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ANNUAL REPORT TO PARLIAMENT



# **Employment Equity** in the Federal Public Service

2002-03




Canada 

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**Federal Public Service**  
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## President's Message

Since the first annual report on employment equity was tabled in Parliament ten years ago, the face of the Public Service of Canada has changed a great deal. Today's public service is a far better reflection of the diversity of the people who make up this country.

While there has been real progress, especially for women, Aboriginal people and persons with disabilities, there is still much to be done to recruit more members of visible minorities into our ranks. If the public service, as a national institution, is to truly reflect the diversity of Canada where everyone has the opportunity to contribute fully to improving our society, we must focus our efforts to achieve the objectives we have set out in our action plan — *Embracing Change*.

It is by drawing on the talents, experiences and points of view of an increasingly diverse workforce that the public service will be able to provide better quality programs and services that more effectively address the needs of all Canadians.

This report reaffirms our commitment to employment equity. Our action plan is a tangible measure of our desire to include everyone. It is also an opportunity to identify some of the challenges we face and how we will meet them, while highlighting our achievements within the public service as we strive to become a more representative and inclusive institution.

The Honourable Denis Coderre  
President of the Queen's Privy Council for Canada

2004

## 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 2002–03 annual report on employment equity in the federal Public Service.

Sincerely,

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## Introduction

Ten years have passed since the first annual report on employment equity in the federal Public Service was submitted to Parliament. The ensuing decade has seen considerable progress in the representation and participation of the four groups designated under the *Employment Equity Act*: women, Aboriginal peoples, persons in a visible minority group and persons with disabilities. This progress can be seen in all areas and at every level of the federal Public Service. This year was no exception.

The 2002–03 fiscal year also marks a renewed commitment to the principles of employment equity and the goal of making the Public Service of Canada a truly representative and inclusive national institution.

The commitment to these goals was reiterated in the 2002 Speech from the Throne. Acknowledging that Canadians want their government to be open, accountable and responsive to their diverse and changing needs, the Speech from the Throne signalled that the government would introduce “long-awaited reforms for the Public Service to ensure that it can attract the diverse talent it needs to continue to serve Canadians well.”

The Clerk of the Privy Council and Secretary to the Cabinet reinforced this direction. “The innovation agenda

requires creative, innovative ideas to achieve excellence in policies and services,” he said. “One avenue for achieving this excellence,” he added, “is to promote a greater diversity of backgrounds, linguistic and ethnic heritage among our employees. We must, therefore, strive to be representative of the Canadian population.” The Clerk further established diversity and the Embracing Change Initiative as one of the strategic priorities for the Public Service in the 2002–03 fiscal year, a move that was repeated for 2003–04.

This report on employment equity in the federal Public Service confirms that the Public Service of Canada is bringing about the changes needed to build a representative workforce with the capacity to provide excellent service to a diverse Canadian population. Some may question the pace of change. Few can question that it is occurring, however. Over the past year, the federal Public Service has been identifying and responding to new challenges and increasing efforts to attain its representation goals and create a more inclusive culture. Neither the commitment nor the effort has waned. Increasingly, in departments and agencies across the federal Public Service, employment equity is being viewed not only as a standard to achieve but as a standard to emulate.

The 2002–03 fiscal year was also about increasing momentum, about building on the significant improvements of the past decade in the representation and participation of the four employment equity designated groups. While there can be no doubt that progress is being made, it is not enough. Over the past year, it also became clear that much more must be done if Canada’s diversity is to be fully reflected at every level and in all departments and agencies of the Public Service.

In 2002–03, the Public Service strengthened its commitment to employment equity by

- ▶ fostering government-wide commitment — at the highest levels — to the goals of representativeness and inclusion;
- ▶ responding to challenges — identifying and addressing horizontal challenges to the achievement of full employment equity, such as scepticism, backlash and misunderstanding the goals or obligations; and
- ▶ achieving results — recording concrete gains in implementing employment equity and in meeting identified targets and challenges.

On June 3, 2002, the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service* took effect — strong evidence of the commitment and action to

support inclusion by design and the full participation of persons with disabilities in the Public Service, whether as candidates for employment or as employees.

Over the past year, the Public Service of Canada continued to implement the Embracing Change Action Plan. In response to the findings and recommendations in the *Embracing Change: Stocktaking Exercise Report*, the Public Service moved to increase the accountability of hiring managers and equip them with the tools and resources necessary to ensure progress on Embracing Change.

The Government of Canada responded positively to recommendations put forward by the House of Commons Standing Committee on Human Resources Development and the Status of Persons with Disabilities, which reviewed the *Employment Equity Act*. In its report entitled *Promoting Equality in the Federal Jurisdiction: Review of the Employment Equity Act*, tabled in Parliament on June 14, 2002, the Committee recognized the continuing need for employment equity legislation. It further recommended a strengthening of accountability mechanisms, raising awareness of the benefits of employment equity, and the provision of support to employers and employees in the creation and maintenance of a diverse workforce.

The introduction of Bill C-25, the *Public Service Modernization Act* (PSMA), in the past fiscal year was a major confirmation of the Government of Canada's intent, as stated in the 2001 Speech from the Throne, to make the reforms necessary to "ensure that the Public Service is innovative, dynamic and reflective of the diversity of the country [and] able to attract and develop the talent needed to serve Canadians in the 21st century."

While Bill C-25 is distinct and separate from the *Employment Equity Act*, it does address employment equity in the federal Public Service. In so doing, it acknowledges that modernization entails more than simply streamlining processes such as recruitment, staffing, career mobility and accountability. Building on this, the culture of modernization must recognize that Canada continues to gain from a public service that is representative of the country's diversity. It must be a means of addressing the future needs of the Public Service and transforming this institution into an exemplary workplace in which designated group members are afforded opportunities to fully participate at all levels and in recognition of their skills and qualifications as well as the concept of merit.

The commitment, response to challenges, and tangible results all made employment equity and

diversity goals less elusive and they will continue to guide efforts in the years ahead.

## What's in the Report?

As required under the *Employment Equity Act* (1995), **Chapter One** provides a statistical portrait of employment equity for the April 1, 2002, to March 31, 2003, reporting period. In addition to highlighting improvements in representation, hiring, promotion and retention of people in the employment equity designated groups, Chapter One also provides an overview of historical data going back to 1992-93, the year the first annual report on employment equity was tabled in Parliament. This information not only helps track our progress but it also clearly illustrates the gains made over the past decade. For ease of reference and tracking, the tabular information in this chapter has been presented in a consistent manner over the years.

**Chapter Two** focusses on the Embracing Change Action Plan, which was endorsed by the Government of Canada in 2000 to address the persistent under-representation and to improve the participation of visible minorities in the federal Public Service. Specifically, this chapter examines the response to recommendations and suggestions put forward in the

mid-term *Embracing Change: Stocktaking Exercise Report*.

The Report found widespread commitment — at the highest levels of the federal Public Service — to the principles and goals set out in the Action Plan. That commitment is evident in the scores of initiatives and actions undertaken in support of Embracing Change in the past year. Despite pockets of success, however, progress against the benchmarks is not yet system-wide, and the Public Service as a whole is far from meeting the quantitative goals established in the Action Plan.

**Chapter Three** examines the factors that have contributed to concrete successes during 2002–03: accountability, cultural change, integration of employment equity into business practices, and partnership. This year, there has been a marked increase in the use of accountability mechanisms, such as

performance agreements that include progress against employment equity goals, and a general willingness to embrace cultural change.

Departments and agencies continued updating their human resources strategies and integrating employment equity into day-to-day business practices. As well, many partnerships between departments and agencies and private sector organizations were strengthened. This resulted in the exchange of ideas and expertise and sharing of successful practices, which helped the Public Service determine the most effective ways to become more representative and inclusive.

Finally, as in previous years, the report concludes with a look ahead to 2003–04 because it is just as important to know where we are going as it is to know where we are and how we got there.

## Chapter 1 Adding it all up: What the Numbers Show

The statistical evidence confirms that the situation for members of the designated groups improved in 2002–03, as it has since the first report on employment equity was released a decade ago. Overall representation of all four groups increased. Recruitment for three of the designated groups — women, Aboriginal peoples and persons in a visible minority group — exceeded their overall workforce availability (see the Technical Notes at the end of this chapter). There was

also continuing progress in the promotion of members of all four designated groups within the federal Public Service.

A key occurrence in 2002–03 was the release of 2001 Census data by Statistics Canada. These statistics clearly illustrate the increasing diversity of Canada's population. For example, Census figures show that visible minorities and Aboriginal peoples now make up 13.4 per cent and 3.3 per cent of the Canadian population respectively, compared with 11.2 per cent and 2.6 per cent following the 1996 Census. Similar increases in workforce availability estimates are anticipated.

### 2002–03 Statistical Highlights

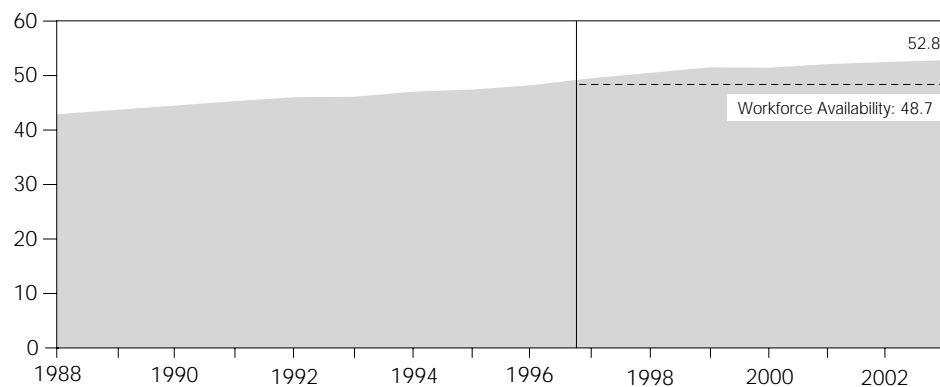
#### Women

- Women now make up 52.8 per cent of all federal public service employees, up marginally from 52.5 per cent the year before but more than five percentage points higher than a decade ago.
- The number of women in indeterminate positions increased from 51.2 per cent to 51.9 per cent over the past fiscal year, continuing a decade-long pattern of increases.
- Women made up 59.3 per cent of term employees, down slightly from the previous year.
- Slightly more than one-third (34.3 per cent) of seasonal employees were women.
- The percentage of women who are also members of another designated group (for example, visible minority women) has increased steadily since 1999–2000 and now stands at 17.4 per cent.
- Representation of women in the Executive category increased to 33.8 per cent, up from 32.0 per cent the year before and 30.0 per cent two years ago. A decade ago, women comprised 17.6 per cent of executives.
- Representation of women in the Scientific and Professional category rose from 38.9 per cent to 40.3 per cent. A decade ago, women made up 28.3 per cent of this category.

### Women (cont'd)

- As has been the case in previous years, more than half of all hires (55.9 per cent) and indeterminate employees among new hires (51.9 per cent) were women in 2002–03.
- Over half of all persons hired into the Scientific and Professional category (51.7 per cent) were women, an increase of 2.7 percentage points from last year. Although it remains the major point of entry, the proportion of women (4 in 10) entering the federal Public Service through the Administrative Support category continues to show slight declines.
- Women received approximately 6 out of 10 promotions, a level reached several years ago.
- Of the large departments and agencies, the Royal Canadian Mounted Police (civilian staff) continued to employ the highest proportion of women (77.3 per cent).
- Just over 4 in 10 women (44.0 per cent) in the federal Public Service work in the National Capital Region, while a little more than one-third of all public service employees working outside of Canada are women.
- Over half (53.7 per cent) of separations from the federal Public Service were women, a total of 6,197 employees. Of these, 6 in 10 were term employees.

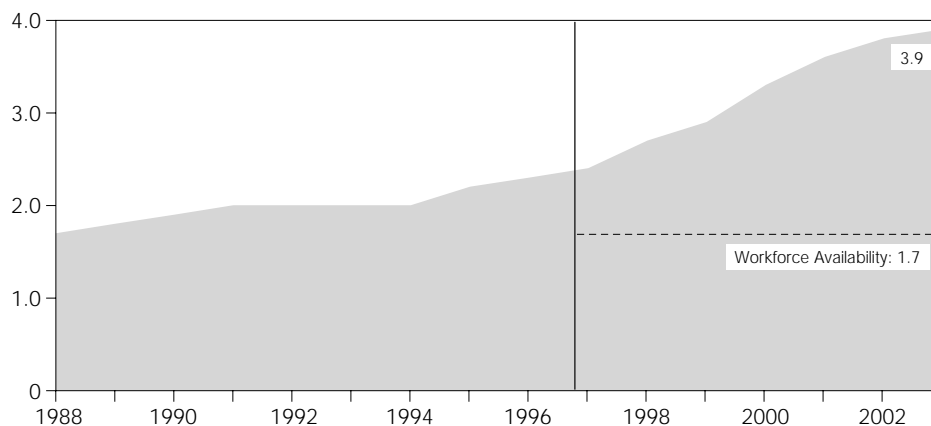
**Figure 1**  
Representation of Women, 1988 to 2003 (%)



## Aboriginal Peoples

- Aboriginal peoples accounted for 3.9 per cent of the federal public service workforce in 2002–03, up marginally from 3.8 per cent the year before.
- The hiring of Aboriginal peoples held steady at 4.5 per cent of all new hires into the federal Public Service.
- New Aboriginal employees continued to enter the federal Public Service primarily through the Administrative Support (33.4 per cent) or the Administration and Foreign Service categories (27.7 per cent), both decreases from the previous year.
- The highest proportion of Aboriginal employees is in the Administration and Foreign Service category (41.9 per cent), followed by Administrative Support (25.1 per cent).
- The hiring of Aboriginal peoples as indeterminate employees continued to show improvement; it is now at 38.5 per cent, compared to 34.0 per cent the year before and 24.3 per cent two years ago.
- Most Aboriginal employees (7 in 10) work outside the National Capital Region; this is unchanged from previous years.
- There was no change in the proportion of promotions received by Aboriginal employees (4.1 per cent).
- Over half (58.6 per cent) of the promotions of Aboriginal employees occurred in or to the Administration and Foreign Service category, an increase of 7.4 percentage points from a year ago.
- Almost 40 per cent of the 572 Aboriginal peoples who left the federal Public Service in 2002–03 were indeterminate employees, a slight increase from a year ago.
- The largest number of Aboriginal employees (1,144) worked at Indian and Northern Affairs Canada (INAC), 17.8 per cent of the entire Aboriginal population in the federal Public Service. This proportion is down slightly compared to last year when INAC employed 18.7 per cent of Aboriginal employees.

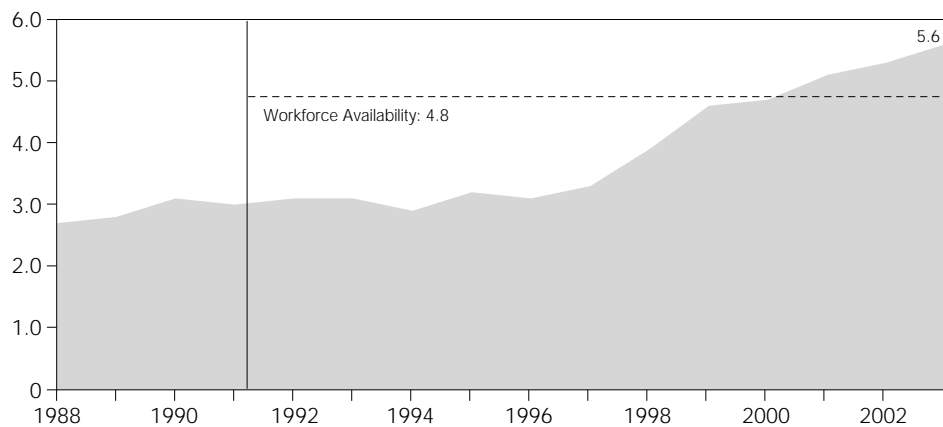
**Figure 2**  
Representation of Aboriginal Peoples, 1988 to 2003 (%)



### Persons with Disabilities

- The representation of persons with disabilities in the federal Public Service was 5.6 per cent, up from 5.3 per cent a year ago and 5.1 per cent two years ago.
- There was a slight increase in the percentage of indeterminate employees who are persons with disabilities, now at 5.9 per cent.
- Almost 30 per cent of persons with disabilities entering the Public Service were hired as indeterminate employees, compared to approximately 27 per cent last year and 21 per cent a year earlier.
- The Administrative Support (40.2 per cent) and Administration and Foreign Service categories (34.8 per cent) continue to be principal points of entry for persons with disabilities.
- Employees with disabilities received 4.9 per cent of all promotions, approximately the same as the last two years.
- Close to 60 per cent of persons with disabilities separating from the federal Public Service were indeterminate employees, roughly the same level as last year.
- Of the large departments, Veterans Affairs Canada employed the highest proportion of individuals with disabilities, 8.8 per cent, surpassing Human Resources Development Canada (HRDC), which remained at 7.9 per cent.

**Figure 3**  
Representation of Persons with Disabilities, 1988 to 2003 (%)

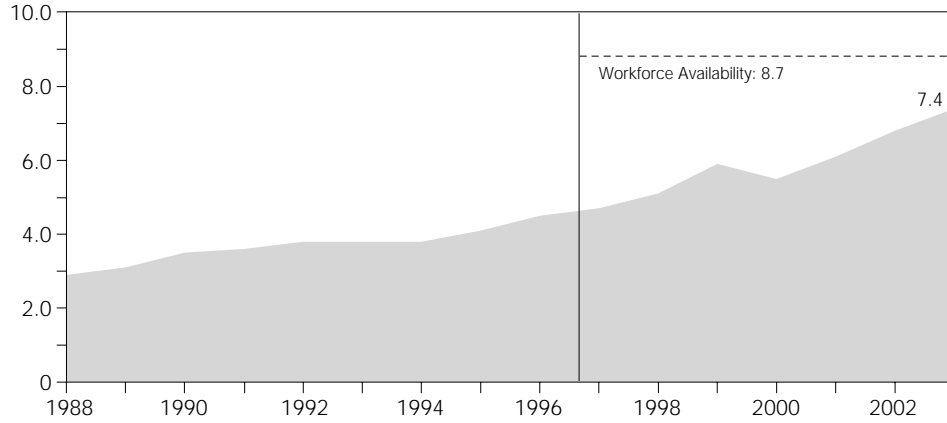




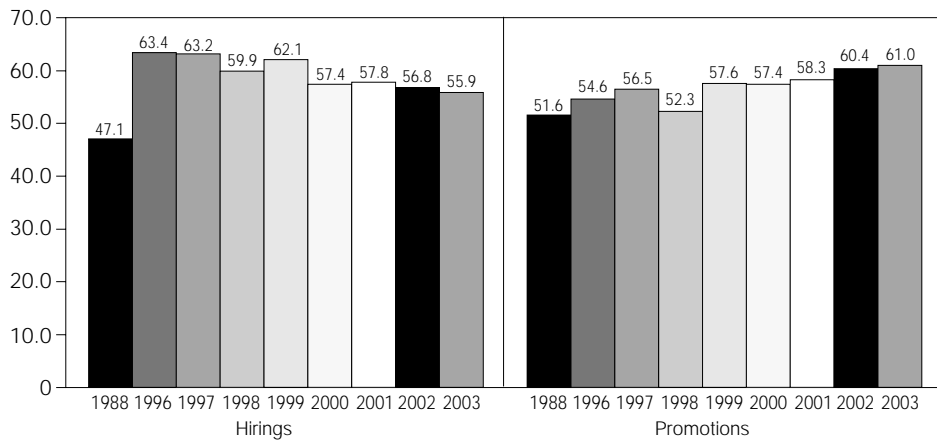
## Persons in a Visible Minority Group

- Persons in a visible minority group represent 7.4 per cent of the federal public service workforce, compared to 6.8 per cent a year ago.
- There was a slight increase in the proportion of persons in a visible minority group who were indeterminate employees, now at 83.8 per cent.
- Similar to 2001–02, the highest proportion of persons in a visible minority group was in the Administration and Foreign Service category (41.1 per cent) and in the Administrative Support category (22.7 per cent), the latter just slightly higher than the Scientific and Professional category (21.8 per cent). Some 60 per cent of visible minorities in the Scientific and Professional category were employed in the Economics, Sociology and Statistics; Engineering and Land Survey; Scientific Research; and Law categories.
- Just under 45 per cent of all employees in a visible minority group work in the National Capital Region, up slightly from last year. Except for Aboriginal peoples, this is roughly the same as for the other designated groups.
- Of all new hires, 9.5 per cent were persons in a visible minority group, down from 10.0 per cent the year before.
- Of all new indeterminate hires, 11.2 per cent were members of a visible minority group, down from 12.3 per cent a year earlier.
- Visible minority employees entered the Public Service primarily through the Administration and Foreign Service category (35.5 per cent), the Administrative Support category (30.0 per cent), and the Scientific and Professional category (19.5 per cent).
- Employees in a visible minority group received 9.4 per cent of all promotions, up from 7.7 per cent last year.
- Persons in a visible minority group accounted for 5.2 per cent of separations by indeterminate employees, down slightly from the year before, and 7.7 per cent of term separations, up from 2001–02.
- Two-thirds (67.1 per cent) of visible minority employees separating from the Public Service were term employees, an increase of 2.8 percentage points from a year ago.
- Among large departments and agencies, Citizenship and Immigration Canada (14 per cent, up from 13.6 per cent) and Health Canada (12 per cent, up from 11.4 per cent) again employed the highest proportions of persons in a visible minority group. The Immigration and Refugee Board had the highest percentage (21.9 per cent) among all departments with 100 or more employees.
- The number of visible minority employees in the Executive category increased to 177 (4.2 per cent) from 148 (3.8 per cent) a year ago.

