



**2026** REPORT OF THE AUDITOR GENERAL OF CANADA  
TO THE PARLIAMENT OF CANADA

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# Accessibility in the Public Service



Office of the  
Auditor General  
of Canada

Bureau du  
vérificateur général  
du Canada

**INDEPENDENT  
AUDITOR'S REPORT**

## **Performance audit reports**

This report presents the results of a performance audit conducted by the Office of the Auditor General of Canada (OAG) under the authority of the Auditor General Act.

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- report both positive and negative findings
- conclude against the established audit objectives
- make recommendations for improvement when there are significant differences between criteria and assessed performance

Performance audits contribute to a public service that is ethical and effective and a government that is accountable to Parliament and Canadians.

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# At a Glance



## Overall message

Overall, the 7 government organizations that we audited fostered an accessible workplace for public service employees with disabilities. Important work remains to increase engagement with persons with disabilities and to improve processes for workplace accommodations.

At the level of individual employees, challenges were most evident in how the 7 organizations handled accommodation requests. While the organizations generally provided measures that addressed the barriers identified by employees with disabilities, they did not have effective processes to handle the volume of requests. The organizations did not consistently collect data about the requests, which limited their ability to identify recurring issues or systemic barriers. In cases where organizations did not track resolution times, addressing requests took, on average, hundreds of days.

At the organizational level, all 7 organizations made progress in the representation and advancement of persons with disabilities. However, in 3 organizations—Shared Services Canada, Employment and Social Development Canada, and Public Services and Procurement Canada—the proportion of employees with disabilities was nearly 5 percentage points lower than their representation in the Canadian workforce.

All 7 organizations had a senior executive champion for accessibility and employee networking groups for persons with disabilities. Greater engagement with these networks during the development and implementation of initiatives like analyzing Public Service Employee Survey results or implementing hybrid work policies would strengthen relationships and improve decision making. Strong leadership and governance practices can help reduce barriers, attract and retain diverse talent, boost morale, and foster the creation of an inclusive work environment.

## Key facts and figures



- We audited 7 organizations: Canada Revenue Agency, Canada School of Public Service, Employment and Social Development Canada, Public Service Commission of Canada, Public Services and Procurement Canada, Shared Services Canada, and Treasury Board of Canada Secretariat.
- Within executive ranks, all 7 organizations met or exceeded representation goals for persons with disabilities.
- In all 7 organizations, promotion rates for persons with disabilities in the 2023–24 and 2024–25 fiscal years were aligned with or were better than those of persons without disabilities.
- According to our survey of supervisors across all 7 organizations, only 51% were aware of the Workplace Accessibility Passport, a voluntary tool that supports a dialogue between employees and their managers about accessibility needs.

See [Recommendations and Responses](#) at the end of this report.

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# Introduction

## Background

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### Accessibility in the public service

1. In Canada, everyone has the right to participate fully in our society, yet many people with disabilities face significant barriers—physical, social, economic, or attitudinal—that can limit meaningful participation.
2. Passed into law in 2019, the Accessible Canada Act requires federally regulated organizations to proactively identify, remove, and prevent barriers that limit the full and equal participation of persons with **disabilities**.<sup>1</sup> The act reflects a shift away from a medical model toward a social model, which recognizes that disability arises from the interaction between people and the environments, systems, and attitudes that surround them.
3. In 2019, the Government of Canada also implemented its accessibility strategy entitled Nothing Without Us: An Accessibility Strategy for the Public Service of Canada, which aims to make the federal public service the most accessible in the world. The strategy is grounded in the principle that persons with disabilities must be meaningfully involved in decisions that affect them. The strategy focuses on fostering an inclusive culture, driving systemic change, strengthening accessibility capacity, and improving the use of data to measure progress and inform decisions. A key goal of the strategy is to improve the representation of persons with disabilities in the public service, aiming to reach 7% by 2025.
4. Beyond its legal requirements to reflect the diversity of the people it serves, the federal public service—as Canada’s largest employer with nearly 358,000 employees as of March 31, 2025—holds a unique position of influence and leadership to advance inclusive workplace practices. Supporting current and future employees with disabilities enhances the likelihood of a high-performing and representative public service, upholds Canadian values, and contributes to the vision of the act for a barrier-free Canada by 2040.

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<sup>1</sup> **Disability**—Any impairment, including a physical, mental, intellectual, cognitive, learning, communication, or sensory impairment—or a functional limitation—whether permanent, temporary, or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person’s full and equal participation in society.

Source: Accessible Canada Act

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## Roles and responsibilities

5. The 7 organizations within the scope of this audit are subject to both the Accessible Canada Act and the Employment Equity Act, which require the organizations to identify, remove, and prevent barriers in their employment practices. Under the Employment Equity Act, employers must take proactive measures to support the 4 designated groups so that their workforce reflects the diversity of the Canadian population. Under both acts, the 7 organizations, as employers (or their representatives), are responsible for identifying and removing barriers that may limit opportunities for persons with disabilities and for taking concrete steps to provide reasonable accommodation so that everyone can participate fully in the workforce.

6. The general roles and responsibilities of the selected organizations are summarized here, along with the number of their employees reported as of March 2025. Over the course of our audit, they employed about 35% of federal public servants.

- **Canada School of Public Service.** This organization provides government-wide learning and development to build a skilled and effective federal public service workforce.  
Number of employees: 597
- **Employment and Social Development Canada.** This department delivers programs and services that support Canadians' well-being and promote an inclusive labour market.  
Number of employees: 39,154
- **Public Service Commission of Canada.** This independent government agency is responsible for promoting a merit-based, representative, and inclusive federal public service, providing staffing functions and overseeing the integrity of the staffing system.  
Number of employees: 803
- **Public Services and Procurement Canada.** This department is the government's internal service provider, managing essential functions like procurement, real estate, pay and pensions, accounting, and language services for other departments.  
Number of employees: 18,936
- **Shared Services Canada.** This department is the government's internal service provider, delivering digital infrastructure and technologies for other departments.  
Number of employees: 8,894

- **Treasury Board of Canada Secretariat.** The secretariat sets direction, reports on people management across the federal public service, and supports deputy heads in fulfilling their employment equity obligations.  
Number of employees: 2,374
- **Canada Revenue Agency.** This agency administers tax, benefits, and related programs and operates as a separate employer within the federal system. It is one of the largest federal organizations.  
Number of employees: 52,499

## Focus of the audit

7. This audit focused on whether the 7 organizations fostered an accessible workplace for public service employees with disabilities. This work included analysis of the organizations' efforts to increase the representation of employees with disabilities and an examination of aspects of workplace culture as experienced by those employees.

8. The organizations were selected for this audit because they are expected to lead by example. This expectation is due to:

- their leadership responsibilities for key actions in the Accessibility Strategy for the Public Service of Canada
- their number of employees and their potential impact on accessibility within the public service

9. To gain insight into the lived experiences of employees with disabilities, the audit team met with employees with disabilities, including members of relevant employee networks in the 7 organizations we audited. This information was an important source of qualitative data about the barriers that employees with disabilities experienced in the workplace. Themes emerging from this data were used in our audit work.

10. More details about the audit objective, scope, approach, and criteria are in [About the Audit](#) at the end of this report.

# Findings and Recommendations

## All 7 organizations made progress in the representation and advancement of persons with disabilities

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### Why this finding matters

11. This finding matters because persons with disabilities remain underemployed in Canada, despite strong labour-force interest and talent. Canada's Chief Accessibility Officer underscored these concerns in 2024 by stating the following in their report on federally regulated organizations:

Far too many people in Canada are highly qualified and eager to work, but they can't. They are prevented from getting the chance to do so because they live with disabilities. The systems we live with are hesitant to adapt.

Source: Getting to Work: Accessible Employment in Canada—Report from the Chief Accessibility Officer, 2024

12. When more persons with disabilities participate in the workforce, they contribute to Canada's economic growth, they reduce their reliance on income supports, and they increase their overall economic inclusion. This aligns with the Accessible Canada Act commitments to remove barriers and enable full participation in society. A representative public service brings expertise that improves the accessibility, usability, and equity of program development and service delivery.

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### Context

13. Employment equity data is information collected about designated employment equity groups within the public service including women, Indigenous people, persons with disabilities, and racialized individuals. It is based on self-identification, a voluntary process through which individuals choose to identify themselves as belonging to one or more of these designated groups.

14. Workforce availability is the benchmark percentage of people belonging to these employment equity groups who are available to work and often considers education, skills, and geography. It is an important measure because it is a commonly used numerical goal to determine whether people belonging to these groups are equitably represented across occupations and industries.

