

*Employment Equity  
in the Office of the  
Auditor General of Canada*  
Annual Report 2013–14

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Office of the Auditor General of Canada



**Employment Equity in the  
Office of the Auditor General  
of Canada**

**Annual Report 2013–14**



To:  
Treasury Board  
of Canada Secretariat

Pursuant to section 21 of the *Employment Equity Act*, I am pleased to submit to Parliament, through your Office, the Annual Report on Employment Equity in the Office of the Auditor General of Canada for 2013–14.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Ferguson". The signature is fluid and cursive, with a large initial "M" and "F".

Michael Ferguson, CPA, CA  
FCA (New Brunswick)  
Auditor General of Canada



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## Introduction

This Annual Report on Employment Equity at the Office of the Auditor General of Canada (OAG, or the Office) highlights employment equity activities between 1 April 2013 and 31 March 2014.

It also presents information on the representation of designated groups as of 31 March 2014.

## Employment Equity Environment

### Enabling legislation

The Office of the Auditor General of Canada has a legislative basis in the *Auditor General Act*, the *Financial Administration Act*, and a number of other statutes.

### Independence from government

We differ from government departments and agencies through our independence from the government of the day and our reporting relationship to Parliament. Our independence is assured by a broad legislative mandate, freedom from certain controls over our budget and staff, and a 10-year term for the Auditor General.

## Application of the *Employment Equity Act*

The Office of the Auditor General of Canada falls under the *Employment Equity Act*, section 4(1)(c)—as a portion of the Public Service of Canada.

### Our work

The Office of the Auditor General of Canada audits federal government operations and provides Parliament with independent information, advice, and assurance regarding the federal government's stewardship of public funds. While the Office may comment on policy implementation in an audit, it does not comment on the merits of the policy itself.

We are in the business of legislative auditing. We conduct

- performance audits of federal departments and agencies,
- annual financial audits of the government's financial statements, and
- special examinations and annual financial audits of Crown corporations.

We also audit the governments of Nunavut, Yukon, and the Northwest Territories.

Since 1995, the Office has also had a specific environmental and sustainable development mandate, established through amendments to the *Auditor General Act*.

Our audit findings—which include good practices, areas requiring attention, and recommendations for improvement—are reported to Parliament. The Auditor General's reports may be reviewed by parliamentary committees, which conduct hearings and make recommendations for action. Legislative assemblies provide the same oversight in the territories. The government has the opportunity to respond to the findings, and may implement recommended changes.

The Office of the Auditor General of Canada also participates in a number of international activities.

### Our organization

The Office, which includes the Commissioner of the Environment and Sustainable Development, is organized into three branches—Audit Practices, Audit Services, and the Management Group. Most employees work in the head office in Ottawa. The regional offices are located in Vancouver, Edmonton, Montréal, and Halifax.

We have a specialized workforce, with about 80 percent of our employees (455 of 571) at the middle management and audit professional levels.

We are committed to providing a work environment in which all are treated with dignity and respect, and all are supported as they work toward their full career potential. We encourage open and honest communication to create a

climate of trust and teamwork. We value each other's talent and diversity, and support learning and quality-of-life endeavours.

Office employees are expected to demonstrate personal integrity and ethics, and to adhere to Office values, standards, and codes of conduct. People management competencies and behaviours are evaluated during recruitment and annual performance appraisals.

### **Our structure**

The Assistant Auditor General of Corporate Services, who is a member of the Executive Committee, serves as employment equity champion and works to raise the profile of employment equity and diversity issues in the Office.

The Office has an active Employment Equity Committee, with subcommittees that represent four designated groups, to promote awareness and understanding of employment equity and diversity issues in the workplace.

The Chair of the Employment Equity Committee reports directly to the Assistant Auditor General of Corporate Services on any employment equity issues of note. The Chair provides input on all policies and issues that may affect employment equity.

## **Employment Equity Implementation**

### **Implementation of legislation**

Our first step in implementing the requirements of the legislation was to organize and complete a self-identification survey. We then did a workforce analysis to determine the degree of representation of members of designated groups in each occupational group.

