



Public Service Human Resources  
Management Agency of Canada

Agence de gestion des ressources humaines  
de la fonction publique du Canada

# Employment Equity

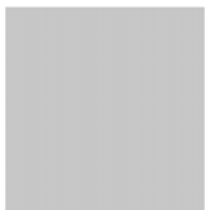
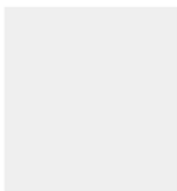
in the

## Federal Public Service

### 2004–05

ANNUAL REPORT TO PARLIAMENT

Canada<sup>!</sup>



# **Employment Equity**

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The President of the Treasury Board, 2006

Catalogue No. CP51-6/2005  
ISBN 0-662-49120-3

This document is available in alternative formats and at the following addresses:  
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# Executive Summary

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The Government of Canada is committed to a public service that reflects the rich diversity of the Canadian society it serves. Canada is becoming more diverse and the fabric of Canadian society is changing. This is creating a need for policies, programs, and services that address these changes. As our labour market evolves, the talents required for a dynamic and innovative public service will be increasingly found by attracting the best talent from employment equity groups.

This report, as required by the *Employment Equity Act*, provides information on our progress towards the achievement of equality in the workplace and the culture of openness that is necessary to ensure a welcoming environment for members of the designated groups, namely Aboriginal peoples, persons with disabilities, visible minorities, and women.

## **Chapter 1: Accountability for Success**

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- Leadership at all levels and partnerships with stakeholders are crucial to achieve a more representative, inclusive public service. Emphasis should be placed on practical steps that provide measurable outcomes and demonstrate results.
- Accountability and mechanisms for monitoring and reporting performance have been strengthened, particularly with respect to organizational performance. This is encouraging specific and targeted initiatives to address needs of various departments and agencies.

- In March 2005, the Public Service Human Resources Management Agency of Canada sponsored a highly successful employment equity conference. More than 350 participants, employees drawn from all levels, regions, and most departments, were in attendance. A prime objective was to examine how the changes to the *Public Service Employment Act* brought about by the *Public Service Modernization Act* provide new opportunities to improve representation.

### **Ensuring compliance**

- The Canadian Human Rights Commission continued auditing departments and agencies to ensure compliance with the *Employment Equity Act*.
- As of March 2005, 67 organizations had been or were in the process of being audited; 56 were found to be in compliance.
- A second round of audits will assess whether “reasonable progress” has been achieved in identified areas of under-representation.

### **Working with stakeholders**

We continue to work with stakeholders, including bargaining agents, the National Council of Visible Minorities, the National Committee of Federal Public Servants with Disabilities, and the External Advisory Group on *Embracing Change*, to develop strategies and implement programs for



establishing a more representative and inclusive public service. A particular achievement was the strengthening of our working and relations with these groups against specific business plans and joint activities.

### **What needs to happen**

These are some of the areas where more progress is necessary to achieve a more diverse public service and attain our employment equity objectives:

- a better understanding of how our growing diversity affects the business objectives of government and an integration of these needs into business and human resources planning;
- clear statements of commitment from leaders that address specific needs and establish measurable objectives that are reflected in performance management reviews;
- strengthened accountability through clearly set expectations, more rigorous monitoring and reporting of results, and performance assessments under the Management Accountability Framework; and
- strengthened partnerships with key communities, including bargaining agents and designated group organizations.

## **Chapter 2: *Embracing Change:* A Continuing Need for Action**

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Despite important gains in achieving *Embracing Change* goals, under-representation of visible minorities persists. The benchmarks of 1-in-5 recruitment

by 2003 and 1-in-5 advancement into executive levels by 2005 were not met. As a result of our evaluation of the program, the Future Directions Strategy identified five specific priorities:

1. targeting specific accountability for managers at all levels;
  2. bringing about corporate culture change;
  3. increasing external recruitment, especially through flexibilities under the new legislative framework;
  4. providing career development and mentoring programs for members of designated groups; and
  5. improving communication to more clearly articulate objectives and expectations.
- Projects in support of these priorities included expanding the *Ottawa and Me* course for visible minorities, Aboriginal peoples, and persons with disabilities in the executive feeder categories; federal participation in the Conference Board of Canada's *Business Critical: Maximizing the Talents of Visible Minorities* study; and expanding and marketing *Diversity Tools and Practices for Managers* and the Corporate Culture Self-Assessment Tool.
  - Monies in the Employment Equity Fund were allocated to project activity with specific targets and demonstrable results focussed on the five priorities listed above.
  - In addition, the Racism-Free Workplace Strategy was being developed as part of the government's new Anti-Racism Strategy.



## **Chapter 3: What the Numbers Show**

Overall, women, Aboriginal peoples, and persons with disabilities are well represented in the public service. Visible minorities remain under-represented; we are three quarters of the way to our representation goal of 10.4 per cent.

### **Visible minorities**

- Eight per cent of public service employees are members of a visible minority group, more than 2 percentage points below our workforce availability goal of 10.4 per cent.
- Just over 5 per cent of all executives in the public service of Canada are members of visible minority groups, more than twice the proportion in 2000.
- Nearly 12.5 per cent of employees in the Scientific and Professional category are members of visible minority groups.

### **Women**

- Some 53.5 per cent of public service employees are women, surpassing our workforce availability goal of 52 per cent.
- Just over 37 per cent of public service executives are women, almost twice the proportion of a decade ago.
- Women account for just over 42 per cent of employees in the Scientific and Professional category.

### **Aboriginal peoples**

- More than 4 per cent of public service employees are Aboriginal, higher than our workforce availability goal of 2.5 per cent.
- Aboriginal peoples make up 3 per cent of all public service executives, double the proportion of five years ago.
- Aboriginal peoples make up 2.5 per cent of employees in the Scientific and Professional category.

### **Persons with disabilities**

- Nearly 6 per cent of public service employees are persons with disabilities, exceeding our workforce availability goal of approximately 4 per cent.
- Some 5.5 per cent of executives in the public service are persons with disabilities.
- Close to 4 per cent of employees in the Scientific and Professional category are persons with disabilities.





## Introduction

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The Government of Canada created the Public Service Human Resources Management Agency of Canada with a mandate to modernize the management of human resources and to foster excellence and leadership in the public service of Canada. This mandate is founded on a commitment to build a public service that is the best in the world—a national institution that is skilled, professional, reflective of the rich diversity in the Canadian population, dedicated, and committed to excellence in the service it provides to Canadians.

Moreover, the growing diversity of Canadian society demands that the public service design new policies and programs, as well as deliver more effective services for this increasingly diverse population.

According to Statistics Canada, by 2017, one in five Canadians will be a member of a visible minority group. Rapid growth is also expected to continue in the Aboriginal population—which, previous censuses have shown, is growing much faster than the total population. Social and technological advances are allowing more people with disabilities to contribute in the workplace.

In seeking to be representative of the public that is served and to be responsive to evolving business needs, the public service cannot afford to lose or waste these resources and the skills that they bring. Respect for diversity and the implementation of employment

equity are essential to address future needs. They are essential to establish the foundation for a dynamic, innovative institution that can attract and retain the talent needed to serve Canadians.

In 2004–05, there were improvements in the representation of women, from 53.1 to 53.5 per cent, of Aboriginal peoples from 4.1 to 4.2 per cent, and of persons with disabilities from 5.7 to 5.8 per cent. For these groups, representation continues to surpass our workforce availability goals that derive from information collected in the 2001 Census of Canada—52.5 per cent, 2.5 per cent, and 3.6 per cent respectively.

With respect to visible minorities, representation has increased from 7.8 to 8.1 per cent. The public service is now three quarters of the way to what a representative institution should look like, based on information from the 2001 Census. The next census, to be conducted this year, will likely further demonstrate that the demographics of Canada continue to change.

Our qualitative goals continue to be founded on the cultural change that is required to create a more welcoming environment. Such corporate culture change seeks to improve the way our people—all our people—are managed and how we can foster and sustain excellence in our service to Canadians.





# Chapter 1

## Accountability for Success

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### Significant Achievements and Challenges

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In 2004–05, there were significant achievements in the implementation of employment equity in the federal public service.<sup>1</sup> For example, the representation of women, Aboriginal peoples, and persons with disabilities continues to be higher than workforce availability. Women now comprise over one third of employees in the Executive category, about twice the proportion of a decade ago. Promotions of visible minorities within or into the Executive category have shown increases over last year.

But there continue to be challenges—e.g. eliminating the gap in the representation of visible minorities; increasing the promotional opportunities for Aboriginal peoples; increasing the hiring of persons with disabilities; and raising the proportion of women in executive positions.

### Leadership and Accountability

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Committed leadership, robust accountability measures, and effective partnerships are crucial levers in preserving gains and ensuring that the public service can become a more representative and inclusive national institution. While there has continued to be a focus on leadership at the top, we noted in previous reports that leadership transcends the entire institution. Leadership at all levels is crucial.

For the past three years, the Clerk of the Privy Council and Head of the public service defined *Embracing Change* as one of the Corporate Priorities for the Public Service. For 2004–05, deputy ministers were again asked to focus on diversity as a corporate priority by accelerating progress on the *Embracing Change* initiative, with particular emphasis on visible minority representation at the executive level.

In his May 2005 appearance before the Senate Standing Committee on Human Rights, the Clerk noted: “The *Embracing Change* initiative in particular represented, at the very minimum, a turning of the corner, a shift in awareness, the beginning of a longer-term cultural change and the establishment of benchmarks. Since that time, it is safe to say that we have been moving in the right direction, at a pace that is considerably slower than the pace we have to achieve. The directions are all right, but the pace of change is not.”

The Public Service Human Resources Management Agency of Canada (PSHRMAC) assessed organizational performance on employment equity, as an element in the Treasury Board’s Management Accountability Framework, paving the way for focussed discussion with departments. Many departments continued to use performance agreements to strengthen accountability and spur managers at various levels to action.

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<sup>1</sup> The term “federal public service” is used in this report with reference to the situation in the 2004–05 fiscal year. As of January 2006, the term “core public administration” will be used to refer to this institution. The term “departments” is used throughout the report to refer to both departments and agencies in the federal Public Service.

## Partnerships to Increase Capacity for Implementing Employment Equity

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Leadership, however, also requires establishing and sustaining dialogue with the full spectrum of stakeholders and partners—deputy ministers, assistant deputy ministers, managers at all levels of the organization, human resources professionals, interdepartmental committees, bargaining agents, and representatives of designated group communities, to name a few. Much more work needs to be done with these stakeholders to increase knowledge and strengthen capacity for the implementation process.

In March 2005, PSHRMAC sponsored an employment equity conference—the first in a decade—attended by over 350 participants drawn from many departments, all regions, and several levels of employees. This highly successful conference was an opportunity to share ideas in developing the framework for the future of diversity in the public service. The conference program also included opportunities to share experiences of organizations in the private sector.

Throughout the year, PSHRMAC fostered information exchanges through, for example, the Interdepartmental Forum on Employment Equity, made up of persons responsible for employment equity and diversity in all departments and agencies of the public service. PSHRMAC also participated in briefing several visiting international delegations on employment equity, and its diversity and human rights framework. This included delegations from Mexico, Norway, and Japan and a presentation

in Brazil. Not only do such information exchanges increase our own knowledge of ways to meet the diversity challenge, but they also remind us that our work is part of an international effort to increase employment rights for many groups that are disadvantaged.

## Compliance With Legislation

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The Canadian Human Rights Commission (CHRC) completed most of its first-round audits of departments and agencies. These audits seek to determine whether organizations are in compliance with the requirements of the *Employment Equity Act*. As of March 2005, 67 departments and agencies had been audited or were under audit and 56 had been found in compliance, including nine<sup>2</sup> that achieved compliant status in 2004–05.

In the second round of audits, the CHRC will be assessing whether organizations have made “reasonable progress” in one or more areas of under-representation identified during the first round of compliance audits.

## Consultation and Collaboration With Bargaining Agents

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The *Employment Equity Act* requires that the employer consult with employee representatives in the implementation of employment equity. The employer’s work with the bargaining agents continued through the Joint Employment Equity Committee, a subcommittee of the National Joint Council. This committee is the only national body that facilitates union-

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<sup>2</sup> These are Health Canada, the Canadian International Trade Tribunal, Agriculture and Agri-Food Canada, the Office of the Information Commissioner, Transport Canada, National Defence, Veterans Affairs Canada, the Public Service Commission of Canada, and the Canadian Dairy Commission.

management dialogue on employment equity. Over the course of the year, its work program included analysis of human resources modernization from an employment equity perspective, application of an employment equity lens to several public service policies, review of and feedback on the future directions strategy for *Embracing Change*, as well as the draft Treasury Board directives on employment equity and the duty to accommodate, the approaches to creating a racism-free workplace, and employment equity in the appointment framework under the new *Public Service Employment Act*.

## Partnering With Designated Group Communities

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Organizations representing the designated groups continued to serve as invaluable partners in moving forward on the employment equity and diversity agenda in the federal public service. These organizations serve as the “eyes, ears, and voices” of their constituents in bringing issues of concern to the attention of decision makers, both in central agencies and departments. A champion at the deputy minister level provides organizational mentoring and strategic direction for each organization as it works towards the goal, shared with the public service as a whole, of making the public service of Canada a truly inclusive institution.

To this end, the National Council of Visible Minorities (NCVM) collaborated with PSHRMAC in engagement sessions with visible minority employees regarding a strategy for a racism-free workplace. It continued to identify issues from a visible minority perspective and, in partnership

with PSHRMAC, the Public Service Commission of Canada (PSC), and Canadian Heritage, sought ways to strengthen its organizational capacity to become a more effective voice for visible minorities. The NCVM also provided valuable feedback on, for example, government-wide policies related to the implementation of the *Public Service Modernization Act* (PSMA), the future directions strategy for *Embracing Change*, and language training and career development issues for visible minorities.

The NCVM was also preparing for its National General Meeting and Symposium 2005—held in April—at which the organization updated its terms of reference, elected national and regional board members, discussed specific obstacles faced by visible minority employees, and began development of a work plan for 2005 through 2007.