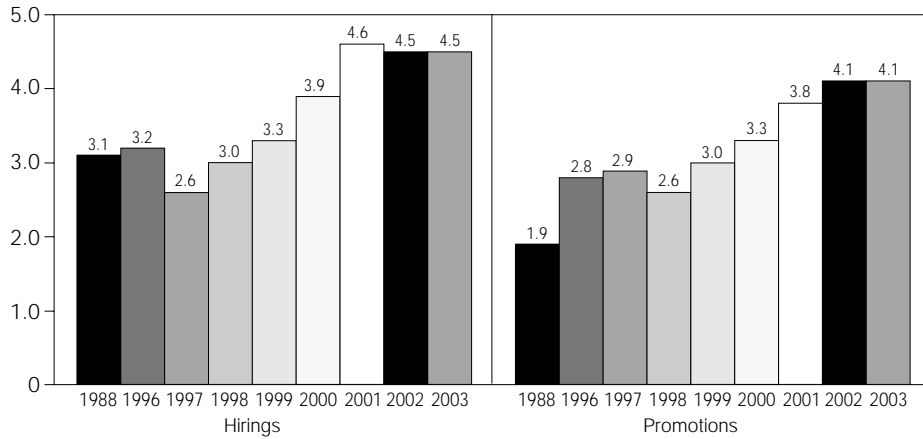
**Figure 4**  
Representation of Persons in a Visible Minority group,  
1988 to 2003 (%)



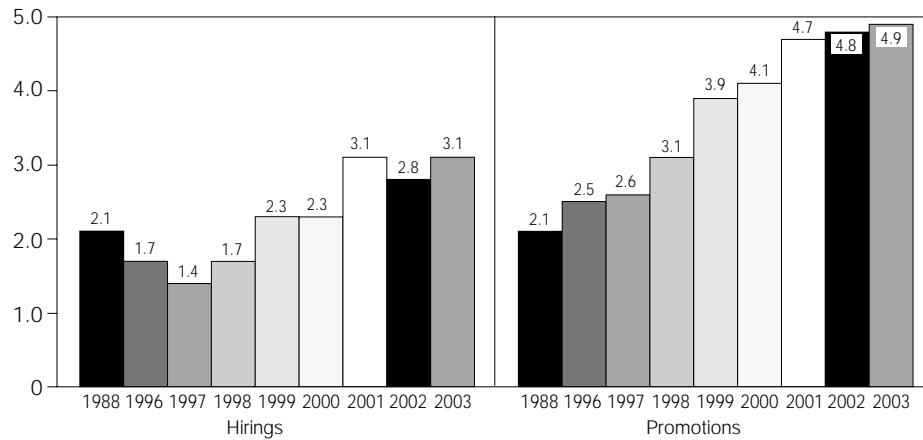
**Figure 5**  
Hiring and Promotion of Women, 1988 and 1996 to 2003 (%)



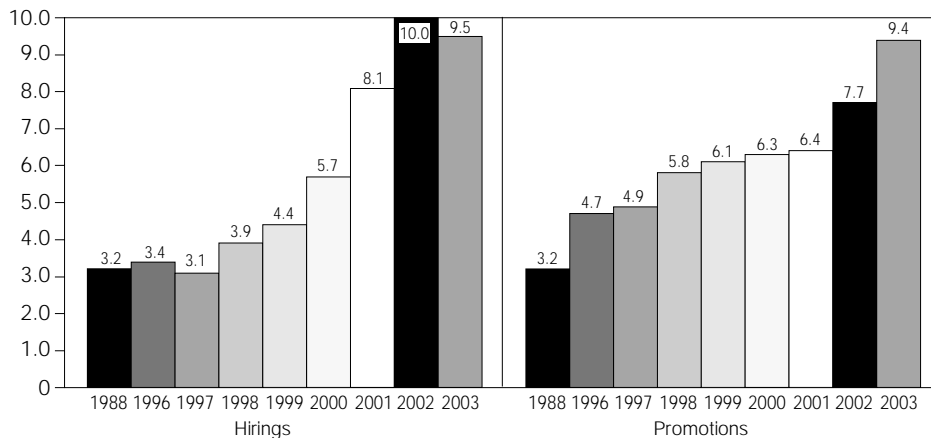
**Figure 6**  
**Hiring and Promotion of Aboriginal Peoples,**  
**1988 and 1996 to 2003 (%)**



**Figure 7**  
**Hiring and Promotion of Persons with Disabilities,**  
**1988 and 1996 to 2003 (%)**



**Figure 8**  
**Hiring and Promotion of Visible Minorities,**  
**1988 and 1996 to 2003 (%)**



### Overall Representation

Figures 1, 2, 3 and 4 compare the representation of each designated group in the federal Public Service with its representation in the Canadian workforce as defined by qualification, eligibility and geography and from which the Public Service may be reasonably expected to draw its employees (workforce availability). This comparison is required by the *Employment Equity Act*. The historical information provided by these and other charts, as well as that provided in Table 1 of the report, is included to help interpret how well the Public Service is implementing employment equity.

Below is a current representation of the federal Public Service compared with the latest workforce availability estimates.

- ▶ Representation rates for three of the four designated groups — women (52.8 per cent), persons with disabilities (5.6 per cent) and Aboriginal peoples (3.9 per cent) — are higher than their workforce availability rates — 48.7 per cent, 4.8 per cent and 1.7 per cent respectively.
- ▶ While the gap between representation and availability for visible minorities continued to narrow, with representation of 7.4 per cent and workforce availability of 8.7 per cent, significant under-representation still exists. This situation will be exacerbated when new workforce availability estimates deriving from information in the 2001 Census are released.

## Gender

Table 2 presents the distribution of federal public service employees by gender on March 31, 2003. The number of women in the federal Public Service increased by 3,499 to 86,162, or 52.8 per cent of all employees. The number of women in the minority-designated groups also increased, as shown in Figure 9.

Women account for more than 60 per cent of Aboriginal peoples in the federal Public Service and 54 per cent of persons in a visible minority group. The division by gender among employees with disabilities is about even.

Representation of individuals in more than two designated groups (for example visible minority women with a disability) continues to comprise a relatively minuscule proportion of the employee population.

## Employment Type

Figure 10 also includes information on indeterminate employees. More than 80 per cent of all employees, including those in the designated groups, are indeterminate employees. The proportions for all groups are slightly higher than a year ago.

*Figure 9*

Distribution of Employees Showing Representation in Multiple Groups

	2002			2003		
	All	Aboriginal Peoples with Disabilities	Persons in a Visible Minority Group with Disabilities	All	Aboriginal Peoples with Disabilities	Persons in a Visible Minority Group with Disabilities
Public Service Employees	157,510	326	366	163,314	380	391
Men	74,847	160	198	77,152	188	201
All Women	82,663	166	168	86,162	192	190
Aboriginal Women	3,705			3,910		
Women with Disabilities	4,162			4,592		
Visible Minority Women	5,766			6,509		

*Figure 10*

Comparison of the Distribution of Indeterminate Public Service Employees in 2002 and 2003

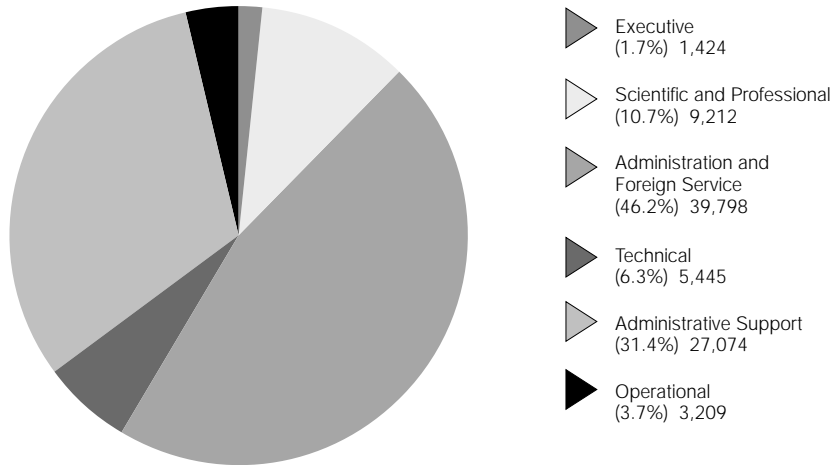
	2002			2003		
	All	Indeterminate	%	All	Indeterminate	%
Public Service Employees	157,510	133,818	85.0	163,314	141,891	86.9
Women	82,663	68,528	82.9	86,162	73,626	85.5
Aboriginal Peoples	5,980	5,002	83.6	6,426	5,561	86.5
Persons with Disabilities	8,331	7,549	90.6	9,155	8,385	91.6
Persons in a Visible Minority Group	10,772	8,782	81.5	12,058	10,115	83.9

Over the past year, the number of employees hired for a specified period of three months or more (term employees) decreased from 23,009 to 20,782, or 12.7 per cent of the total population. The percentage of term employees who are also members of the designated groups (including women) is 65.6 per cent, slightly lower than the year before. In 2002–03, 59.3 per cent of all term employees are women.

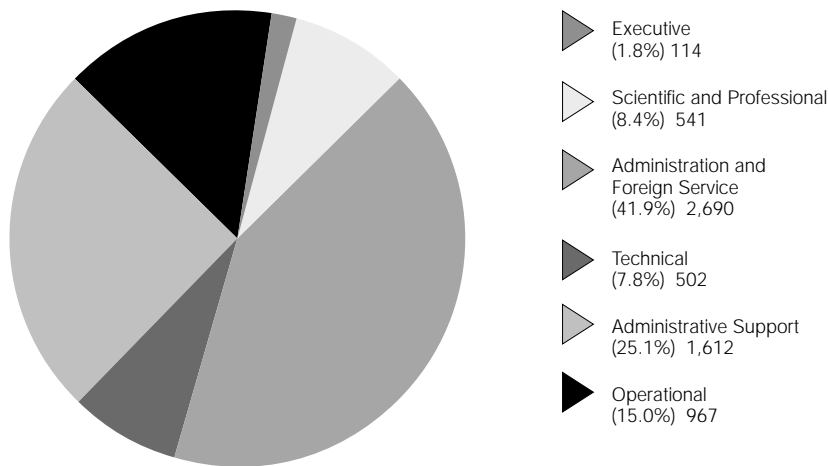
### Occupational Category

As indicated in Table 3, most federal public service employees (67,389 or 41.2 per cent) are in the Administration and Foreign Service category, which is twice the size of the next largest category (Administrative Support with 32,586 employees or 19.9 per cent). Figures 11 through 14 present the distribution of employees overall and for designated groups by occupational category.

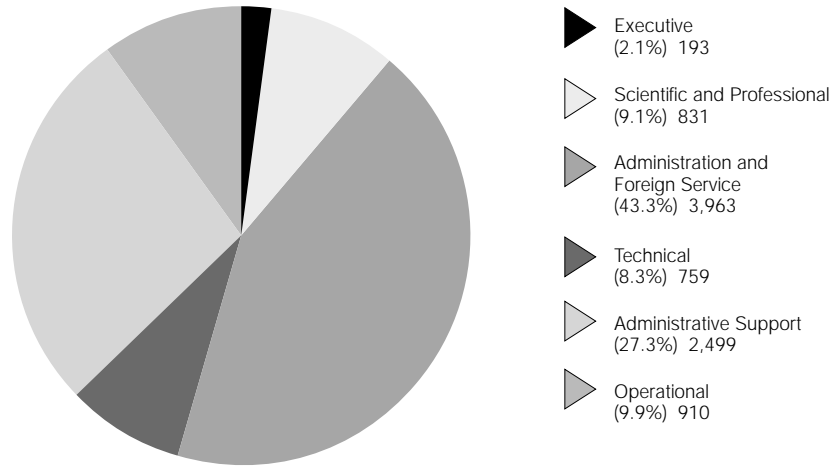
**Figure 11**  
**Distribution of Women by Occupational Category**



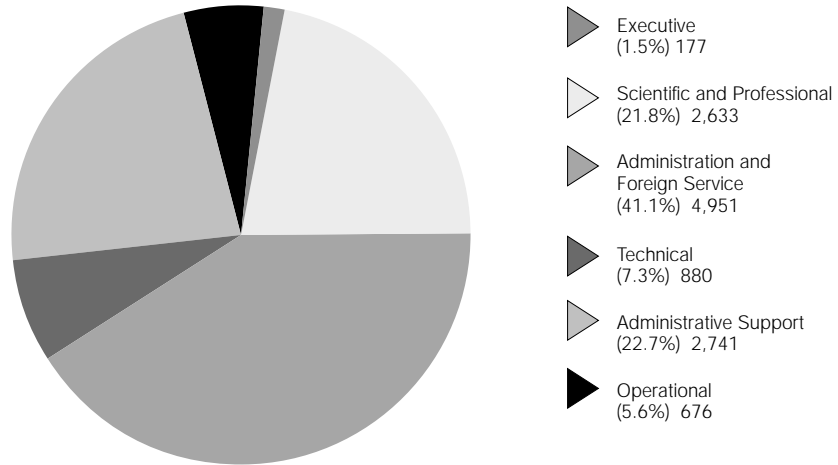
**Figure 12**  
**Distribution of Aboriginal Peoples by Occupational Category**



**Figure 13**  
**Distribution of Persons With Disabilities by Occupational Category**



**Figure 14**  
**Distribution of Persons in a Visible Minority Group by Occupational Category**





The proportion of employees in the Executive category, although increasing slightly over the past decade, is only at 2.6 per cent. Women make up 33.8 per cent of employees in this occupational category, up from 32.0 per cent last year and almost double from that (17.6 per cent) in the first annual report on employment equity a decade ago.

Among the other occupational categories, the Scientific and Professional category showed the most growth (8.1 per cent or 1,724 employees) over the last fiscal year. This was followed by the Executive category (7.9 per cent or 308 employees). The Administrative Support category decreased by 3.0 per cent in the past year, or 1,016 employees.)

The Administration and Foreign Service category continues to have the largest proportion of women in the federal Public Service (46.2 per cent of all women), with 12,724 more employees than the Administrative Support category (31.4 per cent). One in three employees in the Executive category is a woman. Slightly more than 1.5 per cent of all women in the federal Public Service are in the Executive category, still well below the 3.2 per cent for men and 2.6 per cent for all employees. Among the other designated groups, the proportions of employees in the

Executive category are as follows: Aboriginal peoples, 1.7 per cent; persons with disabilities, 2.1 per cent; and persons in a visible minority group, 1.5 per cent.

In the Executive category, persons with disabilities show the largest improvement, from 159 to 193 employees (or 4.6 per cent of all executives, half a percentage point increase over last year). Executives in a visible minority group now number 177, or 4.2 per cent, up from 148 or 3.8 per cent.

## Age

Table 4 presents the age structure of the designated groups in 2002–03 by occupational category. At 43.5 years, the average age of federal public service employees is about the same as it was in previous years.

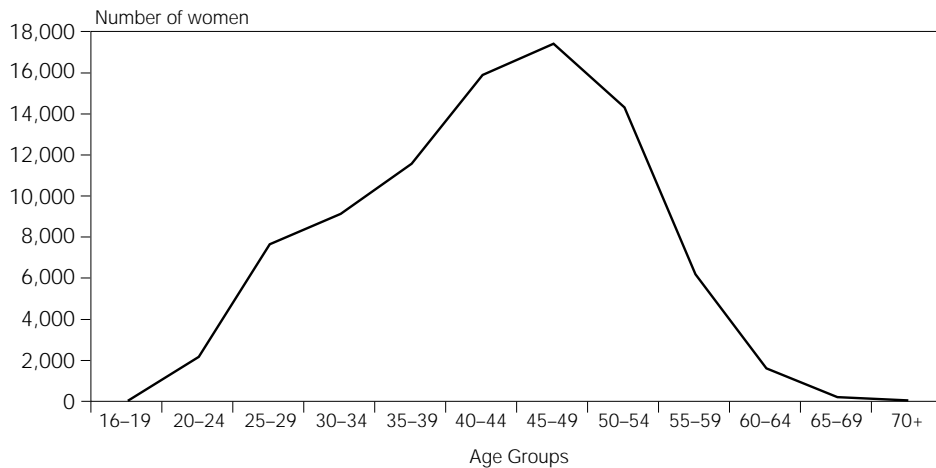
Half of all federal public service employees are 45 years of age and older, an increase of less than a percentage point from last year. The number of individuals over 45 increased among all designated groups, except for persons in a visible minority group. The group with the highest percentage of employees aged 45 or older — 65.2 per cent — is persons with disabilities. Employees in this group also had the highest average age (46.8), while Aboriginal employees have the lowest average age (41.4).

The age gap between men and women continues to narrow — 54.5 per cent of men and 46.1 per cent of women are 45 and over. In the past year, the number of women 45 or older increased by 7.3 per cent. The average age for women is 42.6, for men it is 44.6.

