

Demographic Study of the Executive Community 1991 - 1998

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H

ighlights

- Over the past eight years, the size of the indeterminate Executive population in the Public Service declined from 4,745 employees as of March 31, 1991 to 2,921 as of March 31, 1998, a decrease of 38.4%.
- As of March 31, 1998, the Executive Group accounted for 1.8% of the total Public Service compared to 2.4% eight years earlier.
- Members of the Executive Group are, on average, seven years older than non-Executive Group. As of March 31, 1998, 95.2% of the EX population were above 40 years old compared to 63.5% for non-executives.
- Between 1991 and 1998, promotions accounted for 60.1% of appointments, followed by lateral transfers (34.9%) and external recruitment (3.8%).
- Between 1991 and 1998, 2,384 executives left the Public Service, 1,633 through normal separation, and 751 as a result of two departure incentive programs under the Program Review.
- Of the 751 executives who accepted buyouts during the Program Review period, over three-quarters were white males without disabilities
- The representation of designated groups in the EX population changed from 1991 to 1998:
 - # increasing from 13.6% to 24.3% for women;
 - # increasing from 0.9% to 1.7% for Aboriginal peoples;
 - # increasing from 2.4% to 2.9% for persons with disabilities;
 - # increasing from 2.2% to 2.6% for members of visible minorities.
- The share of appointments of designated groups in the EX population changed from 1991 to 1998:
 - # increasing from 22.7% to 31.6% for women;
 - # increasing from 2.3% to 3.3% for Aboriginal peoples;
 - # decreasing from 3.2% to 1.3% for persons with disabilities;
 - # increasing from 2.7% to 3.1% for members of visible minorities.
- All four designated groups in the EX group tend to have a lower retirement eligibility profile than non-designated groups.
- Persons with disabilities and visible minorities in the EX group have a disproportionately high separation rate compared to their non-designated group counterparts.

I ntroduction

This report provides an overview of the size and composition of the Executive Group from 1991 to 1998. The report also describes progress in improving the representation of the four designated groups at the EX level during the period. All data in this report were provided by the Information Management and Review Directorate at the Public Service Commission and include only indeterminate employees¹ under the *Public Service Employment Act*. The data reflect the state of the federal Public Service workforce as of March 31st for each year during the study period.

The report follows two previous Research Directorate studies of population trends: the first, “*Demographic Profile of the Federal Public Service for the Fiscal Years 1994 - 1997*” (Nehmé, 1998) examines the broad demographic trends and macro-level Human Resource challenges which will affect the public service over the next decade; the second, “*Technical Paper: Forecasting Departures in the Executive Community 1998-2007*” (Booker, Gorber and Li, 1998). This paper documents the methodologies and the processes required to construct human resource based statistical models for the Executive community. This report also compliments a previous study entitled “*Executive Recruitment Profile: Equity Representation Among Major Employers in Canada*” (Nehmé and Gorber, 1998)² which examined the federally-regulated sector and the top ten industries in Canada to determine if these industries could provide a source for recruitment of senior level equity group members.

S ignificance of the Report

The report is designed to provide researchers, senior management, other interested employees and the public with a quick glance at the situation of the Executive Group in the Public Service between fiscal years 1991 to 1998. Understanding the trends identified in this study is an important prerequisite for medium- and longer-term human resource planning.

A Smaller Workforce

¹ The Executive Group is overwhelmingly composed of indeterminate employees. For comparative purposes, the analysis presented in this report is therefore limited to indeterminate populations in all instances. The actual size of the Public Service workforce when other classes of employees (e.g., term employees, casual employees) are included is 194,728 in 1998 compared to an indeterminate employee population of 159,732.

² The report can be found at http://www.psc-cfp.gc.ca/prcb/rd/demo/dem_prof/dem_proe.htm

The nature of work performed by Public Service employees and the composition of the federal government workforce have changed rapidly since 1990 (Nehmé, 1998:5). The most drastic decline in the Public Service workforce occurred during the Program Review period³. Program Review produced cuts at all levels of the government's workforce, including the Executive Group. As of March 31, 1998, the Public Service workforce was by far the smallest it had been in the last decade. Table 1 shows that, between fiscal⁴ years 1991 and 1998, the indeterminate workforce was reduced by about 20% (or 39,345 employees). During the same period, the number of executives declined even more, about 38% (or 1,823 employees).

TABLE 1									
Changes in the size of Executive Group and Public Service Workforce Indeterminate employees									
Occupational Category	1991	1992	1993	1994	1995	1996	1997	1998	1991-1998
Executive Group	4,745 ¹	4,209	4,071	3,750	3,529	3,132	2,980	2,921	-1,824
% Change		-11.3%	-3.3%	-7.9%	-5.9%	-11.2%	-4.9%	-2.0%	-38.4%
PS workforce	199,077	198,684	201,698	200,613	196,524	180,983	164,944	159,732	-39,345
% Change		-0.2%	1.5%	-0.5%	-2.0%	-7.9%	-8.9%	-3.2%	-19.8%

Up until March 31, 1996, the rate of decline in the Executive Group population was much higher than that for the entire Public Service workforce. This trend has reversed during the last two years. This reversal may be partly explained by the fact that downsizing of the EX group began earlier than for the overall Public Service, and that reduction targets were thus accomplished sooner (TBS, 1998: 55).

During the Program Review years, most of the decrease in the total population and in the EX population occurred in departments designated "most affected" (MAD's)⁵. The decline

³ For purposes of this report, the "Program Review period" is considered to extend from April 1, 1995 to March 31, 1998. Program Review, announced in 1994 budget, involved a comprehensive review of federal government programs and services. The government introduced in 1995 two departure incentive packages - the Early Retirement Incentive (ERI) and the Early Departure Incentive (EDI). These programs were introduced to help departments and agencies to manage downsizing (TBS, 1998).

⁴ Fiscal year begins April 1 and end March 31.

⁵ Seventeen departments and agencies had been designated as "most affected". They are: Agriculture and Agri-Food Canada, Department of Canadian Heritage, Canadian Transportation Agency, Citizenship and Immigration Canada, Department of Finance Canada, Environment Canada, Fisheries and Oceans, Grain Transportation Agency, Human Resources Development Canada, Industry Canada, National Defence, Natural Resources Canada, Public Service Commission of Canada, Public Works and Government Services Canada, Transport Canada, Transportation Safety Board of Canada, and Treasury Board of Canada.

in employment also reflected alternate service delivery (ASD), such as the transfer of Transport Canada Air Navigation System to Nav Canada and the devolution or privatization of various airports (TBS, 1998:57). Prior to the Program Review years, the drop in employment is largely attributable to staffing freezes, base reductions or closures at the Department of National Defence and restrained operating budgets across the Public Service (TBS, 1995: 3).

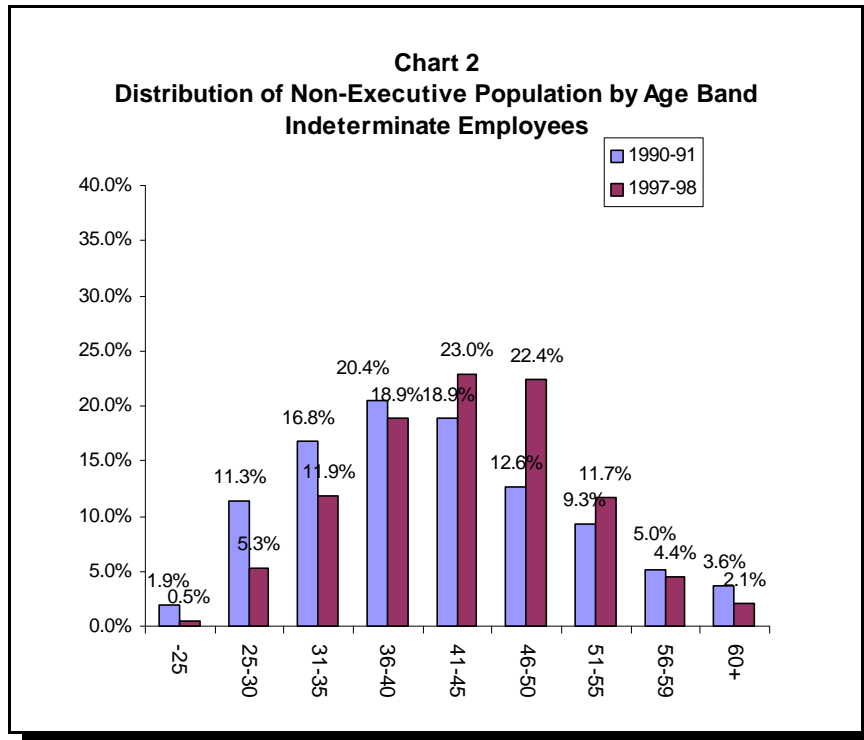
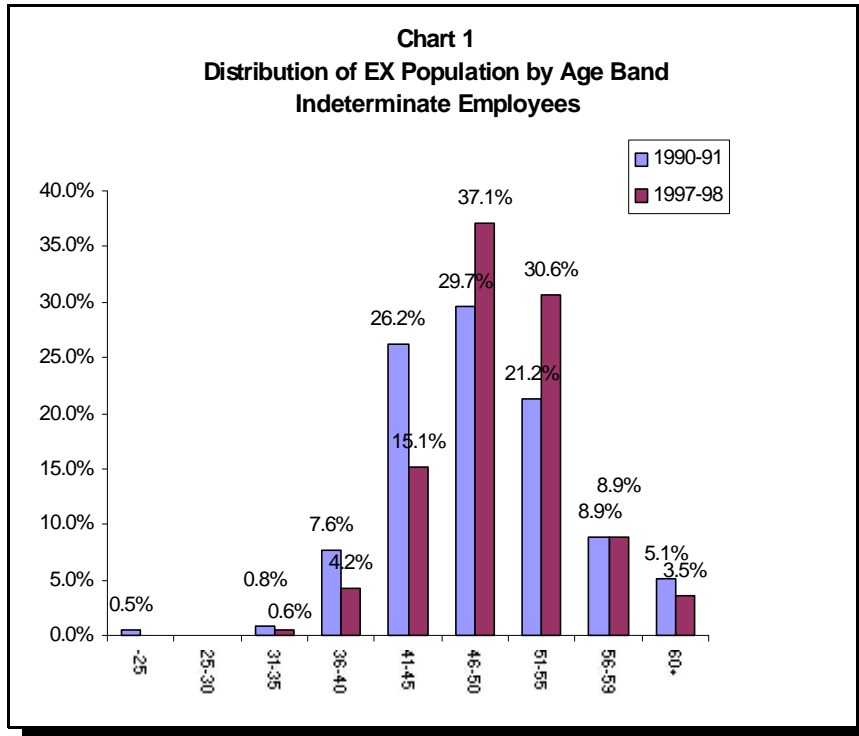
Ageing Factors

