



President  
of the Treasury Board

Présidente  
du Conseil du Trésor

# Employment Equity in the Federal Public Service

## 2000-01

Canada



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2000-01



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## PRESIDENT'S MESSAGE

Canada is a country that is rich in diversity, with people from many cultures, backgrounds and experiences. As an institution whose goal is to provide high quality service to our fellow Canadians, the Public Service should be reflective of this diversity. Such a workforce is much better prepared to provide Canadians with the exceptional service they expect and deserve.

It has been five years since the *Employment Equity Act*, applied to the Public Service. Much has been accomplished over that period to build a workforce that truly values and respects the abilities of persons in the employment equity designated groups – women, Aboriginal peoples, members of visible minorities, and persons with a disability. We have stayed the course and made good progress in improving overall representation rates. But more work remains.

The Public Service of Canada is taking concrete steps to become a workplace of choice, one that is positioned to continue harnessing the talents of our current employees as well as attracting a new generation. We are committed to the reforms that will modernize the management of our human resources. We are committed to building an institution that is reflective of the diversity of the country. We are confident that we are moving in the right direction to have an innovative, representative workforce, and creating a supportive work environment that welcomes all qualified Canadians.

Lucienne Robillard

President of the Treasury Board

2002



## 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 2000–01 annual report on employment equity in the federal Public Service.

Sincerely,

Lucienne Robillard  
President of the Treasury Board

2002



# SPEAKER OF THE HOUSE OF COMMONS

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## INTRODUCTION

Diversity is a reality in Canada—the population of this country is a reflection of the world. As a national institution, the federal Public Service seeks to be a workforce that reflects the rich diversity of Canadian society while embracing values of competence, non-partisanship, and professionalism as it addresses the central goal of improving the quality of life for all Canadians. The implementation of employment equity (EE) in the Public Service of Canada is about equipping this institution with the ideas, skills, talents and competencies to ensure that Canadians are well-served in a knowledge-based economy and society.

### The Commitment and the Challenge

On January 30, 2001, the Speech from the Throne opening the 37<sup>th</sup> Parliament of Canada noted the government’s desire to have a Public Service that is “innovative, dynamic and reflective of the diversity of the country—able to attract and develop the talent needed to serve Canadians in the 21<sup>st</sup> century.” In his March 2001 *Annual Report to the Prime Minister on the Public Service of Canada*, the Clerk of the Privy Council and Secretary to the Cabinet heralded the emergence of a modern and enabled Public Service that can deliver different and better programs and services to Canadians and that is ready to meet the challenges of the knowledge economy.

In striving for a more modern and relevant Public Service that will continue to be among the best in the world, there are clear signals of the need to be people-centred and to appreciate that diverse backgrounds, perspectives, and approaches result in what the Clerk of the Privy Council signals as “better and more relevant service and stronger policy advice.” The publication *Results for Canadians: A Management Framework for the Government of Canada* presented a four-part agenda as the foundation for modernizing government management practices in delivering programs and services to Canadians. The citizen-focused approach to service delivery points to examining the way public servants work and their contribution to developing policy, delivering programs, providing services, and ensuring results for Canadians.





Last year, we noted the challenges faced by the Public Service in the area of human resources management. In the January 2001 Speech from the Throne, the Government of Canada “committed to the reforms needed for the Public Service of Canada to continue evolving and adapting.”

At a time when the Public Service is seeking to renew itself to address its human resources challenges and the demographic realities of an aging institution, with about 45 per cent of employees being eligible to retire in the next 10 years, there are ample opportunities to become more representative and inclusive and thus better able to serve all Canadians. Success, however, requires that we seize opportunities—in hiring, retention, and improving workplace well-being—so that we can build a workplace that truly values and respects the abilities of persons in the designated groups: women, Aboriginal peoples, members of visible minorities, and persons with disabilities.

## What’s in the Report

In this, the ninth annual report on the implementation of employment equity in the Public Service of Canada, we can confirm that there is progress in improving the representation for all designated groups, although certain challenges remain, particularly with respect to members of visible minorities.

Chapter One, “By the Numbers: Towards A Representative Public Service,” covers the statistical picture as required by the *Employment Equity Act*. It provides data for the April 1, 2000, to March 31, 2001, reporting period. Improvements in representation, hiring, promotion, and retention of persons in the designated groups are described. This chapter also presents historical data to help readers track progress in these areas.

Chapter Two, “The Employment Equity Positive Measures Program: Working Together for Greater Impact,” presents results achieved during the third year of the Employment Equity Positive Measures Program (EEPMP). This four-year program provides support in building institutional capacity for employment equity in federal organizations, facilitating implementation of the *Employment Equity Act*, and supporting the cultural changes required for establishing a representative and inclusive Public Service.

Chapter Three, “Embracing Change in the Federal Public Service: From Thoughts to Action,” highlights achievements under the Embracing Change Action Plan that was endorsed by the Government of Canada in June 2000. This major initiative is a reinforcement of the government’s commitment to address the persistent under-representation of visible minorities in the Public Service. Although it has been less than a year since implementation activities began, there has already been some





success as departments and agencies respond to the challenges. Much work remains to be done to reach the goal of a representative Public Service with respect to this designated group.

Chapter Four, “Reaching Out and Working With Our Partners,” provides an update on the leadership role played by the Treasury Board of Canada Secretariat in the area of employment equity and some of the partnerships it has developed to help advance the goals of employment equity in the federal Public Service. This chapter also describes some of the tools developed as a result of these productive partnerships.

Finally, Chapter Five, “A Best Practices in Departments and Agencies,” explores the themes of recruitment, retention, learning and career development. It also outlines some of the innovations and best practices that departments and agencies have put in place to achieve their employment equity objectives and, in turn, make the corporate culture more welcoming to diversity.

## ***Employment Equity Act***

It has been five years since the *Employment Equity Act* applied to the federal Public Service, making this institution subject to obligations that are similar to those for the federally regulated private sector. For more than a decade, however, employment equity has been a guiding force in the federal Public Service. Initially following an employment equity policy and later observing the employment equity provisions in the *Financial Administration Act* and *Public Service Employment Act*, the legal foundation was strengthened with the passage of the 1995 *Employment Equity Act*.

Over the years, the Government of Canada has been steadfast in supporting the principles of employment equity and removing barriers to the full and equitable participation of designated group members in federal workforces. Senior officials of the Public Service of Canada have also been engaged in fostering and managing diversity, addressing hiring, retention, learning, and career development of public service employees.

The Government of Canada’s commitment and the leadership and diligence on the part of many players is bearing fruit, as evidenced not only by our statistical performance but also by the programs and initiatives that departments have been undertaking to implement employment equity and strengthen diversity. While some of the latter are described in detail in Chapter 5, it is worth highlighting our progress by the numbers. When we compare the situation described in our 1995–96 annual report with that in our





current report, it is clear that we have improved the overall representation for each designated group. Representation of each group increased — women, 52.1 per cent from 48.2 per cent; Aboriginal peoples, 3.6 per cent from 2.3; persons with disabilities, 5.1 per cent from 3.1; and persons in a visible minority group, 6.1 per cent from 4.5.

These improvements should not, however, lead to complacency and detract from the fact that work remains to be done in removing barriers, becoming inclusive and, ultimately, a workplace of choice. Employment equity still matters because the participation of women in the Executive category needs to be increased. Employment equity for Aboriginal peoples still matters because retention issues and a broader distribution throughout the Public Service need to be dealt with. Employment equity still matters because workplace accommodation issues, hiring, and career progression for persons with disabilities still need to be addressed. Employment equity for visible minorities still matters because the Embracing Change Action Plan needs to be implemented, and overall representation in the management ranks needs to increase. And, employment equity matters for all as we understand and respect differences and recognize the contributions of all Canadians.

The *Employment Equity Act* states that “five years after the coming into force of this Act and at the end of every five-year period thereafter, a comprehensive review of the provisions and operation of this Act, including the effect of those provisions shall be undertaken by such committee of the House of Commons as may be designated or established by the House for that purpose.” This will undoubtedly provide an opportunity to reflect on how far we have come, what else needs to be done, and the role of legislation in serving as a catalyst for becoming truly representative and inclusive.





# CHAPTER 1

## BY THE NUMBERS: TOWARDS A REPRESENTATIVE PUBLIC SERVICE

The data in this chapter cover the fiscal year April 1, 2000, to March 31, 2001. Consistent with the pattern noted in previous reports, the federal Public Service continues to show progress in becoming more representative, with increases for all designated groups. The data also point to significant improvements in the percentage of designated group members among employees hired.

### 2000–01 Employment Equity Statistical Highlights

#### *WOMEN*

- *More than half of all employees were women (52.1 per cent), a slightly higher proportion than last year.*
- *The number of both indeterminate and term employees increased. A little over half of all indeterminate employees (50.5 per cent) were women, up slightly from a year ago (49.7 per cent). Women continued to make up more than 6 in 10 of term employees (61 per cent), not much different from previous years. Two out of five seasonal employees were women, up from last year.*
- *Approximately 1 in 3 employees in the Executive category were women, an increase to 30 per cent from 28.4 per cent last year.*
- *One third of all employees working outside Canada were women.*
- *As the proportion of women in the Public Service has increased, so has the proportion of women who are also members of another designated group (for example, women with disabilities), now at 15.5 per cent compared to 14.3 per cent in 1999–2000.*

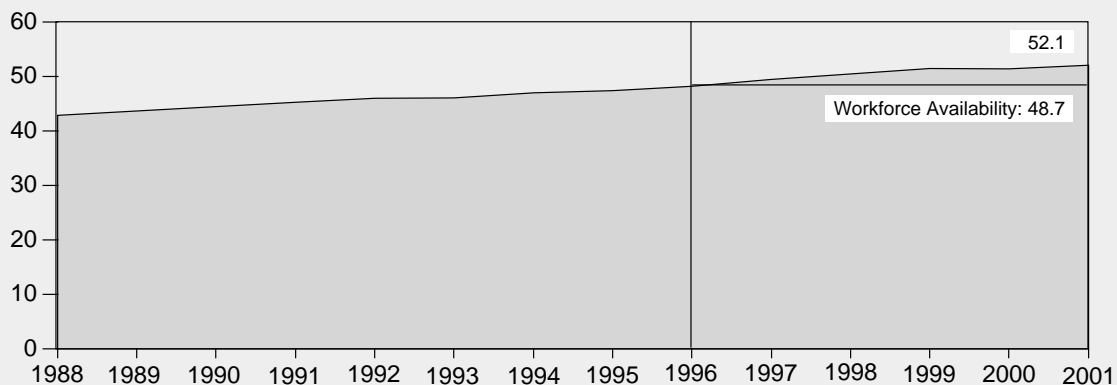




## WOMEN (cont'd)

- Close to 6 of 10 persons hired into the federal Public Service were women, the same proportion as for the past three years. There has also been little change in the hiring of indeterminate versus term employees.
- For the second consecutive year, fewer than half of all women entered the federal Public Service via the Administrative Support category, although this remains the major point of entry. Close to 30 per cent of women were hired into the Administration and Foreign Service category. More than half of all persons hired into the Scientific and Professional category (51.1 per cent) were women.
- Women received close to 6 in 10 of all promotions, similar to last year's share.
- Of the large departments and agencies, the Royal Canadian Mounted Police (civilian staff) continued to employ the highest proportion of women, at 77.5 per cent.

**Figure 1**  
**Representation of Women, 1988 to 2001 (%)**

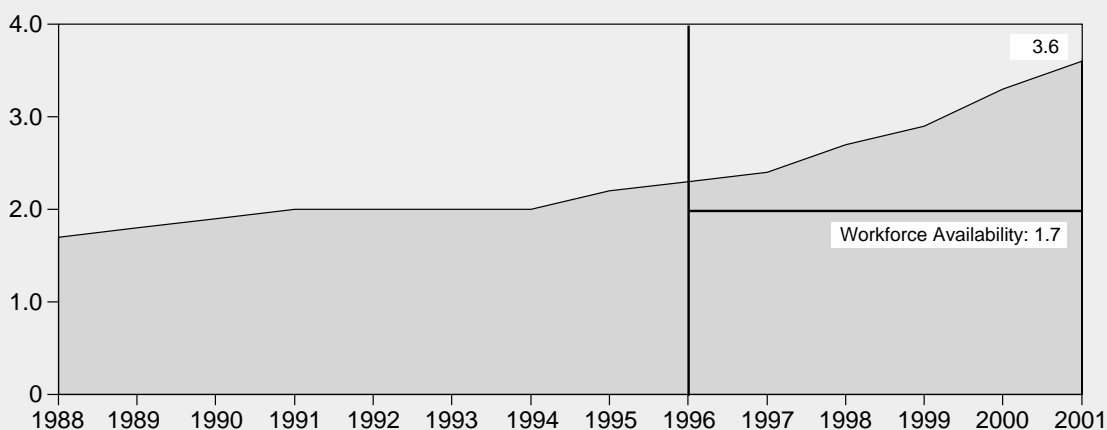




## ABORIGINAL PEOPLES

- *Aboriginal peoples accounted for 3.6 per cent of the federal public service workforce, up from 3.3 per cent as at March 31, 2000.*
- *Aboriginal peoples constituted 4.6 per cent of all new hires into the federal Public Service, up from 3.9 per cent the previous year.*
- *New Aboriginal employees tended to enter the federal Public Service through the Administrative Support category or the Administration and Foreign Service category (36.8 per cent and 28.8 per cent respectively).*
- *There was a significant increase in the proportion of Aboriginal peoples hired as indeterminate employees (24.3 per cent compared to 17 per cent a year ago).*
- *Approximately 7 in 10 Aboriginal employees worked outside the National Capital Region, up slightly from last year.*
- *Aboriginal employees received 3.8 per cent of all promotions compared to 3.3 per cent last year.*
- *Over one third of all Aboriginal peoples who left the federal Public Service were indeterminate employees, up from 27 per cent last year.*
- *Of the large departments and agencies, Indian and Northern Affairs Canada continued to employ the highest proportion of Aboriginal employees, now at 29.2 per cent compared to 28.5 per cent a year ago. Nonetheless, 4 out of 5 Aboriginal employees in the Public Service work somewhere other than at Indian and Northern Affairs Canada.*

**Figure 2**  
**Representation of Aboriginal Peoples, 1988 to 2001 (%)**



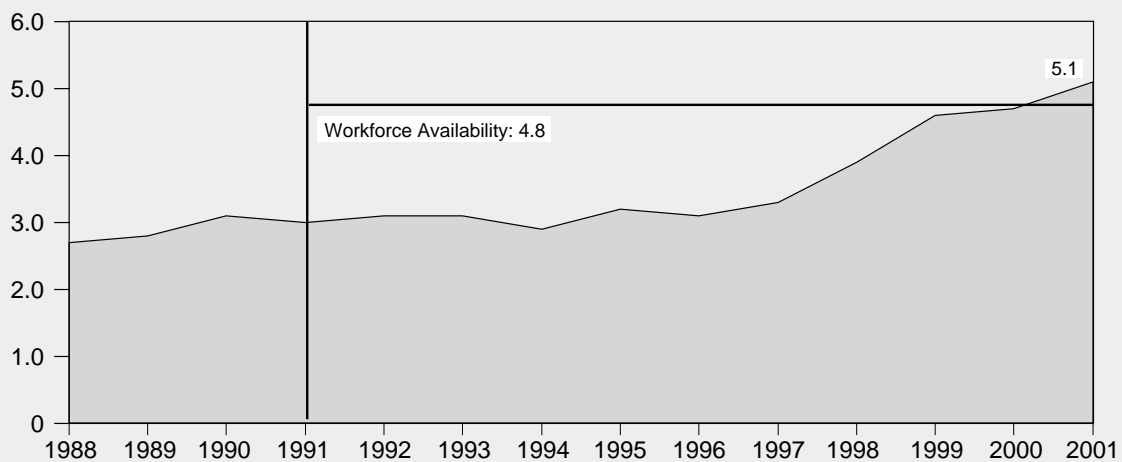




## PERSONS WITH DISABILITIES

- *The representation of persons with disabilities in the federal Public Service increased to 5.1 per cent from 4.7 per cent a year ago.*
- *Nine out of 10 persons with disabilities were indeterminate employees.*
- *One out of 5 employees with disabilities was hired as an indeterminate employee, an improvement from last year's 1 in 6.*
- *Eight in 10 persons with disabilities entered the federal Public Service in the Administrative Support category or the Administration and Foreign Service category.*
- *Employees with disabilities received 4.7 per cent of all promotions, up marginally from 4.1 per cent last year, but still below their internal representation of 5.1 per cent.*
- *Close to 2 out of 3 persons with disabilities separating from the federal Public Service were indeterminate employees, up from 1 out of 2 last year.*
- *Of the large departments and agencies, Human Resources Development Canada employs the highest proportion of individuals with disabilities, at 8.2 per cent, a slight decrease from 8.5 per cent a year ago.*

**Figure 3**  
**Representation of Persons with Disabilities**  
**1988 to 2001 (%)**





## *PERSONS IN A VISIBLE MINORITY GROUP*

- *Persons in a visible minority group represented 6.1 per cent of the federal public service workforce at the end of this reporting period, an increase of just over half a percentage point.*
- *Eight out of 10 workers in this group were indeterminate employees, the same proportion as last year.*
- *Just over 21 per cent of all persons in a visible minority group were in the Scientific and Professional category. Six in 10 were found in the following groups: Economics, Sociology and Statistics (ES); Engineering and Land Survey (EN); Scientific Research (SE); and Law (LA). These same groups account for more than half of all employees in the Scientific and Professional category.*
- *Slightly more than 4 in 10 employees in a visible minority group worked in the National Capital Region, the same as last year, and the same as for all employees.*
- *Of all new hires, 8.1 per cent were persons in a visible minority group, a significant increase from 5.7 per cent a year earlier.*
- *Of all new indeterminate employees, 11.5 per cent were members of a visible minority group, up from 8.3 per cent a year earlier.*
- *While over half of all new employees in a visible minority group entered via the Scientific and Professional or the Administration and Foreign Service categories, almost one-third were hired into the Administrative Support category.*
- *Employees in a visible minority group received 6.4 per cent of all promotions, just a bit higher than their internal representation of 6.1 per cent.*

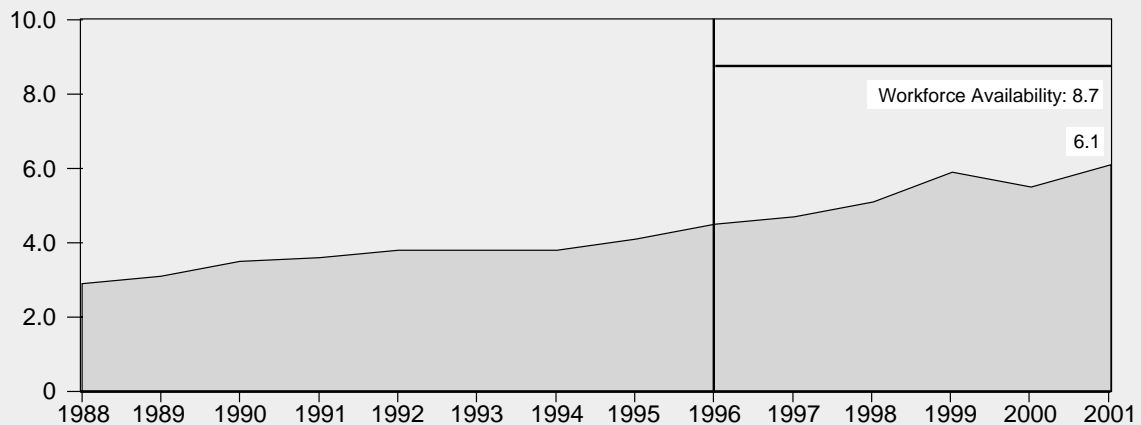


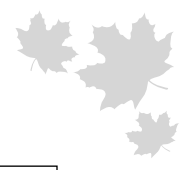


## *PERSONS IN A VISIBLE MINORITY GROUP (cont'd)*

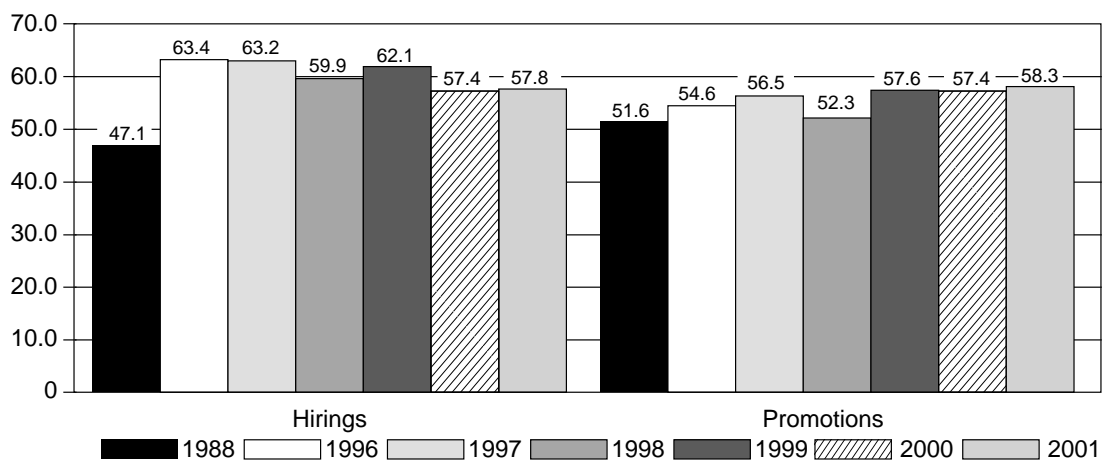
- *Persons in a visible minority group accounted for 5.6 per cent of separations by indeterminate employees, up from 4.2 per cent a year ago.*
- *Of the large departments and agencies, Citizenship and Immigration Canada, and Health Canada employ the highest proportions of persons in a visible minority group, at 12.8 per cent and 10.1 per cent respectively, compared with 9.5 per cent each a year ago.*