This analysis is updated annually, and the results as of 31 March 2014 are presented in this report.

### **Employment equity records**

We have implemented procedures for maintaining orderly and accurate employment equity records. We have also developed information vehicles and practices to keep our employees up-to-date on employment equity matters. For example, our INTRANet provides all employees with easy access to current employment equity information.

All new employees are asked to complete a self-identification questionnaire before their first day at the Office, and notices are sent periodically to remind all employees of their right to self-identify at any time.

### **Recruitment**

Like many other federal organizations, the OAG was subject to a Strategic Operational Review, which has resulted in 34 fewer positions and very limited staffing during the 2013–14 fiscal year.

### **Activities and events**

The Office participates in several activities throughout the year to promote a corporate environment that supports employment equity values and ideals, including the following:

- Aboriginal Awareness Week
- National Aboriginal Day
- National Aboriginal History Month
- International Day for Tolerance
- International Day of Persons with Disabilities
- Black History Month
- OAG Cultural Festival, which celebrates Canadian Multiculturalism Day
- International Fellows Fair, in support of the International Fellows Program

In addition, the Office continues to actively support awareness and fundraising campaigns for causes that affect members of designated groups.

These causes include the following:

- Breast Cancer Research—Denim Day
- National Day of Remembrance and Action on Violence Against Women
- Run for the Cure

Finally, the Office promotes the principles of workplace respect and understanding; it does this during staff orientation and through ongoing in-house training programs. New auditors working in the North receive Cultural Awareness Training, so they can better understand the community in which they work.

The following courses are offered to all managers and staff:

- Working in a Diverse Workforce
- Creating a Respectful Environment
- Understanding Differences
- Elements of Supervision
- Teamwork

### Succession planning

Every year, the number of forecasted retirements is monitored. The Office ensures that it gives due consideration to all designated group members who are involved in annual rotation and promotion processes, by educating hiring managers and representative selection committees.

Over time, these sustained efforts have resulted in opportunities for higher numbers of designated group members to be promoted. This is most evident for women and persons in a visible minority group, who are seen as being well represented among the promotions in the 2013–14 fiscal year. (Table 9)

### Canadian Human Rights Commission Audit

In 2011, the Canadian Human Rights Commission completed an analysis of the Office of the Auditor General's employment equity data. The analysis compared the OAG employment equity results with the performance of other employers that are subject to the *Employment Equity Act*.

The Commission's report, available on the OAG website, states:

“The employment equity results ... [for the OAG] are excellent. The overall representation of the four designated groups within OAG's workforce is higher or close to their labour market availability estimates. Therefore, the OAG is considered a leader in that regard.”

A leader is defined as an employer with better overall employment equity results, in comparison with its own industry, or having full overall representation in three out of four designated groups.

The Canadian Human Rights Commission will monitor the performance of the OAG through a review of the annual reports submitted to the Office of the Chief Human Resources Officer.

## Employment Equity Plan

Historically, the Office's employment equity plan has included activities and initiatives intended to increase awareness of equity and diversity issues and to improve opportunities in the workplace for all employees.

When the Office became subject to the *Employment Equity Act*, the Employment Equity Committee was formed. The Committee's objective is to promote the Office's employment equity activities while increasing awareness of equity and diversity issues and enhancing employment and promotion opportunities for all groups.

In response to specific requirements in section 10 of the *Employment Equity Act*, the Office has always maintained an employment equity plan. The plans cover three-year periods and include specific goals for improved representation.

In the 2012–13 fiscal year, the OAG developed a new three-year Employment Equity Plan to cover the 2012–13, 2013–14, and 2014–15 fiscal years. The Plan was approved and published on our INTRANet before the end of the 2012–13 fiscal year.