The age distribution of the total Public Service workforce changed between fiscal years 1991 and 1998, as did the age distribution of the EX Group. These trends raise major concerns for human resource planners, particularly in the case of the EX Group where a combination of an older population and the impact of early retirement incentives has caused loss of corporate memory and expertise.

Charts 1 and 2 show a similar ageing trend for both the executive and non-executive populations, although the latter exhibits overall a younger population. As of March 31, 1998, 95.2% of employees in the EX population were above 40 years old compared to 63.5% for non-executives.

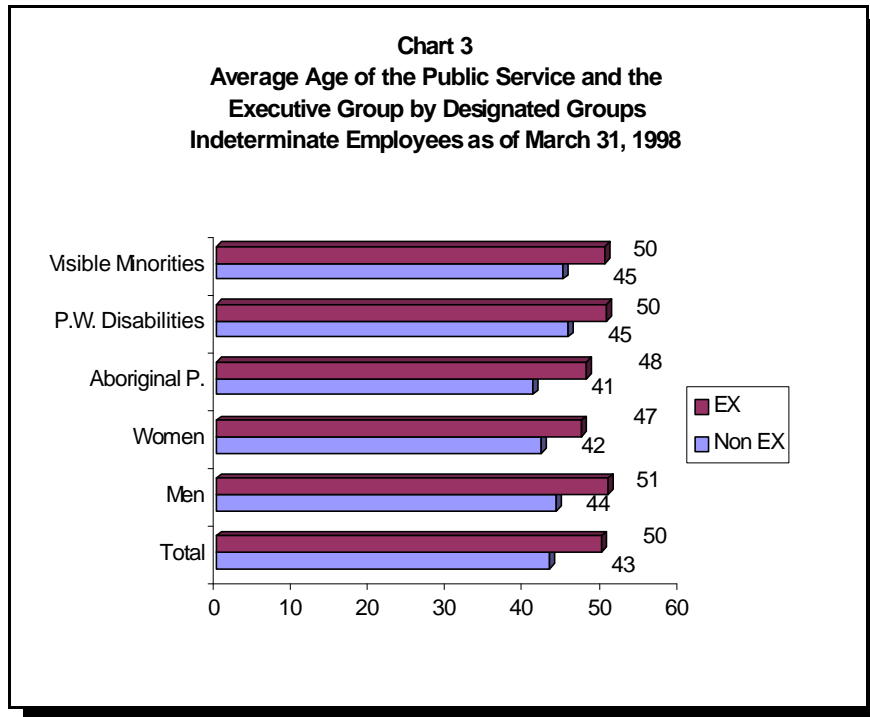
Executives were concentrated in three age cohorts in 1998; 46-50 (37.1%), 51-55 (30.6%) and 41-45 (15.1%). Eight years earlier, these proportions were generally smaller and much more equally balanced, with distributions of 29.7%, 21.2% and 26.2% respectively (see Chart 1).

Chart 2 shows that, as of March 31, 1998, 64.2% of the non-executive population was found in three age bands; 41-45 (23.0%), 46-50 (22.4%) and 36-40 (18.9%). Eight years earlier, these proportions were 18.9%, 12.6% and 20.4% respectively (see Chart 2). Over this period, the proportion of non-executives in the age band 25-30 decreased from 11.3% to 5.3%, while the proportion in the cohort 51-55 increased from 9.3% to 11.7%. This ageing of the executive and non-executive population in many ways parallel broader trends in the external labour market (The Daily, 1996).



Employees in the Executive Group are on average seven years older than non-Executives,

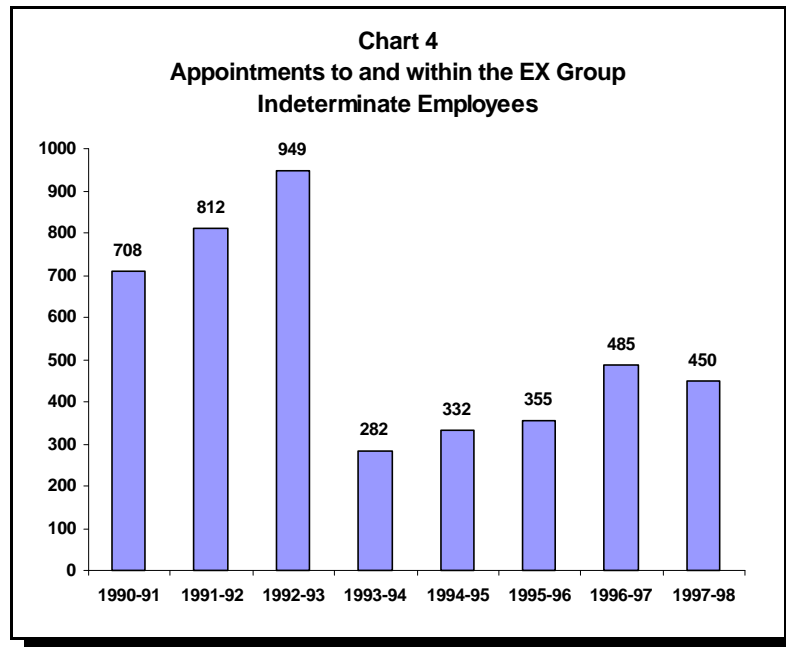
where the average age of non-EX is 43, and that for the EX group is 50. Men in general tend to be older than women in both groups, but the age gap is larger in the EX group. Visible minorities and persons with disabilities in the EX community have an average age similar to the total EX population. However, for non-executives, both designated groups tend to be older than the non-EX population. Aboriginal peoples are the youngest EE group in the whole Public Service at any occupational level (see Chart 3).



Appoint

ments to and within the EX group

From 1991 to 1998, there were a total of 4,373 EX appointments by either internal promotion, lateral or downward transfer, or external recruitment. In the Public Service in general, annual appointments have fluctuated considerably during the past decade, a pattern repeated in the EX group. Chart 4 shows that, while executive appointments increased in the early 1990's, 1994 saw the sharpest decline in EX appointments in the past eight years. Appointments to and within the EX group increased afterward but never reached early 1990's levels. The sharp decline in the EX appointments may largely be attributable to staffing freezes, restrained operating budgets across the Public Service and downsizing of the EX group which began two years earlier than for the overall Public Service.



Appointments to and within the EX group vary significantly among classification levels within the group. Not unexpectedly, the proportion of appointments declines sharply at the higher EX levels. During the past eight years, about 75% of all EX appointments occurred at the EX01 and EX02 levels, while EX05 accounted for less than 5% (see Appendix 1 and 2). Over the same period, promotion accounted for 60.1% of appointments, followed by lateral transfers (34.9%) and external recruitment (3.8%). “Other transfers” accounted for only about 1%.⁶

Promotions dominated appointments to the EX group in all years except 1991 and 1992 when lateral transfers accounted for over half of all appointments. This anomalous shift resulted mainly from the conversion of the former Senior Management (SM) level into the EX group. Overall, the proportion of EX appointments through promotions increased significantly from 59.2% in 1991 to 85.3% in 1998, while lateral transfers declined from 33.8% to 6.7% respectively. Recruitment to the EX group from outside the Public Service also decreased over the period from 7.1% to 5.1%. The data thus show that, until 1993, mobility at level was a significant source for EX appointments, while afterward and during the Program Review years, promotions accounted for most EX appointments.

⁶ “Other transfer” includes a downward transfer.

Table 2
Type of Appointments to and within the EX group
Indeterminate Employees

Year	Promotions		Lateral Trsf.		Recruitment		Other	
	#	%	#	%	#	%	#	%
1991	419	59.2%	239	33.8%	50	7.1%	0	0.0%
1992	332	40.9%	462	56.9%	18	2.2%	0	0.0%
1993	250	36.9%	578	60.9%	17	1.8%	4	0.4%
1994	187	66.3%	65	23.0%	18	6.4%	12	4.3%
1995	241	72.6%	71	21.4%	12	3.6%	8	2.4%
1996	292	82.3%	45	12.7%	12	3.4%	6	1.7%
1997	421	86.8%	34	7.0%	16	3.3%	14	2.9%

Separations

Over the past eight years, 2,384 executives left the Public Service, 1,633 through normal separation⁷, and an additional 751 as a result of the two departure incentive programs⁸ offered in connection with Program Review. Chart 5 shows that the total number of EX separations was highest during the Program Review period, increasing sharply from 230 in 1995 to 489 in 1996, falling back to 322 by 1998 (see Appendix 6).