**Figure 4**  
**Representation of Persons in a Visible Minority Group**  
**1988 to 2001 (%)**

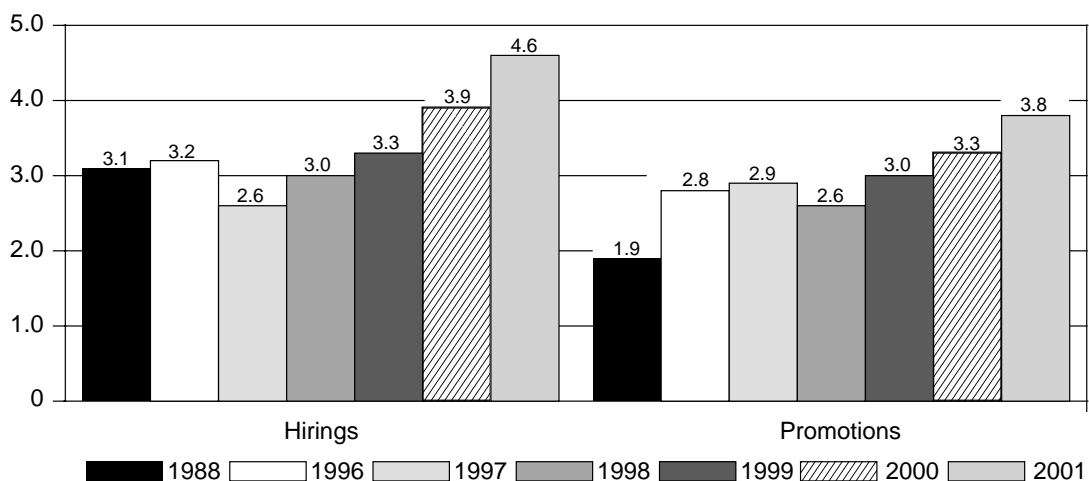




**Figure 5**  
**Hiring and Promotion of Women**  
**1988, 1996, 1997, 1998, 1999, 2000, and 2001 (%)**

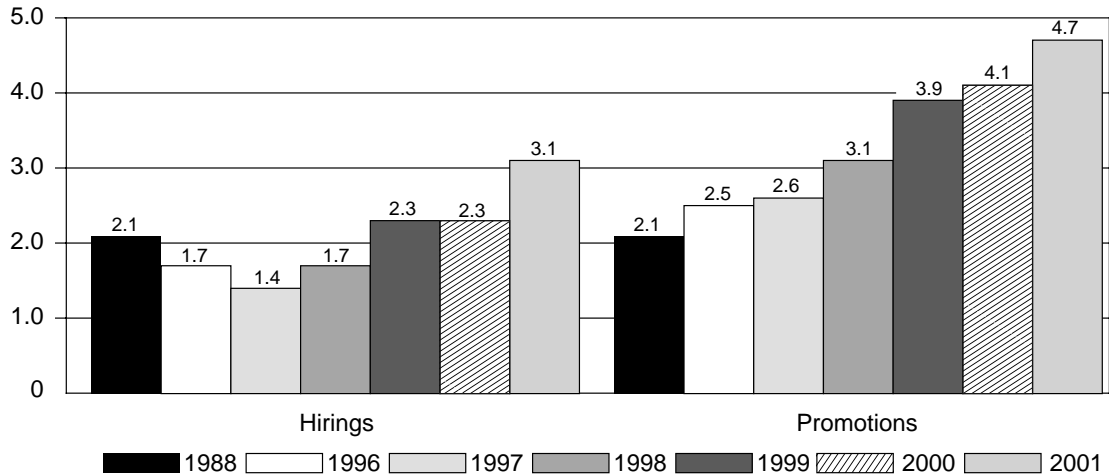


**Figure 6**  
**Hiring and Promotion of Aboriginal Peoples**  
**1988, 1996, 1997, 1998, 1999, 2000, and 2001 (%)**

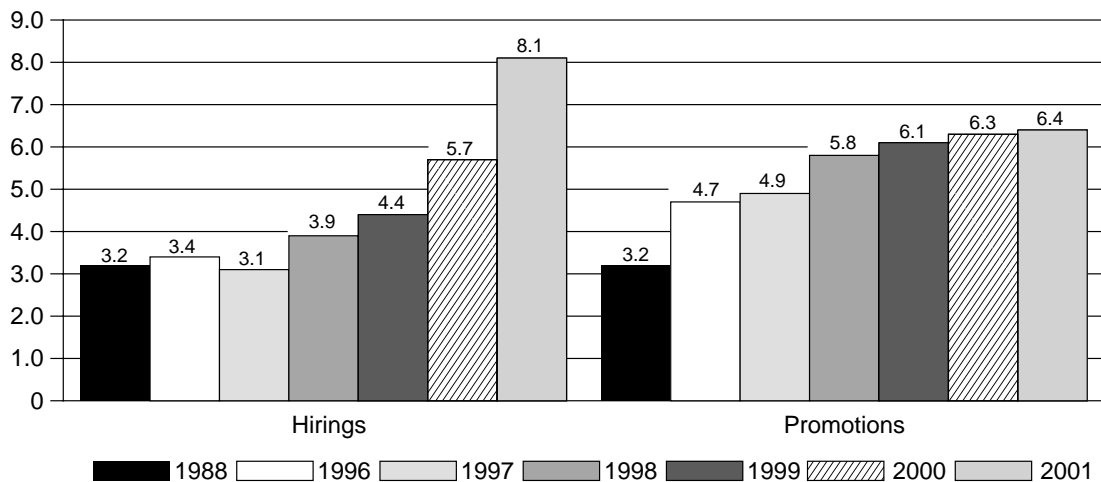




**Figure 7**  
**Hiring and Promotion of Persons with Disabilities**  
**1988, 1996, 1997, 1998, 1999, 2000, and 2001 (%)**



**Figure 8**  
**Hiring and Promotion of Visible Minorities**  
**1988, 1996, 1997, 1998, 1999, 2000, and 2001 (%)**





## Overall Representation

Figures 1 through 4 compare the representation of each designated group's workforce availability. (See Technical Notes at the end of this chapter.) These figures, as well as Figures 5 through 8 and Table 1, also provide historical information on the four designated groups to help in tracking the progress of the Public Service in becoming more representative of the public that it serves.

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

- For three of the four designated groups—women (52.1 per cent), persons with disabilities (5.1 per cent), and Aboriginal peoples (3.6 per cent)—representation rates are higher than their respective workforce availability rates of 48.7 per cent, 4.8 per cent, and 1.7 per cent.
- There is still under-representation of persons in a visible minority group with a gap of 2.6 percentage points between representation, 6.1 per cent, and the workforce availability figure of 8.7 per cent derived for public service purposes.

The *Employment Equity Act* requires that workforce availability indicators be used in determining whether or not an organization is representative. These indicators derive from the 1996 Census in the case of women, Aboriginal peoples and persons in a visible minority group, and from the 1991 Health and Activity Limitation Survey (HALS) for persons with disabilities. A new survey, the Participation and Activity Limitation Survey (PALS), was carried out in autumn 2001. Data from the 2001 Census and the PALS will allow the availability indicators for all designated groups to be updated early in 2003.

Workforce availability estimates provide a picture of the Canadian workforce. They are derived initially from the population aged 15 years and older who have had some work experience in at least the 16 months prior to the Census (for women, Aboriginal peoples and persons in a visible minority group) and the five years prior to the HALS (for persons with disabilities). Taking into account the preference accorded to Canadian citizens under the *Public Service Employment Act*, workforce availability estimates are based on the population of Canadian citizens with the skills and work experience relevant to the occupational groups in the federal Public Service. While this preference for Canadian citizens in public service hiring decisions has been the subject of court challenges, there is little to suggest that a change of approach to calculating workforce availability indicators is warranted at this time.





## Gender

Table 2 presents the distribution of federal public service employees by gender as at March 31, 2001. The proportion of women who are also members of another designated group is now at 15.5 per cent of all women, up from 14.3 per cent a year earlier. There were increases for each grouping—the proportion of women in a visible minority group increased to 6.2 per cent compared with 5.6 per cent a year earlier, while the proportions of women with disabilities and Aboriginal women have both increased slightly to 5 per cent and 4.3 per cent from 4.7 and 4.0 per cent respectively.

Women account for more than 60 per cent of Aboriginal peoples in the federal Public Service. This is also true for both indeterminate and term employees. A more even gender balance is found among persons with disabilities and persons in a visible minority group, where roughly half of all employees are women.

## Employment Type

Table 2 also presents information by employment type. The proportion of indeterminate employees is virtually the same as in previous years, 83.9 per cent compared with 84.4 per cent in 2000. The situation is similar for each designated group: 81.4 for women, 80.7 for Aboriginal employees, 89.1 per cent for persons with disabilities, and 80.3 per cent for employees in a visible minority group.

Over the fiscal year, the number of employees on strength for a specified period of three months or more increased from 21,314 to 23,107, or 15.5 per cent of the total population (i.e., indeterminate employees, terms of three months or more, and seasonal employees). Over the past several years, most term employees—now almost 8 in 10—were members of the designated groups, and more than two thirds (70.8 per cent) were women.

## Occupational Category

Overall, 2.4 per cent of all employees are in the Executive ranks, slightly higher than the previous year (2.3 per cent). Close to 1 in 3 persons in this occupational category are women (30 per cent), up from 28.4 per cent last year and continuing the pattern of steady increase for women noted in our previous reports.

With respect to the other occupational groupings, the Administration and Foreign Service category showed the most growth (8.8 per cent or 4,692 employees), followed by Scientific and Professional (7.2 per cent or 1,289 employees), Technical (4.9 per cent or 763 employees), Administrative Support (2.3 per cent or 760 employees), and Operational (2 per cent or 356 employees).





More than half of all women (53.6 per cent) are in the Executive, Scientific and Professional, and Administration and Foreign Service categories. For the third consecutive year, the Administration and Foreign Service category constitutes the largest grouping of women in the federal Public Service (42.8 per cent of all women), with some 5,000 more employees than the Administrative Support category (36.4 per cent). Of all women in the federal Public Service, 1.4 per cent are in the Executive category, which is well below the 3.4 per cent for men and the 2.4 per cent for all employees.

The representation of Aboriginal peoples, persons with disabilities, and persons in a visible minority group in the Executive category have increased slightly since 1999 and 2000. During the fiscal year in question they were at 2 per cent, 3.5 per cent, and 3.4 per cent respectively, up from 1.9 per cent, 2.9 per cent, and 3.1 per cent in 1999 and 2000.

## Age

Table 4 presents the age structure of the designated groups in 2000–01 by occupational category. The overall average age of federal public servants remained about the same at 43.3 years compared with last year's 43.2.

The proportion of employees aged 45 and older continues to rise, now standing at 48.3 per cent, up by a percentage point from last year and just over 4 percentage points in two years. All designated groups showed increases in the proportion of individuals aged 45 and older. Almost two thirds of persons with disabilities fall into this age category. These individuals have the highest average age (46.1), while Aboriginal employees have the lowest (average age of 41).

The gap between men and women continued the trend started two years ago when half of all men were aged 45 and over compared with 4 in 10 women. The proportion of women in this age group increased this year by 1.3 per cent to 43.4 per cent. The average age for women was 42.3 years, one year younger than the overall average and two years younger than for men (44.4 years).

The proportion of Aboriginal employees aged 45 and over rose by 1.4 per cent to reach 37.5 per cent of all Aboriginal employees.

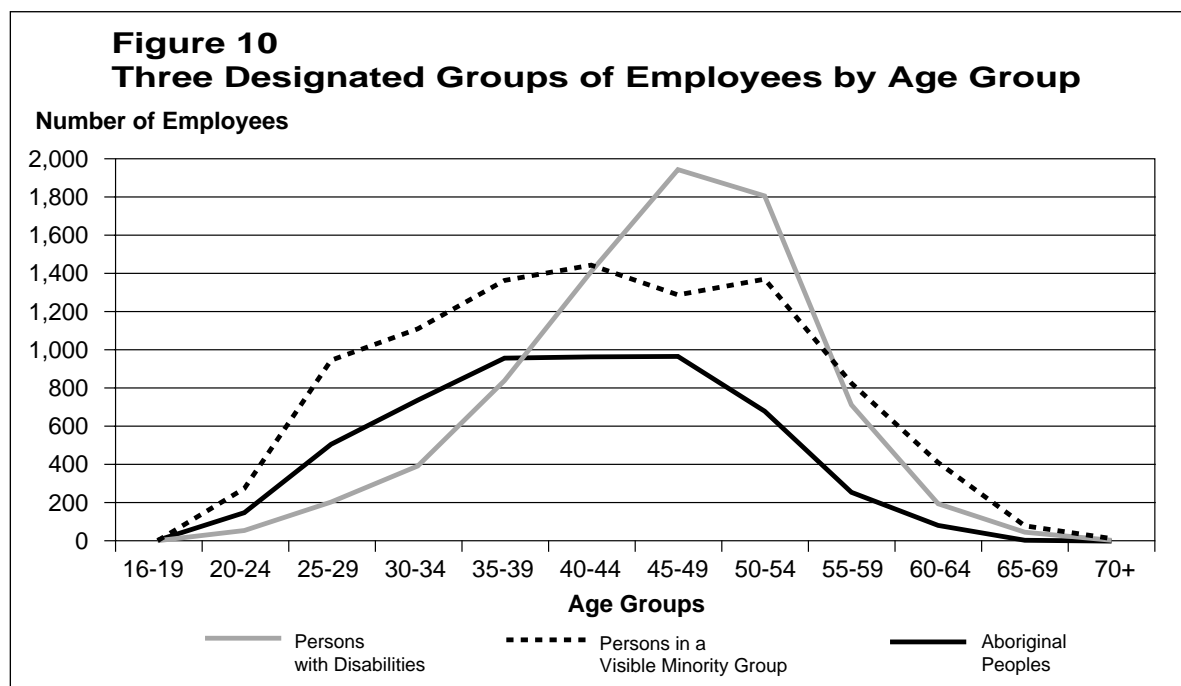
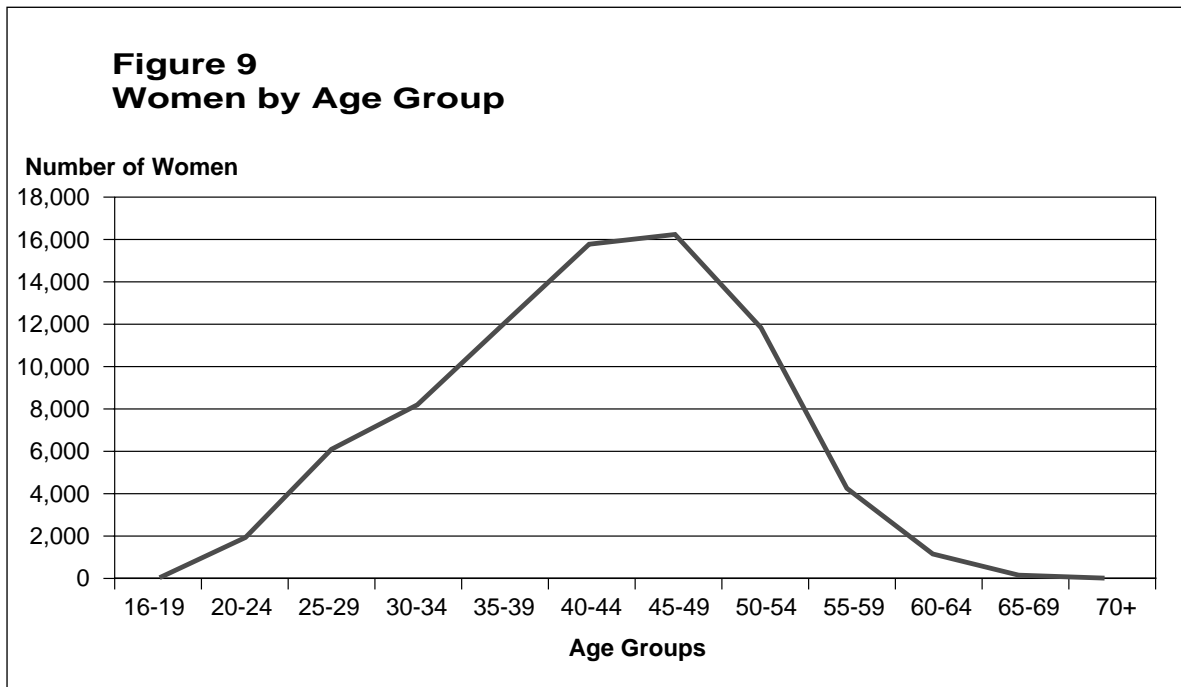
The proportion of employees with disabilities aged 45 and older has continued to rise since 1993–94 when it was 45 per cent. Currently, it is 61.8 per cent compared with 60.2 per cent last year.







The proportion of employees in a visible minority group aged 45 or older dropped by 2.8 per cent compared to a year ago (46.5 per cent versus 43.7 per cent). At 42.6 years, the average age for all employees in a visible minority group has decreased slightly from last year.





## Departments and Agencies

According to Table 5, most departments experienced net increases in the size of their populations, maintaining the upward trend started in 1998–99. Only one of the 18 larger departments and agencies (i.e., those with 3,000 or more employees) dropped slightly in number of employees. Human Resources Development Canada showed the greatest increase, with 22,856 workers, up 6.4 per cent from last year's 21,489.

The proportion of women in each of the large departments and agencies remained about the same. Again, the highest proportion was at the Royal Canadian Mounted Police (civilian staff) and Human Resources Development Canada, where 8 in 10 and 7 in 10 employees respectively, were women. As noted in previous reports, 2 in 3 employees in all departments, except Fisheries and Oceans Canada, were women. The situation has not changed much from last year (28.5 per cent now versus 27.7 per cent a year ago) for the representation of women in this department with its relatively high proportion of traditionally male occupations such as engineering, natural sciences, and ship's officers and crews. After hiring 400 employees, Citizenship and Immigration Canada had the largest increase in the number and proportion of women—more than 300 and 2 percentage points—thus increasing representation by almost 2 per cent to 62.4 per cent.

This year, five large departments and agencies (compared with four last year) accounted for almost 60 per cent of Aboriginal employees. They were Indian and Northern Affairs Canada, Health Canada, Correctional Service Canada, Royal Canadian Mounted Police (civilian staff), and Human Resources Development Canada. The newcomer is the Royal Canadian Mounted Police.

