



Clerk of the Privy Council and Secretary to the Cabinet

29th Annual Report

to the Prime Minister on
the Public Service of Canada

For the year ending March 31,

2022



Government
of Canada

Gouvernement
du Canada

Canada

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Letter to the Prime Minister

It is my pleasure to submit to you the *Twenty-Ninth Annual Report to the Prime Minister on the Public Service of Canada*, covering the period from April 1, 2021, to March 31, 2022.

It was a sincere honour to be asked last year to fill in for my friend and colleague, Ian Shugart. Ian served Canada with distinction for over 42 years. I know I speak for the whole of the Public Service when I thank him for his leadership and his dedication. We all wish Ian and his family the very best.

It has been a privilege to lead the Public Service during this time and to continue with the priorities Ian set in his report to you last year, namely, to learn from our experience supporting Canadians through the Government's response to the pandemic and to tackle racism and build inclusion within our institutions.

As I reflect on the past year, I am struck by how “unprecedented” events have apparently become our normal. On top of the ongoing COVID-19 pandemic, Canada has experienced natural disasters in the form of floods and fires, and disruptive domestic demonstrations and blockades. Canada has been affected by international political crises stemming from events such as the collapse of the Government of Afghanistan and Russia's unlawful invasion of Ukraine. Clearly, this is another example of a year that can be characterized as one unlike any other.

This year has also been painful for many across the country. The finding of unmarked graves at former residential schools is a raw reminder of the historic and current injustices that exist in our society. Incidents of hate against religious and other minority communities are still all too common. Indigenous peoples, Black and other racialized individuals, members of

LGBTQ2+ communities, members of religious minority communities and persons with disabilities continue to face racism, discrimination and barriers.

We have tackled a lot together.

Leadership is what we make of the circumstances we face, and I have been awed by the leadership that I observed at all levels across the Public Service this year. “How can I help?” has been the overwhelming refrain. For some, this meant leading a new project, transferring to a new team to help with a priority file, showing up to offer front-line service to Canadians, thinking about how to improve delivery of a program to Canadians, providing critical advice to inform government decision-making on an emerging issue, or simply checking in with a colleague to let them know that they are not alone.

This willingness to step in and step up where needed is one of the reasons the Public Service was able to deliver so much this year, at a time when Canadians needed us most.

But I know that operating at an unrelenting pace has had some costs. Like so many Canadians across the country working in different sectors, public servants have been giving much of themselves to their jobs. Our employees are our strength. We have to make sure that we support them so they can thrive and feel able to do their best work.

The annual Clerk’s report is an important inflection point to pause and to recognize all that public servants have achieved for Canadians. Canada’s Federal Public Service is exceptional, and it is a continuing privilege to work with such dedicated and professional public servants, as we collectively work to implement the Government’s agenda and serve Canadians.

Canada and Canadians have weathered many challenges this year. As I look forward, it is clear to me that the Public Service needs to continue harnessing the lessons we have learned during this past year to deliver on the Government’s priorities and be ready to support the needs of Canadians, whatever comes next.

I am so proud of all that has been accomplished over the past year. I am grateful and humbled that you have asked me to continue in this role. I am committed to working with public servants to build on this record as we face new challenges and new opportunities.

I know that, together, we can and will chart a new path that blends the best of our traditions with emerging approaches to deliver the best results for Canadians.

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

Introduction

If there was one word that marked the past year, it was “uncertainty.”

The Public Service continued to move forward on supporting Canadians through the Government’s response to the pandemic and tackling racism in our institutions, while responding to complex emerging challenges. It seemed that every time one crisis was under control, another was waiting around the corner. Despite this, Canada has weathered the challenges of the last year better than almost any other country. Still, we face some of the same complex challenges as other countries, such as supply chain disruptions, concerns about the cost of living, increasing prevalence of misinformation and disinformation, and complex international relations.

More than ever, Canadians relied on their Federal Public Service. In the face of uncertainty, the Public Service remained a steady and dependable force, while demonstrating creativity and flexibility to respond to the evolving needs of Canadians during the pandemic.

The Public Service’s accomplishments in serving Canadians during this challenging year are truly impressive. At the same time, this has been a time of learning. Public servants are starting to unpack the lessons they have collected and are beginning to use them to shape the Public Service of the future.

Delivering through uncertainty

Like all Canadians, public servants lived and worked through a pandemic year. Again.



By July 27, 2021, Canada had received enough vaccine doses to fully vaccinate every eligible person in Canada and had secured vaccine doses for pediatric vaccinations once approved.

There were moments when we felt a shared hope that the worst of the pandemic was behind us. Vaccines were rolled out on a large scale. We enjoyed a summer of lower case counts and lighter restrictions. After a long period of isolation for many, we started making plans, and some of us started to see friends and family, go into the office, and travel again. Then just a few months later, we were faced with a series of new COVID-19 variants, climbing case numbers and a familiar feeling of uncertainty.

Throughout these ups and downs, public servants adapted to effectively implement the Government's response to the pandemic.

The two most important features of our work this year were true teamwork and a dedication to service.

There is no better example of these than securing and distributing vaccines. Once vaccines were authorized for use in Canada by Health Canada, Public Services and Procurement Canada negotiated with suppliers to accelerate vaccine delivery and worked with the Public Health Agency of Canada and the Canadian Armed Forces to ensure vaccines were delivered to provinces and territories and, ultimately, Canadians. Canada was an early global leader in vaccinating citizens and still has one of the highest vaccination rates in the world.

Vaccines were only one part of a multifaceted response to the pandemic. Health Canada and the Public Health Agency of Canada worked together to monitor COVID-19 and emerging variants of concern, manage outbreaks and ensure provinces and territories had the tools they



Border services officers at the Canada Border Services Agency continued to enforce entry requirements related to the pandemic and communicate evolving guidance and requirements to travellers. This includes continuing to support the use of the ArriveCAN app co-created with the Public Health Agency of Canada.

needed to keep people safe across the country. This included working with Public Services and Procurement Canada to provide medical and personal protective equipment, treatments and surge capacity for healthcare facilities, as well as maintaining the National Emergency Strategic Stockpile. Significant investments were also made to provide free rapid tests across Canada.

Indigenous Services Canada worked with other federal departments and Indigenous partners to meet the needs of Indigenous communities in the face of COVID-19. This included, as of the end of March 2022, deploying 786 nurses and 531 paramedics to support First Nations communities since March 2020, in addition to those already in place. Indigenous Services Canada funded 637 mobile structures and identified 130 community spaces that could be upgraded or retooled for surge healthcare.