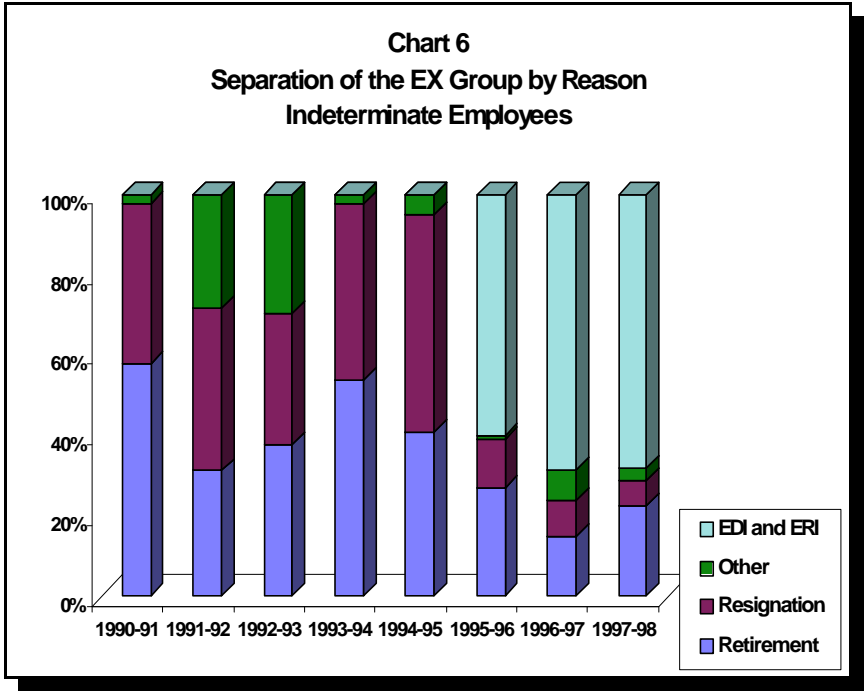
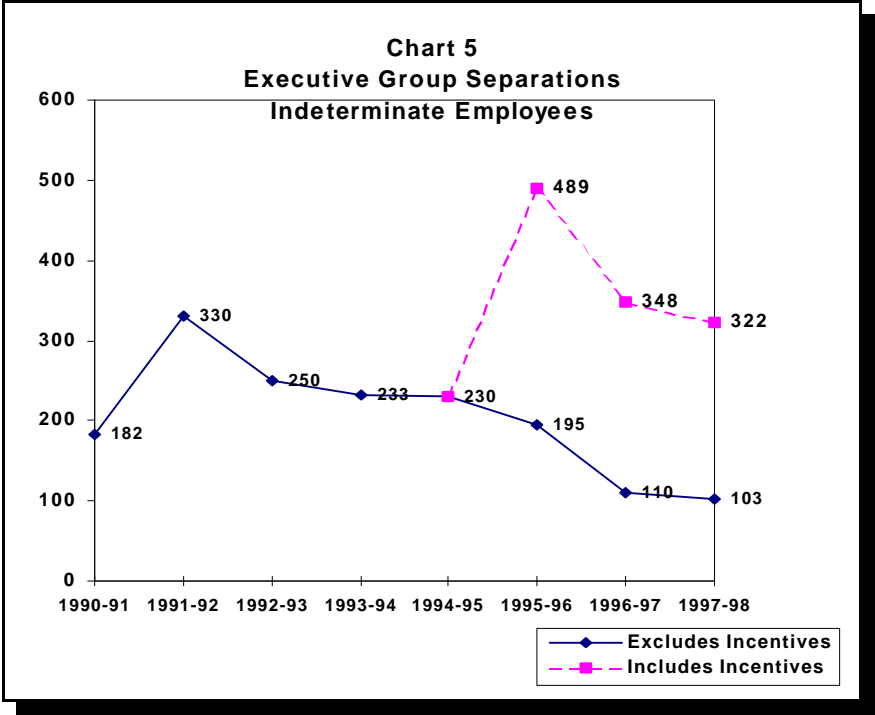
Retirement generally accounts for the largest proportion (about 32.6%) of the total EX separations during the past eight years. Between 1996 and 1998, however, retirement decreased significantly as a result of the two incentive programs. Retirement will continue to play a major role in the departure of executives since almost half are currently over the age of 50.

Resignation is also a major factor shaping the demographic profile of the Executive Group. It represents the second most important reason for departure, accounting for 26.3% of all EX departures during the past eight years. During most of the Program Review years, however, separation through the EDI and ERI accounted for a higher proportion, ranging from 60.1% in 1996 to 68.4% in 1998 (see Chart 6 and Appendix 7).

Retirement and resignation fluctuate significantly among the EX levels. The higher the level, the higher the retirement and resignation rate. Thus, retirement and resignation rates for EX05's are significantly higher than for EX03's and EX04's, and are more than three times the rate of EX01's. This trend reflects both the age distribution of each group, as well as their years of service.

⁷ The term "separations" refers to those employees who have left the Public Service. It includes devolution, privatization, retirement, resignation, abandonment of position, lay-off, release or death.

⁸ Early Retirement Incentive (ERI) and Early Departure Incentive (EDI). Executive Employment Transition Program Resignations (EETP) are also included in these two programs.



D

esignated Groups in the Executive Group

Against a background of falling Public Service numbers and the delegation to departments and agencies of most human resource management responsibilities, progress continues to be made in improving the overall representation of employment equity groups⁹ at all levels of employment, including the Executive Group.

During Program Review, departments and agencies generally were able to downsize the EX Group without adversely affecting workforce diversity. Indeed, the data indicate that the overall diversity of the EX group and the total Public Service workforce improved during Program Review, due mainly to the fact that individual departures were primarily white males without disabilities. Of the 751 executive employees who accepted buyouts¹⁰ during the Program Review years, over three-quarters were white males without disabilities.

Table 3 shows that the total number and the representation of each of the four designated groups in the EX community improved between 1991 and 1998, albeit only very marginally in two cases. Representation of women and Aboriginal peoples almost doubled while that for persons with disabilities and visible minorities increased only very slightly. Despite these improvements, designated group representation in the EX Group at the end of the period remained below that for the Public Service as a whole.

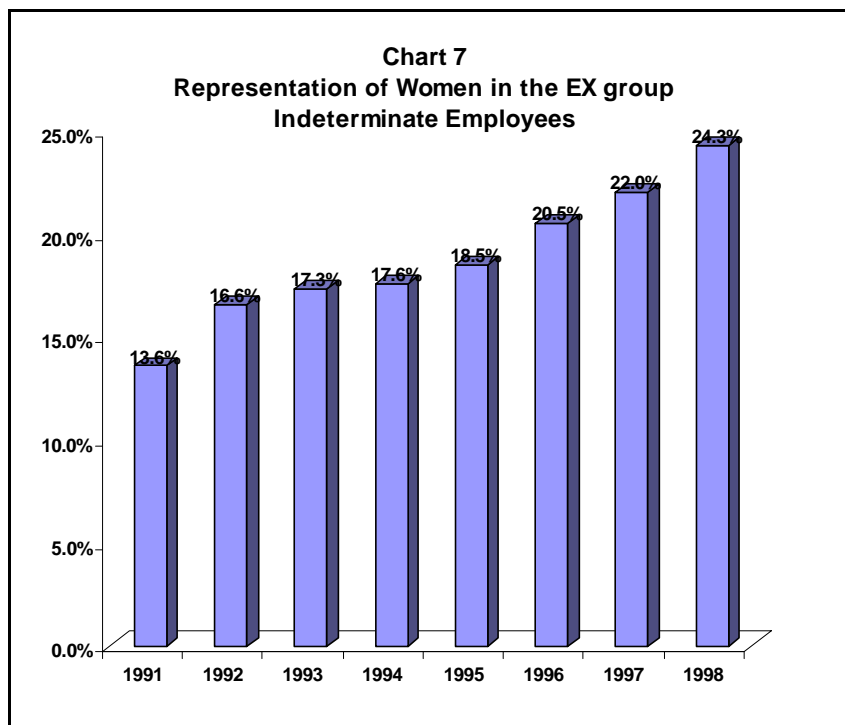
Designated Groups	EX Group				Total Public Service 1998	
	1991		1998		#	%
	#	%	#	%		
Women	371	13.6	709	24.3	76,375	47.8
Aboriginal Peoples	25	0.9	49	1.7	3,813	2.4
Persons with Disabilities	67	2.4	73	2.5	5,834	3.7
Visible Minorities	61	2.2	77	2.6	8,025	5.0

⁹ Except for data on women, information on persons in the designated groups is obtained through a voluntary process of self-identification. The completeness and accuracy of employment equity data for the federal Public Service depend on the willingness and co-operation of employees to self-identify.