The focus of the National Committee of Federal Public Servants with Disabilities (NCFPSD) during 2004–05 was on planning for Congress 2005, held in April and described as an opportunity to “energize, enable, and empower” persons with disabilities in the public service. Over 350 employees and managers attended. The group also initiated activities to strengthen the organization’s capacity to work on behalf of its constituents.

The NCFPSD has established subcommittees to work on specific projects: Disability Management and Insurance Issues, Special Events, the Personnel Psychology Centre, the PSMA, Development of the Ombudsman Initiative, Universal Design, Accommodation Issues, and the Infocentre.

Through the work of these subcommittees, the organization has researched medical and disability plans and provided a report to the Treasury Board of Canada Secretariat, provided feedback on the assessment guidelines of the PSC's Personnel Psychology Centre, developed the concept of the Infocentre—a national centre of resources and expertise on federal public servants with disabilities—and participated in a project towards the development of a federal disability management strategy.

The appointment of a champion at the deputy minister level for the Aboriginal National Network Initiative (ANNI) reinvigorated work towards the development of a national body for Aboriginal federal government employees. The interim Working Group for ANNI worked to expand its membership and prepare for the official launch of ANNI at its inaugural forum in late 2005.

## **External Advice**

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The External Advisory Group on *Embracing Change* continued to provide advice to PSHRMAC and the PSC on ways to sustain momentum and re-energize the Action Plan. Through dialogue with senior officials in the public service, the group contributed to developing the joint initiative of Human Resources and Skills Development Canada and Social Development Canada for recruiting visible minority executives, establishing a national strategy to be managed by the PSC for recruitment of visible minority executives and sustaining the focus on *Embracing Change* in the corporate priorities of the Clerk of the Privy Council.

The group has served as a valuable sounding board and has provided feedback on several policy instruments and strategic directions. This includes the Future Directions Strategy for *Embracing Change*, the integration of employment equity, human resources planning and accountability, and the positioning of a diversity implementation framework for public service organizations.





## Chapter 2

# ***Embracing Change: A Continuing Need for Action***

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In June 2000, the government endorsed the *Embracing Change* Action Plan. This five-year strategy, prepared by the Task Force on Visible Minorities in the Federal Public Service, recommended measures to eliminate the gap between the representation of visible minorities in the public service and their growing presence in the Canadian workforce. The Task Force recognized that visible minorities were becoming an increasingly crucial talent pool for public service renewal and the provision of services for a new and more diverse generation of Canadians.

### **Some Progress**

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Even though it is possible to signal progress in improving representation, significant under-representation still exists. As of March 2005, the public service was three quarters of the way to its workforce availability goal of 10.4 per cent of employees from visible minority groups. This goal, deriving from information collected in the 2001 Census, is in itself a lagging indicator, given the impact of immigration on the diversity of the Canadian population. The next census—to be conducted in the spring of 2006—will undoubtedly establish a higher goal for the public service, further reinforcing the need for more and faster progress in becoming representative.

The goals identified in the *Embracing Change* Action Plan have not been fully met. Nonetheless, since 2000, when the Action Plan was put in place, there has been a net gain of close to 6,000 visible minority employees. Likewise, the number of

executives who are members of visible minority groups has more than doubled, from a little over 100 in 2000 to some 220 in March 2005. One can also point to significant successes in corporate development programs such as the Accelerated Executive Development Program (AEXDP), Management Trainee Program (MTP), and Career Assignment Program (CAP), all of which have surpassed the 1-in-5 levels for visible minority participation.

However, after an initial surge, the rate of visible minority intake into the public service has levelled off to 1 in 10 of all new hires, that is, half of the 1 in 5 envisaged under the Action Plan. To keep pace with the changing demographics of the Canadian workforce, it will be necessary to intensify and re-energize measures to make the public service more representative of the diversity in the Canadian population it serves. The results need to be better—much better.

### ***Embracing Change* Evaluation**

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The *Embracing Change* Evaluation conducted in 2003–04 suggested that the benchmarks may have been too ambitious in the time frame envisaged and probably would not be met without a significant and sustained increase in commitment and focus in departments. Consequently, the approach was to strive for intensified efforts by departments and agencies to show progress and to begin integrating diversity considerations into human resources management and business planning activities.

The Evaluation report recommended that future efforts with respect to *Embracing Change* focus on:

- promoting stronger leadership;
- transforming corporate culture;
- recruiting visible minority executives; and
- removing hiring and staffing barriers to visible minorities generally.

### Strategy for the Future

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In 2005, PSHRMAC began developing a future directions strategy in consultation with departments, the External Advisory Group on *Embracing Change*, bargaining agents, the National Council of Visible Minorities, and other partners. This strategy acknowledges that to produce better results the goals of *Embracing Change* need to be incorporated into the business and human resources planning of public service organizations and be supported by stronger accountability measures, including performance management assessments. Subsequently, the People Component of the Management Accountability Framework was developed, setting out the indicators against which organizational performance, including with respect to visible minorities, will be assessed.

Towards the end of fiscal year 2004–05, PSHRMAC began examining ways to renew and reinvigorate its messages with respect to employment equity and diversity generally and *Embracing Change* in particular. It sought to assess existing perceptions, attitudes, beliefs, and opinions regarding employment equity in the public service and the challenges faced by departments in producing results. Focus

groups were held across the country with hiring managers, as well as visible minorities within and outside the public service, as part of an effort to determine appropriate messages and to whom they should be directed.

### Employment Equity Fund

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Since 2003, PSHRMAC has been administering the Employment Equity Fund established that year to help departments fulfil their obligations under the *Employment Equity Act*. This fund was announced in the last quarter of 2004, and project requests are expected to meet stringent criteria for approval by the Assistant Deputy Minister Committee on Employment Equity. While most of the funded projects specifically target actions with respect to visible minorities, several envisage wider impacts. For example, career development initiatives at the Privy Council Office include participants from all four designated groups. Recruitment and career development initiatives in the Royal Canadian Mounted Police and in PSHRMAC seek over 50 per cent participation by visible minorities.

A summary of projects funded to date is included at the end of this Chapter.

### Developing Future Public Service Leaders

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PSHRMAC has also directed its attention to the development of future public service leaders. In collaboration with the Canada School of Public Service, it expanded *Ottawa and Me*, a course aimed at visible minorities, Aboriginal peoples, and persons with disabilities at levels just below the Executive category. This management-

preparedness course enables participants to increase their knowledge of how government works, strengthen their understanding of how to navigate within the machinery of government, and develop an action plan for their career advancement. To date, some 300 persons from the designated groups have participated in this course.

## Changing the Culture of the Public Service

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In working to stimulate corporate culture change and improve managers' knowledge about the *Embracing Change* benchmarks and other Action Plan elements, PSHRMAC expanded and actively marketed its compendium of tools and practices called *Diversity Tools and Practices for Managers* to support managers in their day-to-day management and hiring practices. PSHRMAC also actively promoted its Corporate Culture Change Self-Assessment Tool across the Public Service to help managers determine how well they are managing corporate culture change. Workshops were held in Ottawa, Toronto, and Montréal and were attended by over 130 participants, mostly managers and human resources professionals. Representatives from over 30 departments and agencies were exposed to the issues of culture change and strategies for such change.

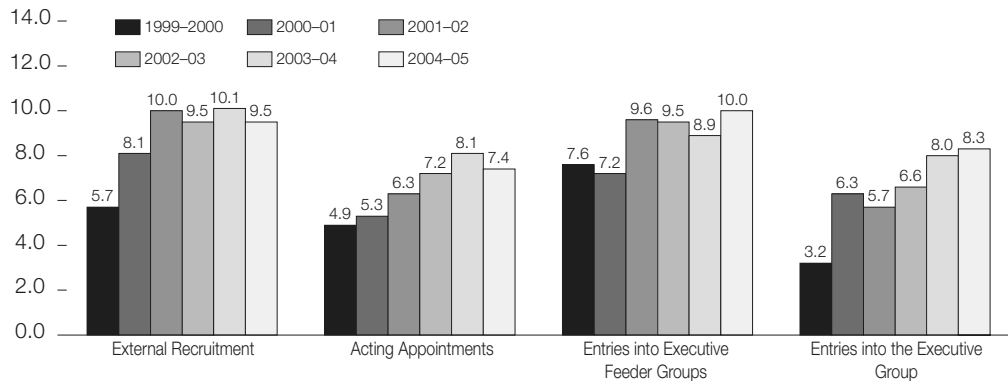
In addition to activities related to *Embracing Change* and the Employment Equity Fund, PSHRMAC co-ordinated federal participation in a study by the Conference Board of Canada entitled *Business Critical: Maximizing*

*the Talents of Visible Minorities*. The study reported on the wealth of visible minority talent that is available but not fully utilized in both the public and private sectors. PSHRMAC also continued to examine barriers to the career progression of visible minorities. During 2004–05, it chaired a working group on employment equity in support of the Assistant Deputy Minister Advisory Group on the Language Training and Testing Model of the Future. Access to language training remains a concern to visible minority and Aboriginal employees and is often cited as an obstacle to their career development prospects.

During the year, the Government of Canada launched the Anti-Racism Strategy, led by Canadian Heritage, in partnership with the Department of Justice Canada, Citizenship and Immigration Canada, and Human Resources and Skills Development Canada. The Strategy seeks the elimination of racism in all sectors of Canadian society. PSHRMAC, in partnership with the Labour Program at Human Resources and Skills Development Canada, began developing the Racism-Free Workplace Strategy and in February and March 2005 conducted a series of employee engagement sessions across the country. At these sessions, visible minority and Aboriginal employees in the public service were given an opportunity to discuss their experiences in the workplace and provide suggestions on how to make it racism-free. The goal is to use corporate culture change methodologies to confront racist attitudes, address resistance, and encourage desired behaviours.

Figure 1

Progress Against the Benchmarks (%)



**Meeting the *Embracing Change* Benchmarks**

The 1-in-5 benchmarks have been the most visible, recognizable, and discussed element of the Action Plan.

The year 2005 marked the second major reference point—1 in 5 for acting appointments in the executive feeder groups and 1 in 5 for entry into the executive feeder groups and executive levels. Despite significant progress since 2000 (see Figure 1), these rates had not been achieved by the end of fiscal year 2004–05 and at the current pace are unlikely to be met during fiscal year 2005–06. Earlier reports noted the failure to meet the 1-in-5 benchmarks for recruitment into the public service.

The situation is much more positive with respect to corporately administered management development programs. The Management Trainee Program (MTP)

and the Accelerated Economist Training Program (AETP), which recruit directly from universities across the country, have both surpassed 20 per cent participation for visible minorities, as has the Accelerated Executive Development Program (AEXDP) for existing high-potential executives. The Career Assignment Program (CAP), which identifies high-potential middle managers and develops them for entry into the Executive category, has over 30 per cent visible minority participation.

**Employment Equity Fund—  
Summary of Approved Projects<sup>3</sup>**

**Canada School of Public Service—*Diversity Learning and Corporate Culture Change.*** Building on the success of *Diversity: Vision and Action*, this two-day leadership development course focusses on the concept of diversity and its leadership from a personal, interpersonal, and organizational perspective. It offers

<sup>3</sup> Includes some activities that were initiated in 2005–06.

managers hands-on learning experiences through the development of diversity leadership plans, which bring employment equity and diversity strategies to life. The project will target 10 key departments.

**Privy Council Office**—*Career on the Move: Employment Equity Designated Groups Development Program*. A national program designed to provide developmental opportunities to Aboriginal peoples, persons with disabilities, and visible minorities—at the EX minus 1 and EX minus 2 levels. It is anticipated that 16 participants, equipped with broader skills and experience upon completion of the program, will be better prepared to assume higher-level positions.

**Public Service Human Resources Management Agency of Canada in partnership with the Canada School of Public Service**—*Ottawa and Me* and *Sharpen your Career* pilot courses target visible minorities, Aboriginal peoples, and persons with disabilities at the EX minus 1, 2, and 3 levels. *Ottawa and Me* provides participants with an understanding of the wider contextual issues of government plus a practical, personal career action plan and management-readiness program to advance their careers. Through the *Sharpen Your Career* course, participants receive career development support, tools, information, and access to networks necessary to position themselves for entry into the EX group. Approximately 300 people will take the course.

**Public Service Human Resources Management Agency of Canada**—*Targeted Leadership Development of, and Language Training Support for, Visible Minorities*. This project seeks to increase, by

some 20–30 individuals, the representation of visible minorities participating in the Management Trainee Program (MTP), and also to bridge current MTP and visible minority Career Assignment Program (CAP) participants by addressing their language training needs.

**The Quebec Federal Council**—*Expert Response Team*. This project will lead to the establishment of a multidisciplinary team comprising professionals with extensive and diverse experience in employment equity to support small organizations in improving their human resources planning and overall employment equity performance.

**Agriculture and Agri-Food Canada**—*Aboriginal Student Employment Partnership Program*. This career outreach program is aimed at attracting Aboriginal students to research opportunities in British Columbia and Saskatchewan and seeks to bridge seven to 10 people into indeterminate positions upon graduation.

**The Royal Canadian Mounted Police**—*Employment Equity and Development Program*. The goal is to increase, by approximately 100 employees, the representation of visible minorities, Aboriginal peoples, and persons with disabilities.

**Citizenship and Immigration Canada**—*Selecting Candidates with an Objective Eye*. This initiative will expand the availability of designated group representatives in the department's selection board inventory. Citizenship and Immigration Canada will provide selection board training nationally to approximately 870 employees from designated groups, in both official languages.





## Chapter 3 What the Numbers Show

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This Chapter describes the employment equity performance in the public service and how it looked at the end of the 2004–05 fiscal year. It is a statistical summary of hirings, promotions, and separations and provides highlights for each employment equity designated group.