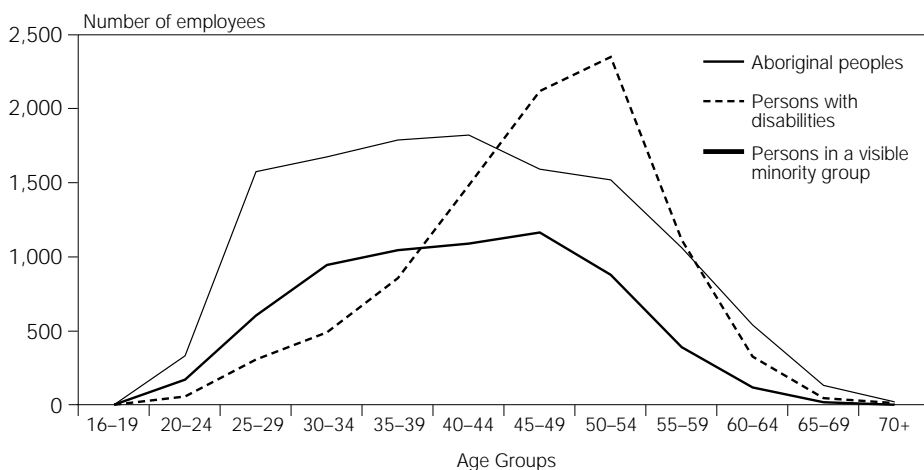
Aboriginal employees 45 years old or older increased to 40.0 per cent, an increase of 1.5 per cent. The proportion of employees with

disabilities over 45 also continues to rise, as it has since 1993–94 (when it was 45.0 per cent). In 2002–03, it is 65.2 per cent, compared to 63.6 per cent last year and 61.8 per cent two years ago. The proportion of employees in a visible minority group aged 45 or older dropped from 41.2 per cent to 40.3 per cent. At 41.8, the average age for all employees in a visible minority group decreased slightly from last year's 42.0.

*Figure 15*  
Women by Age Group



**Figure 16**  
**Three Designated Groups of Employees by Age Group**



## Departments and Agencies

Table 5 shows representation by departments and agencies, most of which have grown over the past few years. Compared with last year, only 3 of the 18 large departments (those with 3,000 or more employees) show decreases in their number of employees: Human Resources Development Canada (HRDC), Statistics Canada, and Indian and Northern Affairs Canada (INAC). The Department of Justice Canada showed the largest percentage increase, up 11.7 per cent to 4,734 employees from last year's 4,239, while National Defence had the largest increase in number of employees (1,148).

The proportion of women in each of the large departments was just about the same as last year. The RCMP (civilian staff) employed

the highest proportion of women (8 in 10), followed by HRDC and Veterans Affairs Canada (7 in 10). The department with the lowest proportion of women employees continues to be Fisheries and Oceans Canada, where increases have been marginal over the past three years (30.5 per cent in 2002-03, 29.8 in 2001-02 and 28.5 per cent in 2000-01).

Five departments combined to account for over 60 per cent of all Aboriginal employees — INAC, Correctional Service Canada, HRDC, Health Canada and National Defence — although the proportion dropped slightly from the year before.

The largest increase in both the number and percentage of Aboriginal employees occurred at Fisheries and Oceans Canada, up by 101 or close to 50 per cent. INAC continues to

have the largest number of Aboriginal employees at 1,144. With this number representing 31.3 per cent of the Department's workforce (up from 29.9 per cent a year earlier), the proportion is more than four times greater than the next department, Health Canada, at 6.8 per cent. For the second year in a row, Correctional Service Canada was second in the number of Aboriginal employees with 938.

While 21 departments and agencies (three more than last year) had only one or no Aboriginal employees, these were primarily small departments (100 employees or fewer). Twelve, in fact, had 30 or fewer employees.

At 14 per cent, Citizenship and Immigration Canada employed the highest proportion of members of a visible minority group among departments with more than 1,000 employees. With an increase of 89 employees, or slightly over 30 per cent, Fisheries and Oceans Canada showed the highest year-over-year improvement for the visible minority group, although its overall representation level is at only 3.8 per cent.

The highest proportion of employees in the persons with disabilities group was 8.8 per cent at Veterans Affairs Canada, while both INAC and Fisheries and Oceans Canada experienced a doubling in the number of their employees in this group.

The Department of Justice Canada was the only department to show a double-digit percentage point increase in representation for all four designated groups, while five other departments — Fisheries and Oceans Canada, Environment Canada, the Department of Foreign Affairs and International Trade, Natural Resources Canada and Veterans Affairs Canada — showed increases for three groups.

Among departments and agencies with between 100 and 1,000 employees, the Canadian Human Rights Commission (13.2 per cent) and the Offices of the Information and Privacy Commissioners (8.8 per cent) employed the highest proportion of persons with disabilities, both up slightly from their proportions a year ago. Each of the 11 departments (down from 13 the year before) that had no employees with disabilities has a workforce of fewer than 100 employees.

Among the large departments, the highest number of employees in a visible minority group work at HRDC (1,749) and Health Canada (1,017), while the highest proportion was again found at Citizenship and Immigration Canada (14.0 per cent) followed by Health Canada (12.0 per cent). Both are slight increases from a year ago. Among the large departments, only Citizenship and Immigration Canada, Health Canada and Statistics Canada have double-digit representation levels for visible minorities. The highest level overall, 21.9 per cent, is at the Immigration and Refugee Board for the fifth consecutive year.

Three of 11 departments with more than 5,000 employees — Fisheries and Oceans Canada, Agriculture and Agri-food Canada and Environment Canada — had fewer than 500 employees in a visible minority group. This is surprising given that these are scientific departments. Among the large departments, the representation levels for visible minorities is lowest at Fisheries and Oceans Canada (3.8 per cent), Correctional Service Canada (4.6 per cent) and National Defence (4.7 per cent).

## Geographic Location

Table 6 and Figure 17 present the geographic distribution of federal public service employees. With more than 68,000 employees, the National Capital Region (NCR) has the highest concentration (41.9 per cent) of the federal workforce, increasing its share over last year's 40.8 per cent. The proportions of women (44.0 per cent) and members of a visible minority group (44.6 per cent) in the NCR are slightly higher than for the public service workforce as a whole and both are increases over last year's share. Over two-thirds of Aboriginal peoples work outside the NCR.

Excluding the NCR, Ontario has the highest number of employees overall and in all four designated groups.

Among the provinces, Prince Edward Island leads in the representation of women (61.8 per cent) while Yukon

has the highest overall representation (63.8 per cent). Slightly more than one-third of all employees working outside Canada are women, an increase of just about a percentage point from the year before.

Excluding the territories, Saskatchewan and Manitoba have the highest proportions of Aboriginal employees (12.0 per cent and 11.4 per cent respectively). Quebec (excluding the NCR) has the lowest proportions (1.5 per cent), followed by Prince Edward Island and Nova Scotia, both at 2.5 per cent. Nunavut has the largest proportion of Aboriginal employees overall, at 28.7 per cent.

Among the provinces, employees with disabilities range from a low of 3.2 per cent in Quebec (excluding the NCR) to a high of 9.2 per cent in Prince Edward Island. The lowest proportion overall is in Nunavut (1.3 per cent).

British Columbia, as it has for many years, leads all provinces with 12.3 per cent representation of visible minorities in the public service workforce. Ontario (excluding the NCR) is the only other area with a double-digit representation (11.1 per cent). Newfoundland and Labrador continues to be the only province in which the representation of visible minorities in the public service workforce is below 1 per cent.

**Figure 17**

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 and Labrador	41.7	4.0	4.8	0.9
Prince Edward Island	61.8	2.5	9.2	1.8
Nova Scotia	40.7	2.5	7.1	4.8
New Brunswick	52.6	2.8	4.8	1.2
Quebec (excl. NCR)	50.4	1.5	3.2	4.4
NCR	55.5	3.0	5.4	7.9
Ontario (excl. NCR)	55.0	3.8	7.2	11.1
Manitoba	54.9	11.4	6.4	5.9
Saskatchewan	53.1	12.0	5.4	3.1
Alberta	54.0	7.3	6.2	6.8
British Columbia	48.2	4.9	6.2	12.3
Yukon	63.8	18.5	7.0	1.7
Northwest Territories	54.8	22.2	5.0	3.9
Nunavut	51.6	28.7	1.3	3.2

### Salary

Table 7 presents the distribution of designated groups by salary as at March 31, 2003. All four groups showed a slight increase in the proportion of employees earning \$50,000 or more.

More than half (51.4 per cent) of federal public service employees earn \$50,000 or more, up 6.2 percentage points from last year. Among earners of \$50,000 or more, the proportion of women rose to 41.9 per cent, up from 38.7 per cent a year ago and 36.3 per cent two years ago; the proportion of Aboriginal employees

rose to 3.2 per cent from 3.0 per cent; the proportion of persons with disabilities rose to 5.0 per cent from 4.6 per cent; and the proportion of persons in a visible minority group rose to 7.3 per cent from 6.7 per cent.

Within each of the designated groups, the percentage of members of each group earning \$50,000 or more also increased, as follows: the percentage of women increased by 7.6 percentage points, from 33.3 per cent to 40.9 per cent; the percentage of Aboriginal employees increased to 42.0 per cent from 36.1 per cent; the percentage of employees with

disabilities increased to 45.7 per cent from 39.5 per cent; and the percentage of employees in a visible minority group increased to 51.2 per cent from 44.4 per cent. The higher proportion of visible minorities earning \$50,000 or more is due largely to their heavy representation in the Scientific and Professional category.

## Hirings

Tables 8 to 10 provide hiring figures for the federal Public Service. The figures include persons added to the federal public service payroll between April 1, 2002, and March 31, 2003, and comprise indeterminate employees, students, casual employees, and other persons whose terms of three months or less have been extended. (See the Technical Notes at the end of this chapter.)

Overall hiring into the Public Service has decreased from 17,387 to 16,420 employees. Compared with last year, only persons with disabilities show an increase in their share of hires, from 2.8 per cent to 3.1 per cent. Women continue to account for the majority of new hires, though the proportion has dropped to 55.9 per cent from 56.8 per cent the year before. Persons in a visible minority group make up 9.5 per cent of new hires, compared with 10.0 per cent last year, while Aboriginal peoples remained the same at 4.5 per cent.

Most women (39.6 per cent, down from 42.8 per cent in 2001–02) continue to enter the federal Public Service via the Administrative Support category, where nearly 8 in 10 of the new entrants are women. The proportion of women entering the Public Service via the Scientific and Professional category rose again in the past year to 15.0 per cent, compared with 13.1 per cent a year earlier. Almost 44 per cent of hires into the Executive category (entries from outside the Public Service) were women (36 of 82).

There is a much smaller intake from the other designated groups (8 or close to 10 per cent for Aboriginal peoples and 7 for persons in a visible minority group). There are no external hires for persons with disabilities into the Executive category.

While most people continue to enter the federal Public Service as term employees, the proportion continues to drop, as it has over the past few years. The rate in 2002–03 was 66.3 per cent, down from 71.5 per cent the year before and 77.7 per cent two years ago. Conversely, the share of indeterminate employees among new hires has been increasing: 32.1 per cent in 2002–03, compared to 28.1 per cent the year before and 21.0 per cent two years ago. In 2002–03, 29.8 per cent of women, 38.5 per cent of Aboriginal peoples, 29.8 per cent of persons with

disabilities, and 37.9 per cent of persons in a visible minority group were hired for an indeterminate period, all improvements over last year.

Almost half of all new women employees were hired in the NCR. The percentage for Aboriginal peoples is lower, at 29.6 per cent, but slightly higher for employees with disabilities (51.2 per cent) and members of a visible minority group (51.4 per cent).

Excluding the NCR, Ontario leads all areas in the number of women hired (1,071). The proportion of women among new hires was highest in Newfoundland and Labrador, where just over 6 in 10 new employees are female. The prairie provinces continue to lead in the hiring of Aboriginal employees, with 31.6 per cent of all new Aboriginal hires, twice the proportion of all new employees hired there (14.0 per cent).

British Columbia accounted for 8.0 per cent of all new hires but almost 15.0 per cent of its intake were persons in a visible minority group.

### Promotions

Promotions constitute appointments to positions at higher maximum levels of pay. (See the Technical Notes at the end of this chapter.) Tables 11 to 13 provide information on promotions in 2002–03.

All four designated groups saw an increase in their share of promotions in 2002–03. For three of the four groups, the share of promotions is higher than internal representation. For the fourth group, persons with disabilities, the promotion share of 4.9 per cent is below their overall representation of 5.6 per cent, a situation similar to last year.

For Aboriginal employees and persons in visible minority groups, the variances between promotional share and internal representation are slight. Aboriginal employees, with 3.9 per cent internal representation, receive 4.1 per cent of all promotions. Visible minorities, with an internal representation of 7.4 per cent, earn 9.4 per cent of all promotions. Women, with an internal representation of 52.8 per cent, earn 61.0 per cent of all promotions.

For the federal Public Service as a whole, 90.7 per cent of promotions during 2002–03 were awarded to indeterminate employees, a marginal increase from the previous year. Similarly, among the designated groups, the overwhelming majority of promotions were awarded to indeterminate employees.

The highest number of promotions for all four designated groups, as in the federal Public Service as a whole, involved movements to or within the Administration and Foreign Service



category, accounting for more than half of all promotions for each group: women, 59.4 per cent; Aboriginal peoples, 58.6 per cent; persons with disabilities, 56.1 per cent; and persons in a visible minority group, 53.3 per cent — all increases from a year earlier. Slightly less than one-quarter of all promotions attained by visible minorities involved movements to or within the Scientific and Professional category.

Over half (53.3 per cent) of all promotions were in the NCR, down slightly from the year before. For all designated groups, there were slight increases in the percentage of promotions received outside the NCR.

## Separations

The final three tables, 14 to 16, present information on separations — persons removed from the federal public service payroll. Separations include employees whose appointment for a term or specified period ended during the 2002–03 fiscal year. There were 11,546 separations this year, up slightly from 11,192 a year ago.

Seven in ten of all separations (70.9 per cent) involved persons in the designated groups, compared with 69.3 per cent last year. There was virtually no change in the percentage of women among employees leaving the federal Public Service

(53.7 per cent in 2002–03 versus 53.9 per cent the year before), and similarly small differences exist for the other three designated groups.

The ratio of total separations to total employees was lowest in Prince Edward Island (4.0 per cent) and highest in Saskatchewan (9.2 per cent). The Alternative Delivery Initiative<sup>1</sup> in 2002–03 accounted for significant separations in the territories, especially in Yukon where the entire workforce was affected.

Most separations occurred from the Administrative Support category (3,618 or 31.3 per cent), surpassing those from the largest category, Administration and Foreign Service, with 3,156 or 27.3 per cent. This pattern existed for all designated groups, although the numbers for persons with disabilities were virtually identical.

Women accounted for 78.9 per cent and 54.4 per cent respectively of all separations from the Administrative Support and Administration and Foreign Service categories, in which they are heavily represented.

The separation share for persons in a visible minority group was highest (9.8 per cent) in the Scientific and Professional category, where they are more heavily concentrated. This compares to 9.1 per cent the year before.

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1. This is the transfer of any work, undertaking or business of the Public Service to any body or corporation that is a separate employer or that is outside the Public Service.

Term separations exceeded indeterminate separations for all designated groups except persons with disabilities, where 58.0 per cent of all departures were indeterminate employees. More than twice as many visible minority term employees, compared with indeterminate employees, were among separations from the federal Public Service.

### Technical Notes

The tables in this chapter provide statistics on the designated groups in the federal Public Service as at March 31, 2003. They include summary data on women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group, as well as tables on hirings, promotions and separations of persons in these groups.

### Federal Public Service

Treasury Board is the employer for 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 total number of employees in the federal Public Service as at March 31, 2003, is 168,863. This is an increase of 4,643 persons, or 2.8 per cent, from March 31, 2002.

Employees are classified according to the following categories:

Indeterminate, terms of three months or more, and seasonal	163,314*
Terms of fewer than three months	840
Casual employees	4,709
<b>Total</b>	<b>168,863</b>

\* According to the Position and Classification Information System, the total population of the federal Public Service as at March 31, 2003, is 163,287, compared with 163,314 in the Incumbent System, which information in this report is based on.

### Report Coverage

This report includes information on indeterminate employees, term employees of three months or more and seasonal employees, with the exception of those seasonal employees who are on leave without pay at the end of March. Due to their rapid turnover, no information is reported on students or casual employees except in the case of hiring. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables. In some smaller departments, their exclusion may affect the representation of designated groups.

Statistics in this document also exclude Governor in Council appointees, ministerial staff, federal judges, and deputy ministers, who 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, 2002, and ending March 31, 2003.

### **Federal Departments and Agencies**

The *Employment Equity Act* prescribes that this report cover the portions of the Public Service of Canada set out in Part I of Schedule I of the PSSRA. Under the PSSRA I-I, the federal Public Service comprises more than 70 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 large departments with more than 3,000 employees to small institutions with fewer than 100 employees and some with 10 or fewer. Some departments have employees in all provinces and territories while others are located only in the NCR. 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” to include persons hired for a fixed duration of at least three months, traditionally referred to as term employees. Federal public service 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 less than three months are not part of the population under the *Employment Equity Act*, they are not included in this report. Some persons who are initially hired as short-term employees, however, become long-term or indeterminate employees. When this change in status occurs and the employee is not given an opportunity to self-identify (the process by which persons voluntarily identify themselves as members of one or more of the minority-designated groups or confirm that they are not), designated group representation may be under-reported. For this reason, departments and agencies have been collecting self-identification information from everyone added to the federal public service payroll.

## Data on Persons in the Designated Groups

To assure consistency in the data presented in this chapter, the Treasury Board of Canada Secretariat (the 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, which is maintained by the Secretariat. Information derived from these two sources does not always harmonize exactly with information from departmental sources.

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) are derived from the Incumbent File and one of its subsets, the Mobility File. Data on promotions come from the Appointments File, which is 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 depend on the willingness of employees to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department (including those engaged as students or casual employees) and during departmental self-identification censuses and other campaigns. They may complete a self-identification form (available from employment equity co-ordinators in the department) at any time.

## Terminology

**“Hirings”** refers to the number of persons added to the employee population in the past fiscal year. This includes indeterminate and seasonal employees, those with terms of three months or more, and students and casual employees whose employment status has changed (to indeterminate, term of three months or more, or seasonal). “Hiring” measures the flow of employees into the federal Public Service; it may include more than one staffing action for term employees.

**“Promotions”** refers to the number of appointments to positions at higher maximum pay levels, either within the same occupational group or subgroup or in another group or subgroup.

**“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 past fiscal year. 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 or whose specified employment period (term) ended. While people on leave without pay are excluded from the population counts derived from the pay-driven Incumbent File, they are 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 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 representation figures.

**“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. Estimates for women, Aboriginal peoples and persons in a visible minority group derive from statistics collected in the Census of Canada. Those for persons with disabilities derive from data in surveys, such as the Health and Activity Limitation Survey (1991) and the Participation and Activity Limitation Survey (2001). These are also collected by Statistics Canada.

**“Benchmarks,”** like targets, are established to measure progress toward goals that an organization has set for itself. Benchmarks take into account the realities of an organization’s operations and, in the case of the Public Service, complement the concept of merit by ensuring that the public service workforce is qualified and representative, reflecting the diversity of Canadian society and the pools from which employees are drawn.

**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, 2003	163,314	52.8	86,162	52.8	6,426	3.9	9,155	5.6	12,058	7.4
As at March 31, 2002	157,510	52.5	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8
As at March 31, 2001	149,339	52.1	77,785	52.1	5,316	3.6	7,621	5.1	9,143	6.1
As at March 31, 2000* (Revenue Canada excluded)	141,253	51.4	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5
As at March 31, 1999 (Revenue Canada included)	178,340	51.5	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831	50.5	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
As at March 31, 1997	186,378	49.5	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As at March 31, 1996	201,009	48.2	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As at March 31, 1995	217,784	47.4	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As at March 31, 1994	224,640	47.0	105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As at March 31, 1993	221,114	46.1	102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability 1996 Census		48.7		48.7		1.7		4.8		8.7

\* Revenue Canada became Canada Customs and Revenue Agency on November 1, 1999.

