



Janice Charette  
Clerk of the Privy Council  
and Secretary to the Cabinet

For the year ending  
March 31, 2023

# 30th Annual Report

to the Prime Minister  
on the Public Service  
of Canada



Government  
of Canada

Gouvernement  
du Canada

Canada

© His Majesty the King in Right of Canada (2023)

All rights reserved.

All requests for permission to reproduce this document or any part thereof shall be addressed to the Privy Council Office.

Cette publication est également disponible en français :

Trentième rapport annuel au premier ministre sur la fonction publique du Canada

CP1-1E-PDF

ISSN: 1494-5673

# HER MAJESTY QUEEN ELIZABETH II 1952–2022



In 2022, we marked the passing of Her Majesty Queen Elizabeth II.

As Sovereign of Canada for more than 70 years, The Queen was a symbol of strength and determination. A constant and reassuring presence for Canadians, The Queen shared in our country's moments of great celebration and collective grief.

The Queen's lifetime of public service and selflessness inspired generations of public servants and Canadians to serve others. Her profound dedication to duty and the values-based leadership she practised are a model for us all.

Public servants join all Canadians in continuing to recognize and celebrate The Queen's legacy.

We welcome the reign of His Majesty King Charles III and pledge to serve him loyally.



# Content

---

<b>Letter to the Prime Minister</b>	<b>6</b>
<b>Introduction</b>	<b>8</b>
<b>Context</b>	<b>10</b>
<b>Highlights from this year</b>	<b>14</b>
<b>Progress on our priorities</b>	<b>21</b>
<b>Delivering results for Canadians</b>	<b>22</b>
<b>Making anti-racism, equity, diversity, inclusion and accessibility everyone's priority</b>	<b>25</b>
<b>Taking the next step on the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service</b>	<b>29</b>
<b>Recruiting with intention</b>	<b>30</b>
<b>Embracing hybrid ways of working</b>	<b>32</b>
<b>The year ahead</b>	<b>34</b>
<b>Conclusion</b>	<b>37</b>
<b>Annex: Key data</b>	<b>38</b>





# Letter to the Prime Minister

---

I am pleased to submit to you the *Thirtieth Annual Report to the Prime Minister on the Public Service of Canada*, covering the period from April 1, 2022, to March 31, 2023.

Canada's Federal Public Service is one of our country's great institutions. A trusted, non-partisan and professional public service plays an invaluable role in a healthy democracy. Our Federal Public Service has dependably filled this role, acting as a source of stability while loyally serving governments and Canadians through periods of immense change.

In the 30 years since the Clerk of the Privy Council was officially recognized as the Head of the Public Service, the Public Service, alongside Canadian society, has evolved significantly. Writing this report was an opportunity to pause, look back over the last 30 years of our history as a country and as an institution, and reflect on our future.

We have come a long way.

But this has not been by chance. It is the result of efforts by the hundreds of thousands of individual public servants working in organizations with a wide range of mandates. Who we are, what we do, and the skills, experience and perspectives we bring to our roles are distinct. Our individual contributions are valuable. But our greatest strength is collective – it lies in how we all work together to form an effective public service for Canadians.

And though there has been much change, I am reminded of how much endures. The importance of service excellence, non-partisan advice, investing in our people and continuous improvement, for example, are just as critical now as they were 30 years ago.

This past year saw many remarkable achievements by public servants. At the same time, I know there were moments when the Public Service fell short of Canadians' expectations on service. In these instances, we faced the situation humbly and adjusted how we did things to improve results. We remain steadfast in our commitment to learn from these experiences and continually improve how we deliver.

While the period covered by this report ended in March 2023, I would be remiss if I did not acknowledge that many public servants exercised their legal right to strike this spring, the first labour action of that scale in the Federal Public Service since 1991. Now that colleagues are back together, we are focused on our shared commitment to serving with excellence.

As I leave the Public Service, I want to thank you for giving me the honour of serving in this role. Thank you for your confidence in me and in the Public Service.

Thanks to my Public Service colleagues from all levels for their dedication to service and for their commitment to Canada.

I wish you all the very best for the future.

Janice Charette  
Clerk of the Privy Council and Secretary to the Cabinet

# Introduction

This is the 30th report to a prime minister about the Public Service. Together, these reports tell the story of a changing Canada and an evolving public service.

It is difficult to truly put into words the magnitude of the transformation we have experienced over the past three decades, but a few important areas of change stand out.

- **Demographic shifts**, including growth and increasing diversity in the population, that have changed the face of Canada.
- **International leadership** as Canada solidified its place as a trusted ally, a reliable trading partner, and a global leader in areas such as security, defence, advancing human rights and democratic values.
- Increasing awareness of **climate change** and its impacts, and a heightened urgency to address it.
- **Technological advancements** globally that have transformed our work and lives and that have been successfully embraced by Canada's research institutes, business community and workforce.
- **Economic shifts** such as growth in the information and communications technology sector and a transition to a knowledge economy, alongside sustained features of our economy, such as agriculture and resource development, as contributors to growth.
- Shifting expectations for a modern **health care** system that will meet the needs of a growing and aging Canadian population.



From March 1992 to March 2022, Canada's population grew from over **28 million** to over **38 million**.

In June 2023, Canada's population passed the 40-million mark.

Source: [Statistics Canada](#)

Those who are or have ever been landed immigrants or permanent residents in Canada make up 23% of the population, the largest portion since Confederation. Immigration is the main driver of population growth in Canada.

Source: [Statistics Canada](#)



- Deepening commitment to **reconciliation** and significant steps to advance the inherent right of Indigenous self-determination. Milestones include the signing of 22 modern treaties and self-government agreements since 1993 and the establishment of Nunavut as Canada's third territory in 1999 as a result of the Nunavut Land Claims Agreement. In addition, Canadians are increasingly being encouraged to acknowledge Canada's colonial legacy towards Indigenous peoples, including confronting the tragic history and legacy of residential schools.
- More attention to and understanding of **accessibility, diversity, equity and inclusion** and a growing recognition of the prevalence of **racism, discrimination and hate** and the need to eliminate them from our society.

These and other changes have shaped us, both as a society and as a public service.

At the same time, much has endured. It is telling that priorities identified in the [First Annual Report to the Prime Minister on the Public Service of Canada](#) in 1992, such as service to Canadians, investing in our people, and continuous improvement, are just as relevant today as they were 30 years ago, although the context in which we operate is markedly different and is rapidly changing.

# Context

---

The Canadian context of the past year continues to be marked by complexity and change.

On the international stage, Russia's invasion of Ukraine over a year ago and the atrocities since committed against Ukrainians continued to shape the global and Canadian context. This year brought urgency to our efforts in areas such as Canadian defence, diplomacy, immigration and human rights in Ukraine and in other parts of the world, such as Sudan and Haiti, where people struggle for freedom and a chance to live in peace.

Meanwhile, Canada has been confronting threats to democracy and serious concerns about election interference at home. The country has been engaging in critical conversations about protecting democracy, keeping intelligence secure, and preserving national security.

Climate change continues to be a cross-cutting challenge. It is profoundly changing how we think about everything from conservation and emergency management to infrastructure and economic growth. Its impacts have been felt in the form of more severe weather events across the country, and there is continued urgency to make progress on reducing emissions and driving clean growth, while we work to mitigate and adapt to changing conditions.

In addition, rapid advancements in emerging technologies and digital transformation are presenting new opportunities and generating tools and solutions for a wide range of domestic and international challenges.

The Canadian and world economies have also been top of mind this year. In 2022, we experienced the country's largest increase in inflation in 40 years. The increasing price of food in particular had a significant impact on Canadian households, with grocery prices rising at the fastest pace since 1981.<sup>1</sup> Meanwhile, rising shelter costs have been a source of financial strain for many families. This occurred at the same time as other economic factors, including shortages in the labour market. Trade and securing international supply chains also remained crucial, as Canada responded to international demand for resources to support energy and food stability in other countries.

Health care remained top of mind for Canadians this year. While Canada moved away from the emergency response phase of the pandemic, COVID-19 continued to have a significant impact on Canadians and the health care system, with record numbers of COVID-19-related deaths in 2022. Reports of overwhelmed or closed emergency rooms and growing backlogs of important medical procedures and surgeries exposed a health care system under enormous strain.

---

<sup>1</sup> Statistics Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/230117/dq230117b-eng.htm>

There was a continued focus on advancing reconciliation. The further findings of unmarked graves at residential schools this year continued to force Canadians to confront historic injustices and ones that exist in our society today.

Driving progress on social justice remained a priority for Canadians as too many Black and racialized people, Indigenous people, people with disabilities, 2SLGBTQIA+ individuals, and people from religious minority communities continued to face hate, violence, discrimination and racism in the country and internationally this year.