15. For people with disabilities, workforce availability is calculated using data from large national surveys, such as the 2021 Census and 2022 Canadian Survey on Disability. Consistent with their responsibilities to examine their workforce, assess barriers, and take action to promote equity, federal organizations each have their own specific workforce availability benchmark, which is tailored to the types of jobs and skill sets present within each organization.

## The representation of employees with disabilities increased overall

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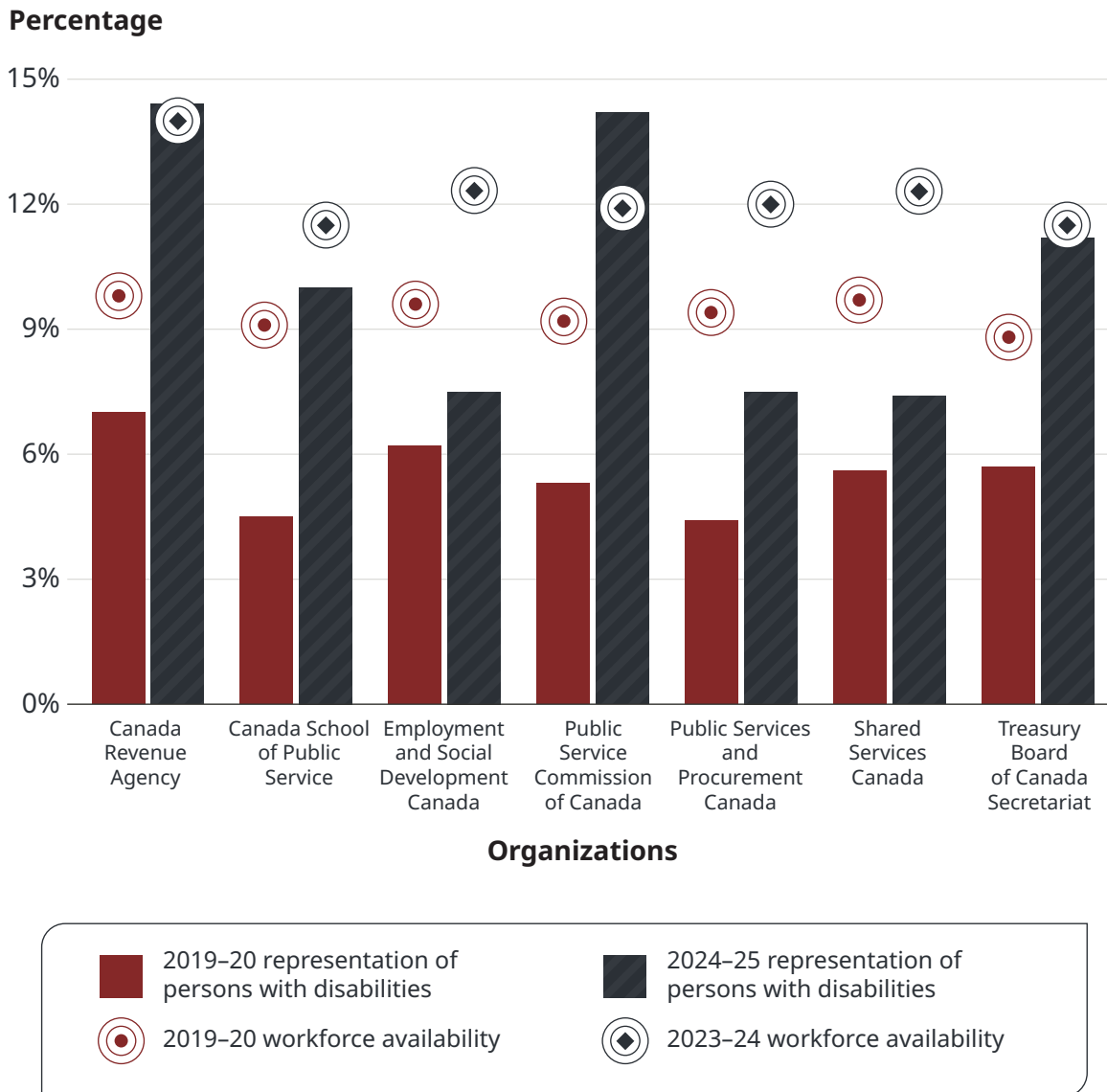
### Findings

16. Organizations analyze different sources of data together to better understand whether employees with disabilities are equitably represented in the workplace. Though employment equity data and workforce availability information come from different sources—with nuances in the definitions of disability—in our opinion, they are still useful for tracking an organization’s progress. If there is a persistent gap between the 2 measures, it may signal barriers in hiring, retention, or employee willingness to self-identify as persons with disabilities.

17. We analyzed data provided by the 7 organizations about their employees who self-identified as persons with disabilities (excluding students or other short-term positions). We found that the representation of employees with disabilities increased across all selected organizations since the launch of the Accessibility Strategy for the Public Service of Canada in the 2019–20 fiscal year ([Exhibit 1](#)). By 2025, all 7 organizations achieved the 7% representation goal for persons with disabilities established in the strategy.

18. We compared the representation of persons with disabilities in the 7 organizations with the workforce availability estimates for the 2023–24 and 2024–25 fiscal years. These workforce availability estimates averaged around 12%, with a range across the selected organizations from 11.5% (Canada School of Public Service and Treasury Board of Canada Secretariat) to 14% (Canada Revenue Agency). We found that 3 organizations, Employment and Social Development Canada, Public Services and Procurement Canada, and Shared Services Canada, still had an almost 5% representation gap to close compared with their workforce availability ([Exhibit 1](#)).

**Exhibit 1**—Between 2019 and 2025, the overall representation of persons with disabilities increased in all 7 organizations, with 3 of them exceeding the workforce availability estimates or showing little to no gap



Note: Workforce availability estimates are from 2023-24. Information from 2024-25 was not publicly available.  
 Source: Based on the 7 organizations' human resources databases, the 2021 Census, and the 2022 Canadian Survey on Disability.

 [Read the Exhibit 1 text description](#)

19. We also examined the representation of persons with disabilities specifically at the executive level. We found that all 7 organizations had met or exceeded the workforce availability benchmark.

20. In Budget 2023, the government committed to spending reductions. As part of this commitment, 1 of the 7 organizations in our audit, the Canada Revenue Agency, initiated its share of spending reductions ahead of most other federal organizations. This work included plans to reduce its workforce.

21. In the data analyzed for our audit, we found that the agency undertook this work in a manner that did not disproportionately impact its employees with disabilities. We found that the number of employees with disabilities in 2024–25 at the agency was 2.6 percentage points lower than the number of employees with disabilities in 2023–24, while the number of employees without disabilities showed a decrease of 10.3 percentage points over the same period.

22. Subsequent to our audit period, the government announced, in Canada’s Budget 2025, a plan to reduce the federal public service by approximately 40,000 positions by 2028–29. The impacts of these reductions were not observable during our audit period. Organizations are expected to analyze and report on the potential impacts of spending reductions on diverse population groups through gender-based analysis plus so that the reductions do not disproportionately affect equity-deserving groups.

## **Employees with disabilities experienced promotion rates comparable to their peers across all organizations**

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### Findings

23. We found that promotion rates for persons with disabilities were comparable to those of persons without disabilities in all 7 organizations, pointing toward similar career advancement opportunities. The promotion rate for persons with disabilities was calculated as the percentage of employees with disabilities promoted relative to the total number of employees with disabilities for each organization. The promotion rate for persons without disabilities was calculated similarly ([Exhibit 2](#)).

**Exhibit 2**—Employee promotion rates for persons with disabilities were higher or very close to those of persons without disabilities across organizations

Organization	Promotion rate (percentage) for persons with disabilities (average of 2023–24 and 2024–25)	Promotion rate (percentage) for persons without disabilities (average of 2023–24 and 2024–25)	Comparison (difference)
Canada Revenue Agency	6.2%	6.5%	Very close (-0.3)
Canada School of Public Service	21.2%	13.8%	Higher (+7.4)
Employment and Social Development Canada	6.9%	7.4%	Very close (-0.5)
Public Service Commission of Canada	8.1%	5.2%	Higher (+2.9)
Public Services and Procurement Canada	11.4%	10.4%	Higher (+1.0)
Shared Services Canada	8.4%	7.4%	Higher (+1.0)
Treasury Board of Canada Secretariat	11.6%	10.7%	Higher (+0.9)

Source: Based on information from the organizations' human resources databases for the 2023–24 and 2024–25 fiscal years

24. According to the 2024 Public Service Employee Survey, 42% of employees with disabilities across the whole public service believed they would have opportunities for promotion within their organization, given their education, skills, and experience. This was 12 percentage points lower than the survey results for employees without disabilities (54%). On the basis of information we heard from persons with disabilities during our audit, this may be due to localized experiences within the different organizations: See paragraphs 54 to 66 for more details.