### Women

- The proportion of women among employees in the public service remained constant at just over 53 per cent.
- Women now comprise 37.2 per cent of employees in the Executive category, up from 35.0 per cent last year and just about twice the proportion of a decade ago.
- The proportion of women in the Scientific and Professional category remained constant at approximately 42 per cent.
- The percentage of indeterminate employees who are women was also constant at 53.0 per cent.
- Women still comprise 6 in 10 term employees.
- Close to 6 in 10 of all hires were women in 2004–05.
- Women continue to constitute the bulk of all persons hired into the Scientific and Professional category (now at 54.8 per cent, similar to last year). Nonetheless, 4 in 10 women continue to enter the Public Service through the Administrative Support category, with a slight increase in the proportion from a year ago.
- Women received approximately 6 out of 10 promotions, as for the past few years.
- Of the large departments and agencies, the Royal Canadian Mounted Police (civilian staff) continues to employ the highest proportion of women (76.0 per cent), followed closely by Human Resources and Skills Development Canada with 75.2 per cent.
- Just over 4 in 10 women in the Public Service work in the National Capital Region (a similar proportion to that for all employees).
- Close to 4 in 10 of all employees working outside of Canada are women.
- Just over half (51.7 per cent) of separations from the public service were by women, a slight increase from 50.9 per cent a year ago.

Figure 2

Representation of Women, 1988 to 2005 (%)

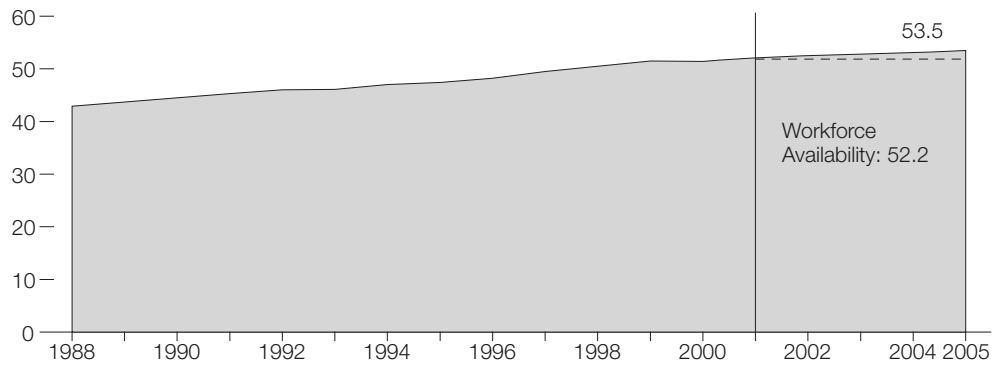


Figure 3

Hirings and Promotions of Women, 1988 and 1996–2005 (%)

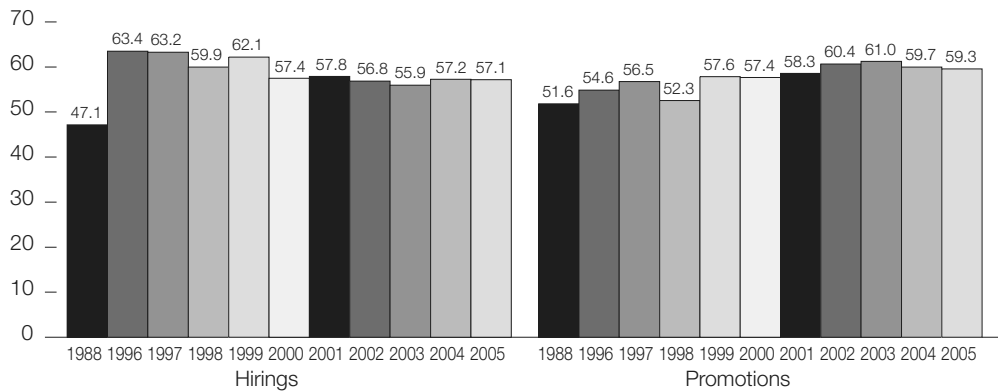




Figure 4

### Distribution of Women by Occupational Category

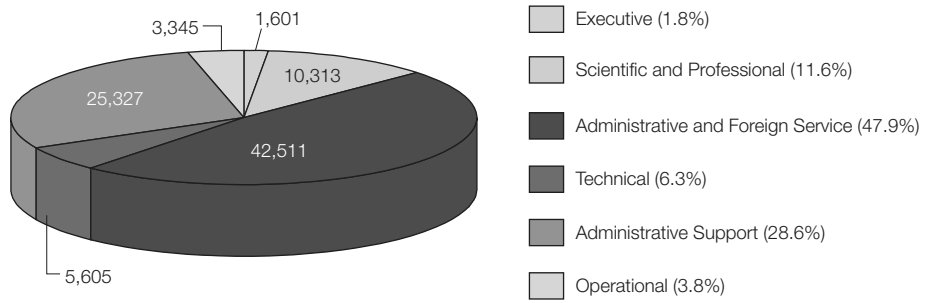
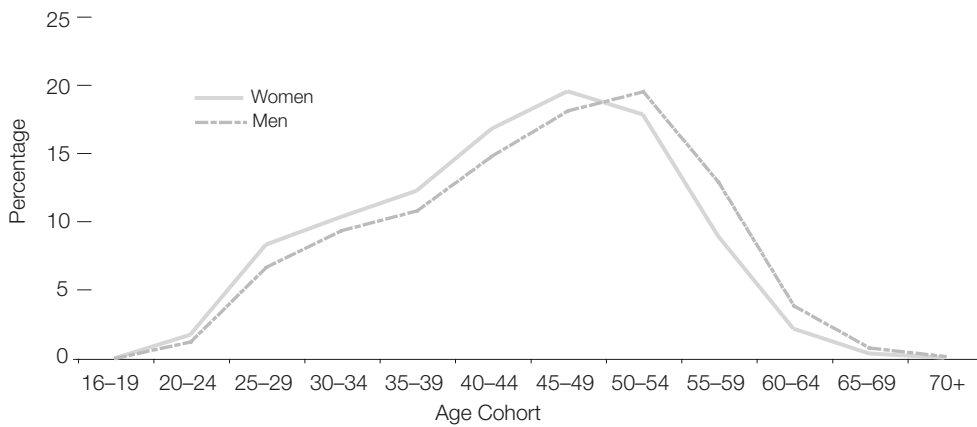


Figure 5

### Age Profile by Gender



## *Aboriginal Peoples*

- The representation of Aboriginal peoples (4.2 per cent) was virtually the same as a year ago, compared to workforce availability of 2.5 per cent.
- Just under 2 per cent of Aboriginal employees are in the Executive category, compared to 2.5 per cent of all employees. Aboriginal employees make up 3.0 per cent of the Executive category.
- The highest proportions of Aboriginal employees are in the Administration and Foreign Service category (43.4 per cent) and Administrative Support (23.4 per cent).
- Over 40 per cent of Aboriginal employees work west of Ontario, while 42 per cent of all employees work in the National Capital Region (NCR).
- Aboriginal peoples represented 4.3 per cent of all new hires into the Public Service, with almost one quarter being hired in the NCR.
- One in three Aboriginal employees hired was indeterminate.
- Aboriginal employees continued to enter the public service primarily through the Administration and Foreign Service category (33.7 per cent) and the Administrative Support category (27.6 per cent).
- Aboriginal employees received 3.8 per cent of all promotions, down slightly from last year.
- Over half (54.6 per cent) of the promotions of Aboriginal employees occurred within or to the Administration and Foreign Service category.
- Aboriginal peoples accounted for 4.1 per cent of departures from the public service, down almost a full percentage point compared to two years ago.
- Close to one third of employees at Indian and Northern Affairs Canada (INAC) are Aboriginal, the highest proportion in any department. The Aboriginal population at INAC constitutes 17.2 per cent of all Aboriginal employees in the public service.

Figure 6

**Representation of Aboriginal Peoples, 1988 to 2005 (%)**

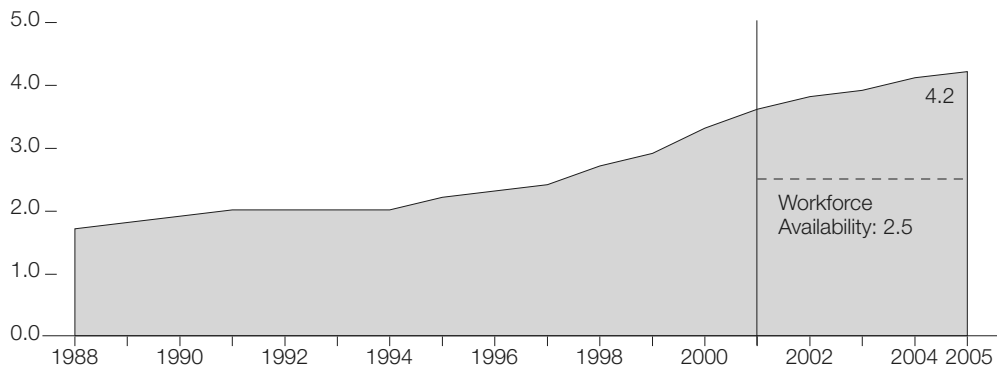


Figure 7

**Hirings and Promotions of Aboriginal Peoples, 1988 and 1996–2005 (%)**

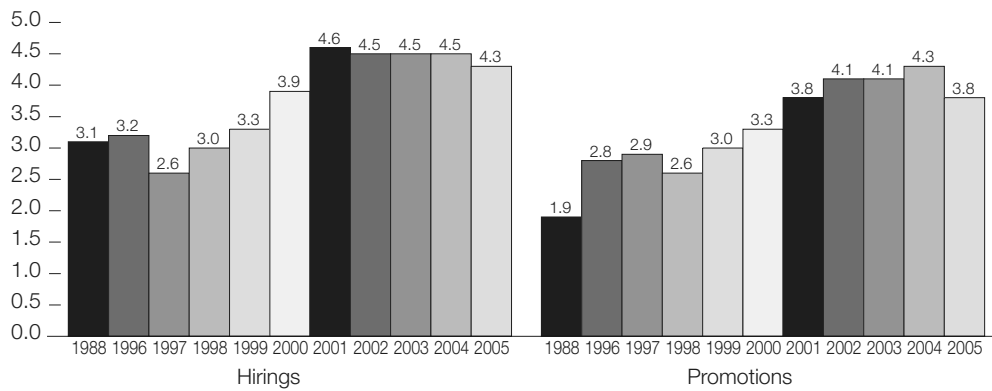
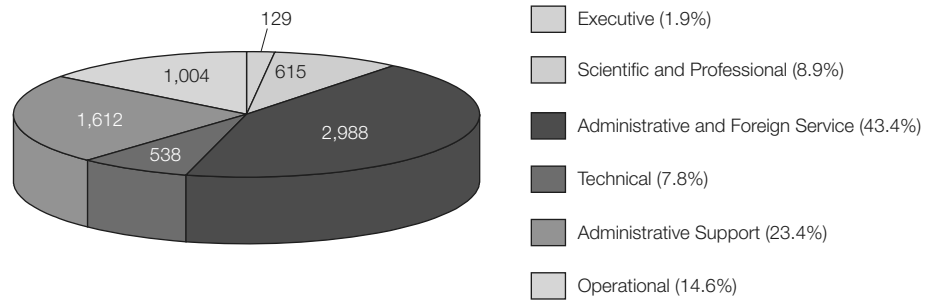


Figure 8

**Distribution of Aboriginal Peoples by Occupational Category**



## Persons with Disabilities

- The representation of persons with disabilities in the public service, now at 5.8 per cent, showed little change compared with a year ago; this remains above workforce availability of 3.6 per cent.
- The percentage of indeterminate employees who are persons with disabilities is 6.0 per cent, again virtually unchanged from last year.
- Over one third, or 37.0 per cent, of persons with disabilities were hired as indeterminate employees, continuing a pattern of increase over the past four years.
- The Administration and Foreign Service category (35.8 per cent) and the Administrative Support category (35.1 per cent) continue to be the main points of entry for persons with disabilities.
- Just over two thirds (68.0 per cent) of persons with disabilities in the public service are 45 years of age or older.
- Persons with disabilities comprise 3.1 per cent of all new hires, the same as a year ago.
- Employees with disabilities received 5.0 per cent of all promotions, about the same as last year.
- Almost three quarters of persons with disabilities separating from the public service are indeterminate employees. This is 10 per cent more than last year.
- Of the large departments, Human Resources and Skills Development Canada (8.8 per cent), Social Development Canada (7.8 per cent), and Veterans Affairs Canada (7.5 per cent) continue to employ the highest proportions of individuals with disabilities.
- Among small and mid-sized departments and agencies with 100 employees or more, the Canadian Human Rights Commission continued to have the highest proportion of employees with disabilities at 11.9 per cent, followed by the Office of the Chief Electoral Officer at 10.0 per cent.