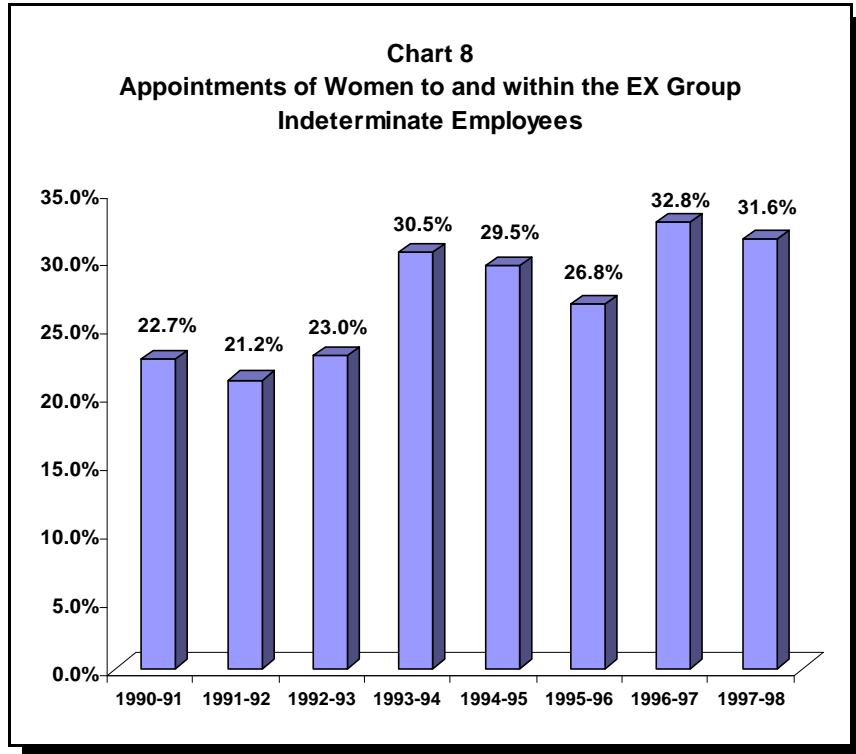
¹⁰ Those who accepted one of two incentive programs: Early Retirement Incentive (ERI) and Early Departure Incentive (EDI).

Women

The pattern of low representation of women at senior levels is changing. Over the past eight years, there have been substantial increases in the number and representation of women in the Executive Group. As of March 31, 1998, 709 or 24.3% of incumbents of EX positions were women compared with 371 or 13.6% eight years earlier (see Table 3 and Chart 7). However, this progress was not consistent across all levels. Among those Executive women, over 80% were classified at the EX01 and EX02 levels while only 1.7% were at the EX05 level. This compares with 75% and 3.0% respectively for Executive men (see Appendix 4).



Between 1991 and 1998, the representation of women in the EX group as a whole increased significantly. This increase is largely due to a much steeper rate of decline in the Executive male appointments (43.7%) than in the Executive women appointments (11.8%). Women's relative share of appointments in the EX group increased from 22.7% in 1991 to 31.6% in 1998, and was higher than their representation in the group as a whole each year (Chart 8 and Appendix 2). During the same period, however, women's share of appointments varied significantly among EX levels, with almost 80% of appointments confined to EX01 and EX02 versus only 1.8% at EX05. This record compares to appointment rates of 71% and 4.6% respectively for male executives at the same levels (see Appendix 1).



For women as for men, promotions accounted for the large majority of EX appointments for the total period, and increased between 1991 and 1998 from 65.2% to 84.5% of all appointments. Lateral transfers decreased from 26.7% to 7.0% while external recruitment declined from 8.1% to 3.8%

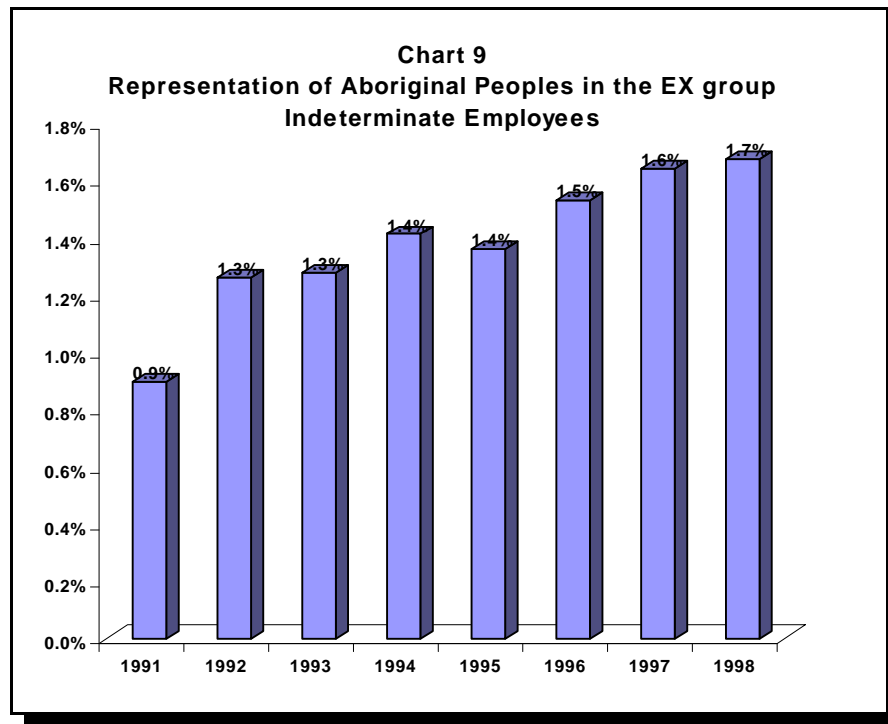
While downsizing was affecting both sexes in almost every area of the Public Service, the net retention for women in the Executive Group was positive and exceeded that of their male counterparts. During the three years of Program Review, more men took buyouts than women. The buyout rate for women in the EX group was 17.1% compared to 28.4% for men.

Women in the EX population also have a lower retirement eligibility profile than EX men. According to the study data, only 3.0% are currently eligible¹¹ to retire and 21.7% within five years, compared to 13.3% and 49.6% respectively for men in this group (see Appendix 5). The low retirement eligibility rate of women will have a significant impact on their representation in the EX group in the future since a much higher proportion of men than women will likely be leaving within five years.

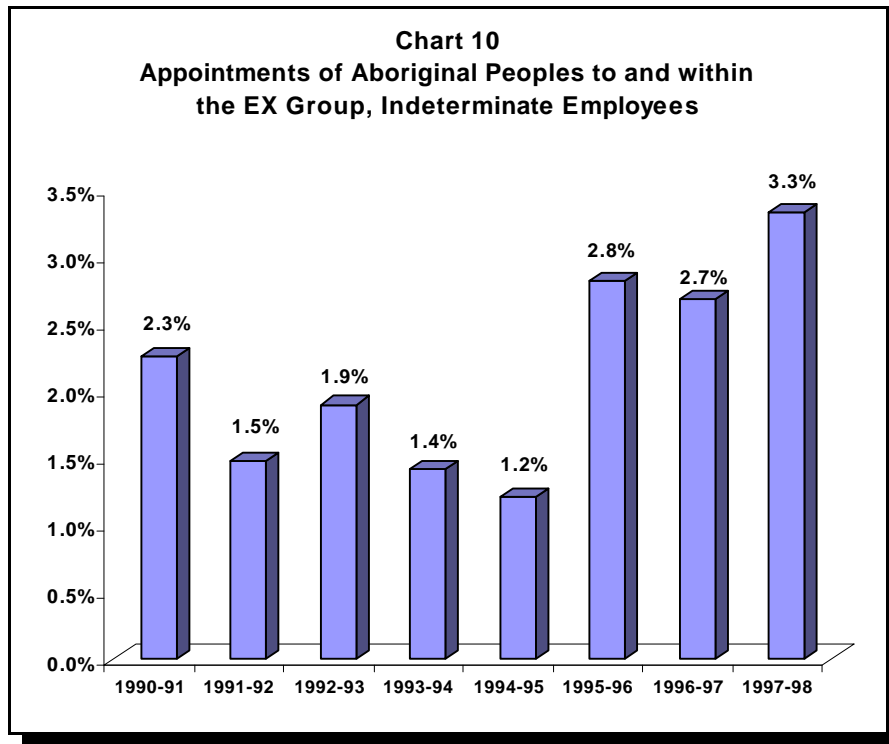
Aboriginal Peoples

¹¹ Eligibility is based on employees' date of birth and pensionable years of service.

The total number of Aboriginal peoples in the EX group almost doubled from 25 in 1991 to 49 in 1998 (see Appendix 3). Their representation increased from 0.9% to 1.7% (see Chart 9). Despite these trends, the presence of Aboriginal peoples in the EX group remained significantly lower than that for the total Public Service population (2.4%). Representation at the highest levels of the EX Group is particularly low. During the eight-year period, no Aboriginal executives attained the EX05 level and most (82% in 1997-98) were at EX01 and EX02, compared to 70.9% for non-Aboriginal peoples (see Appendix 4).



Although Aboriginal peoples' share of appointments to and within the EX group fluctuated between 1991 and 1998, it has remained stable in the past three years and at a much higher level than their existing representation in the EX Group (see chart 10). In 1991, lateral movement accounted for over half of all appointments. By 1998, this figure had dropped to 26.7%. Promotions increasingly became the most prevalent appointment category for aboriginal executives, growing from 43.8% to 66.7%. The number of Aboriginal executives recruited from outside the Public Service is too small to suggest any trend; only five were recruited during the eight-year period.