At 29.2 per cent, up from 28.5 per cent a year earlier, Indian and Northern Affairs Canada continued to have the highest proportion of Aboriginal employees. This was more than four times the proportion in the next highest department, Health Canada, at 6.8 per cent. Human Resources Development Canada made significant gains, becoming second in the number (as opposed to proportion) of Aboriginal employees in its workforce, 774, compared with 1,031 at Indian and Northern Affairs Canada.

While sixteen departments and agencies had only one or no Aboriginal employees, for the most part, it is primarily the small ones (i.e., 100 employees or fewer) that have low levels of Aboriginal representation. Ten of these smaller departments have 30 or fewer employees.





Among departments and agencies with more than 100 employees, the Office of the Secretary to the Governor General and Status of Women Canada both recorded the highest proportions of persons with disabilities (8.3 and 7.6 per cent respectively). Among departments and agencies with more than 1,000 employees, Human Resources Development Canada and the Public Service Commission of Canada, at 8.2 and 7.3 per cent respectively, have the highest proportions. Each of the 10 departments and agencies that had no employees with disabilities has a total population of fewer than 100 employees.

Together, Human Resources Development Canada, National Defence, Public Works and Government Services Canada, Health Canada, Statistics Canada, and Citizenship and Immigration Canada account for 52.1 per cent of employees in a visible minority group compared with 45.8 per cent of all federal public service employees. Each of these departments employs more than 500 individuals from this designated group. Close to 1 in 6 of all employees in a visible minority group work at Human Resources Development Canada, where they represent 6.4 per cent of the total employee population. With 10.5 per cent (up from 9.5 per cent a year earlier), Citizenship and Immigration Canada now leads in percentage representation, along with Health Canada. Among departments and agencies with between 100 and 1,000 employees, for the third year in a row, the Immigration and Refugee Board has the highest percentage of employees from a visible minority group (21 per cent).

## Geographic Location

Table 6 and Figure 11 present data on the geographic distribution of federal public service employees. The highest concentration (39.4 per cent or 4 in 10) work in the National Capital Region, about the same as last year's 39.1 per cent. The proportion among the designated groups is slightly higher for women (41.5 per cent), persons with disabilities (40.7 per cent), and visible minority members (41.1 per cent). The proportion of Aboriginal peoples working in the National Capital Region remained the same at 30 per cent.

Excluding the National Capital Region, Ontario has the highest number of employees in all four designated groups. Prince Edward Island has the highest proportion of women (6 in 10). One third of all employees working outside Canada are women.

Excluding the Northwest Territories, Manitoba and Saskatchewan have the highest proportions of Aboriginal employees in the federal workforce (10.3 per cent and 10 per cent respectively). Quebec (excluding the National Capital Region) and





New Brunswick have the lowest proportions (1.3 per cent and 1.7 per cent respectively). Employees with disabilities ranged from a low of 1.8 per cent in Nunavut (which had none the previous year) and 2.1 per cent working outside Canada, to a high of 7.1 per cent in Prince Edward Island. As with Aboriginal peoples, the regional distribution of visible minority group members showed considerable variation. British Columbia again leads all provinces with 10.4 per cent of visible minorities in the federal workforce there. At the other end are Newfoundland and New Brunswick at less than 1 per cent, the same as the previous year. These are the only two provinces with less than 1 per cent representation in any of the designated groups. At 28.3 per cent, Nunavut has the largest proportion of Aboriginal employees although this figure has dropped by 1 per cent in the last year.

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

	Women	Aboriginal Peoples	Persons with Disabilities	Persons in a Visible Minority Group
Newfoundland	39.8	3.1	3.6	0.6
Prince Edward Island	60.0	1.9	7.1	1.4
Nova Scotia	39.5	2.2	6.1	4.3
New Brunswick	54.1	1.7	4.1	0.9
Quebec	53.4	2.7	3.9	4.3
Ontario	54.1	2.6	5.7	7.7
Manitoba	54.9	10.3	5.9	4.9
Saskatchewan	52.5	10.0	4.6	3.0
Alberta	53.1	6.3	5.6	6.0
British Columbia	47.8	4.2	5.2	10.4
Yukon	56.8	16.6	3.7	1.3
Northwest Territories	53.6	21.6	2.9	3.5
Nunavut	46.0	28.3	1.8	4.4





## Salary

Table 7 presents the distribution of designated groups by salary as at March 31, 2001. All four groups showed a slight increase in the proportion of employees earning \$50,000 or more.

The proportion of federal public service employees earning \$50,000 or more has risen by 3.3 percentage points to 37.1 per cent. The proportion of women earning \$50,000 or more rose to 25.9 per cent of all women in 2000–01 from last year’s 22.3 per cent and 17.7 per cent two years ago. However, the gap between women and men continued to widen, as the proportion of men earning this salary also increased to 49.4 per cent from 46 per cent. For every woman earning \$50,000 or more, there are already two men earning that amount. As a proportion of all employees, women earning \$50,000 or more rose to 36.3 per cent from 33.9 per cent last year and from 24.7 per cent five years ago. The proportion of individuals earning \$50,000 or more as a percentage of all employees also increased in the other designated groups. Aboriginal employees rose to 2.6 per cent from 2.3 per cent; persons with disabilities to 4.4 per cent from 3.9 per cent; and persons in a visible minority group to 6.3 per cent from 6.0 per cent.

Looking at each designated group separately, the proportion of Aboriginal employees earning \$50,000 or more increased to 26.7 per cent from 23.2 per cent; employees with disabilities to 32.1 per cent from 27.7 per cent; and, employees in a visible minority group to 38.3 per cent from 37 per cent. The relatively higher proportion of employees in a visible minority group earning \$50,000 or more is due largely to their heavy representation in the Scientific and Professional category.

## Hirings

Tables 8 to 10 show the number of hirings into the federal Public Service. They include persons added to the federal public service payroll between April 1, 2000, and March 31, 2001. This year, for the first time, the definition has been expanded to include students, casual employees, and other persons whose terms of three months or less have been extended. Therefore, “hiring” encompasses these individuals as well as indeterminate employees, seasonal workers, and those with terms of three months or more. (See Technical Notes further in this chapter.)

All four designated groups showed an increase in their share of hiring compared with last year. Women continued to account for the majority of new hires at 57.8 per cent, about the same proportion as last year. Persons in a visible minority





group made up 8.1 per cent of new hires compared with 5.7 per cent last year; Aboriginal persons, 4.6 per cent versus 3.9 per cent; and, persons with disabilities, 3.1 per cent versus 2.3 per cent.

As we noted in previous years, the proportion of women entering the federal Public Service by way of the Administrative Support category continues to be the dominant hiring pattern. This category continues to be the largest point of entry for new hires and women accounted for more than 8 in 10 of the new entries into this category. The proportion of women entering the Public Service via the Scientific and Professional category was about the same as a year ago (11.9 per cent compared with 12.1 per cent). Regarding the Executive category (entries from outside the Public Service) 1 in 3 hires were women, up from 1 in 4 a year ago.

Most people continue to enter the federal Public Service as term employees, although the proportion has been dropping in recent years (76.3 per cent in 2000–01 from 79.7 per cent last year and 83.0 per cent two years ago). Conversely, the share of indeterminate employees among new hires has increased, if only slightly, to 21 per cent compared to 19.1 per cent a year ago. Looking at the designated groups, 17.7 per cent of women, 24.3 per cent of Aboriginal peoples, 21.1 per cent of persons with disabilities, and 29.7 per cent of persons in a visible minority group were hired for an indeterminate period. All designated groups experienced an increase in the proportion of their members who were hired as indeterminate employees.

Four in 10 of all new employees and a similar proportion of all new female employees were hired in the National Capital Region. A lower ratio was recorded for Aboriginal persons (30.6 per cent), and slightly higher ones for employees with disabilities (42 per cent) and members of a visible minority group (45.6 per cent).

Ontario led all areas (excluding the National Capital Region) in the number (1,220) of women hired. The proportion of women among new hires was highest in Prince Edward Island, where 7 out of 10 new employees were female. While 17.2 per cent of all new employees joined the federal Public Service in the Prairie provinces, 33.9 per cent of all new Aboriginal employees were hired in those provinces. British Columbia accounted for 8.4 per cent of all new recruits and 13.6 per cent of persons in a visible minority group.





## Promotions

Tables 11 to 13 provide information on promotions—appointments to positions at higher maximum levels of pay—in 2000–01. (See Technical Notes further in this chapter.) All four designated groups experienced higher shares of promotions than they did the year before.

For three of the four designated groups, shares of promotions were slightly higher than internal representation. For persons with disabilities, the promotion share of 4.7 per cent was slightly below their internal representation of 5.1 per cent. For the most part, the variances were slight: Aboriginal employees had 3.8 per cent of all promotions compared with an internal representation of 3.6 per cent; visible minorities received 6.4 per cent of all promotions against internal representation of 6.1 per cent; and women had 58.3 per cent of all promotions compared with an internal representation of 52.1 per cent.

For the federal Public Service as a whole, 87.9 per cent of promotions during 2000–01 went to indeterminate employees, just about the same as last year. Similarly, among the designated groups, the overwhelming majority of promotions went to indeterminate employees.

For all four designated groups, as for the federal Public Service as a whole, the highest number of promotions involved movements to or within the Administration and Foreign Service category, which accounted for just about half of all promotions overall and for Aboriginal peoples and persons with disabilities. The share was slightly higher for women (56.1 per cent) and lower for visible minorities (45.9 per cent). The Scientific and Professional category was more significant for the visible minority group, accounting for slightly more promotions than the Administrative Support category.

Half of all promotions (50.9 per cent) were in the National Capital Region, up by 4 percentage points over last year. This region also accounted for 53.4 per cent of promotions for women; 52.0 per cent for visible minority employees; 51.9 per cent for employees with disabilities; and 44.6 per cent for Aboriginal employees.

## Separations

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 2000–01 fiscal year. There were 10,159 separations this year, down by almost a quarter from last year's total departures (13,375).





Almost two thirds of all separations (65.5 per cent) involved persons in the designated groups, compared with 70.6 per cent last year. Women showed a substantial decrease in the proportion of separations (to 51.7 per cent in 2000–01 from 59.1 per cent the previous year). The other three designated groups showed slight increases—for Aboriginal employees and persons with disabilities each to 4.1 per cent from 3.5 per cent and 3.7 per cent respectively; and for visible minorities to 5.6 per cent from 4.2 per cent.

More than half of all separations (57 per cent) occurred in the Administration and Foreign Service, and the Administrative Support categories, down from 66 per cent for these two categories a year ago. Women accounted for 49.0 per cent and 81.2 per cent respectively of all separations from these groups. Among the separations from the Scientific and Professional category, the proportion of women dropped marginally to 46.6 per cent from 47.7 per cent.

The separation rate of persons in a visible minority group was highest in the Scientific and Professional category, where they are more heavily concentrated. This year's rate for this occupational category was 8.9 per cent, compared to 8.0 per cent last year.

The rate of Aboriginal separations was again evenly distributed across occupational categories, ranging from 2.4 per cent to 5.7 per cent for the five non-management categories.

## Technical Notes

The following section presents statistical profiles of the designated groups in the federal Public Service as at March 31, 2001. It includes summary data on women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group, as well as statistics on hirings, promotions, and separations of persons in these groups.

### *Federal Public Service*

The 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 was 155,360 as at March 31, 2001. This represents an increase of 8,671 persons or 5.9 per cent from March 31, 2000.







The employee population was distributed among the following categories:

Indeterminate, terms of three months or more, and seasonal	149,339
Terms of fewer than three months	1,275
Casual employment	4,746
<b>Total</b>	<b>155,360</b>

### *Report Coverage*

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees. Due to the rapid turnover of students and casual employees, no information is reported on them, except this year for the first time, in the case of hirings. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables. Their exclusion may affect the representation in some smaller departments and agencies. The 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, 2000, and ending March 31, 2001.

### *Federal Departments and Agencies*

Under the PSSRA, I-I, the federal Public Service comprises more than 60 departments, agencies, and commissions for which the Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for organizations covered by the PSSRA, I-I. These organizations vary in size, from large departments with more than 3,000 employees, through medium-sized departments with between 1,000 and 3,000 employees, to small institutions with 100 to 1,000 employees, and very small institutions with fewer than 100 employees. Some departments and agencies have employees in all provinces and territories while others are located only in the National Capital Region. The population for some small organizations is included with the larger institution that handles its payroll and administrative matters.





## *Term Employees*

Both the *Financial Administration Act* and the *Employment Equity Act* define “employee” to include persons hired for a fixed duration of at least three months, traditionally referred to as “term employees.”

Term employees fall into two categories:

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

Since persons hired for less than three months are not part of the population under the *Employment Equity Act*, they are excluded from the statistics in this report. While employed in the federal Public Service, however, some persons who are initially hired as short-term employees become long-term employees. When this change in status occurs and the employee does not self-identify, designated group representation may be under-reported. For this reason, departments and agencies have been collecting self-identification information from everyone added to the federal public service payroll. Self-identification is the process by which persons voluntarily identify themselves as being members of one or more of the minority-designated groups or confirm that they are not.

## *Data on Persons in the Designated Groups*

To ensure consistency in the data presented in this chapter’s statistical section, the Treasury Board of Canada Secretariat (TBS) uses the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with the PSSRA, I-I. Self-identification data are generated from the Employment Equity Data Bank maintained by TBS. Information derived from these two sources may not harmonize exactly with what may be obtained from departmental sources. Given the special circumstances requiring Health Canada to report to the Canadian Human Rights Tribunal, as a result of the 1997 decision in the case of *the National Capital Alliance on Race Relations versus National Health and Welfare* (now Health Canada), data from this department are derived from the departmental systems.

Data in the Incumbent File are derived monthly from the pay system of Public Works and Government Services Canada. Data on movements into the federal Public Service (hirings) and out of it (separations) come from the Mobility File, a subset of the Incumbent File. Data on promotions come from the Appointments File administered by the Public Service Commission of Canada.





All tabulations, other than those for women, contain data obtained through self-identification.

The completeness and accuracy of employment equity data for the federal Public Service and its departments depend on employees being willing to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department or an agency's workforce (including when they are engaged as students or casual employees) and during departmental self-identification surveys and campaigns. At any time, they may simply fill out a self-identification form available from Employment Equity Co-ordinators in the department or agency.

### *Terminology*

“Hiring” refers to the number of persons added to the employee population during the fiscal year that the report covers. This includes indeterminate and seasonal employees, those with terms of three months or more and, this year for the first time, students and casual employees for whom their employment status has changed (to indeterminate, term of three months or more, and seasonal). “Hiring” measures the flow of employees into the federal Public Service, and it may include more than one staffing action for term employees.

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

“Separations” refers to the number of employees (i.e., indeterminate, terms of three months or more, and seasonal) removed from the federal Public Service payroll during the fiscal year that the report covers. It measures the flow of persons out of the federal Public Service and may include more than one action for term employees. Separations include people who retired or resigned, as well as persons whose specified employment period (term) in the federal Public Service has ended. 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.





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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, 2001	149,339		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		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		91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831		90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
As at March 31, 1997	186,378		92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As at March 31, 1996	201,009		96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As at March 31, 1995	217,784		103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
As at March 31, 1994	224,640		105,621	47.0	4,492	2.0	6,623	2.9	8,566	3.8
As at March 31, 1993	221,114		102,015	46.1	4,441	2.0	6,755	3.1	8,462	3.8
Workforce Availability 1996 Census				48.7		1.7		4.8		8.7

#### Note

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

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



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, 2001

	Type of Employment											
	All Employees			Indeterminate			Term ≥ 3 Months			Seasonal		
	#	%	Gender	#	%	Gender	#	%	Gender	#	%	Gender
Federal Public Service												
<b>Total</b>	<b>149,339</b>	<b>100.0</b>	<b>100.0</b>	<b>125,217</b>	<b>100.0</b>	<b>100.0</b>	<b>23,107</b>	<b>100.0</b>	<b>100.0</b>	<b>1,015</b>	<b>100.0</b>	<b>100.0</b>
Women	77,785	52.1	52.1	63,279	50.5	50.5	14,098	61.0	61.0	408	40.2	40.2
Men	71,554	47.9	47.9	61,938	49.5	49.5	9,009	39.0	39.0	607	59.8	59.8
Aboriginal Peoples												
<b>Total</b>	<b>5,316</b>	<b>3.6</b>	<b>100.0</b>	<b>4,291</b>	<b>3.4</b>	<b>100.0</b>	<b>983</b>	<b>4.3</b>	<b>4.3</b>	<b>42</b>	<b>4.1</b>	<b>100.0</b>
Women	3,332	4.3	62.7	2,611	4.1	60.9	702	5.0	5.0	19	4.7	45.2
Men	1,984	2.8	37.3	1,680	2.7	39.2	281	3.1	3.1	23	3.8	54.8
Persons with Disabilities												
<b>Total</b>	<b>7,621</b>	<b>5.1</b>	<b>100.0</b>	<b>6,790</b>	<b>5.4</b>	<b>100.0</b>	<b>799</b>	<b>3.5</b>	<b>3.5</b>	<b>32</b>	<b>3.2</b>	<b>100.0</b>
Women	3,861	5.0	50.7	3,380	5.3	49.8	462	3.3	3.3	19	4.7	59.4
Men	3,760	5.3	49.3	3,410	5.5	50.2	337	3.7	3.7	13	2.1	40.6
Persons in a Visible Minority Group												
<b>Total</b>	<b>9,143</b>	<b>6.1</b>	<b>100.0</b>	<b>7,347</b>	<b>5.9</b>	<b>100.0</b>	<b>1,768</b>	<b>7.7</b>	<b>7.7</b>	<b>28</b>	<b>2.8</b>	<b>100.0</b>
Women	4,826	6.2	52.8	3,722	5.9	50.7	1,091	7.7	7.7	13	3.2	46.4
Men	4,317	6.0	47.2	3,625	5.9	49.3	677	7.5	7.5	15	2.5	53.6

**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, 2001

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	3,522	1,057	30.0	70	2.0	125	3.5	118	3.4	
Scientific and Professional										
AC Actuarial Science	1	0	0.0	0	0.0	0	0.0	0	0.0	
AG Agriculture	9	1	11.1	1	11.1	1	11.1	0	0.0	
AR Architecture and Town Planning	191	45	23.6	4	2.1	4	2.1	24	12.6	
AU Auditing	162	44	27.2	2	1.2	5	3.1	28	17.3	
BI Biological Sciences	1,360	530	39.0	11	0.8	24	1.8	111	8.2	
CH Chemistry	411	157	38.2	2	0.5	8	1.9	83	20.2	
DE Dentistry	11	0	0.0	0	0.0	1	9.1	0	0.0	
DS Defence Scientific Service	488	72	14.8	1	0.2	8	1.6	49	10.0	
ED Education	636	355	55.8	64	10.1	23	3.6	34	5.3	
EN Engineering and Land Survey	2,102	226	10.8	20	1.0	73	3.5	306	14.6	
ES Economics, Sociology and Statistics	4,081	1,687	41.3	73	1.8	167	4.1	448	11.0	
FO Forestry	103	16	15.5	1	1.0	5	4.9	2	1.9	
HR Historical Research	129	49	38.0	3	2.3	6	4.7	0	0.0	
LA Law	2,122	1,066	50.2	64	3.0	94	4.4	138	6.5	
LS Library Science	414	304	73.4	9	2.2	16	3.9	27	6.5	
MA Mathematics	312	111	35.6	0	0.0	15	4.8	41	13.1	
MD Medicine	221	60	27.1	1	0.5	9	4.1	22	10.0	
MT Meteorology	506	73	14.4	3	0.6	14	2.8	29	5.7	
ND Nutrition and Dietetics	28	28	100.0	1	3.6	1	3.6	1	3.6	
NU Nursing	1,427	1,191	83.5	126	8.8	29	2.0	91	6.4	
OP Occupational and Physical Therapy	44	35	79.5	0	0.0	1	2.3	2	4.5	