## Communication and consultation

Ongoing communication is a critical factor in the success of our employment equity initiative. The Office undertakes a number of communication activities to support the equity and diversity programs. The Office

- offers a range of equity- and diversity-related courses to staff annually;
- posts equity- and diversity-related communication materials in areas within the Office where staff gather;
- makes information on the *Employment Equity Act* and related organizational plans and policies available on its INTRAnet site;
- keeps employees informed of the Office’s progress on achieving representation objectives;
- keeps staff, management, and our local union representatives engaged in meaningful dialogue to help us overcome outstanding recruitment and retention challenges;
- reaches out to and partners with educational institutions and professional associations to assist us in achieving our goals; and
- consults a union–management committee before finalizing policies and plans, such as the triannual Employment Equity Plan.

## Numerical goals

We are committed to employment equity ideals, and we work diligently to ensure that these ideals are reflected in our workforce and our workplace.

The Office strives for 100 percent representation of workforce availability for each of the designated groups. The success of our efforts is monitored by the employment equity champion and is reported annually in the departmental performance report.

## Employment Equity Numbers

Our employment equity numbers are prepared according to the National Occupational Classification (NOC) system, which was developed by Employment and Social Development Canada (Exhibit 1). This system comprises 14 employment equity occupational groups (EEOGs)—as defined in Schedule II of the *Employment Equity Regulations*—and 520 NOC unit groups.

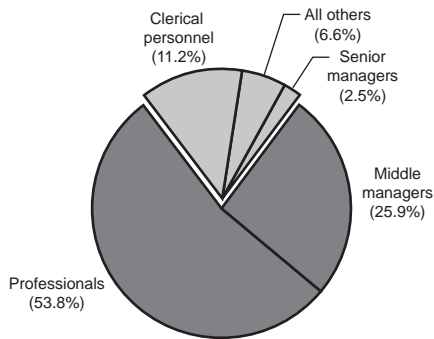
Classifying our employees under this system shows that we have a very specialized workforce:

- The 571 employees in our Office fall into 7 of the 14 EEOGs.
- Most of our employees (80 percent) are concentrated in 2 NOC unit groups—auditors (professionals) and middle managers (Exhibit 2).

**Exhibit 1—Classification of Office employees under the National Occupational Classification**

Employment Equity Occupational Group	Major National Occupation Classification unit group
1 – Senior managers	0012 – Senior managers
2 – Middle and other managers	0414 – Middle managers 1111 – Auditors
3 – Professionals	1221 – Administrative officers
4 – Semi-professionals and technicians	1441 – Administrative clerks
5 – Supervisors	
7 – Administrative and senior clerical personnel	
10 – Clerical personnel	

**Exhibit 2—Distribution of employees by major occupational groups**



**Representation in designated groups—highlights**

We compared our representation in each designated group with the most recent workforce availability figures, provided by Employment and Social Development Canada in the Employment Equity Data Report. We used national figures for this comparison in most areas, with the exception of the administrative and senior clerical personnel category and the clerical personnel category, for which we used data from the National Capital Region.

**Women**

As of 31 March 2014, women represented 62.5 percent of the Office’s workforce, which is slightly higher than the previous year (62.1 percent) and surpasses the workforce availability of 51.2 percent. We continue to surpass workforce availability in five of the seven occupational groups. (Table 4)

**Aboriginal peoples**

The Office experienced a slight decrease in its representation of Aboriginal employees (from 2.8 to 2.6 percent); however, we continue to meet the workforce availability rate. We have increased our representation of Aboriginal employees among middle and other managers by 20 percent. (Table 5)

**Persons with disabilities**

For the most part, the Office’s overall representation of persons with disabilities has remained the same over the past five years (around 4 percent, which represents 94.1 percent of workforce availability).

Representation in two categories has increased: senior managers (from 0.0 to 7.1 percent) and clerical personnel (from 2.9 to 3.1 percent). (Table 6)

**Persons in a visible minority group**

The Office’s overall representation of persons in a visible minority group has increased (from 11.4 to 12.6 percent) during this reporting period. Although we increased our representation of these employees among middle and other managers and among professionals, we experienced a decrease of representation among semi-professionals and technicians. (Table 7)

**Representation in hirings, promotions, and separations**

This annual report includes an analysis of the number of employees who were hired, promoted, or left the Office and the degree of representation of members of each designated group.