**Note**

The data in this and other tables in this report cover employees identified for the purpose 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.

Source: Incumbent System

**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, 2003**

	Type of Employment											
	All employees			Indeterminate			Term >= 3 Months			Seasonal		
	#	%	Gender	#	%	Gender	#	%	Gender	#	%	Gender
<b>Federal Public Service</b>												
Total	163,314	100.0	100.0	141,891	100.0	100.0	20,782	100.0	100.0	641	100.0	100.0
Women	86,162	52.8	52.8	73,626	51.9	51.9	12,316	59.3	59.3	220	34.3	34.3
Men	77,152	47.2	47.2	68,265	48.1	48.1	8,466	40.7	40.7	421	65.7	65.7
<b>Aboriginal Peoples</b>												
Total	6,426	3.9	100.0	5,561	3.9	100.0	827	4.0	100.0	38	5.9	100.0
Women	3,910	4.5	60.8	3,323	4.5	59.8	571	4.6	69.0	16	7.3	42.1
Men	2,516	3.3	39.2	2,238	3.3	40.2	256	3.0	31.0	22	5.2	57.9
<b>Persons with Disabilities</b>												
Total	9,155	5.6	100.0	8,385	5.9	100.0	746	3.6	100.0	24	3.7	100.0
Women	4,592	5.3	50.2	4,165	5.7	49.7	420	3.4	56.3	7	3.2	29.2
Men	4,563	5.9	49.8	4,220	6.2	50.3	326	3.9	43.7	17	4.0	70.8
<b>Persons in a Visible Minority Group</b>												
Total	12,058	7.4	100.0	10,115	7.1	100.0	1,929	9.3	100.0	14	2.2	100.0
Women	6,509	7.6	54.0	5,300	7.2	52.4	1,203	9.8	62.4	6	2.7	42.9
Men	5,549	7.2	46.0	4,815	7.1	47.6	726	8.6	37.6	8	1.9	57.1

**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, 2003**

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	4,209	33.8	1,424	2.7	114	193	177	4.6	177	4.2
Scientific and Professional	4	25.0	1	0.0	0	0	0	0.0	0	0.0
AC Actuarial Science	7	14.3	1	14.3	1	1	0	14.3	0	0.0
AG Agriculture	237	25.3	60	2.1	5	6	28	2.5	28	11.8
AR Architecture and Town Planning	188	31.9	60	1.1	2	4	35	2.1	35	18.6
AU Auditing	1,747	40.8	712	1.8	31	54	191	3.1	191	10.9
BI Biological Sciences	422	38.9	164	0.5	2	8	93	1.9	93	22.0
CH Chemistry	11	0.0	0	0.0	0	1	0	9.1	0	0.0
DE Dentistry	564	15.6	88	0.2	1	9	71	1.6	71	12.6
DS Defence Scientific Service	737	60.2	444	10.0	74	27	51	3.7	51	6.9
ED Education	2,577	13.6	351	1.3	34	82	414	3.2	414	16.1
EN Engineering and Land Survey	5,396	44.7	2,411	2.2	119	238	674	4.4	674	12.5
ES Economics, Sociology and Statistics	96	19.8	19	1.0	1	5	3	5.2	3	3.1
FO Forestry	131	40.5	53	1.5	2	4	3	3.1	3	2.3
HR Historical Research	2,574	50.9	1,310	2.6	68	134	207	5.2	207	8.0
LA Law	426	73.2	312	2.1	9	21	28	4.9	28	6.6
LS Library Science	341	37.2	127	0.0	0	16	53	4.7	53	15.5
MA Mathematics	248	33.9	84	1.2	3	13	28	5.2	28	11.3
MD Medicine	522	16.7	87	0.6	3	14	36	2.7	36	6.9
MT Meteorology	37	100.0	37	5.4	2	0	0	0.0	0	0.0
ND Nutrition and Dietetics	1,541	84.4	1,300	8.4	129	42	114	2.7	114	7.4
NU Nursing	49	79.6	39	0.0	0	0	3	0.0	3	6.1
OP Occupational and Physical Therapy	1,924	36.9	709	1.9	37	55	168	2.9	168	8.7
PC Physical Sciences	14	64.3	9	0.0	0	0	1	0.0	1	7.1
PH Pharmacy	325	49.2	160	0.6	2	12	18	3.7	18	5.5
PS Psychology	1,867	16.2	303	0.4	8	51	295	2.7	295	15.8
SE Scientific Research	595	47.7	284	0.5	3	25	88	4.2	88	14.8
SG Scientific Regulation	50	74.0	37	8.0	4	2	1	4.0	1	2.0
SW Social Work	211	14.2	30	0.5	1	5	26	2.4	26	12.3
UT University Teaching	39	51.3	20	0.0	0	2	4	5.1	4	10.3
VM Veterinary Medicine										
<b>Total</b>	<b>22,880</b>	<b>40.3</b>	<b>9,212</b>	<b>2.4</b>	<b>541</b>	<b>831</b>	<b>2,633</b>	<b>3.6</b>	<b>2,633</b>	<b>11.5</b>



Administration and Foreign Service										
AS	Administrative Services	19,965	14,794	74.1	790	4.0	1,118	5.6	1,027	5.1
CA	Career Assignment Program	150	84	56.0	16	10.7	11	7.3	38	25.3
CO	Commerce	2,974	1,203	40.5	89	3.0	129	4.3	220	7.4
CS	Computer Systems Administration	11,004	3,303	30.0	216	2.0	529	4.8	1,191	10.8
FI	Financial Administration	3,039	1,531	50.4	83	2.7	135	4.4	400	13.2
FS	Foreign Service	1,130	404	35.8	17	1.5	39	3.5	113	10.0
IS	Information Services	2,634	1,789	67.9	75	2.8	115	4.4	133	5.0
MM	Management Trainee	185	114	61.6	1	0.5	9	4.9	23	12.4
OM	Organization and Methods	218	135	61.9	3	1.4	12	5.5	8	3.7
PE	Personnel Administration	3,227	2,359	73.1	158	4.9	299	9.3	283	8.8
PG	Purchasing and Supply	2,339	1,184	50.6	74	3.2	147	6.3	167	7.1
PM	Program Administration	17,010	10,855	63.8	1,004	5.9	1,207	7.1	1,182	6.9
TR	Translation	1,139	764	67.1	2	0.2	39	3.4	32	2.8
WP	Welfare Program	2,375	1,279	53.9	162	6.8	174	7.3	134	5.6
<b>Total</b>		<b>67,389</b>	<b>39,798</b>	<b>59.1</b>	<b>2,690</b>	<b>4.0</b>	<b>3,963</b>	<b>5.9</b>	<b>4,951</b>	<b>7.3</b>
Technical										
AI	Air Traffic Control	13	1	7.7	0	0.0	0	0.0	1	7.7
AO	Aircraft Operations	518	42	8.1	10	1.9	9	1.7	13	2.5
DD	Drafting and Illustration	240	90	37.5	4	1.7	19	7.9	19	7.9
EG	Engineering and Scientific Support	6,287	1,738	27.6	144	2.3	264	4.2	343	5.5
EL	Electronics	1,147	40	3.5	22	1.9	51	4.4	40	3.5
EU	Educational Support	25	22	88.0	4	16.0	0	0.0	0	0.0
GT	General Technical	2,081	588	28.3	97	4.7	102	4.9	59	2.8
PI	Primary Products Inspection	240	50	20.8	9	3.8	22	9.2	14	5.8
PY	Photography	19	4	21.1	0	0.0	1	5.3	0	0.0
RO	Radio Operations	348	62	17.8	12	3.4	14	4.0	4	1.1
SI	Social Science Support	3,474	2,186	62.9	141	4.1	198	5.7	252	7.3
SO	Ships' Officers	999	61	6.1	23	2.3	18	1.8	12	1.2
TE	RCMP Special Group	722	416	57.6	3	0.4	4	0.6	6	0.8
TI	Technical Inspection	1,444	145	10.0	33	2.3	57	3.9	117	8.1
<b>Total</b>		<b>17,557</b>	<b>5,445</b>	<b>31.0</b>	<b>502</b>	<b>2.9</b>	<b>759</b>	<b>4.3</b>	<b>880</b>	<b>5.0</b>
Administrative Support										
CM	Communications	71	23	32.4	1	1.4	5	7.0	0	0.0
CR	Clerical and Regulatory	30,179	24,912	82.5	1,525	5.1	2,353	7.8	2,582	8.6
DA	Data Processing	383	234	61.1	14	3.7	25	6.5	29	7.6
OE	Office Equipment Operation	22	12	54.5	1	4.5	5	22.7	1	4.5
ST	Secretarial, Stenographic, Typing	1,931	1,893	98.0	71	3.7	111	5.7	129	6.7
<b>Total</b>		<b>32,586</b>	<b>27,074</b>	<b>83.1</b>	<b>1,612</b>	<b>4.9</b>	<b>2,499</b>	<b>7.7</b>	<b>2,741</b>	<b>8.4</b>

**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, 2003

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Operational										
CX Correctional Services	6,169	23.1	1,427	23.1	582	9.4	258	4.2	300	4.9
FR Firefighters	405	1.7	7	1.7	12	3.0	10	2.5	4	1.0
GL General Labour and Trades	5,162	4.2	218	4.2	158	3.1	268	5.2	102	2.0
GS General Services	3,068	34.8	1,069	34.8	113	3.7	201	6.6	128	4.2
HP Heat, Power and Stationary Plant Operation	478	0.6	3	0.6	9	1.9	35	7.3	25	5.2
HS Hospital Services	637	56.8	362	56.8	47	7.4	23	3.6	60	9.4
LI Lightkeepers	110	3.6	4	3.6	4	3.6	1	0.9	0	0.0
PR Printing Operations	47	25.5	12	25.5	1	2.1	2	4.3	3	6.4
SC Ships' Crews	1,288	5.4	70	5.4	23	1.8	47	3.6	28	2.2
SR Ship Repair	1,329	2.8	37	2.8	18	1.4	65	4.9	26	2.0
<b>Total</b>	<b>18,693</b>	<b>17.2</b>	<b>3,209</b>	<b>17.2</b>	<b>967</b>	<b>5.2</b>	<b>910</b>	<b>4.9</b>	<b>676</b>	<b>3.6</b>
<b>TOTAL FEDERAL PUBLIC SERVICE</b>	<b>163,314</b>	<b>86,162</b>	<b>52.8</b>	<b>6,426</b>	<b>3.9</b>	<b>9,155</b>	<b>5.6</b>	<b>12,058</b>	<b>7.4</b>	

**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, 2003**

Occupational Category	Age Group		All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%	#	%
Executive	25-29		3	100.0	1	33.3	0	0.0	0	0.0	0	0.0
	30-34		49	32.7	3	6.1	0	0.0	3	6.1	3	6.1
	35-39		206	47.6	9	4.4	3	1.5	16	7.8	16	7.8
	40-44		557	44.3	22	3.9	26	4.7	37	6.6	37	6.6
	45-49		926	42.3	31	3.3	32	3.5	29	3.1	29	3.1
	50-54		1,431	34.9	32	2.2	81	5.7	50	3.5	50	3.5
	55-59		838	17.3	11	1.3	39	4.7	31	3.7	31	3.7
	60-64		175	12.6	4	2.3	8	4.6	8	4.6	8	4.6
	65-69		23	8.7	1	4.3	4	17.4	3	13.0	3	13.0
	70+		1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>		<b>4,209</b>	<b>33.8</b>	<b>114</b>	<b>2.7</b>	<b>193</b>	<b>4.6</b>	<b>177</b>	<b>4.2</b>	<b>177</b>	<b>4.2</b>	
Scientific and Professional	20-24		230	61.3	5	2.2	4	1.7	36	15.7	36	15.7
	25-29		2,147	55.7	63	2.9	35	1.6	289	13.5	289	13.5
	30-34		2,843	50.9	85	3.0	58	2.0	358	12.6	358	12.6
	35-39		3,237	46.0	94	2.9	93	2.9	375	11.6	375	11.6
	40-44		3,635	42.3	89	2.4	123	3.4	385	10.6	385	10.6
	45-49		3,752	38.4	78	2.1	170	4.5	335	8.9	335	8.9
	50-54		3,678	32.5	73	2.0	186	5.1	316	8.6	316	8.6
	55-59		2,256	25.6	40	1.8	114	5.1	272	12.1	272	12.1
	60-64		866	17.9	12	1.4	38	4.4	194	22.4	194	22.4
	65-69		186	15.1	2	1.1	8	4.3	61	32.8	61	32.8
70+		50	8.0	0	0.0	2	4.0	12	24.0	12	24.0	
<b>Total</b>		<b>22,880</b>	<b>40.3</b>	<b>541</b>	<b>2.4</b>	<b>831</b>	<b>3.6</b>	<b>2,633</b>	<b>11.5</b>	<b>2,633</b>	<b>11.5</b>	

**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, 2003

Occupational Category	Age Group		All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group		
	#	%	#	%	#	%	#	%	#	%	#	%	
Administrative and Foreign Service	16-19		1	100.0	1	0	0.0	0	0.0	0	0.0	0	0.0
	20-24		1,368	57.1	781	46	3.4	13	1.0	152	11.1	152	11.1
	25-29		5,657	58.1	3,289	212	3.7	133	2.4	742	13.1	742	13.1
	30-34		6,975	57.8	4,031	390	5.6	202	2.9	756	10.8	756	10.8
	35-39		8,851	60.3	5,335	452	5.1	363	4.1	845	9.5	845	9.5
	40-44		11,647	64.6	7,529	457	3.9	659	5.7	774	6.6	774	6.6
	45-49		13,505	64.1	8,660	521	3.9	922	6.8	621	4.6	621	4.6
	50-54		12,698	55.1	7,000	398	3.1	1,078	8.5	550	4.3	550	4.3
	55-59		5,280	48.6	2,564	166	3.1	463	8.8	346	6.6	346	6.6
	60-64		1,222	45.0	550	42	3.4	121	9.9	143	11.7	143	11.7
65-69		151	33.1	50	6	4.0	5	3.3	19	12.6	19	12.6	
70+		34	23.5	8	0	0.0	4	11.8	3	8.8	3	8.8	
<b>Total</b>		<b>67,389</b>	<b>59.1</b>	<b>39,798</b>	<b>2,690</b>	<b>4.0</b>	<b>3,963</b>	<b>5.9</b>	<b>4,951</b>	<b>7.3</b>	<b>4,951</b>	<b>7.3</b>	
Technical	16-19		13	15.4	2	0	0.0	0	0.0	0	0.0	0	0.0
	20-24		405	49.6	201	14	3.5	7	1.7	17	4.2	17	4.2
	25-29		1,403	53.2	746	52	3.7	27	1.9	89	6.3	89	6.3
	30-34		1,613	45.2	729	74	4.6	34	2.1	104	6.4	104	6.4
	35-39		2,107	36.8	776	67	3.2	68	3.2	118	5.6	118	5.6
	40-44		3,094	30.2	934	88	2.8	113	3.7	152	4.9	152	4.9
	45-49		3,498	28.0	981	94	2.7	194	5.5	131	3.7	131	3.7
	50-54		3,203	22.9	733	71	2.2	198	6.2	124	3.9	124	3.9
	55-59		1,640	16.5	271	30	1.8	88	5.4	87	5.3	87	5.3
	60-64		478	14.2	68	9	1.9	24	5.0	43	9.0	43	9.0
65-69		90	4.4	4	3	3.3	5	5.6	15	16.7	15	16.7	
70+		13	0.0	0	0	0.0	1	7.7	0	0.0	0	0.0	
<b>Total</b>		<b>17,557</b>	<b>31.0</b>	<b>5,445</b>	<b>502</b>	<b>2.9</b>	<b>759</b>	<b>4.3</b>	<b>880</b>	<b>5.0</b>	<b>880</b>	<b>5.0</b>	

Administrative Support										
16-19	43	29	67.4	2	4.7	0	0.0	1	2.3	
20-24	1,146	912	79.6	69	6.0	23	2.0	92	8.0	
25-29	2,580	2,041	79.1	166	6.4	79	3.1	373	14.5	
30-34	3,029	2,426	80.1	227	7.5	149	4.9	368	12.1	
35-39	4,086	3,395	83.1	265	6.5	249	6.1	358	8.8	
40-44	5,838	5,048	86.5	289	5.0	434	7.4	389	6.7	
45-49	6,500	5,435	83.6	278	4.3	561	8.6	374	5.8	
50-54	5,552	4,541	81.8	208	3.7	590	10.6	361	6.5	
55-59	2,790	2,387	85.6	79	2.8	296	10.6	261	9.4	
60-64	854	723	84.7	26	3.0	102	11.9	130	15.2	
65-69	140	114	81.4	3	2.1	14	10.0	29	20.7	
70+	28	23	82.1	0	0.0	2	7.1	5	17.9	
<b>Total</b>	<b>32,586</b>	<b>27,074</b>	<b>83.1</b>	<b>1,612</b>	<b>4.9</b>	<b>2,499</b>	<b>7.7</b>	<b>2,741</b>	<b>8.4</b>	
Operational										
16-19	8	2	25.0	0	0.0	0	0.0	0	0.0	
20-24	401	126	31.4	36	9.0	8	2.0	34	8.5	
25-29	1,236	377	30.5	109	8.8	31	2.5	82	6.6	
30-34	1,759	481	27.3	167	9.5	46	2.6	86	4.9	
35-39	2,119	467	22.0	158	7.5	81	3.8	78	3.7	
40-44	3,277	585	17.9	145	4.4	128	3.9	86	2.6	
45-49	3,962	495	12.5	163	4.1	240	6.1	101	2.5	
50-54	3,341	342	10.2	97	2.9	217	6.5	119	3.6	
55-59	1,909	230	12.0	63	3.3	115	6.0	64	3.4	
60-64	584	87	14.9	25	4.3	34	5.8	22	3.8	
65-69	82	14	17.1	3	3.7	8	9.8	4	4.9	
70+	15	3	20.0	1	6.7	2	13.3	0	0.0	
<b>Total</b>	<b>18,693</b>	<b>3,209</b>	<b>17.2</b>	<b>967</b>	<b>5.2</b>	<b>910</b>	<b>4.9</b>	<b>676</b>	<b>3.6</b>	
Federal Public Service										
16-19	65	34	52.3	2	3.1	0	0.0	1	1.5	
20-24	3,550	2,161	60.9	170	4.8	55	1.5	331	9.3	
25-29	13,026	7,651	58.7	603	4.6	305	2.3	1,575	12.1	
30-34	16,268	9,131	56.1	946	5.8	489	3.0	1,675	10.3	
35-39	20,606	11,561	56.1	1,045	5.1	857	4.2	1,790	8.7	
40-44	28,048	15,882	56.6	1,090	3.9	1,483	5.3	1,823	6.5	
45-49	32,143	17,402	54.1	1,165	3.6	2,119	6.6	1,591	4.9	
50-54	29,903	14,310	47.9	879	2.9	2,350	7.9	1,520	5.1	
55-59	14,713	6,175	42.0	389	2.6	1,115	7.6	1,061	7.2	
60-64	4,179	1,605	38.4	118	2.8	327	7.8	540	12.9	
65-69	672	212	31.5	18	2.7	44	6.5	131	19.5	
70+	141	38	27.0	1	0.7	11	7.8	20	14.2	
<b>TOTAL FEDERAL PUBLIC SERVICE</b>	<b>163,314</b>	<b>86,162</b>	<b>52.8</b>	<b>6,426</b>	<b>3.9</b>	<b>9,155</b>	<b>5.6</b>	<b>12,058</b>	<b>7.4</b>	