PC	Physical Sciences	1,758	584	33.2	30	1.7	41	2.3	134	7.6
PH	Pharmacy	15	10	66.7	0	0.0	0	0.0	1	6.7
PS	Psychology	280	131	46.8	0	0.0	9	3.2	16	5.7
SE	Scientific Research	1,849	289	15.6	8	0.4	44	2.4	289	15.6
SG	Scientific Regulation	428	180	42.1	2	0.5	21	4.9	56	13.1
SW	Social Work	47	31	66.0	5	10.6	1	2.1	1	2.1
UT	University Teaching	129	10	7.8	2	1.6	3	2.3	12	9.3
VM	Veterinary Medicine	27	10	37.0	0	0.0	1	3.7	6	22.2
<b>Total</b>		<b>19,291</b>	<b>7,295</b>	<b>37.8</b>	<b>433</b>	<b>2.2</b>	<b>624</b>	<b>3.2</b>	<b>1,951</b>	<b>10.1</b>
Administration and Foreign Service										
AS	Administrative Services	16,033	11,483	71.6	562	3.5	801	5.0	644	4.0
CA	Career Assignment Program	114	71	62.3	10	8.8	9	7.9	6	5.3
CO	Commerce	2,479	930	37.5	64	2.6	106	4.3	151	6.1
CS	Computer Systems Administration	8,939	2,710	30.3	165	1.8	428	4.8	873	9.8
FI	Financial Administration	2,594	1,251	48.2	67	2.6	115	4.4	278	10.7
FS	Foreign Service	1,116	363	32.5	20	1.8	31	2.8	84	7.5
IS	Information Services	2,152	1,429	66.4	65	3.0	79	3.7	75	3.5
MM	Management Trainee	157	86	54.8	0	0.0	7	4.5	16	10.2
OM	Organization and Methods	231	130	56.3	3	1.3	10	4.3	6	2.6
PE	Personnel Administration	2,830	2,040	72.1	130	4.6	244	8.6	168	5.9
PG	Purchasing and Supply	2,065	1,013	49.1	55	2.7	125	6.1	120	5.8
PM	Program Administration	16,061	9,936	61.9	863	5.4	1,092	6.8	940	5.9
TR	Translation	998	633	63.4	4	0.4	39	3.9	26	2.6
WP	Welfare Program	2,320	1,224	52.8	113	4.9	92	4.0	69	3.0
<b>Total</b>		<b>58,089</b>	<b>33,299</b>	<b>57.3</b>	<b>2,121</b>	<b>3.7</b>	<b>3,178</b>	<b>5.5</b>	<b>3,456</b>	<b>5.9</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, 2001

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
<b>Technical</b>										
AI Air Traffic Control	13	0.0	0	0.0	0	0.0	0	0.0	0	0.0
AO Aircraft Operations	500	8.4	42	8.4	5	1.0	5	1.0	9	1.8
DD Drafting and Illustration	291	36.1	105	36.1	3	1.0	20	6.9	20	6.9
EG Engineering and Scientific Support	5,902	27.2	1,607	27.2	127	2.2	210	3.6	288	4.9
EL Electronics	1,118	3.2	36	3.2	19	1.7	41	3.7	35	3.1
EU Educational Support	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0
GT General Technical	1,971	27.2	536	27.2	64	3.2	67	3.4	40	2.0
PI Primary Products Inspection	307	17.3	53	17.3	10	3.3	22	7.2	22	7.2
PY Photography	23	21.7	5	21.7	0	0.0	0	0.0	1	4.3
RO Radio Operations	361	18.0	65	18.0	4	1.1	4	1.1	4	1.1
SI Social Science Support	3,145	61.4	1,930	61.4	113	3.6	156	5.0	195	6.2
SO Ships' Officers	924	5.8	54	5.8	6	0.6	11	1.2	6	0.6
TE RCMP Special Group	474	51.3	243	51.3	1	0.2	5	1.1	2	0.4
TI Technical Inspection	1,272	9.0	115	9.0	22	1.7	42	3.3	73	5.7
<b>Total</b>	<b>16,303</b>	<b>4,791</b>	<b>29.4</b>	<b>29.4</b>	<b>374</b>	<b>2.3</b>	<b>583</b>	<b>3.6</b>	<b>695</b>	<b>4.3</b>
<b>Administrative Support</b>										
CM Communications	78	24	30.8	1	1.3	5	6.4	0	0.0	
CR Clerical and Regulatory	29,888	24,736	82.8	1,475	4.9	2,224	7.4	2,177	7.3	
DA Data Processing	466	280	60.1	14	3.0	28	6.0	42	9.0	
OE Office Equipment Operation	22	11	50.0	3	13.6	4	18.2	1	4.5	
ST Secretarial, Stenographic, Typing	3,340	3,279	98.2	101	3.0	171	5.1	186	5.6	
<b>Total</b>	<b>33,794</b>	<b>28,330</b>	<b>83.8</b>	<b>1,594</b>	<b>4.7</b>	<b>2,432</b>	<b>7.2</b>	<b>2,406</b>	<b>7.1</b>	



Operational											
CX	Correctional Services	5,778	1,281	22.2	354	6.1	137	2.4	170	2.9	
FR	Firefighters	409	6	1.5	11	2.7	5	1.2	5	1.2	
GL	General Labour and Trades	5,249	252	4.8	144	2.7	227	4.3	96	1.8	
GS	General Services	2,982	948	31.8	111	3.7	182	6.1	122	4.1	
HP	Heat, Power and Stationary Plant Operation	503	5	1.0	13	2.6	37	7.4	23	4.6	
HS	Hospital Services	670	379	56.6	53	7.9	14	2.1	53	7.9	
LI	Lightkeepers	126	5	4.0	4	3.2	0	0.0	0	0.0	
PR	Printing Operations	94	46	48.9	2	2.1	8	8.5	4	4.3	
SC	Ships' Crews	1,303	65	5.0	18	1.4	9	0.7	19	1.5	
SR	Ship Repair	1,226	26	2.1	14	1.1	60	4.9	25	2.0	
<b>Total</b>		<b>18,340</b>	<b>3,013</b>	<b>16.4</b>	<b>724</b>	<b>3.9</b>	<b>679</b>	<b>3.7</b>	<b>517</b>	<b>2.8</b>	
<b>TOTAL FEDERAL PUBLIC SERVICE</b>		<b>149,339</b>	<b>77,785</b>	<b>52.1</b>	<b>5,316</b>	<b>3.6</b>	<b>7,621</b>	<b>5.1</b>	<b>9,143</b>	<b>6.1</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, 2001

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
Executive	30-34	30	46.7	14	46.7	3	10.0	0	0.0	0	0.0
	35-39	158	48.1	76	48.1	4	2.5	1	0.6	9	5.7
	40-44	453	44.4	201	44.4	13	2.9	18	4.0	16	3.5
	45-49	886	39.4	349	39.4	20	2.3	29	3.3	26	2.9
	50-54	1,290	24.7	319	24.7	21	1.6	46	3.6	42	3.3
	55-59	574	14.5	83	14.5	6	1.0	21	3.7	22	3.8
	60-64	118	12.7	15	12.7	3	2.5	10	8.5	2	1.7
	65-69	12	0.0	0	0.0	0	0.0	0	0.0	1	8.3
70+	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
<b>Total</b>		<b>3,522</b>	<b>30.0</b>	<b>1,057</b>	<b>30.0</b>	<b>70</b>	<b>2.0</b>	<b>125</b>	<b>3.5</b>	<b>118</b>	<b>3.4</b>
Scientific and Professional	16-19	1	100.0	1	100.0	0	0.0	0	0.0	0	0.0
	20-24	178	57.9	103	57.9	6	3.4	4	2.2	22	12.4
	25-29	1,447	54.6	790	54.6	41	2.8	10	0.7	167	11.5
	30-34	2,202	50.7	1,117	50.7	68	3.1	49	2.2	210	9.5
	35-39	2,897	44.8	1,299	44.8	85	2.9	71	2.5	275	9.5
	40-44	3,261	39.4	1,284	39.4	67	2.1	96	2.9	299	9.2
	45-49	3,476	35.7	1,241	35.7	71	2.0	143	4.1	237	6.8
	50-54	3,364	28.3	951	28.3	62	1.8	140	4.2	297	8.8
55-59	1,677	23.1	387	23.1	30	1.8	77	4.6	226	13.5	
60-64	617	16.4	101	16.4	3	0.5	25	4.1	172	27.9	
65-69	134	14.2	19	14.2	0	0.0	7	5.2	37	27.6	
70+	37	5.4	2	5.4	0	0.0	2	5.4	9	24.3	
<b>Total</b>		<b>19,291</b>	<b>37.8</b>	<b>7,295</b>	<b>37.8</b>	<b>433</b>	<b>2.2</b>	<b>624</b>	<b>3.2</b>	<b>1,951</b>	<b>10.1</b>





Administrative and Foreign Service

16-19	7	3	2	28.6	0	0.0	1	14.3
20-24	1,097	600	30	2.7	19	1.7	114	10.4
25-29	3,940	2,280	186	4.7	79	2.0	412	10.5
30-34	5,769	3,344	290	5.0	135	2.3	501	8.7
35-39	8,251	5,124	375	4.5	337	4.1	570	6.9
40-44	11,176	7,104	403	3.6	588	5.3	581	5.2
45-49	12,829	7,726	428	3.3	849	6.6	454	3.5
50-54	10,582	5,223	290	2.7	822	7.8	475	4.5
55-59	3,466	1,513	96	2.8	274	7.9	238	6.9
60-64	802	329	20	2.5	62	7.7	96	12.0
65-69	148	47	1	0.7	12	8.1	14	9.5
70+	22	6	0	0.0	1	4.5	0	0.0
<b>Total</b>	<b>58,089</b>	<b>33,299</b>	<b>2,121</b>	<b>3.7</b>	<b>3,178</b>	<b>5.5</b>	<b>3,456</b>	<b>5.9</b>

**Total**

Technical

16-19	11	2	0	0.0	0	0.0	0	0.0
20-24	331	188	10	3.0	4	1.2	12	3.6
25-29	1,220	627	47	3.9	13	1.1	63	5.2
30-34	1,461	616	56	3.8	27	1.8	76	5.2
35-39	2,275	767	67	2.9	56	2.5	108	4.7
40-44	3,120	938	67	2.1	113	3.6	119	3.8
45-49	3,360	866	69	2.1	163	4.9	109	3.2
50-54	2,885	560	40	1.4	143	5.0	99	3.4
55-59	1,185	181	10	0.8	48	4.1	72	6.1
60-64	370	37	6	1.6	10	2.7	26	7.0
65-69	70	6	2	2.9	4	5.7	10	14.3
70+	15	3	0	0.0	2	13.3	1	6.7
<b>Total</b>	<b>16,303</b>	<b>4,791</b>	<b>374</b>	<b>2.3</b>	<b>583</b>	<b>3.6</b>	<b>695</b>	<b>4.3</b>

**Total**





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, 2001

Occupational Category	Age Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
		#	%	#	%	#	%	#	%	#	%
Administrative Support	16-19	43	76.7	33	76.7	3	7.0	2	4.7	2	4.7
	20-24	1,173	78.9	926	78.9	81	6.9	21	1.8	112	9.5
	25-29	2,475	80.0	1,980	80.0	150	6.1	76	3.1	266	10.7
	30-34	3,276	82.2	2,692	82.2	224	6.8	158	4.8	274	8.4
	35-39	4,943	85.0	4,204	85.0	314	6.4	299	6.0	336	6.8
	40-44	6,664	86.4	5,757	86.4	289	4.3	466	7.0	347	5.2
	45-49	6,755	83.7	5,653	83.7	275	4.1	600	8.9	374	5.5
	50-54	5,400	82.7	4,468	82.7	166	3.1	509	9.4	361	6.7
	55-59	2,212	86.1	1,904	86.1	68	3.1	219	9.9	223	10.1
	60-64	717	84.2	604	84.2	23	3.2	66	9.2	90	12.6
65-69	111	81.1	90	81.1	1	0.9	16	14.4	18	16.2	
70+	25	76.0	19	76.0	0	0.0	0	0.0	3	12.0	
<b>Total</b>		<b>33,794</b>	<b>83.8</b>	<b>28,330</b>	<b>83.8</b>	<b>1,594</b>	<b>4.7</b>	<b>2,432</b>	<b>7.2</b>	<b>2,406</b>	<b>7.1</b>





Operational	16-19	19	5	26.3	1	5.3	0	0.0	0	0.0
	20-24	394	125	31.7	22	5.6	7	1.8	16	4.1
	25-29	1,317	419	31.8	83	6.3	28	2.1	39	3.0
	30-34	1,561	414	26.5	98	6.3	24	1.5	50	3.2
	35-39	2,510	527	21.0	113	4.5	77	3.1	67	2.7
	40-44	3,517	499	14.2	127	3.6	130	3.7	84	2.4
	45-49	3,841	411	10.7	105	2.7	160	4.2	90	2.3
	50-54	3,100	322	10.4	101	3.3	147	4.7	97	3.1
	55-59	1,545	202	13.1	45	2.9	75	4.9	47	3.0
	60-64	464	79	17.0	27	5.8	23	5.0	26	5.6
	65-69	65	7	10.8	2	3.1	8	12.3	1	1.5
	70+	7	3	42.9	0	0.0	0	0.0	0	0.0
<b>Total</b>		<b>18,340</b>	<b>3,013</b>	<b>16.4</b>	<b>724</b>	<b>3.9</b>	<b>679</b>	<b>3.7</b>	<b>517</b>	<b>2.8</b>
Federal Public Service	16-19	81	44	54.3	6	7.4	2	2.5	3	3.7
	20-24	3,173	1,942	61.2	149	4.7	55	1.7	276	8.7
	25-29	10,399	6,096	58.6	507	4.9	206	2.0	947	9.1
	30-34	14,299	8,197	57.3	739	5.2	393	2.7	1,111	7.8
	35-39	21,034	11,997	57.0	958	4.6	841	4.0	1,365	6.5
	40-44	28,191	15,783	56.0	966	3.4	1,411	5.0	1,446	5.1
	45-49	31,147	16,246	52.2	968	3.1	1,944	6.2	1,290	4.1
	50-54	26,621	11,843	44.5	680	2.6	1,807	6.8	1,371	5.2
	55-59	10,659	4,270	40.1	255	2.4	714	6.7	828	7.8
	60-64	3,088	1,165	37.7	82	2.7	196	6.3	412	13.3
	65-69	540	169	31.3	6	1.1	47	8.7	81	15.0
	70+	107	33	30.8	0	0.0	5	4.7	13	12.1
<b>TOTAL FEDERAL PUBLIC SERVICE</b>		<b>149,339</b>	<b>77,785</b>	<b>52.1</b>	<b>5,316</b>	<b>3.6</b>	<b>7,621</b>	<b>5.1</b>	<b>9,143</b>	<b>6.1</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, 2001

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Human Resources Development Canada	22,856	70.6	16,131	70.6	774	3.4	1,881	8.2	1,457	6.4
National Defence*	16,710	36.2	6,050	36.2	426	2.5	902	5.4	639	3.8
Correctional Service Canada	13,533	40.5	5,480	40.5	592	4.4	452	3.3	403	3.0
Public Works and Government Services Canada	11,460	50.4	5,781	50.4	249	2.2	660	5.8	803	7.0
Fisheries and Oceans Canada†	9,334	28.5	2,663	28.5	168	1.8	182	1.9	247	2.6
Health Canada	7,382	66.4	4,902	66.4	502	6.8	345	4.7	747	10.1
Statistics Canada	5,973	51.8	3,093	51.8	126	2.1	317	5.3	564	9.4
Agriculture and Agri-Food Canada‡	5,916	44.6	2,641	44.6	140	2.4	234	4.0	378	6.4
Environment Canada	5,022	39.3	1,973	39.3	90	1.8	185	3.7	361	7.2
Industry Canada	4,979	48.5	2,414	48.5	115	2.3	275	5.5	369	7.4
Citizenship and Immigration Canada	4,474	62.4	2,790	62.4	104	2.3	287	6.4	573	12.8
Royal Canadian Mounted Police (Civilian Staff)	4,302	77.5	3,333	77.5	176	4.1	251	5.8	193	4.5
Transport Canada	4,143	41.4	1,716	41.4	78	1.9	141	3.4	241	5.8
Natural Resources Canada	4,049	37.0	1,497	37.0	66	1.6	130	3.2	283	7.0
Department of Justice Canada	3,646	64.6	2,356	64.6	118	3.2	170	4.7	244	6.7
Indian and Northern Affairs Canada	3,530	61.2	2,160	61.2	1,031	29.2	102	2.9	169	4.8
Department of Foreign Affairs and International Trade	3,506	46.4	1,626	46.4	76	2.2	118	3.4	201	5.7
Veterans Affairs Canada	3,378	68.2	2,305	68.2	95	2.8	186	5.5	201	6.0
Canadian Heritage	1,542	68.0	1,048	68.0	51	3.3	67	4.3	104	6.7

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

† Fisheries and Oceans Canada includes the Canadian Coast Guard.

‡ Data for the Prairie Farm Rehabilitation Administration is included.





Public Service Commission of Canada	1,392	918	65.9	43	3.1	102	7.3	110	7.9
Canadian International Development Agency	1,363	788	57.8	25	1.8	66	4.8	105	7.7
Treasury Board of Canada Secretariat	953	589	61.8	18	1.9	63	6.6	55	5.8
Department of Finance Canada	948	462	48.7	12	1.3	33	3.5	63	6.6
Passport Office	894	649	72.6	23	2.6	35	3.9	104	11.6
Immigration and Refugee Board	844	569	67.4	24	2.8	41	4.9	177	21.0
Canadian Grain Commission	685	211	30.8	26	3.8	44	6.4	53	7.7
Privy Council Office	669	399	59.6	19	2.8	30	4.5	19	2.8
National Archives of Canada	646	320	49.5	23	3.6	40	6.2	13	2.0
Atlantic Canada Opportunities Agency	466	256	54.9	8	1.7	21	4.5	4	0.9
National Library of Canada	449	294	65.5	15	3.3	24	5.3	25	5.6
Registry of the Federal Court of Canada	418	273	65.3	8	1.9	27	6.5	22	5.3
Canadian Space Agency	404	152	37.6	4	1.0	7	1.7	39	9.7
Canadian Radio-television and Telecommunications Commission	386	232	60.1	6	1.6	22	5.7	12	3.1
Western Economic Diversification Canada	329	178	54.1	22	6.7	31	9.4	35	10.6
Economic Development Agency of Canada for the Regions of Quebec	308	169	54.9	3	1.0	7	2.3	12	3.9
National Parole Board	280	224	80.0	15	5.4	15	5.4	17	6.1
Office of the Chief Electoral Officer	260	121	46.5	3	1.2	9	3.5	9	3.5
Canadian Transportation Agency	245	139	56.7	4	1.6	18	7.3	10	4.1
Solicitor General Canada	236	134	56.8	10	4.2	9	3.8	6	2.5
Transportation Safety Board of Canada	211	72	34.1	1	0.5	10	4.7	10	4.7
Canadian Human Rights Commission	208	139	66.8	8	3.8	27	13.0	19	9.1
Office of the Registrar of the Supreme Court of Canada	155	99	63.9	7	4.5	12	7.7	13	8.4
Canada Information Office	145	85	58.6	2	1.4	5	3.4	3	2.1
Office of the Secretary to the Governor General	145	88	60.7	2	1.4	12	8.3	6	4.1
Offices of the Information and Privacy Commissioners	126	73	57.9	2	1.6	9	7.1	7	5.6
Tax Court of Canada	119	77	64.7	5	4.2	7	5.9	6	5.0
Office of the Commissioner of Official Languages	118	71	60.2	5	4.2	5	4.2	3	2.5
Canadian Centre for Management Development	117	79	67.5	5	4.3	3	2.6	4	3.4





TABLE 5 (cont'd)