**Hiring as a percentage of workforce availability**

In the past year, 21 people joined the Office. This represents almost a 40 percent decline in the number of hires from the previous year, which is a direct result of the Strategic Operational Review. However, we exceeded the workforce availability for each designated group. (Table 8)

**Promotions**

In the 2013–14 fiscal year, 45 Office employees were promoted; this represents 7.4 percent of our employee population. More than half (62 percent) of those promoted were women and 20 percent were persons in a visible minority group. (Table 9)

## Separations

In the 2013–14 fiscal year, 55 employees left the Office—an attrition rate of 9.1 percent. This result is lower than the previous year, in which 57 departures were reported. Of those who left,

- 32 were women (an attrition rate of 8.5 percent);
- 1 was an Aboriginal person (an attrition rate of 5.9 percent);
- 3 were persons with disabilities (an attrition rate of 12.5 percent); and
- 3 were persons in a visible minority group (an attrition rate of 4.3 percent).

One point worth highlighting is the continued drop in the attrition rate of the persons in a visible minority group—from a high of 11.5 percent in the 2010–11 fiscal year to 4.3 percent in the 2013–14 fiscal year. (Table 10)

In conclusion, in the current context of fiscal restraint and limited recruitment activities, the Office is satisfied with its results. We continue to focus on meeting 100 percent of workforce availability for all four designated groups, and we strive to find new ways of improving our results.

## Appendix—Statistics

### Report coverage

This report contains information, as of 31 March 2014, on our indeterminate employees and determinate employees with terms of six months or more. Employees who were on secondment to other organizations are also included in our numbers.

Employees who were on leave without pay from our Office as of 31 March 2014 are not included in the population. Because of the rapid turnover of students and casual employees, no information is reported on them.

### Data on people in the designated groups

All data, other than that for women, was obtained through self-identification, the process by which people identify themselves as being from one of the other three designated groups. The data on women was obtained from other human resource information.

The completeness and accuracy of employment equity data depend on employees being willing to self-identify and being given the opportunity to do so.

Our self-identification process began in April 1997. All new employees are asked to complete a questionnaire before their first day at the Office. In addition, at any time during the year, any employee may complete or revise a self-identification questionnaire, which is available from our Human Resources Group.

Tables 4 to 7 show our representation as a percentage of workforce availability, with comparative figures for the prior year. We believe this is the best measure of how well we are progressing toward our goal of achieving a representative workforce.

We provide information by Employment Equity Occupational Group (EEOG). Tables 4 to 7 include information for the two National Occupational Classification (NOC) unit groups that account for the majority of our employees—middle managers (NOC Unit 0414), which is part of EEOG 2 (middle and other managers); and auditors (NOC Unit 1111), included in EEOG 3 (professionals).

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**Table 1**

**Representation of designated groups in the Office of the Auditor General of Canada**

As at 31 March 2014

	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
OAG	571	62.5	357	62.5	15	2.6	22	3.9	72	12.6
Workforce availability		51.2		51.2		2.2		4.1		13.9

Totals may not equal the sum of components because of rounding and suppression.

**Table 2**

**Distribution of employees by designated group and region of work**

As at 31 March 2014

Region of work	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	518	62.5	324	62.5	13	2.5	20	3.9	60	11.6
All other regions	53	62.3	33	62.3	2	3.8	2	3.8	12	22.6
<b>Total</b>	<b>571</b>	<b>62.5</b>	<b>357</b>	<b>62.5</b>	<b>15</b>	<b>2.6</b>	<b>22</b>	<b>3.9</b>	<b>72</b>	<b>12.6</b>

Totals may not equal the sum of components because of rounding and suppression.