**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, 2003

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Human Resources Development Canada	23,434	69.8	16,363	69.8	831	3.5	1,861	7.9	1,749	7.5
National Defence*	18,909	37.6	7,102	37.6	430	2.3	1,066	5.6	883	4.7
Correctional Service Canada	14,303	41.6	5,946	41.6	938	6.6	755	5.3	662	4.6
Public Works and Government Services Canada	12,750	50.7	6,467	50.7	298	2.3	686	5.4	981	7.7
Fisheries and Oceans Canada†	10,062	30.5	3,067	30.5	318	3.2	465	4.6	385	3.8
Health Canada	8,506	65.8	5,599	65.8	576	6.8	380	4.5	1,017	12.0
Statistics Canada	5,833	51.2	2,989	51.2	122	2.1	323	5.5	641	11.0
Agriculture and Agri-Food Canada†	5,772	45.0	2,597	45.0	131	2.3	238	4.1	385	6.7
Industry Canada	5,629	49.1	2,765	49.1	125	2.2	284	5.0	506	9.0
Environment Canada	5,499	41.1	2,258	41.1	123	2.2	240	4.4	491	8.9
Citizenship and Immigration Canada	5,117	63.7	3,261	63.7	119	2.3	298	5.8	715	14.0
Department of Justice Canada	4,734	64.8	3,067	64.8	163	3.4	251	5.3	421	8.9
Royal Canadian Mounted Police (Civilian Staff)	4,631	77.3	3,579	77.3	183	4.0	232	5.0	242	5.2
Transport Canada	4,495	41.1	1,846	41.1	107	2.4	206	4.6	358	8.0
Natural Resources Canada	4,408	38.1	1,679	38.1	103	2.3	187	4.2	375	8.5
Department of Foreign Affairs and International Trade	3,799	48.3	1,836	48.3	92	2.4	181	4.8	289	7.6
Indian and Northern Affairs Canada	3,656	62.6	2,289	62.6	1,144	31.3	239	6.5	197	5.4
Veterans Affairs Canada	3,511	69.6	2,444	69.6	110	3.1	309	8.8	264	7.5
Canadian Heritage	1,924	67.8	1,304	67.8	74	3.8	88	4.6	154	8.0
Canadian International Development Agency	1,548	59.6	923	59.6	35	2.3	56	3.6	130	8.4
Public Service Commission of Canada	1,534	67.5	1,035	67.5	52	3.4	122	8.0	174	11.3
Passport Office	1,219	71.3	869	71.3	25	2.1	43	3.5	125	10.3
Treasury Board of Canada Secretariat	1,068	59.3	633	59.3	20	1.9	82	7.7	88	8.2
Department of Finance Canada	1,034	50.2	519	50.2	12	1.2	34	3.3	72	7.0
Immigration and Refugee Board	946	67.5	639	67.5	22	2.3	44	4.7	207	21.9
Privy Council Office	724	58.3	422	58.3	22	3.0	26	3.6	36	5.0
National Archives of Canada	658	50.5	332	50.5	19	2.9	37	5.6	26	4.0
Canadian Grain Commission	609	34.8	212	34.8	30	4.9	47	7.7	49	8.0
Atlantic Canada Opportunities Agency	602	56.0	337	56.0	12	2.0	21	3.5	9	1.5
Canadian Space Agency	518	38.0	197	38.0	5	1.0	8	1.5	56	10.8
National Library of Canada	493	65.3	322	65.3	15	3.0	32	6.5	28	5.7
Registry of the Federal Court of Canada	458	67.2	308	67.2	10	2.2	29	6.3	41	9.0
Communication Canada	438	59.1	259	59.1	11	2.5	11	2.5	17	3.9
Economic Development Agency of Canada for the Regions of Quebec	413	55.7	230	55.7	7	1.7	13	3.1	23	5.6
Canadian Radio-television and Telecommunications Commission	403	57.1	230	57.1	9	2.2	34	8.4	19	4.7
Western Economic Diversification Canada	354	56.8	201	56.8	20	5.6	25	7.1	39	11.0

National Parole Board	309	238	77.0	15	4.9	17	5.5	17	5.5
Office of the Chief Electoral Officer	296	142	48.0	13	4.4	19	6.4	16	5.4
Solicitor General Canada	276	162	58.7	13	4.7	13	4.7	14	5.1
Canadian Transportation Agency	262	153	58.4	5	1.9	17	6.5	12	4.6
Canadian Human Rights Commission	212	139	65.6	9	4.2	28	13.2	18	8.5
Transportation Safety Board of Canada	209	65	31.1	1	0.5	11	5.3	23	11.0
Canadian Centre for Management Development	188	127	67.6	8	4.3	7	3.7	9	4.8
Office of the Registrar of the Supreme Court of Canada	157	105	66.9	8	5.1	11	7.0	14	8.9
Office of the Secretary of the Governor General	152	94	61.8	1	0.7	13	8.6	7	4.6
Offices of the Information and Privacy Commissioners	147	91	61.9	4	2.7	13	8.8	7	4.8
Office of the Commissioner of Official Languages	129	82	63.6	6	4.7	5	3.9	1	0.8
Tax Court of Canada	119	76	63.9	5	4.2	8	6.7	8	6.7
Status of Women Canada	116	109	94.0	3	2.6	10	8.6	14	12.1
Canadian Environmental Assessment Agency	108	61	56.5	6	5.6	1	0.9	7	6.5
Canada Industrial Relations Board	94	64	68.1	1	1.1	4	4.3	9	9.6
Canadian International Trade Tribunal	80	42	52.5	0	0.0	3	3.8	4	5.0
Office of the Commissioner for Federal Judicial Affairs	57	40	70.2	4	7.0	3	5.3	2	3.5
Canadian Dairy Commission	56	32	57.1	1	1.8	0	0.0	7	12.5
Office of Indian Residential Schools Resolution of Canada	56	35	62.5	6	10.7	5	8.9	2	3.6
Royal Canadian Mounted Police Public Complaints Commission	39	27	69.2	1	2.6	3	7.7	1	2.6
Patented Medicine Prices Review Board Canada	35	20	57.1	0	0.0	3	8.6	2	5.7
Canadian Forces Grievance Board	33	23	69.7	1	3.0	0	0.0	2	6.1
International Joint Commission	32	12	37.5	0	0.0	2	6.3	1	3.1
Hazardous Materials Information Review Commission Canada	27	14	51.9	0	0.0	1	3.7	2	7.4
Canadian Intergovernmental Conference Secretariat	23	12	52.2	0	0.0	0	0.0	0	0.0
Military Police Complaints Commission	22	15	68.2	0	0.0	0	0.0	0	0.0
Canadian Human Rights Tribunal	18	12	66.7	1	5.6	1	5.6	0	0.0
Law Commission of Canada	12	8	66.7	1	8.3	2	16.7	0	0.0
National Farm Products Council	12	7	58.3	0	0.0	0	0.0	0	0.0
Registry of the Competition Tribunal	12	7	58.3	0	0.0	2	16.7	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	10	5	50.0	0	0.0	0	0.0	1	10.0
NAFTA Secretariat, Canadian Section	10	6	60.0	0	0.0	0	0.0	4	40.0
Copyright Board Canada	8	4	50.0	0	0.0	0	0.0	1	12.5
Civil Aviation Tribunal of Canada	4	4	100.0	0	0.0	0	0.0	0	0.0
Royal Canadian Mounted Police External Review Committee	3	2	66.7	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>163,314</b>	<b>86,162</b>	<b>52.8</b>	<b>6,425</b>	<b>3.9</b>	<b>9,155</b>	<b>5.6</b>	<b>12,058</b>	<b>7.4</b>

\* Civilian staff only. Data for members of the Canadian Forces are not included because the Treasury Board is not their employer.

† Fisheries and Oceans Canada data include data for the Canadian Coast Guard.

‡ Data for the Agriculture Canada Prairie Farm Rehabilitation Administration are included.

**Table 6**  
**Distribution of Federal Public Service by Designated Group and Region of Work**  
**PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — as at March 31, 2003**

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,119	41.7	1,301	41.7	124	4.0	151	4.8	29	0.9
Prince Edward Island	1,730	61.8	1,069	61.8	43	2.5	160	9.2	32	1.8
Nova Scotia	8,619	40.7	3,507	40.7	219	2.5	610	7.1	414	4.8
New Brunswick	5,521	52.6	2,902	52.6	154	2.8	267	4.8	69	1.2
Quebec (without the NCR*)	19,362	50.4	9,759	50.4	298	1.5	620	3.2	850	4.4
NCR* (Quebec)	19,292	57.5	11,085	57.5	845	4.4	1,025	5.3	1,322	6.9
NCR*	68,396	55.5	37,932	55.5	2,024	3.0	3,721	5.4	5,378	7.9
Ontario (without the NCR*)	20,535	55.0	11,300	55.0	776	3.8	1,470	7.2	2,281	11.1
NCR* (Ontario)	49,104	54.7	26,847	54.7	1,179	2.4	2,696	5.5	4,056	8.3
Manitoba	6,068	54.9	3,329	54.9	691	11.4	386	6.4	357	5.9
Saskatchewan	4,239	53.1	2,253	53.1	509	12.0	229	5.4	133	3.1
Alberta	8,723	54.0	4,709	54.0	634	7.3	540	6.2	597	6.8
British Columbia	14,572	48.2	7,020	48.2	709	4.9	910	6.2	1,787	12.3
Yukon	287	63.8	183	63.8	53	18.5	20	7.0	5	1.7
Northwest Territories	558	54.8	306	54.8	124	22.2	28	5.0	22	3.9
Nunavut	157	51.6	81	51.6	45	28.7	2	1.3	5	3.2
Outside Canada	1,428	35.8	511	35.8	23	1.6	41	2.9	99	6.9
<b>Total</b>	<b>163,314</b>	<b>52.8</b>	<b>86,162</b>	<b>52.8</b>	<b>6,426</b>	<b>3.9</b>	<b>9,155</b>	<b>5.6</b>	<b>12,058</b>	<b>7.4</b>

\* "NCR" stands for "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, 2003**

Salary Band	All Employees			Women			Aboriginal Peoples			Persons with Disabilities			Persons in a Visible Minority Group		
	#	CUM %	%	#	CUM %	%	#	CUM %	%	#	CUM %	%	#	CUM %	%
= < 19,999	116	0.1	36.2	42	0.0	1.7	2	0.0	0.0	0	0.0	0.0	0	0.0	0.0
20,000–24,999	15	0.1	53.3	8	0.1	33.3	5	0.1	0.0	4	26.7	0.0	1	6.7	0.0
25,000–29,999	1,294	0.9	60.3	780	1.0	4.5	58	1.0	0.8	69	5.3	0.8	53	4.1	0.4
30,000–34,999	6,004	4.5	49.6	2,980	4.4	5.7	343	6.3	5.2	406	6.8	5.2	441	7.3	4.1
35,000–39,999	26,776	20.9	70.5	18,882	26.3	5.2	1,385	27.9	6.9	1,849	6.9	25.4	2,036	7.6	21.0
40,000–44,999	24,512	36.0	65.6	16,071	45.0	4.4	1,068	44.5	5.7	1,403	5.7	40.8	1,974	8.1	37.4
45,000–49,999	20,620	48.6	59.1	12,185	59.1	4.2	865	58.0	6.0	1,241	6.0	54.3	1,385	6.7	48.8
50,000–54,999	18,496	59.9	48.9	9,044	69.6	4.1	755	69.7	4.8	890	4.8	64.0	1,425	7.7	60.7
55,000–59,999	12,626	67.6	48.1	6,075	76.7	3.6	460	76.9	5.0	630	5.0	70.9	1,009	8.0	69.0
60,000–64,999	12,435	75.3	43.2	5,367	82.9	3.6	450	83.9	4.9	611	4.9	77.6	967	7.8	77.1
65,000–69,999	10,368	81.6	41.4	4,296	87.9	3.1	326	89.0	5.1	527	5.1	83.3	705	6.8	82.9
70,000–74,999	9,107	87.2	38.1	3,472	91.9	2.8	258	93.0	5.3	480	5.3	88.6	699	7.7	88.7
75,000–79,999	5,656	90.6	38.6	2,181	94.5	2.4	133	95.1	5.2	295	5.2	91.8	455	8.0	92.5
80,000–84,999	5,276	93.9	31.7	1,673	96.4	2.4	124	97.0	4.8	255	4.8	94.6	330	6.3	95.2
85,000–89,999	2,965	95.7	31.8	944	97.5	2.0	58	97.9	4.7	140	4.7	96.1	200	6.7	96.9
90,000–94,999	1,108	96.4	30.1	333	97.9	2.3	26	98.3	4.6	51	4.6	96.7	73	6.6	97.5
95,000–99,999	2,371	97.8	30.7	727	98.7	2.4	56	99.2	5.1	121	5.1	98.0	137	5.8	98.6
>= 100,000	3,569	100.0	30.9	1,102	100.0	1.5	54	100.0	5.1	183	5.1	100.0	168	4.7	100.0
<b>Total</b>	<b>163,314</b>	<b>100.0</b>	<b>52.8</b>	<b>86,162</b>	<b>100.0</b>	<b>3.9</b>	<b>6,426</b>	<b>100.0</b>	<b>5.6</b>	<b>9,155</b>	<b>5.6</b>	<b>100.0</b>	<b>12,058</b>	<b>7.4</b>	<b>100.0</b>

**Notes**

Each figure in the "CUM %" column represents the cumulative total percentage of each designated 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).

For example, in the "CUM %" column one finds that 69.6 per cent of all women earned less than \$55,000 in fiscal year 2002–03. The figure in the column to the left (48.9 per cent) represents the percentage of women in this salary band, that is, the \$50,000–\$55,999 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, 2002, to  
 March 31, 2003

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	169	63.9	108	63.9	6	3.6	8	4.7	3	1.8
Prince Edward Island	97	56.7	55	56.7	3	3.1	2	2.1	2	2.1
Nova Scotia	728	54.3	395	54.3	24	3.3	39	5.4	47	6.5
New Brunswick	427	54.6	233	54.6	32	7.5	13	3.0	18	4.2
Quebec (without the NCR*)	1,571	56.0	879	56.0	30	1.9	33	2.1	154	9.8
NCR* (Quebec)	2,059	57.3	1,180	57.3	84	4.1	66	3.2	209	10.2
NCR*	7,683	56.3	4,327	56.3	218	2.8	263	3.4	802	10.4
Ontario (without the NCR*)	1,894	56.5	1,071	56.5	71	3.7	53	2.8	183	9.7
NCR* (Ontario)	5,624	56.0	3,147	56.0	134	2.4	197	3.5	593	10.5
Manitoba	755	58.8	444	58.8	103	13.6	33	4.4	51	6.8
Saskatchewan	588	48.6	286	48.6	50	8.5	18	3.1	20	3.4
Alberta	960	60.1	577	60.1	80	8.3	20	2.1	81	8.4
British Columbia	1,319	52.0	686	52.0	80	6.1	25	1.9	196	14.9
Yukon	74	45.9	34	45.9	9	12.2	3	4.1	0	0.0
Northwest Territories	87	58.6	51	58.6	18	20.7	3	3.4	3	3.4
Nunavut	60	46.7	28	46.7	13	21.7	1	1.7	1	1.7
Outside Canada	8	37.5	3	37.5	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>16,420</b>	<b>55.9</b>	<b>9,177</b>	<b>55.9</b>	<b>737</b>	<b>4.5</b>	<b>514</b>	<b>3.1</b>	<b>1,561</b>	<b>9.5</b>

\* "NCR" stands for "National Capital Region."

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2002, and March 31, 2003. (See the definition of "hirings" under "Terminology" section in Chapter 1.)

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

**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, 2002, to  
 March 31, 2003

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	82	43.9	36	43.9	8	9.8	0	0.0	7	8.5
Scientific and Professional	2,673	51.7	1,381	51.7	66	2.5	53	2.0	305	11.4
Administration and Foreign Service	5,152	52.9	2,727	52.9	204	4.0	179	3.5	554	10.8
Technical	1,927	42.7	822	42.7	71	3.7	37	1.9	119	6.2
Administrative Support	4,520	80.4	3,632	80.4	246	5.4	207	4.6	468	10.4
Operational	2,066	28.0	579	28.0	142	6.9	38	1.8	108	5.2
<b>Total</b>	<b>16,420</b>	<b>55.9</b>	<b>9,177</b>	<b>55.9</b>	<b>737</b>	<b>4.5</b>	<b>514</b>	<b>3.1</b>	<b>1,561</b>	<b>9.5</b>

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2002, and March 31, 2003. (See the definition of "hirings" under "Terminology" section in Chapter 1.)

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

**Table 10**  
**Hirings into the Federal Public Service by Designated Group and Type of Employment**  
**PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2002, to**  
**March 31, 2003**

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	5,269	51.9	2,735	51.9	284	5.4	153	2.9	592	11.2
Term (three months or more)	10,883	58.1	6,321	58.1	431	4.0	347	3.2	952	8.7
Seasonal	268	45.1	121	45.1	22	8.2	14	5.2	17	6.3
<b>Total</b>	<b>16,420</b>	<b>55.9</b>	<b>9,177</b>	<b>55.9</b>	<b>737</b>	<b>4.5</b>	<b>514</b>	<b>3.1</b>	<b>1,561</b>	<b>9.5</b>

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2002, and March 31, 2003. (See the definition of "hirings" under "Terminology" section in Chapter 1.)

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

**Table 11**

Promotions Within the Federal Public Service by Designated Group and Region of Work  
PSSRA I-I Indeterminate, Terms of Three Months or More, and Seasonal Employees — April 1, 2002, to  
March 31, 2003

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	296	42.9	127	5.1	15	4.1	12	4.1	4	1.4
Prince Edward Island	211	67.8	143	4.7	10	8.5	18	8.5	7	3.3
Nova Scotia	884	53.5	473	4.1	36	6.7	59	6.7	55	6.2
New Brunswick	628	59.6	374	3.5	22	4.6	29	4.6	9	1.4
Quebec (without the NCR*)	2,036	58.8	1,198	1.8	36	2.4	48	2.4	143	7.0
NCR* (Quebec)	3,422	62.2	2,130	5.1	176	4.3	147	4.3	278	8.1
NCR*	12,080	62.6	7,557	3.4	413	4.9	586	4.9	1,072	8.9
Ontario (without the NCR*)	2,438	61.5	1,499	3.3	80	5.8	141	5.8	406	16.7
NCR* (Ontario)	8,658	62.7	5,427	2.7	237	5.1	439	5.1	794	9.2
Manitoba	810	61.2	496	9.4	76	4.9	40	4.9	60	7.4
Saskatchewan	414	58.9	244	13.0	54	3.4	14	3.4	15	3.6
Alberta	1,029	63.5	653	7.0	72	5.2	54	5.2	95	9.2
British Columbia	1,576	58.1	916	5.2	82	6.2	98	6.2	239	15.2
Yukon	64	56.3	36	18.8	12	3.1	2	3.1	1	1.6
Northwest Territories	63	68.3	43	20.6	13	6.3	4	6.3	6	9.5
Nunavut	25	48.0	12	32.0	8	0.0	0	0.0	3	12.0
Outside Canada	105	38.1	40	0.0	0	2.9	3	2.9	7	6.7
<b>Total</b>	<b>22,659</b>	<b>61.0</b>	<b>13,811</b>	<b>4.1</b>	<b>929</b>	<b>4.9</b>	<b>1,108</b>	<b>4.9</b>	<b>2,122</b>	<b>9.4</b>

\* "NCR" stands for "National Capital Region."

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information only 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 of work. (See the definition of "promotions" under the "terminology" section in Chapter 1.)