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

**PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees – as at March 31, 2001**

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Status of Women Canada	105	94.3	99	94.3	2	1.9	8	7.6	14	13.3
Canadian International Trade Tribunal	84	50.0	42	50.0	0	0.0	2	2.4	4	4.8
Canada Industrial Relations Board	79	69.6	55	69.6	1	1.3	3	3.8	3	3.8
Office of the Commissioner for Federal Judicial Affairs	65	61.5	40	61.5	3	4.6	2	3.1	1	1.5
Canadian Dairy Commission	59	54.2	32	54.2	0	0.0	0	0.0	2	3.4
Millennium Bureau of Canada	45	73.3	33	73.3	0	0.0	2	4.4	0	0.0
Patented Medicine Prices Review Board Canada	36	61.1	22	61.1	0	0.0	1	2.8	4	11.1
International Joint Commission	29	37.9	11	37.9	0	0.0	0	0.0	1	3.4
Canadian Intergovernmental Conference Secretariat	21	61.9	13	61.9	0	0.0	0	0.0	0	0.0
Hazardous Materials Information Review Commission Canada	18	38.9	7	38.9	0	0.0	0	0.0	0	0.0
National Farm Products Council	16	56.3	9	56.3	0	0.0	0	0.0	0	0.0
NAFTA Secretariat, Canadian Section	10	50.0	5	50.0	0	0.0	0	0.0	2	20.0
Registry of the Competition Tribunal	10	70.0	7	70.0	0	0.0	2	20.0	0	0.0
Law Commission of Canada	9	77.8	7	77.8	1	11.1	0	0.0	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	7	71.4	5	71.4	0	0.0	0	0.0	0	0.0
Copyright Board Canada	5	40.0	2	40.0	0	0.0	0	0.0	1	20.0
Civil Aviation Tribunal of Canada	4	100.0	4	100.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>149,339</b>	<b>77,785</b>	<b>52.1</b>	<b>5,316</b>	<b>3.6</b>	<b>7,621</b>	<b>5.1</b>	<b>9,143</b>	<b>6.1</b>	



TABLE 6

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

PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees – as at March 31, 2001

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	3,031	39.8	1,206	39.8	93	3.1	109	3.6	19	0.6
Prince Edward Island	1,611	60.0	966	60.0	31	1.9	114	7.1	22	1.4
Nova Scotia	8,104	39.5	3,202	39.5	182	2.2	496	6.1	348	4.3
New Brunswick	5,575	54.1	3,018	54.1	92	1.7	229	4.1	51	0.9
Quebec (without the NCR*)	18,363	49.6	9,117	49.6	236	1.3	482	2.6	550	3.0
NCR* (Quebec)	16,496	57.6	9,507	57.6	697	4.2	869	5.3	932	5.6
NCR*	58,879	54.8	32,267	54.8	1,617	2.7	3,098	5.3	3,759	6.4
Ontario (without the NCR*)	19,313	54.9	10,598	54.9	699	3.6	1,310	6.8	1,950	10.1
NCR* (Ontario)	42,383	53.7	22,760	53.7	920	2.2	2,229	5.3	2,827	6.7
Manitoba	5,974	54.9	3,280	54.9	616	10.3	355	5.9	294	4.9
Saskatchewan	4,177	52.5	2,192	52.5	417	10.0	194	4.6	126	3.0
Alberta	8,239	53.1	4,376	53.1	521	6.3	464	5.6	491	6.0
British Columbia	13,608	47.8	6,500	47.8	573	4.2	707	5.2	1,417	10.4
Yukon	458	56.8	260	56.8	76	16.6	17	3.7	6	1.3
Northwest Territories	515	53.6	276	53.6	111	21.6	15	2.9	18	3.5
Nunavut	113	46.0	52	46.0	32	28.3	2	1.8	5	4.4
Outside Canada	1,379	34.4	475	34.4	20	1.5	29	2.1	87	6.3
<b>Total</b>	<b>149,339</b>	<b>52.1</b>	<b>77,785</b>	<b>52.1</b>	<b>5,316</b>	<b>3.6</b>	<b>7,621</b>	<b>5.1</b>	<b>9,143</b>	<b>6.1</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, 2001

Salary Band	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	CUM %	#	%	#	%	#	%	#	%
= < 19,999	64	0.0	25	39.1	0	0.0	1	1.6	0	0.0
20,000 – 24,999	321	0.3	152	47.4	15	4.7	20	6.2	17	5.3
25,000 – 29,999	2,905	2.2	1,207	41.5	146	5.0	250	8.6	111	3.8
30,000 – 34,999	18,886	14.8	12,263	64.9	908	4.8	1,136	6.0	1,205	6.4
35,000 – 39,999	35,615	38.7	24,925	70.0	1,484	4.2	2,006	5.6	2,330	6.5
40,000 – 44,999	19,901	52.0	10,948	55.0	765	3.8	1,076	5.4	1,092	5.5
45,000 – 49,999	16,199	62.9	8,137	50.2	580	3.6	688	4.2	888	5.5
50,000 – 54,999	11,977	70.9	4,909	41.0	370	3.1	583	4.9	807	6.7
55,000 – 59,999	10,541	77.9	4,623	43.9	333	3.2	445	4.2	603	5.7
60,000 – 64,999	8,038	83.3	3,117	38.8	225	2.8	363	4.5	505	6.3
65,000 – 69,999	7,852	88.6	2,636	33.6	180	2.3	345	4.4	596	7.6
70,000 – 74,999	5,884	92.5	1,869	31.8	149	2.5	247	4.2	362	6.2
75,000 – 79,999	3,936	95.2	981	24.9	51	1.3	163	4.1	259	6.6
80,000 – 84,999	1,513	96.2	442	29.2	28	1.9	71	4.7	83	5.5
85,000 – 89,999	1,178	97.0	314	26.7	19	1.6	47	4.0	77	6.5
90,000 – 94,999	2,145	98.4	587	27.4	29	1.4	81	3.8	114	5.3
95,000 – 99,999	312	98.6	89	28.5	6	1.9	11	3.5	30	9.6
>= 100,000	2,072	100.0	561	27.1	28	1.4	88	4.2	64	3.1
<b>Total</b>	<b>149,339</b>	<b>100.0</b>	<b>77,785</b>	<b>52.1</b>	<b>5,316</b>	<b>3.6</b>	<b>7,621</b>	<b>5.1</b>	<b>9,143</b>	<b>6.1</b>

**Note**

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 74.1 per cent of all women earned less than \$50,000 in fiscal year 2000-01. The figure in the column to the left (50.2 %) represents the percentage of women in this salary band, that is, the \$45,000 – \$49,999 range.



TABLE 8

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

PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees – April 1, 2000, to March 31, 2001

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	180	63.3	114	5.6	10	8	3	4.4	3	1.7
Prince Edward Island	176	69.9	123	1.7	3	5	2	2.8	2	1.1
Nova Scotia	583	47.0	274	4.6	27	26	18	4.5	18	3.1
New Brunswick	615	65.2	401	2.1	13	19	6	3.1	6	1.0
Quebec (without the NCR*)	1,913	54.6	1,044	1.3	24	32	148	1.7	148	7.7
NCR* (Quebec)	1,715	58.5	1,003	4.6	79	51	141	3.0	141	8.2
NCR*	6,224	58.4	3,633	3.1	193	205	589	3.3	589	9.5
Ontario (without the NCR*)	1,955	62.4	1,220	5.0	97	59	207	3.0	207	10.6
NCR* (Ontario)	4,509	58.3	2,630	2.5	114	154	448	3.4	448	9.9
Manitoba	951	57.7	549	9.9	94	26	61	2.7	61	6.4
Saskatchewan	814	45.6	371	10.7	87	15	19	1.8	19	2.3
Alberta	973	62.1	604	6.8	66	43	57	4.4	57	5.9
British Columbia	1,343	56.6	760	4.9	66	47	176	3.5	176	13.1
Yukon	64	59.4	38	23.4	15	2	2	3.1	2	3.1
Northwest Territories	99	56.6	56	20.2	20	0	1	0.0	1	1.0
Nunavut	47	55.3	26	29.8	14	1	1	2.1	1	2.1
Outside Canada	10	70.0	7	0.0	0	0	1	0.0	1	10.0
<b>Total</b>	<b>15,947</b>	<b>57.8</b>	<b>9,220</b>	<b>4.6</b>	<b>729</b>	<b>488</b>	<b>1,291</b>	<b>3.1</b>	<b>1,291</b>	<b>8.1</b>

Notes

- "Hirings" refers to employees who were added to the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of "hirings" under the "Terminology" section).
- Percentages are a designated group's share of the total for each region.
- \* "NCR" stands for National Capital Region.





TABLE 9

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

PSSRA I-I, Indeterminate, Terms of Three Months or More, and Seasonal Employees – April 1, 2000, to March 31, 2001

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	41		14	34.1	4	9.8	1	2.4	2	4.9
Scientific and Professional	2,141		1,093	51.1	71	3.3	29	1.4	231	10.8
Administration and Foreign Service	4,742		2,596	54.7	210	4.4	138	2.9	465	9.8
Technical	1,757		798	45.4	54	3.1	27	1.5	98	5.6
Administrative Support	5,065		4,131	81.6	268	5.3	237	4.7	404	8.0
Operational	2,201		588	26.7	122	5.5	56	2.5	91	4.1
<b>Total</b>	<b>15,947</b>		<b>9,220</b>	<b>57.8</b>	<b>729</b>	<b>4.6</b>	<b>488</b>	<b>3.1</b>	<b>1,291</b>	<b>8.1</b>

**Notes**

- "Hirings" refers to employees who were added to the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of "hirings" under the "Terminology" section.)
- 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, 2000, to March 31, 2001

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	3,350	48.7	1,630	48.7	177	5.3	103	3.1	384	11.5
Term (three months or more)	12,164	60.6	7,374	60.6	537	4.4	370	3.0	890	7.3
Seasonal	433	49.9	216	49.9	15	3.5	15	3.5	17	3.9
<b>Total</b>	<b>15,947</b>	<b>57.8</b>	<b>9,220</b>	<b>57.8</b>	<b>729</b>	<b>4.6</b>	<b>488</b>	<b>3.1</b>	<b>1,291</b>	<b>8.1</b>

Notes

- "Hirings" refers to employees who were added to the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of "hirings" under the "Terminology" section.)
- 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, 2000, to March 31, 2001

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	400	45.5	182	45.5	8	2.0	12	3.0	2	0.5
Prince Edward Island	228	61.4	140	61.4	5	2.2	16	7.0	2	0.9
Nova Scotia	1,000	49.8	498	49.8	35	3.5	58	5.8	42	4.2
New Brunswick	641	63.7	408	63.7	12	1.9	28	4.4	9	1.4
Quebec (without the NCR*)	1,987	53.5	1,064	53.5	34	1.7	50	2.5	39	2.0
NCR* (Quebec)	3,097	63.4	1,964	63.4	164	5.3	138	4.5	169	5.5
NCR*	10,872	61.2	6,655	61.2	362	3.3	526	4.8	711	6.5
Ontario (without the NCR*)	2,157	57.6	1,242	57.6	70	3.2	116	5.4	199	9.2
NCR* (Ontario)	7,775	60.3	4,691	60.3	198	2.5	388	5.0	542	7.0
Manitoba	787	62.6	493	62.6	70	8.9	54	6.9	57	7.2
Saskatchewan	337	59.3	200	59.3	42	12.5	18	5.3	8	2.4
Alberta	911	58.0	528	58.0	61	6.7	48	5.3	57	6.3
British Columbia	1,810	52.2	944	52.2	80	4.4	84	4.6	238	13.1
Yukon	64	51.6	33	51.6	12	18.8	2	3.1	1	1.6
Northwest Territories	71	54.9	39	54.9	14	19.7	0	0.0	2	2.8
Nunavut	21	33.3	7	33.3	3	14.3	0	0.0	0	0.0
Outside Canada	73	31.5	23	31.5	3	4.1	2	2.7	0	0.0
<b>Total</b>	<b>21,359</b>	<b>58.3</b>	<b>12,456</b>	<b>58.3</b>	<b>811</b>	<b>3.8</b>	<b>1,014</b>	<b>4.7</b>	<b>1,367</b>	<b>6.4</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 region. (See the definition of "promotions" under the "Terminology" section.)
- \* "NCR" stands for National Capital Region.



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, 2000, to March 31, 2001

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	661	38.1	252	38.1	16	2.4	29	4.4	35	5.3
Scientific and Professional	2,992	40.6	1,216	40.6	74	2.5	91	3.0	330	11.0
Administration and Foreign Service	10,396	67.2	6,985	67.2	406	3.9	517	5.0	628	6.0
Technical	1,912	35.7	683	35.7	56	2.9	80	4.2	97	5.1
Administrative Support	3,657	83.5	3,052	83.5	189	5.2	239	6.5	240	6.6
Operational	1,741	15.4	268	15.4	70	4.0	58	3.3	37	2.1
<b>Total</b>	<b>21,359</b>	<b>58.3</b>	<b>12,456</b>	<b>58.3</b>	<b>811</b>	<b>3.8</b>	<b>1,014</b>	<b>4.7</b>	<b>1,367</b>	<b>6.4</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.)





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, 2000, to March 31, 2001**

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	18,773	57.8	10,847	57.8	683	3.6	901	4.8	1,162	6.2
Term (three months or more)	2,373	63.6	1,509	63.6	116	4.9	104	4.4	197	8.3
Seasonal	213	46.9	100	46.9	12	5.6	9	4.2	8	3.8
<b>Total</b>	<b>21,359</b>	<b>58.3</b>	<b>12,456</b>	<b>58.3</b>	<b>811</b>	<b>3.8</b>	<b>1,014</b>	<b>4.7</b>	<b>1,367</b>	<b>6.4</b>

**Notes**

- Data on promotions were 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.)



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, 2000, to March 31, 2001

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland	291	39.2	114	39.2	5	1.7	9	3.1	1	0.3
Prince Edward Island	64	57.8	37	57.8	1	1.6	2	3.1	1	1.6
Nova Scotia	411	46.0	189	46.0	10	2.4	26	6.3	6	1.5
New Brunswick	299	58.9	176	58.9	6	2.0	12	4.0	0	0.0
Quebec (without the NCR*)	1,254	51.0	640	51.0	21	1.7	28	2.2	40	3.2
NCR* (Quebec)	905	54.0	489	54.0	55	6.1	49	5.4	62	6.9
NCR*	3,615	51.8	1,871	51.8	119	3.3	178	4.9	266	7.4
Ontario (without the NCR*)	1,324	56.7	751	56.7	44	3.3	40	3.0	111	8.4
NCR* (Ontario)	2,710	51.0	1,382	51.0	64	2.4	129	4.8	204	7.5
Manitoba	499	54.7	273	54.7	65	13.0	22	4.4	18	3.6
Saskatchewan	513	38.8	199	38.8	43	8.4	20	3.9	10	1.9
Alberta	631	57.4	362	57.4	30	4.8	30	4.8	24	3.8
British Columbia	1,072	51.3	550	51.3	49	4.6	47	4.4	85	7.9
Yukon	55	50.9	28	50.9	9	16.4	1	1.8	1	1.8
Northwest Territories	75	58.7	44	58.7	14	18.7	1	1.3	0	0.0
Nunavut	9	33.3	3	33.3	3	33.3	0	0.0	0	0.0
Outside Canada	47	27.7	13	27.7	1	2.1	0	0.0	1	2.1
<b>Total</b>	<b>10,159</b>	<b>51.7</b>	<b>5,250</b>	<b>51.7</b>	<b>420</b>	<b>4.1</b>	<b>416</b>	<b>4.1</b>	<b>564</b>	<b>5.6</b>

**Note**

"Separations" refers to employees who have left the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of "separations" under the "terminology" section.)

\* "NCR" stands for National Capital Region.





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, 2000, to March 31, 2001

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	185	20.0	37	20.0	4	2.2	6	3.2	6	3.2
Scientific and Professional	1,201	46.6	560	46.6	38	3.2	29	2.4	107	8.9
Administration and Foreign Service	2,778	49.0	1,362	49.0	121	4.4	137	4.9	185	6.7
Technical	1,255	41.4	520	41.4	30	2.4	24	1.9	59	4.7
Administrative Support	2,989	81.2	2,428	81.2	171	5.7	187	6.3	182	6.1
Operational	1,751	19.6	343	19.6	56	3.2	33	1.9	25	1.4
<b>Total</b>	<b>10,159</b>	<b>51.7</b>	<b>5,250</b>	<b>51.7</b>	<b>420</b>	<b>4.1</b>	<b>416</b>	<b>4.1</b>	<b>564</b>	<b>5.6</b>

**Note**

"Separation" refers to employees who have left the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of "separations" under the "Terminology" section.)



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, 2000, to March 31, 2001

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	4,183	43.2	1,807	43.2	153	3.7	251	6.0	235	5.6
Term (three months or more)	5,895	58.1	3,424	58.1	264	4.5	164	2.8	326	5.5
Seasonal	81	23.5	19	23.5	3	3.7	1	1.2	3	3.7
<b>Total</b>	<b>10,159</b>	<b>51.7</b>	<b>5,250</b>	<b>51.7</b>	<b>420</b>	<b>4.1</b>	<b>416</b>	<b>4.1</b>	<b>564</b>	<b>5.6</b>

**Note**

“Separations” refers to employees who have left the federal public service payroll between April 1, 2000, and March 31, 2001. (See the definition of “separations” under the “Terminology” section.)





## CHAPTER 2

# EMPLOYMENT EQUITY POSITIVE MEASURES PROGRAM: WORKING TOGETHER FOR GREATER IMPACT

The Employment Equity Positive Measures Program (EEPMP), established as a temporary program in 1998, is a pivotal aspect of Treasury Board's overall employment equity initiative. Currently in the third of four years of operation, its purpose is to increase the representation and distribution of the four designated groups where they are under-represented, and to help departments and agencies become more autonomous in achieving their employment equity goals. The EEPMP continues to prove itself as a catalyst in building institutional capacity for employment equity in the Public Service, facilitating implementation of the *Employment Equity Act*, and supporting the cultural changes required to develop a diverse, representative, and inclusive workforce.

The EEPMP, which is funded up to \$10 million annually, is co-ordinated and monitored by the Treasury Board of Canada Secretariat's EEPMP Group. A Management Board, consisting of assistant deputy ministers from nine departments and agencies, oversees the program's overall direction and accountability. The Management Board monitors the allocation of resources, sets overall strategic direction, reviews funding outcomes, and approves Intervention Fund projects.

The EEPMP has four components. The Employment Equity Intervention Fund is administered by the Treasury Board of Canada Secretariat (TBS). The other three components are administered by the Public Service Commission of Canada on behalf of TBS. TBS also manages a pilot project called the Federal Public Service Job Accommodation Network for Employees with Disabilities (FPS-JAN).

The **Employment Equity Intervention Fund** enables the Treasury Board to fulfill its leadership role with respect to employment equity and guarantees that Treasury Board, as the employer, is in a position to kick-start, manage, and support initiatives to address interdepartmental employment equity issues.

The **Employment Equity Partnership Fund** is designed to meet the unique needs of individual regions in eliminating employment equity barriers. Many projects in the regions are the result of partnerships between federal organizations as well as between federal and non-federal institutions.





The **Employment Equity Career Development Office** supports and advises managers and professionals through the development and delivery of counselling services for designated group members.

The **Employment Equity Enabling Resource Centre for Persons with Disabilities** supports and advises managers, human resources practitioners, informatics personnel, and employees with disabilities regarding physical accommodation in the workplace for people with special needs. It is closely linked to the Treasury Board of Canada Secretariat's FPS-JAN.

By providing resources and facilitating an exchange of information, the EEPMP helps departments and agencies develop the expertise, tools, and opportunities to work in partnership to meet their employment equity objectives. Many of the projects funded under the EEPMP can be used or adapted by departments and agencies in any region. The EEPMP demonstrates that a more horizontal approach to challenges leads to better results and improved services for Canadians. By doing so, it helps to achieve a modern federal Public Service. The *EEPMP Mid-term Review Report* (March 2000) confirmed that success in employment equity management is indeed closely linked to working in partnerships, learning from one another, and exploring different approaches to address common issues.

Multi-party projects are cost-effective, encourage the sustainability of outcomes, and help parties exchange expertise and results. The EEPMP has a strong regional orientation and takes into account that differences are best addressed by the regions themselves. By bringing together departments, agencies, and other partners, and by ensuring better linkages, the EEPMP maximizes the effectiveness of project funding and generates greater impact at lower cost for all parties.

## Results and Successes

The EEPMP supported 87 projects this fiscal year—69 with the Partnership Fund and 18 with the Intervention Fund. Total project funding for 2000–01 was just under \$6 million. All EEPMP projects underway in 2000–01 promoted government priorities and provided models and potential best practices to help implement the recommendations of the three sub-committees of the Committee of Senior Officials. These sub-committees focused on recruitment, workplace well-being, and learning and development. For example, 20 projects addressed learning and building employment equity capacity, and 6 promoted a welcoming, supportive workplace.