By the end of 2021, Health Canada delivered over 110 million rapid tests to provinces and territories and millions more through federal programs. By March 31, 2022, over 603 million rapid tests had been purchased, and of those, over 438 million were shipped to provinces and territories. Health Canada had also delivered over 6.7 million rapid tests to private sector workplaces; 5.1 million to federal departments and agencies; 5.2 million to pharmacies distribution channels; and 3.9 million to the Canadian Red Cross and its community partners.



This year, the Government Operations Centre received the highest ever number of requests for assistance.

To support provinces and territories in their pandemic response, Public Safety Canada's Government Operations Centre handled more than 150 requests for pandemic support since early 2020. This year, the Centre received the highest ever number of requests for assistance and responded with measures such as facilitating the deployment of the Canadian Armed Forces and coordinating assistance from the Canadian Red Cross.

Protecting Canadians from the COVID-19 virus this year involved the dedicated efforts of public servants across many departments, not just those in health or public safety roles. On the transportation front, the Labour Program at Employment and Social Development Canada and Transport Canada developed and implemented regulations to keep employees and travellers safe by setting vaccine requirements in federally regulated air, rail and marine transportation sectors.

In the Public Service, the implementation of the Policy on COVID-19 Vaccination for the Core Public Administration (CPA) Including the Royal Canadian Mounted Police (RCMP) was an important and effective step in keeping federal workplaces

and the communities in which public servants work as safe as possible. Individual public servants stepped up to protect themselves, their colleagues and their communities. Impressively, 98.5% of public servants attested they were fully vaccinated against COVID-19.

In addition to supporting health and safety, taking care of the financial needs of individuals and businesses during the pandemic remained critical. Again this year, Employment and Social Development Canada and the Canada Revenue Agency developed and rolled out emergency response benefit and subsidy programs for Canadians and businesses. We started to see the economy recover, with unemployment at 5.3% in March 2022,¹ a record low and significantly lower than the pandemic peak of 13.7% in May 2020.²

While the pandemic was ever-present and seemed to touch all aspects of our professional and personal lives, it was not the only factor behind the constantly changing circumstances to which public servants adapted this year. A number of complex issues and emerging crises required rapid and ongoing delivery of Public Service support to meet the needs of Canadians and protect Canadian interests. When the demands were high, public servants delivered at home and abroad.



Public Safety Canada worked with federal, provincial and local first responders, search and rescue, and public servants to keep British Columbians safe during the floods.

In response to the severe flooding that devastated British Columbia last fall, federal departments worked with provincial and Indigenous counterparts to help them deal with the crisis. Indigenous Services Canada, for instance, quickly provided funding to First Nations in British Columbia to deal with the impact of the flooding on their communities. Transport Canada created a working group that collaborated with the Province of British Columbia, western ports, rail, truckers and other industries to minimize disruptions and ensure the strong recovery of the supply chain that supports Canadian farmers and families. And Agriculture and Agri-Food Canada worked with the province to put in place programming to help farmers with the financial costs of recovering from the floods.

Similarly, departments stepped up to implement the federal response to wildfires that took place across the country last year. The Department of National Defence

1 <https://www150.statcan.gc.ca/n1/daily-quotidien/220408/dq220408a-eng.htm>

2 <https://www150.statcan.gc.ca/n1/daily-quotidien/210604/dq210604a-eng.htm>

answered the call for the Canadian Armed Forces to provide support to British Columbia, Manitoba, Ontario and Yukon, including by evacuating Canadians from affected communities and providing aircraft under Operation LENTUS.

When the security situation in Afghanistan rapidly deteriorated last summer, the Public Service stepped up.

- ▶ Canada was able to get more than 3,700 evacuees out of Kabul between August 4 and September 3, 2021, thanks to efforts by the Canadian Armed Forces (under Operation AEGIS); Global Affairs Canada; Immigration, Refugees and Citizenship Canada; Canadian allies; and Afghan nationals.
- ▶ The Public Service rapidly put in place special measures to resettle Afghans in Canada, including those who closely assisted Canada's mission in Afghanistan, extended family members of former Afghan interpreters, and vulnerable Afghans, including women leaders, LGBTQ2+ people, and human rights defenders.
- ▶ Despite enormous challenges and an evolving situation on the ground, the work continues to bring at least 40,000 Afghan nationals to Canada, with 10,000 having arrived as of March 30, 2022. This whole-of-government response includes assistance from staff across Immigration, Refugees and Citizenship Canada, such as the network of visa officers who process applications remotely and digitally.
- ▶ Meanwhile, Global Affairs Canada provided support to Canadians who remained in the country and significantly increased its humanitarian assistance contribution to Afghanistan. All of these departments continue to support the response to the crisis and help Afghan citizens find refuge in Canada.

Since Russia's illegal and unjustifiable invasion of Ukraine, public servants have assisted with a whole-of-government response.

- ▶ Global Affairs Canada, for example, is leading international diplomatic efforts to support Ukraine, which include imposing costs on Russia, holding them to account in multilateral settings and engaging with partners and allies.
- ▶ For its part, Immigration, Refugees and Citizenship Canada rapidly introduced unprecedented immigration streams to help Ukrainians and their family members find temporary safe haven in Canada, as well as extended settlement



support services for the over 6,100 Ukrainians who had arrived in Canada as of March 2022 and the many more who are expected to come.

- ▶ The Canada Border Services Agency played an instrumental role in facilitating Ukrainians' arrival at border points.
- ▶ The Department of National Defence and the Canadian Armed Forces are supporting the collective efforts of the North Atlantic Treaty Organization, including by deploying Canadian personnel to Europe under Operation REASSURANCE and providing military equipment to Ukraine.
- ▶ In addition, the Department of Finance has supported the delivery of financial support to Ukraine and is playing a lead role through the International Monetary Fund's Administered Account for Ukraine to help stabilize the Ukrainian economy.



In 2022, the Canadian Coast Guard is celebrating 60 years of providing maritime services. Employees provide 24/7 front-line services like search and rescue, icebreaking, maritime security, and environmental response.