### **The Public Service context is similarly complex**

The Public Service is responding to the Canadian context while navigating parallel shifts in our institution.

The nature of the policy files we have been tackling within the context noted above requires significant collaboration within the Public Service and with partners. This has often required us to work differently within and across highly structured organizations.

Maintaining trust has always been crucial to our ability to perform our role and achieve results. However, trust in public institutions, including the Public Service, has been threatened as misinformation and disinformation make it more challenging for Canadians to access reliable, factual information.

The Public Order Emergency Commission was put in place to examine the Government's use of the *Emergencies Act* in response to the 2022 convoy protests. As it did for all levels of government and law enforcement agencies involved, this brought intense scrutiny on the Federal Public Service's role and the details of our work, including how we develop advice and provide it to the Government.

The demands on us and the expectations from Canadians have been increasing and changing. In the early period of the pandemic, the Public Service excelled at supporting the needs of Canadians during COVID-19. As pandemic restrictions started to ease across Canada and the globe, we were unable to sustain that high level of performance in all areas. We have been under pressure to rapidly provide robust advice informed by real-time data and information and to deliver services quickly, digitally and transparently.

## Public Service employment and government spending 2018 – 2022

	2018	2019	2020	2021	2022
<b>Number of public servants</b>	<b>273,571</b>	<b>287,983</b>	<b>300,450</b>	<b>319,601</b>	<b>335,957</b>
<b>Government spending<sup>2</sup></b>	<b>\$308.3 billion</b>	<b>\$322.9 billion</b>	<b>\$349.1 billion</b>	<b>\$623.8 billion</b>	<b>\$479.0 billion</b>

In parallel, our workforce continued to evolve.

Over the past five years, the number of public servants grew from 273,571 to 335,957. This growth in Public Service employment has been driven by the unique circumstances of the pandemic, major new government programming and increased demand for service delivery because of population and client growth. Service delivery has been a particular focus during this period, as departments and agencies that deliver front-line services are leading in employment growth.

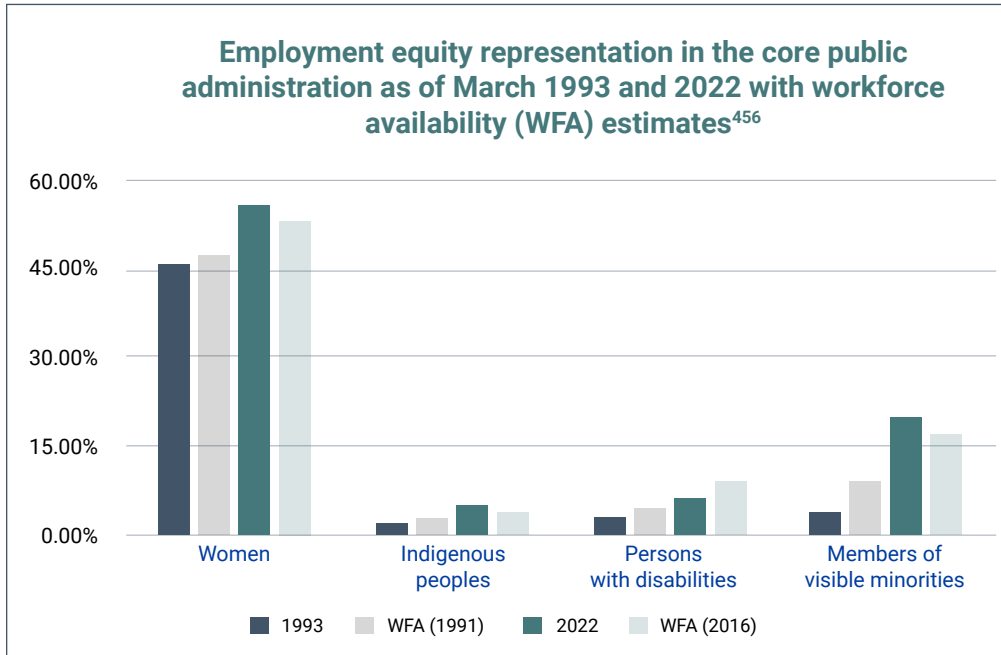
The demographics of the Public Service have changed.

Over the past 30 years, considerable progress has been made on representation in the Public Service. Women now make up more than half of public servants and more than half of all executives. Notably, Canada is the only G20 member that has achieved gender parity in public service executive positions.<sup>3</sup> There has been increasing representation of Indigenous employees, Black and other racialized employees, and employees with disabilities, though we know this is not sufficient to reflect the current or future population of Canada.

Employees are rightly demanding the elimination of persistent representation gaps and barriers to advancement, and decisive action to combat racism, antisemitism, Islamophobia, homophobia, biphobia, transphobia, ableism, and all forms of hate and discrimination in our institutions.

<sup>2</sup> Finance Canada. [Fiscal reference tables, Table 7](#)

<sup>3</sup> Global Government Forum. Report - [Women Leaders Index](#).



Internal management issues continue to draw resources and focus from the Public Service. For example, seven years after the launch of Phoenix, pay issues continue to negatively impact our workforce, requiring ongoing efforts to ensure public servants are paid accurately and on time.

Against this backdrop, the Public Service undertook one of the most significant transformations in how we work by adopting a new hybrid work model as pandemic restrictions eased. This was about fostering the team building and collaboration that we need to efficiently and effectively deliver services to Canadians, recognizing that this flexibility is a privilege and it is not available to all public servants because of the nature of their work. Public servants worked together to make this shift a success for the Public Service and Canadians.

4 Representation data for Indigenous peoples, persons with disabilities and members of visible minorities is based on those who have voluntarily chosen to self-identify as belonging to one of the employment equity groups, while sex information is taken from the pay system. The information includes indeterminate employees, term employees with terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

5 Workforce availability estimates for an employment equity designated group are the percentage of Canadian citizens and permanent residents (starting in 2022) working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA). March 2022 workforce availability estimates are derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability, while March 1993 workforce availability estimates are based on information from the 1991 Census of Canada and the post-census Health and Activity Limitation Survey. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

6 Employment equity data before March 1993 is not available.

# Highlights from this year

---

Public servants were outstanding at carrying out the Government's agenda in a challenging context. Their service to Canadians is impressive.

Every day, I see firsthand public servants' dedication to public service.

This was on full display this year as public servants continued to support a whole-of-government response to Russia's invasion of Ukraine, demonstrating Canada's continued commitment to Ukraine and to defending peace, democracy and human rights.

- The Canadian Armed Forces transported over nine million pounds of military donations to Ukraine from Canada and on behalf of our allies and partners, in addition to deploying over 300 personnel, combat engineers, and medical staff to further military training and capacity building through Operation UNIFIER.
- Global Affairs Canada reaffirmed Canada's commitment to human rights by implementing new sanctions against individuals in Russia's justice and security sectors who are involved in human rights violations against Russian opposition leaders.
- Immigration, Refugees, and Citizenship Canada welcomed over 140,000 Ukrainian nationals and their family members under the Canada-Ukraine Authorization for Emergency Travel, allowing them to find safety in Canada.



Canadian Armed Forces members, including Canadian Rangers, participate in the Arctic Operations Course in Resolute Bay, Nunavut, to train in extreme winter conditions.



Canadian Armed Forces members in the United Kingdom train recruits from the Ukrainian Armed Forces on skills including mine prodding procedures as part of Operation UNIFIER.



- Service Canada and Employment and Social Development Canada provided one-time transitional financial support on behalf of Immigration, Refugees and Citizenship Canada for individuals fleeing Ukraine and arriving in Canada under the Canada-Ukraine Authorization for Emergency Travel.
- Global Affairs Canada, the Department of National Defence and the Communications Security Establishment are combatting disinformation and propaganda about the Russian invasion of Ukraine by publishing facts informed by Government of Canada intelligence as well as reporting from credible international sources to counter false claims by the Russian regime.

Canada welcomed over 19,000 vulnerable Afghans between April 2022 and March 2023. Despite the significant challenges that remain, Immigration, Refugees and Citizenship Canada is on track to meet its commitment to bring at least 40,000 Afghans to Canada by the end of 2023.

The Public Service demonstrated a high level of international cooperation across a range of other issues. For example, public servants across departments collaborated this year to develop and release the Indo-Pacific Strategy, a whole-of-government plan for Canada to work with allies and partners to shape the future of the region and defend our values and national interests.



September 21, 2022, marked the fifth anniversary of the provisional application of the Canada European Union Comprehensive Economic and Trade Agreement (CETA).