The following figure provides a breakdown of projects by designated group.

FIGURE 1

### Intervention Fund and Partnership Fund Projects by Designated Group

<i>Designated Group</i>	<i>No. of projects</i>	<i>Percentage of total projects (%)</i>
Women	3	3.5
Aboriginal Peoples	14	16.1
Persons with Disabilities	15	17.2
Visible Minorities	10	11.5
Multiple Groups*	4	4.6
All Designated Groups	36	41.4
Other Projects†	5	5.7
<b>Total</b>	<b>87</b>	<b>100.0</b>

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

† Five projects placed particular emphasis on learning and on building employment equity capacity.

All EEPMP projects are required to comply with a Performance Accountability and Reporting Framework that is based on concrete, measurable, and sustainable results; timely submission of reports; and financial accountability. Results must be demonstrated under the following four performance indicators: capacity building, tools, supportive workplace, and representation.

## Capacity Building

One way the EEPMP contributes to building capacity and changing the corporate culture is by funding the development of pertinent learning materials and courses. In 2000–01, these included the Aboriginal Issues and Self-Government Seminar, Gestural Language Training (sign language training), Diversity Leadership in Action, and the Employment Equity Virtual Training and Learning Kit (both e-learning tools). One innovative project involved a partnership with Dalhousie University, which in September 2001 will introduce a Masters of Public Administration – Management Program, emphasizing diversity, for public servants across the country. The program will also be available via distance learning.





## Tools

Employment equity can no longer be seen as merely a legislative requirement. It has become a strategic tool and a decided asset for addressing evolving labour market pressures and demographic changes. This evolution complements the EEPMP objective of helping to integrate employment equity into overall human resources planning and management. The EEPMP contributes by funding programs that foster an important exchange of expertise through the production of practical information tools and making them readily available to departments and agencies. For example:

- **Accessible Procurement Tool Kit** assists procurement officers and managers by providing standard clauses, terms and conditions, and source lists particular to the needs of persons with disabilities to be used in procurement activities. This tool kit can be accessed at [www.strategis.ic.gc.ca/adio](http://www.strategis.ic.gc.ca/adio).
- ***The Power is People*** (updated annually) supplies managers with practical ideas for improving the representation of designated groups.
- **Strength in Diversity: Tool Kit** presents developmental assignment opportunities for Aboriginal people, persons with disabilities, and members of visible minority groups currently employed in the federal Public Service in Nova Scotia.

## Supportive Workplace

The EEPMP plays an active role in promoting a welcoming and supportive work environment. It supports initiatives aimed at creating positive changes in the work environment for all employees and addressing issues that affect designated group members. The following are examples of programs and projects.

- The **Adaptive Computer Technology Training Program** has trained more than 80 information technology professionals from 22 departments to install and support the adaptive technology required by employees with visual, mobility, sensory, or cognitive impairments.
- The **Interdepartmental Mentoring Program for Employment Equity Members –Pilot Project** is a rigorous, comprehensive mentorship program, which addresses retention and workplace well-being issues. An important outreach component targets designated group members in science and technology. The program also furnishes support materials and services to ensure the success of the mentoring relationship.





- **The Central and Southern Ontario Region Middle Management Competency Development Mentoring Program – The Journey to the Learning Oasis** initiative is a nine-month formal mentoring and learning program that uses an integrated, holistic approach to management development for designated group members at the mid-management level. It combines formal classroom training with individual coaching and learning through team participation, and focuses on training and education as a continuing journey as opposed to an intermittent event.
- **The Manager’s Guide to Providing Alternative/Multiple Formats** familiarizes managers with their responsibility to provide federal government information in alternative formats; describes the benefits of planning for alternative formats; and promotes access to federal government information for Canadians who have difficulty using traditional print format.

## Representation

The EEPMP continued to fund initiatives to improve the representation of employment equity group members and to foster a supportive environment for designated groups. Following are some examples.

- **Rapid Access:** This project, which operates in four regions (National Capital and Eastern Ontario Region, Quebec, Ontario, and Vancouver), gives candidates with disabilities who already have work experience an opportunity to demonstrate their knowledge, skills, and qualifications directly to public service managers in order to fill public service positions.
- **Integration of Disabled Youth in the Federal Public Service:** Eight departments participated in an internship pilot project designed to provide work experience and training to youth with disabilities to prepare them for indeterminate employment in the federal Public Service.
- **An Inclusive Workplace Through Accommodation for All Employees:** A national workshop led to the creation of a customized tool kit of strategies for accommodation, in support of an inclusive workplace for all employees.
- **Correctional Officer Pre-Recruitment Training Program in the Prairie Region:** This ground-breaking training package helps Aboriginal peoples who are preparing for the testing and interview process for employment with Correctional Service Canada. This employment equity tool is also helping to reinforce positive working relationships with Aboriginal peoples and other designated group member organizations.





## Employment Equity Intervention Fund

The Intervention Fund is intended to help departments and agencies introduce and maintain an organizational culture conducive to learning by developing training activities, tools, and best practices.

The following figure provides a breakdown of the 18 projects funded by the Intervention Fund in 2000–01 by designated group.

**FIGURE 2**

### Intervention Fund Projects by Designated Group

<i>Designated Group</i>	<i>No. of projects</i>	<i>Percentage of total projects (%)</i>
Women*	0	0.0
Aboriginal Peoples	1	5.5
Persons with Disabilities	6	33.3
Visible Minorities	1	5.6
All Designated Groups	5	27.8
Other Projects†	5	27.8
<b>Total</b>	<b>18</b>	<b>100.0</b>

\* There were no projects specifically aimed at women only. It is to be noted, however, that in the CS bridging project, participants were mostly women.

† Five projects placed particular emphasis on learning and on building employment equity capacity.

The figure below presents the expenditures by designated group for 2000–01.

**FIGURE 3**

### Intervention Fund Projects – Expenditures by Designated Group

<i>Designated Group</i>	<i>Expenditures (\$)</i>	<i>Percentage of total expenditures (%)</i>
Women	0.00	0.0
Aboriginal Peoples	90,000.00	4.2
Persons with Disabilities	785,408.81	36.7
Visible Minorities	23,453.84	1.1
All Designated Groups	900,893.00	42.0
Other Projects*	283,437.00	13.2
Accommodation Costs†	60,454.00	2.8
<b>Total</b>	<b>2,143,646.65</b>	<b>100.0</b>

\* Five projects placed particular emphasis on learning and on building employment equity capacity.

† An amount equivalent to 13% of the salary components for all Intervention Fund projects, containing salary resources, was transferred to Public Works and Government Services Canada to cover the cost of the premises occupied.





The following are examples of Intervention Fund projects for each designated group in 2000–01.

### ***Women***

Women have been major participants in the Computer Systems Administration (CS) Bridging Program, a two-year program focussing on employees outside the CS group who have demonstrated an interest and aptitude for work in the information technology field. Of the 28 participants in the pilot project in the National Capital Region, which began in 1999–2000, 19 are members of a designated group. The group taking part in the regional component started in November 2000 and will continue until May 2002.

The New Brunswick Community College in Bathurst provides the course on-line to employees in eight regions (British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, National Capital Region, Quebec, and Prince Edward Island). The Program includes a four-month training period in departments, as well as a period of mentorship. Of the 40 participants in the regional component, 25 are members of a designated group (23 women, five members of a visible minority group, and two Aboriginal persons).<sup>1</sup> Graduates are expected to qualify for CS positions.

### ***Aboriginal Peoples***

A post-secondary education and training program, approved in June 2000 and administered by the Department of Justice Canada, helps the department achieve its representation objectives more quickly and supports the federal government's objectives for Inuit representation in Nunavut. The initiative involves the recruitment of three Inuit students as interns in the Department of Justice Canada's Pre-Law Access Program. The interns will begin their pre-law training at the University of Victoria in September 2001. The curriculum, designed by the university in co-operation with Akitsiraq, takes into account the Inuit Qaujmajatugangit (traditional knowledge). When the interns complete their law studies, they will work for the Department of Justice Canada in the Iqaluit Regional Office in Nunavut. This initiative will serve as a model for departments and agencies in other regions and/or fields of endeavour.

### ***Persons with Disabilities***

The EEPMP Management Board approved six initiatives that both improve the quality of the working environment for persons with disabilities and enhance the lives of Canadians as clients, taxpayers, and citizens. All of the initiatives support the recommendations of the report *Access for All Through Technology: Towards an*

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<sup>1</sup> Please note that individuals may identify themselves as belonging to more than one designated group (e.g., an Aboriginal woman with a disability).





*Accessible and Inclusive Information Technology Environment*, which examines how information and communication technologies can be made more accessible to persons with disabilities in the federal workplace and how such technologies can better accommodate such employees.

One particularly noteworthy project is the Electronic Adaptive Computer Technology Portal, or e-ACT, managed by HRDC. The key objective of e-ACT is to make technology accessible to everyone. The initiative promotes a productive workplace and provides an opportunity for the full participation and integration of persons with disabilities. Its target audiences are not only persons with disabilities, but also managers and computer technicians who are in a position to help them. The Web site [www.act.gc.ca](http://www.act.gc.ca) provides access to information on adaptive technology solutions, discussion forums, and other documents and Web sites.

Although e-ACT is a temporary program, Human Resources Development Canada plans to continue developing it to help strengthen strategic alliances with groups providing similar services to clients with disabilities throughout the Public Service. This would bring together all stakeholders under a single umbrella, and help to focus federal efforts to improve conditions for members of this designated group.

### ***Visible Minorities***

Citizenship and Immigration Canada introduced a career-development program for visible minorities at the managerial feeder levels. The program introduces a pilot project in which 10 members of visible minority groups in junior-level PM positions can access higher positions (PM-5 level) within two to three years. By creating such a feeder pool for the management group, this initiative will help to increase the representation of visible minorities in the Executive category at Citizenship and Immigration Canada and the Public Service at large.

### **Employment Equity Partnership Fund**

The Partnership Fund, which is administered by the Public Service Commission of Canada (PSC) on behalf of the Treasury Board of Canada Secretariat is unique in that it is regionally driven and delivered. It supports the individual needs of each region in its efforts to eliminate employment equity barriers by facilitating and promoting partnerships, and sharing the costs of regionally based projects. This Fund helps senior regional managers enhance their level of awareness and engagement concerning the status of employment equity in their respective regions.





When the program began, Federal Regional Councils identified goals and priorities for removing barriers to the four equity groups. These now serve as the guidelines by which the PSC regional EEPMP co-ordinators choose projects and measure results. The PSC regional directors general manage their regional funding allocations, while the PSC's EEPMP Directorate provides overall direction, advice, and guidance.

Partnership Fund projects can vary considerably, not only from region to region but also from partnership to partnership. Each region has different priorities, which are reflected in their project choices. For example, the Western and Atlantic regions have directed more than half of their projects at all four equity groups, while the Central Prairies region has a particular emphasis on issues concerning Aboriginal peoples. The Central and Southern Ontario region and Quebec have emphasized projects for visible minorities (54 per cent and 34 per cent respectively), while the National Capital and Eastern Ontario Region has had the largest commitment to projects involving persons with disabilities (26 per cent).<sup>2</sup>

The following figures illustrate Partnership Fund projects by designated group and by regional expenditures for 2000–01.

FIGURE 4

#### Partnership Fund Projects by Designated Group, 2000–01

<i>Designated Group</i>	<i>Number of projects</i>	<i>Percentage of total expenditures (%)</i>
Women	3	4.3
Aboriginal Peoples	13	18.8
Persons with Disabilities	9	13.1
Visible Minorities	9	13.1
Multiple Groups*	4	5.8
All Designated Groups	31	44.9
<b>Total</b>	<b>69</b>	<b>100.0</b>

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

<sup>2</sup> These percentages do not reflect those projects that are for all four equity groups. They are projects that focus exclusively on one of the four groups.





FIGURE 5

### Partnership Fund Expenditures by Region, 2000–01

<i>Region</i>	<i>Expenditures</i>	<i>Percentage of total expenditures (%)</i>
Atlantic	477,330.00	12.5
Quebec	634,993.00	16.6
National Capital and Eastern Ontario	636,756.00	16.7
Central and Southern Ontario	783,699.00	20.5
Central Prairies	446,131.00	11.7
Western	573,901.00	15.0
Accommodation Costs*	265,224.00	7.0
<b>Total</b>	<b>3,818,034.00</b>	<b>100.0</b>

\* An amount equivalent to 13% of the salary components for all Partnership Fund projects, containing salary resources, was transferred to Public Works and Government Services Canada to cover the cost of the premises occupied.

## Employment Equity Career Development Office

The Employment Equity Career Development Office (EECDO) provides advice and resources on all aspects of career development (mentoring, learning, coaching, counselling, etc.) to managers and human resources personnel. Administered by the PSC on behalf of Treasury Board of Canada Secretariat, it has three main areas of responsibility: Employment Equity Career Counselling, the Centre of Excellence, and Transfer of Knowledge.

**Employment Equity Career Counselling:** This master's level course has been delivered seven times, and trained more than 140 public service employees. Fifteen universities now offer the course, in whole or in part. The course has been adapted to focus specifically on Aboriginal issues at Aurora College in Yellowknife, and is offered as part of the University of Prince Edward Island's Master's of Business Administration program and Dalhousie University's Masters of Public Administration for Mature Students program.

**Centre of Excellence:** At the core of the Centre of Excellence is the Diversity Collection, housed in the PSC Library, which contains more than 3,000 books, videos, compact discs, and research sources on topics such as leadership and diversity, managing diversity, multicultural counselling, mentoring, coaching, and communication in a diverse workforce. It also contains novels by writers from the employment equity groups and background resources on the four designated groups. The service is increasingly popular —more than half of all loans from the PSC library are from this collection.







**Transfer of Knowledge:** The Transfer of Knowledge to counsellors, human resources personnel, and managers continues through individual consultations, networking support, and learning events. EEEDO provided a day-long workshop in March 2001 for counsellors to examine strategies for providing career-development support for people who are deaf or hard-of-hearing.

## Employment Equity Enabling Resource Centre for Persons with Disabilities

This Resource Centre, the ERC, working closely with FPS-JAN, is equipped with leading-edge assistive technologies and video-conferencing equipment that help in reaching more employees and managers, particularly in the regions. Its facilities are designed to meet the varied needs of persons with disabilities, including one section containing vision, hearing, and mobility/co-ordination resources. The ERC conducts some 20 demonstrations and information sessions per month. Its assistance and advice seek to demystify the issues concerning employees with disabilities and raise awareness of their accommodation needs.

## Federal Public Service Job Accommodation Network for Employees with Disabilities

The Federal Public Service Job Accommodation Network for Employees with Disabilities (FPS-JAN) is a single-window approach to workplace accommodation. It facilitates access to advice, policy information, relevant programs, and other services for managers, employees with disabilities, and public service employees in general. A fuller description of its accomplishments appears in Chapter 4 of this report.





## CHAPTER 3

# EMBRACING CHANGE IN THE FEDERAL PUBLIC SERVICE: FROM THOUGHTS TO ACTION

In April 2000, the Task Force on the Participation of Visible Minorities in the Federal Public Service presented its report, *Embracing Change in the Federal Public Service*, to the President of the Treasury Board. The Task Force was created in April 1999 with a mandate to develop an Action Plan to address the persistent under-representation of visible minorities in the federal Public Service. The Action Plan would establish benchmarks and follow-up mechanisms to ensure that the benchmarks are met.

### Action Plan Elements

- 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).
- Create support tools to help departments and managers achieve the benchmarks.
- Change the corporate culture in the Public Service to make it more supportive of diversity.
- Develop mechanisms to strengthen existing implementation and accountability frameworks.
- Seek external advice and independent review of implementation.
- Provide financial resources to support implementation.

The Action Plan gives departments flexibility in determining their approach and pace in achieving the benchmarks. It does not call for new structures or programs; rather, it complements initiatives already underway and many of its elements can be integrated into existing human resources management and employment equity structures and activities.

The Action Plan sets out a three-year time frame (completion by 2003) to implement the external recruitment and management development programs, and a five-year time frame (completion by 2005) to achieve the goals for acting appointments and staffing actions as they relate to executive acting assignments, executive feeder group, and executive levels.





The Task Force observed that the government's thrust to build a representative Public Service provides ample opportunity for harnessing the diverse talent pool available in the Canadian labour market. While it rejected the notion of quotas for visible minorities, the Task Force called for quick and decisive action to achieve results, given the under-representation that has persisted for more than a decade and the strong likelihood of new census data—expected in 2003—confirming a higher proportion of visible minorities in the Canadian labour market.

The Embracing Change Action Plan is designed to produce results over a short time frame (three to five years), and to create a welcoming, supportive corporate culture.

It is aligned with ongoing government initiatives and principles in that it

- is consistent with the concept of merit;
- will help the Public Service fulfill its legislative obligations under the *Employment Equity Act*;
- is a strategic instrument to address the persistent gap between the representation of visible minorities in the federal Public Service and their labour market availability; and
- builds on current efforts to recruit, develop, and retain visible minorities; create a learning organization; and enhance workplace well-being to help make the Public Service an employer of choice.

## The Government's Endorsement

In June 2000, the Government of Canada endorsed the Embracing Change Action Plan. The President of the Treasury Board, who announced some of the measures the government would take in response to the Task Force's recommendations, also noted: "We must continue to strive to make the Public Service of Canada more representative of the public it serves." Among the measures are the following:

- the 1 in 5 benchmark to be incorporated into a Public Service-wide recruitment strategy, and for acting appointments to the Executive category;
- a Corporate Employment Equity and Diversity Award Program to recognize and promote best practices in employment equity and to celebrate success in diversity management;
- reporting on progress in the President of the Treasury Board's Annual Employment Equity Report to Parliament;





- an External Advisory Group, comprised of five members representing different professional and regional backgrounds, to advise the Secretary of the Treasury Board and the President of the Public Service Commission on ways to sustain momentum for change and to comment on the overall progress; and
- the Employment Equity-Embracing Change Support Fund, an annual fund of up to \$10 million, for each of 2000–01, 2001–02, and 2002–03.

## Implementing the Action Plan

The Action Plan is far-reaching and requires commitment at all levels to ensure its success. In its initial phase, the implementation strategy sought to garner that commitment and to build the capacity of departments and agencies for producing results against the Action Plan elements.

## Embracing Change Co-ordination Unit

The Action Plan gives TBS a leadership role in the implementation process. This involves providing support and guidance to departments and agencies, building partnerships, and monitoring and reporting on progress. To carry out these responsibilities, TBS established the Embracing Change Co-ordination Unit in its Employment Equity Division to do the following:

- provide overall strategic advice, co-ordination, and guidance to departments and agencies;
- target key organizations and provide them with customized support, services, tools, and resources;
- manage the Employment Equity-Embracing Change Support Fund set up to help finance new or enhanced activities deriving from the Action Plan;
- work with the Public Service Commission of Canada to disseminate information, identify business cases, develop projects, provide tools, and foster sharing of best practices and lessons learned;
- promote partnerships and linkages among federal departments and other organizations;
- facilitate project implementation, evaluation, and reporting; and
- provide advisory and secretariat assistance to the Assistant Deputy Minister Review and Approval Committee for the Employment Equity-Embracing Change Support Fund.





In 2000–01, the Treasury Board of Canada Secretariat collaborated with the Public Service Commission of Canada and the Canadian Centre for Management Development in delivering information sessions, developing and sharing tools, and producing status reports to monitor progress in implementing the Action Plan.

Between June 2000 and March 2001, 135 implementation sessions were presented to 6,500 public servants. The purpose was to educate them about the Action Plan and the government's response; discuss implementation strategies, initiatives, and support mechanisms; and identify challenges and opportunities for improving the participation of visible minorities in the federal Public Service. The sessions were attended by managers, human resources specialists, employees in the designated groups, members of Federal Regional Councils, representatives of bargaining agents and the National Council of Visible Minorities in the federal Public Service.

In the period under review, the Embracing Change Co-ordination Unit generated a series of tools for departments and agencies and disseminated more than 8,000 information packages containing Action Plan reports, fact sheets, practical tips, and other materials. A Web site was also created to provide information about the initiative, including the Embracing Change Support Fund. More than 3,500 inquiries were received and acted upon.

