1	2	18.2	0	0.0
AR Architecture and Town Planning	172	41	23.8	4	2.3	4	2.3	22	12.8
AU Auditing	111	31	27.9	1	0.9	4	3.6	20	18.0
BI Biological Sciences	1,238	463	37.4	8	0.6	23	1.9	98	7.9
CH Chemistry	394	145	36.8	1	0.3	9	2.3	77	19.5
DE Dentistry	8	0	0.0	0	0.0	0	0.0	0	0.0
DS Defence Scientific Service	446	48	10.8	0	0.0	5	1.1	26	5.8
ED Education	606	330	54.5	70	11.6	19	3.1	30	5.0
EN Engineering and Land Survey	2,071	218	10.5	13	0.6	66	3.2	290	14.0
ES Economics, Sociology and Statistics	3,698	1,457	39.4	67	1.8	148	4.0	391	10.6
FO Forestry	101	15	14.9	1	1.0	5	5.0	2	2.0
HR Historical Research	117	42	35.9	2	1.7	4	3.4	0	0.0
LA Law	1,870	915	48.9	46	2.5	59	3.2	98	5.2
LS Library Science	405	292	72.1	7	1.7	14	3.5	26	6.4
MA Mathematics	283	101	35.7	0	0.0	14	4.9	34	12.0
MD Medicine	203	51	25.1	2	1.0	8	3.9	19	9.4
MT Meteorology	493	69	14.0	2	0.4	8	1.6	22	4.5
ND Nutrition and Dietetics	28	28	100.0	0	0.0	1	3.6	1	3.6
NU Nursing	1,403	1,192	85.0	116	8.3	29	2.1	82	5.8
OP Occupational and Physical Therapy	40	35	87.5	0	0.0	0	0.0	2	5.0
PC Physical Sciences	1,613	503	31.2	25	1.5	30	1.9	116	7.2

		Total								
PH	Pharmacy	15	10	66.7	0	0.0	0	0.0	1	6.7
PS	Psychology	264	117	44.3	0	0.0	8	3.0	16	6.1
SE	Scientific Research	1,790	262	14.6	7	0.4	50	2.8	283	15.8
SG	Scientific Regulation	422	177	41.9	2	0.5	19	4.5	44	10.4
SW	Social Work	37	20	54.1	5	13.5	2	5.4	1	2.7
UT	University Teaching	131	10	7.6	1	0.8	1	0.8	12	9.2
VM	Veterinary Medicine	28	11	39.3	0	0.0	1	3.6	6	21.4
Total		**18,002**	**6,585**	**36.6**	**381**	**2.1**	**533**	**3.0**	**1,719**	**9.5**
	Administration and Foreign Service									
AS	Administrative Services	14,837	10,480	70.6	481	3.2	715	4.8	553	3.7
CA	Career Assignment Program	88	62	70.5	2	2.3	6	6.8	7	8.0
CO	Commerce	2,289	828	36.2	40	1.7	79	3.5	113	4.9
CS	Computer Systems Administration	8,213	2,425	29.5	140	1.7	370	4.5	735	8.9
FI	Financial Administration	2,343	1,054	45.0	67	2.9	105	4.5	214	9.1
FS	Foreign Service	1,073	327	30.5	20	1.9	26	2.4	66	6.2
IS	Information Services	1,852	1,214	65.6	48	2.6	57	3.1	65	3.5
MM	Management Trainee	133	70	52.6	0	0.0	7	5.3	9	6.8
OM	Organization and Methods	266	146	54.9	5	1.9	17	6.4	5	1.9
PE	Personnel Administration	2,636	1,905	72.3	107	4.1	203	7.7	126	4.8
PG	Purchasing and Supply	1,898	923	48.6	46	2.4	112	5.9	99	5.2
PM	Program Administration	14,591	8,860	60.7	774	5.3	1,011	6.9	715	4.9
TR	Translation	937	569	60.7	3	0.3	38	4.1	30	3.2
WP	Welfare Program	2,241	1,163	51.9	92	4.1	78	3.5	72	3.2
Total		**53,397**	**30,026**	**56.2**	**1,825**	**3.4**	**2,824**	**5.3**	**2,809**	**5.3**

TABLE 3 (cont'd)

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

PSSRA I-I Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Occupational Category and Group	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Technical									
AI Air Traffic Control	13	0	0.0	0	0.0	0	0.0	0	0.0
AO Aircraft Operations	483	35	7.2	4	0.8	7	1.4	9	1.9
DD Drafting and Illustration	316	112	35.4	2	0.6	16	5.1	19	6.0
EG Engineering and Scientific Support	5,636	1,487	26.4	115	2.0	189	3.4	261	4.6
EL Electronics	1,132	37	3.3	13	1.1	26	2.3	32	2.8
EU Educational Support	2	0	0.0	0	0.0	0	0.0	0	0.0
GT General Technical	1,815	469	25.8	52	2.9	50	2.8	30	1.7
PI Primary Products Inspection	287	53	18.5	10	3.5	21	7.3	21	7.3
PY Photography	22	5	22.7	0	0.0	0	0.0	0	0.0
RO Radio Operations	364	63	17.3	4	1.1	4	1.1	5	1.4
SI Social Science Support	2,865	1,747	61.0	86	3.0	140	4.9	152	5.3
SO Ships' Officers	902	46	5.1	8	0.9	8	0.9	5	0.6
TE RCMP Special Group	456	241	52.9	1	0.2	6	1.3	2	0.4
TI Technical Inspection	1,247	101	8.1	22	1.8	32	2.6	65	5.2
Total	**15,540**	**4,396**	**28.3**	**317**	**2.0**	**499**	**3.2**	**601**	**3.9**
Administrative Support									
CM Communications	86	27	31.4	2	2.3	2	2.3	1	1.2
CR Clerical and Regulatory	28,620	23,670	82.7	1,322	4.6	2,014	7.0	1,880	6.6
DA Data Processing	508	314	61.8	13	2.6	41	8.1	41	8.1
OE Office Equipment Operation	23	12	52.2	2	8.7	7	30.4	0	0.0
ST Secretarial, Stenographic, Typing	3,797	3,725	98.1	116	3.1	154	4.1	191	5.0
Total	**33,034**	**27,748**	**84.0**	**1,455**	**4.4**	**2,218**	**6.7**	**2,113**	**6.4**

Operational									
CX	Correctional Services	5,444	1,193	21.9	296	5.4	118	2.2	132	2.4
FR	Firefighters	434	7	1.6	8	1.8	3	0.7	5	1.2
GL	General Labour and Trades	5,333	233	4.4	116	2.2	163	3.1	86	1.6
GS	General Services	2,958	918	31.0	87	2.9	147	5.0	97	3.3
HP	Heat, Power and Stationary Plant Operation	510	6	1.2	10	2.0	28	5.5	21	4.1
HS	Hospital Services	652	368	56.4	56	8.6	14	2.1	39	6.0
LI	Lightkeepers	120	7	5.8	4	3.3	0	0.0	0	0.0
PR	Printing Operations	102	49	48.0	2	2.0	9	8.8	4	3.9
SC	Ships' Crews	1,249	53	4.2	15	1.2	8	0.6	20	1.6
SR	Ship Repair	1,182	23	1.9	5	0.4	27	2.3	15	1.3
Total		**17,984**	**2,857**	**15.9**	**599**	**3.3**	**517**	**2.9**	**419**	**2.3**
TOTAL FEDERAL PUBLIC SERVICE		**141,253**	**72,549**	**51.4**	**4,639**	**3.3**	**6,687**	**4.7**	**7,764**	**5.5**

TABLE 4

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

PSSRA I-I, Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Occupational Category	Age Group	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	#	%	#	%	#	%	#	%
Executive	25-29	1	0	0.0	0	0.0	0	0.0	0	0.0
	30-34	24	12	50.0	2	8.3	0	0.0	1	4.2
	35-39	133	60	45.1	5	3.8	0	0.0	4	3.0
	40-44	444	189	42.6	5	1.1	10	2.3	18	4.1
	45-49	898	346	38.5	24	2.7	25	2.8	20	2.2
	50-54	1,188	256	21.5	19	1.6	38	3.2	41	3.5
	55-59	498	60	12.0	6	1.2	17	3.4	15	3.0
	60-64	100	13	13.0	1	1.0	5	5.0	3	3.0
	65-69	9	1	11.1	0	0.0	1	11.1	1	11.1
	70+	1	0	0.0	0	0.0	0	0.0	0	0.0
Total		**3,296**	**937**	**28.4**	**62**	**1.9**	**96**	**2.9**	**103**	**3.1**
Scientific and Professional	20-24	140	71	50.7	1	0.7	2	1.4	10	7.1
	25-29	1,256	678	54.0	30	2.4	7	0.6	126	10.0
	30-34	2,020	1,018	50.4	66	3.3	44	2.2	173	8.6
	35-39	2,718	1,185	43.6	68	2.5	55	2.0	219	8.1
	40-44	3,181	1,198	37.7	67	2.1	96	3.0	271	8.5
	45-49	3,405	1,153	33.9	70	2.1	121	3.6	226	6.6
	50-54	3,095	860	27.8	53	1.7	118	3.8	297	9.6
	55-59	1,512	320	21.2	23	1.5	61	4.0	216	14.3
	60-64	526	77	14.6	2	0.4	21	4.0	144	27.4
	65-69	121	25	20.7	1	0.8	7	5.8	31	25.6
	70+	28	0	0.0	0	0.0	1	3.6	6	21.4
Total		**18,002**	**6,585**	**36.6**	**381**	**2.1**	**533**	**3.0**	**1,719**	**9.5**

Administrative and Foreign Service

Age	Total	#	%	#	%	#	%	#	%
16-19	6	2	33.3	0	0.0	0	0.0	0	0.0
20-24	825	411	49.8	31	3.8	7	0.8	69	8.4
25-29	3,220	1,819	56.5	144	4.5	50	1.6	251	7.8
30-34	5,288	3,066	58.0	253	4.8	121	2.3	428	8.1
35-39	8,092	5,020	62.0	337	4.2	324	4.0	496	6.1
40-44	10,815	6,802	62.9	371	3.4	551	5.1	466	4.3
45-49	12,548	7,240	57.7	351	2.8	823	6.6	423	3.4
50-54	8,927	4,167	46.7	241	2.7	654	7.3	383	4.3
55-59	2,900	1,215	41.9	81	2.8	236	8.1	210	7.2
60-64	641	251	39.2	15	2.3	48	7.5	70	10.9
65-69	125	29	23.2	1	0.8	9	7.2	13	10.4
70+	10	4	40.0	0	0.0	1	10.0	0	0.0
Total	**53,397**	**30,026**	**56.2**	**1,825**	**3.4**	**2,824**	**5.3**	**2,809**	**5.3**

Technical

Age	Total	#	%	#	%	#	%	#	%
16-19	16	4	25.0	0	0.0	0	0.0	0	0.0
20-24	299	171	57.2	7	2.3	0	0.0	19	6.4
25-29	1,033	512	49.6	35	3.4	12	1.2	45	4.4
30-34	1,481	576	38.9	66	4.5	32	2.2	67	4.5
35-39	2,366	761	32.2	53	2.2	48	2.0	85	3.6
40-44	3,078	910	29.6	56	1.8	96	3.1	107	3.5
45-49	3,245	827	25.5	55	1.7	145	4.5	91	2.8
50-54	2,575	438	17.0	29	1.1	111	4.3	83	3.2
55-59	1,049	158	15.1	11	1.0	40	3.8	66	6.3
60-64	323	33	10.2	4	1.2	10	3.1	29	9.0
65-69	60	3	5.0	1	1.7	4	6.7	9	15.0
70+	15	3	20.0	0	0.0	1	6.7	0	0.0
Total	**15,540**	**4,396**	**28.3**	**317**	**2.0**	**499**	**3.2**	**601**	**3.9**