This year brought national security issues to the forefront, with public servants working together across departments to protect our democracy and the safety and security of Canadians

- The Canadian Centre for Cyber Security at the Communications Security Establishment issued over 700 alerts and advisories to keep Canadians safe from potential cyber threats, vulnerabilities and incidents.

- The Financial Crime Coordination Centre at Public Safety Canada gathered more than 1,000 investigators, prosecutors and other experts from across Canada to strengthen the Anti-Money Laundering and Anti-Terrorist Financing Regime and combat organized financial crimes that threaten the safety, security and quality of life of Canadians.
- To combat illicit traffickers of fentanyl, the Financial Transactions and Reports Analysis Centre of Canada provided 77 disclosures of actionable financial intelligence this year to Canada's municipal, provincial and federal law enforcement agencies.

In 2022, the Canada Border Services Agency seized 472 g of fentanyl and 1,918 kg of its precursors at the border.

The Public Service continued to deliver on priorities related to addressing climate change and its impacts this year, collaborating closely with partners in Canada and internationally.

- Environment and Climate Change Canada supported the launch of the Net-Zero Challenge, which calls on Canadian businesses to voluntarily commit to transitioning their facilities and operations so they produce net-zero emissions by 2050. Those that do will be supported and recognized for their efforts.
- Library and Archives Canada opened the first net-zero carbon archival preservation facility in the Americas. Built according to the Greening Government Strategy, the building has a planned service life of 100 years and archival preservation goal of 500 years.
- Environment and Climate Change Canada worked with other departments to host the 15th meeting of the Conference of the Parties (COP15) to the United Nations Convention on Biological Diversity, which resulted in the landmark Kunming-Montréal Global Biodiversity Framework that will guide global action on nature through to 2030.



**Environment and Climate Change Canada jointly announced with the Indigenous Leadership Initiative the new First Nations National Guardians Network, which will expand First Nations Guardians initiatives to support Indigenous peoples in protecting land, water, and ice in their traditional territories.**

Public servants were prepared to quickly act this year to manage climate change's impacts in the form of severe weather.

- In the face of a dangerous derecho storm with destructive winds threatening Ontario and Quebec in May 2022, public servants at Environment and Climate Change Canada issued the first severe thunderstorm alert ever to be disseminated via the National Public Alerting System. The alert warned Canadians to take shelter before the storm hit.
- Public Safety Canada's Government Operations Centre managed requests from provinces and territories for federal assistance when severe weather struck, such as when Hurricane Fiona hit Atlantic provinces in the fall.
- Indigenous Services Canada worked with Indigenous partners and the province of Ontario to develop a new Joint Command Governance Model before the 2022 wildfire and flood season. The aim was to streamline the emergency response for First Nations requesting assistance.



The Canadian Space Agency launched a new logo this year to signal that Canada is entering a new era of space exploration, as it was announced that the first Canadian astronaut will fly to the moon. This builds on a decades-long story of Canadian excellence in space.

Public servants advanced efforts that have contributed to innovation across the country.

- Natural Resources Canada supported the development and early implementation of the Critical Minerals Strategy, with the goal of increasing the supply of responsibly sourced critical minerals that will be used for in-demand products like electric vehicles and supporting clean technology supply chains.
- The National Research Council of Canada's Aerospace Research Centre became a pioneer in the development of integrated reality for helicopter ship landing, a technology that takes elements from the real world and integrates them into a virtual environment. The goal of this project is to significantly decrease the costs and lower the risks of flight testing for the Department of National Defence, while giving researchers a better understanding of the factors affecting pilot workload and the human factors associated with complex environments.

As the cost of living became a challenge for many Canadian households, public servants at Finance Canada oversaw the development and implementation of the Affordability Plan. As part of the plan, Employment and

Social Development Canada implemented a 10% increase to Old Age Security pensions for seniors aged 75 and older, and enhancements to the Canada Workers Benefit, while continuing to work with provinces and territories to implement affordable childcare. The Canada Revenue Agency administered the doubling of the Goods and Services Tax Credit and a one-time top-up to the Canada Housing Benefit.

Health care and well-being in the country continued to be a focus this year, with public servants supporting work that is directly impacting Canadians.

- As part of significant efforts to deliver the *Working together to improve health care for Canadians* plan, Health Canada has been coordinating work with provincial and territorial counterparts, and other federal partners on four shared health priorities to achieve better health outcomes for Canadians across the country: accessing family health services in the community; supporting the health workforce and reducing backlogs; accessing mental health and substance use services; and modernizing the health system, including access to electronic health information.
- Health Canada's work with Finance Canada and the Canada Revenue Agency to roll out the interim Dental Care Benefit is already having an impact by ensuring access to dental care for more than 300,000 uninsured children under the age of 12 across the country.
- Infrastructure Canada and the Canadian Northern Economic Development Agency have been collaborating on a new Inuit-led community wellness hub in Iqaluit to improve the well-being of Nunavummiut, close gaps for mental health and wellness services, and draw on traditional knowledge, culture and lived expertise to best serve community needs.
- The Public Health Agency of Canada released new data on opioid and other substance-related harms, including updated projections for opioid-related deaths. This information will improve our understanding of the scope of the problem and inform actions to prevent and reduce harms and address the toxic and unpredictable illegal drug supply.



In 2022, 93.5% of Canadians had access to high speed Internet, a far cry from 1992 when the World Wide Web was in its infancy. Innovation, Science and Economic Development Canada is going even further to reach 100% access by 2030 through its implementation of Canada's Connectivity Strategy

**From April to August 2022, 98.1% of Canadian adults were shown to have COVID-19 antibodies acquired through vaccination, a previous infection or both.**

Source: Statistics Canada, Canadian COVID-19 Antibody and Health Survey, Cycle 2.



Statistics Canada's second cycle of the Canadian COVID 19 Antibody and Health Survey showed that 98.1% of Canadian adults had antibodies against COVID 19 between April and August 2022, compared to 2.6% in early 2021.

- Health Canada launched the Ease the Burden advertising campaign for men working in trades, a group that is more impacted by substance use and addiction than any other field of work. The campaign aims to reduce the stigma around asking for help and to share free resources for employees and employers.

Public servants showed true professionalism and transparency on difficult issues this year in the face of intense scrutiny. The Public Service supported the Government's establishment of the Public Order Emergency Commission, and public servants enabled the Commission's work, with many working across departments to provide documents and to support officials providing testimony. The Commission's final report provides valuable lessons for the Public Service and its partners, as well as recommendations that are already being applied.

Moving forward on our reconciliation journey, combatting hate, discrimination and racism, recommitting to accessibility, and ultimately contributing to a more just, safe and inclusive Canada remained top priorities for public servants this year.

- Crown-Indigenous Relations and Northern Affairs Canada, Indigenous Services Canada and other departments worked closely with First Nations, Inuit, and Métis communities to provide support for community-led initiatives during the visit of Pope Francis to Canada, such as healing activities, events, and ceremonies. To ensure that Survivors and their families and communities were able to participate in or witness the papal events if they so wished, the Papal apology was broadcasted in 12 Indigenous languages nation-wide and translated into 24 Indigenous languages.



**Statistics Canada continues to release insights with more granular data products from the 2021 census. These releases provide valuable information to inform governments, businesses, academics, communities, and educators across the country.**

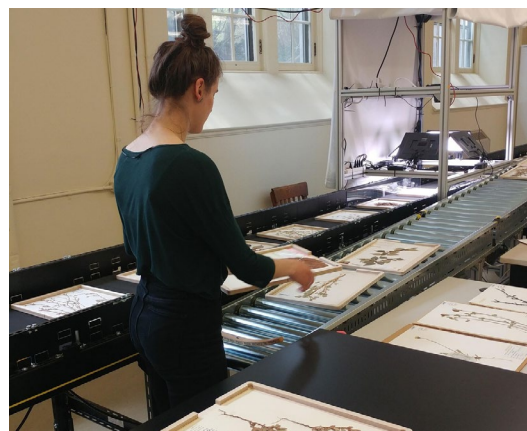


## Highlights from this year

- Women and Gender Equality Canada launched the first Federal 2SLGBTQI+ Action Plan to address and prevent discrimination and stigma based on sexual orientation, sex characteristics, and gender identity and expression. The plan's development was informed by the experiences, evidence and voices of 2SLGBTQI+ communities and stakeholders across the country.
- Accessibility Standards Canada hosted the first-ever Pan-Canadian Forum on Accessibility Standards. This type of collaboration with provinces and territories ensures that accessibility standards reflect the needs of people with disabilities regardless of jurisdiction.

Given the complexity of the issues tackled this year, there was a heightened focus across the Public Service on collaboration with partners, contributing to strong results in a wide range of areas.