**Table 3**  
**Representation of designated groups by Employment Equity Occupational Group**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>571</b>	<b>62.5</b>	<b>357</b>	<b>62.5</b>	<b>15</b>	<b>2.6</b>	<b>22</b>	<b>3.9</b>	<b>72</b>	<b>12.6</b>
Senior managers	14	35.7	5	35.7	1	7.1	1	7.1	1	7.1
Middle and other managers	148	56.1	83	56.1	5	3.4	7	4.7	6	4.1
Professionals	307	62.5	192	62.5	6	2.0	12	3.9	60	19.5
Semi-professionals and technicians	18	38.9	7	38.9	1	5.6	0	0.0	1	5.6
Supervisors	3	100.0	3	100.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	17	58.8	10	58.8	0	0.0	0	0.0	2	11.8
Clerical personnel	64	89.1	57	89.1	2	3.1	2	3.1	2	3.1

Totals may not equal the sum of components because of rounding and suppression.

**Table 4**  
**Representation of women by Employment Equity Occupational Group and the two largest National Occupational Classification unit groups**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Women		Workforce availability		Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2014	March 2013	March 2014	March 2013
<b>All occupations</b>	<b>571</b>	<b>357</b>	<b>62.5</b>	<b>51.2</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>
Senior managers	14	5	35.7	42.2	84.5	67.7		
Middle and other managers	148	83	56.1	41.2	100.0+	100.0+		
Professionals	307	192	62.5	52.5	100.0+	100.0+		
Semi-professionals and technicians	18	7	38.9	27.2	100.0+	100.0+		
Supervisors	3	3	100.0	50.6	100.0+	100.0+		
Administrative and senior clerical personnel	17	10	58.8	76.8	76.5	76.5*		
Clerical personnel	64	57	89.1	69.8	100.0+	100.0+		
National Occupational Classification unit group	All employees		Women		Workforce availability		Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2014	March 2013	March 2014	March 2013
<b>Middle managers (0414)</b>	<b>126</b>	<b>69</b>	<b>54.8</b>	<b>39.5</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>
<b>Auditors (1111)</b>	<b>253</b>	<b>158</b>	<b>62.5</b>	<b>53.6</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>	<b>100.0+</b>

Totals may not equal the sum of components because of rounding and suppression.

\* Revised.

**Table 5**

**Representation of Aboriginal peoples by Employment Equity Occupational Group and the two largest National Occupational Classification unit groups**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Aboriginal peoples		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	March 2014	Percentage	March 2014	March 2013
<b>All occupations</b>	<b>571</b>	<b>2.6</b>	<b>15</b>	<b>2.6</b>	<b>100.0+</b>	<b>2.2</b>	<b>100.0+</b>	<b>100.0+</b>
Senior managers	14	7.1	1	7.1	99.9	7.2	99.9	99.9*
Middle and other managers	148	3.4	5	3.4	86.5	3.9	86.5	65.9*
Professionals	307	2.0	6	2.0	100.0+	1.2	100.0+	100.0+
Semi-professionals and technicians	18	5.6	1	5.6	100.0+	2.2	100.0+	100.0+
Supervisors	3	0.0	0	0.0	0.0	2.1	0.0	0.0
Administrative and senior clerical personnel	17	0.0	0	0.0	0.0	1.9	0.0	0.0
Clerical personnel	64	3.1	2	3.1	100.0+	2.5	100.0+	100.0+
<b>National Occupational Classification unit group</b>	<b>All employees</b>	<b>Aboriginal peoples</b>	<b>Workforce availability</b>	<b>Representation as a percentage of workforce availability</b>	<b>March 2014</b>	<b>Percentage</b>	<b>March 2014</b>	<b>March 2013</b>
<b>Middle managers (0414)</b>	<b>126</b>	<b>3</b>	<b>2.4</b>	<b>4.2</b>	<b>56.5</b>	<b>4.2</b>	<b>56.5</b>	<b>53.5*</b>
<b>Auditors (1111)</b>	<b>253</b>	<b>4</b>	<b>1.6</b>	<b>1.2</b>	<b>100.0+</b>	<b>1.2</b>	<b>100.0+</b>	<b>100.0+*</b>

Totals may not equal the sum of components because of rounding and suppression.

\*Revised.