**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, 2002, to**  
**March 31, 2003**

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	712	39.0	278	39.0	22	3.1	27	3.8	34	4.8
Scientific and Professional	3,298	46.9	1,547	46.9	73	2.2	112	3.4	482	14.6
Administration and Foreign Service	12,431	66.0	8,210	66.0	544	4.4	622	5.0	1,132	9.1
Technical	1,956	39.3	768	39.3	80	4.1	96	4.9	110	5.6
Administrative Support	3,387	85.1	2,882	85.1	169	5.0	202	6.0	329	9.7
Operational	875	14.4	126	14.4	41	4.7	49	5.6	35	4.0
<b>Total</b>	<b>22,659</b>	<b>61.0</b>	<b>13,811</b>	<b>61.0</b>	<b>929</b>	<b>4.1</b>	<b>1,108</b>	<b>4.9</b>	<b>2,122</b>	<b>9.4</b>

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information only 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 the "Terminology" section in Chapter 1.)

**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, 2002, to  
 March 31, 2003

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	20,550	61.3	12,589	61.3	827	4.0	1,032	5.0	1,896	9.2
Term (three months or more)	1,930	59.4	1,146	59.4	89	4.6	64	3.3	217	11.2
Seasonal	179	42.5	76	42.5	13	7.3	12	6.7	9	5.0
<b>Total</b>	<b>22,659</b>	<b>61.0</b>	<b>13,811</b>	<b>61.0</b>	<b>929</b>	<b>4.1</b>	<b>1,108</b>	<b>4.9</b>	<b>2,122</b>	<b>9.4</b>

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information only 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 the "Terminology" section in Chapter 1.)

**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, 2002, to  
 March 31, 2003

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	177	41.2	73	2.8	5	2.8	10	5.6	0	0.0
Prince Edward Island	69	52.2	36	1.4	1	1.4	7	10.1	0	0.0
Nova Scotia	479	49.7	238	4.6	22	4.6	28	5.8	20	4.2
New Brunswick	455	59.8	272	2.4	11	2.4	21	4.6	6	1.3
Quebec (without the NCR*)	1,375	49.8	685	1.5	20	1.5	51	3.7	71	5.2
NCR* (Quebec)	887	58.4	518	6.9	61	6.9	55	6.2	59	6.7
NCR*	4,110	53.7	2,207	3.7	151	3.7	263	6.4	315	7.7
Ontario (without the NCR*)	1,562	58.3	910	4.5	71	4.5	103	6.6	148	9.5
NCR* (Ontario)	3,223	52.4	1,689	2.8	90	2.8	208	6.5	256	7.9
Manitoba	508	56.9	289	10.2	52	10.2	27	5.3	28	5.5
Saskatchewan	389	45.5	177	8.5	33	8.5	17	4.4	9	2.3
Alberta	774	60.6	469	8.4	65	8.4	44	5.7	45	5.8
British Columbia	1,211	52.7	638	5.6	68	5.6	65	5.4	121	10.0
Yukon	309	43.4	134	16.2	50	16.2	7	2.3	3	1.0
Northwest Territories	69	66.7	46	24.6	17	24.6	2	2.9	2	2.9
Nunavut	22	50.0	11	27.3	6	27.3	1	4.5	1	4.5
Outside Canada	37	32.4	12	0.0	0	0.0	2	5.4	2	5.4
<b>Total</b>	<b>11,546</b>	<b>53.7</b>	<b>6,197</b>	<b>5.0</b>	<b>572</b>	<b>5.0</b>	<b>648</b>	<b>5.6</b>	<b>771</b>	<b>6.7</b>

\* "NCR" stands for "National Capital Region."

"Separations" refers to employees who have left the federal public service payroll between April 1, 2002, and March 31, 2003.  
 (See the definition of "separations" under the "Terminology" section in Chapter 1.)



**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, 2002, to March 31, 2003

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	201	20.9	42	20.9	5	2.5	7	3.5	5	2.5
Scientific and Professional	1,300	44.7	581	44.7	38	2.9	46	3.5	127	9.8
Administration and Foreign Service	3,156	54.4	1,718	54.4	179	5.7	246	7.8	204	6.5
Technical	1,597	38.3	612	38.3	45	2.8	42	2.6	69	4.3
Administrative Support	3,618	78.9	2,853	78.9	220	6.1	247	6.8	313	8.7
Operational	1,674	23.4	391	23.4	85	5.1	60	3.6	53	3.2
<b>Total</b>	<b>11,546</b>	<b>53.7</b>	<b>6,197</b>	<b>53.7</b>	<b>572</b>	<b>5.0</b>	<b>648</b>	<b>5.6</b>	<b>771</b>	<b>6.7</b>

**Note**

"Separations" refers to employees who have left the federal public service payroll between April 1, 2002, and March 31, 2003. (See the definition of "separations" under the "Terminology" section in Chapter 1.)

**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, 2002, to  
 March 31, 2003

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	4,722	46.8	2,208	46.8	226	4.8	376	8.0	244	5.2
Term (three months or more)	6,675	59.0	3,935	59.0	328	4.9	265	4.0	517	7.7
Seasonal	149	36.2	54	36.2	18	12.1	7	4.7	10	6.7
<b>Total</b>	<b>11,546</b>	<b>53.7</b>	<b>6,197</b>	<b>53.7</b>	<b>572</b>	<b>5.0</b>	<b>648</b>	<b>5.6</b>	<b>771</b>	<b>6.7</b>

**Note**

"Separations" refers to employees who have left the federal public service payroll between April 1, 2002, and March 31, 2003. (See the definition of "separations" under the "Terminology" section in Chapter 1.)

## Chapter 2 Embracing Change: Promise and the Potential for Progress

The report from the Task Force on the Participation of Visible Minorities in the Federal Public Service, *Embracing Change in the Federal Public Service*, served as a reminder that visible minorities are significantly under-represented in the federal Public Service when compared with their availability in the Canadian labour market. It issued an urgent call for action to address a continuing pattern that included under-representation overall and at the management level.

The Task Force provided an Action Plan and stressed that a concerted effort would be required on several fronts if the federal Public Service were to become fully representative of the Canadian population:

- I set 1 in 5 benchmarks for visible minority participation in Public Service-wide staffing actions (i.e. recruitment, acting appointments, promotion, and development opportunities at executive levels);
- II create support tools to help departments and managers achieve the benchmarks;
- III change the corporate culture in the Public Service to make it more welcoming of diversity;

- IV develop mechanisms to strengthen existing implementation and accountability frameworks;
- V seek external advice and independent review of implementation; and
- VI provide financial resources to support implementation.

In June 2000, the Government of Canada endorsed the Action Plan and provided tangible support in the form of initial funding for three years, ending March 31, 2003.

Since it started implementing the Action Plan in 2000, the Secretariat has developed the infrastructure to help departments take action and embrace change. It has worked in partnership with departments, other central agencies, the Public Service Commission of Canada, the Canadian Centre for Management Development, bargaining agents, federal regional councils, designated group organizations like the National Council of Visible Minorities in the Federal Public Service, heads of human resources, functional communities, and many other entities.

A mid-term stocktaking exercise completed in March 2002 found widespread, high-level commitment across the Public Service to the principles and goals of the Action Plan. It also found that attention to

employment equity and support of activities in departments and agencies had increased substantially. In spite of these positive developments, however, the report found that results are still lacking with respect to the progress against the benchmarks. Citing the existence of pockets of success rather than systematic or comprehensive change, it recommended a shift toward greater accountability and positioning implementation of the Action Plan as a leadership obligation. Finally, it recommended that funding be continued with a strategic, results-based approach that builds on previous successes.

Progress on the Embracing Change Initiative requires the full participation of departments against all elements of the Action Plan. To a great extent, accountability at the top remains an essential element for success. But such accountability must also extend to hiring managers, those in the best position to create

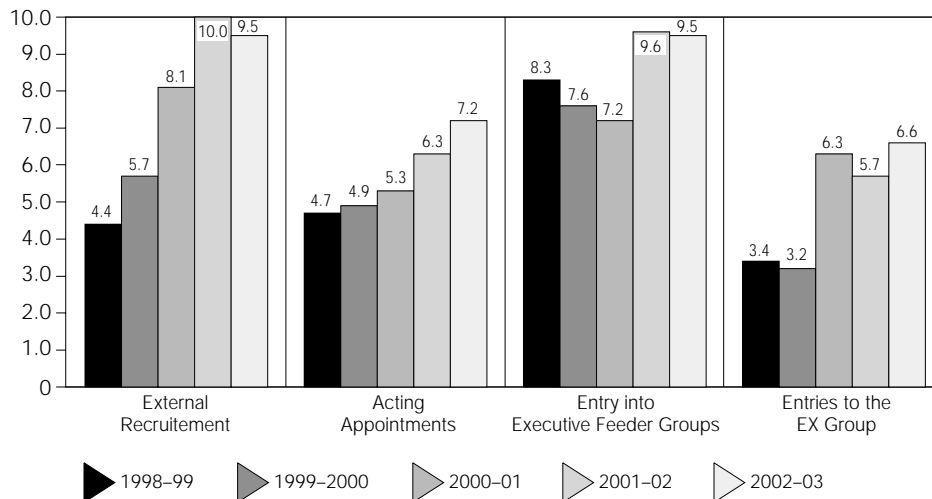
and maintain a welcoming and diverse workforce. As a result, over the past year the Secretariat has intensified its push to inform, motivate and equip public service hiring managers to produce results against the Action Plan.

The following sets out some of the progress that has been made against the six elements of the Action Plan as well as some of the work that remains to be done.

### I. Setting the Benchmarks

Since the implementation of the Action Plan, the population of visible minorities has increased by over 4,000 employees and representation now stands at 7.4 per cent, compared with 5.5 per cent in 2000. As apparent from Figure 18, however, there continue to be mixed results against the benchmarks. As a result, the

**Figure 18**  
Progress Against the Benchmarks (%)



Public Service is still not representative. Figure 18 illustrates that the trend is generally upward on all measures, but the Public Service is far from meeting the external recruitment benchmark pegged for 2003. In addition, unless the pace of progress is intensified significantly, it is also unlikely that the 2005 benchmarks will be achieved.

## II. Helping Achieve the Benchmarks

Increasing managers' awareness, addressing their concerns by providing them with practical tools and sharing the experiences of successful departments are among the ways the Secretariat is working to help achieve the benchmarks. As the Task Force suggested, however, the option of targets should not be discounted.

In 2002–03, the Secretariat's Employment Equity Division continued its marketing and outreach activities to help departments build the capacity to meet the benchmarks. To date, implementation sessions have been delivered to public service employees, including managers at all levels, and around 15,000 Embracing Change tool kits have been distributed to employees. This information sharing and engagement activity,

which flows from the Secretariat to departments to reach their managers, was amplified through departmental projects. Initiatives often arose out of or through the establishment of interdepartmental partnerships.

For example, the Pacific Regional Council has developed a middle manager training kit, which includes material for diversity training, examples of good practices, references and community contacts for regional managers.

The Embracing Change Action Plan also calls for the improvement of selection processes to ensure that visible minorities are not screened out in the hiring process. Several initiatives are underway to address this important issue.

Citizenship and Immigration Canada, in partnership with seven other departments and agencies,<sup>2</sup> has now created a national, interactive electronic selection board inventory of qualified members of visible minority groups. Through this project, nearly 135 visible minority employees have been registered in a national inventory and are available to participate on selection boards in their home departments as well as in other departments. Approximately

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2. The other partners on this initiative are the Fisheries and Oceans Canada, the Public Service Commission of Canada, Canadian Heritage, the Immigration and Refugee Board, the Canadian International Development Agency, the Treasury Board of Canada Secretariat and Environment Canada.

100 registrants received selection board training through this project. The project addresses one of the key systemic barriers to selection and enables small departments to access employees of departments with stronger visible minority representation.

The Public Service Commission of Canada has reviewed its selection and testing instruments and developed new selection and testing tools and procedures with the goal of reducing any systemic biases in the selection process.

### III. Changing Corporate Culture

There can be little doubt that hiring managers have the opportunity and the obligation to play a major role in creating a representative and inclusive workforce. It is, after all, the hiring managers who make decisions about hiring and advancement in the federal Public Service. Furthermore, it is through hiring managers and their initiative, creativity and dedication that the Public Service must seek to embrace and effect change.

Supporting and motivating hiring managers was a priority in 2002–03. In addition to providing guidance, tools and support to help managers achieve the benchmarks, the Employment Equity Division developed and delivered a managers' workshop on diversity with a focus

on Embracing Change at the Managers' Forum held in Banff, Alberta, in April 2002. Approximately 200 managers participated in the workshop.

Also, in response to the interim Stocktaking Exercise Report, the Secretariat adapted its communications strategy to specifically support the implementation of the Embracing Change Initiative. It emphasized the accountability of management for achieving the benchmarks and focussed on providing middle managers with information and tools that

- ▶ communicate the business case for hiring visible minorities;
- ▶ facilitate the hiring of visible minorities;
- ▶ demonstrate the commitment of senior management;
- ▶ debunk myths regarding the hiring of visible minority employees;
- ▶ recognize, share and reward good practices in visible minority recruitment; and
- ▶ explain the sanctions that managers who do not meet their hiring obligations could face.

Communications tools developed and produced by the Secretariat as part of its communications strategy therefore included the following:

- ▶ A speakers' tool kit to support presentations by senior managers to audiences of other senior managers,

middle managers and visible minorities. The kit contains materials suited to a wide range of presentations, including speeches, panel discussions and other formats of interaction.

- ▶ A managers' tool kit to provide quick reference information on the business case for employment equity, on the benchmarks and on the tools and resources available to help managers achieve them.
- ▶ A special edition, single-issue magazine profiling visible minority employees and public service managers who have successfully built or are leading diverse workplaces.
- ▶ An Embracing Change video with dramatizations that magnified some of the challenges and opportunities encountered by hiring managers and visible minorities in the federal Public Service. The video is intended to stimulate discussion in departments and at events and is accompanied by a Manager's Video Discussion Guide.
- ▶ Redesigned Web information accessible through a single portal and widely promoted on government Internet and intranet sites.

The communications focus on the middle managers responsible for hiring reinforces the concept that Embracing Change is a question of leadership — leadership in building

a representative workforce, leadership in changing the corporate culture to make it more inclusive, and leadership in managing teams that will increasingly be made up of employees with diverse backgrounds.

#### IV. Providing for Implementation and Accountability

The Public Service has laid the cornerstones of accountability on which the implementation of Embracing Change will be built and on which the institution can manage for results. The principle and practice of accountability has been successfully established at the highest levels of the federal Public Service. In 2002–03, the Clerk of the Privy Council defined Embracing Change as one of the Corporate Priorities for the Public Service:

“The innovation agenda requires creative, innovative ideas to achieve excellence in policies and services. One avenue for achieving this excellence is to promote a greater diversity of backgrounds and linguistic and ethnic heritage among our employees. We must, therefore, strive to be representative of the Canadian population, with special emphasis on visible minorities, where we face a very significant representation gap. In this regard, the government made a firm commitment to the recommendations and spirit

of the Embracing Change report, which continues to guide and provide benchmarks for success.”<sup>3</sup> At the end of the 2002–03 fiscal year, plans were in place to extend this corporate priority to the 2003–04 fiscal period.

The performance agreements of deputy ministers link at-risk pay to the achievement of corporate priorities.<sup>4</sup> As a result, departmental failure to meet benchmarks can have a negative effect on a deputy minister’s remuneration.

## V. External Advice and Independent Review

Mechanisms that provide for external input and independent review are now well established. The External Advisory Group (EAG) on Embracing Change was created in June 2000 to provide independent advice to the Secretary of the Treasury Board and the President of the Public Service Commission regarding the implementation of the Action Plan.

The EAG has been extremely active in 2002–03, providing recommendations based on past successes and lessons learned. It has proposed programs to accelerate the advancement of visible minorities, suggested solutions to the perceived conflict between official

language policies and elements of the Action Plan and drawn attention to successful practices in the private sector.

The EAG is committed to sustaining a dialogue with senior officials of the Public Service and to participating in the full implementation of Embracing Change. More on the EAG is included in Chapter 3 of this report.

## VI. Providing for Incremental Financial Resources

Endorsement of the Action Plan was accompanied by a government allocation of up to \$10 million annually for three years, ending in March 2003. The Embracing Change Initiative was endorsed for five years, and Treasury Board Ministers approved up to \$30 million in funds for the Employment Equity: Embracing Change Support Fund (EE-ECSF) during the first three. This initial funding was intended to develop infrastructure and support both central agency and departmental initiatives. While this phase of funding is now complete, as of the end of the 2002–03 fiscal year, efforts to secure new funding for ongoing implementation of the Embracing Change Action Plan are continuing.

3. Canada. Privy Council Office, Management Priorities and Senior Personnel Secretariat. *Performance Management Program — Guidelines for Deputy Ministers and Associate Deputy Ministers*. Ottawa: March 2003.

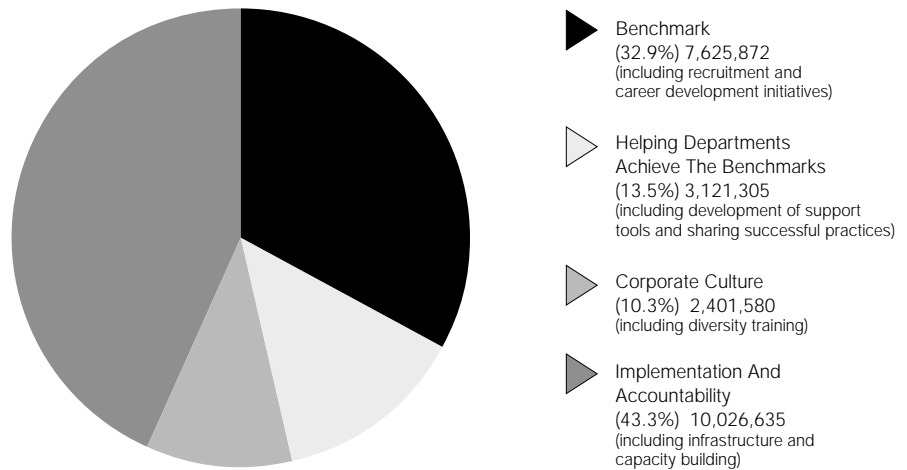
4. At-risk pay is a lump-sum payment based on the achievement of key commitments, which include both departmental and corporate commitments.



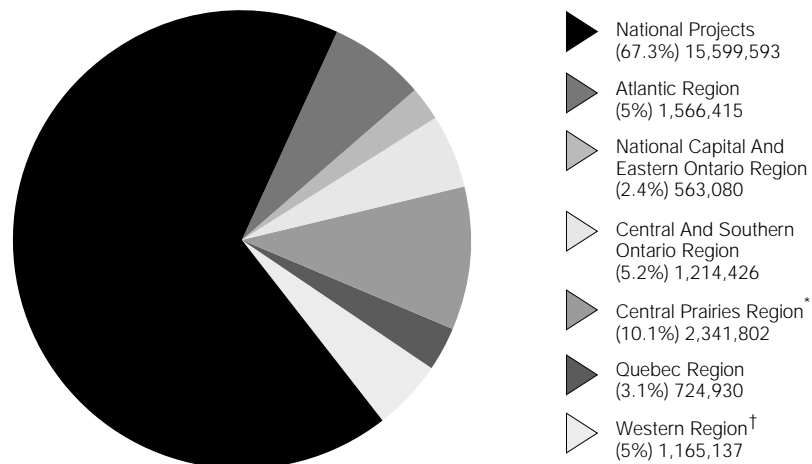
Funds approved to help implement Embracing Change over the three-year period since the government's endorsement have supported career development programs, recruitment programs, the development of support tools, capacity building and initiatives related to the enhancement of corporate culture. Project goals ranged from creating cross-departmental

Embracing Change strategies in the regions and nationally to providing diversity awareness and related training and to creating positions for visible minority placement. The distribution of funds in relation to the elements of the Action Plan and the allocation by region are shown in Figures 19 and 20.

**Figure 19**  
Distribution of Embracing Change Expenditures by Elements of the Action Plan



**Figure 20**  
Distribution of Embracing Change Expenditures by Region



\*Central Prairies comprises Manitoba and Saskatchewan.

†Western region comprises British Columbia and Alberta.

## Embracing Change Through Leadership

The Embracing Change Action Plan establishes goals that are desirable and deemed attainable. While the infrastructure has been created and there appears to be a growing awareness, motivation, commitment and acceptance across the federal Public Service, much more must be done to generate quantitative evidence of success.

Some departments have focussed on specific elements of the Action Plan and have been exhibiting the characteristics that may lead to success.

- ▶ Public Works and Government Services Canada has integrated Embracing Change into the departmental human resources and succession plans, making visible minority representation a priority at every level, from employees to senior managers.
- ▶ Canadian Heritage has actively encouraged the involvement of visible minority networks and committees at headquarters and in the regions, with the goal of improving corporate culture.
- ▶ The Department of Foreign Affairs and International Trade has worked through its Executive Committee to make Embracing Change an organizational priority and will be making targeted efforts to recruit visible minority foreign service officers.

The federal Public Service still faces some important challenges associated with Embracing Change. It must meet the tight time frame stipulated by the Action Plan. In particular, an increase is required in order to meet the 2005 benchmarks for EX appointments. Perhaps most critically, the Public Service still needs to address the drop-off between visible minority applications and appointments. To meet these challenges and create a truly representative workforce, the Public Service will have to reach out to a broader pool of managers.

By meeting the challenges, however, the Public Service can seize an unparalleled opportunity — the opportunity to build a renewed, innovative Public Service that draws on the full, diverse range of talent that Canada has to offer, especially in regions with a high visible minority presence.

Bringing about fundamental change in an organization the size of the federal Public Service takes time and a comprehensive and sustained effort. It also takes leadership at every level, from deputy ministers and middle managers in charge of hiring to those who must manage for change.

There are some signs that the attention to Embracing Change is having an important spillover effect in the area of good management practices. Projects that constitute testimonials to this include the following:

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Working in conjunction with a number of departments through the Interdepartmental Committee of Employment Equity and Diversity and the executive champions from Public Works and Government Services Canada and Western Economic Diversification Canada, the Public Service Commission of Canada (B.C./Alberta Region) has developed a Leadership and Career Mobility Initiative (LCMI). The LCMI has provided over 70 visible minority employees with training, acting assignments and other career advancement opportunities. The LCMI also includes a culture change component that commits managers to action and measures results through an awards program for deputy ministers.

Fisheries and Oceans Canada and seven other science-based departments and agencies<sup>5</sup> have developed a pioneering recruitment and retention pilot project for visible minorities with a disability to address the under-representation of visible minorities with a disability. It is projected that 20 candidates will be placed through this initiative.

Embracing Change also recognizes that the future of the Public Service depends on recruiting and retaining youth. To that end, it has supported forward-looking initiatives to ensure that visible minorities are part of that future. INAC's Visible Minority Youth Initiative, for example, allowed young employees who are members of visible minority groups to participate in recruitment, outreach, retention and research activities, departmental orientation sessions, training events, coaching, focus groups and armchair sessions. The Initiative demonstrates the capabilities of visible minority youth to managers and will result in their commitment and participation in the Public Service of the future.

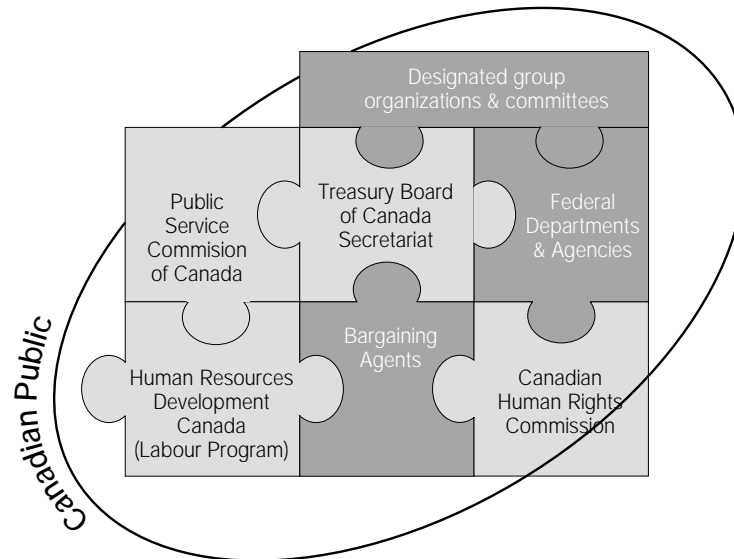
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5. Agriculture and Agri-Food Canada, Canadian Space Agency, Environment Canada, Health Canada, National Defence, Natural Resources Canada, and National Research Council Canada.

## Chapter 3

### Factors Critical to Success in Building a Representative Public Service

*Figure 21*  
The Players



While there are a number of major players in the implementation of employment equity in the federal Public Service (Figure 21), the key role lies with departments. Success in attaining the corporate goals of a representative and inclusive Public Service of Canada is contingent on departments achieving results. This chapter will describe some of the departmental initiatives, as revealed from the departmental annual reports submitted to the Secretariat. It also describes some of the partnerships that have been extremely valuable in fostering employment equity in the federal Public Service.

In 2002–03, four factors were a critical part of the success of federal departments and agencies in achieving concrete results through the adoption of employment equity practices:

- ▶ accountability;
- ▶ cultural change;
- ▶ integration of employment equity into business practices; and
- ▶ partnership.

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## Accountability

Perhaps the most compelling example of the continuing commitment to building a diverse federal workforce is the increased use of accountability mechanisms, such as performance agreements, over the past year. This commitment to diversity was firm and, in particular, reinforced the intent to improve the representation of visible minorities at all levels.

As the Clerk of the Privy Council and Secretary to the Cabinet noted in the *Tenth Annual Report to the Prime Minister on the Public Service of Canada*, “We are a public institution; we must reflect that public.

Our professionalism is assured only if we are staffed by leaders and employees who reflect Canada’s rich ethno-cultural diversity. We must increase our efforts to diversify our recruitment; we must create a work environment that supports the voices and talents of our different communities. This diversity must be reflected at all levels and in all departments and agencies.”

Accountability at the highest level of the Public Service is now an established part of policy and an increasingly visible element of practice. Diversity, including Embracing Change, is one of the corporate priorities for the Public Service and part of deputy ministers’

performance agreements: as head of their respective organizations, deputy ministers are responsible for delivering results. The Clerk’s establishment of diversity and Embracing Change as a corporate priority will ensure that employment equity continues to be treated as an important organizational priority with top-level commitment and leadership.

The accountability framework extends through departments and agencies. In particular, departments and agencies are responsible for implementing measures to achieve employment equity and for integrating its elements into their human resources management structures and corporate culture.

While high-level accountability may be in sight, the challenge is still to cascade accountability throughout the Public Service, ensuring that middle managers in charge of hiring understand that they too are critical to the creation of more representative and inclusive workplaces.

Several departments and agencies report strengthened accountability mechanisms in support of employment equity in 2002–03. Under the new accountability framework for the Canadian International Development Agency (CIDA), which benefited from

consultation with employees, unions and designated group advisory committees, managers will be expected to contribute to closing the gaps in representation of designated groups. In drafting its framework, CIDA reviewed its executive performance agreements to ensure that employment equity measures were included and that these were linked to the Department's Employment Equity Action Plan. It is expected that this framework will be implemented during the 2003–04 fiscal year.

### Cultural Change

Employment equity for the federal Public Service is a long-term, comprehensive goal: to have a Public Service that reflects the diversity of Canadian society by removing barriers to the participation of the designated groups and by correcting the conditions of disadvantage that they face in employment. Providing excellent service to Canadians requires dynamic and productive workplaces that value and maximize the skills of all employees. The demographics of the Public Service, combined with the growing presence of visible minorities in the Canadian workforce, provide a window of opportunity to create a new culture in the Public Service. This culture must embrace diversity and new ideas and strive to create an inclusive, welcoming environment.

In his annual report to the Prime Minister on the Public Service of Canada, the Clerk of the Privy Council and Secretary to the Cabinet made it clear that it would take experimentation, critical self-appraisal and change to assure an effective and professional public service for Canadians. While all three of those factors are crucial to the employment equity initiatives of the Public Service, none was more important in 2002–03 than change, specifically the cultural and attitudinal change needed to deal successfully with Canada's growing diversity.

Bringing about the cultural change needed to achieve positive results in the workplace demands both a willingness to respond to new challenges and a commitment to exhibit leadership at all levels. There are indications that this is happening in the vast majority of federal departments and agencies where the goal of cultural change is being slowly embraced.

Across the country, there was a noticeable increase in the number of assistant deputy ministers and other senior managers — particularly in the regions — who served as champions for the designated groups. This not only reinforced the breadth and depth of the organizational commitment to employment equity but it also significantly increased institutional

awareness about employment equity issues. In June 2002, the Department of Justice Canada and Canadian Heritage collaborated in organizing the first Interdepartmental Forum of Persons with Disabilities, giving high visibility to issues that affect persons with disabilities in the federal Public Service and setting the stage for cultural change with respect to this designated group. The efforts of the organizing committee and their interactions with deputy ministers eventually led to the creation of the National Committee of Federal Public Servants with Disabilities, a group that is described more fully later in this chapter.

Statistics Canada is in the process of integrating diversity concepts into 28 of its in-house training courses, including statistical, management and communication, and interpersonal skills training. In addition, the Agency is broadening its mentoring programs by developing a course for mentors that addresses diversity. Statistics Canada is also analyzing its results from the 2002 Public Service Employee Survey using an employment equity lens and plans to use the results of that analysis in developing its multi-year employment equity plan. The Agency's communication strategy also provides all employees easy access to information about employment equity.

Cultural change is fostered by the commitment of senior management to employment equity and diversity, as was evident at Industry Canada in 2002–03. For example, the Department has a champion at the assistant deputy minister level for each of the four designated groups. At the deputy minister's request, the Department analyzed each sector's visible minority representation and hiring over the past two years. Based on this analysis, the deputy minister discussed key commitments with respect to employment equity — and Embracing Change in particular — with individual sector heads as part of their 2002–03 accountability agreements.

As part of its response to Embracing Change, and in an effort to achieve concrete results in addressing the under-representation of visible minorities within the Executive category, Industry Canada is creating an inventory of pre-qualified EX-01 candidates. The Department is also engaged in a process to identify and develop ten highly qualified visible minority candidates from outside the Public Service for EX or EX minus 1 positions, over the next three years.

## Integration of Employment Equity into Business Practices

Integration of employment equity into day-to-day business practices is an intrinsic aspect of building a representative public service because, fundamentally, it is everyone's business.

In 2002–03, several departments have updated their employment equity plans and priorities as part of their human resources strategies.

### Citizenship and Immigration

Canada, for example, emphasized the following: organizational culture, a learning framework, human resources planning, recruitment and staffing, and the development of management feeder groups.

To address the absence of women around the executive table at the Canadian Space Agency, the Executive Committee's management agreements will include performance targets for female representation and, as of September 2003, Committee members will have to prepare a semi-annual report on the Agency's action plan to include women in management. It is expected that the situation of women will improve following the appointment of three women to serve as champions of women's issues relating to management positions, the decision to include a woman on all selection boards whenever possible,

and the development of specific equal opportunity goals in the Agency's employment equity and human resources strategic plan.

In 2002–03 Environment Canada managed to do what many other departments aspire to do: it made a decentralized approach to employment equity work. Much effort was devoted to awareness and learning initiatives to demystify employment equity for all employees, to promote a culture supportive of diversity, and to communicate a vision. This approach won the support of the Department's employees, employee representatives, managers at all levels, employment equity networks, regions, services, and the Department's many employment equity partners. Within the framework of the Department's multi-year employment equity plan, regions and services were encouraged to plan and implement their own individualized strategies and initiatives, including the following:

- ▶ the Pacific and Northern Region appointed a diversity champion and developed a people plan that includes diversity;
- ▶ the Ontario Region created an employment equity champion position and integrated employment equity into its strategic hiring plan;
- ▶ the Quebec Region updated its regional employment equity plan and recruitment objectives; and
- ▶ the Atlantic Region developed a regional Aboriginal strategy.



## Partnership

One concept remains unchanged since the first annual report on employment equity was released a decade ago: employment equity is everybody's business. As noted in last year's report, the effective implementation of employment equity requires the development of solid partnerships. These help the various players identified earlier in this chapter to work together more effectively toward a common goal — excellence in service to Canadians.

In 2002–03, several departments and agencies saw this common goal as the basis for developing mutually beneficial partnerships that witnessed the exchange of ideas, expertise, and successful practices. Some partnerships included non-public service organizations.

For example, various sectors at Fisheries and Oceans Canada, such as Fisheries Management and the Canadian Coast Guard, worked with local Aboriginal groups as part of their recruitment and staffing process. Instituting this two-way exchange of information not only helped inform Canada's Aboriginal population about career possibilities within the federal Public Service but it also provided an opportunity for the Department to benefit from the skills available in First Nations communities.

CIDA and INAC worked together to increase the capacity for cross-mentoring between their organizations.

In exercising leadership for the implementation of employment equity in the federal Public Service, the Secretariat has also strengthened its partnerships with many entities, including departments, employment equity committees, designated group organizations, such as the National Council of Visible Minorities in the Federal Public Service, the National Committee of Federal Public Servants with Disabilities, the Joint Employment Equity Committee of the National Joint Council, and the External Advisory Group on Embracing Change.

## Employment Equity Committees

Employment equity committees are important elements in building and sustaining commitment to employment equity objectives across federal departments and agencies. They provide networking opportunities, increase links between departments (as well as within respective departments and agencies), as well as allow for the exchange of ideas, tools, information on new initiatives, and practices that support the attainment of employment equity goals.

In 2002–03, employment equity committees played an especially important role in ensuring that information to support and encourage employment equity and diversity is shared. Over the past year, special efforts were made to engage more managers in fully integrating employment equity into the business lines of their organizations. As a result of these efforts, linkages with various committees were strengthened and extended to include the External Advisory Group on Embracing Change, the National Council of Visible Minorities and the National Committee of Federal Public Servants with Disabilities.

The **Employment Equity Champions Forum** comprises some 30 senior managers at the assistant deputy minister level. Deputy heads choose managers to develop and promote corporate or regional objectives or priorities with respect to employment equity in their departments or agencies. These individuals play a lead role and share a commitment to achieving a representative, inclusive and equitable workforce and exercise leadership in creating a welcoming workplace culture. Two meetings were held this past year, one of which was a joint meeting with the Employment Equity Executive Committee. Discussions included topics such as human resources modernization, merit and representation, Embracing

Change, the role of the External Advisory Group on Embracing Change and an update from the Interdepartmental Forum of Persons with Disabilities.

Employment equity champions demonstrate their ongoing commitment as senior managers through their personal and visible support for employment equity. They exchange information on employment equity challenges, successful practices, and innovations that have achieved concrete results. They also provide feedback to the Secretariat on current or proposed employment equity initiatives, priorities and programs and are in a position to influence employment equity issues within their respective departments.

The **Employment Equity Executive Committee** is composed of public service managers at the director general level or equivalent. This committee, which meets five times a year, serves as a catalyst for the strategic development, implementation, and sustainability of good practices among departments and agencies.

The Employment Equity Executive Committee focusses on horizontal issues, such as recruitment, career development, retention, accountability, corporate culture, and official languages. Individually, the members provide a direct link and support to the employment equity

champion and employment equity specialist within their respective departments. During its meetings this year, the committee discussed and provided feedback on the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, Embracing Change, an accountability framework for employment equity, retention and exit interviews, human resources modernization, and values and ethics.

The **Interdepartmental Forum on Employment Equity** is a partnership between departments (employment equity managers and specialists and the Secretariat's Employment Equity Division). It provides leadership and helps facilitate the achievement of employment equity objectives across departments and agencies. This forum, which meets every two months, fosters learning, promotes the exchange of information and provides an opportunity for networking and consultations among members, representatives of central agencies, and the larger community of employment equity stakeholders and clients. It also provides an opportunity for participants to discuss common issues requested by the employment equity specialists, share new initiatives, and raise matters that could be of general interest to the membership. A satisfaction survey this past year revealed that participants place a high value on this forum.

In particular, they appreciate the opportunities for information sharing, networking, and identifying successful practices.

Over the past year, topics included diversity and learning, a presentation on a set of new Embracing Change tools for managers, results of the 2002 Public Service Employee Survey, reports on the Interdepartmental Forum of Persons with Disabilities, Aboriginal issues, values and ethics, the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*, strategies for changing the corporate culture, and various successful practices, which are showcased at each meeting.

The **Joint Employment Equity Committee (JEEC)** is a working committee of the National Joint Council (NJC). It is the forum of choice at the national level for labour-management consultation and collaboration on employment equity issues, as required under the *Employment Equity Act*.

The NJC provides for regular consultations between the Treasury Board, as the employer, and employee organizations certified as bargaining agents under the *Public Service Staff Relations Act*. Through the NJC, there is a sharing of information, consultation on workplace policies, and co-development of directives that provide Public Service-wide benefits.

The JEEC is the only Public Service-wide union-management committee established to address employment equity issues, although many union-management consultative committees exist at the departmental level and many discuss employment equity subjects. Members include representatives from the Secretariat, the Public Service Commission of Canada, Public Works and Government Services Canada, Environment Canada, Health Canada, Human Resources Development Canada, the Public Service Alliance of Canada (PSAC), and the Professional Institute of the Public Service of Canada. The JEEC is co-chaired by a representative from the Secretariat and PSAC.

In 2002–03, the JEEC focussed on the following major areas: the implementation of the new *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service* — a policy that benefited significantly from bargaining agent input and feedback — the continuing push on the Embracing Change Initiative, the development of communication messages in support of employment equity, and analysis of the findings and conclusions related to employment equity in the 2002 Public Service Employee Survey.

In keeping with the commitment to work collaboratively in addressing employment equity issues, the JEEC

created a working group with representatives from the employer and bargaining agents to develop joint training on the duty to accommodate. A learning framework was developed and work commenced toward the development of training modules for a course that will provide information on the definition of the duty to accommodate, roles and responsibilities for providing workplace accommodations, barrier identification and analysis, positive measures, and successful practices in accommodating employees. The JEEC also provided input on the review of the NJC Travel and the Isolated Posts and Government Housing directives, as well as feedback on several TBS and PSC programs and initiatives.

The **External Advisory Group on Embracing Change** was established to provide independent advice to the Secretary of the Treasury Board and the President of the Public Service Commission concerning the implementation of the Embracing Change Action Plan and ways to increase the momentum for change.

The six members, representing the private sector and academia, are drawn from various regions across Canada and often play an active role in promoting diversity and employment equity in their respective regions.

Establishing dialogue and strengthening commitment guided the group's work over the year. This was evident in the group's interactions with the Secretariat and Public Service Commission of Canada and their link with the Clerk of the Privy Council, who is himself a strong voice on diversity and employment equity in the federal Public Service. The dialogue has been further extended to other deputy ministers, as well as to departmental employment equity champions.