## Accessibility practices were integrated, but more consultation is needed

### Why this finding matters

25. This finding matters because establishing strong accessibility practices is vital for fostering a productive work culture and equitable workplace. When accessibility leadership

and governance practices are not developed or inconsistently applied, employees with disabilities may encounter barriers to full participation. This can limit an organization's ability to attract and retain diverse talent, erode morale, and hinder the development of an inclusive work environment.

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## Context

26. Introduced in 2019, the Accessibility Strategy for the Public Service of Canada outlines several key leadership and governance practices that are expected to be in place in federal organizations, such as:

- identifying senior executive champions for accessibility
- maintaining vibrant networks of employees with disabilities
- fully integrating accessibility into the everyday business of the public service

27. Networks are forums that support employees from the 4 designated employment equity groups and other equity-deserving groups. Networks provide a safe space for employees to share their experiences and connect with allies. They can serve as consultative bodies for organizational initiatives, providing input and advice on policies to departmental leadership on accessibility barriers and potential solutions. They are typically supported by the organizations but led by employees.

## All 7 organizations had an employee network and accessibility leadership

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## Findings

28. We found that all 7 organizations had a governance framework in place to support accessibility. They all had:

- at least 1 executive in a champion-like role to provide leadership on accessibility issues
- either committees dedicated to accessibility or more general diversity and inclusion committees with a component related to persons with disabilities
- information about those roles or committees that was communicated to staff, most often through emails or pages on internal communication networks such as departmental intranets

29. All 7 organizations had networks of persons with disabilities. In larger organizations, such as the Canada Revenue Agency and Employment and Social Development Canada, we found that the

networks were formally structured and defined. For example, at the Canada Revenue Agency, the network for persons with disabilities had a clear mandate and vision and supporting structures such as:

- a council with leadership roles
- a collaborative group for regional and branch-level representation
- a broader engagement and consultative group composed of employees who self-identified as persons with disabilities and consented to be included in diversity and inclusion activities

30. Additionally, the networks at Shared Services Canada and at the Canada Revenue Agency both included a coordinator position that was funded or partially funded. We also found that Employment and Social Development Canada and Public Services and Procurement Canada had a funded position for their respective network chair. In our opinion, a well-structured network and intentional support were positive examples of how organizations could encourage employees to participate in their community at work.

31. We found that the 3 other organizations relied on employees to volunteer their time to fulfill the duties of network chair and other key support responsibilities within the network. We heard from these employees that, in most cases, they had to negotiate with their supervisor to have time to lead or organize network activities. As a result, employees wishing to lead network activities were adding to existing workloads, risking fatigue and diminished opportunities to sustain a vibrant network of persons with disabilities as intended in the accessibility strategy.

32. We found that senior executives from all organizations had inclusion work objectives embedded in their performance agreements. This aligned with the 2023–24 and 2024–25 corporate priorities established by the Clerk of the Privy Council, which outlined expectations of senior leaders in federal organizations.

## **The networks of persons with disabilities were not consulted for selected organizational initiatives**

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### Why this finding matters

33. As a foundational component of the Accessible Canada Act, the “nothing without us” principle is a guiding philosophy that calls for the continuous and meaningful involvement of persons with disabilities in all aspects of an organization’s work that impact them so that solutions are relevant, practical, and effective.

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## Findings

34. We examined examples of initiatives that occurred during our audit period across all organizations where meaningful consultation or involvement with persons with disabilities could be expected, aside from the regulatory requirement for accessibility plan consultations. We found a lack of meaningful engagement with persons with disabilities or their networks in these instances.

35. For example, all 7 organizations analyzed their respective 2022 results of the Public Service Employee Survey using selected data points comparing responses from persons with disabilities with those from other employees. However, we found that only 1 organization, the Treasury Board of Canada Secretariat, had collaborated or consulted with the persons with disabilities network to help conduct the analysis, interpret the results, or put forward specific action plans to address the issues raised.

36. We found that none of the other 6 organizations had integrated the “nothing without us” principle to engage with their networks on how to interpret and address the 2022 survey results. Work on the 2024 survey results, released in summer 2025, was started during our audit period.

37. A change in the work environment can affect the barriers faced by persons with disabilities. In 2024, the Direction on Prescribed Presence in the Workplace was updated to establish a more consistent approach across the federal public service. While this was a government-wide initiative, each organization had individual responsibilities to operationalize office attendance monitoring.

38. We found that only 2 organizations, Employment and Social Development Canada and Public Services and Procurement Canada, consulted with their respective network of persons with disabilities to help proactively address concerns regarding the implementation of the Direction on Prescribed Presence in the Workplace. None of the other 5 organizations engaged with their networks to add insights and tailor the communications and implementation of this policy change for their employees with disabilities.

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## Recommendation

39. The organizations should work with their networks of persons with disabilities to establish organizational frameworks for meaningful consultation, identifying the type, topics, frequency, and approach of engagement. This work should align with the “nothing without us” principle so that decisions that affect persons with disabilities can be implemented with proactive accessibility considerations.

**The organizations’ responses.** Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

## The 7 organizations had ineffective processes to handle the volume of accommodation requests

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### Why this finding matters

40. This finding matters because an ineffective or delayed accommodation process can leave employees with disabilities unable to perform their duties, creating stress and potentially leading to declines in productivity and morale. Ultimately, timely processes for delivering effective accommodations are vital to workplace accessibility.

41. Accommodations are designed to address barriers that exist in the workplace. As the work environment evolves, different barriers and accommodation needs can arise. This can lead to an increase in the volume of requests, making effective and timely accommodation processes even more crucial.

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### Context

42. Organizations in the public service have a legal and ethical obligation to provide an inclusive and accessible workplace, often referred to as a “duty to accommodate.” This means that employers need to adjust their policies, practices, and physical environments to remove barriers that prevent employees with disabilities from being able to do their jobs.

43. Accommodation requests often arise when an employee identifies a barrier. The process is inherently individualized and collaborative and can evolve over time, requiring open and regular communication between the employee, their manager, and sometimes human resources or specialized accommodation teams.

## The organizations had inconsistent data collection practices for accommodation requests

### Findings

44. We reviewed the databases for all accommodation requests related to disabilities in the 7 organizations. We found that the databases included a total of 22,582 requests that were open at some point during our audit period. [Exhibit 3](#) shows the numbers of requests in each organization.

### Exhibit 3—Number of accommodation requests in each organization

Organization	Number of requests active at some point during the audit period	Number of requests closed	Percentage of closed requests
Canada Revenue Agency <sup>1</sup>	6,499	4,144	64%
Canada School of Public Service	207	199	96%
Employment and Social Development Canada	10,334	8,996	87%
Public Service Commission of Canada <sup>2</sup>	526	516	98%
Public Services and Procurement Canada	3,639	2,265	62%
Shared Services Canada	956	897	94%
Treasury Board of Canada Secretariat	421	381	90%

<sup>1</sup> Information on closed requests is approximate because of an inconsistent approach for registering request closures.

<sup>2</sup> Information on closed requests is approximate because of limited information on 90 records.

Note: Closed cases are those that were addressed (reviewed, decisions made, and solutions implemented as applicable). Accommodation requests handled directly and uniquely with supervisors may not be tracked and do not appear here.

Source: Based on the organizations' databases of accommodation requests

45. We found inconsistencies in how the 7 organizations gathered details about accommodation requests, with variability present both internally within each organization and when comparing across the organizations. The inconsistent practices within organizations limited their ability to identify common patterns, recurring barriers, and opportunities for proactive interventions or systemic improvements. Examples of inconsistent data included:

- **Missing date information.** At the Public Service Commission of Canada, 90 records did not include the date when accommodation requests related to the return to the office were submitted or when they were addressed. This prevented an analysis of the timeliness of the accommodation decisions for this type of request. The commission started to record this information in January 2025.
- **Inconsistent approach to record a request closure.** At the Canada Revenue Agency, dates recorded as closed sometimes included monitoring periods after the accommodation was provided. We found that this made the closing date an imprecise indicator of accommodation request resolution.
- **Missing type of accommodation.** At Employment and Social Development Canada, 14% of the records were missing the information describing the measure implemented. This limited the analysis of requests by type of solution implemented.
- **Limited categorization of requests.** At Shared Services Canada, 31% of records did not provide context that was needed to understand the nature of the accommodation requested. This information is helpful to identify return-to-office requests. Without complete information, an analysis of these requests was not possible.