Planning was initiated for a national learning event, entitled Umoja, to take place later in 2001. The goal of this event will be to provide a forum for participants to share best practices, discuss issues, identify challenges, and learn about implementation strategies.

Plans were also developed for issuing status reports to help departments and agencies monitor progress, measure results, and identify gaps in their Action Plan implementation. The reports should also help in giving an overall picture of progress in the Public Service, assessed against both quantitative and qualitative factors.

## Embracing Change Support Fund

While the Embracing Change Action Plan is consistent with current public service initiatives and can be incorporated into existing human resources management and ongoing employment equity activities, it will also require some enhanced activities and creative approaches to achieve results. The Embracing Change Support Fund responds to some of these resource requirements and is an important component of the implementation strategy. Departments and agencies can access the fund to kick-start action plan elements such as recruitment and retention, career development, and corporate culture change.





The Treasury Board of Canada Secretariat established an Assistant Deputy Minister Review and Approval Committee to assess and approve funding requests. It also formulated funding criteria, provided training to departments and agencies on how to build Embracing Change business cases, and developed a template to help them prepare funding requests.

Priority goes to projects that produce results within the period of the action plan, involve partnerships and cost-sharing, and are integral to the organization's overall human resources and employment equity plans.

## Partnerships

Partnerships are central to the successful implementation of the Action Plan.

Several stakeholders joined forces to implement the Action Plan.

- The **Public Service Commission of Canada** develops and administers programs in support of the action plan through community outreach, recruitment, the executive category, corporate culture change, and other areas.
- The **Canadian Centre for Management Development** delivers a course entitled Diversity: Vision and Action in support of the Action Plan.
- **Departments and agencies** commit to integrating the action plan into their human resources plans and corporate culture activities, working towards achieving the 1 in 5 benchmark and other elements of the action plan, as well as providing TBS with reports to allow active monitoring of the plan's implementation.
- The **National Council of Visible Minorities**, as a national organization of visible minority employees in the federal Public Service, assists through consultations, dialogue, and reaching out to its networks to contribute to the implementation of the Action Plan.
- **Bargaining agents** have a role in the Action Plan implementation through the Joint Employment Equity Committee of the National Joint Council, which has included Embracing Change as an element in its workplan.





## A Promising Start

The Embracing Change Action Plan has already achieved concrete results in several areas. Some of these are highlighted below.

### *Departmental Capacity Building*

The initial focus of the implementation strategy was on helping departments to understand the Action Plan and on building departmental capacity for action. In its first year, the strategy achieved significant results in this area.

It provided knowledge about the Action Plan, its elements and the implementation process. The strategy ensured that the individuals responsible for implementing Embracing Change initiatives acquired the knowledge, tools, and strategies necessary to achieve results.

It established a strong business case for Embracing Change by showing that the initiative was directly linked to the government priority of becoming an employer of choice. This created a stronger commitment to the Action Plan as a strategic instrument for advancing government initiatives in public service renewal.

It helped to secure senior-level support and sustain it by showing that the action plan is feasible and its elements are attainable. The implementation sessions, delivered across the country, were critical in demonstrating that the action plan provided flexibility for departments and agencies to determine their own approach and pace in the implementation.

### *Recognizing and Rewarding Leaders*

In response to a recommendation in the Action Plan, the Employment Equity and Diversity Award was reinstated to recognize the exemplary efforts of organizations and individuals in achieving employment equity goals. Activities and results in fiscal year 2000–01 were assessed and served as the basis for granting awards to two departments and an agency in 2000–01.

- **Public Works and Government Services Canada** succeeded in integrating employment equity and diversity into its human resources management framework. The department adopted a long-term approach to its corporate learning priorities, provided support to employee networks, and developed a strategy for the Embracing Change Action Plan.





- The **Department of Justice Canada** is recognized for its forward-looking approach to employment equity and diversity. Senior management's commitment and leadership set the tone for excellence. The department assigned champions at the Assistant Deputy Minister level for each designated group, created an unlimited central fund for accommodating persons with disabilities, and developed communication products and tools for managers, including a Racial Discrimination and Diversity seminar.
- The **National Parole Board** actively promoted employment equity and diversity, and aligned its human resources management priorities with key action plan elements, including staff training to help maintain a representative workplace. The Board also supports its workforce by providing alternative working arrangements and accommodating employees.
- On the recommendation of the National Council of Visible Minorities, the **Canadian Grain Commission** was also recognized for its exemplary response to the Embracing Change Action Plan.

Twelve employees were also recognized for their individual contributions that helped these four departments in their employment equity and diversity achievements.

### *Maintaining the Momentum for Change – External Advisory Group*

The External Advisory Group was formed to advise the Secretary of Treasury Board and the President of the Public Service Commission on ways to sustain action plan momentum. The Group shared best practices from the private sector, provided feedback on tools such as the proposed Embracing Change Status Reports and approaches to communications about merit and representativeness, and offered guidance on ways to sustain the momentum for change.

## Early Stories

The Embracing Change Support Fund showed results in its first year in the form of financed and targeted initiatives for specific projects undertaken by a number of departments and agencies. While some of the initiatives are still in their early stages, they are already showing results and serving as models of “best practices.”







### ***Manitoba Response to the Task Force on the Participation of Visible Minorities in the Federal Public Service***

Also referred to as the “Manitoba Omnibus Proposal,” this regional response to the Embracing Change Action Plan is a three-year, interdepartmental strategy involving targeted recruitment, outreach, and retention and promotion of visible minorities. Driven by the Manitoba Federal Council and Canadian Heritage, the initiative involves various partners: the Public Service Commission of Canada, the National Council of Visible Minorities, the Public Service Alliance of Canada, the Professional Institute of the Public Service of Canada, and the Manitoba Managers’ Network. The Manitoba Omnibus Proposal is expected to have an impact both in improving visible minority representation and bettering the corporate culture. For example, as a result of this project, 12 visible minority individuals who qualified for Personnel Administration (PE) positions have been recruited by departments in Saskatchewan and Manitoba, significantly increasing the representation of this designated group in the critical human resources field. As human resources practitioners, they are being positioned to provide knowledge and leadership in their respective organizations.

### ***Diversity: Vision and Action***

The course, developed by the Canadian Centre for Management Development, discusses diversity from a personal, interpersonal, and organizational perspective. Considered a leading-edge course in diversity leadership development, it includes a pre-course computer-based learning module concerning employment equity responsibilities, followed by a similar learning module to help participants better understand the individual and corporate responsibilities relating to the *Employment Equity Act*.

Before the Embracing Change Support Fund, the cost-recovery fees for the course had proven too high for many departments. With funding, the fee dropped from \$3,200 per participant to \$525, thus allowing significantly more public service managers to receive the training required for diversity competencies. In the period under review, 10 courses were presented across Canada. Of the 280 participants, 18 per cent were from the Executive category and 30 per cent worked in the human resources, employment equity and diversity fields.





## Challenges and Opportunities

The Embracing Change Action Plan emerges during a period of ongoing change in the federal Public Service, with several opportunities that provide a foundation for success. However, distinct challenges also exist and these must be tackled for real progress to take place.

### Challenges

- **More Active Role:** Current approaches to meeting the legislative requirements of the *Employment Equity Act* are no longer sufficient. To fulfill the Action Plan benchmarks, departments and agencies must change some of their practices, particularly in external recruitment and representation in the Executive category. They must continue to review their existing systems and be more proactive in implementing the action plan.
- **Tight Time Frames:** Adapting to a changing Public Service is an ongoing challenge. Embracing Change represents yet another challenge, particularly given the limited time frame it has set for departments and agencies to lay the groundwork to reach its benchmarks, and the work required to develop the necessary expertise among key players and to create a conducive environment for achieving action plan results. Between April 2000 and March 2001, progress against the benchmarks shows the following: external recruitment (8.3 per cent); acting appointments in executive feeder groups (5.3 per cent); entries into the executive feeder groups (7.2 per cent); entries to the Executive category (6.3 per cent); and participation in management development programs (8.1 per cent).
- **Incorporating New Ways:** The action plan can be sustained only if departments and agencies integrate its elements into their existing human resources policies and programs, employment equity plans, and corporate initiatives. This poses a challenge as departments and agencies must adopt new and creative ways to ensure that these are incorporated into their day-to-day operations.





## Opportunities

- **Government Commitment:** The Government of Canada remains firmly committed to building an inclusive and representative federal workforce. This means that departments and agencies have strong support and are working in an environment that facilitates the action plan's success.

*The government is committed to the reforms needed for the Public Service of Canada to continue evolving and adapting. These reforms will ensure that the Public Service is innovative, dynamic, and reflective of the diversity of the country—able to attract and develop the talent needed to serve Canadians in the 21st century.*

—2001 Speech from the Throne

- **Leadership:** The Treasury Board of Canada Secretariat, the Privy Council Office, and the Public Service Commission of Canada continue to play strong leadership roles in ensuring that diversity is integral to key corporate initiatives. For example, diversity issues are evident in the work of the Committee of Senior Officials (COSO) on learning and development, recruitment and staffing, and workplace well-being.
- **Pool of Talent:** Canada has a significant pool of qualified visible minorities seeking work in the federal Public Service. The success of the 2000–01 Public Service Commission of Canada job fair for visible minorities held in Ottawa, which attracted some 6,000 applicants, serves as testimony of the interest among this designated group to join the federal Public Service.
- **Institutional Capacity:** Through their work to meet the legislative requirements of the *Employment Equity Act*, departments and agencies have already gained valuable experience and built the necessary mechanisms to address Embracing Change goals. This means that the Public Service has the necessary institutional capacity to ensure the success of the Embracing Change Action Plan.
- **Specialists, Tools, and Other Support Mechanisms:** The federal Public Service has a cadre of human resources specialists with employment equity expertise, employment equity champions, and employee groups that help facilitate implementation. Programs and services also address the Embracing Change challenge. Tools, best practices, and established processes that have proven successful are available. Moreover, in response to a recommendation in the action plan, the government has provided a support mechanism, the Embracing Change Support Fund to assist departments and agencies with resource and other requirements.

In conclusion, while challenges are inevitable, opportunities are also numerous. The time is here to Embrace Change in the federal Public Service.





## CHAPTER 4

# REACHING OUT AND WORKING WITH OUR PARTNERS

### Introduction

The Employment Equity Division is part of the Treasury Board of Canada Secretariat's Human Resources Branch and is mandated to facilitate the implementation of employment equity in the Public Service. It does this by providing departments and agencies with strategic direction, policy and advice on employment equity legislation and related government priorities. In addition, the Employment Equity Division collects, validates, analyzes, monitors, and reports on progress made in addressing employment equity objectives, through mechanisms such as the President of the Treasury Board's Annual Report to Parliament. The Division also manages networks of Employment Equity practitioners, including champions and departmental co-ordinators, who provide a forum for consultation and the dissemination and exchange of best practices.

In carrying out its mandate, the Employment Equity Division works in close partnership with a variety of stakeholders, including the Public Service Commission of Canada, the Canadian Centre for Management Development, the Privy Council Office, Indian and Northern Affairs Canada, Human Resources Development Canada – Labour Program, Statistics Canada, and the Canadian Human Rights Commission. As required by the *Employment Equity Act*, consulting and collaborating with bargaining agents is ongoing. The Division also works collaboratively with employee organizations, including the National Council of Visible Minorities in the Public Service and, as warranted, consults with stakeholders outside the Public Service, such as the Assembly of First Nations and other Aboriginal organizations, as well as organizations representing the interests of persons with disabilities. What follows are some of the activities and interactions between the Treasury Board of Canada Secretariat (TBS) and its partners in 2000–01, to advance employment equity in the federal Public Service.





## Framework for Dialogue in the Federal Public Service

In 2000–01, TBS instituted a Framework for Dialogue in the conceptualization, implementation, and monitoring of employment equity activities in the federal Public Service. This Framework builds on the work started by the TBS Consultation Committees on Employment Equity whose mandates expired at the end of 1999. The principal framework elements are as follows:

- Employment Equity Champions' Forum
- Employment Equity Executive Committee
- Interdepartmental Forum on Employment Equity
- Ad Hoc Working Groups

## Employment Equity Champions' Forum

The Employment Equity Champions' Forum was created from a group of assistant deputy ministers and directors general who were interested in championing employment equity and who were already meeting informally. Since being formally constituted as the Employment Equity Champions' Forum, the group met regularly during this reporting year to give feedback to TBS on current or proposed EE initiatives and programs, and to exchange information on EE good practices and innovations that have achieved concrete results.

Employment Equity champions demonstrate their commitment to achieving a representative and inclusive workforce through their personal and visible support for employment equity and their contribution to their organization's corporate and/or regional employment equity objectives.

## Executive Committee on Employment Equity

The Executive Committee consists primarily of individuals at the director level and above, and includes persons from each designated group. It serves as a catalyst for the strategic development and implementation of good practices in departments and agencies. It also acts as a communication channel on employment equity to other committees and stakeholders such as Federal Regional Councils and the National Council on Visible Minorities in the Public Service. The Executive Committee focuses on horizontal issues such as recruitment, career development, retention, and corporate culture.





## Interdepartmental Forum on Employment Equity

The Interdepartmental Forum on Employment Equity is a focal point of partnership between TBS and public service departments and agencies. It fosters learning, information exchange and networking opportunities for its members, central agency representatives and the broader employment equity community. It also allows employment equity co-ordinators and human resources personnel to discuss pertinent matters and to participate in advancing employment equity goals. Subjects discussed in 2000–01 included Aboriginal issues, employment equity and diversity learning, women and technology, visible minorities, and workplace accommodation for persons with disabilities.

Regional employment equity personnel are invited to attend forum meetings when they are in the National Capital Region. Meeting agendas and summaries, as well as Employment Equity Briefs (short updates on employment equity topics), are posted on the TBS Web site at [www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca).

## Ad Hoc Working Groups

Two ad hoc working groups were formed in 2000–01. One group worked to finalize an Aboriginal Declaration Form for use in screening candidates applying for Aboriginal-specific programs (described later in this Chapter). The second was an interdepartmental committee on Learning (Employment Equity and Diversity) to examine existing diversity products and services in the Public Service.

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

Persons with disabilities, managers, and service providers have long expressed concerns about the challenges related to workplace accommodation. They often point to the lack of awareness about the accommodation tools available and that available services are not well co-ordinated.

Established in 1999, FPS-JAN is a co-ordinated, single-window approach to providing workplace accommodation services. FPS-JAN is sponsored and managed by TBS's Employment Equity Division, and funded through the EEPMP.

Now in its third year, FPS-JAN acts as a focal point for job accommodation issues pertaining to employees with disabilities, providing individuals with one-stop access to pertinent information and advice. Its clients include managers, employees with disabilities and their colleagues, employment equity co-ordinators, telecommunication specialists, and technicians.





FPS-JAN maintains contact with a network of over 75 partners and service providers such as the PSC's Enabling Resource Centre and various departmental technological centres. FPS-JAN also provides advice on and encourages the application of various Treasury Board policies and publications. These include the *Policy on the Provision of Accommodation for Employees with Disabilities*, *Flexible Hours of Work*, *Part-time Employment*, *Variable Work Week*, *Telework Policy*, *How to Provide Alternative Formats*, *Public Service-Wide Training Goals*, and the *Treasury Board Real Property Accessibility Policy*. In addition, FPS-JAN published a guide entitled *Creating a Welcoming Workplace for Employees with Disabilities* and other promotional materials such as posters and brochures that increase awareness of disability issues.

## Strategic Advice

FPS-JAN provided strategic advice and assistance to departments in the development of Intervention Fund projects to address some of the recruitment and retention issues for persons with disabilities. Such projects include the Adaptive Computer Technology Training Program for Technicians, Accessible Procurement Toolkits, The Manager's Guide to Providing Alternative Formats, Youth Employment Program for Deaf Students, and the Youth Internship Program. FPS-JAN provided guidance, assisted with the response, and continues to collaborate with other TBS sectors to help achieve the activities noted in the action plan prepared by the Task Force on Access for All Through Technology.

## Creating Awareness

FPS-JAN played a lead role in organizing promotional kiosks with service providers at events such as the International Day of Disabled Persons, National Access Awareness Week, and PSC Smart Shops. It also orchestrated presentations with partners to the human resources community, and to the information technology community through the Advisory Committee on Information Management. FPS-JAN promoted Industry Canada's Assistive Devices Industry Office and the Canadian Council on Rehabilitation and Work's International Conference on Inclusion by Design.





## Joint Employment Equity Committee of the National Joint Council

The Joint Employment Equity Committee (JEEC) is a working committee of the National Joint Council and serves as a forum for the employer and bargaining agents to consult and collaborate on employment equity issues. The Council is a consultative body that promotes the efficiency of the Public Service and the well-being of its employees by providing for regular consultations between the government, as the employer, and employee organizations certified as bargaining agents under the *Public Service Staff Relations Act*.

The JEEC is the only union/management committee representing Public Service-wide employment equity matters. Members in 2000–01 represented the Treasury Board of Canada 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, the Professional Institute of the Public Service of Canada, and the Social Science Employees Association.

At regular meetings in 2000–01, JEEC exchanged information and developed strategies to implement Employment Equity in the Public Service. In addition, JEEC held one special meeting where the PSC shared information on special employment equity programs and how departments and agencies were using them.

The JEEC 2001–02 action plan is geared to foster union/management collaboration and co-development in implementing employment equity in the Public Service. The action plan will focus on four major areas: the Embracing Change Action Plan; determining whether there could be joint positions on issues when Parliament reviews the *Employment Equity Act* expected to commence late in 2001; reviewing the Public Service of Canada's approach in its duty to accommodate employees, including its *Policy on the Provision of Accommodation for Persons with Disabilities*; and developing communication messages in support of employment equity.

## Task Force on an Inclusive Public Service

The Task Force on an Inclusive Public Service completed its mandate in August 2000, and submitted its report to the Secretary of the Treasury Board. The report launched a dialogue concerning diversity and employment equity issues and provided three “legacy” pieces to help build a new public service culture that values and supports the contributions of all employees and their diversity.







The three “legacy” pieces are as follows:

- Agents of Change Database (an inventory of public servants committed to helping build an inclusive Public Service);
- Diversity Diagnostic Tool to measure the existing level of diversity in an organization and signal what needs to be done to improve the undertaking of diversity and its value to an organization; and
- *Building 2000@2000 Learning Modules*, a training package consisting of videos, manuals and guides developed from the broadcasting of the May 2000 Agents of Change workshops held across Canada.

Charged with determining how best to integrate these pieces into its broader work, TBS’s Employment Equity Division pilot tested the Diversity Diagnostic Tool from January to March 2001 in Citizenship and Immigration Canada, Industry Canada, the Canadian International Development Agency (CIDA), and TBS, in order to gauge the tool’s effectiveness. An evaluation of the pilot study is scheduled for completion in May 2001. The achievements of the Task Force on an Inclusive Public Service have been shared with departments and agencies that have been encouraged to build on this important initiative.

## National Council of Visible Minorities

The National Council of Visible Minorities (NCVM) in the Federal Public Service is an employee-based group that was established in October 1999. Following elections in October 2000, during the organization’s second annual symposium, a National Board of Directors, including a six-member national executive committee, replaced the NCVM’s Interim Board.

Symposium 2000 was attended by approximately 500 federal public servants (including employees in a visible minority group, managers and human resources specialists) from across Canada. Guided by the theme “Partners for Change: Building a Representative and Inclusive Public Service – Let’s Take Action,” participants in the plenary sessions and workshops discussed issues of recruitment, advancement, and retention of visible minority public servants; the establishment of an enabling work environment to promote Employment Equity; and management accountability.

The NCVM developed and hosted a number of initiatives (in a number of cases in co-operation with federal departments and agencies as well as Federal Regional Councils) across the country to further improve understanding of the issues and challenges facing employees in this designated group. For example, the NCVM Central





Region held a forum in May 2000 in Winnipeg entitled *Colour by Numbers: Action Planning for a Representative Federal Public Service*. As noted in the forum summary, this “marked a rare opportunity where the community’s voice was included in the process of effecting positive change in the federal government’s hiring and promotion practices.”

NCVM Ontario Region worked with the PSC and the Ontario Federal Council to assist in the training and participation of visible minorities on selection boards. Regional activities also included attending meetings and workshops with managers to further the objectives of the Embracing Change Action Plan. The NCVM Atlantic Region initiated plans to work with Parks Canada on recruitment and orientation. NCVM Western Region activities included workshops on career development for its membership and building effective links with the Public Service Commission of Canada and the Federal Regional Council.