**Table 6**  
**Representation of persons with disabilities by Employment Equity Occupational Group and the two largest National Occupational Classification unit groups**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	March 2014	Percentage	March 2014	March 2013
<b>All occupations</b>	<b>571</b>		<b>22</b>	<b>3.9</b>	<b>4.1</b>		<b>94.1</b>	<b>96.6*</b>
Senior managers	14		1	7.1	3.2		100.0+	0.0
Middle and other managers	148		7	4.7	3.2		100.0+	100.0+
Professionals	307		12	3.9	4.5		87.2	93.8*
Semi-professionals and technicians	18		0	0.0	4.8		0.0	0.0
Supervisors	3		0	0.0	9.5		0.0	0.0
Administrative and senior clerical personnel	17		0	0.0	2.6		0.0	100.0+
Clerical personnel	64		2	3.1	4.4		71.3	65.2*
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National Occupational Classification unit group	All employees		Persons with disabilities		Workforce availability		Representation as a percentage of workforce availability	
	Number	Percentage	Number	Percentage	March 2014	Percentage	March 2014	March 2013
<b>Middle managers (0414)</b>	<b>126</b>		<b>6</b>	<b>4.8</b>	<b>3.2</b>		<b>100.0+</b>	<b>100.0+</b>
<b>Auditors (1111)</b>	<b>253</b>		<b>9</b>	<b>3.6</b>	<b>4.5</b>		<b>79.4</b>	<b>80.8*</b>

Totals may not equal the sum of components because of rounding and suppression.

\*Revised.

**Table 7**  
**Representation of persons in a visible minority by Employment Equity Occupational Group and the two largest National Occupational Classification unit groups**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Persons in a visible minority		Workforce availability		Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2014	March 2013	March 2014	March 2013
<b>All occupations</b>	<b>571</b>	<b>72</b>	<b>12.6</b>	<b>13.9</b>	<b>91.0</b>	<b>81.7*</b>		
Senior managers	14	1	7.1	4.8	100.0+	100.0+		
Middle and other managers	148	6	4.1	5.3	76.9	77.2*		
Professionals	307	60	19.5	19.5	100.0+	88.2*		
Semi-professionals and technicians	18	1	5.6	11.6	47.8	49.6*		
Supervisors	3	0	0.0	9.0	0.0	0.0		
Administrative and senior clerical personnel	17	2	11.8	8.0	100.0+	100.0+		
Clerical personnel	64	2	3.1	11.1	28.2	25.8*		
<hr/>								
National Occupational Classification unit group	All employees		Persons in a visible minority		Workforce availability		Representation as a percentage of workforce availability	
	Number	Number	Percentage	Percentage	March 2014	March 2013	March 2014	March 2013
<b>Middle managers (0414)</b>	<b>126</b>	<b>5</b>	<b>4.0</b>	<b>4.2</b>	<b>94.1</b>	<b>89.2</b>		
<b>Auditors (1111)</b>	<b>253</b>	<b>55</b>	<b>21.7</b>	<b>20.5</b>	<b>100.0+</b>	<b>88.5</b>		

Totals may not equal the sum of components because of rounding and suppression.

\*Revised.

**Table 8**  
**Hiring by designated group and Employment Equity Occupational Group**

As at 31 March 2014

Employment Equity Occupational Group	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
<b>All occupations</b>	<b>21</b>	<b>57.1</b>	<b>12</b>	<b>57.1</b>	<b>1</b>	<b>4.8</b>	<b>1</b>	<b>4.8</b>	<b>3</b>	<b>14.3</b>
Senior managers	1	100.0	1	100.0	0	0.0	1	100.0	0	0.0
Middle and other managers	2	50.0	1	50.0	1	50.0	0	0.0	0	0.0
Professionals	14	57.1	8	57.1	0	0.0	0	0.0	3	21.4
Semi-professionals and technicians	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Clerical personnel	2	100.0	2	100.0	0	0.0	0	0.0	0	0.0

All occupations	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All occupations	21	57.1	12	57.1	1	4.8	1	4.8	3	14.3
Workforce availability		51.2		51.2		2.2		4.1		13.9
Hiring as a percentage of workforce availability		100.0+		100.0+		100.0+		100.0+		100.0+

Data includes employees hired into term positions (six months or more) and indeterminate positions. Totals may not equal the sum of components because of rounding and suppression.