46. We found that the Accessibility, Accommodation and Adaptive Computer Technology program, managed by Shared Services Canada, was a good example of using a data-driven approach to foster an inclusive workplace for employees with disabilities. The program maintained an inventory of frequently requested tools—such as specialized keyboards, adaptive software, and magnification devices—to streamline the request process. We noted that this work was limited to technology-related solutions, leaving other critical areas of accommodation, such as sensory disability, unaddressed by a similar streamlined approach.

## Accommodation requests were resolved faster when timeliness was tracked

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### Findings

47. We examined the average time taken to process accommodation requests from submission to closure using the organizations' databases. Because of the previously noted data limitations, the average time to closure may not accurately reflect the amount of time for resolution for the person who requested an accommodation. However, the average time from request submission to closure provides information about the efficiency of the accommodation processes across the 7 organizations. We found that average time to resolution ranged from 24 days to 310 days ([Exhibit 4](#)).

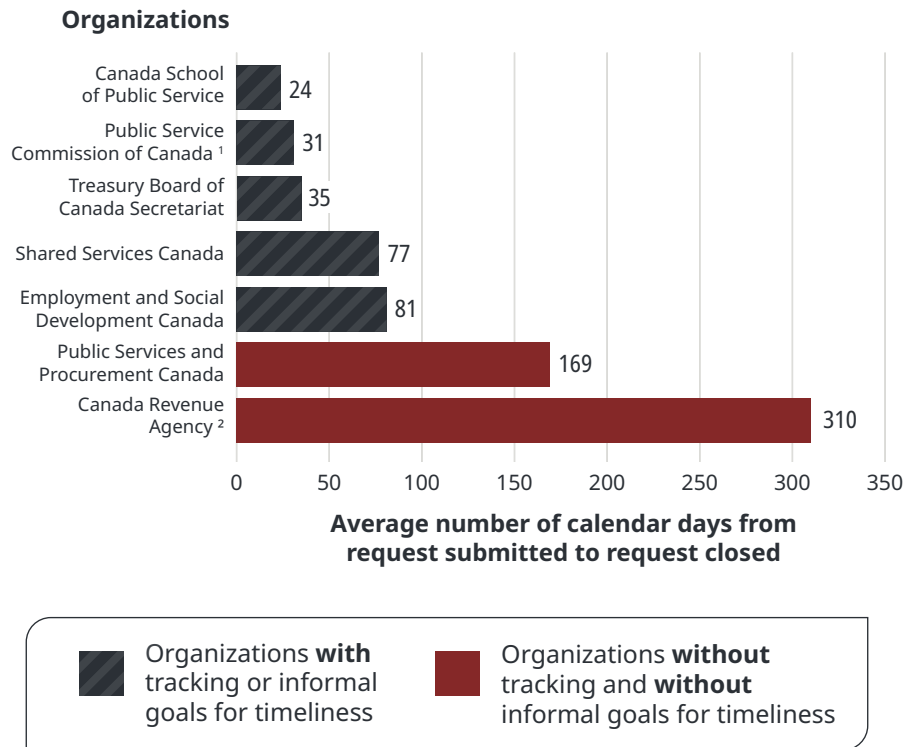
48. Five of the 7 organizations—the Canada School of Public Service, Employment and Social Development Canada, the Public Service Commission of Canada, Shared Services Canada, and the Treasury Board of Canada Secretariat—had either informal goals or internal practices for tracking the timeliness of typical response or resolution times for accommodation requests. These organizations had a shorter period from the request submission to its closure ([Exhibit 4](#)).

49. When examining the potential root causes for delays in addressing accommodation requests, we found that the nature of accommodation requests varied widely, from minor adjustments such as the provision of ergonomic equipment to more complex needs such as modified work schedules, assistive technologies, or changes in job duties. In that context, and with the previously noted data limitations with respect to the types of requests or measures, it was not possible to identify the precise root causes of delay using the existing databases.

50. Supervisors have an important role in the accommodation process. We conducted a survey of a random sample of supervisors across the 7 organizations. The 1,614 respondents—representing an overall response rate of 41%—were well distributed across the 7 organizations. Of those respondents, 1,124 (70%) reported that they had managed an accommodation request during our audit.

51. About half (51%) of the respondents who had managed at least 1 accommodation request did not consider the resolution of the request to be timely. When asked about their views on the main causes of delays, the lack of clarity or guidance on the accommodation process was frequently noted (42%) as a main cause. Delays due to a disagreement on the solution (3%), testing of a solution (2%), or waiting for additional input from the requester (1%) were also reported.

**Exhibit 4**—The organizations that had informal goals or tracked timeliness to address accommodation requests had faster resolutions



<sup>1</sup> Information on closed requests is approximate because of limited information on 90 records.

<sup>2</sup> Information on closed requests is approximate because of an inconsistent approach for registering request closures.

Note: Accommodation requests handled directly and uniquely with supervisors may not be tracked and do not appear here.

Source: Based on information in the organizations' databases of accommodation requests

 [Read the Exhibit 4 text description](#)

52. To assess whether the barriers had been addressed when the requests were closed, we examined the details of a random sample of 50 requests across the 7 organizations. We found that when accommodations were ultimately provided, they addressed workplace barriers identified by employees, which meant that:

- either they directly provided the requested solutions (that is, requests for specific requirements were granted)
- or the solutions provided addressed the identified barriers (that is, alternative solutions were provided)

**Recommendation**

53. The 7 organizations should review their accommodation processes in consultation with their networks of persons with disabilities to address the root causes of delays. This review should aim to implement a data-driven approach for identifying trends in

accommodation requests to enable the development of timely and efficient solutions, such as fast-tracking responses for frequently requested accommodations.

**The organizations' responses.** Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

## Supervisors had different levels of awareness and training, leading to mixed employee experiences

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### Why this finding matters

54. This finding matters because when supervisors have varying levels of information and awareness, decisions may be applied differently across teams, which can influence how employees experience their work environment. Strengthening shared understanding among supervisors about workplace barriers and accommodation processes can help create more consistent practices and support a cohesive organizational culture where employees feel respected and supported.

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### Context

55. Supervisors play a pivotal role in the daily experiences of employees, acting as primary points of contact and immediate links to the organizations. This includes facilitating accommodations for employees with disabilities and addressing workplace barriers so that employees can effectively perform their duties in an inclusive work environment.

56. In 2022, as a key initiative of the Accessibility Strategy for the Public Service of Canada, the Government of Canada introduced the workplace accessibility passport. This voluntary tool is a resource for employees with disabilities to communicate their specific needs and the tools required for their success in the workplace. The passport supports an ongoing dialogue between employees and their managers. It is intended to travel with employees as they change jobs and to support the continuity of accommodation arrangements by reducing the need for repeated discussions about accessibility barriers.

## Employees with disabilities had inconsistent experiences in the workplace

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### Findings

57. We heard from members of employee networks across 7 organizations that experiences for persons with disabilities varied within their workplaces. While some individuals reported largely positive and supportive experiences, others faced considerable challenges.

58. A critical factor influencing these disparate experiences was identified as the individual's direct supervisor and immediate line of management. We heard from network members that the presence of a manager who was knowledgeable about accessibility and accommodations contributed to more favourable outcomes for them.

59. Furthermore, we heard that the type of disability was also reported as a factor. Employees with invisible disabilities, conditions that are not always obvious to others, including neurodiversity or mental health, described heightened difficulties in having their needs recognized and addressed proactively. This suggested a gap in understanding and application of disability inclusion practices.

60. We found that all organizations had mandatory or recommended training related to inclusivity and accessibility. The mandatory and recommended training varied in each organization.

61. For comparability across the organizations, we looked at 2 relevant online self-paced courses dedicated to accessibility offered to all public servants by the Canada School of Public Service:

- Addressing Disability Inclusion and Barriers to Accessibility (INC115)
- Disability Management and Workplace Wellness (INC120)

62. The Canada School of Public Service reported that the INC115 course was completed by about 9,708 employees in total across the 7 organizations over a 3-year period (from the 2022–23 to the 2024–25 fiscal years). For comparison purposes, this represented about 8% of the total population of employees in the 7 organizations. We noted a higher level of completion at the Canada School of Public Service, with 586 employees (equivalent to 87% of the total number of employees) having completed the course.

63. The Canada School of Public Service reported that the INC120 course was completed by 1,996 employees in total across the 7 organizations over the same 3-year period (from the 2022–23 to the 2024–25 fiscal years). For comparison purposes,

this represented about 11% of the population of supervisors at the 7 organizations. Close to half of the employees (983 employees, which is 49% of 1,996) who completed the course were from Public Services and Procurement Canada.