TABLE 4 (cont'd)

**Distribution of Federal Public Service Employees by Designated Group
According to Occupational Category and Age Group**

PSSRA I-I, Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	#	#	%	#	%	#	%	#	%
Administrative Support	16-19	32	24		75.0	2	6.3	2	6.3	2	6.3
	20-24	1,077	843		78.3	76	7.1	18	1.7	82	7.6
	25-29	2,195	1,744		79.5	160	7.3	56	2.6	178	8.1
	30-34	3,284	2,713		82.6	215	6.5	145	4.4	229	7.0
	35-39	5,136	4,392		85.5	279	5.4	294	5.7	289	5.6
	40-44	6,895	5,928		86.0	262	3.8	477	6.9	317	4.6
	45-49	6,806	5,696		83.7	254	3.7	570	8.4	371	5.5
	50-54	4,816	4,040		83.9	133	2.8	391	8.1	348	7.2
	55-59	2,020	1,731		85.7	54	2.7	187	9.3	201	10.0
	60-64	643	537		83.5	19	3.0	70	10.9	79	12.3
	65-69	106	82		77.4	1	0.9	7	6.6	15	14.2
	70+	24	18		75.0	0	0.0	1	4.2	2	8.3
Total		**33,034**	**27,748**		**84.0**	**1,455**	**4.4**	**2,218**	**6.7**	**2,113**	**6.4**

Operational

Age									
16-19	18	5	27.8	1	5.6	0	0.0	0	0.0
20-24	348	123	35.3	11	3.2	3	0.9	5	1.4
25-29	1,196	396	33.1	56	4.7	18	1.5	27	2.3
30-34	1,521	376	24.7	97	6.4	18	1.2	44	2.9
35-39	2,612	523	20.0	92	3.5	68	2.6	55	2.1
40-44	3,682	473	12.8	118	3.2	111	3.0	70	1.9
45-49	3,829	389	10.2	83	2.2	125	3.3	80	2.1
50-54	2,822	312	11.1	76	2.7	98	3.5	77	2.7
55-59	1,491	191	12.8	44	3.0	54	3.6	38	2.5
60-64	402	61	15.2	20	5.0	18	4.5	21	5.2
65-69	54	4	7.4	1	1.9	4	7.4	2	3.7
70+	9	4	44.4	0	0.0	0	0.0	0	0.0
Total	**17,984**	**2,857**	**15.9**	**599**	**3.3**	**517**	**2.9**	**419**	**2.3**

Federal Public Service

Age									
16-19	72	35	48.6	3	4.2	2	2.8	2	2.8
20-24	2,689	1,619	60.2	126	4.7	30	1.1	185	6.9
25-29	8,901	5,149	57.8	425	4.8	143	1.6	627	7.0
30-34	13,618	7,761	57.0	699	5.1	360	2.6	942	6.9
35-39	21,057	11,941	56.7	834	4.0	789	3.7	1,148	5.5
40-44	28,095	15,500	55.2	879	3.1	1,341	4.8	1,249	4.4
45-49	30,731	15,651	50.9	837	2.7	1,809	5.9	1,211	3.9
50-54	23,423	10,073	43.0	551	2.4	1,410	6.0	1,229	5.2
55-59	9,470	3,675	38.8	219	2.3	595	6.3	746	7.9
60-64	2,635	972	36.9	61	2.3	172	6.5	346	13.1
65-69	475	144	30.3	5	1.1	32	6.7	71	14.9
70+	87	29	33.3	0	0.0	4	4.6	8	9.2
TOTAL FEDERAL PUBLIC SERVICE	**141,253**	**72,549**	**51.4**	**4,639**	**3.3**	**6,687**	**4.7**	**7,764**	**5.5**

TABLE 5

Distribution of Federal Public Service Employees by Designated Group According to Department or Agency

PSSRA I-I, Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Human Resources Development Canada	21,489	15,172	70.6	710	3.3	1,828	8.5	1,243	5.8
National Defence[1]	16,153	5,769	35.7	272	1.7	576	3.6	440	2.7
Correctional Service of Canada	13,038	5,252	40.3	494	3.8	405	3.1	365	2.8
Public Works and Government Services Canada	11,003	5,542	50.4	227	2.1	652	5.9	775	7.0
Fisheries and Oceans[2]	8,920	2,467	27.7	142	1.6	167	1.9	237	2.7
Health Canada	6,817	4,505	66.1	462	6.8	329	4.8	647	9.5
Agriculture and Agri-Food Canada[3]	5,439	2,348	43.2	125	2.3	243	4.5	359	6.6
Statistics Canada	5,186	2,605	50.2	103	2.0	312	6.0	473	9.1
Environment Canada	4,814	1,857	38.6	84	1.7	125	2.6	299	6.2
Industry Canada	4,774	2,268	47.5	79	1.7	185	3.9	275	5.8
Transport Canada	4,152	1,685	40.6	77	1.9	141	3.4	224	5.4
Royal Canadian Mounted Police (Civilian Staff)	4,134	3,199	77.4	152	3.7	247	6.0	175	4.2
Citizenship and Immigration Canada	4,084	2,481	60.7	84	2.1	206	5.0	389	9.5
Natural Resources Canada	3,957	1,444	36.5	64	1.6	126	3.2	276	7.0
Indian and Northern Affairs Canada	3,392	2,076	61.2	968	28.5	90	2.7	174	5.1
Department of Foreign Affairs and International Trade	3,308	1,491	45.1	76	2.3	121	3.7	178	5.4
Veterans Affairs Canada	3,231	2,192	67.8	91	2.8	164	5.1	175	5.4
Department of Justice Canada	3,177	2,026	63.8	94	3.0	107	3.4	172	5.4
Canadian Heritage[4]	1,364	912	66.9	44	3.2	61	4.5	76	5.6

1. Civilian staff only. Data for members of the Canadian Forces is not included, as the Treasury Board is not their employer.
2. Fisheries and Oceans includes the Canadian Coast Guard.
3. Data for the Prairie Farm Rehabilitation Administration is included.
4. Canadian Heritage no longer includes Parks Canada, which became a separate employer of approximately 3,000 employees.

Organization								
Public Service Commission of Canada	1,301	832	64.0	33	2.5	88	6.8	83	6.4
Canadian International Development Agency	1,287	730	56.7	26	2.0	60	4.7	88	6.8
Department of Finance Canada	917	451	49.2	9	1.0	25	2.7	55	6.0
Treasury Board of Canada Secretariat	843	500	59.3	14	1.7	41	4.9	49	5.8
Immigration and Refugee Board	834	550	65.9	22	2.6	45	5.4	166	19.9
Passport Office	726	528	72.7	16	2.2	25	3.4	60	8.3
Canadian Grain Commission	658	204	31.0	28	4.3	47	7.1	51	7.8
National Archives of Canada	627	288	45.9	17	2.7	32	5.1	14	2.2
Privy Council Office	625	364	58.2	14	2.2	27	4.3	13	2.1
Atlantic Canada Opportunities Agency	439	232	52.8	7	1.6	18	4.1	5	1.1
National Library of Canada	434	286	65.9	16	3.7	20	4.6	23	5.3
Registry of the Federal Court of Canada	423	277	65.5	6	1.4	24	5.7	24	5.7
Canadian Radio-television and Telecommunications Commission	394	244	61.9	8	2.0	17	4.3	11	2.8
Canadian Space Agency	357	134	37.5	1	0.3	2	0.6	31	8.7
Western Economic Diversification Canada	301	156	51.8	9	3.0	18	6.0	19	6.3
Canada Economic Development Agency for Quebec Regions	278	152	54.7	3	1.1	7	2.5	6	2.2
National Parole Board	269	214	79.6	12	4.5	15	5.6	15	5.6
Solicitor General Canada	240	137	57.1	7	2.9	6	2.5	6	2.5
Canadian Transportation Agency	238	135	56.7	5	2.1	18	7.6	12	5.0
Office of the Chief Electoral Officer	220	99	45.0	1	0.5	8	3.6	5	2.3
Transportation Safety Board of Canada	211	68	32.2	3	1.4	8	3.8	10	4.7
Canadian Human Rights Commission	189	127	67.2	8	4.2	17	9.0	19	10.1
Office of the Registrar of the Supreme Court of Canada	147	91	61.9	5	3.4	8	5.4	7	4.8
Office of the Secretary to the Governor General	145	85	58.6	2	1.4	13	9.0	8	5.5
Office of the Commissioner of Official Languages	115	67	58.3	4	3.5	4	3.5	2	1.7
Tax Court of Canada	111	70	63.1	5	4.5	6	5.4	4	3.6
Status of Women Canada	104	99	95.2	5	4.8	8	7.7	13	12.5
Canadian Centre for Management Development	103	76	73.8	2	1.9	5	4.9	3	2.9
Offices of the Information and Privacy Commissioners	101	56	55.4	2	2.0	6	5.9	3	3.0

TABLE 5 (cont'd)

Distribution of Federal Public Service Employees by Designated Group According to Department or Agency

PSSRA I-I, Indeterminate, Terms of Three Months or More and Seasonal Employees – As at March 31, 2000

Department or Agency	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Millennium Bureau of Canada	81	62	76.5	2	2.5	3	3.7	4	4.9
Canadian International Trade Tribunal	78	36	46.2	1	1.3	1	1.3	4	5.1
Canada Information Office	73	40	54.8	0	0.0	3	4.1	2	2.7
Canada Industrial Relations Board	73	52	71.2	1	1.4	3	4.1	2	2.7
Office of the Commissioner for Federal Judicial Affairs	61	37	60.7	1	1.6	2	3.3	1	1.6
Canadian Dairy Commission	57	28	49.1	0	0.0	0	0.0	2	3.5
International Joint Commission	30	13	43.3	0	0.0	0	0.0	1	3.3
Patented Medicine Prices Review Board	29	17	58.6	0	0.0	0	0.0	2	6.9
Canadian Intergovernmental Conference Secretariat	21	12	57.1	0	0.0	0	0.0	0	0.0
Hazardous Materials Information Review Commission	17	9	52.9	0	0.0	1	5.9	0	0.0
National Farm Products Council	14	7	50.0	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	11	8	72.7	0	0.0	0	0.0	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	9	7	77.8	0	0.0	0	0.0	1	11.1
Law Commission of Canada	8	6	75.0	2	25.0	0	0.0	0	0.0
NAFTA Secretariat, Canadian Section	7	2	28.6	0	0.0	0	0.0	2	28.6
Copyright Board Canada	6	3	50.0	0	0.0	0	0.0	1	16.7
Civil Aviation Tribunal of Canada	5	4	80.0	0	0.0	0	0.0	0	0.0
Total	**141,253**	**72,549**	**51.4**	**4,639**	**3.3**	**6,687**	**4.7**	**7,764**	**5.5**