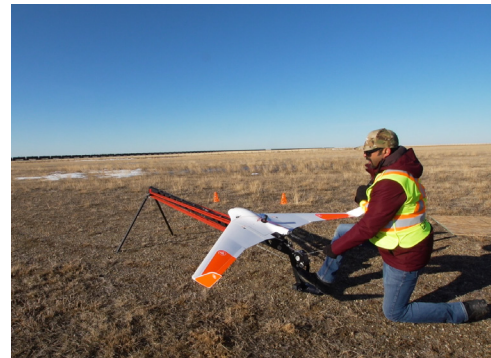
Collaboration was key this year. Public servants worked with provincial and territorial officials to move forward on issues like early learning and childcare, leading to agreements with all jurisdictions across Canada. Working with counterparts across the world, public servants at Environment and Climate Change Canada advanced international collaboration on climate change, including by supporting Canada's participation in COP26, the United Nations Climate Change Conference in Glasgow, Scotland, and the development of Canada's first ever Emissions Reduction Plan to meet our national greenhouse gas emissions target for 2030.

Public servants across Canada also supported Canadians on the path to reconciliation, notably by continuing to implement the Truth and Reconciliation Commission's Calls to Action and marking the first National Day

for Truth and Reconciliation on September 30, 2021. To recognize the day, the Prairie Federal Council produced a series of learning events covering topics such as Orange Shirt Day, the finding of unmarked graves, championing the United Nations Declaration on the Rights of Indigenous Peoples and learning from individuals' lived experiences.

To meet the needs of Canadians in an environment that was complex and constantly changing, public servants mobilized around the Beyond2020 themes of agile, inclusive and equipped. Canadians could count on the Federal Public Service to continue to deliver its core programs and services.

- ▶ Statistics Canada completed the 2021 Census last year, achieving high-quality standards while ensuring safe data collection during the pandemic using new protocols, which included a contactless approach. This census will provide detailed and disaggregated data to inform decisions on the design and delivery of programs and services.
- ▶ Regional development agencies continued to support economic growth and diversification across the country. For example, the Federal Economic Development Agency for Southern Ontario supported the creation of AC JumpStart, which provides seed capital and mentorship to early-stage technology start-ups to help get their businesses started. The program fostered the growth of more than 300 early-stage tech businesses with over 450 products commercialized and 2,300 high-quality jobs created. In southern Alberta, Prairies Economic Development Canada enabled projects such as the creation of a testing range that gives small and medium-sized companies space to test new drone technologies.



A drone is tested at the Foremost Unmanned Aircraft Systems (UAS) Test Range in southern Alberta.

This is only a small sample of all that public servants working in teams have delivered this year.

How we delivered

By reflecting on not only what we have accomplished, but also how we delivered these results, we can harvest the best practices, build them into our models of working and continuously improve.

Taking care of health and well-being

This starts with our people.

Behind everything the Public Service has done over the past year, people were working hard with so many making personal sacrifices, as have others working across all sectors. This period has been a reminder of how critically important it is to take care of our employees so they can be healthy and contribute to the best of their abilities.

This year, public servants adapted how and where they worked to ensure they continued to follow evolving public health guidance. Employees who serve as occupational health and safety representatives kept their colleagues up to date and answered questions for the employees who remained at their work sites throughout the pandemic, along with the increasing number of employees who returned to offices as public health restrictions eased.

We know that keeping workplaces safe and healthy involves more than the physical space. It also involves taking care of the health and well-being of employees, including by considering how work and mental health intersect.

47%

of executives describe most days as stressful.

75%

of executives report burnout.

Source: APEX's 2021 Survey of Executive Work and Health

This has not been an easy time for Canadians, including public servants.

Many employees are reporting high levels of stress and heavy workloads. More employees than ever are finding that they need help, and an increasing number are already in crisis by the time they ask for it.

Mental health is deeply personal. What is a difficult situation for one person may seem quite manageable to another. What seems easy one day can feel impossible the next.

Experienced “high” or “very high” levels of work-related stress		
Group or subgroup	2019	2020
All public servants	17% 	18%
Indigenous peoples	20% 	22%
Members of visible minorities	15% 	17%
Persons with a disability	30% 	29%
Women	16% 	18%
LGBTQ2+ persons	19% 	22%

Some public servants have been weighed down by the pressure of heavy workloads. Some struggled under high expectations and responsibility, worried about letting someone down or the impact that making the wrong decision could have. Others have felt invisible working behind a screen, unsure if their efforts were recognized. For many, work crept into their personal hours until they lost any sense of balance or control. All of these situations can take a toll.

We are human.

The Public Service has made a lot of progress in recognizing the importance of mental health and continues to work to support employee well-being. A strong framework and tools are in place to support mental health.

Education and awareness are a big part of this. As well, training is available to help employees and their managers understand the recent shift to preventing harassment and violence that came from the changes to Part II of the *Canada Labour Code* and the *Work Place Harassment and Violence Prevention Regulations*.

To help manage mental health, public servants have access to supports like the [Employee Assistance Program](#) and resources like those shared by the [Centre of Expertise on Mental Health in the Workplace](#) at the Treasury Board of Canada Secretariat.

Slowly, stigma is being reduced and awareness is growing. Public servants are having

honest conversations with each other about mental health and wellness and creating opportunities to learn.

All of this work has set the Public Service up well. But, like all Canadians, the amount of change that public servants have had to manage has tested their resilience.

To cope with this, public servants have been trying new things.

- ▶ Health Canada and the Public Health Agency of Canada created a new COVID Mental Health Response Unit to support employees who have been at the forefront of the pandemic response. This unit has launched a number of supports, including a Decompression Program pilot project that allows front-line staff to temporarily de-operationalize, process, rest and recover.
- ▶ Indigenous Services Canada looks after employee well-being by ensuring that a specialized program is available 24/7 for nurses working for the department in northern communities. The program offers support following critical incidents and includes a dedicated prevention component.
- ▶ The Canadian Innovation Centre for Mental Health in the Workplace, managed by Innovation, Science and Economic Development Canada, delivered 130 events featuring leading-edge speakers who covered themes such as leadership, nurturing a growth mindset, communications skills, resiliency, self-care, and workload management, all with a particular focus on the impacts of COVID-19. These events had almost 62,000 registrants, with 87% saying they were satisfied with the sessions.
- ▶ Following the tragic and continued finding of unmarked graves at former residential schools, the Knowledge Circle for Indigenous Inclusion held a series of 27 Talking and Sharing Circles with the support of Indigenous elders, that included over 350 participants, reaching out to 250 Indigenous employees. Given the high volume of demand for these Circles, the Knowledge Circle engaged members of its National Advisory Circle of Elders and Knowledge Keepers to train 15 Indigenous employees as facilitators to support the ongoing delivery of such Circles.
- ▶ To support the distinct mental health needs of Black employees, Public Safety Canada's Black Employee Network organized learning sessions with experts on

Feedback on Canadian Innovation Centre for Mental Health in the Workplace events:

"I was in a dark place today. This session saved me. I'm going to seek help."