Figure 9

### Representation of Persons with Disabilities, 1988 to 2005 (%)

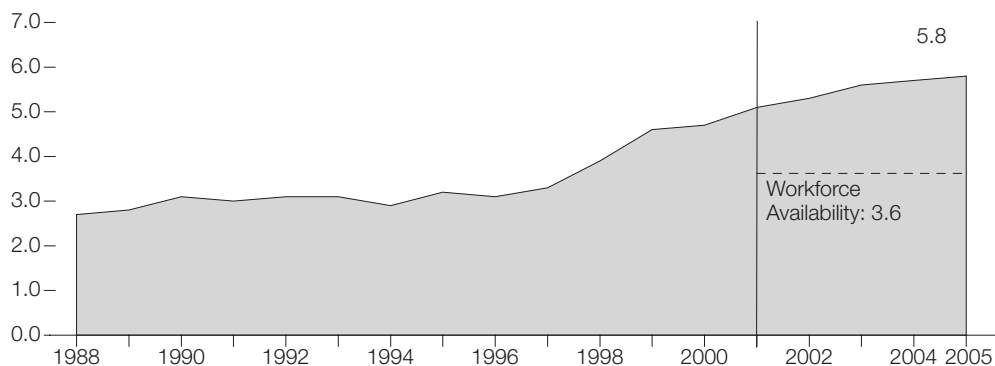


Figure 10

**Hirings and Promotions of Persons with Disabilities, 1988 and 1996–2005 (%)**

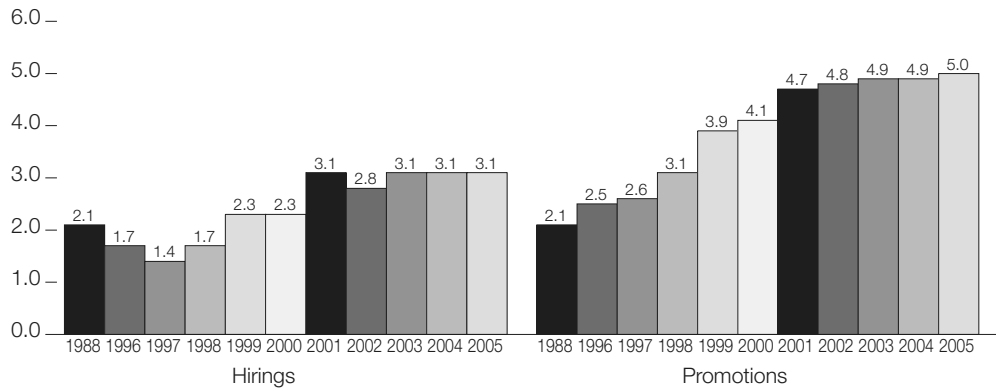
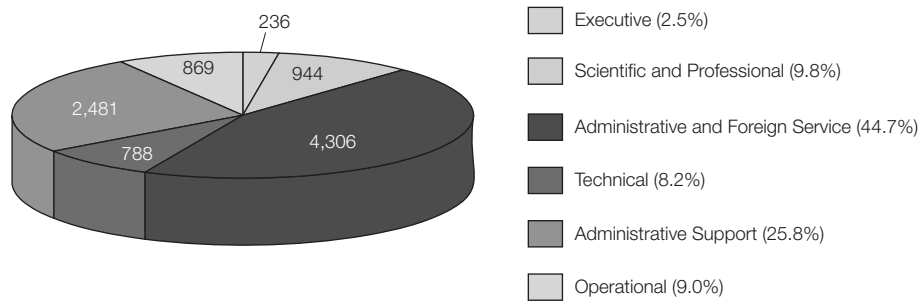


Figure 11

**Distribution of Persons with Disabilities by Occupational Category**



## Persons in a Visible Minority Group

- Members of visible minorities now make up 8.1 per cent of the public service workforce, up from 7.8 per cent in the previous year, but still well below their workforce availability of 10.4 per cent.
- The number of visible minority employees in the Executive category increased to 221 (5.1 per cent) from 208 (4.8 per cent) a year ago. The number has more than doubled since 2000.
- There was an increase in the proportion of persons in a visible minority group who are indeterminate employees, now at 89.4 per cent, up from 87.0 per cent.
- For the past few years, the highest proportion of persons in a visible minority group has been in the Administration and Foreign Service category (41.7 per cent).
- A little over 45 per cent of visible minority employees work in the NCR, followed by Ontario, British Columbia, and Quebec with 18.7 per cent, 14.4 per cent, and 7.1 per cent respectively.
- Of all new hires, 9.5 per cent were members of visible minorities, down slightly from a year ago, and not quite half way to the 1-in-5 goal under the *Embracing Change* Action Plan.
- Employees in a visible minority group received 9.7 per cent of all promotions, an increase from 8.1 per cent from last year.
- Promotions for visible minorities within or to the Executive category increased to 7.1 per cent from 6.0 per cent a year ago.
- Visible minority employees entered the public service primarily through the Administrative Support (32.7 per cent), and Administration and Foreign Service categories (27.8 per cent). Over 20 per cent entered via the Scientific and Professional category, higher than for any other designated group.
- Overall, visible minorities accounted for 6.7 per cent of all separations, similar to last year.
- Among large departments and agencies, Citizenship and Immigration Canada (14.8 per cent) and Health Canada (13.3 per cent) continue to employ the highest proportions of persons in a visible minority group.
- The Immigration and Refugee Board had the highest percentage, 21.8 per cent, among small departments (those with 100 employees or more).

Figure 12

**Representation of Persons in a Visible Minority Group,  
1988 to 2005 (%)**

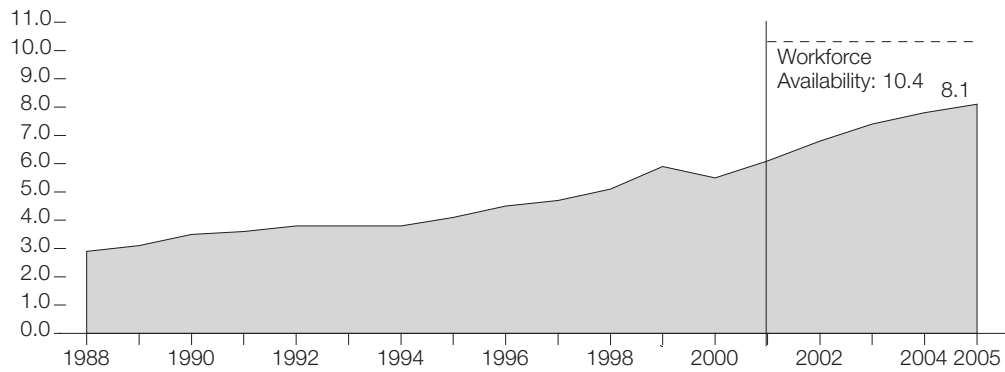
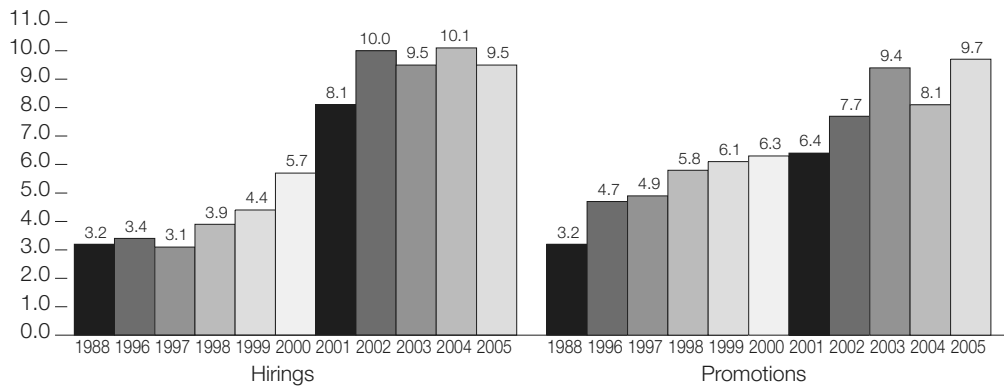


Figure 13

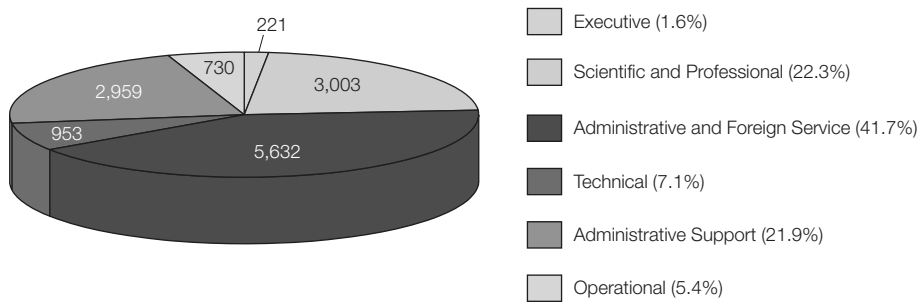
**Hirings and Promotions of Visible Minorities,  
1988 and 1996–2005 (%)**





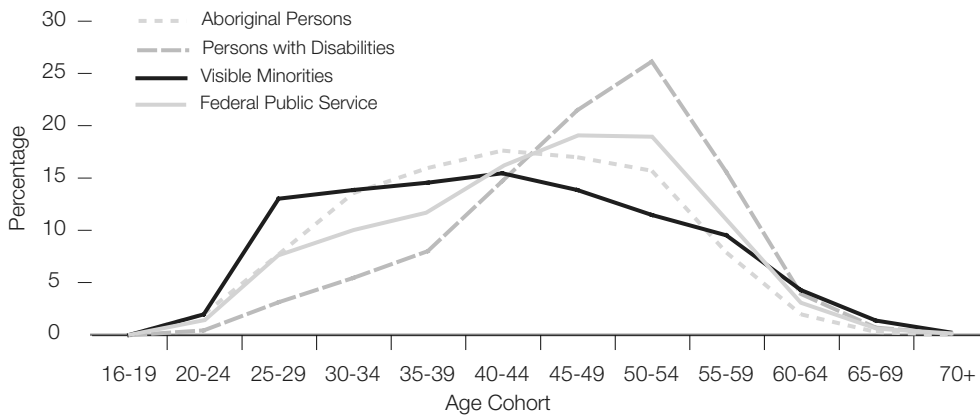
**Figure 14**

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



**Figure 15**

**Age Profile of Minority Designated Groups**



## Representation

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### (Tables 1 and 2, and Figures 2, 6, 9, and 12)

- Three of the four designated groups remain well represented when compared with workforce availability estimates. Women account for 53.5 per cent of public service employees, Aboriginal peoples for 4.2 per cent, and persons with disabilities for 5.8 per cent compared to respective workforce availabilities of 52.2 per cent, 2.5 per cent, and 3.6 per cent.
- Although their representation has increased from 7.8 to 8.1 per cent, there remains a large gap when compared with workforce availability (10.4 per cent) for visible minorities.
- Indeterminate employees make up over 90 per cent of the public service workforce. Representation of indeterminate employees among the designated groups remains fairly consistent with the overall picture:
  - 94.5 per cent of persons with disabilities (up from 93 per cent);
  - 91.4 per cent of Aboriginal peoples (up from 90 per cent);
  - 90.5 per cent of women (90 per cent last year); and
  - 89.4 per cent of visible minorities (up from 87 per cent) are indeterminate employees.

## Gender

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### (Table 2)

- In 2004–05, the number of women in the public service increased to 88,702 or 53.5 per cent of the workforce.
- The proportion of women in designated groups also increased. Women now account for 61.6 per cent of Aboriginal peoples, 54.3 per cent of visible minorities, and 51.2 per cent of persons with disabilities.
- Women continue to comprise close to 6 in 10 term employees.

## Representation in Multiple Groups

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- There was a slight decrease in the number of employees belonging to more than one employment equity group, as indicated below. Even though the numbers are still small, it is worth noting that the number of women belonging to more than one employment equity group has increased from a year ago.

## Occupational Category

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### (Table 3)

- The proportion in the Executive category has again increased for all designated groups: visible minorities from 4.8 to 5.1 per cent, persons with disabilities from 4.9 to 5.5 per cent, Aboriginal peoples from 2.9 to 3.0 per cent, and women from 34.9 to 37.2 per cent.
- Administration and Foreign Service is the largest occupational category in the public service. Women account for over 60 per cent of the 70,487 employees in this category.

■ The Administrative Support category has the highest concentration of women—82.5 per cent, although this has continued to show slight decreases over the years and the group is declining in size.

■ Once again, the group with the highest proportion of workers over the age of 45 is persons with disabilities at 68.1 per cent. The next highest proportion of federal employees is women, almost 50 per cent of whom are over the age of 45.

## Age

### (Table 4, and Figures 5 and 15)

- In 2004–05, the average age of public service employees was marginally over 44.
- The oldest group of people in the public service are in the Executive category, averaging approximately 50 years of age; however the number of executives over the age of 45 has decreased slightly from last year.
- Among the designated groups overall, visible minorities are the youngest (42.1 years old) and persons with disabilities are the oldest (47.5 years old).

## Departments and Agencies

### (Table 5)

This is the first report that contains data following the restructuring of departments on December 12, 2003. Changes took place in the structure of some federal departments and agencies and several new organizations were created, including the Canada Border Services Agency; the Canadian Firearms Centre; the Canada School of Public Service; International Trade Canada; Social Development Canada; Public Safety and Emergency Preparedness Canada; Human Resources and Skills Development Canada; the Public Service Human Resources Management Agency of Canada; and

## Distribution of Employees Showing Representation in Multiple Groups

	2005			2004		
	All	Aboriginal Peoples with Disabilities	Persons in a Visible Minority Group with Disabilities	All	Aboriginal Peoples with Disabilities	Persons in a Visible Minority Group with Disabilities
Public Service Employees	165,856	486	499	165,976	424	441
Men	77,154	228	237	77,801	210	230
All Women	88,702	259	259	88,175	214	211
Aboriginal Women	4,241			4,114		
Women with Disabilities	4,931			4,781		
Visible Minority Women	7,300			7,057		

the Public Service Staffing Tribunal. Data specific to some of these organizations are not currently available.

- Women made up 75 per cent of the workforce in two of the 19 largest departments—the Royal Canadian Mounted Police (civilian staff) and Human Resources and Skills Development Canada (HRSDC).
- Over half of Aboriginal peoples in the public service are employed by five departments: Indian and Northern Affairs Canada (INAC) with 1,181 employees; Correctional Service Canada with 975 employees; Health Canada with 603 employees; HRSDC with 498 employees; and National Defence with 466 employees. Aboriginal peoples constitute just about one third of the workforce at INAC.
- Over 20 per cent of persons with disabilities in the public service are employed by National Defence (1,159 employees), followed by HRSDC with 1,079 employees.
- Just over 40 per cent of visible minorities in the public service work in six departments: Social Development Canada (1,064); National Defence (1,041); Health Canada (1,034); Public Works and Government Services Canada (996); HRSDC (925); and Citizenship and Immigration Canada (CIC) (766).
- Six of the large departments have at least 10 per cent visible minority representation in their workforce: CIC (14.8 per cent), Health Canada (13.3 per cent), Statistics Canada (11.2 per cent), Environment Canada and the Department of Justice Canada (each with 10.1 per cent), and Natural Resources Canada (10.0 per cent).