- Agriculture and Agri-Food Canada and provincial and territorial partners worked together to create the Sustainable Canadian Agricultural Partnership. The partnership positions Canada's agriculture sector as a world leader in sustainable agriculture.



**Agriculture and Agri-Food Canada is unlocking millions of data points for biodiversity by digitizing reference collections and gathering DNA from physical specimens, some dating back centuries. This information will help inspection agencies monitor invasive or pest species, help researchers breed more resilient crops and more.**

- Addressing a significant barrier to achieving gender equality, Women and Gender Equality Canada worked with provincial and territorial counterparts to release the National Action Plan to End Gender-Based Violence. The plan is a historic milestone in supporting victims and survivors of gender-based violence from coast to coast to coast.
- Immigration, Refugees and Citizenship Canada worked with partners to surpass Canada's target of welcoming more than 431,000 new permanent residents in 2022 and more than 600,000 non-permanent residents. The department also worked closely with provinces, territories and Francophone stakeholders to meet Canada's target for Francophone immigration in 2022 and to welcome the highest number of Francophone newcomers since 2006.

This is just a small sample of the many ways in which the Public Service worked tirelessly, creatively and collaboratively to implement the Government's agenda and serve Canadians.



# Progress on our priorities

---

In last year's report, I identified three areas for action that, taken together, would effectively position the Public Service to serve in an increasingly complex operating environment:

- delivering results for Canadians;
- making anti-racism, equity, diversity, inclusion and accessibility everyone's priority; and
- recruiting with intention.

Further, building on what we learned from the pandemic, one of the most significant change initiatives we undertook this year was introducing a new hybrid work model. This new model combines the benefits of both remote and in-person work to achieve the best outcomes for Canadians while offering flexibility to many public servants.

I am proud of the progress we have made on these priorities, which has enabled us to effectively navigate the context outlined earlier while responding to the needs of Canadians.

# Delivering results for Canadians

Serving Canadians is the reason many of us joined the Public Service. We came into our roles with a strong desire to contribute our experience, knowledge and talents to make a meaningful difference in the lives of people across the country.

Canadians rely on the Public Service for so much. They turn to us at important moments in their lives – when they look for work, grow their family, travel, retire – putting their trust in us to provide the service or deliver the program they need.

Public servants made tremendous strides in delivering results for Canadians. They increasingly leveraged data and technology to monitor progress on service delivery, inform decision-making, and share information transparently to meet Canadians' expectations.

- Transport Canada implemented an analytical algorithm to assess detailed cargo records, detect anomalies and flag unusual patterns for public servants to evaluate. This sped up processing and helped to efficiently protect air cargo destined for Canada.
- In March 2023, Service Canada launched a new Passport Application Status Checker that allows Canadians who have applied for a passport to see the status of their application online.

## Service highlights for 2022

- **5.2 million immigration applications** processed<sup>7</sup>
- Over **431,000 new permanent residents** welcomed<sup>8</sup>
- Over **60 million travelers** welcomed into Canada, approximately three times the 2021 volume<sup>9</sup>

The Office of the Chief Information Officer at the Treasury Board of Canada Secretariat launched [Canada's Digital Ambition 2022](#), a strategy for advancing digital service delivery, cyber security, talent recruitment, and privacy.

7 <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/12/canada-welcomes-historic-number-of-newcomers-in-2022.html>

8 <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/12/canada-welcomes-historic-number-of-newcomers-in-2022.html>

9 <https://www.canada.ca/en/border-services-agency/news/2023/01/the-cbsa-marks-international-customs-day-2023-and-its-upcoming-20th-anniversary.html>

- Public Services and Procurement Canada launched a feature that allows interested groups and individuals to submit comments online on proposed regulations published in the *Canada Gazette*.
- Tapping into the power of data to support the information needs of Canadians, Statistics Canada advanced work on a variety of data science projects, including natural language generation, image classification, PDF extraction, and predictive analytics, to more efficiently deliver high-quality data products to Canadians.



**Indigenous Services Canada launched the Indigenous Business Navigator this year. This service provides a single point of contact that connects Indigenous organizations, communities and businesses to services and programs from different Government of Canada departments, agencies and partners.**

Despite these successes, I know Canadians did not always receive the high-quality service they expected and deserved. As the world began to reopen and the effects of the COVID-19 pandemic began to recede, the Public Service faced challenges addressing backlogs, managing large influxes of applications, including passport and immigration applications, handling delays at airports during the busy summer travel season, and ensuring timely high-quality service.

While the lifting of COVID-19 restrictions and the widespread return to normal activities were contributing factors, this surge in demand for services surfaced and exacerbated existing weaknesses and complexities in our systems and processes that need to be addressed. They include our aging IT infrastructure, our need to enhance digital skills across the Public Service, and the challenges we have in breaking down silos across organizations.

To address these challenges, the Public Service refocused its efforts and tackled these problems head-on. Under intense scrutiny, public servants, including those delivering front-line services, demonstrated their willingness to confront and address weaknesses and quickly react. Impacted departments took action to examine the different factors that contributed to each service delivery challenge so they could address the current issues and identify ways to prevent future situations from arising.

For example, last spring and summer, there was a surge in the demand for passports, and Canadians experienced lineups, longer wait times and general difficulties in accessing passport services. To address the issue, Service Canada took action on multiple fronts, which taken together, resulted in a significant number of passports being issued between October 2022 and March 2023. Service Canada was able to reduce process times to pre-pandemic standards for new applicants by October. By January the backlog was eliminated, and the situation was stabilized.

#### Progress on passports

- **3.3 million passports issued** between April 2022 and March 2023<sup>10</sup>
- **98% reduction in passport application backlog** by the end of January 2023<sup>11</sup>

Across the Public Service, there has been an urgent focus on improving how we serve this year. There is real commitment to continue applying the lessons we have learned while tackling emerging challenges to improve results for Canadians.

---

<sup>10</sup> <https://www.canada.ca/en/employment-social-development/services/passport/statistics.html>

<sup>11</sup> <https://www.canada.ca/en/employment-social-development/news/2023/01/background-on-passport-services.html>

# Making anti-racism, equity, diversity, inclusion and accessibility everyone's priority

Many public servants, including those who are members of employee-led networks and communities, have been working hard for many years to move forward with reconciliation and advance anti-racism, equity, diversity, inclusion and accessibility.

In my last report, I asked all public servants to join them and make these important areas of work their priorities as well.

By focusing on our shared commitments as outlined in the the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#), [Many Voices One Mind: A Pathway to Reconciliation](#) and [Nothing Without Us: Accessibility Strategy for the Public Service of Canada](#), we saw results.

<b>Percentage of core public administration employees by employment equity group or subgroup</b>			
<b>Employment equity group or subgroup</b>	<b>Population</b>		
	<b>March 31, 2020</b>	<b>March 31, 2021</b>	<b>March 31, 2022</b>
<b>Indigenous</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.2%</b>
<b>Black</b>	<b>3.5%</b>	<b>3.8%</b>	<b>4.2%</b>
<b>Racialized<sup>12</sup></b>	<b>17.8%</b>	<b>18.9%</b>	<b>20.2%</b>
<b>Persons with disabilities</b>	<b>5.2%</b>	<b>5.6%</b>	<b>6.2%</b>

<sup>12</sup> Racialized employees include members of visible minorities, including those who identified as Black.

<b>Percentage of core public administration executives by employment equity group or subgroup</b>			
<b>Employment equity group or subgroup</b>	<b>Population</b>		
	<b>March 31, 2020</b>	<b>March 31, 2021</b>	<b>March 31, 2022</b>
<b>Indigenous</b>	<b>4.1%</b>	<b>4.4%</b>	<b>4.9%</b>
<b>Black</b>	<b>1.6%</b>	<b>1.9%</b>	<b>2.3%</b>
<b>Racialized<sup>13</sup></b>	<b>11.5%</b>	<b>12.4%</b>	<b>14.0%</b>
<b>Persons with disabilities</b>	<b>4.7%</b>	<b>5.6%</b>	<b>6.5%</b>

There has been progress in representation for underrepresented groups, with increases in representation at the executive level for Indigenous employees, Black and other racialized employees, as well as persons with disabilities. Indigenous executives now make up 4.9% of executives in the core public administration. Black executives represent 2.3%, racialized executives now make up 14.0%, and persons with disabilities represent 6.5%. All these groups have also seen increases in representation among all employees, except for Indigenous employee representation, which has been stable.

Contributing to progress, departments, communities and networks put in place new initiatives and tools to support underrepresented and equity-seeking talent.