**Table 9**

**Promotions by designated group and Employment Equity Occupational Group**

As at 31 March 2014

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
<b>All occupations</b>	<b>45</b>	<b>28</b>	<b>1</b>	<b>0</b>	<b>9</b>
Senior managers	0	0	0	0	0
Middle and other managers	2	2	0	0	1
Professionals	40	24	1	0	8
Semi-professionals and technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and senior clerical personnel	0	0	0	0	0
Clerical personnel	3	2	0	0	0
<hr/>					
<b>Last year's total number of employees as at 31 March 2013</b>	<b>605</b>	<b>376</b>	<b>17</b>	<b>24</b>	<b>69</b>
Number	45	28	1	0	9
Promotion rate (percentage)	7.4	7.4	5.9	0.0	13.0

Data includes promotions and reclassifications. Totals may not equal the sum of components because of rounding and suppression.



**Table 10**  
**Separations by designated group and Employment Equity Occupational Group**

As at 31 March 2014

Employment Equity Occupational Group	All employees	Women	Aboriginal peoples	Persons with disabilities	Persons in a visible minority
<b>All occupations</b>	<b>55</b>	<b>32</b>	<b>1</b>	<b>3</b>	<b>3</b>
Senior managers	1	0	0	0	0
Middle and other managers	9	5	0	0	0
Professionals	34	19	1	2	3
Semi-professionals and technicians	0	0	0	0	0
Supervisors	0	0	0	0	0
Administrative and senior clerical personnel	2	1	0	1	0
Clerical personnel	9	7	0	0	0
<hr/>					
<b>Last year's total number of employees as at 31 March 2013</b>					
Number	605	376	17	24	69
Attrition rate (percentage)	9.1	8.5	5.9	12.5	4.3

Totals may not equal the sum of components because of rounding and suppression.

**Table 11**  
**Distribution of employees by designated group and salary band**

As at 31 March 2014

Salary band (\$)	All employees		Women		Aboriginal peoples		Persons with disabilities		Persons in a visible minority	
	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage	Number	Cumulative percentage
35,000–39,999	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
40,000–44,999	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
45,000–49,999	5	0.9%	4	1.1%	0	0.0%	1	4.5%	1	1.4%
50,000–54,999	22	4.7%	18	6.2%	1	6.7%	0	4.5%	6	9.7%
55,000–59,999	42	12.1%	30	14.6%	1	13.3%	1	9.1%	5	16.7%
60,000–64,999	50	20.8%	38	25.2%	1	20.0%	1	13.6%	2	19.4%
65,000–69,999	29	25.9%	16	29.7%	0	20.0%	0	13.6%	8	30.0%
70,000–74,999	34	31.9%	23	36.1%	1	26.7%	1	18.2%	8	41.7%
75,000–79,999	29	37.0%	16	40.6%	1	33.3%	1	22.7%	5	48.6%
80,000–89,999	83	51.5%	48	54.1%	4	60.0%	6	50.0%	10	67.5%
90,000–99,999	49	60.1%	32	63.0%	1	66.7%	2	59.1%	8	73.6%
100,000–109,999	75	73.2%	48	76.5%	1	73.3%	1	63.6%	13	91.7%
110,000–119,999	10	75.0%	7	78.4%	0	73.3%	2	72.7%	0	91.7%
120,000+	143	100.0%	77	100.0%	4	100.0%	6	100.0%	6	100.0%
<b>Total</b>	<b>571</b>	<b>100.0%</b>	<b>357</b>	<b>100.0%</b>	<b>15</b>	<b>100.0%</b>	<b>22</b>	<b>100.0%</b>	<b>72</b>	<b>100.0%</b>

Totals may not equal the sum of components because of rounding and suppression.