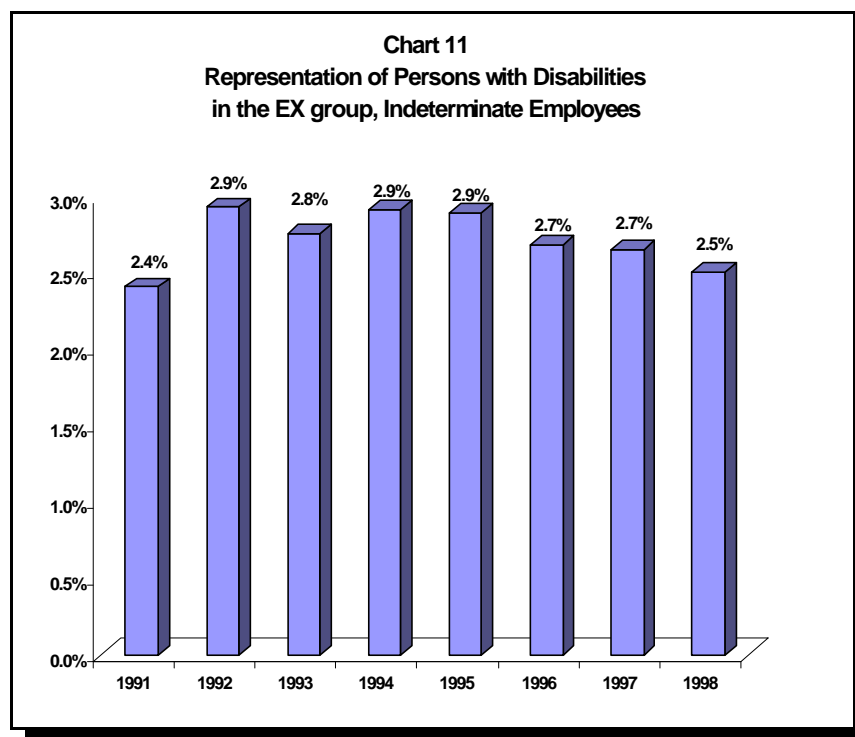


Between fiscal years 1991 and 1998, actual separation levels for Aboriginal peoples fluctuated considerably from year to year, varying from one to eight. Such small numbers, of course, indicate the need for caution in suggesting or analyzing trends, since a very few departures can significantly alter the picture. During the Program Review period, however, their buyout rate was higher than non-Aboriginal peoples, 24.5% compared to 25.7%.

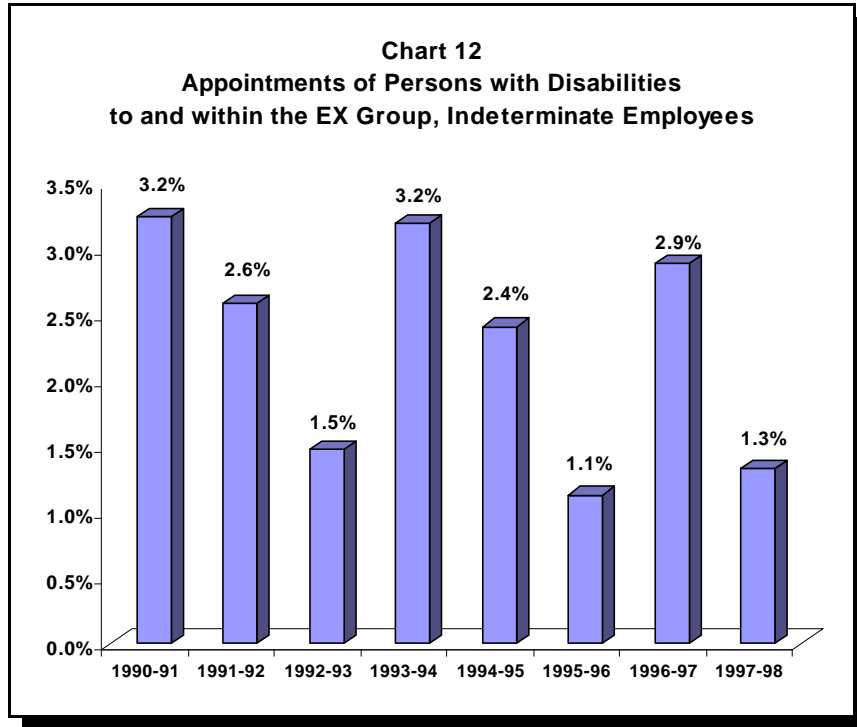
Similar to women, Aboriginal executives tend to have a low retirement eligibility profile. Currently, only 6.1% are eligible to retire and 22.4% in five years, compared to 10.9% and 43.2% for the non-Aboriginal EX population (see Appendix 5).

Persons with Disabilities

As of March 31, 1991, 123 executives identified themselves as having a disability. Eight years later, this number was only 73, a decrease of over 40%. Although the total number of persons with disabilities in the EX group increased during the first four years of the period, it dropped significantly in the last four (see Appendix 3). The trend in the representation of persons with disabilities at EX levels changed in a similar fashion, increasing from 2.4% to 2.9% between 1991 and 1994, and then decreasing to 2.5% in 1998, almost back to its 1990 level (see chart 11). Moreover, executives with disabilities are more concentrated at the EX01 and EX02 levels than other designed groups (see Appendix 4).



Contrary to the case of Aboriginal peoples, disabled persons' share of appointments to and within the EX group was frequently less than their overall EX representation; lowest at 1.1% in 1996 and highest at 3.2% in 1991 and in 1994 (see Chart 12). During the eight-year period, the separation rate for disabled executives remained disproportionately higher than for executives without disabilities, 16.3% compared to 11.0% respectively in 1998. During Program Review, their buyout rate was significantly higher than that for non-disabled executives, 32.9% compared to 25.5%.

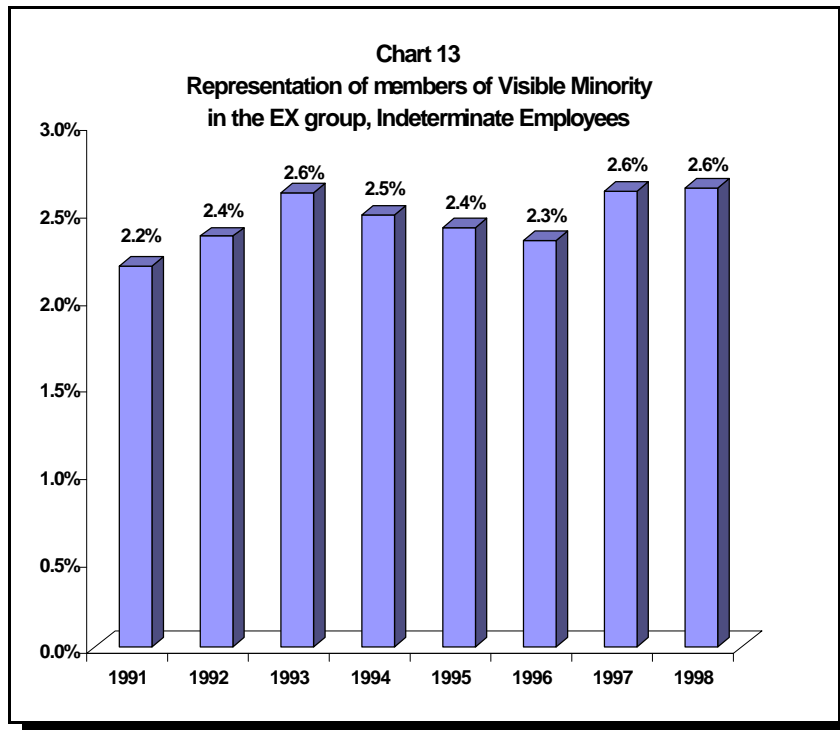


In 1991, lateral transfers accounted for over half (56.5%) of disabled executives' appointments. In 1998, this figure dropped to 16.7%. Promotions in the meantime increased from 43.5% to 83.3% of all appointments. During the eight-year period, no executives with a disability were recruited from outside the Public Service.

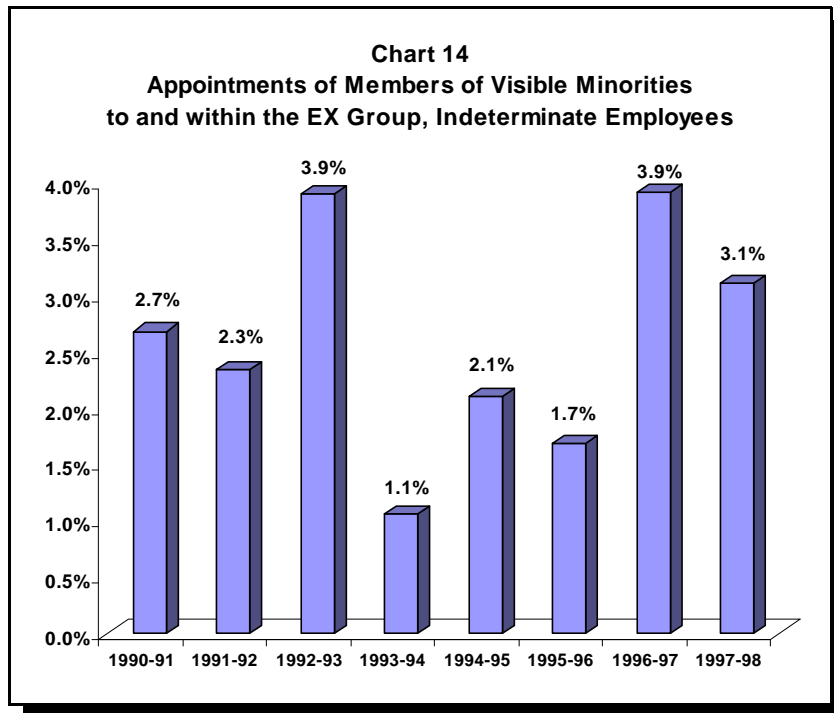
Within the next five years, executives with disabilities will have the highest retirement eligibility profile of all designated groups. However, their retirement eligibility remains lower than executives without disabilities. According to the data, 9.6% are currently eligible to retire and 38.4% within five years, compared to 10.8% and 42.9% respectively for executives without disabilities (See Appendix 5).

Members of Visible Minorities

Although members of visible minorities continue to be more highly represented in professional and administrative classifications, representation is improving slightly at the executive level: the figure for 1998 stood at 2.6% or 77 employees, an increase from 2.2% or 61 in 1991 (see Appendix 3 and Chart 13).



In 1998, only 3.1% of all appointments to and within the EX group belonged to visible minorities, compared with 2.7% in 1991 (see Chart 14). This group's share of appointments in the last two years has, however, been much higher than their overall representation in the EX Group. Similar to the other designated groups, most appointments (over 90%) occurred at the EX01 and EX02 levels. There were no visible minority members appointed to the EX05 level during the eight-year period (see Appendix 1 and 2).



Promotions of visible

minority executives in the Public Service were the most common form of appointment throughout, increasing significantly between fiscal years 1991 and 1998 from 68.4% to 92.2%. During the same period, lateral movements decreased from 26.3% to zero. In 1998, recruitment of visible minority executives from outside the Public Service accounted for 7.1% of all EX appointments to and within the Public Service.

Between 1991 to 1998, the separation rate of visible minorities in the EX group was disproportionately high in most years compared to non-visible minorities. Moreover, during the Program Review period, visible minorities took advantage of the ERI and EDI buyout packages more frequently than non-visible minorities. Their buyout rate was lower than for non-visible minorities, 28.6% compared 25.6%.

Visible minorities in the EX group have a lower retirement eligibility profile than non-visible minorities. Currently, 10.4% are eligible to retire and 35.1% in five years, compared to 10.8% and 43.0% for non-visible minorities in the EX population (see Appendix 5).

C onclusion

This report has examined the size and composition of the EX group in the Federal Public Service over a period of eight years, from 1991 to 1998, including an analysis of appointments to and within the EX group and separations from this group. The report has also described the situation of executives who are members of a designated group.

The analysis shows that the last eight years have been a period of rapid change for the Executive Group with a significant decline both in its absolute numbers and in the incidence of EX appointments, coupled with an overall ageing of the EX population.

Available data indicate that, during the Program Review period, buyouts helped departments and agencies to downsize without negative effects for the representation of designated groups in the EX community. Some designated groups indeed improved their representation through the Program Review period. However, the increase in their representation was largely due to the significant decline in the non-designated component of the EX population. In effect, Program Review acted as a mechanism for creating improved representation in the Public Service.

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Appendices

Appendix 1 Executive Appointments By Levels and EE Status (Numbers) Indeterminate Employees, From 1990-91 to 1997-98

	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities
Numbers						
EX 01	1940	1363	577	51	59	77
EX 02	1277	951	326	27	22	37
EX 03	682	542	140	11	12	7
EX 04	304	236	68	2	6	3
EX 05	170	149	20	1	0	0
TOTAL	4373	3241	1131	92	99	124
Representation						
EX 01	44.4%	42.1%	51.0%	55.4%	59.6%	62.1%
EX 02	29.2%	29.3%	28.8%	29.3%	22.2%	29.8%
EX 03	15.6%	16.7%	12.4%	12.0%	12.1%	5.6%
EX 04	7.0%	7.3%	6.0%	2.2%	6.1%	2.4%
EX 05	3.9%	4.6%	1.8%	1.1%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Distribution						
EX 01	100.0%	70.3%	29.7%	2.6%	3.0%	4.0%
EX 02	100.0%	74.5%	25.5%	2.1%	1.7%	2.9%
EX 03	100.0%	79.5%	20.5%	1.6%	1.8%	1.0%
EX 04	100.0%	77.6%	22.4%	0.7%	2.0%	1.0%
EX 05	100.0%	87.6%	11.8%	0.6%	0.0%	0.0%
TOTAL	100.0%	74.1%	25.9%	2.1%	2.3%	2.8%

Appendix 2 - Page 1

Executive Appointments By Levels and EE Status (Numbers), Indeterminate Employees

Year	Total	Men	Women	Aboriginal	Persons w. Disabilities	Visible Minorities
1998						
EX 01	225	142	83	9	4	7
EX 02	116	89	27	3	2	6
EX 03	71	50	21	2	0	1
EX 04	21	14	7	0	0	0
EX 05	17	13	4	1	0	0
TOTAL	450	308	142	15	6	14
1997						
EX 01	226	145	81	7	8	10
EX 02	136	95	41	3	4	6
EX 03	70	45	25	2	1	2
EX 04	40	29	11	1	1	1
EX 05	13	12	1	0	0	0
Total	485	326	159	13	14	19
1996						
EX 01	120	80	40	6	2	3
EX 02	105	76	29	2	1	2
EX 03	77	62	15	1	0	1
EX 04	31	24	7	1	1	0
EX 05	22	17	4	0	0	0
TOTAL	355	259	95	10	4	6
1995						
EX 01	123	80	43	2	4	2
EX 02	114	78	36	2	2	4
EX 03	62	48	14	0	2	1
EX 04	16	11	5	0	0	0
EX 05	17	17	0	0	0	0
TOTAL	332	234	98	4	8	7
1994						
EX 01	106	63	43	1	6	2
EX 02	84	58	26	1	2	1
EX 03	45	37	8	2	0	0
EX 04	26	21	5	0	1	0
EX 05	21	17	4	0	0	0
TOTAL	282	196	86	4	9	3
1993						
EX 01	531	398	133	14	11	29
EX 02	224	171	53	3	1	7
EX 03	119	99	20	1	1	1
EX 04	44	36	8	0	1	0
EX 05	31	27	4	0	0	0
TOTAL	949	731	218	18	14	37
1992						
EX 01	327	252	75	4	12	11
EX 02	260	194	66	6	5	6
EX 03	130	112	18	2	2	1
EX 04	66	55	11	0	2	1
EX 05	29	27	2	0	0	0
TOTAL	812	640	172	12	21	19
1991						
EX 01	282	203	79	8	12	13
EX 02	238	190	48	7	5	5
EX 03	108	89	19	1	6	0
EX 04	60	46	14	0	0	1
EX 05	20	19	1	0	0	0
TOTAL	708	547	161	16	23	19

Appendix 2 - Page 2

Executive Appointments By Levels and E E Status (Percentage Representation), Indeterminate Employees

Year	Total	Men	Women	Aboriginal	Persons w. Disabilities	Visible Minorities
1998						
EX 01	100.0%	63.1%	36.9%	4.0%	1.8%	3.1%
EX 02	100.0%	76.7%	23.3%	2.6%	1.7%	5.2%
EX 03	100.0%	70.4%	29.6%	2.8%	0.0%	1.4%
EX 04	100.0%	66.7%	33.3%	0.0%	0.0%	0.0%
EX 05	100.0%	76.5%	23.5%	5.9%	0.0%	0.0%
TOTAL	100.0%	68.4%	31.6%	3.3%	1.3%	3.1%
1997						
EX 01	100.0%	64.2%	35.8%	3.1%	3.5%	4.4%
EX 02	100.0%	69.9%	30.1%	2.2%	2.9%	4.4%
EX 03	100.0%	64.3%	35.7%	2.9%	1.4%	2.9%
EX 04	100.0%	72.5%	27.5%	2.5%	2.5%	2.5%
EX 05	100.0%	92.3%	7.7%	0.0%	0.0%	0.0%
Total	100.0%	67.2%	32.8%	2.7%	2.9%	3.9%
1996						
EX 01	100.0%	66.7%	33.3%	5.0%	1.7%	2.5%
EX 02	100.0%	72.4%	27.6%	1.9%	1.0%	1.9%
EX 03	100.0%	80.5%	19.5%	1.3%	0.0%	1.3%
EX 04	100.0%	77.4%	22.6%	3.2%	3.2%	0.0%
EX 05	100.0%	77.3%	18.2%	0.0%	0.0%	0.0%
TOTAL	100.0%	73.0%	26.8%	2.8%	1.1%	1.7%
1995						
EX 01	100.0%	65.0%	35.0%	1.6%	3.3%	1.6%
EX 02	100.0%	68.4%	31.6%	1.8%	1.8%	3.5%
EX 03	100.0%	77.4%	22.6%	0.0%	3.2%	1.6%
EX 04	100.0%	68.8%	31.3%	0.0%	0.0%	0.0%
EX 05	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	100.0%	70.5%	29.5%	1.2%	2.4%	2.1%
1994						
EX 01	100.0%	59.4%	40.6%	0.9%	5.7%	1.9%
EX 02	100.0%	69.0%	31.0%	1.2%	2.4%	1.2%
EX 03	100.0%	82.2%	17.8%	4.4%	0.0%	0.0%
EX 04	100.0%	80.8%	19.2%	0.0%	3.8%	0.0%
EX 05	100.0%	81.0%	19.0%	0.0%	0.0%	0.0%
TOTAL	100.0%	69.5%	30.5%	1.4%	3.2%	1.1%
1993						
EX 01	100.0%	75.0%	25.0%	2.6%	2.1%	5.5%
EX 02	100.0%	76.3%	23.7%	1.3%	0.4%	3.1%
EX 03	100.0%	83.2%	16.8%	0.8%	0.8%	0.8%
EX 04	100.0%	81.8%	18.2%	0.0%	2.3%	0.0%
EX 05	100.0%	87.1%	12.9%	0.0%	0.0%	0.0%
TOTAL	100.0%	77.0%	23.0%	1.9%	1.5%	3.9%
1992						
EX 01	100.0%	77.1%	22.9%	1.2%	3.7%	3.4%
EX 02	100.0%	74.6%	25.4%	2.3%	1.9%	2.3%
EX 03	100.0%	86.2%	13.8%	1.5%	1.5%	0.8%
EX 04	100.0%	83.3%	16.7%	0.0%	3.0%	1.5%
EX 05	100.0%	93.1%	6.9%	0.0%	0.0%	0.0%
TOTAL	100.0%	78.8%	21.2%	1.5%	2.6%	2.3%
1991						
EX 01	100.0%	72.0%	28.0%	2.8%	4.3%	4.6%
EX 02	100.0%	79.8%	20.2%	2.9%	2.1%	2.1%
EX 03	100.0%	82.4%	17.6%	0.9%	5.6%	0.0%
EX 04	100.0%	76.7%	23.3%	0.0%	0.0%	1.7%
EX 05	100.0%	95.0%	5.0%	0.0%	0.0%	0.0%
TOTAL	100.0%	77.3%	22.7%	2.3%	3.2%	2.7%

Appendix 2 - Page 3

Executive Appointments By Levels and EE Status (Percentage Distribution), Indeterminate Employees

Year	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities
1998						
EX 01	50.0%	46.1%	58.5%	60.0%	66.7%	50.0%
EX 02	25.8%	28.9%	19.0%	20.0%	33.3%	42.9%
EX 03	15.8%	16.2%	14.8%	13.3%	0.0%	7.1%
EX 04	4.7%	4.5%	4.9%	0.0%	0.0%	0.0%
EX 05	3.8%	4.2%	2.8%	6.7%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1997						
EX 01	46.6%	44.5%	50.9%	53.8%	57.1%	52.6%
EX 02	28.0%	29.1%	25.8%	23.1%	28.6%	31.6%
EX 03	14.4%	13.8%	15.7%	15.4%	7.1%	10.5%
EX 04	8.2%	8.9%	6.9%	7.7%	7.1%	5.3%
EX 05	2.7%	3.7%	0.6%	0.0%	0.0%	0.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1996						
EX 01	33.8%	30.9%	42.1%	60.0%	50.0%	50.0%
EX 02	29.6%	29.3%	30.5%	20.0%	25.0%	33.3%
EX 03	21.7%	23.9%	15.8%	10.0%	0.0%	16.7%
EX 04	8.7%	9.3%	7.4%	10.0%	25.0%	0.0%
EX 05	6.2%	6.6%	4.2%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1995						
EX 01	37.0%	34.2%	43.9%	50.0%	50.0%	28.6%
EX 02	34.3%	33.3%	36.7%	50.0%	25.0%	57.1%
EX 03	18.7%	20.5%	14.3%	0.0%	25.0%	14.3%
EX 04	4.8%	4.7%	5.1%	0.0%	0.0%	0.0%
EX 05	5.1%	7.3%	0.0%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1994						
EX 01	37.6%	32.1%	50.0%	25.0%	66.7%	66.7%
EX 02	29.8%	29.6%	30.2%	25.0%	22.2%	33.3%
EX 03	16.0%	18.9%	9.3%	50.0%	0.0%	0.0%
EX 04	9.2%	10.7%	5.8%	0.0%	11.1%	0.0%
EX 05	7.4%	8.7%	4.7%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1993						
EX 01	56.0%	54.4%	61.0%	77.8%	78.6%	78.4%
EX 02	23.6%	23.4%	24.3%	16.7%	7.1%	18.9%
EX 03	12.5%	13.5%	9.2%	5.6%	7.1%	2.7%
EX 04	4.6%	4.9%	3.7%	0.0%	7.1%	0.0%
EX 05	3.3%	3.7%	1.8%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1992						
EX 01	40.3%	39.4%	43.6%	33.3%	57.1%	57.9%
EX 02	32.0%	30.3%	38.4%	50.0%	23.8%	31.6%
EX 03	16.0%	17.5%	10.5%	16.7%	9.5%	5.3%
EX 04	8.1%	8.6%	6.4%	0.0%	9.5%	5.3%
EX 05	3.6%	4.2%	1.2%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1991						
EX 01	39.8%	37.1%	49.1%	50.0%	52.2%	68.4%
EX 02	33.6%	34.7%	29.8%	43.8%	21.7%	26.3%
EX 03	15.3%	16.3%	11.8%	6.3%	26.1%	0.0%
EX 04	8.5%	8.4%	8.7%	0.0%	0.0%	5.3%
EX 05	2.8%	3.5%	0.6%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix 3

Executive Population by designated groups, Indeterminate Employees

Year	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities
1991	2789	2410	379	25	67	61
1992	4205	3509	696	53	123	99
1993	4065	3361	704	52	112	106
1994	3750	3090	660	53	109	93
1995	3529	2877	652	48	102	85
1996	3132	2490	642	48	84	73
1997	2980	2324	656	49	79	78
1998	2921	2212	709	49	73	77
Representation						
1991	100.0%	86.4%	13.6%	0.9%	2.4%	2.2%
1992	100.0%	83.4%	16.6%	1.3%	2.9%	2.4%
1993	100.0%	82.7%	17.3%	1.3%	2.8%	2.6%
1994	100.0%	82.4%	17.6%	1.4%	2.9%	2.5%
1995	100.0%	81.5%	18.5%	1.4%	2.9%	2.4%
1996	100.0%	79.5%	20.5%	1.5%	2.7%	2.3%
1997	100.0%	78.0%	22.0%	1.6%	2.7%	2.6%
1998	100.0%	75.7%	24.3%	1.7%	2.5%	2.6%

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Executive Population By Levels and EE Status (Numbers), Indeterminate Population

Year	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities
1998						
EX 01	1528	1118	410	31	50	48
EX 02	716	553	163	9	17	20
EX 03	450	363	87	6	3	5
EX 04	148	111	37	3	3	3
EX 05	79	67	12	0	0	1
TOTAL	2921	2212	709	49	73	77
1997						
EX 01	1604	1223	381	29	56	51
EX 02	720	560	160	10	16	18
EX 03	425	355	70	7	3	5
EX 04	157	120	37	3	4	3
EX 05	74	66	8	0	0	1
TOTAL	2980	2324	656	49	79	78
1996						
EX 01	1725	1343	382	31	59	52
EX 02	747	592	155	10	16	14
EX 03	426	363	63	5	6	4
EX 04	156	122	34	2	3	3
EX 05	78	70	8			
TOTAL	3132	2490	642	48	84	73
1995						
EX 01	1980	1578	402	31	71	57
EX 02	835	685	150	10	19	21
EX 03	452	394	58	6	9	3
EX 04	180	145	35	1	3	4
EX 05	82	75	7			
TOTAL	3529	2877	652	48	102	85
1994						
EX 01	2182	1755	427	40	79	63
EX 02	837	699	138	7	19	22
EX 03	445	394	51	5	8	4
EX 04	201	165	36	1	3	3
EX 05	85	77	8	0	0	1
TOTAL	3750	3090	660	53	109	93
1993						
EX 01	2376	1918	458	40	80	74
EX 02	886	737	149	7	20	22
EX 03	486	432	54	4	9	6
EX 04	228	192	36	1	3	3
EX 05	89	82	7	0	0	1
TOTAL	4065	3361	704	52	112	106
1992						
EX 01	2553	2069	484	40	90	71
EX 02	875	743	132	9	20	19
EX 03	466	425	41	3	10	5
EX 04	231	196	35	1	3	3
EX 05	80	76	4	0	0	1
TOTAL	4205	3509	696	53	123	99
1991						
EX 01	1091	896	195	15	34	33
EX 02	891	781	110	8	19	19
EX 03	489	449	40	1	11	5
EX 04	234	202	32	1	2	3
EX 05	84	82	2	0	1	1
TOTAL	2789	2410	379	25	67	61

Appendix 4 - Page 2

Executive Population By Levels and EE Status (Percentage Representation), Indeterminate Population

	Total	Men	Women	Aboriginal Peoples	Persons w . Disabilities	Visible Minorities
1998						
EX 01	100.0%	73.2%	26.8%	2.0%	3.3%	3.1%
EX 02	100.0%	77.2%	22.8%	1.3%	2.4%	2.8%
EX 03	100.0%	80.7%	19.3%	1.3%	0.7%	1.1%
EX 04	100.0%	75.0%	25.0%	2.0%	2.0%	2.0%
EX 05	100.0%	84.8%	15.2%	0.0%	0.0%	1.3%
TOTAL	100.0%	75.7%	24.3%	1.7%	2.5%	2.6%
1997						
EX 01	100.0%	76.2%	23.8%	1.8%	3.5%	3.2%
EX 02	100.0%	77.8%	22.2%	1.4%	2.2%	2.5%
EX 03	100.0%	83.5%	16.5%	1.6%	0.7%	1.2%
EX 04	100.0%	76.4%	23.6%	1.9%	2.5%	1.9%
EX 05	100.0%	89.2%	10.8%	0.0%	0.0%	1.4%
TOTAL	100.0%	78.0%	22.0%	1.6%	2.7%	2.6%
1996						
EX 01	100.0%	77.9%	22.1%	1.8%	3.4%	3.0%
EX 02	100.0%	79.3%	20.7%	1.3%	2.1%	1.9%
EX 03	100.0%	85.2%	14.8%	1.2%	1.4%	0.9%
EX 04	100.0%	78.2%	21.8%	1.3%	1.9%	1.9%
EX 05	100.0%	89.7%	10.3%	0.0%	0.0%	0.0%
TOTAL	100.0%	79.5%	20.5%	1.5%	2.7%	2.3%
1995						
EX 01	100.0%	79.7%	20.3%	1.6%	3.6%	2.9%
EX 02	100.0%	82.0%	18.0%	1.2%	2.3%	2.5%
EX 03	100.0%	87.2%	12.8%	1.3%	2.0%	0.7%
EX 04	100.0%	80.6%	19.4%	0.6%	1.7%	2.2%
EX 05	100.0%	91.5%	8.5%	0.0%	0.0%	0.0%
TOTAL	100.0%	81.5%	18.5%	1.4%	2.9%	2.4%
1994						
EX 01	100.0%	80.4%	19.6%	1.8%	3.6%	2.9%
EX 02	100.0%	83.5%	16.5%	0.8%	2.3%	2.6%
EX 03	100.0%	88.5%	11.5%	1.1%	1.8%	0.9%
EX 04	100.0%	82.1%	17.9%	0.5%	1.5%	1.5%
EX 05	100.0%	90.6%	9.4%	0.0%	0.0%	1.2%
TOTAL	100.0%	82.4%	17.6%	1.4%	2.9%	2.5%
1993						
EX 01	100.0%	80.7%	19.3%	1.7%	3.4%	3.1%
EX 02	100.0%	83.2%	16.8%	0.8%	2.3%	2.5%
EX 03	100.0%	88.9%	11.1%	0.8%	1.9%	1.2%
EX 04	100.0%	84.2%	15.8%	0.4%	1.3%	1.3%
EX 05	100.0%	92.1%	7.9%	0.0%	0.0%	1.1%
TOTAL	100.0%	82.7%	17.3%	1.3%	2.8%	2.6%
1992						
EX 01	100.0%	81.0%	19.0%	1.6%	3.5%	2.8%
EX 02	100.0%	84.9%	15.1%	1.0%	2.3%	2.2%
EX 03	100.0%	91.2%	8.8%	0.6%	2.1%	1.1%
EX 04	100.0%	84.8%	15.2%	0.4%	1.3%	1.3%
EX 05	100.0%	95.0%	5.0%	0.0%	0.0%	1.3%
TOTAL	100.0%	83.4%	16.6%	1.3%	2.9%	2.4%
1991						
EX 01	100.0%	82.1%	17.9%	1.4%	3.1%	3.0%
EX 02	100.0%	87.7%	12.3%	0.9%	2.1%	2.1%
EX 03	100.0%	91.8%	8.2%	0.2%	2.2%	1.0%
EX 04	100.0%	86.3%	13.7%	0.4%	0.9%	1.3%
EX 05	100.0%	97.6%	2.4%	0.0%	1.2%	1.2%
TOTAL	100.0%	86.4%	13.6%	0.9%	2.4%	2.2%

Appendix 4 - Page 3

Executive Population By Levels and EE Status (Percentage Distribution), Indeterminate Population

	Total	Men	Women	Aboriginal Peoples	Persons w . Disabilities	Visible Minorities
1998						
EX 01	52.3%	50.5%	57.8%	63.3%	68.5%	62.3%
EX 02	24.5%	25.0%	23.0%	18.4%	23.3%	26.0%
EX 03	15.4%	16.4%	12.3%	12.2%	4.1%	6.5%
EX 04	5.1%	5.0%	5.2%	6.1%	4.1%	3.9%
EX 05	2.7%	3.0%	1.7%	0.0%	0.0%	1.3%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1997						
EX 01	53.8%	52.6%	58.1%	59.2%	70.9%	65.4%
EX 02	24.2%	24.1%	24.4%	20.4%	20.3%	23.1%
EX 03	14.3%	15.3%	10.7%	14.3%	3.8%	6.4%
EX 04	5.3%	5.2%	5.6%	6.1%	5.1%	3.8%
EX 05	2.5%	2.8%	1.2%	0.0%	0.0%	1.3%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1996						
EX 01	55.1%	53.9%	59.5%	64.6%	70.2%	71.2%
EX 02	23.9%	23.8%	24.1%	20.8%	19.0%	19.2%
EX 03	13.6%	14.6%	9.8%	10.4%	7.1%	5.5%
EX 04	5.0%	4.9%	5.3%	4.2%	3.6%	4.1%
EX 05	2.5%	2.8%	1.2%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1995						
EX 01	56.1%	54.8%	61.7%	64.6%	69.6%	67.1%
EX 02	23.7%	23.8%	23.0%	20.8%	18.6%	24.7%
EX 03	12.8%	13.7%	8.9%	12.5%	8.8%	3.5%
EX 04	5.1%	5.0%	5.4%	2.1%	2.9%	4.7%
EX 05	2.3%	2.6%	1.1%	0.0%	0.0%	0.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1994						
EX 01	58.2%	56.8%	64.7%	75.5%	72.5%	67.7%
EX 02	22.3%	22.6%	20.9%	13.2%	17.4%	23.7%
EX 03	11.9%	12.8%	7.7%	9.4%	7.3%	4.3%
EX 04	5.4%	5.3%	5.5%	1.9%	2.8%	3.2%
EX 05	2.3%	2.5%	1.2%	0.0%	0.0%	1.1%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1993						
EX 01	58.5%	57.1%	65.1%	76.9%	71.4%	69.8%
EX 02	21.8%	21.9%	21.2%	13.5%	17.9%	20.8%
EX 03	12.0%	12.9%	7.7%	7.7%	8.0%	5.7%
EX 04	5.6%	5.7%	5.1%	1.9%	2.7%	2.8%
EX 05	2.2%	2.4%	1.0%	0.0%	0.0%	0.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1992						
EX 01	60.7%	59.0%	69.5%	75.5%	73.2%	71.7%
EX 02	20.8%	21.2%	19.0%	17.0%	16.3%	19.2%
EX 03	11.1%	12.1%	5.9%	5.7%	8.1%	5.1%
EX 04	5.5%	5.6%	5.0%	1.9%	2.4%	3.0%
EX 05	1.9%	2.2%	0.6%	0.0%	0.0%	1.0%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
1991						
EX 01	39.1%	37.2%	51.5%	60.0%	50.7%	54.1%
EX 02	31.9%	32.4%	29.0%	32.0%	28.4%	31.1%
EX 03	17.5%	18.6%	10.6%	4.0%	16.4%	8.2%
EX 04	8.4%	8.4%	8.4%	4.0%	3.0%	4.9%
EX 05	3.0%	3.4%	0.5%	0.0%	1.5%	1.6%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix 5
Eligibility Profile of the EX group by Designated and Non-Designated Groups
Indeterminate Population As of March 31, 1998

selection	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities	Non-Aboriginal Peoples	Non-Disabled Persons	Non-Visible Minorities
Now	316	295	21	3	7	8	313	309	308
Within 5 years	1251	1097	154	11	28	27	1240	1223	1224
Total	2921	2212	709	49	73	77	2872	2848	2844
Distribution									
Now	10.8%	13.3%	3.0%	6.1%	9.6%	10.4%	10.9%	10.8%	10.8%
Within 5 years	42.8%	49.6%	21.7%	22.4%	38.4%	35.1%	43.2%	42.9%	43.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Appendix 6
EX Separations by year and Designated Group Members
Indeterminate Employees

Year	Total	Men	Women	Aboriginal Peoples	Persons w. Disabilities	Visible Minorities
1991	182	165	17	4	7	3
1992	330	307	23	0	5	5
1993	250	226	24	4	8	4
1994	233	198	35	1	6	7
1995	230	201	29	5	6	8
1996	495	442	53	5	17	15
1997	348	291	57	5	10	6
1998	322	297	25	8	10	13
Separation Rate						
1991	6.5%	6.8%	4.5%	16.0%	10.4%	4.9%
1992	7.8%	8.7%	3.3%	0.0%	4.1%	5.1%
1993	6.2%	6.7%	3.4%	7.7%	7.1%	3.8%
1994	6.2%	6.4%	5.3%	1.9%	5.5%	7.5%
1995	6.5%	7.0%	4.4%	10.4%	5.9%	9.4%
1996	15.8%	17.8%	8.3%	10.4%	20.2%	20.5%
1997	11.7%	12.5%	8.7%	10.2%	12.7%	7.7%
1998	11.0%	13.4%	3.5%	16.3%	13.7%	16.9%

Appendix 7
EX Separation by Type and Year
Indeterminate Employees

Year	Retirement	Resignation	Other	EDI and ERI	Total
1990-91	105	73	4	0	182
1991-92	103	134	93	0	330
1992-93	94	82	74	0	250
1993-94	125	102	6	0	233
1994-95	94	124	12	0	230
1995-96	131	59	5	294	489
1996-97	52	31	27	238	348
1997-98	72	21	10	219	322
Total	776	626	231	751	2384

1. Includes 1,956 Senior Management (SM) positions that were transferred to the EX group. Excluding the SM group, the total number of the EX group was 2,789. The analysis in the rest of this report for the 1991 year is based on the total EX group excluding the SM group.