- The [Communications Community Office](#) launched a Career Development Initiative to support Indigenous employees and Black and other racialized employees working in communications in the Public Service. Indigenous communicators and Black and other racialized communicators have been involved every step of the way, and their insights will continue to help shape the supports available to them through the Career Development Initiative.
- The [Knowledge Circle for Indigenous Inclusion](#) launched the Indigenous Coaching and Counselling Circle, which connects Indigenous leaders in the Public Service with culturally appropriate coaching services. This is in addition to offerings such as the Indigenous Career Navigators Program and the Indigenous EX-Talent Referral Service that support an enterprise-wide approach to Indigenous recruitment, retention, development and career building. This approach empowers Indigenous employees in a welcoming and culturally safe space.

<sup>13</sup> Racialized executives include members of visible minorities, including those who identified as Black.



- The Public Service Pride Network launched a new mentorship program to help 2SLGBTQIA+ public servants excel in the workplace as their authentic selves. In its first inaugural cohort, the program matched 13 mentees with 13 executive mentors from the 2SLGBTQIA+ community.
- The [Centralized Enabling Workplace Fund](#) is supporting the creation of an Indigenous Accessibility Resource Centre led by the Knowledge Circle for Indigenous Inclusion that will provide guidance on culturally appropriate workplace accommodations for Indigenous federal public servants with disabilities.
- The [Mosaic Leadership Development Program's](#) first cohort of 39 participants graduated this year. The program, which supports talented equity-seeking employees at the EX minus one level, includes sponsorship, academic learning, experience building and, at program completion, assessment of participants against the qualification standards for EX-01 positions.

A sustained focus on fostering more inclusive workplaces has been complementing these initiatives. Employee networks and communities have continued to lead many of these efforts.

- The Muslim Federal Employees Network developed a guide for managers that included information about Islamic religious holidays and social practices and ways to support Muslim employees.
- The Jewish Public Servants Network is working with the Canada School of Public Service to develop learning materials about antisemitism and how to address it as part of formal anti-racism and diversity, equity and inclusion learning products.

On February 21, 2023, the Black Executives Network convened the second annual Deputy Minister Panel to discuss Black representation at the senior levels of the Federal Public Service and identify solutions to the unique and pervasive challenges facing current and future Black executives.

This year marked a major milestone for accessibility, with the implementation of the *Accessible Canada Act's* first regulations on planning, feedback and reporting. In December 2022, all federal organizations released their first accessibility plans to outline their commitments to identify, prevent and remove barriers to accessibility, and advance a public service culture that empowers all employees to succeed. In the spirit of "Nothing Without Us," ongoing consultations, feedback channels and annual progress reports will help continue the important work ahead to lead by example in accessibility as an employer and a service provider.

- The Sikh Public Service Professionals' Network was created in April 2023 and serves as a space for Sikh public servants and their allies to connect and discuss issues at the intersection of racialization, gender, and minority religious identity.

Recognizing the critical need to ensure those who experience, witness, or have a responsibility to address harassment, hate, discrimination or racism in the workplace have somewhere to turn for support, 45 federal departments and agencies now have access to an ombuds to support psychological health and safety, equity and inclusion in the workplace. Ombuds provide confidential, independent and impartial spaces to discuss workplace issues.



The Canada School of Public Service, in collaboration with the Council of the Network of Official Languages Champions, Canadian Heritage, the Treasury Board of Canada Secretariat and the Translation Bureau, celebrated Official Languages Day (formerly known as Linguistic Duality Day) with an event that focused on the modernization of the *Official Languages Act* and the linguistic dynamics of Canada.

This year equally saw progress on more comprehensive approaches to identifying systemic bias and barriers. For example, based on the results of its [2021 Staffing and Non-Partisanship Survey](#), the Public Service Commission released four focused analyses of respondents' perceptions of barriers that members of employment equity groups may face. These findings can inform improvements to systems and processes across the Public Service.

Across the Public Service, moving forward on our reconciliation journey remains an important area of work. And efforts continue to embed anti-racism in our practices and culture, and make our workplaces more accessible, equitable, diverse and inclusive.

This is encouraging. But there is still a long way to go. We cannot rest on the progress we have made – we must use it to inspire us to go further.

The Public Service Commission's [Perceptions of Federal Public Servants with Disabilities](#) found that public servants with disabilities had generally less-positive perceptions of merit, fairness and transparency in staffing processes than those without disabilities. In addition, assessment accommodations remain a challenge with only about two thirds reporting that their requested assessment accommodations for a staffing process or second language evaluation was provided. Insights like these should inform departmental efforts to remove barriers and recruit and retain persons with disabilities to contribute to the target of hiring 5,000 net new employees with disabilities by 2025.

# Taking the next step on the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service

---

Over the last two years, I have heard firsthand about the impact the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#) has had – and is having. It has begun to open up space for conversations about anti-racism, equity and inclusion in organizations across the Public Service and has inspired efforts to identify and remove barriers and to create a culture of belonging and inclusion.

I also know that there is fear about momentum slowing down and I am aware that early progress has not been felt equally across the Public Service.

To sustain our focus on this priority, I announced at the [Call to Action Symposium](#) in fall 2022 a focus going forward on the following areas:

- **Goals:** Setting clear, measurable multi-year goals for recruiting and promoting Indigenous employees, Black and other racialized employees, and setting goals related to inclusion.
- **Measurement:** Frequently measuring progress towards these goals to achieve year-over-year improvements.
- **Accountability:** Using executive performance and talent management processes to hold individuals accountable for progress.

This is about making real adjustments to longstanding ways of doing things to build a more diverse and inclusive Public Service in order to better serve Canadians.

# Recruiting with intention

Ensuring we are building a workforce that represents the public we serve and has the right mix of skills, expertise and experience to meet the changing needs of Canadians has been a priority across the Public Service.

Over the past year, thousands of new public servants have been hired – contributing to improving our representation and bringing new skills and ideas to help address the tough issues we manage.

Intentional recruitment also meant improving **how** we recruit and attract the talent we need.

- Under [Canada's Digital Ambition 2022](#), the Office of the Chief Information Officer is conducting a 360-degree workforce assessment of digital capabilities to improve recruitment and retention of digital talent and the development of digital, data and cybersecurity skills.
- The Public Service Commission launched the [Candidate Assessment Tool](#). This tool allows departments to administer remote, unsupervised second language evaluations. It is more convenient for candidates and enables organizations to evaluate candidates' second language reading comprehension and written expression faster.
- The Government of Canada Data Community partnered with the Public Service Commission to introduce a new data scientist stream in the annual [Post-Secondary Recruitment Program](#). This stream incorporates centralized assessment committees and the ability to match pre-qualified candidates to vacancies.

From 2021 to 2022:

- The Public Service grew from **319,601** to **335,957** public servants
- **21,925** indeterminate employees joined the Public Service
- **26,527** public servants were promoted
- **19,508** public servants made other internal career moves
- **10,488** public servants retired or left the Public Service



The Royal Canadian Navy launched the [Naval Experience Program](#) to recruit Canadians by offering a fully-funded one-year contract to gain experience as a sailor before deciding if a career in the Navy is the right fit for them.

Equally important is supporting the public servants we have recruited as they develop their skills and build their careers in the Public Service.

- The Federal Youth Network hosted 11 in-person learning events across the country and more than 50 virtual learning sessions to equip young and new public servants with learning, networking, and mentorship opportunities. Over 8,000 public servants virtually attended Career Boot Camp, an annual event dedicated to helping new employees build a career and thrive in the Public Service.
- The [Canada School of Public Service's Digital Academy](#) (accessible only on the Government of Canada network) launched more than 30 new learning products this year to prepare public servants for the new realities of artificial intelligence, the cloud, cybersecurity, and more.
- Statistics Canada offered free data literacy learning opportunities through the [Data Literacy Training Initiative](#) to all Canadians, including public servants. The learning catalogue includes training offerings on a wide range of topics for learners. New training videos released in the past year cover topics such as statistical bias and data ethics.
- The Community of Federal Regulators launched a new learning series called the Human Library, which is dedicated to providing small-scale, intimate learning settings to enable shared dialogue, engagement on thematic issues, and meaningful reflection on the skillsets and competencies required to successfully navigate regulatory challenges.

Building a workforce that will set us up to effectively serve in the future is an ongoing priority. The efforts made this past year are an important part of the process to help us achieve this goal.

Most students working in the Public Service see themselves building a career with us, according to the results of the [Student Exit Survey 2022](#).

**83%** would seek a career in the Federal Public Service.

**88%** would recommend to other students that they seek a career in the Federal Public Service.

# Embracing hybrid ways of working

---

Like many Canadians, public servants shifted to a hybrid work model this past year, recognizing that many public servants delivered services in person throughout the pandemic and continue to do so.