## Geography

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(Table 6)

- Forty-two per cent of the federal workforce is found in the NCR. The proportion is similar for visible minorities (45.4 per cent), women (44.4 per cent), and persons with disabilities (42 per cent). By contrast, more than two thirds of Aboriginal employees work outside the NCR and 4 in 10 are found west of Ontario.
- Just under 4 in 10 public service employees working outside Canada are women, some two thirds with Foreign Affairs Canada, followed by CIC (17 per cent) and the Canadian International Development Agency (10 per cent).
- British Columbia continues to have the highest representation of visible minorities, increasing its share to 13.1 per cent, followed by Ontario (excluding the NCR) with 12.2 per cent.

**Figure 16****Distribution of Federal Public Service Employees by Designated Group and Region of Work (%)—as at March 31, 2005**

	Women	Aboriginal Peoples	Persons with Disabilities	Persons in a Visible Minority Group
Newfoundland and Labrador	41.3	4.5	5.4	1.0
Prince Edward Island	62.4	2.2	8.1	1.9
Nova Scotia	41.0	2.8	6.9	5.1
New Brunswick	53.3	2.9	5.4	1.5
Quebec (excl. NCR)	51.5	1.5	3.3	5.0
NCR	56.0	3.1	5.8	8.7
Ontario (excl. NCR)	56.1	4.0	7.4	12.2
Manitoba	56.0	12.1	6.9	6.4
Saskatchewan	53.6	12.9	5.7	3.6
Alberta	54.6	7.6	6.3	7.6
British Columbia	48.5	5.0	6.0	13.1
Yukon	61.9	17.8	8.5	2.8
Northwest Territories	56.1	21.4	4.5	2.9
Nunavut	54.7	27.3	2.9	4.7

**Salary****(Table 7)**

- More than 56 per cent of all employees in the public service earn \$50,000 or more. The proportions have increased for the designated groups, and are now as follows:
  - visible minorities 56.5 per cent;
  - persons with disabilities 50.1 per cent;
  - Aboriginal peoples 47.9 per cent; and
  - women 46.4 per cent.

**Hiring****(Tables 8 through 10)**

- The federal public service hired almost 2,100 fewer employees in 2004–05 than during the previous year.
- The hiring of designated group members did not show any noteworthy changes. Persons in visible minority groups made up 9.5 per cent of new hires, approximately half a percentage point less than last year, as it was for women at 57.1 per cent. The proportion of

Aboriginal peoples was 4.3 per cent, slightly less than last year. For the second year in a row, the percentage of new hires of persons with disabilities remained the same, at 3.1 per cent.

- Five geographic areas (compared to four last year) show double-digit percentages for hiring of Aboriginal peoples: Manitoba (12.7 per cent), Alberta (10.3 per cent), Nunavut (25.8 per cent), the Northwest Territories (20.3 per cent), and Yukon (20.0 per cent). With respect to visible minorities, there are also five areas, including the NCR and British Columbia, down from seven a year ago.
- Of the 60 external hires into the Executive category, only four were members of visible minority groups and 19 were women.
- For the public service as a whole, one third of employees hired were into indeterminate positions. For each of the minority-designated groups, there was a slight increase in the percentage of hires into indeterminate positions (Aboriginal peoples from 32.0 to 34.6 per cent; persons with disabilities from 33.7 to 37.3 per cent, and visible minorities from 36.0 to 38.5 per cent).

## Promotions

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(Tables 11 through 13)

- More than half of all promotions occurred in the NCR; this was also true for promotions of women, persons with disabilities, and visible minorities. The NCR share for Aboriginal peoples was 45.6 per cent, up from 38 per cent the previous year.

- Indeterminate employees received 92 per cent of all promotions; among the designated groups, indeterminate employees likewise received over 90 per cent of promotions.
- Slightly less than half (49.2 per cent) of all promotions in the Public Service were into or within the Administration and Foreign Service category. For women, this category accounted for 57.6 per cent, for Aboriginal peoples 54.6 per cent, and for persons with disabilities 52.7 per cent. While at 44.0 per cent it was also the leading category with respect to the promotion of visible minorities, promotions within or into the Scientific and Professional or the Administrative Support categories together surpassed the Administration and Foreign Service category.

## Separations

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(Tables 14 through 16)

- Together, the minority-designated groups accounted for 17.4 per cent of separations (the same as last year), as follows: visible minorities 6.7 per cent, persons with disabilities 6.6 per cent, and Aboriginal peoples 4.1 per cent.
- Women accounted for slightly more than half (51.7 per cent) of all separations from the federal public service.
- Overall, separations from indeterminate employment accounted for 55.7 per cent of all separations.
- Term separations exceeded indeterminate separations for visible minority and Aboriginal employees.



## Conclusion

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It is becoming increasingly evident that, when employment equity is viewed as an “add-on” in organizations, there is limited success in its implementation. Consequently, it is crucial that employment equity and diversity goals be integrated into departmental human resources management and business practices and that they become an integral part of the way that organizations conduct their business.

With deputy ministers receiving new delegations and increased flexibilities to manage their organizations, it will be important to clearly communicate expectations and ensure that organizational performance is appropriately assessed. There must continue to be strong statements of commitment to organizational goals that include improvements in diversity performance. As we have noted before, consequences for not meeting expectations constitute a very strong accountability mechanism that will need to be exercised judiciously.

During the past year, departments continued to work independently, in partnership with each other and with central agencies, to address their obligations under the *Employment Equity Act*. In addition, many departments and agencies were engaged in developing initiatives to support the attainment of corporate priorities such as *Embracing Change*. Several, such as Canadian Heritage, the Department of Justice Canada, PSHRMAC, the Canada School of Public Service, and the Public Service Commission of Canada, made generous contributions of both financial and human resources to support designated group organizations and networks.

Almost all departments continued to participate in government-wide initiatives and conferences, thus increasing their own knowledge and expertise, while contributing to an increased capacity in the federal public service as a whole. This is important if departments are to make the difference and to stimulate the success that is sought.

To meet our objectives regarding diversity and employment equity in the federal public service, action is required in several areas.

First, we need to integrate employment equity and diversity into human resources planning and business planning activities. This will place diversity at the core of departmental operations. We will strengthen the policy framework by means of the *Policy on Diversity* that will be supported by directives on employment equity and the duty to accommodate, particularly employees with disabilities. In addition to respecting our legislative obligations, these policy instruments will further support excellence in managing our most valued asset—our employees.

While there may be a general understanding of diversity goals, there is also growing evidence of the need to revitalize and enhance communication strategies and develop appropriate messages. We will strengthen our messages to improve understanding of why diversity is so crucial to serving Canadians with excellence.

Second, we will reinvigorate recruitment and career development programs, recognizing the need to be more competitive in the search for talent among Canadians. The new provisions of the *Public Service Modernization*

*Act* and the *Public Service Employment Act* provide more flexible mechanisms for managers in all departments and agencies, which will facilitate these goals.

Third, we will continue to strengthen accountability of departments and deputy heads by setting clear expectations, developing a more rigorous approach to monitoring results, assessing performance under the Management Accountability Framework, and reporting on results rather than simply processes or activities.

Fourth, we are strengthening partnerships with key communities, including bargaining agents and designated group organizations. They make an important contribution to our goal of establishing an inclusive institution.

To be relevant and effective in the modern Canada, the public service needs to be diverse, dynamic, committed, and well managed. This in turn will contribute to the development and delivery of well-managed programs and services to Canadians.





## Appendix: Statistical Tables

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### Technical Notes

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The tables in this report provide statistics on the designated groups in the public service as at March 31, 2005. They include summary data on women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group, as well as tables on hirings, promotions, and separations of persons in these groups.

### Public Service

The Treasury Board is the employer for the public service as set out in the *Financial Administration Act*, schedules I and IV. Appointments are made according to a redefined concept of merit under the *Public Service Employment Act*, which is administered by the Public Service Commission of Canada. The total number of employees in the public service as at March 31, 2005, was 171,125.

### Report Coverage

This report includes information on indeterminate employees, term employees of three months or more, and seasonal employees, with the exception of those seasonal employees who are on leave without pay at the end of March. No information is reported on students or casual employees, except in the case of hiring. Persons on leave without pay, including those on care and nurturing leave and educational leave, are not included in these tables.

Statistics in this document also exclude Governor in Council appointees, ministerial staff, federal judges, and deputy ministers, who are also on the public service payroll. As required under the *Employment Equity Act*, this annual report to Parliament presents information for the fiscal year beginning April 1, 2004, and ending March 31, 2005.

### Employees are classified according to the following categories:

Indeterminate, terms of three months or more, and seasonal	165,856
Terms of less than three months	621
Casual employees	4,648
Total	171,125

## **Federal Departments and Agencies**

The *Employment Equity Act* prescribes that this report cover the portions of the public service of Canada set out in schedules I and IV of the *Financial Administration Act* (FAA). The core public administration of the public service comprises some 70 departments, agencies, and commissions for which the Treasury Board is the employer (see Table 5). The statistics in this report include only employees working for organizations covered by FAA, schedules I and IV. These organizations vary in size from large departments with more than 3,000 employees to small institutions with fewer than 100 employees. Some departments have employees in all provinces and territories, while others are located only in the NCR. The population for some small organizations is included with the larger institution that handles their payroll and administrative matters.

## **Term Employees**

Both the *Public Service Labour Relations 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.”

Since persons hired for less than three months are not part of the population under the *Employment Equity Act*, they are not included in this report.

## **Data on Persons in the Designated Groups**

To assure consistency of the data presented in this report, PSHRMAC uses the Incumbent File, which contains information on all employees for whom the Treasury Board is the employer in accordance with FAA, schedules I and IV. Self-identification data are generated from the Employment

Equity Data Bank, which is maintained by PSHRMAC. Information derived from these two sources does not always harmonize exactly with information from departmental sources.

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

The completeness and accuracy of employment equity data for the public service depend on the willingness of employees to self-identify and on departments providing opportunities for them to do so. Employees can self-identify when they join a department (including those engaged as students or casual employees) and during departmental self-identification censuses and other campaigns. They may complete a self-identification form (available from employment equity co-ordinators in the department) at any time.

## **Terminology**

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

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

“**Separations**” refers to the number of employees (i.e. indeterminate, terms of three months or more, and seasonal) removed from the public service payroll and may

include more than one action for term employees. Separations include people who retired or resigned or whose specified employment period (term) ended.

**“Indeterminate employees”** refers to people appointed to the 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 public service purposes, workforce availability is based only on Canadian citizens in those occupations in the Canadian workforce corresponding to the occupations in the public service. Estimates for women, Aboriginal peoples, and visible minorities derive from statistics in the Census of Canada. Those for persons with disabilities derive from data in surveys such as the Health and Activity Limitation Survey (1991) and the Participation and Activity Limitation Survey (2001). These are also collected by Statistics Canada.

**“Benchmarks,”** like targets, are established to measure progress toward goals that an organization has set for itself. Benchmarks are consistent with the concept of merit and help ensure that the public service workforce is qualified and representative, reflecting the diversity of Canadian society. Benchmarks were established within the context of the *Embracing Change* Action Plan put in place to increase the participation of visible minorities in the public service.

**TABLE 1**
**Representation of Designated Groups in the Federal Public Service  
 FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees**

	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
<b>Public Service Representation</b>										
As at March 31, 2005	165,856	53.5	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1
As at March 31, 2004	165,976	53.1	88,175	53.1	6,723	4.1	9,452	5.7	13,001	7.8
As at March 31, 2003	163,314	52.8	86,162	52.8	6,426	3.9	9,155	5.6	12,058	7.4
As at March 31, 2002	157,510	52.5	82,663	52.5	5,980	3.8	8,331	5.3	10,772	6.8
As at March 31, 2001	149,339	52.1	77,785	52.1	5,316	3.6	7,621	5.1	9,143	6.1
As at March 31, 2000* (Revenue Canada excluded)	141,253	51.4	72,549	51.4	4,639	3.3	6,687	4.7	7,764	5.5
As at March 31, 1999 (Revenue Canada included)	178,340	51.5	91,856	51.5	5,124	2.9	8,137	4.6	10,557	5.9
As at March 31, 1998	179,831	50.5	90,801	50.5	4,770	2.7	6,943	3.9	9,260	5.1
As at March 31, 1997	186,378	49.5	92,281	49.5	4,551	2.4	6,227	3.3	8,690	4.7
As at March 31, 1996	201,009	48.2	96,794	48.2	4,665	2.3	6,291	3.1	8,981	4.5
As at March 31, 1995	217,784	47.4	103,191	47.4	4,783	2.2	6,935	3.2	8,914	4.1
Workforce Availability 2001 Census and PALS		52.2		52.2		2.5		3.6		10.4

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

**Note**

The data in this and other tables in this report cover employees identified for the purpose of employment equity in the Regulations to the *Employment Equity Act*. The estimates of workforce availability are based on information from the 2001 Census of Canada and the 2001 post-Census Participation and Activity Limitation Survey (PALS). They include only Canadian citizens in those occupations in the Canadian workforce that correspond to occupations in the federal public service.