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 at March 31, 2000

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Newfoundland	3,059	1,196	39.1	67	2.2	80	2.6	15	0.5
Prince Edward Island	1,489	872	58.6	29	1.9	103	6.9	18	1.2
Nova Scotia	7,839	3,057	39.0	144	1.8	393	5.0	307	3.9
New Brunswick	5,166	2,759	53.4	76	1.5	211	4.1	46	0.9
Quebec (without the NCR*)	17,385	8,544	49.1	212	1.2	434	2.5	401	2.3
NCR* (Quebec)	15,410	8,787	57.0	645	4.2	791	5.1	807	5.2
NCR*	55,262	29,890	54.1	1,447	2.6	2,748	5.0	3,193	5.8
Ontario (without the NCR*)	18,474	10,027	54.3	592	3.2	1,154	6.2	1,677	9.1
NCR* (Ontario)	39,852	21,103	53.0	802	2.0	1,957	4.9	2,386	6.0
Manitoba	5,459	2,961	54.2	537	9.8	308	5.6	238	4.4
Saskatchewan	3,818	1,983	51.9	362	9.5	183	4.8	116	3.0
Alberta	7,807	4,081	52.3	446	5.7	390	5.0	431	5.5
British Columbia	13,106	6,191	47.2	512	3.9	628	4.8	1,231	9.4
Yukon	463	257	55.5	69	14.9	17	3.7	5	1.1
Northwest Territories	528	272	51.5	112	21.2	13	2.5	17	3.2
Nunavut	48	18	37.5	14	29.2	0	0.0	2	4.2
Outside Canada	1,350	441	32.7	20	1.5	25	1.9	67	5.0
Total	**141,253**	**72,549**	**51.4**	**4,639**	**3.3**	**6,687**	**4.7**	**7,764**	**5.5**

* 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 at March 31, 2000

Salary Band	All Employees		Women			Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority Group		
	#	CUM %	#	%	CUM %	#	%	CUM %	#	%	CUM %	#	%	CUM %
=< 19,999	57	0.0	21	36.8	0.0	4	7.0	0.1	0	0.0	0.0	0	0.0	0.0
20,000 – 24,999	768	0.6	501	65.2	0.7	49	6.4	1.1	50	6.5	0.7	37	4.8	0.5
25,000 – 29,999	10,495	8.0	7,184	68.5	10.6	480	4.6	11.5	771	7.3	12.3	565	5.4	7.8
30,000 – 34,999	25,073	25.8	17,424	69.5	34.6	1,017	4.1	33.4	1,247	5.0	30.9	1,419	5.7	26.0
35,000 – 39,999	21,667	41.1	13,438	62.0	53.2	789	3.6	50.4	1,053	4.9	46.7	1,137	5.2	40.7
40,000 – 44,999	19,778	55.1	10,897	55.1	68.2	672	3.4	64.9	1,022	5.2	62.0	921	4.7	52.5
45,000 – 49,999	15,658	66.2	6,918	44.2	77.7	553	3.5	76.8	693	4.4	72.3	813	5.2	63.0
50,000 – 54,999	12,451	75.0	4,918	39.5	84.5	341	2.7	84.2	475	3.8	79.4	750	6.0	72.7
55,000 – 59,999	9,090	81.4	3,556	39.1	89.4	274	3.0	90.1	417	4.6	85.7	472	5.2	78.7
60,000 – 64,999	5,790	85.5	2,189	37.8	92.4	119	2.1	92.6	201	3.5	88.7	416	7.2	84.1
65,000 – 69,999	7,237	90.7	2,168	30.0	95.4	163	2.3	96.2	288	4.0	93.0	467	6.5	90.1
70,000 – 74,999	4,314	93.7	1,206	28.0	97.1	72	1.7	97.7	172	4.0	95.5	273	6.3	93.6
75,000 – 79,999	3,251	96.0	732	22.5	98.1	34	1.0	98.4	104	3.2	97.1	215	6.6	96.4
80,000 – 84,999	1,452	97.0	396	27.3	98.6	21	1.4	98.9	56	3.9	97.9	90	6.2	97.6
85,000 – 89,999	1,743	98.3	406	23.3	99.2	21	1.2	99.4	60	3.4	98.8	95	5.5	98.8
90,000 – 94,999	536	98.7	139	25.9	99.4	7	1.3	99.5	19	3.5	99.1	32	6.0	99.2
95,000 – 99,999	890	99.3	211	23.7	99.7	10	1.1	99.7	33	3.7	99.6	35	3.9	99.7
>= 100,000	1,003	100.0	245	24.4	100.0	13	1.3	100.0	26	2.6	100.0	27	2.7	100.0
Total	**141,253**	**100.0**	**72,549**	**51.4**	**100.0**	**4,639**	**3.3**	**100.0**	**6,687**	**4.7**	**100.0**	**7,764**	**5.5**	**100.0**

Note: Each figure in the CUM % column represents the cumulative total percentage of each group in the public service workforce (All Employees, Women, Aboriginal Peoples, Persons with Disabilities, and Persons in a Visible Minority Group) in the identified salary band or lower. Other percentages are a designated group's share of each salary band (rows).

So, for example, in the CUM % column one finds that 77.7 per cent of all women earned less than $50,000 in fiscal year 1999–2000. The figure in the column to the left (44.2 per cent) represents the percentage of women in this salary band, that is, the $45,000–$49,999 range.

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, 1999, to March 31, 2000

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Newfoundland	318	197	61.9	3	0.9	2	0.6	1	0.3
Prince Edward Island	81	54	66.7	0	0.0	7	8.6	3	3.7
Nova Scotia	547	298	54.5	10	1.8	22	4.0	16	2.9
New Brunswick	504	284	56.3	7	1.4	6	1.2	2	0.4
Quebec (without the NCR*)	1,493	933	62.5	24	1.6	22	1.5	59	4.0
NCR* (Quebec)	1,280	737	57.6	84	6.6	29	2.3	104	8.1
NCR*	5,276	2,959	56.1	161	3.1	154	2.9	400	7.6
Ontario (without the NCR*)	1,871	1,099	58.7	61	3.3	30	1.6	103	5.5
NCR* (Ontario)	3,996	2,222	55.6	77	1.9	125	3.1	296	7.4
Manitoba	672	378	56.3	79	11.8	17	2.5	34	5.1
Saskatchewan	583	272	46.7	47	8.1	9	1.5	12	2.1
Alberta	887	592	66.7	63	7.1	15	1.7	32	3.6
British Columbia	1,348	734	54.5	58	4.3	25	1.9	121	9.0
Yukon	83	39	47.0	11	13.3	2	2.4	0	0.0
Northwest Territories	104	56	53.8	16	15.4	1	1.0	4	3.8
Nunavut	8	6	75.0	3	37.5	0	0.0	0	0.0
Outside Canada	5	4	80.0	0	0.0	0	0.0	0	0.0
Total	**13,780**	**7,905**	**57.4**	**543**	**3.9**	**312**	**2.3**	**787**	**5.7**

* National Capital Region

Note: "Hirings" refers to employees who were added to the federal public service payroll between April 1, 1999, and March 31, 2000.
(See the definition of "hirings" under "Terminology," above.)

Percentages are a designated group's share of the total for each region.

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#		#	%	#	%	#	%	#	%
Executive	31		8	25.8	1	3.2	0	0.0	2	6.5
Scientific and Professional	1,801		955	53.0	62	3.4	13	0.7	166	9.2
Administration and Foreign Service	4,082		2,080	51.0	179	4.4	92	2.3	282	6.9
Technical	1,747		796	45.6	41	2.3	24	1.4	59	3.4
Administrative Support	4,498		3,645	81.0	200	4.4	161	3.6	254	5.6
Operational	1,621		421	26.0	60	3.7	22	1.4	24	1.5
Total	**13,780**		**7,905**	**57.4**	**543**	**3.9**	**312**	**2.3**	**787**	**5.7**

Note: "Hirings" refers to employees who were added to the public service payroll between April 1, 1999, and March 31, 2000. (See the definition of "hirings" under "Terminology," above.)

Percentages are a designated group's share of the total for each occupational category.

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	#	%	#	%	#	%	#	%
Indeterminate	2,635	1,220	46.3	92	3.5	54	2.0	218	8.3
Term (three months or more)	10,982	6,612	60.2	441	4.0	254	2.3	563	5.1
Seasonal	163	73	44.8	10	6.1	4	2.5	6	3.7
Total	**13,780**	**7,905**	**57.4**	**543**	**3.9**	**312**	**2.3**	**787**	**5.7**

Note: "Hirings" refers to employees who were added to the federal public service payroll between April 1, 1999, and March 31, 2000.
(See the definition of "hirings" under "Terminology," above.)

Percentages are a designated group's share of the total for each type of employment.

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Newfoundland	375	195	52.0	5	1.3	6	1.6	2	0.5
Prince Edward Island	251	168	66.9	4	1.6	14	5.6	5	2.0
Nova Scotia	1,224	417	34.1	23	1.9	38	3.1	42	3.4
New Brunswick	643	407	63.3	11	1.7	21	3.3	4	0.6
Quebec (less NCR*)	1,974	1,167	59.1	22	1.1	45	2.3	50	2.5
NCR* (Quebec)	2,474	1,545	62.4	137	5.5	99	4.0	109	4.4
NCR*	9,841	5,877	59.7	285	2.9	411	4.2	578	5.9
Ontario (less NCR*)	2,426	1,434	59.1	81	3.3	130	5.4	271	11.2
NCR* (Ontario)	7,367	4,332	58.8	148	2.0	312	4.2	469	6.4
Manitoba	627	377	60.1	52	8.3	31	4.9	33	5.3
Saskatchewan	451	289	64.1	53	11.8	27	6.0	14	3.1
Alberta	1,014	592	58.4	54	5.3	48	4.7	69	6.8
British Columbia	1,881	988	52.5	85	4.5	74	3.9	235	12.5
Yukon	57	37	64.9	9	15.8	3	5.3	0	0.0
Northwest Territories	42	28	66.7	10	23.8	2	4.8	2	4.8
Nunavut	10	2	20.0	2	20.0	0	0.0	1	10.0
Outside Canada	159	55	34.6	1	0.6	3	1.9	8	5.0
Total	**20,975**	**12,033**	**57.4**	**697**	**3.3**	**853**	**4.1**	**1,314**	**6.3**

* National Capital Region

Note: Data on promotions was obtained from the Public Service Commission of Canada and includes 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 federal public service employees in that region. (See the definition of "promotions" under "Terminology," above).

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

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#		#	%	#	%	#	%	#	%
Executive	515		209	40.6	4	0.8	14	2.7	12	2.3
Scientific and Professional	2,849		1,092	38.3	59	2.1	79	2.8	341	12.0
Administration and Foreign Service	9,741		6,093	62.6	318	3.3	426	4.4	563	5.8
Technical	1,811		680	37.5	53	2.9	47	2.6	79	4.4
Administrative Support	4,278		3,626	84.8	215	5.0	251	5.9	275	6.4
Operational	1,606		216	13.4	48	3.0	28	1.7	37	2.3
Total	**20,975**		**12,033**	**57.4**	**697**	**3.3**	**853**	**4.1**	**1,314**	**6.3**

Note: Data on promotions was obtained from the Public Service Commission of Canada and includes 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 federal public service employees in that occupational category. (See the definition of "promotions" under "Terminology," above.)

The total includes information on the 175 employees for whom the occupational category was unknown.

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority	
	#	#	%	#	%	#	%	#	%
Indeterminate	18,451	10,308	55.9	564	3.1	773	4.2	1,149	6.2
Term (three months or more)	2,524	1,725	68.3	133	5.3	80	3.2	165	6.5
Total	**20,975**	**12,033**	**57.4**	**697**	**3.3**	**853**	**4.1**	**1,314**	**6.3**

Note: Data on promotions was obtained from the Public Service Commission of Canada and includes 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 federal public service employees in that type of employment. (See the definition of "promotions" under "Terminology," above.)