Once we were able to safely welcome more employees back into the workplace, I outlined my expectations for deputies, including that they encourage employees to test new hybrid work models. The shift to a hybrid model was about putting our effectiveness first and making a change that would best enable us to support government and serve Canadians, while giving employees flexibility to support their well-being.

In December 2022, the [direction on the common hybrid work model for the Federal Public Service](#) was released. The direction set out a common hybrid model of working on-site at least two to three days per week, or 40% to 60% of regular schedules.

Since last year, public servants have been bringing hybrid to life.

I know getting here has not always been easy. The Public Service is the largest employer in the country. It is made up of hundreds of thousands of public servants in a wide range of roles across Canada and abroad. The mandates of organizations and the work public servants do are varied, interconnected, and crucial for Canadians. Shifting the entire Public Service to a common hybrid model was a critical step forward in supporting Canadians.

All public servants played a role in making this transition a success. Managers, in particular, have taken on a significant amount of the work to lead this transition for their teams. This has required ongoing discussions with their employees and organizational leadership. But all levels within our organizations – from human resources advisors to IT, security, and administrative professionals – have demonstrated true professionalism in the face of significant change.



I am pleased to see that, today, public servants are focused on how to work together to take full advantage of the benefits that hybrid work offers, such as coming together for greater collaboration and idea generation, knowledge transfer and building a stronger public service culture.

**We are making progress on our priorities**

I have been impressed by a commitment across the Public Service to continuous renewal and a shared drive to dedicate ourselves to excellence.

I am immensely proud of the Public Service's successes this year, as well as the progress made in adapting and evolving as a public service to respond to these priorities and the deep recognition of the need to always do better.

# The year ahead

---

Our experience over the past year tells me a few things.

**We matter.** Our work in the Public Service has a direct impact on the lives of Canadians. We see that impact when we get it right and when we let people down.

**We listen and we act.** Across the Public Service, there is real openness to hearing from Canadians and Public Service colleagues about our strengths and our weaknesses. We must always pay attention and act on what we hear so we can do better.

**We lead.** Whether it is on our reconciliation journey, combatting racism, hate and discrimination, improving accessibility, shifting to a hybrid work model for the Public Service, or solving complex challenges and seizing opportunities for Canadians, we are willing to take bold steps and do things differently when needed.

Above all else, the past year demonstrates the Public Service's capacity for continuous improvement and has laid a great foundation for the years ahead.

True progress in the areas mentioned earlier cannot be realized over just one year. Renewal is continuous. For that reason, it is important that we keep our focus on the following priorities, while adjusting our efforts to have the most impact.

## **Pursue service excellence and deliver results for Canadians**

We must be driven in all that we do by service to the people of Canada. We will apply what we learned this year to help resolve other outstanding backlogs and service challenges, to prevent new issues before they arise, and to build trust in the Public Service.

This will increasingly require us to move beyond our normal way of doing things and to look more directly at root causes. We must build in implementation considerations from the earliest phases of program and policy design. This means using data and client feedback to inform advice, and pursuing close collaboration within and across organizations so those implementing policies will be able to identify potential challenges early on and work with policy colleagues to mitigate them.

We need to accelerate our work towards a future where we exceed Canadians' expectations for seamless and accessible federal services delivered rapidly through a range of channels, including digitally.

## **Move forward with reconciliation and drive progress on anti-racism, equity, diversity, inclusion, and accessibility across the Public Service**

Prioritizing progress on the Call to Action through [goals, measurement and accountability](#) will help us address the persistent barriers in our systems, processes and practices that have prevented too many employees from achieving their full potential for too long.

Our agenda on diversity and inclusion must be inclusive. We must advance our commitments under [Many Voices One Mind: A Pathway to Reconciliation](#) and [Nothing Without Us: An Accessibility Strategy for the Public Service of Canada](#). We must combat transphobia and better support 2SLGBTQIA+ communities as outlined in the Public Service Pride Network's recent [open letter to deputy ministers](#). We must continue to prioritize recruitment and retention of persons with disabilities in the Public Service and make the culture change necessary to meaningfully advance accessibility. We must ensure our employees in religious minority communities feel safe and supported in their workplaces. Each of us must take concrete action to create more inclusive and accessible workplaces where everyone can thrive.

Success in this area will look like a public service that represents the population we serve, and workplaces without racism or discrimination and where all public servants feel like they belong, recognizing that employees bring with them interconnected dimensions of identity, such as Indigenous identity, race, religion, ethnicity, disability, linguistic identity, sex, age, sexual orientation and gender expression.

## **Recruit, develop and retain talent to build the Public Service of tomorrow**

Building a skilled, high-performing workforce is about more than recruitment alone. Development and retention must be core components of our strategy as we seek to attract, retain and develop our own talent. This needs to include formal and informal learning opportunities, at-level assignments, and coaching and mentoring by more experienced colleagues, while listening to and learning from our newest employees.

The other aspect is the workplace experience we are offering employees. We have to focus on well-being, inclusion, professional development, workplace accommodations, respect for and promotion of official languages, and other factors that influence this experience. Public servants need to feel supported and respected, and they should see a path to reaching their full potential in the Public Service. Their efforts should be recognized and rewarded within their organizations.

Getting this right will mean the Public Service is attracting and retaining the talent we need for the future as a result of the inclusive culture, the care for their well-being, and the meaningful opportunities to serve Canadians.

Our new **hybrid work model** will give us more opportunities to advance these priorities and foster healthy, respectful and inclusive public service workplaces. Over the next year, efforts across the Public Service must focus on optimizing the hybrid work experience for public servants and ensuring fairness and equity in how this model is administered. This work will touch on all elements of the workplace and ways of working, including ensuring that we have the physical space, technology and management practices in place to support hybrid work; that accommodations such as adaptive technology or ergonomic equipment are provided for employees who need them; and that we continually monitor our workplace culture to ensure that it is inclusive and promotes an environment where all employees feel they belong.

A Public Service that advances these priorities and makes the most of hybrid work will provide an attractive value proposition for new and existing talent, offering them meaningful work and opportunities to meet their full potential and to build an impactful career with us.

All public servants, whether they have just joined us or have many years of experience, choose to commit some part of their professional lives to service, in an institution grounded in **Public Service values and ethics**. Our [values](#) are our foundation, a constant we can draw on through periods of change and when tackling complex issues. When practised and reinforced often, they empower us to do the right thing in difficult situations. We are at our best when we embody our shared values and ethics in all that we do and model them for others. Training and development plans need to be underpinned by ongoing efforts to build awareness of these foundational values and must reinforce their importance as fundamental to our roles to serve the elected government, Canadians and Canada to the best of our ability.

# Conclusion

---

The Public Service is a strong and reliable institution made up of loyal hardworking public servants who are dedicated to serving the over 40 million people in Canada who rely on us.

We are dedicated to excellence and committed to representing the population we serve. We strive to give the best of ourselves to serve this great country every day.

Over the past 30 years, I have seen the Public Service achieve incredible things while constantly renewing and challenging itself to do better. It has evolved into a modern institution while respecting its core values.

I cannot say what the Public Service will face over the next 30 years. As we face our future, we can take inspiration from *ajuinnata*, an Inuktitut word shared with us by Governor General Mary Simon. It means to “never give up, no matter how difficult the task ahead might be.”<sup>14</sup>

No matter the challenge, I am confident that federal public servants will rise to meet it together in service to our country.

---

<sup>14</sup> [Message from the Governor General on the occasion of National Indigenous Languages Day](#)

# Annex: Key data

## Number of employees<sup>15</sup>

Employee category	March 2021	March 2022
All employees	319,601	335,957
Executives (EX)	7,972	8,506
Associate Deputy Ministers	39	36
Deputy Ministers	37	41

## Employment types<sup>16</sup>

Employment Type	March 2021		March 2022	
Indeterminate	262,667	82.2%	271,476	80.8%
Term	39,505	12.4%	45,877	13.7%
Casual	9,336	2.9%	9,648	2.9%
Students	8,064	2.5%	8,926	2.7%
Unknown	29	0.0%	30	0.0%

<sup>15</sup> The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included).

<sup>16</sup> The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included).