**TABLE 2**

**Distribution of Designated Groups in the Federal Public Service by Type of Employment and Gender  
FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005**

	All Employees		Gender		Indeterminate		Gender		Term ≥ 3 Months		Gender		Seasonal		Gender		
	#	%	%	#	%	#	%	%	#	%	%	#	%	#	%	%	
<b>Federal Public Service</b>																	
Total	165,856	100.0	100.0	151,474	100.0	100.0	100.0	100.0	13,610	100.0	100.0	100.0	772	100.0	100.0	100.0	100.0
Women	88,702	53.5	53.5	80,289	53.0	53.0	53.0	59.6	8,105	59.6	59.6	308	39.9	39.9	39.9	39.9	39.9
Men	77,154	46.5	46.5	71,185	47.0	47.0	47.0	40.4	5,505	40.4	40.4	464	60.1	60.1	60.1	60.1	60.1
<b>Aboriginal Peoples</b>																	
Total	6,886	4.2	100.0	6,294	4.2	100.0	100.0	4.0	539	4.0	100.0	53	6.9	6.9	100.0	100.0	100.0
Women	4,241	4.8	61.6	3,850	4.8	61.2	61.2	4.6	373	4.6	69.2	18	5.8	5.8	34.0	34.0	34.0
Men	2,645	3.4	38.4	2,444	3.4	38.8	38.8	3.0	166	3.0	30.8	35	7.5	7.5	66.0	66.0	66.0
<b>Persons with Disabilities</b>																	
Total	9,626	5.8	100.0	9,105	6.0	100.0	100.0	3.5	479	3.5	100.0	42	5.4	5.4	100.0	100.0	100.0
Women	4,931	5.6	51.2	4,648	5.8	51.0	51.0	3.3	268	3.3	56.0	15	4.9	4.9	35.7	35.7	35.7
Men	4,695	6.1	48.8	4,457	6.3	49.0	49.0	3.8	211	3.8	44.0	27	5.8	5.8	64.3	64.3	64.3
<b>Persons in a Visible Minority Group</b>																	
Total	13,498	8.1	100.0	12,062	8.0	100.0	100.0	10.3	1,406	10.3	100.0	30	3.9	3.9	100.0	100.0	100.0
Women	7,330	8.3	54.3	6,445	8.0	53.4	53.4	10.7	870	10.7	61.9	15	4.9	4.9	50.0	50.0	50.0
Men	6,168	8.0	45.7	5,617	7.9	46.6	46.6	9.7	536	9.7	38.1	15	3.2	3.2	50.0	50.0	50.0

**Note**

Shaded columns indicate the percentage representation by gender within each group of employees (e.g. 61.6 per cent of Aboriginal employees are women, i.e.  $4,241 \div 6,886 \times 100$ ). 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 (e.g. 9.7 per cent of men who are term employees are members of a visible minority group, i.e.  $536 \div 5,505 \times 100$ ).

**TABLE 3**  
**Distribution of Federal Public Service Employees by Designated Group**  
**According to Occupational Category and Group**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005*

Occupational Category and Group	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
<b>Executive</b>	4,305	37.2	1,601	37.2	129	3.0	236	5.5	221	5.1
<b>Scientific and Professional</b>										
AC Actuarial Science	4	25.0	1	25.0	0	0.0	0	0.0	1	25.0
AG Agriculture	9	11.1	1	11.1	1	11.1	1	11.1	0	0.0
AR Architecture and Town Planning	222	27.9	62	27.9	3	1.4	7	3.2	27	12.2
AU Auditing	183	31.1	57	31.1	0	0.0	4	2.2	37	20.2
BI Biological Sciences	1,872	43.1	807	43.1	34	1.8	60	3.2	236	12.6
CH Chemistry	443	41.3	183	41.3	3	0.7	8	1.8	108	24.4
DE Dentistry	12	0.0	0	0.0	0	0.0	1	8.3	0	0.0
DS Defence Scientific Service	611	17.0	104	17.0	1	0.2	9	1.5	77	12.6
ED Education	785	66.2	520	66.2	77	9.8	29	3.7	53	6.8
EN Engineering and Land Survey	2,671	14.6	391	14.6	38	1.4	92	3.4	425	15.9
ES Economics, Sociology and Statistics	6,035	47.2	2,846	47.2	139	2.3	277	4.6	795	13.2
FO Forestry	95	17.9	17	17.9	2	2.1	8	8.4	3	3.2
HR Historical Research	128	41.4	53	41.4	2	1.6	7	5.5	3	2.3
LA Law	2,722	51.7	1,407	51.7	79	2.9	143	5.3	244	9.0
LS Library Science	424	74.3	315	74.3	11	2.6	16	3.8	35	8.3
MA Mathematics	331	39.3	130	39.3	1	0.3	20	6.0	54	16.3
MD Medicine	265	35.8	95	35.8	3	1.1	13	4.9	30	11.3
MT Meteorology	523	18.5	97	18.5	2	0.4	17	3.3	33	6.3
ND Nutrition and Dietetics	42	97.6	41	97.6	2	4.8	0	0.0	1	2.4

NU Nursing	1,586	1,352	85.2	148	9.3	39	2.5	114	7.2
OP Occupational and Physical Therapy	50	37	74.0	0	0.0	1	2.0	3	6.0
PC Physical Sciences	2,140	825	38.6	50	2.3	76	3.6	222	10.4
PH Pharmacy	21	15	71.4	1	4.8	0	0.0	3	14.3
PS Psychology	345	174	50.4	2	0.6	16	4.6	23	6.7
SE Scientific Research	1,813	313	17.3	10	0.6	57	3.1	310	17.1
SG Scientific Regulation	772	388	50.3	4	0.5	23	3.0	132	17.1
SW Social Work	46	35	76.1	1	2.2	2	4.3	1	2.2
UT University Teaching	212	26	12.3	1	0.5	15	7.1	30	14.2
VM Veterinary Medicine	38	21	55.3	0	0.0	3	7.9	3	7.9
Total	24,400	10,313	42.3	615	2.5	944	3.9	3,003	12.3

### Administrative and Foreign Service

AS Administrative Services	21,619	16,356	75.7	907	4.2	1,314	6.1	1,196	5.5
CA Career Assignment Program	138	70	50.7	14	10.1	15	10.9	48	34.8
CO Commerce	2,893	1,194	41.3	101	3.5	135	4.7	231	8.0
CS Computer Systems Administration	11,649	3,409	29.3	254	2.2	606	5.2	1,339	11.5
FI Financial Administration	3,231	1,693	52.4	92	2.8	139	4.3	475	14.7
FS Foreign Service	1,199	458	38.2	18	1.5	38	3.2	133	11.1
IS Information Services	2,788	1,886	67.6	93	3.3	144	5.2	176	6.3
MM Management Trainee	164	97	59.1	5	3.0	7	4.3	27	16.5
OM Organization and Methods	188	112	59.6	3	1.6	15	8.0	12	6.4
PE Personnel Administration	3,210	2,401	74.8	162	5.0	331	10.3	295	9.2
PG Purchasing and Supply	2,427	1,301	53.6	80	3.3	150	6.2	189	7.8
PM Program Administration	17,466	11,435	65.5	1,087	6.2	1,224	7.0	1,329	7.6
TR Translation	1,110	762	68.6	4	0.4	35	3.2	37	3.3
WP Welfare Program	2,405	1,337	55.6	168	7.0	155	6.4	145	6.0
Total	70,487	42,511	60.3	2,988	4.2	4,308	6.1	5,632	8.0

**TABLE 3 (cont'd)**  
**Distribution of Federal Public Service Employees by Designated Group**  
**According to Occupational Category and Group**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005**

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	7.7	1	7.7	0	0.0	0	0.0	1	7.7
AO Aircraft Operations	509	9.2	47	9.2	11	2.2	8	1.6	15	2.9
DD Drafting and Illustration	218	35.8	78	35.8	5	2.3	16	7.3	17	7.8
EG Engineering and Scientific Support	6,222	28.9	1,801	28.9	152	2.4	278	4.5	374	6.0
EL Electronics	990	4.2	42	4.2	21	2.1	46	4.6	46	4.6
EU Educational Support	32	87.5	28	87.5	17	53.1	0	0.0	0	0.0
GT General Technical	2,116	26.7	565	26.7	103	4.9	112	5.3	59	2.8
PI Primary Products Inspection	260	22.3	58	22.3	10	3.8	21	8.1	17	6.5
PY Photography	11	9.1	1	9.1	0	0.0	2	18.2	0	0.0
RO Radio Operations	354	19.8	70	19.8	12	3.4	14	4.0	7	2.0
SI Social Science Support	3,467	63.3	2,193	63.3	143	4.1	204	5.9	263	7.6
SO Ships' Officers	998	6.9	69	6.9	26	2.6	19	1.9	13	1.3
TE RCMP Special Group	935	52.7	493	52.7	1	0.1	3	0.3	7	0.7
TI Technical Inspection	1,444	11.0	159	11.0	37	2.6	65	4.5	134	9.3
Total	17,569	31.9	5,605	31.9	538	3.1	788	4.5	953	5.4



### Administrative Support

CM Communications	36	9	25.0	1	2.8	6	16.7	3	8.3
CR Clerical and Regulatory	29,237	24,062	82.3	1,551	5.3	2,400	8.2	2,855	9.8
DA Data Processing	323	180	55.7	7	2.2	14	4.3	28	8.7
OE Office Equipment Operation	15	10	66.7	1	6.7	6	40.0	0	0.0
ST Secretarial, Stenographic, Typing	1,090	1,066	97.8	52	4.8	55	5.0	73	6.7
<b>Total</b>	<b>30,701</b>	<b>25,327</b>	<b>82.5</b>	<b>1,612</b>	<b>5.3</b>	<b>2,481</b>	<b>8.1</b>	<b>2,959</b>	<b>9.6</b>

### Operational

CX Correctional Services	5,971	1,483	24.8	584	9.8	217	3.6	336	5.6
FR Firefighters	425	8	1.9	14	3.3	11	2.6	5	1.2
GL General Labour and Trades	5,035	235	4.7	174	3.5	279	5.5	101	2.0
GS General Services	3,059	1,129	36.9	126	4.1	196	6.4	149	4.9
HP Heat, Power and Stationary Plant Operation	476	7	1.5	9	1.9	37	7.8	23	4.8
HS Hospital Services	595	339	57.0	45	7.6	16	2.7	56	9.4
LI Lightkeepers	103	7	6.8	4	3.9	1	1.0	0	0.0
PR Printing Operations	45	12	26.7	3	6.7	4	8.9	3	6.7
SC Ships' Crews	1,264	85	6.7	25	2.0	47	3.7	31	2.5
SR Ship Repair	1,421	40	2.8	20	1.4	61	4.3	26	1.8
<b>Total</b>	<b>18,394</b>	<b>3,345</b>	<b>18.2</b>	<b>1,004</b>	<b>5.5</b>	<b>869</b>	<b>4.7</b>	<b>730</b>	<b>4.0</b>

<b>TOTAL FEDERAL PUBLIC SERVICE</b>	<b>165,856</b>	<b>88,702</b>	<b>53.5</b>	<b>6,886</b>	<b>4.2</b>	<b>9,626</b>	<b>5.8</b>	<b>13,498</b>	<b>8.1</b>
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**TABLE 4**  
**Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Age Group**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005**

Occupational Category	Age Group		All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>Executive</b>	30–34		47	36.2	17	4.3	2	4.3	1	2.1	4	8.5
	35–39		249	46.2	115	6.8	17	6.8	4	1.6	22	8.8
	40–44		524	48.1	252	4.6	24	4.6	21	4.0	38	7.3
	45–49		936	44.6	417	2.8	26	2.8	47	5.0	46	4.9
	50–54		1,366	39.2	535	2.9	40	2.9	74	5.4	41	3.0
	55–59		943	24.5	231	2.0	19	2.0	75	8.0	53	5.6
	60–64		219	14.2	31	0.5	1	0.5	10	4.6	14	6.4
	65–69		20	15.0	3	0.0	0	0.0	4	20.0	3	15.0
	70+		1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	<b>Total</b>		<b>4,305</b>	<b>37.2</b>	<b>1,601</b>	<b>3.0</b>	<b>129</b>	<b>3.0</b>	<b>236</b>	<b>5.5</b>	<b>221</b>	<b>5.1</b>
<b>Scientific and Professional</b>	20–24		171	68.4	117	2.3	4	2.3	1	0.6	26	15.2
	25–29		2,099	56.8	1,192	2.2	46	2.2	36	1.7	342	16.3
	30–34		3,165	52.3	1,654	3.5	111	3.5	65	2.1	418	13.2
	35–39		3,330	48.5	1,616	3.1	103	3.1	110	3.3	403	12.1
	40–44		3,854	45.1	1,738	2.8	109	2.8	132	3.4	489	12.7
	45–49		3,892	39.9	1,552	2.2	86	2.2	184	4.7	416	10.7
	50–54		3,806	36.3	1,380	2.1	81	2.1	210	5.5	315	8.3
	55–59		2,766	29.2	807	2.0	55	2.0	142	5.1	306	11.1
	60–64		976	21.5	210	1.8	18	1.8	44	4.5	179	18.3
	65–69		263	13.3	35	0.8	2	0.8	16	6.1	87	33.1
70+		78	15.4	12	0.0	0	0.0	4	5.1	22	28.2	
<b>Total</b>		<b>24,400</b>	<b>42.3</b>	<b>10,313</b>	<b>2.5</b>	<b>615</b>	<b>2.5</b>	<b>944</b>	<b>3.9</b>	<b>3,003</b>	<b>12.3</b>	

**Administrative and Foreign Service**

16-19	3	3	100.0	0	0.0	0	0.0	0	0.0
20-24	932	560	60.1	48	5.2	16	1.7	104	11.2
25-29	5,719	3,350	58.6	214	3.7	146	2.6	817	14.3
30-34	7,400	4,254	57.5	394	5.3	233	3.1	890	12.0
35-39	8,735	5,272	60.4	498	5.7	364	4.2	940	10.8
40-44	11,546	7,365	63.8	542	4.7	653	5.7	900	7.8
45-49	13,669	8,994	65.8	501	3.7	921	6.7	762	5.6
50-54	13,644	8,250	60.5	510	3.7	1,153	8.5	562	4.1
55-59	6,993	3,612	51.7	225	3.2	651	9.3	443	6.3
60-64	1,570	740	47.1	48	3.1	147	9.4	172	11.0
65-69	246	105	42.7	8	3.3	21	8.5	41	16.7
70+	30	6	20.0	0	0.0	3	10.0	1	3.3
<b>Total</b>	<b>70,487</b>	<b>42,511</b>	<b>60.3</b>	<b>2,988</b>	<b>4.2</b>	<b>4,308</b>	<b>6.1</b>	<b>5,632</b>	<b>8.0</b>

**Technical**

16-19	7	3	42.9	0	0.0	0	0.0	0	0.0
20-24	331	148	44.7	7	2.1	4	1.2	19	5.7
25-29	1,298	674	51.9	44	3.4	29	2.2	106	8.2
30-34	1,613	768	47.6	77	4.8	37	2.3	98	6.1
35-39	1,805	714	39.6	77	4.3	49	2.7	116	6.4
40-44	2,862	923	32.3	83	2.9	100	3.5	139	4.9
45-49	3,521	1,044	29.7	101	2.9	175	5.0	169	4.8
50-54	3,417	866	25.3	83	2.4	238	7.0	122	3.6
55-59	1,986	366	18.4	50	2.5	125	6.3	107	5.4
60-64	590	84	14.2	13	2.2	28	4.7	56	9.5
65-69	122	15	12.3	3	2.5	2	1.6	19	15.6
70+	17	0	0.0	0	0.0	1	5.9	2	11.8
<b>Total</b>	<b>17,569</b>	<b>5,605</b>	<b>31.9</b>	<b>538</b>	<b>3.1</b>	<b>788</b>	<b>4.5</b>	<b>953</b>	<b>5.4</b>