The group remains a strong advocate of the Action Plan and the principles that would lead to a representative and inclusive workforce. In addition to providing advice and recommendations to senior public service officials to guide implementation of the Embracing Change Action Plan, the group has also engaged other bodies. In March 2003, members appeared before the Standing Committee on Government Operations and Estimates to present their position on Bill C-25. Their submission registered a concern that diversity issues are only in the preamble to the *Public Service Employment Act* and not sufficiently rooted as a statutory item in the body of the legislation.

During 2002–03, the Secretariat continued to work with the **National Council of Visible Minorities in the Federal Public Service** (NCVM) in a number of areas. It participated in planning meetings for the NCVM national symposium and supported the work of the deputy minister champions in the development of a Public Service-wide approach to obtain financing for the NCVM's operational requirements. Efforts also focussed on the development of the Council's organizational capacity.

In addition to their direct financial contribution, a number of federal departments supported their employees in fulfilling their duties as elected members of the NCVM National Board. Correctional Service Canada, the Canadian Grain Commission, the Public Service Commission of Canada, CIDA, Health Canada, Human Resources Development Canada, Canada Customs and Revenue Agency, Public Works and Government Services Canada, and Citizenship and Immigration Canada were among the key contributors in this regard.

The NCVM helped to maintain the momentum gained from the collective contribution of visible minority employees and their respective federal organizations in building a

representative and inclusive workforce and supported the government's commitment to the implementation of the Embracing Change Action Plan.

The NCVM activities included NCVM-led workshops with a focus on the issues and concerns of youth, which were explored during the NCVM Central Region Visible Minority Youth Forum in Winnipeg. Similar forums were also held in the National Capital Region, Edmonton and Vancouver. The NCVM also partnered with federal regional councils, the Middle Managers Network, and the Joint Career Transition Committee on a number of initiatives aimed at helping visible minorities pursue career development, learn about the recruitment and hiring processes, and prepare for competitions.

The NCVM's fourth symposium, *Making a Difference — Taking Actions and Influencing Change*, provided participants from across the country with information and tools for career advancement, facilitated the dialogue between employees and managers, and contributed to the changing corporate culture of the Public Service. In his opening address to conference participants, the Clerk of the Privy Council underscored the importance and value of the work of NCVM. He also noted that although there had been progress in the representation levels of visible minorities, it was important for the

Public Service to do more to respond to the changing demographics of Canada.

The NCVM is governed by a terms of reference, which provides a foundation of effective partnerships to ensure that visible minority employees have a voice throughout the Public Service.

The **Interdepartmental Forum of Persons with Disabilities**, made up of public service employees with disabilities from 39 departments, took place on June 18, 2002. There were more than 250 participants, including several deputy ministers, other senior level managers as well as employees with disabilities from all occupational groups and levels.

On the International Day of Persons with Disabilities, December 3, 2002, organizers of the Forum presented the Clerk of the Privy Council with a copy of the Forum's report entitled *Interdepartmental Forum of Persons with Disabilities — A Dialogue for Action*. Key recommendations in the report were the establishment of a council of federal public service employees with disabilities and development of a five-year strategy for federal public service employees with disabilities.

The National Committee of Federal Public Servants with Disabilities (NCFPSD) was formed in early 2003 with the stated objective of advancing the internal federal government

agenda concerning federal public service employees with disabilities. In particular, the committee plans to focus attention on recruitment, retention, career progression, accommodations — both technical and other forms of accommodation — and succession planning. The committee's five-year action plan was to be released in the spring of 2003.

As part of its continuing consultation with managers and employees on issues of specific relevance to persons with disabilities, the Secretariat's Employment Equity Division maintained contact with members of the former Federal Public Service Job Accommodation Network (FPS-JAN). The group, comprising some 70 individuals, including persons with disabilities, human resources practitioners, and other interested participants, met in December 2002 and reviewed options for rebuilding the network and promoting initiatives that help to better accommodate persons with disabilities in the workplace.

## Recognizing Strong Contributions

The Employment Equity and Diversity Award recognizes the individuals or teams who make exemplary efforts and achieve progress in helping the

Public Service of Canada become representative and inclusive, particularly with respect to the Embracing Change Action Plan.

On June 9, 2003, during National Public Service Week, the President of the Treasury Board presented the Employment Equity and Diversity Awards to three individuals and one team for their work. Thirty-nine nominations were submitted for the 2002–03 fiscal year as examples of their leadership and commitment to employment equity and diversity within their organizations and to the effective and sustainable removal of barriers faced by the employment equity designated groups.

The Quebec Regional Management Committee and the Regional Human Resources Branch at Citizenship and Immigration Canada were recognized for their success in developing and implementing recruitment, promotion and retention strategies for employment equity groups in the Quebec Region. As a result of their efforts, the success rate of designated group members entering the federal Public Service through the competitive process rose by 35 per cent over the past year.<sup>6</sup>

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6. The members of the team are Philippe Albert, Lucien Bélanger, Claude Bourget, Éric Caron, Jean Cheney, Danielle Coutu, René D'Aoust, Sandra Delorme, Albert Deschamps, Denis Désilet, Yvan Deslauriers, Brenda Encarnacion, Lorraine Frignon, Lauraine Gagné, Jean-Paul Lamoureux, Robert Langlais, Monique Leclair, Yani Likongo, Daniel Maheu, Anne Marchand, Jean-Claude Miron, Graziella Mousseau, Marie-Josée Perreault, Claude Provencher, Danielle Racette, Richard Saint-Louis, Marita Somma, Daniel Théorèt and Vito Vassallo.

Dan Allen was recognized for his leadership in the development of the first Employment Equity Conference and establishing a human resources plan that addressed workplace equality issues at Human Resources Development Canada, Ontario Region. His contribution included providing workshops and equipping managers with concrete tools to help them achieve a more representative workforce as well as improving self-identification rates in his department.

Shanti Lithopoulos received an award in appreciation for her activities as Chairperson for the Visible Minority Network at INAC in developing a vision and terms of reference for the organization and in building a strong partnership between visible minority and Aboriginal networks. She organized workshops and information sessions that provided participants, particularly members of the designated groups, with an opportunity to recommend solutions to particular challenges.

Nyla Koomans was granted an award in recognition of her creativity in promoting equity in the workforce at Veterans Affairs Canada. As a result of her contribution to the development of an action plan, diversity training is now being implemented, and a quarterly newsletter about employment equity issues is distributed to employees in her department.

## Other Awards

As in the previous fiscal year, one of Transport Canada's employees was a recipient of the Michelle Comeau Human Resources Leadership Award, which acknowledges the significant contributions of individuals and groups working at all levels within the human resources field.

Mr. Doug Spiers received the award in recognition of his excellence in establishing vision and direction, building on the diversity of the community through cross-functional initiatives, and establishing new partnerships and improving relationships with stakeholders.

In 2002–03, Health Canada's Iskotew Lodge celebrated its first year of operation and received the Wolf Project Award for improving respect and understanding between cultures and races. During the year, the Lodge, located in the National Capital Region, hosted Aboriginal Elders and teachers from across Canada and was visited by more than 2,500 people, including community members and employees from Health Canada and other departments. The Lodge promotes Aboriginal cultures and offers support and guidance in dealing with cultural differences, work-related stress and differing attitudes in the workplace.



## Employment Equity Policy Review

During this fiscal year, all policy centres in the Secretariat were engaged in a review of the Treasury Board policy suite and reporting requirements. The purpose of the exercise was, among other things, to streamline and rationalize policies and reduce the reporting burden on departments. As part of this exercise, the Employment Equity Division is updating the *Employment Equity Policy* (1999). The revised policy will be a consolidation of several policy instruments and will update the policy requirements to reflect the Treasury Board's Management Board role and departmental responsibility for the implementation of employment equity. In keeping with recent human rights jurisprudence and requirements of the *Employment Equity Act*, it will also provide for the accommodation of all four designated groups to the point of undue hardship, thus complementing the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service*. The development and implementation strategy will involve consultation and collaboration with key stakeholders, including departments and representatives of designated group organizations.

## Employment Equity and Diversity Learning

Three Employment Equity and Diversity learning courses are part of the Canadian Centre for Management Development's "Leadership — Strategy-specific Courses," which comprises three courses. The "Diversity: Vision and Action" course, was offered 16 times across the country and attracted more than 350 participants. The "Mikawiwon Leadership and Aboriginal Affairs" course and the "Aboriginal Issues and Self Government" course were both annual courses targeted to government executives and managers at all levels.

In March 2003, CCMD offered its course "How Ottawa Works" to Aboriginal employees in a pilot project partially funded by the Employment Equity Division.

The English pilot project was held in Ottawa and attracted 32 Aboriginal employees from across Canada. Participants learned about the structure of government, policy development, the role of central agencies, and the legislative process. The project was initiated in the belief that offering "How Ottawa Works" to Aboriginal employees could lead to improved retention rates for this group. The three-day course is also expected to stimulate networking among new Aboriginal employees. A French course will be considered for the fall of 2003, depending on demand.

Training and Development Canada, in partnership with the Secretariat, has modified its two-day “Orientation to Employment Equity and Diversity Workshop,” incorporating information on Embracing Change and the duty to accommodate.

These partners also began work on “Implementing Employment Equity,” a one-and-a-half-day course that will be divided into three modules:

- ▶ Conducting a Workforce Analysis;
- ▶ Using and Interpreting Quantitative Data in the Conduct of an Employment Systems Review; and
- ▶ Establishing Long- and Short-term Numerical Goals for Employment Equity Plans.

The schedule for employment equity and diversity courses can be accessed on the Employment Equity Division’s Web site under “Learning.”

### Assessing Inclusiveness — the 2002 Public Service Employee Survey

In December 2002, the results of the second Public Service Employee Survey were released. Like the first survey, conducted in 1999, the questions in this survey sought to take the pulse of the federal Public Service and to obtain feedback on measures such as workload, work-life balance,

harassment and discrimination, career development and learning, fairness in the selection process and management support to employees.

Fifty-eight percent of all employees responded to the survey. The participation by designated group members was approximately as follows: women, 56 per cent; Aboriginal peoples, 4 per cent; persons with disabilities, 5 per cent; and visible minorities, 8 per cent.

The survey participation was therefore similar to overall representation of the designated groups in the Public Service.

As occurred following the 1999 Survey, a working group was set up to analyze the results from an employment equity perspective. This group was chaired by the Secretariat and included representatives from the Public Service Commission of Canada, departments<sup>7</sup>, the Joint Employment Equity Committee of the National Joint Council and the Social Science Employees Association. The analysis focussed on responses to 52 of the 116 questions under 5 major themes: Nature of Work, Selection and Promotion, Management Support, Value and Respect, and Training and Development. The approach sought to identify those areas in which responses from

7. Industry Canada, National Defence, Public Works and Government Services Canada, the Immigration and Refugee Board, HRDC, and Health Canada.

members of designated groups differed significantly from those of other employees.

While, in general, the Public Service has made significant strides in building a representative and inclusive workforce, the response of members of designated groups to the survey help to indicate where more work needs to be done. Eliminating harassment and discrimination were clearly two such areas. Likewise, the perceived barriers to career advancement need to be addressed in order to build a respectful and supportive workplace. It is expected that the final report, including recommendations, will be disseminated in the fall of 2003.

### Audits by the Canadian Human Rights Commission

All 68 public service departments have been or are currently being audited by the Canadian Human Rights Commission. The authority to audit individual departments and agencies derives from a memorandum of understanding between the Secretariat and the Canadian Human Rights Commission, which was signed in 1997. The Commission has developed a streamlined approach for auditing 17 departments and agencies with fewer than 100 employees. These smaller organizations represent a total of 555 public service employees.

To date, the following 36 departments and agencies have been found in full compliance with the Commission's assessment factors derived from the *Employment Equity Act*:

- ▶ Atlantic Canada Opportunities Agency
- ▶ Canada Economic Development for Quebec Regions
- ▶ Canadian Artists and Producers Professional Relations Tribunal
- ▶ Canadian Heritage
- ▶ Canadian Human Rights Commission
- ▶ Canadian International Development Agency
- ▶ Canadian Radio-television and Telecommunications Commission
- ▶ Canadian Space Agency
- ▶ Canadian Transportation Agency
- ▶ Copyright Board of Canada
- ▶ Correctional Service Canada
- ▶ Department of Finance Canada
- ▶ Department of Foreign Affairs and International Trade
- ▶ Department of Justice Canada
- ▶ Environment Canada
- ▶ Hazardous Materials Information Review Commission
- ▶ Human Resources Development Canada
- ▶ Immigration and Refugee Board
- ▶ Indian and Northern Affairs Canada

- ▶ Law Commission of Canada
- ▶ NAFTA Secretariat, Canadian Section
- ▶ National Archives of Canada
- ▶ National Farm Products Council
- ▶ National Parole Board
- ▶ Natural Resources Canada
- ▶ Office of the Chief Electoral Officer
- ▶ Office of the Commissioner of Official Languages
- ▶ Office of the Secretary to the Governor General
- ▶ Privy Council Office
- ▶ Public Works and Government Services Canada
- ▶ Registrar of the Supreme Court
- ▶ Statistics Canada
- ▶ Status of Women Canada
- ▶ Transportation Safety Board of Canada
- ▶ Treasury Board of Canada Secretariat
- ▶ Western Economic Diversification Canada

### Modernization of Human Resources Management

The modernization of human resources in the Public Service of Canada recognizes the need to create a healthy, productive and supportive workplace in which people feel respected, are treated fairly and are part of a community that accepts

and values their contributions in the delivery of high quality service to Canadians.

In February 2003, following the work of the Task Force on Modernizing Human Resources Management in the Public Service, the President of the Treasury Board introduced Bill C-25, the *Public Service Modernization Act*, in the House of Commons. While the Bill seeks to modernize employment and labour relations in the Public Service, it recognizes that diversity is a priority and catalyst in the government's management agenda and that Canada will continue to gain from a public service that is representative of such diversity. The Bill also sets out to clarify roles and responsibilities of the Treasury Board (as the employer), the Public Service Commission of Canada (which shares some responsibilities under the *Employment Equity Act*), and departments (to whom the Treasury Board has delegated several responsibilities for implementation of employment equity).

At the end of the 2002–03 fiscal year, the Bill was progressing through the legislative process via the House of Commons Standing Committee on Government Operations and Estimates. Several witnesses, including the President of the Treasury Board, appeared before this committee. In her 20th bulletin to employees, the President of the Treasury Board notes the overall goals of the legislation:

- ▶ to streamline our cumbersome staffing system, thereby improving our ability to attract and hire the people we need, when and where we need them;
- ▶ to build more constructive labour-management relations and create a more productive and supportive working environment; and
- ▶ to change the way that the Public Service approaches corporate learning and development.

The Bill does not seek to make major adjustments to the way employment equity is addressed in the Public Service under the *Employment Equity Act*. Coincidental with development of the Bill and on a parallel track, a standing committee of the House of Commons was undertaking a mandatory review of the Act.

### Review of the *Employment Equity Act*

On June 14, 2002, the Standing Committee on Human Resources Development and the Status of Persons with Disabilities tabled its report entitled *Promoting Equality in the Federal Jurisdiction: Review of the Employment Equity Act* in the House of Commons. The committee made

29 recommendations, which could be grouped under four major themes: promoting success, accountability, knowledge-based program development, and partnerships. Eight recommendations were addressed to or directly affected the role of the Treasury Board as the employer of the federal Public Service,<sup>8</sup> while another ten had implications for all employers covered by the Act,<sup>9</sup> including the Treasury Board.

The Minister of Labour, who has responsibility for administration of the Act, tabled the government's response in November 2002. In welcoming the recommendations of the committee, the response reaffirmed the government's commitment to employment equity, noted that several recommendations had already been implemented, and outlined how the others might be addressed. With respect to the federal Public Service, the government recognized the need for a more representative institution and, in particular, measures to continue addressing concerns about the gaps in representation of visible minorities. The response reiterated the accountability of the Treasury Board for employment equity in the federal Public Service as well as for meeting the employer's obligations under the *Employment Equity Act*.

8. Recommendations 1, 3, 6, 9, 10, 24, 28 and 29.

9. Recommendations 11–19 and 25.

In March 2003, the Secretariat submitted its follow-up response to the Committee's recommendation that

- ▶ as the public service employer, Treasury Board remain accountable for all policies, programs and actions within federal departments and agencies with respect to the *Employment Equity Act*; and
- ▶ where it has delegated authority under the *Employment Equity Act* to departments and agencies (such as the provision of positive measures for people with disabilities), Treasury Board should submit to this Committee an action plan by April 1, 2003, outlining the measures that have been put in place and the ways that these will be monitored.

This supplementary response confirmed the Treasury Board's accountability and pointed out that the Secretariat has a leading role in ensuring that programs and services provided by the Public Service are well administered, focussed on citizens' needs and produce concrete and measurable results. As requested by the Committee, the measures put in place to assure accountability, how the Secretariat works with its partners and its continuing plans with respect to these subjects were contained in the Action Plan forwarded to the Committee.

## Conclusion: A Look Ahead to 2003–04

The year ahead will require continued commitment, increased efforts in several areas and a strengthening of linkages between the implementation of employment equity and how the Public Service addresses other corporate priorities. It must also be about increasing the breadth and scope of accountability measures so that they produce results.

Efforts to modernize human resources management in the Public Service provide an enabling framework through which the Public Service can address its needs of the future and reinforce values of respect, equity and inclusiveness. Many improvements to public service culture are part of good human resources management, and corporate culture change is not dependent solely on legislation.

The Employment Equity Division will be revising the *Employment Equity Policy* and integrating it into the framework that is presented through the human resources modernization process. The Division will continue to implement the *Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service* and ensure that more managers and persons in functional

communities, such as staff relations and materiel management, are aware of their obligations. The Secretariat will also assess and evaluate the effectiveness of measures taken to implement this policy.

Given the somewhat sluggish pace of progress in achieving results against the Embracing Change benchmarks, the Division will continue to provide departments with models of success and work to provide the tools and assist in building departmental capacity to effect change. The Division will seek to leverage past investments and new resources to continue supporting departments in implementing the Action Plan and addressing the ongoing challenge of improving the representation and participation of visible minorities. But departments are key because employment equity is fundamentally about how departments conduct their business and how they attract their most valuable asset — their people; how departments use their employees' skills and talents, value their contributions, foster their learning and career development and maintain a welcoming workplace. There needs to be more tangible evidence that departments are effectively integrating their employment equity obligations

into their business and human resources activities. Such integration is critical for the development of the Public Service of the future.

To the extent that the self-identification process could present an obstacle to demonstrating further progress in increasing the representation of the minority-designated groups, the Employment Equity Division must continue to seek improvements in this area. Self-identification is about everyone — who we are as a Public Service — the diversity of backgrounds and the associated talents, skills, perspectives and approaches that combine to serve Canadians with excellence.

The Employment Equity Division will continue to demonstrate leadership through broad engagement with its current and emerging partners: the bargaining agents; designated group organizations, such as the National Council of Visible Minorities in the Federal Public Service, the National Committee of Federal Public Servants with Disabilities, and the External Advisory Group on Embracing Change; its consultative bodies, such as the employment equity champions' forum and the many other groups with whom the Division interacts.

This effort to strengthen dialogue will help to ensure that the goals, challenges and progress in implementing employment equity reach as broad an audience as possible. To that end, the Division will be responding to what employees in the designated groups and others have said through the 2002 Public Service Employee Survey.

The competition for talent to rejuvenate and re-energize the Public Service will not subside. To remain competitive, the Public Service of Canada must become a true employer

of choice. The Employment Equity Division will continue contributing to the search for ways to enhance the image of public service and the personal satisfaction and sense of worth that it brings to those who choose this path. Providing the excellent service that Canadians have come to know and expect will continue to be a motivating factor for many employees who do their jobs effectively, efficiently and with pride every day of the year.