## The new accessibility passport was not well understood by supervisors

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### Findings

64. Employees with disabilities may choose to use the accessibility passport, but it is not required. As an employee-owned tool, the level of usage of the accessibility passport was unknown. We found that the accessibility passport was made available to employees and promoted in 5 organizations. For the other 2 organizations, Employment and Social Development Canada offered and promoted an equivalent in-house tool, whereas the Canada Revenue Agency offered and promoted both the passport and its own equivalent in-house tool.

65. From our survey of supervisors, we found that only about half (51%) of the respondents were aware of the accessibility passport or of their organization's equivalent tool. There was higher awareness (81%) among supervisors in the 5 organizations using the passport than in organizations that also used in-house tools (35% for Employment and Social Development Canada and 35% for the Canada Revenue Agency).

66. We found that using different approaches across organizations undermined the potential of an accessibility passport to support the continuity of accommodation arrangements for employees who may move from one federal organization to another over the course of their career. During our audit, a digital version of the passport in a web-based application was being piloted in a number of federal organizations.

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### Recommendation

67. The organizations should take concrete steps to strengthen the array of support systems for their supervisors so that they have the necessary access to resources and awareness of accessibility tools, such as the accessibility passport, to effectively address and remove barriers for employees with disabilities.

**The organizations' responses.** Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

## Conclusion

68. We concluded that the 7 federal organizations fostered an accessible workplace for public service employees with disabilities.

69. We identified areas where progress was still needed, such as improving the efficiency in processing accommodations and delivering consistent experiences for all employees informed by enhanced engagement with their networks. These areas where progress was still needed did not impact our overall conclusion.

## About the Audit

This independent assurance report was prepared by the Office of the Auditor General of Canada on accessibility in the public service. Our responsibility was to provide objective information, advice, and assurance to assist Parliament in its scrutiny of the government's management of resources and programs and to conclude on whether the 7 organizations we audited complied in all significant respects with the applicable criteria.

All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001—Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the CPA Canada Handbook—Assurance.

The Office of the Auditor General of Canada applies the Canadian Standard on Quality Management 1—Quality Management for Firms That Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. This standard requires our office to design, implement, and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

In conducting the audit work, we complied with the independence and other ethical requirements of the relevant rules of professional conduct applicable to the practice of public accounting in Canada, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

In accordance with our regular audit process, we obtained the following from entity management:

- confirmation of management's responsibility for the subject under audit
- acknowledgement of the suitability of the criteria used in the audit
- confirmation that all known information that has been requested, or that could affect the findings or audit conclusion, has been provided
- confirmation that the audit report is factually accurate

### Audit objective

The objective of this audit was to determine whether selected federal organizations fostered an accessible workplace for public service employees with disabilities.

### Scope and approach

This audit examined 7 federal organizations selected because of their leadership responsibilities under the Accessibility Strategy for the Public Service of Canada or their number of employees and potential impact on accessibility within the public service.

The audit team examined the systems, controls, and practices in the 7 organizations, including reviewing the progress achieved to increase the representation of persons with disabilities in the workplace. The team received evidence from employees with disabilities who volunteered to share their experiences in the workplace.

For our audit tests, we received and reviewed workforce representation data, promotion data, and internal and external communications reports from each organization's human resources systems.

As part of this audit, we compared representation and promotion rates for employees with and without disabilities to identify potential systemic barriers. This analysis relied on self-identification data collected by each of the 7 organizations from their employees. As self-identification is voluntary, it can be subject to limitations in accuracy.

We also considered employee perspectives by reviewing results from the Public Service Employee Survey for 2022 and 2024. The Public Service Employee Survey gathers employee perspectives on their workplaces to help improve people management practices in the federal public service.

The audit team recognizes that the federal Public Service Employee Survey does not have a 100% response rate, nor is it the primary source of representation data for the federal public service. The 2024 response rate for the survey was 51% overall and ranged from 47% to 64% for the 7 organizations. This is sufficient for the survey results to provide valuable insights into the views of employees in the 7 organizations. When combined with other data sources, survey results provide a more complete picture to support decision making.

To assess culture and leadership commitment, we reviewed departmental plans and internal and external reports to examine how accessibility was reflected in organizational priorities. We reviewed selected performance management agreements for deputy heads and assistant deputy ministers from the past 2 years to determine whether accessibility had formed part of their work objectives. We also reviewed the terms of reference, decision records, and meeting minutes of accessibility-related committees and senior leadership committees to assess the extent of leadership involvement in accessibility discussions during the audit period.

We obtained evidence for this audit by interviewing disability champions and sponsors from each of the 7 organizations. We also interviewed the chairs of employee networks for persons with disabilities at each of the 7 organizations to better understand how organizational actions and decisions influence workplace inclusion and the challenges that remain.

For a deeper understanding of the experiences lived by employees with disabilities, we conducted interviews with members from the employee network of persons with disabilities at each organization. We inquired about

- their experiences regarding accessibility within their organization
- their understanding and experiences regarding the initiatives underway in their organization
- the changes they believe are needed to advance inclusion in the workplace

Participants could respond during panel discussions, in an individual interview, or by written submission, on the basis of their accessibility needs.

In all, we heard from 75 employees with disabilities at the organizations who volunteered to share their experiences. This information provided qualitative insights into lived experiences, implementation challenges, and departmental practices. This information supplemented documentary and quantitative evidence that was collected. These qualitative perspectives were not intended to be statistically representative of all employees but contributed to our overall assessment.

To complement these perspectives, we surveyed supervisors to better understand their experiences when providing accommodations to support an inclusive work environment. We sent questionnaires to a sample of 3,950 supervisors, which represented approximately 23% of all supervisors in the 7 organizations.

The sample was structured to distribute balanced coverage across the organizations, with larger samples drawn where broader representation was needed and near-full coverage in smaller organizations. Overall, the response rate of the survey was 41% (1,614 respondents) and was well-balanced across each of the organizations, with response rates varying from 19% to 54%.

Sample size and response rates for our survey of supervisors at the 7 organizations

Organization	Number of supervisors as of September 30, 2025	Sample size	Number of respondents (response rate)
Canada Revenue Agency	5,881	1,487	798 (54%)
Canada School of Public Service	123	123	36 (29%)
Employment and Social Development Canada	5,298	795	255 (32%)
Public Service Commission of Canada	157	157	85 (54%)
Public Services and Procurement Canada	3,650	548	166 (30%)
Shared Services Canada	1,900	440	83 (19%)
Treasury Board of Canada Secretariat	469	400	191 (48%)
<b>Total</b>	<b>17,478</b>	<b>3,950</b>	<b>1,614 (41%)</b>

Source: The number of supervisors is based on population data on supervisors provided by the Treasury Board of Canada Secretariat for its own organization and the other 5 organizations and by the Canada Revenue Agency for its own organization

To test the timeliness of accommodations, we obtained the accommodation data related to accommodation requests gathered by each organization for the audit period. Using these datasets, we examined the timeliness of requests in each organization: 22,582 requests in total, of which 17,398 were closed. Closed cases are those that were addressed (reviewed, decisions made, solutions implemented as applicable). We acknowledge that the databases may not have included all accommodation cases, as some accommodation requests may be addressed directly by a manager and are not entered into a database.

Regarding accessibility passports, our work focused only on whether the tool was made available and promoted by entities.

In alignment with one of the key principles of the Accessible Canada Act, this audit was conducted by a team with diverse representation that included members with disabilities. The team also considered perspectives from external advisors with lived experience.

The audit did not examine

- the accessibility of the workplace to remove physical barriers such as entryways, pathways, lighting, washrooms, and signage
- the delivery of accessible services to the public by the selected entities
- the oversight role of the Federal Public Sector Labour Relations and Employment Board
- whether departmental accessibility plans met the technical or legal requirements of the Accessible Canada Regulations, which are under the mandate of the Accessibility Commissioner
- the activities of the Accessibility Commissioner, the Chief Accessibility Officer, or their supporting offices
- personal information contained in individual Government of Canada workplace accessibility passports.