"You have brought so much to us and through the pandemic it has uplifted, supported and inspired many of us. Thank you."

Black mental health between October 2021 and February 2022 to provide safe spaces for employees to ask questions and share experiences.

- Correctional Service Canada's Connecting Spirits, Creating Opportunities is a wellness and networking initiative for Indigenous employees with a focus on career planning, networking and support through cultural and employment-related activities. Elder Dan Ross at National Headquarters holds regular talking circles for participants, offers one-on-one support sessions, and provides guidance for the direction of the initiative.



Elder Dan Ross, Correctional Service Canada, National Capital Region

We cannot stop now.

The only way we will be able to deliver for Canadians is by taking care of ourselves and each other.

Confronting racism and becoming more equitable, diverse, inclusive and accessible

Retaining the confidence of our employees requires us to take seriously the need to stamp out racism and discrimination of all types in our workplaces and make the Public Service inclusive, accessible and representative of the population it serves.

Not only is this the right thing to do for our employees, both current and future, but it will allow us to design and deliver solutions that better respond to Canadians' diverse needs.

Like many organizations in our society, the Public Service is not immune to the racism, hate, discrimination and bullying that too many Canadians face.

Some of our institutions, like the Royal Canadian Mounted Police, the Department of National Defence and the Canadian Armed Forces, have had very public experiences with the impacts

Last year, senior leaders of the Department of National Defence and the Canadian Armed Forces apologized to current and former Defence Team members affected by sexual assault, sexual harassment and discrimination based on sex, gender, gender identity or sexual orientation. In parallel, concrete actions continue to create a respectful, equitable and inclusive working environment, including the work to implement the interim recommendations of the Independent External Comprehensive Review.

of harassment and sexual misconduct in the workplace. But these issues are not unique to these departments, and organizations across the Public Service are taking concrete action to do better.

Work to build a more equitable and inclusive workplace is well underway. The Knowledge Centre on Indigenous Inclusion continues to work with federal departments to implement [Many Voices One Mind: a Pathway to Reconciliation](#), and the Office of Public Service Accessibility is in its third year of implementing [Nothing Without Us: Accessibility Strategy for the Public Service of Canada](#).

The Public Service is sharing progress and lessons learned on improving workplaces:

[2019-20 Departmental Progress Scorecard summary report](#)

[Making It Real: update on the implementation of “Nothing Without Us”](#)

This work has picked up speed over the last year, with the focus shifting from making tangible commitments to taking actions that will lead to measurable results. We are starting to see some results already.

Departments are trying to work differently and do better.

- ▶ The Office of Indigenous Initiatives at Employment and Social Development Canada is leading an innovative whole-of-government apprenticeship program to improve the representation of First Nations, Inuit and Métis people in the Information Technology (IT) community. This co-developed program aims to address systemic barriers to employment through the combination of on-the-job work experience with formal training and mentorship to deliver fully qualified IT-01 (CS-01) employees at the end of two years.
- ▶ Shared Services Canada, the Financial Transactions and Reports Analysis Centre of Canada, the Public Service Commission and the Office of Public Service Accessibility within the Treasury Board of Canada Secretariat launched a pilot recruitment initiative to hire neurodivergent candidates into the Public Service. This initiative was co-designed with people with lived experience in disability, and recruitment experts specializing in neurodiversity helping to ensure that the hiring process is accessible at every step, from recruitment to assessment through to onboarding.
- ▶ The Canadian Coast Guard, the Royal Canadian Mounted Police and the Canadian Armed Forces have all moved towards more gender-inclusive uniforms for their members. The Canadian Coast Guard also added the hijab and turban as approved headgear.
- ▶ Parks Canada supports Indigenous employees’ professional development through its Indigenous Employee Training Fund. Indigenous employees can apply for funding to access valuable opportunities such as official language training for personal and professional development.

- ▶ The Mosaic Leadership Development Program, launched by the Treasury Board of Canada Secretariat's Centre on Diversity and Inclusion, is a new, targeted leadership development program that aims to address the underrepresentation at the executive level and increase diversity in leadership positions. The program welcomed its first cohort in fall 2021.
- ▶ Departments are seeking out accessibility tools and services from Shared Service Canada's Accessibility, Accommodation and Adaptive Computer Technology team to help ensure employees with disabilities can fully participate in all events and meetings and are equipped to do their jobs.



WORKPLACE ACCOMMODATION CONSULTATION SERIES

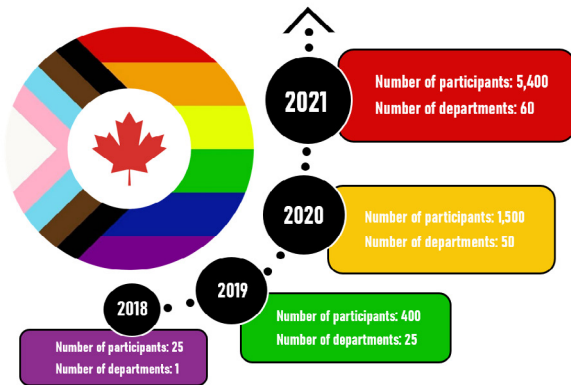
In spring 2021, the National Managers' Community, in partnership with the Canada School of Public Service, Shared Services Canada's Accessibility, Accommodation and Adaptive Computer Technology group, Public Services and Procurement Canada's Accessible Procurement Resource Centre, and the Treasury Board of Canada Secretariat's Office of Public Service Accessibility, conducted a three-part Workplace Accommodation Consultation Series to help managers learn about workplace accommodations, adaptive technology, and accessible procurement.

Employees are also taking action. They are proactively starting new interdepartmental networks and leveraging existing networks to represent and support specific communities within the Public Service.

- ▶ Public servants created the Jewish Public Servants Network and the Muslim Federal Employees Network to support building a more inclusive and representative Federal Public Service, free of discrimination in all its forms.
- ▶ Led by students for students, the National Indigenous Student Circle works to build a sense of belonging and improve the experience of Indigenous students in the Public Service.
- ▶ Chairs and co-chairs of departmental accessibility and disability committees set up the Interdepartmental Network of Accessibility and Disability Chairs to support each other in those roles.
- ▶ The Federal Black Employee Caucus supports efforts at the national, regional and local levels to address issues Black federal public servants face.
- ▶ The Council of the Network of Official Languages Champions in collaboration with the Department of Canadian Heritage, the Treasury Board of Canada Secretariat and the Canada School of Public Service organized the Best Practices Forum on Official Languages to bring together public servants to explore a range of topics celebrating Canada's official languages.

The Black Executives Network supports Black executives as well as Public Service leaders in addressing issues of anti-Black and systemic racism in the Public Service through co-creation.

Public Service Pride Week



More than 5,400 public servants—over three times more than in the previous year—attended 17 panel discussions during the third annual Public Service Pride Week organized by the Public Service Pride Network in 2021.

Networks and communities are leading initiatives to advance Public Service priorities. The Network of Asian Federal Employees, for example, launched a Return to the Workplace Survey to inform departments and central agencies of the considerations and perspectives of diverse federal public service employees on returning to the workplace.

These groups continue to speak up, courageously share their lived experience and create safe spaces to share information and work together. The Anti-Racism Ambassadors Network is doing

this with initiatives such as its new podcast, *IDEAA-nomics (Inclusion, Diversity, Equity, Accessibility, Anti-Racism)*, which explores difficult, funny and heartfelt conversations on race, equity and diversity for public servants in Canada.

In addition to these efforts, the Public Service-wide Champions and Chairs Circle for Indigenous Peoples, Persons with Disabilities Champions and Chairs Committee, and Visible Minority Champions and Chairs Committee continue their long-standing work to identify and raise important equity issues and initiatives.

Changing our culture is not easy. We cannot underestimate the work ahead of us, but we are making progress. We can make change if we work together across the Public Service.

Government, employees and Canadians are watching this priority. They have high expectations that the Public Service will make meaningful, long-term change, and they want to see real results.

So do I.

Implementing the Call to Action

Launched by former Clerk Ian Shugart, the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#) intentionally adds an anti-racism lens to Public Service efforts to become more diverse and inclusive.



Leaders have taken to heart the message that we must act to combat anti-Black racism and all forms of racism and discrimination in our organizations. [The letters I received from deputy ministers](#) outline some of the actions they and their teams have taken so far. I am also hearing from Public Service leaders at all levels about the efforts to advance this work when we meet to discuss the Call to Action.

Just over a year since the launch of the Call to Action, public servants are increasingly stepping up to make change and their efforts are generating positive momentum.

The Public Service is **appointing more Indigenous, Black and other racialized employees** to leadership positions.

Number of core public administration executives by employment equity group or subgroup			
Employment equity group or subgroup	Number of executives		
	March 31, 2020	March 31, 2021	
Indigenous executives	254	+43	297
Black executives	99	+29	128
Racialized executives	714	+116	830

Note: The total number of core public administration executives on March 31, 2021, was 6,717, an increase of 505 from the year before. Racialized executives include members of visible minorities, including those who identified as Black.

Departments across the Public Service are **developing targeted initiatives** to support career development.

- ▶ The Knowledge Circle for Indigenous Inclusion launched the Career Navigators Program to support the career progression of First Nations, Inuit and Métis employees across the Public Service.
- ▶ Employment and Social Development Canada established a Black Engagement and Advancement Team to develop and implement recruitment, retention and advancement strategies to address the persistent gaps and systemic barriers experienced by Black employees.



This year was the launch of the first Public Service Pride Awards, which celebrated public servants who helped create more inclusive workplaces for LGBTQ2+ employees.

Regional, functional, horizontal and employee networks and communities are **prioritizing the Call to Action with their members and driving change** through creative initiatives like the Building Black Leaders initiative, sponsored by the Atlantic Federal Council. This two-year leadership program designed to bridge the gap for Black federal employees created opportunities for participants to gain exposure to leadership networks, mentoring, development tools and language training.

This is a start. However, I know that there are still challenges that will require practical and thoughtful solutions. I know that implementation has been uneven and that not all voices feel like they are being heard. As we continue to move forward, we must support each other and help bring people along who are not as advanced in their journey.

As with all of our efforts to build healthy and inclusive places to work, workplace culture is a critical ingredient of success. That is why the Call to Action called for specific actions to create a sense of belonging and trust for all public servants regardless of race, religion, ethnicity, sex, age, disability, sexual orientation or gender expression.

Inclusion is something that we need to do intentionally every day.

Departments and agencies have taken a first round of actions to respond to the Call to Action, but much more is needed. Continuing to advance this work is the right thing for our people and one of the keys to improving how we deliver to Canadians.

If we recommit to listening to diverse voices, we can ensure that all the talent in our organizations is being heard and informing the work we do for Canadians.

By tackling the mindsets that are hesitant or resistant to this work and celebrating the individuals who are embracing and leading change, we can open public servants' minds to new perspectives that will inform how we develop advice, serve clients, and implement solutions.

We cannot lose our focus. This is about ongoing action to transform over the long term, and every public servant has a role to play.



The Public Service Commission's Indigenous Recruitment Toolbox has resources to help managers and HR professionals recruit and hire Indigenous employees.

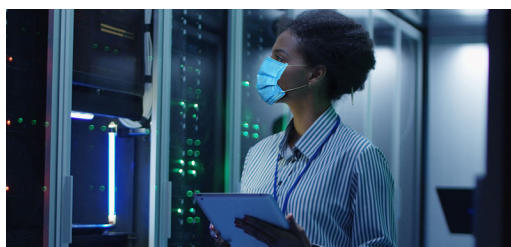
Learning from serving through the pandemic

Transformation has been underway in the Public Service for some time. Renewal is constant.

Even so, this year has felt different. The pace of change started and stayed high.

Perhaps more than ever, we truly lived Public Service renewal in real time and brought to life the key themes of Beyond2020 at the heart of renewal: agile, inclusive and equipped.

We got things done. Fast. The Public Service implemented decisions quickly and showed flexibility to respond to priorities. Organizations streamlined their processes and focused more on results than on procedure. Programs and services were adapted faster thanks to more real-time client feedback and disaggregated data and related insights. Employees were equipped to deliver the services Canadians needed, when they needed them.



Shared Services Canada supported remote work for the whole of the Government of Canada by ensuring that networks were secure, reliable, accessible and capable of supporting 290,000 simultaneous connections.

We empowered our people. Public servants were mobilized, and teams were reconfigured to get people working on the problems that needed to be solved. New

Beyond 2020

Agile. Inclusive. Equipped.

Trying new things helped us improve:

Atlantic Canada Opportunity Agency saw a 20% reduction in approval times in 2020 for small grants and contributions agreements by delegated signing authorities for these agreements.

To alleviate surges in COVID-19 related workload, Transport Canada established a TC Works “concierge service” for portfolio micro-missions, providing hands-on support to managers with an immediate need to deliver critical services.

We used technology to do things better.

Giving public servants access to technology and secure technology-based tools yielded efficiencies and increased collaboration. Public servants used technology to automate certain tasks and services, make decisions remotely through digital approvals, and solve operational challenges. This allowed the Public Service to continue the shift to digital government and improve the experience for Canadians by offering more services online.

opportunities opened up for employees working in the regions to contribute to work previously done primarily in the National Capital Region. Employees from the regions and headquarters were brought together, creating new opportunities for cross-country collaboration.

Most impressively, the Public Service demonstrated that its structures, processes and culture are adaptable. Public servants were eager to deliver and showed a real openness to trying new things and developing new skills while still staying true to the core values of the Public Service.

That is not to say that everything we did worked perfectly. And that is okay. Experiences varied widely across the Public Service and even within departments. The high level of change was also tiring and impacted employee well-being.

We learned a lot from our experience that we can take with us.

- ▶ **Implementation matters.** We learned the value of timely decision-making and delivery, and the role of data in shaping our approaches. We have to remain ready to get things done quickly, with a focus on understanding and mitigating risk instead of avoiding it.
- ▶ **Digital approaches work.** We embraced the power of digital approaches, technology-based tools and modern solutions for how we work together as a Public Service and how we support Canadians. We must build on this, equip public servants with the skills they need, and use technology to transform how we deliver services to Canadians.
- ▶ **Empowered employees deliver.** We saw that placing our trust in our employees to find real-time solutions to pressing challenges was crucial to our success. We must keep supporting public servants across the country so we can include their unique perspectives when designing and delivering better services and programs to Canadians.



Statistics Canada

Statistics Canada launched *Eh Sayers*, a new podcast that is reaching a broader group of Canadians by telling the stories behind important Canadian issues using statistics.

We have to apply these lessons to all that we do and how we do it. Change will require us to do things differently, which can make us uncomfortable. But we must keep experimenting—and learning from those experiments—to move into the next phase of renewing the Public Service that will take us **beyond** Beyond2020.

As we do this, we must be steadfast in our core values as a non-partisan public service dedicated to providing fair, timely and effective services that respect and promote Canada's official languages. These values do not keep us from stepping into the future. They anchor and guide us as we embrace new ways of thinking and working.

Looking ahead

As we emerge from this period of uncertainty and look toward the future, I know there is more change on the horizon.

I am excited by the opportunity and obligation we have to chart a path forward that prepares the Public Service to deliver through whatever changes come next. By building on what we learned during the pandemic and blending the best of our traditions with emerging approaches, including a combination of in-person and remote work, we will create a new hybrid workplace that delivers the best results for Canadians.

I see three areas for action that, taken together, will position us to make the most of this moment.

1. Make anti-racism, equity, diversity, inclusion and accessibility everyone's priority. When we say we are going to do something, as we did in the Call to Action on Anti-Racism, Equity, and Inclusion, we have to do it. Everyone can and must be a leader in this area. Hiring managers must contribute by hiring more persons with disabilities, Indigenous people, and Black and other racialized individuals at all levels. They must consider the full range of talent available in their teams and embrace the role of promotional opportunities in advancing this priority. We need to improve access to professional development including second language training and invest in preparing employees for leadership positions. We have to provide opportunities for employees to heal from past incidents of racism and discrimination in our institutions. Public servants have to create environments where everyone feels included and is comfortable coming to work with all of their interconnected dimensions of identity, such as race, ethnicity, Indigenous identity, religion, disability, sexual orientation and gender identity and expression. By fully including the talents of all employees in our work, we will design and deliver better programs and services for Canadians.

2. Recruit with intention. The Public Service, like all employers, is facing a competitive labour market. We must adopt a more assertive and faster recruitment approach. We need to identify the skills and experience we need today and act on what we will need tomorrow. Managers must be thoughtful and creative about attracting and retaining people who add value and help us meet our diversity priorities. This includes actively recruiting to fulfill our commitment to hire 5,000 persons with disabilities by 2025. We can recruit from across the country and use our experience during the pandemic to bring voices from across Canada into

our teams. With a job vacancy rate of 4.9% (up from 3.1% at the beginning of 2020),³ we need to think about what sets the Public Service apart and how we can promote our mission of serving Canada and Canadians to appeal to the talent we need. I am confident that new recruits will be attracted by the opportunity to serve their country and make a difference in the lives of Canadians. To retain them, we must foster flexible, safe and rewarding workplaces and excel as a learning organization that prepares public servants for new challenges.

3. Deliver results for Canadians. We have clearly shown the Public Service's ability to step up and overcome every obstacle to get things done and deliver real results for Canadians. We have proven what we can do during times of crisis and we have learned much from this. But this has also disrupted our usual lines of work. Now, we must apply what we have learned to how we approach everything — from delivering core programs and services to responding to unexpected challenges. We must build on our enhanced capacity to deliver digitally while holding true to the importance of providing in-person support, to ensure every Canadian gets the service and results they need in a timely manner. Public servants should feel empowered to ask how things could be done better, and they should be supported in taking thoughtful risks in how we implement to achieve results for Canadians. The lessons we learned from the pandemic will help us get there.

3 <https://www150.statcan.gc.ca/n1/daily-quotidien/220428/dq220428a-eng.htm>

Conclusion

I am extremely proud of all that the Public Service has delivered this year, and I am grateful and humbled to have served as Interim Clerk during this period.

This is an exciting moment for the Public Service. We are building our future together. We know the Public Service of tomorrow will not look or operate as it did in 2021, but it would be a missed opportunity if we went back to the way things were in 2019.

I look forward to seeing all that a renewed Public Service can be.

Annex: Key data

Number of employees⁴

Employee category	March 2020	March 2021
All employees	300,450	319,601
Executives (EX)	7,376	7,972
Associate Deputy Ministers	42	39
Deputy Ministers	36	37

Employment types⁵

Employment Type	March 2020		March 2021	
Indeterminate	249,973	83.2%	262,667	82.2%
Term	33,010	11.0%	39,505	12.4%
Casual	8,573	2.9%	9,336	2.9%
Students	8,852	2.9%	8,064	2.5%
Unknown	42	0.0%	29	0.0%

⁴ 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).

⁵ 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).

Age⁶

Average age of public servants (years)		
Population group	March 2020	March 2021
Deputy Ministers	56.8	57.5
Associate Deputy Ministers	54.8	52.8
EX-04 to EX-05	53.4	53.5
EX-01 to EX-03	49.8	49.8
Executives (EX)	50.0	50.1
Federal Public Service (FPS)	43.9	43.9

Age distribution of public servants				
Age band (years)	March 2020		March 2021	
Under 25	17,195	5.7%	16,787	5.3%
25 to 34	57,818	19.2%	64,447	20.2%
35 to 44	82,736	27.5%	87,552	27.4%
45 to 54	82,927	27.6%	86,652	27.1%
55 to 64	52,556	17.5%	55,765	17.4%
65+	7,216	2.4%	8,395	2.6%
Unknown	2	0.0%	3	0.0%

Age distribution of new indeterminate hires ⁷				
Age band (years)	2019-2020		2020-2021	
Under 25	2,821	14.6%	2,062	12.5%
25 to 34	7,729	40.0%	6,592	39.9%
35 to 44	4,776	24.7%	4,205	25.4%
45 to 54	2,819	14.6%	2,583	15.6%
55 to 64	1,109	5.7%	992	6.0%
65+	79	0.4%	93	0.6%
Unknown	0	0.0%	1	0.0%

6 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).

7 The information provided reflects new indeterminate hiring into the core public administration. New indeterminate hires include indeterminates hired from the general public and separate agencies, as well as from the term, casual and student populations.

Province/Territory of work⁸

Provincial/Territorial distribution of public servants				
Province/Territory of work	March 2020		March 2021	
Newfoundland and Labrador	5,730	1.9%	6,852	2.1%
Prince Edward Island	3,667	1.2%	3,888	1.2%
Nova Scotia	11,148	3.7%	11,806	3.7%
New Brunswick	10,129	3.4%	10,881	3.4%
Quebec (minus NCR)	31,767	10.6%	33,981	10.6%
National Capital Region (NCR)	127,092	42.3%	134,817	42.2%
Ontario (minus NCR)	41,092	13.7%	43,503	13.6%
Manitoba	11,625	3.9%	12,156	3.8%
Saskatchewan	6,088	2.0%	6,242	2.0%
Alberta	16,088	5.4%	17,511	5.5%
British Columbia	24,750	8.2%	26,464	8.3%
Yukon	420	0.1%	427	0.1%
Northwest Territories	515	0.2%	571	0.2%
Nunavut	317	0.1%	334	0.1%
Outside Canada	1,492	0.5%	1,323	0.4%
Unknown	8,530	2.8%	8,845	2.8%

⁸ A portion of the geographic data is not available due to changes in the central data systems.

Years of experience⁹

Years of experience	March 2020	March 2021
0 to 4 years	23.3%	25.0%
5 to 14 years	36.7%	35.3%
15 to 24 years	27.6%	28.4%
25+ years	11.0%	9.9%
Unknown	1.4%	1.4%

First official language¹⁰

First official language	March 2020	March 2021
FPS: French	28.8%	28.4%
FPS: English	70.1%	70.4%
FPS: Unknown	1.1%	1.2%
EX: French	32.9%	32.4%
EX: English	67.0%	67.4%
EX: Unknown	0.1%	0.2%

Mobility in the core public administration (CPA)

Mobility in the CPA	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
New indeterminate employees	11,085	14,749	19,245	19,333	16,528
Promotions	15,508	18,298	22,773	24,405	22,617
Other internal movements	14,519	16,837	18,170	19,312	18,353
Retirements and departures ¹¹	9,288	8,631	8,851	9,126	8,261

⁹ 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.

¹⁰ 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.

¹¹ 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.)¹² and workforce availability (WFA)¹³

2019-2020	Women		Indigenous peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	55.0%	52.7%	5.1%	4.0%	5.2%	9.0%	17.8%	15.3%
CPA EX population	51.1%	48.0%	4.1%	5.1%	4.7%	5.3%	11.5%	10.6%
CPA new hires population	58.3%	52.7%	4.0%	4.0%	3.9%	9.0%	21.3%	15.3%
FPS population ¹⁴	44.5%	43.6%	4.3%	3.9%	4.1%	9.2%	16.2%	14.5%

2020-2021	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 ¹⁵	45.6%	44.2%	4.4%	3.9%	4.7%	9.9%	17.4%	14.7%

¹² 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 indeterminates, 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).

¹³ Workforce availability estimates for 2019-2020 and 2020-2021 for an employment equity designated group are the percentage of 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. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

¹⁴ Workforce availability estimates for 2019-2020 and 2020-2021 for an employment equity designated group are the percentage of 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. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

¹⁵ Workforce availability estimates for 2019-2020 and 2020-2021 for an employment equity designated group are the percentage of 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. All workforce availability data is based on active indeterminate employees and active term employees with terms of three months or more.

Disaggregated¹⁶ employment equity representation¹⁷ and workforce availability (WFA)¹⁸

Employment equity group	Employment equity subgroup	CPA population				
		Workforce availability	March 31, 2020		March 31, 2021	
			Number	%	Number	%
Women		52.7%	117,760	55.0	127,043	55.6
Indigenous peoples	Total Indigenous peoples	4.0%	10,888	5.1	11,977	5.2
	Inuit		298	0.1	357	0.2
	Métis		4,585	2.1	5,026	2.2
	North American Indian/First Nation		4,399	2.1	4,984	2.2
	Other		1,606	0.8	1,610	0.7
Persons with disabilities	Total persons with disabilities¹⁹	9.0%	11,087	5.2	12,893	5.6
	Coordination or dexterity		926	0.4	1,094	0.5
	Mobility		1,741	0.8	2,186	1.0
	Speech impairment		235	0.1	276	0.1
	Blind or visual impairment		783	0.4	951	0.4
	Deaf or hard of hearing		1,563	0.7	1,786	0.8
	Other disability		6,715	3.1	8,339	3.7
Members of visible minorities	Total visible minorities	15.3%	38,145	17.8	43,122	18.9
	Black		7,427	3.5	8,754	3.8
	Non-White Latin American		1,585	0.7	1,869	0.8
	Person of mixed origin		2,999	1.4	3,490	1.5
	Chinese		6,505	3.0	7,241	3.2
	Japanese		249	0.1	271	0.1
	Korean		535	0.2	642	0.3
	Filipino		1,410	0.7	1,641	0.7
	South Asian/East Indian		6,500	3.0	7,646	3.3
	Non-White West Asian, North African or Arab		4,318	2.0	4,839	2.1
	Southeast Asian		1,637	0.8	1,877	0.8
	Other visible minority groups		4,980	2.3	4,852	2.1

¹⁶ Disaggregated data is only available for the core public administration. Data for the Federal Public Service is not available because separate agency data is not collected centrally.

¹⁷ 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 indeterminates, 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).

¹⁸ Workforce availability estimates for 2019-2020 and 2020-2021 for an employment equity designated group are the percentage of 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. 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.

¹⁹ 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				
		Workforce availability	March 31, 2020		March 31, 2021	
			Number	%	Number	%
Women		48.0%	3,172	51.1	3,513	52.3
Indigenous peoples	Total Indigenous peoples	5.1%	254	4.1	297	4.4
	Inuit		*	*	*	*
	Métis		117	1.9	135	2.0
	North American Indian/First Nation		88	1.4	110	1.6
	Other		*	*	*	*
Persons with disabilities	Total persons with disabilities²⁰	5.3%	291	4.7	377	5.6
	Coordination or dexterity		24	0.4	33	0.5
	Mobility		28	0.5	43	0.6
	Speech impairment		6	0.1	9	0.1
	Blind or visual impairment		36	0.6	46	0.7
	Deaf or hard of hearing		63	1.0	71	1.1
	Other disability		147	2.4	207	3.1
Members of visible minorities	Total visible minorities	10.6%	714	11.5	830	12.4
	Black		99	1.6	128	1.9
	Non-White Latin American		21	0.3	25	0.4
	Person of mixed origin		87	1.4	114	1.7
	Chinese		97	1.6	99	1.5
	Japanese		*	*	7	0.1
	Korean		*	*	12	0.2
	Filipino		13	0.2	13	0.2
	South Asian/East Indian		174	2.8	186	2.8
	Non-White West Asian, North African or Arab		110	1.8	129	1.9
	Southeast Asian		23	0.4	31	0.5
	Other visible minority groups		73	1.2	86	1.3

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

²⁰ 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				
		Workforce availability	March 31, 2020		March 31, 2021	
			Number	%	Number	%
Women		52.7%	14,505	58.3	14,592	60.2
Indigenous peoples	Total Indigenous peoples	4.0%	988	4.0	927	3.8
	Inuit		53	0.2	53	0.2
	Métis		293	1.2	317	1.3
	North American Indian/First Nation		477	1.9	447	1.8
	Other		165	0.7	110	0.5
Persons with disabilities	Total persons with disabilities²¹	9.0%	977	3.9	1,053	4.3
	Coordination or dexterity		49	0.2	52	0.2
	Mobility		140	0.6	186	0.8
	Speech impairment		20	0.1	15	0.1
	Blind or visual impairment		48	0.2	50	0.2
	Deaf or hard of hearing		106	0.4	106	0.4
	Other disability		708	2.8	790	3.3
Members of visible minorities	Total visible minorities	15.3%	5,302	21.3	5,148	21.2
	Black		1,236	5.0	1,234	5.1
	Non-White Latin American		227	0.9	228	0.9
	Person of mixed origin		532	2.1	496	2.0
	Chinese		659	2.6	676	2.8
	Japanese		20	0.1	28	0.1
	Korean		96	0.4	104	0.4
	Filipino		203	0.8	212	0.9
	South Asian/East Indian		931	3.7	1,046	4.3
	Non-White West Asian, North African or Arab		725	2.9	500	2.1
	Southeast Asian		235	0.9	206	0.9
	Other visible minority groups		438	1.8	418	1.7

²¹ 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				
		Workforce availability	March 31, 2020		March 31, 2021	
			Number	%	Number	%
Women		52.7%	16,628	61.1	15,106	60.6
Indigenous peoples	Total Indigenous peoples	4.0%	1,332	4.9	1,223	4.9
	Inuit		27	0.1	45	0.2
	Métis		561	2.1	537	2.2
	North American Indian/First Nation		504	1.9	455	1.8
	Other		240	0.9	186	0.7
Persons with disabilities	Total persons with disabilities²²	9.0%	1,133	4.2	1,181	4.7
	Coordination or dexterity		96	0.4	102	0.4
	Mobility		134	0.5	155	0.6
	Speech impairment		31	0.1	31	0.1
	Blind or visual impairment		78	0.3	80	0.3
	Deaf or hard of hearing		146	0.5	135	0.5
	Other disability		725	2.7	795	3.2
Members of visible minorities	Total visible minorities	15.3%	5,405	19.9	5,227	21.0
	Black		997	3.7	1,048	4.2
	Non-White Latin American		246	0.9	218	0.9
	Person of mixed origin		431	1.6	458	1.8
	Chinese		773	2.8	774	3.1
	Japanese		22	0.1	20	0.1
	Korean		72	0.3	74	0.3
	Filipino		174	0.6	182	0.7
	South Asian/East Indian		860	3.2	834	3.3
	Non-White West Asian, North African or Arab		726	2.7	719	2.9
	Southeast Asian		227	0.8	229	0.9
	Other visible minority groups		877	3.2	671	2.7

²² 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 ²³			
		March 31, 2020		March 31, 2021	
		Number	%	Number	%
Women		7,459	57.2	6,996	56.2
Indigenous peoples	Total Indigenous peoples	697	5.3	590	4.7
	Inuit	27	0.2	22	0.2
	Métis	267	2.0	227	1.8
	North American Indian/First Nation	313	2.4	257	2.1
	Other	90	0.7	84	0.7
Persons with disabilities	Total persons with disabilities²⁴	931	7.1	841	6.8
	Coordination or dexterity	87	0.7	75	0.6
	Mobility	196	1.5	181	1.5
	Speech impairment	14	0.1	19	0.2
	Blind or visual impairment	65	0.5	65	0.5
	Deaf or hard of hearing	139	1.1	123	1.0
	Other disability	513	3.9	464	3.7
Members of visible minorities	Total visible minorities	1,371	10.5	1,354	10.9
	Black	271	2.1	297	2.4
	Non-White Latin American	41	0.3	46	0.4
	Person of mixed origin	121	0.9	126	1.0
	Chinese	208	1.6	193	1.6
	Japanese	10	0.1	13	0.1
	Korean	14	0.1	16	0.1
	Filipino	38	0.3	40	0.3
	South Asian/East Indian	234	1.8	227	1.8
	Non-White West Asian, North African or Arab	137	1.1	156	1.3
	Southeast Asian	59	0.5	56	0.4
	Other visible minority groups	238	1.8	184	1.5

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

²⁴ The sum of the disability subgroups does not match the persons with disabilities total as one person can have multiple disabilities.



Government
of Canada

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du Canada

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