Age<sup>17</sup>

Average age of public servants (years)		
Population group	March 2021	March 2022
Deputy Ministers	57.5	57.4
Associate Deputy Ministers	52.8	53.8
EX-04 to EX-05	53.5	53.3
EX-01 to EX-03	49.8	49.8
Executives (EX)	50.1	50.0
Federal Public Service (FPS)	43.9	43.5

Age distribution of public servants				
Age band (years)	March 2021		March 2022	
Under 25	16,787	5.3%	18,372	5.5%
25 to 34	64,447	20.2%	72,357	21.5%
35 to 44	87,552	27.4%	91,474	27.2%
45 to 54	86,652	27.1%	89,864	26.7%
55 to 64	55,765	17.4%	55,280	16.5%
65+	8,395	2.6%	8,609	2.6%
Unknown	3	0.0%	1	0.0%

Age distribution of new indeterminate hires <sup>18</sup>				
Age band (years)	2020-21		2021-22	
Under 25	2,062	12.5%	2,615	11.9%
25 to 34	6,592	39.9%	8,809	40.2%
35 to 44	4,205	25.4%	5,873	26.8%
45 to 54	2,583	15.6%	3,314	15.1%
55 to 64	992	6.0%	1,238	5.6%
65+	93	0.6%	74	0.3%
Unknown	1	0.0%	2	0.0%

<sup>17</sup> The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes all employment tenures and active employees only (i.e., employees on leave without pay are excluded), and it is based on effective employment classification (i.e., acting appointments are included).

<sup>18</sup> The information provided reflects new indeterminate hiring into the core public administration. New indeterminate hires include indeterminate employees hired from the general public and separate agencies, as well as from the term, casual and student populations.



## Province/Territory of work<sup>19</sup>

Provincial/Territorial distribution of public servants				
Province/Territory of work	March 2021		March 2022	
Newfoundland and Labrador	6,852	2.1%	7,745	2.3%
Prince Edward Island	3,888	1.2%	4,010	1.2%
Nova Scotia	11,806	3.7%	12,181	3.6%
New Brunswick	10,881	3.4%	11,720	3.5%
Quebec (minus NCR)	33,981	10.6%	36,298	10.8%
National Capital Region (NCR)	134,817	42.2%	141,747	42.2%
Ontario (minus NCR)	43,503	13.6%	45,048	13.4%
Manitoba	12,156	3.8%	13,065	3.9%
Saskatchewan	6,242	2.0%	6,328	1.9%
Alberta	17,511	5.5%	18,424	5.5%
British Columbia	26,464	8.3%	27,641	8.2%
Yukon	427	0.1%	433	0.1%
Northwest Territories	571	0.2%	575	0.2%
Nunavut	334	0.1%	353	0.1%
Outside Canada	1,323	0.4%	1,478	0.4%
Unknown	8,845	2.8%	8,911	2.7%

<sup>19</sup> A portion of the geographic data is not available due to changes in the central data systems.

## Years of experience<sup>20</sup>

Years of experience	March 2021	March 2022
0 to 4 years	25.0%	26.9%
5 to 14 years	35.3%	34.1%
15 to 24 years	28.4%	28.6%
25+ years	9.9%	9.1%
Unknown	1.4%	1.3%

## First official language<sup>21</sup>

First official language	March 2021	March 2022
FPS: French	28.4%	28.0%
FPS: English	70.4%	70.9%
FPS: Unknown	1.2%	1.1%
EX: French	32.4%	32.4%
EX: English	67.4%	67.3%
EX: Unknown	0.2%	0.3%

## Mobility in the core public administration (CPA)

Mobility in the CPA	2017-18	2018-19	2019-20	2020-21	2021-22
New indeterminate employees <sup>22</sup>	14,749	19,245	19,333	16,528	21,925
Promotions	18,298	22,773	24,405	22,617	26,527
Other internal movements	16,837	18,170	19,312	18,353	19,508
Retirements and departures <sup>23</sup>	8,640	8,870	9,132	8,283	10,488

<sup>20</sup> The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes indeterminate employees only, active employees and employees on leave without pay.

<sup>21</sup> The information provided is for the Federal Public Service (that is, the core public administration and separate agencies). It includes active employees of all tenures; however, employees on leave without pay are excluded.

<sup>22</sup> The information provided reflects new indeterminate hiring into the core public administration. New indeterminate hires include indeterminate employees hired from the general public and separate agencies, as well as from the term, casual and student populations.

<sup>23</sup> Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-2017 onwards are subject to change.

## Employment equity representation (Rep.)<sup>24</sup> and workforce availability (WFA)<sup>25</sup>

2020-21	Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	55.6%	52.7%	5.2%	4.0%	5.6%	9.0%	18.9%	15.3%
CPA EX population	52.3%	48.0%	4.4%	5.1%	5.6%	5.3%	12.4%	10.6%
CPA new hires population	60.2%	52.7%	3.8%	4.0%	4.3%	9.0%	21.2%	15.3%
FPS population <sup>26</sup>	45.6%	44.2%	4.4%	3.9%	4.7%	9.9%	17.4%	14.7%

2021-22	Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	56.0%	53.3%	5.2%	3.8%	6.2%	9.1%	20.2%	17.2%
CPA EX population	53.2%	48.2%	4.9%	5.2%	6.5%	5.3%	14.0%	11.2%
CPA new hires population	60.1%	53.3%	4.2%	3.8%	5.5%	9.1%	23.2%	17.2%
FPS population <sup>27</sup>	46.3%	45.1%	4.4%	3.8%	5.2%	9.8%	19.2%	15.9%

24 Representation data for Indigenous peoples, persons with disabilities and members of visible minorities is based on those who have voluntarily chosen to self-identify in one of the respective employment equity groups, while sex information is taken from the pay system. The information includes indeterminate employees, term employees with terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

25 Workforce availability estimates for 2020-21 for an employment equity designated group are the percentage of Canadian citizens working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. Workforce availability estimates for 2021-22 for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

26 Workforce availability estimates for 2020-21 for an employment equity designated group are the percentage of Canadian citizens working in occupations in the Canadian workforce that correspond to occupations in the Federal Public Service (FPS), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. Workforce availability estimates for 2021-22 for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

27 Workforce availability estimates for 2020-21 for an employment equity designated group are the percentage of Canadian citizens working in occupations in the Canadian workforce that correspond to occupations in the Federal Public Service (FPS), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. Workforce availability estimates for 2021-22 for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

## Disaggregated<sup>28</sup> employment equity representation<sup>29</sup> and workforce availability (WFA)<sup>30</sup>

Employment equity group	Employment equity subgroup	CPA population					
		March 31, 2021			March 31, 2022		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>52.7%</b>	<b>127,043</b>	<b>55.6</b>	<b>53.3%</b>	<b>132,299</b>	<b>56.0</b>
<b>Indigenous peoples</b>	<b>Total Indigenous peoples</b>	<b>4.0%</b>	<b>11,977</b>	<b>5.2</b>	<b>3.8%</b>	<b>12,336</b>	<b>5.2</b>
	Inuit		357	0.2		361	0.2
	Métis		5,026	2.2		5,260	2.2
	First Nations		4,984	2.2		5,128	2.2
	Other		1,610	0.7		1,587	0.7
<b>Persons with disabilities</b>	<b>Total persons with disabilities<sup>31</sup></b>	<b>9.0%</b>	<b>12,893</b>	<b>5.6</b>	<b>9.1%</b>	<b>14,573</b>	<b>6.2</b>
	Coordination or dexterity		1,094	0.5		1,164	0.5
	Mobility		2,186	1.0		2,307	1.0
	Speech impairment		276	0.1		323	0.1
	Blind or visual impairment		951	0.4		1,042	0.4
	Deaf or hard of hearing		1,786	0.8		1,912	0.8
	Other disability		8,339	3.7		9,874	4.2
<b>Members of visible minorities</b>	<b>Total visible minorities</b>	<b>15.3%</b>	<b>43,122</b>	<b>18.9</b>	<b>17.2%</b>	<b>47,728</b>	<b>20.2</b>
	Black		8,754	3.8		9,809	4.2
	Non-White Latin American		1,869	0.8		2,148	0.9
	Person of mixed origin		3,490	1.5		3,851	1.6
	Chinese		7,241	3.2		7,785	3.3
	Japanese		271	0.1		277	0.1
	Korean		642	0.3		717	0.3
	Filipino		1,641	0.7		1,855	0.8
	South Asian/East Indian		7,646	3.3		8,699	3.7
	Non-White West Asian, North African or Arab		4,839	2.1		5,459	2.3
	Southeast Asian		1,877	0.8		2,087	0.9
	Other visible minority group		4,852	2.1		5,041	2.1

28 Disaggregated data is only available for the core public administration only. Data for the Federal Public Service is not available because separate agency data is not collected centrally.

29 Representation data for Indigenous peoples, persons with disabilities and members of visible minorities is based on those who have voluntarily chosen to self-identify in one of the respective employment equity groups, while sex information is taken from the pay system. The information includes indeterminate employees, term employees with terms of three months or more, and seasonal employees of organizations captured under the *Financial Administration Act*, Schedules I and IV (core public administration).