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Region of Work	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Newfoundland	493	341	69.2	5	1.0	6	1.2	3	0.6
Prince Edward Island	105	78	74.3	2	1.9	7	6.7	0	0.0
Nova Scotia	574	232	40.4	17	3.0	20	3.5	15	2.6
New Brunswick	424	208	49.1	4	0.9	7	1.7	2	0.5
Quebec (less NCR*)	2,398	1,720	71.7	17	0.7	76	3.2	49	2.0
NCR* (Quebec)	667	371	55.6	55	8.2	36	5.4	41	6.1
NCR*	3,746	2,009	53.6	123	3.3	187	5.0	227	6.1
Ontario (less NCR*)	1,786	1,062	59.5	60	3.4	72	4.0	93	5.2
NCR* (Ontario)	3,079	1,638	53.2	68	2.2	151	4.9	186	6.0
Manitoba	1,037	716	69.0	91	8.8	44	4.2	62	6.0
Saskatchewan	521	210	40.3	23	4.4	12	2.3	6	1.2
Alberta	713	420	58.9	39	5.5	21	2.9	24	3.4
British Columbia	1,423	843	59.2	56	3.9	47	3.3	79	5.6
Yukon	66	38	57.6	14	21.2	0	0.0	2	3.0
Northwest Territories	57	26	45.6	17	29.8	0	0.0	0	0.0
Nunavut	1	0	0.0	1	100.0	0	0.0	0	0.0
Outside Canada	31	5	16.1	0	0.0	1	3.2	1	3.2
Total	**13,375**	**7,908**	**59.1**	**469**	**3.5**	**500**	**3.7**	**563**	**4.2**

* National Capital Region

Note: "Separations" refers to employees leaving the federal public service payroll between April 1, 1999, and March 31, 2000.
(See the definition of "separations" under "Terminology," above.)

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Occupational Category	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Executive	130	23	17.7	3	2.3	4	3.1	6	4.6
Scientific and Professional	1,192	569	47.7	64	5.4	31	2.6	95	8.0
Administration and Foreign Service	2,991	1,488	49.7	122	4.1	156	5.2	154	5.1
Technical	1,091	422	38.7	27	2.5	23	2.1	26	2.4
Administrative Support	5,857	4,915	83.9	201	3.4	253	4.3	253	4.3
Operational	2,114	491	23.2	52	2.5	33	1.6	29	1.4
Total	**13,375**	**7,908**	**59.1**	**469**	**3.5**	**500**	**3.7**	**563**	**4.2**

Note: "Separation" refers to employees leaving the public service payroll between April 1, 1999, and March 31, 2000.
(See the definition of "separations" under "Terminology," above.)

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

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, 1999, to March 31, 2000

Type of Employment	All Employees	Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	#	%	#	%	#	%	#	%
Indeterminate	4,133	1,789	43.3	127	3.1	250	6.0	232	5.6
Term (three months or more)	9,155	6,085	66.5	340	3.7	248	2.7	330	3.6
Seasonal	87	34	39.1	2	2.3	2	2.3	1	1.1
Total	**13,375**	**7,908**	**59.1**	**469**	**3.5**	**500**	**3.7**	**563**	**4.2**

Note: "Separations" refers to employees leaving the federal public service payroll between April 1, 1999, and March 31, 2000. (See the definition of "separations" under "Terminology," above.)

Data compilations in this table are for the whole year from April 1, 1999, to March 31, 2000, and therefore include Revenue Canada data until November 1, 1999.

Chapter 2
Employment Equity Positive Measures Program: Striving for a Representative Public Service

In October 1998, Treasury Board ministers approved the Employment Equity Positive Measures Program (EEPMP) to assist departments and agencies in meeting their legislative obligations and to achieve their employment equity objectives. An independent Management Board consisting of assistant deputy ministers from nine departments and agencies oversees the EEPMP's overall direction and accountability and sets the program's strategic direction. The Treasury Board of Canada Secretariat (TBS) is responsible for the overall co-ordination of the EEPMP, which has become a catalyst in promoting employment equity in the federal Public Service by providing much needed resources to departments and agencies to help them meet their legislative obligations. In some instances, the EEPMP has played a role beyond the legislative realm by responding to some broad government priorities, such as those established by the Committee of Senior Officials (COSO). With an annual budget of up to $10 million, the EEPMP is scheduled to sunset on March 31, 2002.

There are four components of the EEPMP—the first managed by TBS and the other three by the Public Service Commission of Canada (PSC). The first, the **EE Intervention Fund**, enables TBS to carry out its leadership role and ensure the employer's ability to manage, support and kick-start initiatives to address interdepartmental problems. TBS also administers the Federal Public Service Job Accommodation Network for Persons with Disabilities (FPS-JAN) pilot project.

The **EE Partnership Fund**, administered by the PSC, supports projects resulting from partnerships between federal and/or non-federal institutions. This Fund has a strong regional focus.

The **EE Career Development Office** provides services and guidance to managers and professionals involved in developing and delivering career counselling services for designated group members.

The **EE Enabling Resource Centre for Persons with Disabilities** provides operational support and advice to managers, human resources practitioners and informatics personnel on how to accommodate persons with disabilities.

Results and Successes

In 1999–2000, a total of 84 projects received funding from the EEPMP. Fourteen initiatives were undertaken via the Intervention Fund and 70 projects were created with Partnership Fund assistance for a total expenditure of close to $9 million. The following diagram provides a breakdown of projects by designated group.

FIGURE 12

Intervention Fund and Partnership Fund Projects by Designated Group

	No. of projects	*Percentage of total projects (%)*
Women	5	6.0
Aboriginal Peoples	17	20.2
Persons with Disabilities	10	11.9
Visible Minorities	9	10.7
Multiple Groups*	38	45.2
Other projects†	5	6.0
Total	**84**	**100.0**

* "Multiple group" projects addressed issues pertaining to two or more groups.

† Some projects addressed issues other than those pertaining to designated groups, such as learning and building employment equity capacity.

Intervention Fund and Partnership Fund projects helped promote the three priorities identified by COSO—namely recruitment and retention, workplace well-being, and learning and development, by supporting specific initiatives that address workplace issues. For example, 31 projects (37 per cent) were designed to advance learning and building employment equity capacity. Also, 15 projects (18 per cent) represented initiatives seeking to promote a welcoming and supportive workplace.

The EEPMP is a results-focused program. All its initiatives are required to comply with the EEPMP Performance Accountability and Reporting Framework of May 1999, on such factors as concrete, measurable and sustainable results, timely submission of reports and financial accountability. Four performance indicators, consistent with the program's objectives, have been selected to demonstrate results achieved in 1999–2000: employment equity capacity building, tools, supportive workplace, and representation.

Let's look at a sample of accomplishments under these indicators. For a complete list of EEPMP projects and initiatives, please visit our Web site at the following address: www.tbs-sct.gc.ca/ee or visit the Publiservice site (the government Intranet) at: publiservice.tbs-sct.gc.ca/ee.

Employment Equity Capacity Building

The EEPMP responds to a critical need for capacity building by promoting knowledge about and developing skills in employment equity so that departments and agencies have the expertise needed to implement the legislative requirements of the *Employment Equity Act*.

- A total of 26 training sessions and workshops were delivered to some 500 employees, including human resources officers, employment equity practitioners, information management staff, demographic modelling and forecasting analysts and union representatives. Training topics included looking at data elements of an employment systems review and establishing numerical goals.

Post-training material was produced and made available to participants so they could maintain the knowledge and skills acquired during the sessions. This material is also available on our Web site or on the Publiservice site.

Tools

Human resources management has evolved from a marginal and isolated program focused on policy and legislation into one that is dynamic and integral, focused on people management. Similarly, employment equity is no longer seen as merely a legislative requirement, but as a strategic tool to deal with the evolving labour market pressures and projected demographic changes. This evolution complements the EEPMP objective of helping integrate employment equity into overall human resources planning and management. This integration, however, is relatively new and federal departments and agencies need to learn from each other about how to achieve it. The EEPMP has, therefore, facilitated exchange of expertise by making practical tools available.

- *Guide on Barrier-Free Design:* This Partnership Fund project resulted in an illustrated barrier-free design and accessibility policy guide. Prepared for managers, this guide will help to improve understanding of leading trends in accessibility and increase knowledge of best practices for accommodating persons with disabilities.

- *Leadership and Diversity Program:* The Intervention Fund financed the development of a course entitled "Diversity, Vision and Action." This course, developed jointly by the Canadian Centre for Management Development and the TBS Employment Equity Division, involves on-line classroom and on-the-job components designed to train managers in diversity management.

Supportive Workplace

The EEPMP played a proactive role in promoting the priorities identified by COSO. For instance, EEPMP funds were made available for initiatives that created welcoming and supportive workplaces for all employees and addressed issues affecting designated group members. Those initiatives are expected to bring about positive changes in the work environment.

- *Mediation Project:* This Partnership Fund project is expected to help designated group members become mediators.
- *Mentoring Project:* This Partnership Fund project delivered workshops on mentoring, produced a mentoring workbook and established a centre of expertise, a Web site, an inventory of mentors from employment equity groups and an interdepartmental network for mentors.

Representation

The EEPMP undertook initiatives to improve the representation and foster a supportive environment for the designated groups in the federal Public Service.

- *Task Force on the Participation of Visible Minorities in the Federal Public Service* (Intervention Fund): A nine-member Task Force was struck to develop an action plan to help the participation of visible minorities in the Public Service. The action plan, entitled "Embracing Change in the Federal Public Service," will be presented to the President of the Treasury Board in April 2000.
- *Accelerated Aboriginal Recruitment and the Career Assignment Program* (Partnership Fund): The Career Assignment Program (CAP) received support that enabled it to recruit, assess, select and appoint Aboriginal candidates for CAP positions across the federal Public Service. The program has received more than 1,200 applications from Aboriginal persons both within and outside the Public Service seeking opportunities for career mobility.

- *Employment Equity Representation on Selection Boards, Pacific and Alberta* (Partnership Fund): This project prepared 44 designated group members for selection board duties and is expected to have a positive impact on ensuring the integrity of the selection process. This initiative will also be shared across the Public Service.

EE Intervention Fund

Fourteen projects involving partnerships among 18 institutions were financed by the Intervention Fund in 1999–2000. Summary data on all these projects are available on our Web site under the heading "Employment Equity Positive Measures Program."

The following figure presents the actual expenditures by designated group for 1999–2000.

FIGURE 13

Intervention Fund Expenditures by Designated Group

Designated Group	Expenditures ($)	Percentage of total expenditures (%)
Women	0.00	0.0
Aboriginal Peoples	599,059.00	23.7
Persons with Disabilities	407,701.00	16.1
Visible Minorities	752,940.00	29.7
All Designated Groups	437,679.00	17.3
Other*	335,594.00	13.2
Total	**2,532,973.00**	**100.0**

* Some of the Intervention Fund projects addressed issues other than those pertaining to designated groups (i.e. they were aimed at learning about employment equity or building employment equity capacity).

The following are examples of projects for each designated group.

Women

Although there was no Intervention Fund project aimed only at women during 1999–2000, the support given to the CS Bridging Program for Designated Group Members mostly enabled women (17 out of 19 participants or 89 per cent) to participate in the computer system initiative in the National Capital Region. This two-year training

and development program is designed for employees, other than those in the Computer Systems Administration (CS) group, who have demonstrated an interest in and aptitude for work in the Information Technology (IT) field. They are provided with the training and development needed to qualify for positions in the CS group.

Aboriginal Peoples

The Aboriginal Career Development Initiative (ACDI) is a pilot project managed by Health Canada that facilitates interdepartmental assignments to provide career development and learning opportunities for Aboriginal federal public service employees across all occupational groups and levels. The program is being implemented in the National Capital and Alberta regions. The first ADCI assignments are to begin in 2000–01. For more information on this initiative, visit Health Canada's Web site at: www.hc-sc.gc.ca/csb-dgsg/acdi-idca.

Persons with Disabilities

The Interdepartmental Task Force on the Integration of Persons with Disabilities through New Information and Communication Technologies, led by the National Research Council, submitted its report entitled *Access For All Through Technology: Toward an Accessible and Inclusive Information Technology Environment*, to TBS in late March 2000. The Task Force considered how information and communications technologies could be made more accessible to persons with disabilities in the federal workplace and how such technologies might be better used to accommodate employees with disabilities. The report is available on our Web site at: www.tbs-sct.gc.ca/ee or the Publiservice site at: publiservice.tbs-sct.gc.ca/ee.

Visible Minorities

Correctional Service Canada has developed the Recruitment Outreach to Visible Minority Communities program. The recruitment model used in this program has been distributed in the department as a permanent tool in ongoing recruitment and outreach efforts. Partnerships have been established with close to 140 organizations representing visible minority communities.

EE Partnership Fund

The Partnership Fund creates opportunities for a strong regional presence in EEPMP initiatives. Close to $3 million was spent on regional initiatives in 1999–2000. Of the 70 Partnership Fund projects undertaken last year, 57, or 81.4 per cent, were initiated in regions and involved 74 organizations.

The next two figures present a breakdown of Partnership Fund projects by region and expenditure for 1999–2000.

FIGURE 14

Partnership Fund Projects by Region

	No. of projects	Percentage (%) of total projects
Atlantic	9	12.8
Quebec	14	20.0
National Capital Region and Eastern Ontario	13	18.6
Central and Southern Ontario	13	18.6
Central Prairies	10	14.3
Western	11	15.7
Total	**70**	**100.0**

FIGURE 15

Partnership Fund Expenditures by Region

	Expenditures ($)	Percentage (%) of total expenditures
Atlantic	471,378.98	17.0
Quebec	684,504.99	24.8
National Capital Region and Eastern Ontario	637,678.20	23.1
Central and Southern Ontario	503,151.76	18.2
Central Prairies	288,156.89	10.4
Western	178,475.38	6.5
Total	**2,763,346.20**	**100.0**

EE Career Development Office (EECDO)

The EECDO developed a 45-hour Employment Equity Career Counselling Course in which 100 counsellors and human resources personnel from 22 departments participated. Academic evaluators have recognized this course as having content equivalent to a course at the level of a master's program. Three departments— National Defence, Health Canada (in Quebec) and the PSC—have adapted the course for their own use. Eight universities are offering it as part of their master's program, and three others as part of a diploma or certificate program. The course will also be available via interactive distance learning at two of the universities. An entire chapter in a forthcoming book on best practices in career development from around the world will be dedicated to the course and how it was developed.

EE Enabling Resource Centre for Persons with Disabilities (ERC)

The ERC has opened a state-of-the-art facility, the Demonstration Area, to provide the best technology in videoconferencing and other accessibility tools. This initiative will ensure nation-wide access to services and the transfer of knowledge for persons with disabilities. Additional information on this initiative can be found in Chapter 5 of this report.

Federal Public Service Job Accommodation Network for Persons with Disabilities (FPS-JAN)

The Federal Public Service Job Accommodation Network for Persons With Disabilities (FPS-JAN) is a pilot project funded by the EEPMP and managed by the Employment Equity Division of TBS. This initiative is modelled after the "single-window" (one-stop-shop) approach. As well as assisting employees with disabilities, it provides support to managers, supervisors, employment equity co-ordinators, telecommunications specialists, technicians and others. In 1999–2000, the FPS-JAN improved the exchange of information by keeping clients and stakeholders informed on policies, programs and services regarding employees with disabilities. More information on this undertaking is featured in Chapter 5 of this report.

Mid-Term Review Results

The EEPMP is preparing its first report covering the period 1998–2000 and featuring accomplishments from the first half of the program. In the meantime, a review of EEPMP projects was released in March 2000 in the report *The Employment Equity Positive Measures Program Mid-Term Review Report*. The comprehensive report, available on our Web site, features the best practices and lessons learned from initiatives to date. Here are some success factors identified in the mid-term review:

- All successful EEPMP projects had a communications strategy aimed at internal stakeholders. To achieve success, it is important to incorporate communications at the planning stage of a given project.

- Multi-party projects are cost-effective, ensure the sustainability of outcomes and help parties exchange expertise and share results. Partnership is, therefore, a key success factor for EEPMP initiatives.

- The Performance Accountability and Reporting Framework proved to be useful in ensuring that initiatives were results-oriented. Using performance measurement tables led to developing meaningful progress reports.

- Moreover, the mid-term review recommended that the central agencies consider more proactive promotion of the dissemination and sharing of tools and encouraging the application of successful models.

To preserve and share information and promote best practices arising out of either Intervention Fund or Partnership Fund initiatives, the EEPMP Group is developing a project information database. The information will be available on our Web site as a reference tool for managers and human resources practitioners who are encouraged to adopt these innovative practices so that employment equity will become an integral part of daily human resources management.

With its various components and flexibility, the EEPMP will promote a greater self-sufficiency among federal departments and agencies, helping them improve the representation and participation of the designated groups and helping central agencies address employment equity priorities that affect the federal Public Service. It will help integrate employment equity into human resources management and planning processes and thus support the government's commitment to establishing a truly representative and inclusive federal Public Service.

CHAPTER 3
EMBRACING CHANGE, FOSTERING INCLUSIVENESS AND STRENGTHENING PARTNERSHIPS

Employment equity is everybody's business. By recognizing the value of diversity, by promoting equal access to employment opportunities and by ensuring that human resources are managed effectively and fairly, employment equity is relevant to all employees in our workforce.

Implementing employment equity is both a process and a goal. In implementing initiatives to achieve employment equity, departments and central agencies are meeting their responsibilities under the *Employment Equity Act* that call for leadership in identifying and eliminating barriers and establishing positive measures and programs. As an institution, the federal Public Service must not only enthusiastically embrace the concept of representativeness, but it must take concrete steps to become more representative of Canadian society in order to achieve results in its core activities.

Let us now look at some noteworthy activities in 1999–2000 to diversify the public service workforce.

Task Force on the Participation of Visible Minorities in the Federal Public Service

One of the major accomplishments of the Treasury Board of Canada Secretariat's (TBS) Employment Equity Division in 1999–2000 was its support to the Task Force on the Participation of Visible Minorities in the Federal Public Service. The establishment of the Task Force was announced at a press conference on April 23, 1999, and was funded by the Employment Equity Positive Measures Program's Intervention Fund. Its mandate was to take stock of the situation of members of visible minority groups in the federal Public Service and formulate a government-wide action plan with benchmarks and follow-up mechanisms to ensure the benchmarks were met.

During the 1999–2000 fiscal year, the Task Force consulted extensively with key stakeholders inside and outside the federal Public Service and developed its action plan to present to the President in April 2000. Contributors included employees belonging to a visible minority group, visible minority youth, middle managers, human resources personnel, senior officials, representatives of unions and bargaining agents, central agencies, educational institutions and external community organizations. The Task

Force's work was publicly supported by The Professional Institute of the Public Service of Canada and the Public Service Alliance of Canada, two of TBS's main partners in implementing employment equity in the Public Service.

In brief, the Task Force's action plan requires that at least one person from a visible minority group participates in every five public service-wide staffing actions such as external recruitment, career development and career advancement. The action plan also recommends the development of support tools for managers to achieve the benchmark, initiatives to signal that the government is striving to become more representative, mechanisms to strengthen existing implementation and accountability frameworks and to develop new ones, and provisions for external advice, independent review and incremental financial resources to assist departments and agencies in implementation.

The action plan allows for flexibility among departments in determining their approach and pace in achieving the benchmarks. The *Employment Equity Act* provides a platform from which the action plan can be launched. The action plan does not call for new structures or programs; rather, it complements initiatives already underway and many of its elements can be integrated into the existing human resources management and employment equity structures and activities that result from obligations under the *Employment Equity Act*.

Under the action plan, departments and agencies have a three-year time frame to implement the external recruitment and management development programs for visible minorities. In addition, they have a five-year time frame to implement strategies related to acting appointments and staffing actions as they relate to the Executive feeder group and to the Executive levels of visible minorities. Departments and agencies can set targets that apply to their respective corporate situations. They can also benefit from exchanging best practices not only within the Public Service, but also from the private sector as they seek to effect sustainable change toward becoming more representative and inclusive organizations.

Task Force on an Inclusive Public Service

The Task Force on an Inclusive Public Service started a dialogue about the Public Service of Canada's corporate culture. The credo "2000@2000" continued to dominate the Task Force's mandate to creating a culture of inclusiveness that values diversity.

As stated in last year's report, commitment at all levels was deemed critical to the Task Force's work in starting the dialogue and developing tools to assist in promoting a culture of inclusiveness within the Public Service.

The Task Force's mandate ends on August 31, 2000. The Task Force has started to develop tools to assist in building a new culture in the Public Service, one that values, embraces and supports the contributions of all employees and their diversity.

The groundwork for an Agent of Change Workshop, created to help change corporate culture, was piloted in February 2000, aimed at engaging 2,000 federal public service employees in 30 sites across Canada by May 2000. This was made possible by using HRDC's Business Television, a tool for long-distance education.

The pilot project's ultimate goal was to learn about perceptions of inclusiveness and diversity within the Public Service and to pay attention to the diverse individual experiences of participants. It provided for an interactive discussion and will lead to the development of training modules on diversity. In addition, the pilot project helped the Task Force identify some lessons learned for the broadcast it proposes to launch in May 2000.

Participants involved in the pilot project agreed that the "agents of change" concept will serve the Public Service well in the 21st century as employees will be engaged in a dialogue necessary for building a workforce that is inclusive and values the unique qualities of all individuals.

Joint Employment Equity Committee of the National Joint Council

The Joint Employment Equity Committee (JEEC), a working committee of the National Joint Council (NJC), provides a national forum where the employer and the bargaining agents can consult and collaborate on public service-wide employment equity issues. The JEEC is the only union/management employment equity committee and during 1999–2000, its membership comprised representatives from TBS, the PSC, PWGSC, Environment Canada, Health Canada, the Public Service Alliance of Canada, the Professional Institute of the Public Service of Canada and the Social Science Employees Association.

Four regular and two special JEEC meetings were held in 1999–2000 to consult and collaborate on several issues. For example, the JEEC provided feedback to the TBS on proposed revisions to the TBS *Policy on the Provision of Accommodation for Employees with Disabilities*. Also in March 2000, JEEC Provision of members received an advance presentation of the action plan being prepared by the Task Force on the Participation of Visible Minorities in the Federal Public Service. The PSC also consulted the JEEC on its employment systems reviews of selected instruments of the Personnel Psychology Centre and the General Recruitment and Priority Administration Systems.

The JEEC is also a forum for sharing information on employment equity and best practices. Special meetings are convened, as required, to keep members abreast of high-profile issues and to solicit feedback. Such a meeting was held in October 1999, when a special presentation

by the Task Force on an Inclusive Public Service was given to JEEC members. As a result of the Public Service Employee Survey 1999, the JEEC called another special meeting in November 1999 to strike a working group to examine the survey results from an employment equity perspective. This working group's mandate was also to identify areas of concern and recommend ways to address them. The working group presented preliminary findings at the February 2000 JEEC meeting. More information on the Public Service Employee Survey 1999 from an employment equity perspective is found in Chapter 5 of this report.

National Council of Visible Minorities

The National Council of Visible Minorities in the Federal Public Service (NCVM) was established in October 1999 during the first National Conference of Visible Minorities in the Federal Public Service, in Ottawa. This event was partially funded by the TBS Employment Equity Positive Measures Program's Partnership Fund. Championed by deputy ministers from Agriculture and Agri-Food Canada, Citizenship and Immigration Canada, and Canadian Heritage, the Conference brought together more than 200 participants from across the country. Participants recommended ways to identify and eliminate systemic barriers, the establishment of a national organization comprising federal visible minority group employees and a mechanism for initiating dialogue with senior management in the Public Service. An Interim Board was elected to work on these subjects, to establish an infrastructure for the Council and to organize a second national conference to be held later in the Year 2000.

In the months following the Conference, the Council received support from various federal departments and agencies. For example, Health Canada, the Canadian Grain Commission and Canadian Heritage enabled certain staff members to conduct NCVM business on a full-time basis while retaining their substantive positions. The NCVM organized three interdepartmental meetings that were hosted by Health Canada, Environment Canada and Correctional Service Canada, to provide an opportunity for information sharing among employees in a visible minority group, human resources personnel and managers. The TBS Employment Equity Division worked closely with the Interim Board providing ideas and guidance as needed, and facilitating linkages with other organizations, such as The Leadership Network, the Assistant Deputy Ministers' Forum, the Committee of Senior Officials' (COSO) Sub-Committee on Recruitment, Federal Regional Councils and the Interdepartmental Committee on Employment Equity.

CHAPTER 4
EMPLOYMENT EQUITY: AN INTEGRAL PART OF GOOD MANAGEMENT

As efforts to rejuvenate the Public Service continue to roll out in the coming year, it is important to establish more flexible structures and provide adequate support for implementing human resources strategies that embrace the notions of employment equity and diversity management. Employment equity provides a solid foundation on which a diverse workforce can be built. The *Framework for Good Human Resources Management in the Public Service* reflects that perspective when it stipulates that human resources management is about managing people to achieve a Public Service that responds to the needs of Canadians and ensuring that its policies take into account the diversity of Canadian views.

Human resources professionals have an influential role in shaping policies and decisions that affect human resources management. Today's human resources practitioners must keep up with current trends as they are called upon to foster and sustain a human resources management philosophy that facilitates and welcomes diversity.

We are working with human resources specialists in federal departments and agencies to implement the *Employment Equity Act* and to apply the Framework's principles. These specialists will, in turn, provide their managers with the tools for increasing the representation and distribution of designated groups and thus contribute to the success of diversity and employment equity management within the Public Service.

This year, once again, we are pleased to feature the employment equity initiatives of our partners—the departments and agencies in the federal Public Service—against the backdrop of the Framework's five key results areas.

> *LEADERSHIP is the ability to establish a shared vision, to build the organization required to deliver program results and to mobilize the energies and talents of staff. Key results areas include: mission and vision, management structure, contribution to objectives and management behaviour and development.*

Status of Women Canada, the first agency found to be in compliance with the requirements of the *Employment Equity Act* (EEA), continues to integrate employment equity into its management practices. Commitment to employment equity is demonstrated by the overall representativeness of the organization and the measures it takes to ensure that the best person for the job is hired or promoted, a goal of all public service departments and agencies.

In November 1999, following an audit conducted by the Canadian Human Rights Commission (CHRC), the **Canadian Radio-television and Telecommunications Commission** (CRTC) was found to be in compliance with the EEA. Following internal consultations and an external environmental scan, the CRTC developed a three-year human resources strategy, entitled "Moving Together Towards the Future," to address the challenges facing the organization. The accompanying employment equity plan builds on the strategy and incorporates the findings of the corporate employment systems review.

During 1999–2000, **Canadian Heritage** established employment equity and diversity as an integral part of the way the department does business and took steps to ensure that these values were known and shared with all employees. Significant progress was made in establishing common objectives and identifying issues so employees and managers would be better able to meet emerging challenges. It has also established a forum for union/management consultation that allows for discussion of employment equity, other human resources matters, the department's self-identification exercise as well as its orientation program for new employees.

The **Canadian International Development Agency**'s vision is "to become a model federal government department/agency through its receptiveness and application of employment equity principles and practices to its workforce by the year 2003." The agency worked with the CHRC to identify potential barriers that could be affecting the recruitment and career development of employees, and particularly that of designated group members.

Senior management at the **Department of Justice Canada** has made employment equity and diversity essential components of its strategic planning exercise. To emphasize the importance of creating an inclusive workplace, Deputy Minister Leadership Awards were presented to Montreal Regional Office employees for their contribution to eliminating physical barriers in the workplace by making arrangements to provide physical accommodation and technical aids for persons with disabilities. A prize was also awarded to the Chair of the departmental Advisory Committee on Equal Opportunities for Women for her leadership and commitment to improving the situation of women in the department.

Departments that have achieved a strong representation of designated groups have moved forward to develop more inclusive strategies. For instance, **Citizenship and Immigration Canada** has developed and promulgated a Diversity Management Policy. In addition to supporting employment equity, the department is committed to developing a respectful workplace for all employees.

Public Works and Government Services Canada's Human Resources Branch implemented a business-partnering model where a senior renewal consultant is placed on each human resources team. Senior renewal consultants bring employment equity considerations to their branch management committees and help to integrate employment equity in the organization's human resources and business plans. They also play a key role in ensuring that the issues and concerns from their respective branches are brought to the attention of the department's Learning and Renewal Directorate.

> *A WORKFORCE BUILT ON VALUES is one that demonstrates competency, representativeness, and non-partisanship by ensuring fairness, equity, and transparency in its resourcing activities. Key results areas include: recruiting and staffing, employment equity, official languages and human rights.*

At **Solicitor General Canada**, the goals and objectives of employment equity were identified as key commitments in the performance agreements for the Executive group, thereby reinforcing the issue of management accountability and commitment to employment equity.

The **Department of Justice Canada** developed a tool kit for managers entitled *Helpful Ideas for Building a Representative Workforce*, offering information on various recruitment tools and initiatives. The department developed plans to recruit designated group members into articling and summer student positions, which are key feeder groups for entry-level lawyer positions. As well, to reduce reliance on term employment, a term conversion strategy was developed to provide opportunities for designated group members to receive a fair share of indeterminate appointments.

During the 1999–2000 Annual Foreign Service and Consular Officer Recruitment Campaign, the **Department of Foreign Affairs and International Trade** implemented new measures in its recruitment and selection processes to increase the designated group applicant pool. The recruitment campaign has achieved a rate of hiring at the level of labour market availability for women, Aboriginal peoples and members of visible minority groups.

The **Western Economic Diversification Canada** office participated as the lead department on an Employment Equity Positive Measures Program—Partnership Fund initiative in Alberta. Entitled Employment Equity Representation on Selection Boards, the project's objective was to establish an inventory of employees from the designated groups who were trained in the interview process. The inventory is then used to ensure interview boards are representative. Twenty-four participants explored the issues and barriers faced by designated group members and learned how to identify and eliminate these barriers.

In January 2000, **Public Works and Government Services Canada** launched a Diversity Learning Program for its Executive Management Team. The team brainstormed on how to make diversity management a reality within the department and contribute to becoming an employer of choice. As a follow-up to this, diversity training will be provided to all employees. As well, diversity learning is acknowledged as an important component toward fostering the necessary culture change and for successfully implementing employment equity and diversity management.

With assistance from the Women's Bureau, **Industry Canada**'s Ontario Region developed and put in place a five-year plan to recruit 24 women for indeterminate radio inspector positions in the Ontario Spectrum Branch. The first-year recruitment campaign was completed in March 2000, with candidates joining the department in May 2000. The campaign was supplemented by recruiting female co-op students who will complete work terms in 2000–01 and may be offered indeterminate positions.

> *A PRODUCTIVE WORKFORCE is one that delivers goods and services in a cost-effective manner and strives for continuous improvement. Key results areas include: service standards, clarity of responsibilities, staff relations, language of service, continuous improvement, performance management and orientation and training.*

The Prairie Farm Rehabilitation Administration of **Agriculture and Agri-Food Canada** has an Aboriginal Employment Initiative to provide work experience to Aboriginal peoples in the technical, scientific and administrative fields. It has also worked on an irrigation project with the Blood Tribe of Southern Alberta to enhance farming diversification and to provide tribe members with careers in agriculture.

Industry Canada developed an Accessible Technology Procurement tool kit with comprehensive lists of standard clauses, and terms and conditions for procuring accessible equipment, technology and services. It also lists available manufacturers, vendors and support services to provide procurement officers with the information they need to successfully meet the accommodation requirements of employees with disabilities.

As part of its continued leadership in Aboriginal recruitment, **Indian and Northern Affairs Canada** provides a list of all Aboriginal graduates, who have applied to their university recruitment campaign, to other departments and agencies.

By adopting a client focus, certain departments have become more aware of the unique cultural value that can be added to their organization in terms of policy development and service delivery. For example, this year, the **Registry of the Federal Court of Canada** made history by holding a trial on an Indian Reserve where elder evidence was to be given. To ensure success, an Aboriginal Awareness session was provided to managers and court staff.

Public Works and Government Services Canada maintains a Registry of Aboriginal Service Providers. The registry, an effective tool for human resources managers, advisors and line managers in the department, contacted more than 200 Aboriginal organizations and communities.

In January 2000, **Health Canada** launched a new orientation program entitled Discovering Health Canada. The program aims to increase awareness and understanding of the department and its business lines. One module, "Employment Equity and Diversity Management at Health Canada," stresses the importance of valuing the diversity of all individuals, respecting differences, accommodating employees' needs, and focuses on the goals, key principles, implementation of and compliance with the *Employment Equity Act*. Between January and March 2000, 345 employees participated in these sessions in the National Capital Region.

Fisheries and Oceans Canada has designed an employment equity Intranet site to provide comprehensive "one-stop shopping" for managers and employees wishing to know more about employment equity and new developments in this field.

The **Canadian International Development Agency** has developed and expanded both the services and equipment in its Adaptive Technology Centre. Designed for employees with disabilities, the Centre provides the services of a user support technician as well as funding for equipment and software upgrades with support from the Information Management and Information Technology Unit.

The Human Resources Services Directorate of the **Passport Office** prepared a booklet to convey information on employment equity to all current staff and to new employees. Entitled *The Most Common Questions People Ask About Employment Equity*, it explains the concept of employment equity and the reason for the program. A poster was also produced to publicize the Employment Opportunity Program for Members of Designated Groups.

> *AN ENABLING WORK ENVIRONMENT reinforces good working relationships and teamwork; respects the individual; values diversity; accommodates differences; encourages open communications; is safe, fair and free of discrimination and harassment; takes the human dimension into consideration in all organizational activities; and fosters the professional satisfaction of each employee, thus enabling employees to work to their full potential. Key results areas include: information systems, communication, supportive culture, wellness and safety.*

Statistics Canada's self-identification survey achieved a 92-per-cent response rate largely due to a communications campaign developed with help from the agency's Communications Division in which a strong role was given to managers. It also implemented a new recruitment approach that proved to be successful. A joint team, made up of representatives from the Economic, Sociology and Statistics (ES) and Social Science Support (SI) groups, was sent out to evaluate Aboriginal candidates for ES and SI positions along with other individual ES and SI recruitment teams. Candidates who were not successful for ES positions were then evaluated for SI positions.

The **National Archives of Canada** is among a number of departments that have reviewed and renewed their internal consultative process. This year, an Employment Equity Working Group composed of managers, members of designated groups and union representatives, was created. To build on this initiative and to develop stronger partnerships, the **National Archives of Canada** and the **National Library of Canada** together formed a Consultative Group to organize activities during Aboriginal Awareness Week.

The Executive Management Committee of the **Public Service Commission of Canada** endorsed developing and implementing a departmental Policy on Employment Equity and developing a related action plan. It also supported creating a Departmental Advisory Committee on Employment Equity.

The **National Parole Board** created a special forum called The Circle, which takes place at least once a year. This forum involves Aboriginal employees at the Board and allows them to establish an agenda for discussion based on subjects relevant to their situation.

The **Department of Justice Canada**'s Advisory Committee on Visible Minorities produced a report entitled *A Case for an Inclusive Department of Justice*, which contributed to discussions with members of both the Task Force on the Participation of Visible Minorities in the Federal Public Service and the Task Force on an Inclusive Public Service. The report also guides the development of human resources and employment equity strategies in the department.

Public Works and Government Services Canada has implemented a case management approach to ease the return to work of employees who have become disabled and can no longer return to their substantive positions. When an employee has expressed an interest in returning to work and medical advice indicates that the employee cannot return to the substantive position, a multi-disciplinary team is established to prepare a return-to-work strategy. To further support this initiative, the department published a directive called *Workplace Compensation—Claims/Case Management Program*.

Citizenship and Immigration Canada's Ontario Region created a poster for International Women's Day on the theme of "Women Making a Difference: Looking Back, Looking Forward." The initiative marked women's accomplishments in the last century and predicted their future landmark achievements.

A SUSTAINABLE WORKFORCE is one in which the energies, skills and knowledge of people are valued as key assets to be managed wisely. The investment in these assets is safeguarded and continuously developed. Continual renewal of essential competencies is planned to provide for the organization's viability now and in the future. Key results areas include: human resources planning, continuous learning, competency profiling and workload management.

The **Public Service Commission of Canada** (PSC) implemented the Personnel Administration (PE) Development Program for Designated Group Members in its Central and Southern Ontario Regions, along with two other departments where each department provides its participants with experience and training over a three-year period. After successfully completing the program, trainees are appointed to the PE-03 level. As part of another initiative with other departments and with funding from the Employment Equity Positive Measures Program, the PSC offices in Toronto, Edmonton and Vancouver established career counselling services for designated group members to assist them in making informed decisions on career choices and mobility.

The **Canadian Radio-television and Telecommunications Commission** participated in an exchange program for women with the Canadian Women in Communications Association, a non-governmental organization. Entitled Jeanne Sauvé Internships, this program provides women in the Canadian communications field with opportunities to gain first-hand knowledge and understanding of federal communications policies, the role of government and its impact on industry, as well as private sector dynamics.

To assist members of designated groups to be more competitive at the Executive (EX) level, the **Canadian International Development Agency** established the Executive Development Program for Members of Designated Groups. The program identifies designated group members with executive potential. Through the program, participants acquire management and leadership knowledge as well as experience, enabling them to compete for Executive-level positions. The four-year program involves courses, assignments and mentor support.

The **Public Service Commission of Canada** established a diversity mentoring program in its Atlantic Region to assist designated group employees with career development.

Canadian Heritage identified the need to enhance career counselling services available to employees of designated groups. It now delivers a new pilot course offered through the Employment Equity Positive Measures Program's Employment Equity Career Development Office, with support from the departmental career counsellor.

The **Economic Development Agency of Canada for the Regions of Quebec** helped develop an interdepartmental mentoring program for members of designated groups in the Quebec Region.

As a retention and promotion strategy, candidates who did not qualify for acting Executive (EX) positions through the Aboriginal Management Executive Development Program are referred to a national career and organizational design firm. Consultants from the firm work with the candidates to develop learning plans aimed at improving competency levels required by **Indian and Northern Affairs Canada**.

Human Resources Development Canada's Nova Scotia region established an Employment Equity Development Fund using 1.0 per cent of its salary budget. The fund helps develop core competencies and skills leading toward career enhancement and advancement through assignment opportunities for designated group staff at various levels across the region. The commitment for 2000–01 has been increased to 2.0 per cent.

An agreement between **Health Canada** and the Nova Scotia Federal Regional Council was signed for the Atlantic Region Learning Centre Plus to manage the new Employment Equity Interdepartmental Assignments and Development Program entitled Strength in Diversity. This pilot program will run from December 1, 1999, to March 31, 2001, and will provide designated group members with opportunities to develop competencies and gain work experience in other federal departments, agencies or Crown corporations in the region.

CHAPTER 5
EMPLOYMENT EQUITY: MORE THAN NUMBERS

Throughout 1999–2000, as demonstrated earlier in this report, the Employment Equity Division (the Division) at the Treasury Board of Canada Secretariat (TBS) worked closely with the two Task Forces established by the President of the Treasury Board. It helped set the scene for the much talked-about culture shift that is expected to enhance the Public Service's image and help it attract and retain a competent and highly qualified workforce, become a workplace of choice and lead to greater acceptance of diversity. The Public Service has recognized that it is necessary to evaluate and reshape key institutional practices to become successful in this transformation.

The Division and its many partners continued to collaborate on positioning the business case for employment equity in the Public Service: one that welcomes diversity, reinforces inclusiveness, values and supports the contributions of employees and creates an environment where everyone can play a part. This is an ongoing commitment and is consistent with the goal of maintaining a creative and innovative workforce. Below are examples of activities in which the Division was engaged in 1999–2000 and which helped sustain the momentum for employment equity.

Audits by the Canadian Human Rights Commission

During 1999–2000, the Canadian Human Rights Commission (CHRC) continued its departmental audits. By March 31, 2000, audits were underway or completed for almost half of all federal departments and agencies. Most have signed undertakings and are working toward achieving compliance. The National Parole Board and the Canadian Radio-television and Telecommunications Commission joined Status of Women Canada in successfully meeting the CHRC assessment factors. Over the course of the year, the CHRC and TBS maintained a collaborative relationship and worked toward finding solutions to difficulties faced by departments.

Over the fiscal year, TBS collaborated with the PSC to build data analysis capacity in departments, so that they are better able to respond to the CHRC's workforce analysis audit criteria, the data elements of employment systems reviews and establishing numerical goals. A proactive approach to supporting departments during the audit process has produced positive results by moving most audited departments close to compliance. These efforts will intensify in the next fiscal year in order to increase the number of departments that are in compliance.

Treasury Board Policies

Employment Equity Policy

The Treasury Board's *Employment Equity Policy* was revised to reflect the new requirements under the *Employment Equity Act*. Published in July 1999, the policy sets out in more detail what is required of departments under the Act and provides guidelines to help departments achieve results.

Policy on the Provision of Accommodation for Employees with Disabilities

Results of the Public Service Employee Survey 1999 indicated that employees with disabilities were less satisfied with their public service careers than other employees. Part of this finding was attributed to inadequate accommodation in the workplace. In 1999, Canadian courts further defined employers' obligations to accommodate employees' needs.

With these developments, and in order to create a work environment that is welcoming to all employees, work commenced on strengthening and updating the *Policy on the Provision of Accommodation for Employees with Disabilities*, for release next fiscal year. Extensive consultations have taken place between TBS and the CHRC, bargaining agents, departmental representatives and employees with disabilities. The result will be a policy that reflects the legal requirements and emphasizes not only accommodating individual employees, but creating systems and work environments that anticipate the needs of employees with disabilities.

Self-Identification Update

Employee Self-Identification

Self-identification remains an important topic in employment equity and has been discussed in every annual report to date. Over the year, the Division continued to provide advice to departments as they prepared to undertake workforce surveys. A recurring item in CHRC audits is the TBS recommendation that departments collect information on the sub-groups of the following designated groups: Aboriginal peoples, persons with disabilities and persons in a visible minority.[3] This is not specifically

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3. Aboriginal persons are North American Indians or members of a First Nation, Métis or Inuit. Persons with disabilities include individuals with a long-term or recurring physical, mental, sensory, psychiatric or learning impairment. This definition also includes persons with functional limitations due to co-ordination, dexterity, or mobility; persons who are blind or have a visual impairment; persons who are deaf or hard of hearing; or persons who have a speech impairment. Persons in a visible minority group include persons who are Black, Chinese, Filipino, Japanese, Korean, South Asian/East Indian, Southeast Asian, Non-White West Asian, North African or Arab, Non-White Latin American, persons of mixed origin (i.e. with one parent in one of the visible minority groups in this list), or other visible minority group.

referenced in the *Employment Equity Act*. Sub-group information has been very important in ensuring high quality data by minimizing the incidence of erroneous reporting. While sub-group information is requested on departmental forms, failure to provide such information does not lead to excluding respondents from the designated group population. As required under the *Employment Equity Act*, all self-identification information, including sub-groups, is voluntary and this is communicated to respondents. TBS and departments remain vigilant in protecting the confidentiality of such information and ensuring that it is not used for unauthorized purposes.

Self-Declaration Form for Aboriginal Peoples

In January 2000, a small working group comprising representatives from TBS, the PSC and Indian and Northern Affairs Canada was established to continue developing a Self-Declaration Form for Aboriginal Peoples, a project jointly initiated by the TBS Employment Equity Consultation Committee for Aboriginal Peoples and the PSC's Aboriginal Recruitment Advisory Committee. A draft form was prepared and will be tested in fiscal year 2000–01, using the PSC's Aboriginal inventory. Based on the findings, it is hoped that a template for departmental use will be ready for distribution some time in 2001.

Employment Equity Learning

Diversity: Vision and Action Course

In February 2000, the Canadian Centre for Management Development (CCMD) launched the course entitled, "Diversity: Vision and Action," developed with support from the Employment Equity Positive Measures Program's Intervention Fund. This intensive three-day program is intended to teach public service executives and managers about the benefits of a diverse workforce as well as sensitizing them to employment equity and diversity issues. The course positions diversity management as a key competency for public service leaders.

The course's first module is an interactive, virtual learning tool developed jointly by CCMD, TBS and the PSC. The tool, which now resides on the TBS Employment Equity Division's Web site, is entitled "Act on Employment Equity." It is a self-paced course designed to introduce participants in the Diversity: Vision and Action Course to their obligations under the *Employment Equity Act*. The site is also open to other federal public service employees, such as employment equity practitioners, those taking the Employment Equity Orientation Course or those just wanting more information about employment equity.

Employment Equity Orientation Course

In this three-day course, participants can increase their understanding of the issues and legal obligations related to implementing the *Employment Equity Act*.

Employees with little knowledge of employment equity or those who wish to upgrade their skills in this field or in human resources management have benefited from this course.

Readers are invited to visit our site to find out more about the Diversity: Vision and Action Course or obtain a complete Employment Equity Orientation Course schedule, by clicking on the "EE Learning" button on the Web at www.tbs-sct.gc.ca/ee or on Publiservice, the government Intranet, at publiservice.tbs-sct.gc.ca/ee.

Publications

In 1999–2000, the TBS Employment Equity Division published several documents expected to inform practitioners, managers and decision makers about various employment equity subjects. All of our publications can be found on our Web site, under the title "Policies and Publications," at www.tbs-sct.gc.ca/ee or on Publiservice at publiservice.tbs-sct.gc.ca/ee. Following are examples of some of our publications.

Creating a Welcoming Workplace for Employees with Disabilities

This guide recommends some ways to include persons with disabilities in the work environment and to make them feel welcome as contributing team members. *Creating a Welcoming Workplace for Employees with Disabilities* may be only a starting point for finding new ways to do this. The guide indicates that listening actively, communicating clearly and respecting the person are key elements in fashioning a welcoming workplace for persons with disabilities.

The TBS Employment Equity Consultation Committee for Persons with Disabilities was instrumental in developing this guide, which was partially funded by the TBS Employment Equity Positive Measures Program's Intervention Fund.

Data Elements of an Employment Systems Review

This guide will help federal public service departments and agencies use and interpret quantitative data elements relevant to an employment systems review (ESR). An ESR seeks to identify actual and potential barriers to the participation of the four designated groups in an employer's workforce. As part of the ESR, an employer investigates possible causes of any current under-representation.

This publication, financed by the EEPMP's Intervention Fund, accompanied the release of data derived from statistics in the 1996 Census and from departmental population movements (i.e. recruitment, promotion, interdepartmental departures and entries, and separations from the Public Service) for three years ending March 31, 1999.

Employment Equity for Women Still Matters

The result of a joint initiative between the Employment Equity Division and the TBS Employment Equity Consultative Committee for Women, this booklet makes a number of concrete suggestions to improve the participation rate for women in all groups and at all levels of the federal Public Service. Women make up half of the workforce in the federal Public Service of Canada and are present, to some degree, in virtually every type of job. Women are only one quarter of the Executive category, however, and they make up the majority of people hired in term positions and are concentrated in many traditionally female support roles.

The booklet, which received assistance from the Employment Equity Positive Measures Program's Intervention Fund, focuses on the areas of recruitment, selection, career development and advancement, organizational culture and supportive employment policies and practices for women.

A Perspective of Aboriginal Employment in the Federal Public Service

Several of our clients and potential partners may not be aware of the large number of national and regional initiatives related to the employment of Aboriginal peoples in the federal Public Service. As a result, in March 2000, TBS published *A Perspective of Aboriginal Employment in the Federal Public Service*.

This publication was widely distributed in the Public Service and to many national Aboriginal organizations. The booklet is intended to serve as a reference tool for all stakeholders, who, both individually and collectively with federal departments and agencies, continue to help develop a Public Service that is fully representative of Canadian society. It also provides a summary report on the representation of Aboriginal employees in the federal Public Service, a discussion of recruitment, retention, career development and best practices to reach these goals.

Employment Equity Lens

As indicated in last year's report, the Employment Equity Division began developing an "employment equity lens" designed to facilitate the review of policies and practices. The "lens" will help policy analysts "see" whether or not existing policies are aligned

with the employment equity goals of the Public Service and ensure that those policies do not constitute a barrier to employment for the designated groups. Completion of this project has been deferred to the next fiscal year.

Public Service Employee Survey 1999

Survey results were released on November 10, 1999. More than 104,000 employees, representing 55 per cent of the workforce, conveyed their perceptions of their work, workplace and career experiences and prospects.

As reported in Chapter 3, the National Joint Council's Joint Employment Equity Committee struck a working group to analyze the survey results as aggregated for persons who indicated that they were members of an employment equity designated group. Representatives from the TBS Employment Equity Division participated in this working group. The survey results showed that members of visible minority groups and persons with disabilities rated lower in overall satisfaction levels and that these two designated groups do not feel that they work in an inclusive and welcoming environment. Overall, the results signalled a need for action on several fronts: communications, training, accountability and administrative changes.

In its study, the working group focused on five areas: nature of work, management support, value and respect, selection and promotion processes and training and development. It prepared recommendations that were presented to the Survey Follow-up Action Advisory Committee (SFAAC), comprised of representatives from central agencies, line departments and the bargaining agents. The recommendations were also presented to the Committee of Senior Officials (COSO) Sub-Committees and are being evaluated by the TBS Employment Equity Division.

Assembly of First Nations

Over the past year, TBS has held three meetings with the Assembly of First Nations (AFN). As part of a Memorandum of Understanding (MOU) with the AFN, TBS endeavours to keep the AFN apprised of employment equity issues such as the recruitment, retention and career development of Aboriginal peoples.

In February 2000, TBS participated in the Assembly of First Nations/Assembly of Manitoba Chiefs National Aboriginal Employment and Education Conference in Winnipeg. The two-day conference attracted approximately 300 participants, many of

them young Aboriginal peoples. Of special note was a list of 10 retention strategies presented by the Employment Equity Co-ordinator, Manitoba Transportation and Government Services:

1. Commitment from senior management

2. Union commitment to work with management

3. Key role of managers (e.g. using one-on-one discussions to enable Aboriginal employees to ask questions, filling in knowledge and awareness gaps)

4. Importance of good mentors and supporters

5. Clearer human resources management policies

6. Policy monitoring, enforcement and follow-up

7. Presence of an Aboriginal person (or members of other designated groups) in human resources management to provide a support system

8. Building relationships and networking with the Aboriginal community, stressing the positive Aboriginal corporate image that exists in Manitoba

9. Staff training and development

10. Employee assistance programs resulting from union/management co-operation

Canadian Human Rights Commission's Master Agreement with the Assembly of Manitoba Chiefs

In May 1999, TBS hosted a meeting to discuss progress and enable the sharing of experiences in implementing CHRC's Master Agreement signed with the Assembly of Manitoba Chiefs (AMC). The Master Agreement was reached in June 1996, following a complaint with respect to the under-representation of Aboriginal peoples in departments and agencies of the Public Service. The Agreement applies to the following departments: Public Works and Government Services Canada, Canadian International Development Agency, Department of Foreign Affairs and International Trade, Revenue Canada (now the Canada Customs and Revenue Agency), Canadian Grain Commission, Treasury Board of Canada Secretariat, Department of Finance Canada, Industry Canada, National Defence, Fisheries and Oceans Canada, Environment Canada, Natural Resources Canada, Parks Canada, Transport Canada and Statistics Canada.

The Master Agreement ends March 31, 2001, and the AMC is evaluating the Agreement and progress achieved by the signatories. It is expected that AMC's evaluation will be released early in 2001.

Federal Public Service Job Accommodation Network for Persons with Disabilities (FPS-JAN)

Launched this year, under the auspices of the Employment Equity Division and financed by the Employment Equity Positive Measures Program (EEPMP), the Federal Public Service Job Accommodation Network for Persons with Disabilities (FPS-JAN) has rapidly become a focal point for job accommodation issues pertaining to employees with disabilities. FPS-JAN provides clients with policy information, accommodation advice and referrals to programs and services offered by its many partners, including the Public Service Commission's Enabling Resource Centre and various other departmental technological centres and community-based organizations dealing with accommodation issues for persons with disabilities.

Over the 1999–2000 fiscal period, FPS-JAN has provided guidance and advice to more than 300 clients including managers, human resources practitioners, informatics personnel and, of course, employees with disabilities.

To better analyze accommodation trends and to provide co-ordinated services to clients and referrals to partners, FPS-JAN is developing and implementing various databases. These tracking mechanisms will enable the TBS Employment Equity Division to provide time-sensitive advice to management on anticipated accommodation issues faced by managers and employees with disabilities throughout the Public Service.

TBS Employment Equity Committees

TBS Consultation Committees on Employment Equity

The TBS Consultation Committees on Employment Equity were established in 1997 to discuss issues and provide advice on each of the four designated groups. The committees were struck for a period of two years that concluded in December 1999. Membership varied between 5 and 13 employees per group, presenting their own viewpoints as persons in a designated group and not necessarily the views of their department.

The Annual General Meeting of the Consultation Committees was held in Ottawa in June 1999, and members shared ideas and strategies for addressing a number of topics including the following.

Recruitment

It was generally agreed that a recruitment strategy should communicate a positive image of the Public Service to attract designated group members and, at the same time, develop a mobility strategy to indicate available career paths for current employees and new recruits.

Retention

Participants reviewed the numerous reasons why employees from the designated groups might decide to leave a department. Voluntary departures were of particular interest to the participants who analysed both the positive reasons (e.g. promotion, developmental opportunities and retirement) and negative reasons (e.g. values not shared, harassment and discrimination and failure to accommodate). A good retention strategy should incorporate a detailed analysis of turnover statistics and costs, use exit interviews and/or employee satisfaction surveys as mechanisms for understanding the corporate culture and broadly communicate "employer of choice" values while sustaining management commitment to employment equity.

Career Development

As part of a strategy promoting the career development of designated group members, it was recommended that commitment by senior management be sought for developmental training programs. Participants also looked at ways to address employees' career aspirations during organizational restructuring.

The Employment Equity Division of TBS has drawn on the work of these committees, whose terms concluded in 1999. Initiatives such as the Aboriginal Career Development Initiative, the booklet *Employment Equity for Women Still Matters*, the revised TBS *Employment Equity Policy* and the *TBS Policy on the Provision of Accommodation for Employees with Disabilities* were direct products of or were developed in collaboration with the committees.

While drawing on the work of these committees, TBS also drew on expertise in other forums while modernizing the way it discharged its responsibilities, promoted employment equity and obtained input and feedback on policies, initiatives and programs. Many departments now have in place active, well-organized and supported designated group committees, both at national and regional levels, Employment Equity Champions at a senior level and labour/management consultation processes for employment equity.

TBS has also developed and approved a Framework for Dialogue with Designated Groups. This has three main elements: an Assistant Deputy Ministers' Forum, an Employment Equity Executive Committee and Ad Hoc Working Groups for specific issues as they arise. These elements provide flexibility in developing and maintaining dialogue between TBS and its partners.

The expected results from the Framework for Dialogue include ongoing dialogue and communications regarding employment equity with the many stakeholders in the federal Public Service and a network of change agents at many levels and in many spheres, who will help create a modern, innovative, representative and inclusive Public Service.

Interdepartmental Committee on Employment Equity

The Interdepartmental Committee on Employment Equity (IDCEE) continues to be a focal point of partnership between TBS and federal departments and agencies. Meetings were held five times during the 1999–2000 fiscal year, with an average attendance of 65 participants, including managers, departmental employment equity co-ordinators, human resources personnel and designated group members. The meetings provided an opportunity for timely exchange of information, networking and mutual learning. The Committee is chaired jointly by a representative from TBS and from a department. The meeting themes and content are guided by a steering committee with central agency and departmental representatives.

During the fiscal year 1999–2000, noteworthy topics of discussion included:

*   the Task Force on the Participation of Visible Minorities in the Federal Public Service;

*   the National Council of Visible Minorities in the Federal Public Service;

*   various Employment Equity Positive Measures Program initiatives, including the Aboriginal Career Development Initiative, spearheaded by Health Canada;

*   the Task Force on an Inclusive Public Service; and

*   the Federal Public Service Job Accommodation Network for Persons with Disabilities (FPS-JAN).

Round table discussions were also introduced at the meetings, to permit more in-depth sharing of information and experiences amongst IDCEE members. Regular updates were provided by the Public Service Commission of Canada on its recruitment and other employment equity-related initiatives. A special presentation was provided on the *Access to Information and Privacy Act*, as well as on the TBS Policy on the Provision of Services to Persons with Disabilities.

Regional employment equity personnel are invited to attend these meetings when they are in the National Capital Region, and meeting agendas and summaries are available to all on our Web site. Entitled *Employment Equity Briefs for the Interdepartmental Committee on Employment Equity*, the summaries can be accessed by clicking on the category "Employment Equity Division" and then "Committees."

Conclusion

Many Canadian institutions are facing a double demographic challenge: a growing multicultural population and an aging workforce. How institutions grow and adapt can be a matter of chance or choice. Choice involves reflecting and articulating principles and priorities. We sought, in 1999–2000, to attract knowledge workers and shape the workforce of the future, guided by TBS's *Framework for Good Human Resources Management in the Public Service*, in which employment equity and diversity find support. As we continue to do so in the coming year, we will also focus on our commitment to better respond to the changing expectations of Canadians while drawing from *Results for Canadians: A Management Framework for the Government of Canada*, published by TBS in March 2000.

Citizens expect their democratic institutions, including the Public Service, to reflect their values and interests. *Results for Canadians* puts forward four management principles that are particularly relevant here: the need to be more results-oriented, the commitment to spending responsibly, the need to focus on citizens' needs and serving them well, and the need to embrace a clear set of public service values. As stated in this document: "In the generations following Confederation, Canadians have built a prosperous country based on civility, diversity, openness, fairness and the rule of law. These ideas have persisted and matured into a unique set of Canadian values that include, among others, self-reliance, compassion, and respect for democracy and its institutions. Together, these and other values help frame Canadian society."

Becoming more representative will help preserve the relevance of the Public Service to all Canadians. In *Results for Canadians*, it is also noted that the Government of Canada is committed to designing, funding and delivering its programs and services, and assessing their results from a citizens' perspective. A representative Public Service will be better able to secure the trust and respect of all Canadians and serve the public interest. Employment equity thus helps to ensure that the federal Public Service, as a legitimate, democratic institution, reflects the demographic profile of the Canadian population it seeks to serve.