## Criteria

We used the following criteria to conclude against our audit objective:

Criteria	Sources
<p>Selected federal organizations implemented leadership and governance practices to support accessibility for employees with disabilities.</p>	<ul style="list-style-type: none"> <li>• Accessible Canada Act</li> <li>• Canadian Human Rights Act</li> <li>• Employment Equity Act</li> <li>• Convention on the Rights of Persons with Disabilities, United Nations, 2006</li> <li>• Policy on People Management, Treasury Board, 2021 (for core departments only)</li> <li>• Nothing Without Us: Accessibility Strategy for the Public Service of Canada, Treasury Board, 2019</li> <li>• National Standard of Canada: Employment, Accessibility Standards Canada, 2024 (revised 2025)</li> <li>• Directive on Employment Equity, Diversity and Inclusion, Treasury Board, 2020</li> <li>• Relevant internal corporate policies, Canada Revenue Agency</li> </ul>
<p>Selected federal organizations provided reasonable and timely accommodations that supported the ability of employees with disabilities to perform their job duties and take part in the workplace.</p>	<ul style="list-style-type: none"> <li>• Accessible Canada Act</li> <li>• Canadian Human Rights Act</li> <li>• Employment Equity Act</li> <li>• Convention on the Rights of Persons with Disabilities, United Nations, 2006</li> <li>• Policy on People Management, Treasury Board, 2021 (for core departments only)</li> <li>• Directive on the Duty to Accommodate, Treasury Board, 2020 (not applicable to Canada Revenue Agency)</li> <li>• Directive on Employment Equity, Diversity and Inclusion, Treasury Board, 2020 (not applicable to Canada Revenue Agency)</li> <li>• Nothing Without Us: Accessibility Strategy for the Public Service of Canada, Treasury Board, 2019</li> <li>• Duty to Accommodate: A General Process for Managers (not applicable to Canada Revenue Agency)</li> <li>• National Standard of Canada: Employment, Accessibility Standards Canada, 2024 (revised 2025)</li> <li>• Relevant internal corporate policies, Canada Revenue Agency</li> </ul>

Criteria	Sources
<p>Selected federal organizations achieved measurable progress in the representation, retention, and advancement in the workplace of employees with disabilities on the basis of tracked workforce data and employee feedback.</p>	<ul style="list-style-type: none"> <li>• Accessible Canada Act</li> <li>• Employment Equity Act</li> <li>• Policy on People Management, Treasury Board, 2021 (for core departments only)</li> <li>• Appointment Policy, Public Service Commission of Canada, 2023</li> <li>• Directive on Employment Equity, Diversity and Inclusion, Treasury Board, 2020</li> <li>• Nothing Without Us: Accessibility Strategy for the Public Service of Canada, Treasury Board, 2019</li> <li>• National Standard of Canada: Employment, Accessibility Standards Canada, 2024 (revised 2025)</li> <li>• Policy on Results, Treasury Board, 2016</li> <li>• Directive on Results, Treasury Board, 2016</li> <li>• Departmental accessibility plans</li> <li>• Relevant internal corporate policies, Canada Revenue Agency</li> </ul>

### Period covered by the audit

The audit covered the period from April 1, 2023, to September 30, 2025. This is the period to which the audit conclusion applies. However, to gain a more complete understanding of the subject matter of the audit, we also examined certain matters that preceded the start date of this period.

### Date of the report

We obtained sufficient and appropriate audit evidence on which to base our conclusion on April 16, 2026, in Ottawa, Canada.

### Audit team

The audit was completed by a multidisciplinary team from across the Office of the Auditor General of Canada led by Carey Agnew, Principal. The team included members with disabilities.

The principal has overall responsibility for audit quality, including conducting the audit in accordance with professional standards, applicable legal and regulatory requirements, and the office’s policies and system of quality management.

# Recommendations and Responses

Responses appear as they were received by the Office of the Auditor General of Canada.

In the following table, the paragraph number preceding the recommendation indicates the location of the recommendation in the report.

Recommendation	Response
<p><b>39.</b> The organizations should work with their networks of persons with disabilities to establish organizational frameworks for meaningful consultation, identifying the type, topics, frequency, and approach of engagement. This work should align with the “nothing without us” principle so that decisions that affect persons with disabilities can be implemented with proactive accessibility considerations.</p>	<p><b>The Canada Revenue Agency’s response.</b> Agreed.</p> <p>The Canada Revenue Agency will consult with its Persons with Disabilities Network (PWDN) to establish a consultation framework, which will be completed by September 30, 2026. This framework will build off the roles and responsibilities for consulting established through the Accessible Agency Policy and the approach formalized in the Agency’s three-year Consultation Plan in support of its Accessibility Plans and Progress reports.</p> <p>The framework will support the proactive identification, prevention and removal of barriers in the development and implementation of Agency decisions, activities and/or policies that impact persons with disabilities by establishing expectations for when consultation should be initiated, as well as the frequency, the scope (including recommended consultation activities, target audiences and participation rates), and the reporting of outcomes.</p> <p><b>The Canada School of Public Service’s response.</b> Agreed.</p> <p>The Canada School of Public Service will strengthen engagement and meaningful consultation of all employment equity groups, including persons with disabilities. Starting in April 2026, the Canada School of Public Service will hold quarterly meetings with our EDI Forum, champions and focal points to seek their perspectives to inform senior management decision making. The Canada School of Public Service values the contribution of employees with disabilities and is committed to garnering their perspectives through this engagement. Our objective will be to ensure that decisions affecting persons with disabilities reflect the “nothing without us” principle.</p>

Recommendation	Response
	<p><b>Employment and Social Development Canada’s response.</b> Agreed.</p> <ul style="list-style-type: none"> <li>• ESDC is committed to consulting with its network of persons with disabilities to establish an organizational framework for meaningful consultation, aligned with the principle of “Nothing Without Us.</li> <li>• The consultation framework will be developed by December 2026, and will define how, when, and on what topics engagement occurs, and how the implementation of the framework will be evaluated, with input integrated throughout decision-making process</li> <li>• ESDC is committed to continuous improvement and will actively seek stakeholder feedback to enhance the consultation process, ensuring that accessibility considerations are integrated proactively and that barriers faced by employees with disabilities are identified, addressed, and prevented.</li> </ul> <p><b>The Public Service Commission of Canada’s response.</b> Agreed.</p> <p>The Public Service Commission of Canada (PSC) has already strengthened its approach to meaningful consultation with persons with disabilities, including formally involving the Persons with Disabilities Network in relevant governance committees. Building on this foundation, the PSC will take targeted steps and work in partnership with the Persons with Disabilities Network and the Accessibility Committee to develop a more formal consultation framework. This framework will help ensure the systematic, transparent, and traceable consideration of feedback in decision-making, in alignment with the “Nothing Without Us” principle.</p>

Recommendation	Response
	<p>The PSC will strengthen internal guidance for sectors to clarify when and how to consult persons with disabilities, particularly on initiatives that may have accessibility impacts. The PSC will also engage employee networks as part of the New Governance Review planned for summer 2026 to gather feedback on the new governance approach and confirm that representation and consultation mechanisms are working as intended. To further support meaningful participation, the PSC will explore opportunities to support employee networks, including potential funding (subject to availability) for activities, training, and leadership development. Participation in networks will remain recognized as a valued leadership contribution.</p> <p>Timeline: Consultation with networks on the New Governance approach (July 2026)</p> <p><b>Public Services and Procurement Canada’s response.</b> Agreed.</p> <p>Public Services and Procurement Canada will establish an organizational framework for meaningful consultations with persons with disabilities. In alignment with the “nothing without us” principle, Public Services and Procurement Canada are committed to strengthening how the organization engages with employees with disabilities on decisions that may affect them.</p> <p>To advance this work, the framework will outline the type, topics, frequency, and methods of engagement. This framework will build on existing departmental governance supporting accessibility and inclusion and will ensure proactive involvement of persons with disabilities throughout policy, program, and workplace initiatives.</p> <p>Public Services and Procurement Canada will complete the design of the consultation framework, followed by phased implementation.</p>

Recommendation	Response
	<p><b>Shared Services Canada’s response.</b> Agreed.</p> <p>Shared Services Canada will consult with its Persons with Disabilities network by fall 2026 on establishing an organizational framework for meaningful consultation on organizational initiatives.</p> <p>The department will develop a draft organizational consultation framework by winter 2027 that aligns with the “nothing without us” principle by ensuring persons with disabilities are consulted on major initiatives at Shared Services Canada that could affect them.</p> <p>Further, although interdepartmental work to advance disability inclusion was not within scope of this audit, Shared Services Canada will continue to deliver training workshops that are open to all federal public servants on creating disability-inclusive workplace cultures, to increase awareness of the importance of consulting with persons with disabilities on organizational initiatives.</p> <p><b>The Treasury Board of Canada Secretariat’s response.</b> Agreed.</p> <p>Treasury Board of Canada Secretariat is committed to strengthening regular and meaningful engagement with persons with disabilities and with the TBS accessibility network. It is creating a clearer accessibility governance model and performance framework to enhance governance, accountability, and measurement. In consultation with the Treasury Board of Canada Secretariat accessibility network, Treasury Board of Canada Secretariat will formalize the network’s role within governance so that lived experience directly shapes priorities and initiatives. Treasury Board of Canada Secretariat will establish a regular consultation process, so accessibility insights shape key decisions. The network will be involved in defining its role to ensure expectations are both manageable and impactful.</p> <p>In addition, the Treasury Board of Canada Secretariat accessibility network will receive assistance from the Central Agencies Inclusion, Diversity, Equity and Anti-Racism Secretariat (CA-IDEA). Housed within Treasury Board of Canada Secretariat, CA-IDEA, supported by the Office of Public Service Accessibility, provides strategic support for governance, activities, events and initiatives.</p>

Recommendation	Response
<p><b>53.</b> The 7 organizations should review their accommodation processes in consultation with their networks of persons with disabilities to address the root causes of delays. This review should aim to implement a data-driven approach for identifying trends in accommodation requests to enable the development of timely and efficient solutions, such as fast-tracking responses for frequently requested accommodations.</p>	<p>Timeline:</p> <p>Initial discussion with Treasury Board of Canada Secretariat Accessibility Network’s steering committee of the actions in this response is targeted for Q1 2026–27. These actions will be completed by September 2026.</p> <p><b>The Canada Revenue Agency’s response.</b> Agreed.</p> <p>The Canada Revenue Agency has already taken concrete steps to address delays by implementing a revamped workplace accommodation process to create efficiencies. By winter 2027, the Canada Revenue Agency will determine methods to measure the performance of the process to inform continued improvements. This will be done by finalizing requirement of a new system to improve data consistency by capturing, as well by supporting the determination of service standards.</p> <p><b>The Canada School of Public Service’s response.</b> Agreed.</p> <p>The Canada School of Public Service is committed to ensuring its accommodation processes continue to be responsive, efficient, and timely. Starting in April 2026, the Canada School of Public Service will work with its EDI Forum, including the champion and focal points for persons with disabilities, to conduct an annual review of trends in accommodation requests. This will enable an inclusive approach to the continued development of more efficient solutions.</p> <p><b>Employment and Social Development Canada’s response.</b> Agreed.</p> <p>The Department recognizes the need to improve data collection to better support efforts to strengthen and streamline the accommodation process.</p> <ul style="list-style-type: none"> <li>• ESDC is committed to reviewing the accommodation process in consultation with the People with Disabilities Network. The objective is to enhance the use of data to identify trends in accommodation requests and to develop a clear, standardized process for the most common requests, enabling managers to implement accommodations consistently and efficiently.</li> </ul>

Recommendation	Response
	<ul style="list-style-type: none"> <li>Analyzing data from internal sources and from TBS for the GC workplace accessibility passport to identify trends in accommodation requests, thereby developing fast tracking responses for frequently requested accommodations.</li> </ul> <p>These actions are consistent with work to remove and prevent barriers identified in ESDC’s second accessibility plan for 2025-2028. These actions will be completed by April 2027.</p> <p><b>The Public Service Commission of Canada’s response.</b> Agreed.</p> <p>The Public Service Commission will continue its ongoing efforts to review and streamline existing processes. The Public Service Commission will conduct a comprehensive review of the tools, forms and procedures currently used to identify opportunities for increased efficiency and reduced administrative burden that contribute to delays in accommodation delivery. This review will help simplify and harmonize processes, with a focus on enabling faster decision-making and reducing the administrative burden on employees, managers and advisors.</p> <p>The Public Service Commission will develop a standardized approach to data collection and tracking, including establishing service standards and centralizing existing tracking tools, to document all accommodation requests, including the type of request, timelines, status and resolution. This will allow the organization to identify trends, recurring accommodation needs and opportunities to implement expedited or pre-approved solutions for frequent and low-risk requests, while continuing to fully respect the confidentiality of personal information.</p> <p>Collectively, these actions will improve visibility, support evidence-based decision-making and continuous improvement, accelerate the provision of accommodation measures and contribute to a more timely, consistent and inclusive approach aligned with the Accessible Canada Act.</p> <p>Timeline Q3 2026-2027</p>

Recommendation	Response
	<p><b>Public Services and Procurement Canada’s response.</b> Agreed.</p> <p>Public Services and Procurement Canada will review its accommodation processes in consultation with persons with disabilities. The department remains committed to strengthening its approach so that employees have timely and effective access to the accommodations they require.</p> <p>Going forward, Public Services and Procurement Canada will continue engaging the departmental network of persons with disabilities to help identify opportunities to improve the accommodation experience. This work will place an emphasis on continuing to support the cultural shift across the department—encouraging managers to confidently apply the duty to accommodate, make use of existing tools and guidance, and seek support when needed.</p> <p>In parallel, Public Services and Procurement Canada will adopt a more data-informed approach, recognizing the current legislative context and the absence of standardized parameters for data collection. This work will focus on identifying indicators that can help us better understand trends and recurring needs, which may inform future opportunities to streamline responses for frequently requested accommodations.</p> <p>Public Services and Procurement Canada will undertake this analysis and develop proposed enhancements, with subsequent steps informed by feasibility, consultations, and organizational readiness.</p>

Recommendation	Response
	<p><b>Shared Services Canada’s response.</b> Agreed.</p> <p>In 2026-2027, Shared Services Canada remains open to identifying pain points where avoidable delays can occur and where administrative bottlenecks can be found. For example, the back-and-forth exchanges between clients and stakeholders involved in a file to determine who must take action, and by ensuring that supervisors and stakeholders know their roles and responsibilities in the DTA process to reduce delays in processing simple requests.</p> <p>During fiscal year 2026-2027, Shared Services Canada will implement more standardized data collection. Shared Services Canada is tracking data for cases related to disability based on the categories found in the digital GC Workplace Accessibility Passport. This will help in the identification of barrier trends and categories where recommendations can be made to support change to make the workplace more accessible.</p> <p>Shared Services Canada will strengthen and refine its tracking system to ensure a more standardized data collection to better identify trends and to raise accessibility issues in a more comprehensive manner.</p> <p>Shared Services Canada is currently gathering information to determine which data and system requirements are necessary in support of a more robust tracking system.</p> <p><b>The Treasury Board of Canada Secretariat’s response.</b> Agreed.</p> <p>Treasury Board of Canada Secretariat is planning to transfer the Treasury Board of Canada Secretariat Workplace Accommodation Centre to its Human Resources Division. This transfer presents an opportunity to review (in consultation with the accessibility network) existing accommodation processes and take concrete steps to address gaps. Stakeholders will work together to streamline processes, standardize data collection and offer clear and consistent guidance to managers and employees, to help reduce delays and remove barriers. Additionally, Treasury Board of Canada Secretariat will implement a feedback mechanism for managers and employees to help support continuous improvement. The digital version of the Workplace Accessibility Passport will support accommodations processes and inform data-based decision-making.</p>

Recommendation	Response
<p><b>67.</b> The organizations should take concrete steps to strengthen the array of support systems for their supervisors so that they have the necessary access to resources and awareness of accessibility tools, such as the accessibility passport, to effectively address and remove barriers for employees with disabilities.</p>	<p>The reporting feature will help to identify top barriers and solutions and with this information Treasury Board of Canada Secretariat will be able to remove barriers by proactively deploying solutions.</p> <p>Timeline:</p> <p>The transfer of Treasury Board of Canada Secretariat's Workplace Accommodations Centre to its Human Resources Division is planned for Q1 of 2026–27. In fiscal year 2026–27, the review of existing accommodations process will be conducted, and the feedback mechanism will be implemented. Resulting process improvements will be included in annual public progress reports on the departmental accessibility plan.</p> <p><b>The Canada Revenue Agency's response.</b> Agreed.</p> <p>The Canada Revenue Agency has equipped supervisors and employees with several accessibility resources and has promoted a variety of tools, including the accessibility passport, to assist in navigating the accommodation process and to address and/or remove barriers for employees with disabilities. By fall 2026, the Canada Revenue Agency will offer information sessions on the revamped workplace accommodation process and will continue to refine and supplement products and guidance through continued engagement and feedback mechanisms.</p> <p><b>The Canada School of Public Service's response.</b> Agreed.</p> <p>The Canada School of Public Service recognizes the critical role supervisors play in fostering an accessible and inclusive workplace. Beginning in April 2026, the Head of HR will deliver an annual Duty to Accommodate presentation to all management tables across the Canada School of Public Service, reinforcing awareness of the Accessibility Passport, and overall accessibility responsibilities, supports and resources. In FY 2026–27, the Canada School of Public Service will update its onboarding guide in consultation with the EDI Forum, including the champion and focal points for persons with disabilities, to provide practical guidance to supervisors on supports and resources available to effectively address and remove barriers for employees with disabilities.</p>