**TABLE 4 (cont'd)**  
**Distribution of Federal Public Service Employees by Designated Group According to Occupational Category and Age Group**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005**

Occupational Category	Age Group		All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>Administrative Support</b>												
16–19	23	60.9	14	2	8.7	0	0.0	0	0.0	3	13.0	
20–24	808	77.6	627	54	6.7	20	2.5	103	12.7			
25–29	2,544	77.6	1,973	126	5.0	74	2.9	404	15.9			
30–34	2,700	78.7	2,125	192	7.1	142	5.3	376	13.9			
35–39	3,465	82.5	2,857	243	7.0	191	5.5	399	11.5			
40–44	5,003	84.7	4,240	298	6.0	390	7.8	423	8.5			
45–49	5,977	84.6	5,059	289	4.8	531	8.9	376	6.3			
50–54	5,674	82.2	4,663	254	4.5	636	11.2	399	7.0			
55–59	3,329	83.8	2,790	118	3.5	366	11.0	296	8.9			
60–64	955	84.1	803	30	3.1	110	11.5	136	14.2			
65–69	184	78.3	144	6	3.3	18	9.8	34	18.5			
70+	39	82.1	32	0	0.0	3	7.7	10	25.6			
<b>Total</b>	<b>30,701</b>	<b>25,327</b>	<b>1,612</b>	<b>2,481</b>	<b>5.3</b>	<b>8.1</b>	<b>2,959</b>	<b>9.6</b>				
<b>Operational</b>												
16–19	13	30.8	4	0	0.0	0	0.0	0	0.0			
20–24	275	35.3	97	26	9.5	4	1.5	17	6.2			
25–29	1,101	28.8	317	103	9.4	19	1.7	94	8.5			
30–34	1,755	29.0	509	160	9.1	49	2.8	88	5.0			
35–39	1,949	24.2	472	163	8.4	57	2.9	89	4.6			
40–44	2,988	20.8	622	160	5.4	123	4.1	102	3.4			

45-49	3,822	536	14.0	169	4.4	213	5.6	107	2.8
50-54	3,502	399	11.4	115	3.3	210	6.0	114	3.3
55-59	2,178	268	12.3	78	3.6	142	6.5	85	3.9
60-64	689	100	14.5	27	3.9	41	6.0	27	3.9
65-69	100	19	19.0	2	2.0	8	8.0	6	6.0
70+	22	2	9.1	1	4.5	3	13.6	1	4.5
<b>Total</b>	<b>18,394</b>	<b>3,345</b>	<b>18.2</b>	<b>1,004</b>	<b>5.5</b>	<b>869</b>	<b>4.7</b>	<b>730</b>	<b>4.0</b>

**Federal Public Service**

16-19	46	24	52.2	2	4.3	0	0.0	3	6.5
20-24	2,517	1,549	61.5	139	5.5	45	1.8	269	10.7
25-29	12,761	7,506	58.8	533	4.2	304	2.4	1,763	13.8
30-34	16,680	9,327	55.9	936	5.6	527	3.2	1,874	11.2
35-39	19,533	11,046	56.6	1,101	5.6	775	4.0	1,969	10.1
40-44	26,777	15,140	56.5	1,216	4.5	1,419	5.3	2,091	7.8
45-49	31,817	17,602	55.3	1,172	3.7	2,071	6.5	1,876	5.9
50-54	31,409	16,093	51.2	1,083	3.4	2,521	8.0	1,553	4.9
55-59	18,195	8,074	44.4	545	3.0	1,501	8.2	1,290	7.1
60-64	4,999	1,968	39.4	137	2.7	380	7.6	584	11.7
65-69	935	321	34.3	21	2.2	69	7.4	190	20.3
70+	187	52	27.8	1	0.5	14	7.5	36	19.3
<b>TOTAL FEDERAL PUBLIC SERVICE</b>	<b>165,856</b>	<b>88,702</b>	<b>53.5</b>	<b>6,886</b>	<b>4.2</b>	<b>9,626</b>	<b>5.8</b>	<b>13,498</b>	<b>8.1</b>

**TABLE 5**  
**Distribution of Federal Public Service Employees by Designated Group According to Department or Agency**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005*

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
National Defence*	19,815	38.2	7,574	38.2	466	2.4	1,159	5.8	1,041	5.3
Correctional Service Canada	14,177	43.3	6,137	43.3	975	6.9	697	4.9	726	5.1
Public Works and Government Services Canada	12,487	51.7	6,458	51.7	301	2.4	703	5.6	996	8.0
Human Resources and Skills Development Canada	12,273	75.2	9,228	75.2	498	4.1	1,079	8.8	925	7.5
Social Development Canada	11,126	65.0	7,235	65.0	351	3.2	869	7.8	1,064	9.6
Fisheries and Oceans Canada†	9,517	30.2	2,870	30.2	343	3.6	444	4.7	360	3.8
Health Canada	7,764	65.6	5,097	65.6	603	7.8	390	5.0	1,034	13.3
Agriculture and Agri-Food Canada‡	6,128	45.8	2,809	45.8	171	2.8	261	4.3	472	7.7
Environment Canada	5,759	42.1	2,427	42.1	136	2.4	273	4.7	584	10.1
Industry Canada	5,623	49.7	2,797	49.7	139	2.5	289	5.1	553	9.8
Statistics Canada	5,339	51.4	2,746	51.4	116	2.2	354	6.6	599	11.2
Citizenship and Immigration Canada	5,184	64.4	3,340	64.4	121	2.3	252	4.9	766	14.8
Royal Canadian Mounted Police (Civilian Staff)	5,152	76.0	3,915	76.0	244	4.7	282	5.5	320	6.2
Transport Canada	4,629	41.5	1,921	41.5	119	2.6	217	4.7	368	7.9
Department of Justice Canada	4,556	64.9	2,956	64.9	155	3.4	257	5.6	461	10.1
Natural Resources Canada	4,448	39.3	1,747	39.3	122	2.7	273	6.1	445	10.0
Foreign Affairs and International Trade Canada	3,903	48.7	1,902	48.7	92	2.4	164	4.2	334	8.6
Indian and Northern Affairs Canada	3,784	63.4	2,398	63.4	1,181	31.2	246	6.5	218	5.8
Veterans Affairs Canada	3,474	69.9	2,427	69.9	100	2.9	261	7.5	242	7.0
Canadian Heritage	2,007	66.3	1,330	66.3	88	4.4	96	4.8	182	9.1

Passport Office	1,650	1,168	70.8	30	1.8	58	3.5	224	13.6
Public Health Agency of Canada	1,598	1,106	69.2	70	4.4	92	5.8	208	13.0
Canadian International Development Agency	1,543	936	60.7	43	2.8	65	4.2	145	9.4
Library and Archives Canada	1,106	624	56.4	33	3.0	69	6.2	53	4.8
Department of Finance Canada	979	496	50.7	13	1.3	40	4.1	90	9.2
Public Service Commission of Canada	951	648	68.1	35	3.7	86	9.0	120	12.6
Immigration and Refugee Board	927	601	64.8	26	2.8	40	4.3	202	21.8
Privy Council Office	795	478	60.1	20	2.5	39	4.9	63	7.9
Treasury Board of Canada Secretariat	756	443	58.6	17	2.2	53	7.0	66	8.7
Public Safety and Emergency Preparedness Canada	648	372	57.4	27	4.2	49	7.6	47	7.3
Atlantic Canada Opportunities Agency	618	343	55.5	12	1.9	25	4.0	21	3.4
Canadian Grain Commission	616	221	35.9	31	5.0	43	7.0	49	8.0
Canadian Space Agency	578	236	40.8	4	0.7	11	1.9	70	12.1
Court Administration Services	541	353	65.2	19	3.5	27	5.0	48	8.9
Canada School of Public Service	530	363	68.5	16	3.0	23	4.3	27	5.1
Public Service Human Resources Management Agency of Canada	454	282	62.1	15	3.3	43	9.5	56	12.3
Economic Development Agency of Canada for the Regions of Quebec	416	238	57.2	9	2.2	11	2.6	25	6.0
Canadian Radio-television and Telecommunications Commission	377	222	58.9	10	2.7	33	8.8	21	5.6
Western Economic Diversification Canada	352	204	58.0	17	4.8	23	6.5	44	12.5
Office of the Chief Electoral Officer	311	154	49.5	11	3.5	31	10.0	22	7.1
Canadian Firearms Centre	303	206	68.0	21	6.9	30	9.9	11	3.6
National Parole Board	298	228	76.5	13	4.4	14	4.7	16	5.4
Canadian Transportation Agency	253	152	60.1	5	2.0	19	7.5	13	5.1
Transportation Safety Board of Canada	232	79	34.1	2	0.9	15	6.5	27	11.6
Canadian Human Rights Commission	193	125	64.8	7	3.6	23	11.9	18	9.3

**TABLE 5 (cont'd)**  
**Distribution of Federal Public Service Employees by Designated Group According to Department or Agency**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005*

Department or Agency	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Office of the Registrar of the Supreme Court of Canada	172	68.0	117	68.0	8	4.7	11	6.4	15	8.7
Office of the Secretary to the Governor General	151	61.6	93	61.6	2	1.3	11	7.3	9	6.0
Indian Residential Schools Resolution Canada	149	68.5	102	68.5	17	11.4	12	8.1	12	8.1
Office of the Commissioner of Official Languages	139	66.9	93	66.9	7	5.0	10	7.2	1	0.7
Infrastructure Canada	132	65.9	87	65.9	2	1.5	7	5.3	14	10.6
Offices of the Information and Privacy Commissioners	123	59.3	73	59.3	3	2.4	12	9.8	8	6.5
Canadian Environmental Assessment Agency	118	58.5	69	58.5	6	5.1	2	1.7	8	6.8
Status of Women Canada	116	94.0	109	94.0	3	2.6	9	7.8	20	17.2
Canada Industrial Relations Board	92	68.5	63	68.5	1	1.1	6	6.5	7	7.6
Canadian International Trade Tribunal	77	55.8	43	55.8	0	0.0	2	2.6	4	5.2
Canadian Dairy Commission	62	62.9	39	62.9	1	1.6	0	0.0	6	9.7
Office of the Commissioner for Federal Judicial Affairs	59	67.8	40	67.8	4	6.8	3	5.1	2	3.4
Canadian Forces Grievance Board	41	82.9	34	82.9	1	2.4	2	4.9	2	4.9
Patented Medicine Prices Review Board Canada	40	50.0	20	50.0	0	0.0	2	5.0	3	7.5
Royal Canadian Mounted Police Public Complaints Commission	35	65.7	23	65.7	2	5.7	3	8.6	1	2.9



International Joint Commission	30	13	43.3	0	0.0	2	6.7	1	3.3
Hazardous Materials Information Review Commission Canada	28	17	60.7	0	0.0	1	3.6	6	21.4
Canadian Intergovernmental Conference Secretariat	22	11	50.0	0	0.0	0	0.0	0	0.0
Canadian Human Rights Tribunal	18	12	66.7	1	5.6	1	5.6	0	0.0
Military Police Complaints Commission	14	11	78.6	0	0.0	0	0.0	0	0.0
National Farm Products Council	14	8	57.1	0	0.0	0	0.0	0	0.0
Canadian Artists and Producers Professional Relations Tribunal	11	7	63.6	0	0.0	0	0.0	0	0.0
Copyright Board Canada	10	6	60.0	0	0.0	0	0.0	1	10.0
Law Commission of Canada	10	6	60.0	1	10.0	1	10.0	0	0.0
Registry of the Competition Tribunal	9	5	55.6	0	0.0	1	11.1	0	0.0
NAFTA Secretariat—Canadian Section	7	3	42.9	0	0.0	0	0.0	2	28.6
Royal Canadian Mounted Police External Review Committee	4	3	75.0	0	0.0	0	0.0	0	0.0
Transportation Appeal Tribunal of Canada	3	3	100.0	0	0.0	0	0.0	0	0.0
Total	165,856	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

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

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

‡ Data for the Prairie Farm Rehabilitation Administration are included.

**TABLE 6**  
**Distribution of Federal Public Service Employees by Designated Group and Region of Work**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	3,011	41.3	1,243	41.3	137	4.5	163	5.4	31	1.0
Prince Edward Island	1,711	62.4	1,067	62.4	38	2.2	139	8.1	32	1.9
Nova Scotia	8,539	41.0	3,501	41.0	239	2.8	586	6.9	435	5.1
New Brunswick	5,508	53.3	2,936	53.3	160	2.9	297	5.4	80	1.5
Quebec (without the NCR*)	19,307	51.5	9,951	51.5	293	1.5	630	3.3	962	5.0
NCR* (Quebec)	19,907	58.0	11,538	58.0	898	4.5	1,101	5.5	1,536	7.7
NCR*	70,344	56.0	39,408	56.0	2,207	3.1	4,053	5.8	6,125	8.7
Ontario (without the NCR*)	20,655	56.1	11,588	56.1	820	4.0	1,532	7.4	2,520	12.2
NCR* (Ontario)	50,437	55.3	27,870	55.3	1,309	2.6	2,952	5.9	4,589	9.1
Manitoba	6,321	56.0	3,540	56.0	768	12.1	434	6.9	404	6.4
Saskatchewan	4,315	53.6	2,311	53.6	558	12.9	247	5.7	154	3.6
Alberta	8,867	54.6	4,839	54.6	676	7.6	560	6.3	670	7.6
British Columbia	14,783	48.5	7,171	48.5	745	5.0	884	6.0	1,943	13.1
Yukon	281	61.9	174	61.9	50	17.8	24	8.5	8	2.8
Northwest Territories	583	56.1	327	56.1	125	21.4	26	4.5	17	2.9
Nunavut	172	54.7	94	54.7	47	27.3	5	2.9	8	4.7
Outside Canada	1,459	37.8	552	37.8	23	1.6	46	3.2	109	7.5
Total	165,856	53.5	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

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

**TABLE 7**

**Distribution of Federal Public Service Employees by Designated Group and Salary Band  
FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—as at March 31, 2005**

Salary Band	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	CUM %	#	%	#	%	#	%	#	%
≤ 19,999	110	0.1	34	30.9	0	0.0	2	1.8	1	0.9
20,000–24,999	7	0.1	6	85.7	0	0.0	6	85.7	0	0.0
25,000–29,999	1,171	0.8	748	63.9	69	5.9	69	5.9	56	4.8
30,000–34,999	4,564	3.5	2,048	44.9	251	5.5	308	6.7	330	7.2
35,000–39,999	24,090	18.1	17,091	70.9	1,374	5.7	1,748	7.3	2,045	8.5
40,000–44,999	22,919	31.9	15,547	67.8	1,059	4.6	1,476	6.4	1,991	8.7
45,000–49,999	19,663	43.7	12,052	61.3	834	4.2	1,192	6.1	1,447	7.4
50,000–54,999	18,730	55.0	9,587	51.2	907	4.8	988	5.3	1,422	7.6
55,000–59,999	12,655	62.7	6,485	51.2	575	4.5	618	4.9	1,117	8.8
60,000–64,999	12,360	70.1	5,752	46.5	446	3.6	611	4.9	1,070	8.7
65,000–69,999	12,564	77.7	5,592	44.5	466	3.7	661	5.3	1,093	8.7
70,000–74,999	8,997	83.1	4,073	45.3	277	3.1	456	5.1	693	7.7
75,000–79,999	6,890	87.3	2,292	33.3	166	2.4	337	4.9	710	10.3
80,000–84,999	6,790	91.4	2,710	39.9	177	2.6	426	6.3	491	7.2
85,000–89,999	2,611	92.9	1,016	38.9	59	2.3	148	5.7	200	7.7
90,000–94,999	4,054	95.4	1,111	27.4	60	1.5	159	3.9	365	9.0
95,000–99,999	959	95.9	322	33.6	19	2.0	56	5.8	56	5.8
≥ 100,000	6,722	100.0	2,236	33.3	147	2.2	365	5.4	411	6.1
Total	165,856	100.0	88,702	53.5	6,886	4.2	9,626	5.8	13,498	8.1

**Notes**

Each figure in the “CUM %” column represents the cumulative total percentage of each designated group in the public service workforce (all employees, women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group) in the identified salary band or lower.

Other percentages are a designated group’s share of each salary band (rows).

For example, in the “CUM %” column one finds that 53.6 per cent of all women (or 47,526) earned less than \$50,000 in fiscal year 2004–05. The figure in the column to the left (61.3 per cent) represents the percentage of women in this salary band, that is, the \$45,000–\$49,999 range.

**TABLE 8**  
**Hirings into the Federal Public Service by Designated Group and Region of Work**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005**

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	88	56.8	50	56.8	5	5.7	1	1.1	2	2.3
Prince Edward Island	49	63.3	31	63.3	0	0.0	0	0.0	0	0.0
Nova Scotia	398	50.8	202	50.8	20	5.0	13	3.3	25	6.3
New Brunswick	274	47.1	129	47.1	6	2.2	7	2.6	9	3.3
Quebec (without the NCR*)	1,160	58.9	683	58.9	12	1.0	26	2.2	112	9.7
NCR* (Quebec)	1,175	58.7	690	58.7	39	3.3	31	2.6	128	10.9
NCR*	4,426	58.4	2,583	58.4	107	2.4	152	3.4	469	10.6
Ontario (without the NCR*)	1,272	56.0	712	56.0	58	4.6	46	3.6	151	11.9
NCR* (Ontario)	3,251	58.2	1,893	58.2	68	2.1	121	3.7	341	10.5
Manitoba	441	61.7	272	61.7	56	12.7	11	2.5	27	6.1
Saskatchewan	340	57.1	194	57.1	33	9.7	10	2.9	11	3.2
Alberta	725	57.4	416	57.4	75	10.3	19	2.6	48	6.6
British Columbia	915	53.2	487	53.2	39	4.3	22	2.4	114	12.5
Yukon	25	52.0	13	52.0	5	20.0	2	8.0	0	0.0
Northwest Territories	74	68.9	51	68.9	15	20.3	1	1.4	1	1.4
Nunavut	31	54.8	17	54.8	8	25.8	3	9.7	2	6.5
Outside Canada	14	50.0	7	50.0	0	0.0	0	0.0	0	0.0
Total	10,232	57.1	5,847	57.1	439	4.3	313	3.1	971	9.5

\* NCR stands for "National Capital Region."

**Notes**

"Hirings" refers to employees who were added to the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of "hirings" under the "Terminology" section in the Appendix.)

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

**TABLE 9**  
**Hirings into the Federal Public Service by Designated Group and Occupational Category**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005**

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	60	31.7	19	31.7	1	1.7	1	1.7	4	6.7
Scientific and Professional	1,730	54.8	948	54.8	49	2.8	35	2.0	221	12.8
Administrative and Foreign Service	2,727	54.9	1,497	54.9	148	5.4	112	4.1	270	9.9
Technical	1,309	47.1	616	47.1	35	2.7	17	1.3	73	5.6
Administrative Support	3,015	78.4	2,363	78.4	121	4.0	110	3.6	318	10.5
Operational	1,391	29.0	404	29.0	85	6.1	38	2.7	85	6.1
Total	10,232	57.1	5,847	57.1	439	4.3	313	3.1	971	9.5

**Notes**

“Hirings” refers to employees who were added to the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of “hirings” under the “Terminology” section in the Appendix.)

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

**TABLE 10**  
**Hirings into the Federal Public Service by Designated Group and Type of Employment**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	3,301	52.6	1,736	52.6	152	4.6	117	3.5	374	11.3
Term (three months or more)	6,856	59.5	4,077	59.5	279	4.1	196	2.9	597	8.7
Seasonal	75	45.3	34	45.3	8	10.7	0	0.0	0	0.0
<b>Total</b>	<b>10,232</b>	<b>57.1</b>	<b>5,847</b>	<b>57.1</b>	<b>439</b>	<b>4.3</b>	<b>313</b>	<b>3.1</b>	<b>971</b>	<b>9.5</b>

**Notes**

“Hirings” refers to employees who were added to the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of “hirings” under the “Terminology” section in the Appendix.)

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

**TABLE 11**

**Promotions Within the Federal Public Service by Designated Group and Region of Work  
 FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005**

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	203	50.2	102	50.2	8	3.9	14	6.9	1	0.5
Prince Edward Island	144	63.9	92	63.9	6	4.2	8	5.6	5	3.5
Nova Scotia	669	38.4	257	38.4	17	2.5	34	5.1	27	4.0
New Brunswick	335	57.0	191	57.0	13	3.9	22	6.6	3	0.9
Quebec (without the NCR*)	1,134	57.8	656	57.8	15	1.3	36	3.2	97	8.6
NCR* (Quebec)	2,157	63.5	1,370	63.5	98	4.5	78	3.6	172	8.0
NCR*	7,622	63.5	4,837	63.5	249	3.3	377	4.9	724	9.5
Ontario (without the NCR*)	1,323	60.7	803	60.7	35	2.6	70	5.3	210	15.9
NCR* (Ontario)	5,465	63.4	3,467	63.4	151	2.8	299	5.5	552	10.1
Manitoba	465	64.3	299	64.3	45	9.7	33	7.1	32	6.9
Saskatchewan	307	54.4	167	54.4	33	10.7	14	4.6	9	2.9
Alberta	677	57.0	386	57.0	49	7.2	41	6.1	56	8.3
British Columbia	1,123	45.9	516	45.9	55	4.9	53	4.7	194	17.3
Yukon	26	76.9	20	76.9	5	19.2	2	7.7	1	3.8
Northwest Territories	43	48.8	21	48.8	7	16.3	2	4.7	2	4.7
Nunavut	20	75.0	15	75.0	6	30.0	0	0.0	0	0.0
Outside Canada	119	52.9	63	52.9	3	2.5	4	3.4	13	10.9
Total	14,210	59.3	8,425	59.3	546	3.8	710	5.0	1,374	9.7

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

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that region of work. (See the definition of "promotions" under the "Terminology" section in the Appendix.)

**TABLE 12**  
**Promotions Within the Federal Public Service by Designated Group and Occupational Category**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005*

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	465	47.1	219	47.1	18	3.9	26	5.6	33	7.1
Scientific and Professional	2,604	48.1	1,253	48.1	68	2.6	91	3.5	368	14.1
Administrative and Foreign Service	6,988	69.4	4,852	69.4	298	4.3	374	5.4	605	8.7
Technical	1,411	32.7	462	32.7	43	3.0	50	3.5	93	6.6
Administrative Support	1,841	80.6	1,484	80.6	81	4.4	123	6.7	246	13.4
Operational	901	17.2	155	17.2	38	4.2	46	5.1	29	3.2
Total	14,210	59.3	8,425	59.3	546	3.8	710	5.0	1,374	9.7

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that occupational category. (See the definition of "promotions" under the "Terminology" section in the Appendix.)



**TABLE 13**  
**Promotions Within the Federal Public Service by Designated Group and Type of Employment**  
**FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005**

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	13,077	59.7	7,805	59.7	511	3.9	676	5.2	1,243	9.5
Term (three months or more)	1,058	56.4	597	56.4	34	3.2	33	3.1	131	12.4
Seasonal	75	33.3	25	33.3	1	1.3	1	1.3	0	0.0
Total	14,210	59.3	8,425	59.3	546	3.8	710	5.0	1,374	9.7

**Notes**

Data on promotions are obtained from the Public Service Commission of Canada and include information from departments and agencies that fall under both the FAA, schedules I and IV, and the *Public Service Employment Act*.

Percentages are that designated group's share of all promotions of federal public service employees in that type of employment. (See the definition of "promotions" under the "Terminology" section in the Appendix.)

**TABLE 14**  
**Separations from the Federal Public Service by Designated Group and Region of Work**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005*

Region of Work	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Newfoundland and Labrador	152	40.8	62	40.8	4	2.6	4	2.6	1	0.7
Prince Edward Island	70	58.6	41	58.6	2	2.9	7	10.0	3	4.3
Nova Scotia	534	51.3	274	51.3	19	3.6	62	11.6	21	3.9
New Brunswick	353	50.1	177	50.1	10	2.8	16	4.5	7	2.0
Quebec (without the NCR*)	1,420	49.1	697	49.1	18	1.3	60	4.2	65	4.6
NCR* (Quebec)	1,016	52.9	537	52.9	41	4.0	70	6.9	67	6.6
NCR*	4,303	52.6	2,262	52.6	129	3.0	304	7.1	314	7.3
Ontario (without the NCR*)	1,431	53.6	767	53.6	65	4.5	102	7.1	153	10.7
NCR* (Ontario)	3,287	52.5	1,725	52.5	88	2.7	234	7.1	247	7.5
Manitoba	459	54.9	252	54.9	49	10.7	29	6.3	19	4.1
Saskatchewan	376	45.2	170	45.2	33	8.8	16	4.3	13	3.5
Alberta	665	55.9	372	55.9	48	7.2	39	5.9	43	6.5
British Columbia	1,103	50.0	552	50.0	49	4.4	83	7.5	97	8.8
Yukon	42	69.0	29	69.0	7	16.7	4	9.5	0	0.0
Northwest Territories	62	50.0	31	50.0	12	19.4	3	4.8	1	1.6
Nunavut	26	61.5	16	61.5	10	38.5	1	3.8	0	0.0
Outside Canada	54	22.2	12	22.2	2	3.7	1	1.9	4	7.4
Total	11,050	51.7	5,714	51.7	457	4.1	731	6.6	741	6.7

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

**Note**

"Separations" refers to employees who have left the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of "separations" under the "Terminology" section in the Appendix.)

**TABLE 15**

**Separations from the Federal Public Service by Designated Group and Occupational Category  
FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005**

Occupational Category	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Executive	350	22.6	79	22.6	9	2.6	14	4.0	5	1.4
Scientific and Professional	1,457	44.5	649	44.5	44	3.0	55	3.8	152	10.4
Administrative and Foreign Service	3,669	54.4	1,995	54.4	167	4.6	295	8.0	220	6.0
Technical	1,602	38.9	623	38.9	47	2.9	52	3.2	70	4.4
Administrative Support	2,641	80.0	2,113	80.0	144	5.5	253	9.6	255	9.7
Operational	1,331	19.2	255	19.2	46	3.5	62	4.7	39	2.9
Total	11,050	51.7	5,714	51.7	457	4.1	731	6.6	741	6.7

**Note**

“Separations” refers to employees who left the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of “separations” under the “Terminology” section in the Appendix.)

**TABLE 16**  
**Separations from the Federal Public Service by Designated Group and Type of Employment**  
*FAA, schedules I and IV Indeterminate, Terms of Three Months or More, and Seasonal Employees—April 1, 2004, to March 31, 2005*

Type of Employment	All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Persons in a Visible Minority Group	
	#	%	#	%	#	%	#	%	#	%
Indeterminate	6,150	46.9	2,884	46.9	224	3.6	544	8.8	357	5.8
Term (three months or more)	4,800	58.1	2,789	58.1	228	4.8	186	3.9	383	8.0
Seasonal	100	41.0	41	41.0	5	5.0	1	1.0	1	1.0
<b>Total</b>	<b>11,050</b>	<b>51.7</b>	<b>5,714</b>	<b>51.7</b>	<b>457</b>	<b>4.1</b>	<b>731</b>	<b>6.6</b>	<b>741</b>	<b>6.7</b>

**Note**

“Separations” refers to employees who have left the federal public service payroll between April 1, 2004, and March 31, 2005. (See the definition of “separations” under the “Terminology” section in the Appendix.)