NCVM continues to receive financial and human resources assistance on an interim basis from a number of departments and agencies (Public Works and Government Services Canada, Health Canada, Canadian Heritage, the Canadian International Development Agency, Correctional Service Canada, Citizenship and Immigration Canada, and the Public Service Commission of Canada, among others).

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

In May 2000, officials of the Assembly of Manitoba Chiefs met in Ottawa with representatives of various departments and agencies to discuss progress under the five-year Master Agreement that applied to 15 public service organizations. This agreement was reached to resolve allegations of systemic discrimination against Aboriginal peoples. The Assembly has initiated an evaluation of the agreement’s effectiveness and will make recommendations and suggestions for next steps.

## Declaration Form for Aboriginal Peoples

The Declaration Form for Aboriginal Peoples resulted from a joint project between the TBS’s Employment Equity Consultation Committee for Aboriginal Peoples and the PSC’s Aboriginal Recruitment Advisory Committee. The form, developed by a working group of representatives from TBS, PSC and INAC, was first tested using PSC’s Aboriginal Inventory and underwent two pilot studies in 2000–01. The assessment indicated that the form could be used more broadly by departments and agencies to assist in ensuring that only Aboriginal peoples benefit from Aboriginal programs.





## Employment Equity Compliance Audits by the Canadian Human Rights Commission

The Canadian Human Rights Commission (CHRC) continued its audits of departments and agencies to assess compliance against the CHRC's assessment factors deriving from the *Employment Equity Act* and regulations. Most of the 48 departments and agencies with over 100 employees have been audited or notified of an upcoming audit.

In 2000–01, the following departments were audited and found to be in full compliance with the Act:

- Atlantic Canada Opportunities Agency
- Canadian Human Rights Commission
- Canadian International Development Agency
- Canadian Transportation Agency
- Office of the Chief Electoral Officer
- Office of the Governor General's Secretary
- Privy Council Office

These departments and agencies join those examined in previous years—the Canadian Radio-television and Telecommunication Commission, National Parole Board, and Status of Women Canada. In addition to providing data to support departmental analysis, TBS also assisted departments by providing policy advice and guidance during the audit process as well as helping to resolve departmental concerns. It was recognized, however, that full responsibility for ensuring employment equity compliance rests with departments.

With an increasing number of departments being found in compliance with the statutory requirements of the *Employment Equity Act*, it is important to note that employment equity does not cease once an employer has been found in compliance with all 12 statutory requirements; rather the Act requires that the organization continue to implement the activities stipulated in the statutory requirements and their employment equity plan in order to make reasonable progress in maintaining a representative workforce.

Throughout the year, TBS and CHRC maintained a collaborative approach to solving systemic difficulties faced by departments in achieving audit compliance. Most problem areas were related to the employment systems reviews.





## Partners in Employment Equity and Diversity Learning

In January 2001, TBS, in partnership with Training and Development Canada, launched an environmental scan of federal departments and agencies to determine the extent of employment equity and diversity training and learning initiatives in the Public Service, identify gaps, and determine how TBS can help in filling these.

A consultant interviewed key personnel in 17 large departments and evaluated the degree of support across departments for employment equity and diversity learning. The final report, submitted to TBS in March 2001, contained six principal recommendations.

1. Training for staff and managers working in employment equity on the following topics:
  - Orientation to employment equity/diversity (revamped)
  - Workforce Analysis
  - Employment Systems Review
  - Employment Equity Planning
  - Advanced Workshop for Employment Equity Co-ordinators
2. The human resources courses of Training and Development Canada should contain modules on employment equity and diversity.
3. CCMD should integrate employment equity and diversity into middle and senior management courses.
4. TBS should partner with other departments to develop and circulate core materials.
5. TBS should partner with Training and Development Canada to develop standards for curriculum content.
6. The TBS employment equity and diversity Web site should be made easier to navigate.

In addition to responding to these recommendations, the Employment Equity Division at TBS is exploring options for the delivery of employment equity and diversity learning to departments and agencies in the federal Public Service.

Information about the Employment Equity and Diversity Environmental Scan can be found on the TBS employment equity Web site at [www.tbs-sct.gc.ca/ee](http://www.tbs-sct.gc.ca/ee) under “Learning.”





## CHAPTER 5

# BEST PRACTICES IN DEPARTMENTS AND AGENCIES

In last year's report, we noted that *Results for Canadians: A Management Framework for the Government of Canada* had been introduced to articulate the management commitments and operating philosophy that underpin efforts to modernize government management. In seeking to ensure proper stewardship of the government's human, financial, and materiel resources, the framework recognizes that a crucial aspect of good government management is effective human resources management. The agenda outlines several major change initiatives, including the development of a workplace of choice in which employees are recognized for their skills and valued for the contributions they can and do make in serving Canadians well.

Achieving the Government of Canada's diversity and workplace of choice objectives requires all stakeholders to implement recruitment, retention, learning and career development strategies that recognize the value of diversity. TBS's Employment Equity Division works with departments and agencies to address these and other government-wide employment equity initiatives such as the Embracing Change Action Plan and the creation of accessible work environments and inclusive workforces. The Division helps ensure that employment equity is integrated into overall human resources management and assists departments in developing initiatives, establishing partnerships, and sharing information towards that end.

This year we are pleased to present examples of initiatives and programs that various departments and agencies have used to achieve employment equity objectives. The practices outlined are organized under the themes of recruitment, retention, learning and career development, as identified by the Committee of Senior Officials (COSO).

### Recruitment

*Diversity should be manifested at all levels. This not only makes good business sense, but it shows that an organization truly values differences in people and sees them as a means to fundamentally challenge and enhance what it does and how it does it.*

—Recruitment and Results –  
Report of the COSO Sub-Committee on Recruitment





### *Integration and Planning*

For a recruitment strategy to be effective, it must be aligned with the organization's business goals and human resources challenges, including employment equity. Several departments have begun this alignment and a number of strategies and approaches have emerged. In some cases, these include accountability mechanisms to ensure that overall objectives are being met.

For example, **Agriculture and Agri-Food Canada** has replaced its Employment Equity Advisory Committee structure with an Inclusiveness Team that has become part of the department's management framework. The team, which includes managers and other employees—some of whom are members of designated groups—from across the organization, explores workplace management issues and makes and implements recommendations to achieve a more inclusive workplace.

**Natural Resources Canada's** approach is to ensure the participation of the designated group networks on the Human Resources Committee (HRC) and at the Senior Management Working Group. The HRC provides policy direction on human resources issues including employment equity while the Working Group oversees and monitors the implementation of the Employment Equity Plan.

**Fisheries and Oceans Canada** has linked employment equity to its human resources strategy and its National Workplace Improvement Plan. The Workplace Improvement Plan addresses three human resources priorities — recruitment and retention, organizational health and workload, and continuous learning.

The **Passport Office** uses management committee meetings, attended by all regional directors, to assess the status of employment equity across the department. Putting employment equity on the agenda at each meeting helps to increase awareness among managers, exposes them to the most recent tools available and keeps them abreast of the situation in their division.

### *Targeted Recruitment*

In February 2001, the **Public Service Commission of Canada** hosted an Employment Equity Job Fair in the National Capital Region to help departments recruit designated group members. This event drew thousands of applicants, and to address the level of interest, departments developed various mechanisms for treating these applications. For example, **Canadian Heritage** accepted nearly 1,000 résumés and created a database of these for future openings. This was in addition to having staffed approximately half of the 33 positions available at the time of the fair by designated group members.





**Correctional Service Canada** launched a five-year National Aboriginal Recruitment Strategy, funded through the EEPMP Intervention Fund, to increase the representation and participation of Aboriginal peoples at all levels of the organization. This program recruits and promotes Aboriginal candidates and tracks their success through the selection process and training programs. The results are evaluated in order to identify and address barriers in assessment tools and processes that may be linked to cultural issues.

In January 2001, **Fisheries and Oceans Canada** embarked on a five-year Recruitment and Retention Program for Persons with Disabilities. The department identified 19 occupations for recruiting persons in this designated group and developed occupational cue cards to provide candidates with information about the types of positions available in the department. The last quarter results show promise for the program with the hiring of eight persons with disabilities.

**Human Resources Development Canada** undertook several national initiatives to improve the representation of visible minorities in the department. In particular, the department fortified its external recruitment efforts through newspaper job advertisements in the metropolitan Toronto area aimed at the visible minority communities and provided information sessions for community organizations involved with designated groups. These organizations were then kept informed about open competitions and opportunities, as they became available.

**Economic Development Agency of Canada for the Regions of Quebec** also adopted a targeted recruitment process and took advantage of the Public Service Commission's Rapid Access program that promotes the hiring of persons with disabilities. Over the past year, this work resulted in improving the representation of designated groups in the Agency with 10 of the 36 employees hired from outside the government representing members of designated groups.

The Student Co-op and Federal Student Work Experience Programs are good vehicles for attracting designated group youth to the federal Public Service. In addition to providing excellent work experience for these youths, departments and agencies can take advantage of the bridging program to permanently hire these students when their studies are completed.

**Citizenship and Immigration Canada** hired 15 Aboriginal students under the Federal Student Work Experience Program. As well, to address future staffing needs, the department maintains a database of qualified students and casual employees who are members of a designated group.





## *Accountability and Awards*

**Citizenship and Immigration Canada** implemented a restrictive staffing approach to bring about a quick improvement in the representation of designated groups at all levels. The approach requires that the appropriate director general approve the recruitment process chosen to fill operational positions in a branch or region. The deputy minister approves the process chosen for positions at the EX level. As well, one percentage point is granted under the EX performance pay system to executives who have demonstrated sustainable efforts in meeting their employment equity objectives.

Employment equity accountability is part of many performance agreements of executive personnel as well as certain other managers in departments and agencies. For example, **Environment Canada's** Executive Group performance agreements include an objective stating that the individual must demonstrate his or her contribution toward a representative workforce and diversity management initiatives. At **Human Resources Development Canada**, each Assistant Deputy Minister and regional executive has an employment equity action plan setting out how he or she will address areas of under-representation and any barriers that may exist. These executives, as well as managers who receive performance pay, are required to meet their employment equity objectives.

**Environment Canada** offers a Diversity Leadership Award that recognizes employees at all levels that demonstrate leadership through behaviour or attitude in advancing the department's employment equity or diversity management program. The award program celebrates these role models and heightens the profile of employment equity and diversity in the department.

## **Retention**

*In a changing world and workplace, managers need to sustain a climate of trust, to recognize and value good work, to actively promote inclusiveness and diversity in the workplace, to encourage collaboration and to value open communication.*

— *Results for Canadians*

As with all employees, the workplace needs of designated group employees can vary. As part of the effort to address retaining these employees, organizations have taken a two-part strategy:

- to better equip managers and provide them with training and tools; and
- providing employees with a vehicle to voice their concerns on inclusion and accommodations issues.







## *Training and Tools for Managers*

**Citizenship and Immigration Canada** made it a requirement that all employees and managers receive diversity training over the next two years. The training covers the nature of differences in the workplace, stereotypes that can arise, and how stereotypical thinking can affect the job environment. Also scheduled over the next two years is training in non-biased staffing, and selection tools for middle managers and supervisors.

**Department of Foreign Affairs and International Trade** delivered employment equity training to more than 260 management and professional staff, and developed a Human Resources and Employment Equity Best Practices Manual.

**Health Canada** published *Employment Equity – A Guide for Managers* to inform managers of their roles and responsibilities regarding the *Employment Equity Act*. The publication covers basic information about employment equity legislation and its applications, and includes suggestions for managers and examples of best practices. The guide will be on Health Canada's Web site in early 2002.

**Canadian Heritage** organized several forums for some 400 managers and senior executives from all regions to generate a better understanding of employment equity and diversity. Each participant received an information kit about human resources planning, the department's demographic profile, a list of staffing options and a manager's guide entitled *The Power is People, Parts I and II* (funded by the EEPMP in partnership with Health Canada).

**Industry Canada** developed a *Manager's Guide to the Production of Alternative/Multiple Formats* with funding from the EEPMP. The guide outlines the responsibility to provide information in alternative formats for citizens and employees who are persons with disabilities, and promotes the benefit of planning for these formats at the initial stages of production.

## *Making the Workplace Inclusive for All Employees*

The "Fire Within Lodge" is a **Health Canada** initiative that encourages Aboriginal employees to participate in an organization that is supportive of their culture. The Lodge also promotes cultural awareness, provides an environment for traditional teachings and holistic healing from elders, healers, and traditional teachers, and offers advice, counselling and guidance. The Lodge is open to all employees of the department and provides the opportunity to learn more about Aboriginal peoples.

The Atlantic Region of **Public Works and Government Services Canada** introduced a People Charter that outlines several principles that will facilitate the region's achievement of its strategic goals, including employment equity and diversity. In





conjunction with the development of the Charter, the position of Regional Manager, Office of Employment Equity and Diversity, was created to help the region make gains on this front.

The **Immigration and Refugee Board's** National Advisory Committee on Employment Equity, established in 1999, held two meetings over the past year. The committee, comprised of members from the four designated groups, the unions, and headquarters and regional employee representatives, was key in developing and providing leadership for a national Employment Equity Plan. As part of its efforts to address regional issues, the Board introduced other designated group networks. Furthermore, both Toronto and Vancouver also have a representative Employment Equity Advisory Committee.

On December 10, International Human Rights Day, **Citizenship and Immigration Canada** launched a year-long awareness campaign. The biennial campaign, initiated in 1999 and continued throughout 2000, emphasized issues related to the acceptance of religious practices in the workplace, making it of special interest to many visible minority employees.

The Women in the Workplace Advisory Committee at **Agriculture and Agri-Food Canada** hosted its second annual symposium under the theme "Work Overload: Solutions." The gathering presented solutions concerning balancing work and personal life that have proven successful in other departments and private industry. The event was well represented by regional participants and there was gender parity.

### *Job Accommodation*

Through various job accommodation strategies, departments and agencies continue to ensure that a supportive work environment exists in the federal Public Service. For instance, **Agriculture and Agri-Food Canada** has a full-time Job Accommodation Consultant to administer its Comprehensive Job Accommodation Policy and to help managers address accommodation requirements of their employees. Central funding is available for accommodation costs that exceed \$1,000. In addition, the department has a contract with the Canadian Council on Rehabilitation and Work to provide specialized services and advice in resolving job accommodation matters.

**Canadian Heritage** produced a document setting out policies and guidelines for establishing an inclusive, barrier-free workplace and clarifying managers' obligations in this regard. To support the implementation of the policy, the department established a \$30,000 corporate fund to pay for accommodation aids.





In September 2000, the **Canadian International Development Agency** opened an Adaptive Computer Technology Centre to help employees with short- or long-term disabilities use technological systems and test new technology and software that would facilitate their work. The centre benefits all employees as it takes a proactive approach towards preventing certain technology-related problems from arising. By ensuring better access to tools and information, the centre allows the Agency to hire and retain individuals who might otherwise be limited in the contributions they can make in the workplace.

## Learning and Career Development

*The richness of a learning organization comes from its diversity of people and of their ideas and perspectives. In a public service context, it is particularly important to reflect societal diversity—its different cultures, backgrounds and experiences, as it leads to better policy advice and better service to citizens.*

*—A Public Service Learning Organization  
From Coast to Coast to Coast: Directions for the Future, June 2000*

The **Department of Foreign Affairs and International Trade** enrolled the department's 150 secretaries (SCY-4)—all women, 6.7 per cent of whom are also members of another designated group—into the Administrative Officer Developmental Program. Upon completion of the Program, all participants were promoted to the junior administrative officer (AS-2) level. This was the department's largest single promotion exercise.

With the support of the EEPMP, **Citizenship and Immigration Canada** established a career development program for members of a visible minority. The three-year program is intended to reduce the concentration of visible minorities in lower-level positions by developing supervisory and management skills thereby establishing a pool of qualified employees at the EX minus 2 level capable of advancing to the EX minus 1 level. In 2000–01, five employees participated in the program and it is expected that the level of participation will increase over the next two years.

The **Canadian International Development Agency** continues to have success with its Career Management Program for New Development Officers, with one third of those receiving letters of offer at the PM-1 level coming from the designated groups. The program was initiated in 1996 and has been instrumental in improving the participation of designated group members over the years. The Canadian International Development Agency also launched an Executive Development Program for Designated Group





Members to facilitate the development and advancement of individuals in a designated group who have demonstrated executive potential. The successful candidates received a Performance Profile Assessment Report for Executive Appointment from the PSC, and were provided with assistance to develop a personalized learning plan and paired with mentors.

**Statistics Canada** established an Executive Selection and Development Program to help address the anticipated need for executives in the coming years. Of the nine employees assigned to the program in 2000–01, three were women and another one was a member of a visible minority group. Candidates were appointed at the EX-1 level and will be promoted to the EX-2 level after a period of individualized training and mentoring.

Funded by the EEPMP, **Indian and Northern Affairs Canada**, as the lead, and five other departments created a Career Counselling Centre for members of visible minorities and persons with disabilities located in the National Capital Region. Three workshops, entitled “New Horizons,” were developed to provide participants with tools and strategies to help them achieve their career goals.

The Office for Disability Issues at **Human Resources Development Canada**, in collaboration with the **Canada Customs and Revenue Agency**, developed a training course for employees and managers to raise awareness and provide practical suggestions on how to accommodate persons with disabilities in the workplace. The course, entitled *Just Ask Me! Discussing Workplace Accommodation*, was designed so that it could be easily incorporated into existing federal public service training programs.

**Health Canada** developed and funded a language-training program for designated group members who, in the past five years, have received a negative assessment in the standard language aptitude test. The program is designed to help employees at the EX-1 to EX-4 levels learn English or French as a second language to improve their career opportunities. This part-time course is offered during working hours on working premises. As of March 2001, 145 participants had registered. Of these, 61 per cent were members of a visible minority; 31 per cent were women; 4 per cent, persons with disabilities; and 3 per cent, Aboriginal peoples.

With funding from the EEPMP, the **Department of Justice Canada** developed the Post-secondary Inuit Education and Training Program in Nunavut to improve the employment, representation and retention of Inuit people in the department’s regional office in the territory. The program provides Inuit students with post-secondary training in a justice-related field and then work in the department when their studies are complete.





## CONCLUSION

The Treasury Board, as the employer for the Public Service of Canada, is committed to implementing employment equity in its workforce not simply because it is a legislated obligation. Rather, the commitment stems from the vision of a Public Service that is representative of the people it serves and the conviction that such an institution will be better able to secure the trust and respect of all Canadians as it develops policies and delivers programs in their interest.

The Public Service of Canada is an important national institution and as such must be open to all qualified Canadians. Our vision sees us asking no less of ourselves than we ask of others. Indeed, our leadership role and our goal of becoming an exemplary employer demand that we do more.

It is clear that action is required on several fronts, as we strive to be a truly representative and inclusive institution. We must first strengthen our communications and continue to dispel myths about employment equity being reverse discrimination. We must continue to recognize the strength in diversity and uphold our values of respect, justice, honesty, trust, and integrity as we work with our fellow Canadians. We need to make effective use of technology to eliminate barriers to participation in order to ensure that all Canadians have access to their government and its services and can be included in our workforce. We must consolidate partnerships within and outside government; build a strong, active monitoring capacity to ensure that our investments produce the desired results; and continue to identify and promote innovation and best practices in the implementation of employment equity in federal institutions.

While we can point to progress and highlight elements of our success in becoming more diverse and inclusive, there is still much work to do. The Treasury Board, as the government's management board, will continue to implement measures aimed at modernizing management practices, improving our human resources regime, and seeking ways to provide better service to Canadians.

The modernization agenda includes a number of key concepts: clarity regarding the role of players in the field of human resources management; greater responsibility and accountability for managers in their management of human resources; fairness in the treatment of employees; and a collaborative approach with unions. Modernization is also about equipping the federal Public Service for excellence in the 21st century and for attracting, developing, and retaining the talent needed to serve Canadians well. These concepts are all consistent with the goals for employment equity. They require the removal of barriers so that all Canadians can demonstrate their capabilities in a Public Service built on and devoted to excellence.