Recommendation	Response
	<p><b>Employment and Social Development Canada's response.</b> Agreed.</p> <p>The department is committed to better equipping managers and supervisors to apply a human centred and empathetic approach to accessibility and workplace accommodations. To advance this commitment, the following priority initiatives have been undertaken to strengthen managerial capacity and support consistent, barrier free practices:</p> <ul style="list-style-type: none"> <li>• Develop and implement a DTA Policy to support a cultural shift toward a renewed approach to the accommodation process, informed by the BAP outcomes, with the goal of improving the accommodation process, clarifying expectations, and standardizing practices across ESDC.</li> <li>• Implement DTA training to equip managers with the skill, knowledge and resources needed to effectively manage accommodation requests. This training will include videos, practical scenarios and role-playing exercises to ensure managers understand how to apply these concepts in real-life accommodation situations. Training will be offered to all managers but will be mandatory for all section 34 Financial delegation with accommodations delegated decision making.</li> </ul> <p>These actions are consistent with work to remove and prevent barriers identified in ESDC's second accessibility plan for 2025-2028. These actions will be completed by April 2027.</p>

Recommendation	Response
	<p><b>The Public Service Commission of Canada’s response.</b> Agreed.</p> <p>The Public Service Commission (PSC) will provide integrated training and ongoing guidance on Better Accommodation Project tools to help supervisors deliver more timely, consistent and inclusive support that is tailored to employees’ needs. This includes organizational and service user toolkits, which provide managers with practical, holistic resources to better understand accommodation needs. The PSC will strengthen its ability to identify and remove systemic barriers while aligning with the objectives of the Accessible Canada Act. Implementing a proactive “yes by default” approach will ensure that accommodation requests are automatically approved except in exceptional cases, shifting the organizational culture toward accessibility. These actions will enhance service quality, increase efficiency and improve the accommodation experience for employees and managers.</p> <p>The PSC will implement the digital accessibility passport and a communications plan to promote:</p> <ul style="list-style-type: none"> <li>• workplace accommodation solutions</li> <li>• a centralized space to document workplace challenges and potential remedies</li> <li>• ways for central agencies to analyze trends and challenges to support persons with disabilities</li> </ul> <p>The PSC will also regularly update its accessibility hub intranet page and promote key resources to PSC employees.</p> <p>Timeline: Q1 2026-2027</p>

Recommendation	Response
	<p><b>Public Services and Procurement Canada’s response.</b> Agreed.</p> <p>Public Services and Procurement Canada remain committed to further strengthen the support systems available to supervisors in meeting accessibility and accommodation obligations, with focus on supervisors having the awareness, confidence, and tools needed to effectively identify and remove barriers for employees with disabilities.</p> <p>Building on the existing suite of tools, guidance, training, and the accessibility passport, the organization will improve their visibility and uptake across the department. Recognizing that sustained culture change is essential in a large organization, it will reinforce accessibility expectations through targeted communication initiatives, focused engagement activities, and enhanced leadership support.</p> <p>Planned enhancements will be developed, informed by consultation with employees with disabilities, existing governance structures, and operational needs.</p> <p><b>Shared Services Canada’s response.</b> Agreed.</p> <p>Shared Services Canada agrees with the recommendation and notes that several initiatives are already in place or will soon become available during 2026-2027 to equip supervisors with various tools and resources:</p> <p>Shared Services Canada’s Duty to Accommodate (DTA) unit is developing workshops on specific DTA topics to be delivered to employees and managers.</p> <p>Shared Services Canada’s DTA unit is developing practical tools to help supervisors initiate DTA-related discussions with their employees, and to help them better understand their roles and responsibilities in the DTA process so they can efficiently remove barriers faced by their employees in the workplace.</p> <p>Shared Services Canada’s DTA unit is currently updating its intranet pages where supervisors and employees can find valuable and practical information on DTA. These updates will clarify roles and responsibilities at all levels, including expectations for managers, strengthen the consistent application of DTA across the organization, and reduce risks associated with inconsistent interpretations or non-compliant practices.</p>

Recommendation	Response
	<p><b>The Treasury Board of Canada Secretariat's response.</b> Agreed.</p> <p>Treasury Board of Canada Secretariat will assess accessibility training and learning gaps to make sure supervisors have the information and resources they need to support employees. This includes continuing to promote the use of the Government of Canada Workplace Accessibility Passport (including the digital version) as a tool for managers and employees.</p> <p>Treasury Board of Canada Secretariat will also use tools from the Better Accommodation Project, which offer practical guidance to help managers and employees access timely, consistent, and responsive accommodations. TBS will review and share tools and resources with managers through its internal communication channels.</p> <p>Progress will be monitored throughout the year, reported to governance committees, and summarized annually in formal progress reports.</p> <p>Timeline:</p> <p>The actions indicated above will be completed by December 2026.</p>

## Appendix—Text Descriptions of Exhibits

Here are the text descriptions of the exhibits.

**Exhibit 1**—Between 2019 and 2025, the overall representation of persons with disabilities increased in all 7 organizations, with 3 of them exceeding the workforce availability estimates or showing little to no gap—Text description

This bar chart compares workforce availability estimates in percentages with the representation of persons with disabilities in 7 federal organizations. The representation data is from the 2019–20 and 2024–25 fiscal years, while workforce availability estimates are shown for 2019–20 and 2023–24, as estimates for 2024–25 were not publicly available.

In the Canada Revenue Agency, the representation of persons with disabilities was 7.0% in the 2019–20 fiscal year, while the workforce availability estimate was 9.8%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 14.4%, while the workforce availability estimate for the 2023–24 fiscal year was 14.0%.

In the Canada School of Public Service, the representation of persons with disabilities was 4.5% in the 2019–20 fiscal year, while the workforce availability estimate was 9.1%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 10.0%, while the workforce availability estimate for the 2023–24 fiscal year was 11.6%.

In Employment and Social Development Canada, the representation of persons with disabilities was 6.2% in the 2019–20 fiscal year, while the workforce availability estimate was 9.6%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 7.5%, while the workforce availability estimate for the 2023–24 fiscal year was 12.2%.

In the Public Service Commission of Canada, the representation of persons with disabilities was 5.3% in the 2019–20 fiscal year, while the workforce availability estimate was 9.2%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 14.2%, while the workforce availability estimate for the 2023–24 fiscal year was 11.9%.

In Public Services and Procurement Canada, the representation of persons with disabilities was 4.4% in the 2019–20 fiscal year, while the workforce availability estimate was 9.4%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 7.5%, while the workforce availability estimate for the 2023–24 fiscal year was 12.1%.

In Shared Services Canada, the representation of persons with disabilities was 5.6% in the 2019–20 fiscal year, while the workforce availability estimate was 9.7%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 7.4%, while the workforce availability estimate for the 2023–24 fiscal year was 12.1%.

In the Treasury Board of Canada Secretariat, the representation of persons with disabilities was 5.7% in the 2019–20 fiscal year, while the workforce availability estimate was 8.8%. In the 2024–25 fiscal year, the representation of persons with disabilities increased to 11.2%, while the workforce availability estimate for the 2023–24 fiscal year was 11.5%.

Source: Based on the 7 organizations' human resources databases, the 2021 Census, and the 2022 Canadian Survey on Disability

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**Exhibit 4**—The organizations that had informal goals or tracked timeliness to address accommodation requests had faster resolutions—Text description

This bar chart compares the average number of calendar days in 7 organizations from when an accommodation request was submitted to when it was closed according to whether the organizations had tracking or informal goals for timeliness.

The accommodation requests that were handled directly and uniquely with supervisors may not have been tracked and are not shown in the chart.

The following 5 organizations had tracking or informal goals for timeliness:

- Canada School of Public Service: average of 24 calendar days from when an accommodation request was submitted to when it was closed.
- Public Service Commission of Canada: average of 31 calendar days from when an accommodation request was submitted to when it was closed. Information on closed requests is approximate because of limited information.
- Treasury Board of Canada Secretariat: average of 35 calendar days from when an accommodation request was submitted to when it was closed.
- Shared Services Canada: average of 77 calendar days from when an accommodation request was submitted to when it was closed.
- Employment and Social Development Canada: average of 81 calendar days from when an accommodation request was submitted to when it was closed.

The following 2 organizations were without tracking and without informal goals for timeliness:

- Public Services and Procurement Canada: average of 169 calendar days from when an accommodation request was submitted to when it was closed.
- Canada Revenue Agency: average of 310 calendar days from when an accommodation request was submitted to when it was closed. Information on closed requests is approximate because of an inconsistent approach for registering request closures.

Source: Based on information in the organizations' databases of accommodation requests





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