30 Workforce availability estimates for 2020-21 for an employment equity designated group are the percentage of Canadian citizens working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. Workforce availability estimates for 2021-22 for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the core public administration (CPA), with the data being derived from the 2016 Census of Canada and the 2017 Canadian Survey on Disability. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more. Workforce availability estimates are currently available only for the four main employment equity groups and are not available for the employment equity subgroups.

31 The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA executive population					
		March 31, 2021			March 31, 2022		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>48.0%</b>	<b>3,513</b>	<b>52.3</b>	<b>48.2%</b>	<b>3,830</b>	<b>53.2</b>
<b>Indigenous peoples</b>	<b>Total Indigenous peoples</b>	<b>5.1%</b>	<b>297</b>	<b>4.4</b>	<b>5.2%</b>	<b>350</b>	<b>4.9</b>
	Inuit		*	*		6	0.1
	Métis		135	2.0		150	2.1
	First Nations		110	1.6		144	2.0
	Other		*	*		50	0.7
<b>Persons with disabilities</b>	<b>Total persons with disabilities<sup>32</sup></b>	<b>5.3%</b>	<b>377</b>	<b>5.6</b>	<b>5.3%</b>	<b>471</b>	<b>6.5</b>
	Coordination or dexterity		33	0.5		43	0.6
	Mobility		43	0.6		47	0.7
	Speech impairment		9	0.1		11	0.2
	Blind or visual impairment		46	0.7		57	0.8
	Deaf or hard of hearing		71	1.1		77	1.1
	Other disability		207	3.1		284	3.9
<b>Members of visible minorities</b>	<b>Total visible minorities</b>	<b>10.6%</b>	<b>830</b>	<b>12.4</b>	<b>11.2%</b>	<b>1,005</b>	<b>14.0</b>
	Black		128	1.9		168	2.3
	Non-White Latin American		25	0.4		32	0.4
	Person of mixed origin		114	1.7		140	1.9
	Chinese		99	1.5		117	1.6
	Japanese		7	0.1		8	0.1
	Korean		12	0.2		14	0.2
	Filipino		13	0.2		18	0.3
	South Asian/East Indian		186	2.8		216	3.0
	Non-White West Asian, North African or Arab		129	1.9		150	2.1
	Southeast Asian		31	0.5		36	0.5
	Other visible minority group		86	1.3		106	1.5

\* Information for small numbers (counts of 1 to 5) has been suppressed. Additionally, to avoid residual disclosure, other data points may also be suppressed.

<sup>32</sup> The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA new hires					
		March 31, 2021			March 31, 2022		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>52.7%</b>	<b>14,592</b>	<b>60.2</b>	<b>53.3%</b>	<b>17,392</b>	<b>60.1</b>
<b>Indigenous peoples</b>	<b>Total Indigenous peoples</b>	<b>4.0%</b>	<b>927</b>	<b>3.8</b>	<b>3.8%</b>	<b>1,209</b>	<b>4.2</b>
	Inuit		53	0.2		45	0.2
	Métis		317	1.3		493	1.7
	First Nations		447	1.8		546	1.9
	Other		110	0.5		124	0.4
<b>Persons with disabilities</b>	<b>Total persons with disabilities<sup>33</sup></b>	<b>9.0%</b>	<b>1,053</b>	<b>4.3</b>	<b>9.1%</b>	<b>1,601</b>	<b>5.5</b>
	Coordination or dexterity		52	0.2		81	0.3
	Mobility		186	0.8		199	0.7
	Speech impairment		15	0.1		37	0.1
	Blind or visual impairment		50	0.2		74	0.3
	Deaf or hard of hearing		106	0.4		166	0.6
	Other disability		790	3.3		1,218	4.2
	<b>Members of visible minorities</b>	<b>Total visible minorities</b>	<b>15.3%</b>	<b>5,148</b>	<b>21.2</b>	<b>17.2%</b>	<b>6,723</b>
Black			1,234	5.1		1,629	5.6
Non-White Latin American			228	0.9		360	1.2
Person of mixed origin			496	2.0		626	2.2
Chinese			676	2.8		826	2.9
Japanese			28	0.1		25	0.1
Korean			104	0.4		111	0.4
Filipino			212	0.9		289	1.0
South Asian/East Indian			1,046	4.3		1,385	4.8
Non-White West Asian, North African or Arab			500	2.1		745	2.6
Southeast Asian			206	0.9		271	0.9
Other visible minority group			418	1.7		456	1.6

33 The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.

Employment equity group	Employment equity subgroup	CPA promotions					
		March 31, 2021			March 31, 2022		
		Workforce availability	Number	%	Workforce availability	Number	%
<b>Women</b>		<b>52.7%</b>	<b>15,106</b>	<b>60.6</b>	<b>53.3%</b>	<b>18,256</b>	<b>62.3</b>
<b>Indigenous peoples</b>	<b>Total Indigenous peoples</b>	<b>4.0%</b>	<b>1,223</b>	<b>4.9</b>	<b>3.8%</b>	<b>1,493</b>	<b>5.1</b>
	Inuit		45	0.2		46	0.2
	Métis		537	2.2		658	2.2
	First Nations		455	1.8		563	1.9
	Other		186	0.7		225	0.8
<b>Persons with disabilities</b>	<b>Total persons with disabilities<sup>34</sup></b>	<b>9.0%</b>	<b>1,181</b>	<b>4.7</b>	<b>9.1%</b>	<b>1,681</b>	<b>5.7</b>
	Coordination or dexterity		102	0.4		126	0.4
	Mobility		155	0.6		248	0.8
	Speech impairment		31	0.1		29	0.1
	Blind or visual impairment		80	0.3		113	0.4
	Deaf or hard of hearing		135	0.5		195	0.7
	Other disability		795	3.2		1,193	4.1
	<b>Members of visible minorities</b>	<b>Total visible minorities</b>	<b>15.3%</b>	<b>5,227</b>	<b>21.0</b>	<b>17.2%</b>	<b>6,818</b>
Black			1,048	4.2		1,394	4.8
Non-White Latin American			218	0.9		289	1.0
Person of mixed origin			458	1.8		629	2.1
Chinese			774	3.1		992	3.4
Japanese			20	0.1		25	0.1
Korean			74	0.3		126	0.4
Filipino			182	0.7		222	0.8
South Asian/East Indian			834	3.3		1,156	3.9
Non-White West Asian, North African or Arab			719	2.9		901	3.1
Southeast Asian			229	0.9		304	1.0
Other visible minority group			671	2.7		780	2.7

<sup>34</sup> The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.



Employment equity group	Employment equity subgroup	CPA retirements and departures <sup>35</sup>			
		March 31, 2021		March 31, 2022	
		Number	%	Number	%
<b>Women</b>		<b>6,996</b>	<b>56.2</b>	<b>9,443</b>	<b>56.6</b>
<b>Indigenous peoples</b>	<b>Total Indigenous peoples</b>	<b>590</b>	<b>4.7</b>	<b>850</b>	<b>5.1</b>
	Inuit	22	0.2	40	0.2
	Métis	227	1.8	331	2.0
	First Nations	257	2.1	373	2.2
	Other	84	0.7	106	0.6
<b>Persons with disabilities</b>	<b>Total persons with disabilities<sup>36</sup></b>	<b>841</b>	<b>6.8</b>	<b>1,097</b>	<b>6.6</b>
	Coordination or dexterity	75	0.6	117	0.7
	Mobility	181	1.5	245	1.5
	Speech impairment	19	0.2	25	0.1
	Blind or visual impairment	65	0.5	79	0.5
	Deaf or hard of hearing	123	1.0	165	1.0
	Other disability	464	3.7	634	3.8
<b>Members of visible minorities</b>	<b>Total visible minorities</b>	<b>1,354</b>	<b>10.9</b>	<b>2,033</b>	<b>12.2</b>
	Black	297	2.4	465	2.8
	Non-White Latin American	46	0.4	84	0.5
	Person of mixed origin	126	1.0	203	1.2
	Chinese	193	1.6	282	1.7
	Japanese	13	0.1	18	0.1
	Korean	16	0.1	32	0.2
	Filipino	40	0.3	75	0.4
	South Asian/East Indian	227	1.8	350	2.1
	Non-White West Asian, North African or Arab	156	1.3	179	1.1
	Southeast Asian	56	0.4	92	0.6
	Other visible minority group	184	1.5	253	1.5

<sup>35</sup> Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-2017 onwards are subject to change.

<sup>36</sup> The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities

