



Government
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Canada



John Hannaford
Clerk of the Privy
Council and Secretary
to the Cabinet

31st Annual Report

to the Prime Minister
on the Public Service
of Canada

For the year ending March 31, 2024



Thirty-First Annual Report to the Prime Minister on the Public Service of Canada.

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For more information, contact:

Privy Council Office
85 Sparks Street, Room 1000
Ottawa, ON, Canada K1A 0A3

info@pco-bcp.gc.ca

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Remembering the Honourable Ian Douglas Shugart, P.C., former Clerk of the Privy Council and lifelong public servant



On October 25, 2023, we lost a dedicated and passionate public servant. Senator Ian Shugart was an inspirational mentor, colleague, and friend to many. He served Canadians with integrity and excellence.

Ian joined the public service in 1991 and held increasingly senior leadership roles over his 30-year career as a public servant, culminating in his appointment as Clerk of the Privy Council and Secretary to the Cabinet in 2019. He was later appointed to the Senate in September 2022.

With the onslaught of the COVID-19 pandemic in 2020, public servants, like all Canadians, were forced to adapt to rapidly changing circumstances. As head of the Public Service, Clerk Shugart used his vast experience and ability to provide calm and steady advice to direct and guide the Public Service in the face of extreme uncertainty.

Among his many accomplishments, Senator Shugart will be especially remembered for his determination to hold public service leaders accountable for making real changes through the

Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. He recognized the urgent need to remove systemic racism from our institutions and culture and pushed for real, measurable change.

Ian was generous with his time, and passionate about the Public Service. This was never more evident than in October 2023, when he met with the Deputy Ministers' Task Team on Values and Ethics and provided inspiration for their [milestone report](#). During the discussion, he emphasized the importance of reflecting on our public service values and ethics, and sustaining our role as stewards of public trust, as we keep up with the pace of change.

We are all indebted to him. Senator Shugart's legacy serves as an inspiration to both public servants and Canadians.

Letter to the Prime Minister

August 21, 2024

Dear Prime Minister:

I am pleased to submit to you the *Thirty-First Annual Report to the Prime Minister on the Public Service of Canada*, covering the period from April 1, 2023, to March 31, 2024.

It is my honour to serve as the 25th Clerk of the Privy Council, and I would like to thank my predecessor, Janice Charette, for her nearly 40 years of public service. Janice passionately advanced public policy to help improve the lives of Canadians through her leadership at home in Canada, and while representing Canadians abroad as High Commissioner to the United Kingdom.

Since taking on the role of Clerk in June 2023, I have had the opportunity to speak with Canadians and public servants at all levels, across portfolios and regions. I have been fortunate to meet with public policy leaders domestically and internationally and have learned about what inspires and concerns them. These discussions have confirmed that the complex circumstances of the past few years are creating unique challenges and opportunities for public servants globally as they strive to deliver for the people they serve.

Global issues such as recent geopolitical conflicts, the existential threat of climate change, and the lasting effects of the pandemic, are shaping and challenging how public servants are doing their work. At the same time, emerging technologies, such as artificial intelligence, are presenting us with new opportunities to improve the way we do business.



I have a great sense of pride in the Public Service. As you will see from the examples in this year's report, the Public Service of Canada continues to be high performing and to deliver for Canadians.

While I am continually impressed with the work of public servants, there were instances this year when we as a public service fell short. Whether it is our continued failure to fully resolve the Phoenix pay system or our procurement processes coming into question, we as a public service must face these challenges head on and do better.

We will also continue our work to ensure that respect is the cornerstone in all our relationships with the public, other institutions, and each other.

I look forward to continuing to work with you, your Ministry, and the Public Service in the coming year. By remaining grounded and guided by our core values and culture of collegiality and inclusivity, we will fulfil our mandate to deliver the best results for the people we serve in the face of a constantly changing environment.

Sincerely,

John Hannaford

Clerk of the Privy Council
and Secretary to the Cabinet

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Introduction

Change is our constant. The dynamic issues the Public Service has been facing in recent years are intertwined and have worldwide impacts.

As public servants, we are called upon to anticipate, innovate, and respond rapidly to protect the safety, security, and prosperity of Canadians at home and abroad. Sustaining trust in our institutions by deeply understanding and effectively demonstrating our fundamental role as public servants is critical in these moments.

In reflecting on the past year, we are reminded that, as public servants, we need to both celebrate our accomplishments and courageously examine our shortfalls. That is how we will continue to learn, grow, and improve.

This is why we are encouraging a practice of having frequent, robust conversations and deep learning across the Public Service. Our shared values and ethics need to be ingrained in our day-to-day work.

As Clerk, I have been impressed by, and grateful for, the ingenuity and teamwork that public servants have demonstrated in all they have accomplished this past year. Consistent with the priorities of last year's report, we have continued to deliver results for Canadians, while attracting, developing, and retaining new talent from diverse backgrounds and abilities across the country.

As you will see from the examples shared by public servants across Canada, this year's report begins by showcasing how public servants have steadfastly strived to fulfil their fundamental roles of delivering the Government of Canada's agenda and serving with excellence. It then reviews how we are fostering culture change through our collective commitment to reaffirming our shared values and ethics and remaining accountable for providing a safe, healthy, and accessible work environment, where everyone feels included.

This year's report also briefly explores the opportunities that emerging technologies, such as artificial intelligence, present for improving our service delivery, and sets our priorities for the coming year.

Delivering with Excellence

Responding Effectively Through Change

There is much public attention on the effectiveness of the Public Service and, as a key pillar of our democracy, this is rightfully so. I welcome these points of view. I would like to share a few reflections that demonstrate we are a mature, robust institution that can not only weather change, but lead through it.

Like many other organizations in Canada, and around the world, the operating environment of the Public Service has been influenced by several key drivers over the last handful of years including, but not limited to, population growth, emerging social justice movements, and new technologies, such as artificial intelligence (AI). We also continue to manage increasingly complex issues like climate change.

The Public Service has been committed, creative and highly adaptable in responding to these areas. At the same time, it has continued to deliver the government's priorities through new and enhanced programs and services using aging technology that requires deep investments to modernize. Updating these systems will allow for the continued seamless delivery of services to Canadians and help with recruiting new talent into our organizations.

We are constantly and diligently assessing the risks and benefits of our actions (or the consequences of inaction) while keeping up with the rapid pace of events and broader change. In supporting the pandemic response, for example, a degree of risk was taken in rolling out new programs and services rapidly, with the understanding that timely delivery was most important.

There were increases in demand for services like passports, as pandemic restrictions were lifted. Backlogs were experienced, and the Public Service set its sights on returning to service standards. To deliver more services quickly and effectively to the growing number of residents of Canada, the Public Service also grew.

Like other Canadians, many public servants quickly adapted to fully virtual work environments during the pandemic, while many others remained at their workplaces. Now, the Public Service, like other organizations, has adopted a hybrid work model. By September 2024, all public servants who have a hybrid work arrangement will be on-site at least three days a week, four for executives. This will help to foster collaboration and innovation, and support onboarding, knowledge sharing, and team building—all critical ingredients for effectively serving Canadians.

The Public Service has emerged from the past few years more representative of the population it serves, better equipped to collaborate, and benefiting from a range of new skills and perspectives.

While responding to change, we have continued to deliver on the Government's agenda.

In spring 2023, the Government of Canada tabled a federal budget that called for the Public Service to refocus its spending to continue to serve Canadians effectively. Accordingly, over the past year, the Public Service has reduced its expenditures on consulting, other professional services, and travel, by \$500 million.

We continue to adapt our processes as weaknesses are identified and, to strengthen our foundation, we are holding the most robust conversation on our public service values and ethics in more than a decade. I am encouraged by the tremendous level of engagement new and more experienced public servants alike have been demonstrating in these conversations.

As we move forward on delivering the government's priorities, we know that complex issues and the rapid pace of change will be our constants. We will require different ways of thinking and working that are guided by our collective values and ethics. We must keep pace, while continuing to serve as a professional, non-partisan public service to sustain the trust of those we serve. I am confident that the Public Service is positioning itself well for the future.

The sections that follow demonstrate the ingenuity and dedication that public servants bring to the job of serving Canadians every day.

Delivering the Government of Canada's Agenda

Effective execution of the Government's agenda is at the core of what we do as public servants. Once again this past year, the Public Service delivered on key priorities to support Canadians and our allies around the world.

Providing Support to Increase the Availability of Affordable Housing

Addressing the increasing cost of living requires collaboration among federal partners, all levels of government across Canada, the private sector, and non-profit organizations. I am proud that the federal public service did its part to help make life more affordable for Canadians this year, starting with efforts to increase the availability of affordable housing.

We saw collaboration and partnerships in action as the Canada Mortgage and Housing Corporation worked with public servants in other jurisdictions, financial institutions, non-profit organizations, and housing providers to deliver the [National Housing Strategy](#).

The specific needs of Canadians when it comes to housing can vary for different groups and different communities.

Public servants at Housing, Infrastructure and Communities Canada supported communities and organizations responding to the urgent needs of people experiencing, or facing, unsheltered homelessness by continuing to implement [Reaching Home: Canada's Homelessness Strategy](#) and the [Veteran Homelessness Program](#). Reaching Home aims to prevent and reduce homelessness across Canada by helping communities address their local homelessness needs. The Veteran Homelessness Program is designed to provide support to organizations so they can offer rent supplements and wraparound supports and services to Veterans experiencing, or at risk of experiencing, homelessness.

In British Columbia, public servants at Indigenous Services Canada worked closely with the Skwxwú7mesh Úxwumixw (Squamish Nation) and the Province of British Columbia to develop the [Squamish Nation Residential Tenancy Regulations](#). Enacted in June 2023, these new regulations provide significant landlord-tenant protections and create an Indigenous-led approach to dispute resolution that is informed by Squamish culture and traditions. For example, Señákw is a 6,000-unit housing project located on reserve land in downtown Vancouver whose future residents will benefit from these new regulations. Señákw is the largest net-zero and First Nations economic development project in Canadian history, and is an example of economic reconciliation in action.

SPOTLIGHT ON RESULTS

Dedicated public servants helped the Government reach 179 agreements with municipalities, Indigenous communities, and the province of Quebec. The goal is to spur the construction of 750,000 new homes for Canadians over the next decade.

Improving Public Health and Dental Care

Canadians across the country expect timely and accessible health care. This past year, public servants worked tirelessly to roll out initiatives that aim to strengthen public health and dental care.

Through an extensive collaborative effort, public servants at Health Canada, Employment and Social Development Canada/Service Canada, Public Services and Procurement Canada, and the Canada Revenue Agency, launched the Canadian Dental Care Plan to benefit up to nine million Canadians. Between mid-December 2023 and early March 2024, public servants worked to respond to almost 500,000 eligibility inquiries from Canadian seniors so they had the information and assistance they needed to apply to the new plan.



Representatives of the 9-8-8 Suicide Crisis Helpline team received the 2024 President's Award as part of this year's Public Health Agency of Canada Awards presentation.

Suicide is a serious health issue facing people of all ages and backgrounds in Canada, with an average of 12 deaths per day. Public servants helped develop and launch a new [9-8-8 service](#) across Canada, which gives access to 24/7/365 trauma-informed and culturally appropriate suicide prevention support. In many parts of the country, 9-8-8 offers dedicated support for youth and Indigenous peoples. The launch of 9-8-8 was made possible through a collaborative effort between public servants at the Canadian Radio-television and Telecommunications Commission and the Public Health Agency of Canada, in partnership with the Centre for Addiction and Mental Health.

“The launch of the national 9-8-8 Suicide Crisis Helpline on November 30, 2023, was a landmark moment in Canada to make suicide prevention resources more readily available to everyone in Canada, in both official languages. This innovative service, combined with the services offered to First Nations, Inuit and Métis people through the Hope for Wellness Help Line, is helping reduce barriers and enabling greater access to mental health and suicide prevention resources across the country, free of charge.”

Michael Collins, Vice President, Health Promotion and Chronic Disease Prevention Branch,
Public Health Agency of Canada

Canada is home to world-class scientists, and we are seeing exciting innovations in the treatment of a number of diseases.

Researchers at the National Research Council of Canada (NRC) are developing new treatments for leukemia and lymphoma patients, in collaboration with the Canadian-Led Immunotherapies in Cancer research program. Using unique nanobodies that detect a specific protein present on cancer cells, NRC researchers designed a chimeric antigen receptor that allows human immune cells (T cells) to kill cancer cells. This treatment, developed by public servants, offers a new way to treat blood cancer, with reduced risk of recurrence, and could lead to more affordable therapies for Canadian patients. The innovative approach may also pave the way for future therapies for other hard-to-treat diseases such as brain, pancreatic and lung cancers.

Reconciliation and Building a Canada Where Everyone Feels Valued

The Public Service is committed to reconciliation, and to building a Canada that works for everyone, so that the programs and services we deliver meet everyone's needs.

One of the Calls for Justice from the Missing and Murdered Indigenous Women and Girls Inquiry was for governments to ensure that all Indigenous women, girls, and 2SLGBTQIA+ people are provided with safe, no-barrier, permanent, and meaningful access to their cultures and languages to restore, reclaim, and revitalize their cultures and identities. Public servants at Library and Archives Canada (LAC) are responding to this call through their implementation of the [We Are Here: Sharing Stories](#) initiative. The team diligently digitized images of content, such as rare books, photographs, textual documents, microfilm, and more. By November 2023, they surpassed their goal of digitizing 450,000 images. Much of these resources are available through LAC's public Collection Search.

Public servants at the National Centre for Truth and Reconciliation (NCTR) and the National Film Board of Canada (NFB) are collaborating for the long-term preservation of thousands of Survivor statements and other audiovisual content from the Truth and Reconciliation Commission, so that they can be heard for generations to come. The NFB is using state-of-the-art equipment and expertise to preserve digital recordings that have been entrusted to the NCTR. With the approval of Survivors, the University of Manitoba will host copies of this content for the NCTR, once the project is completed in 2024.

Since the implementation of the *Indigenous Languages Act*, there has been an increased demand for Indigenous language translation services to support the Government of Canada in offering better accessibility to Indigenous languages. In response, project officers working in the Translation

Bureau at Public Services and Procurement Canada have been actively engaging Indigenous organizations and communities to recruit interpreters and translators to work in various [Indigenous languages](#).

“The signing of the Nunavut Devolution Agreement marks an important moment for Nunavut, and indeed for all of Canada. This marks the largest land transfer in Canada’s history that will put land and resource decision-making in the hands of Nunavummiut, exactly where it belongs.

As public servants, we are all facilitating impactful work for Canada. It is not just ‘what’ we achieve – the milestones are certainly rewarding – but also, ‘how’ we come together as a team. I am always struck by the level of collaboration and teamwork and the commitment to delivering excellent service and support. Partnerships are not advanced without people. People are our most important resource. I want to extend my sincere thanks to each and every member of the public service who came together to provide the service that was required with enduring enthusiasm, grace and integrity.”

Georgina Lloyd, Assistant Deputy Minister, Northern Affairs Organization, Crown-Indigenous Relations and Northern Affairs Canada

On June 21, 2023, National Indigenous Peoples Day, the [United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan](#) was released. This plan is the result of sustained, whole-of-government consultation and cooperation with Indigenous peoples, led by Justice Canada officials working closely with Crown-Indigenous Relations and Northern Affairs, Indigenous Services Canada, Natural Resources Canada and over 20 other departments. The distinctions-based, broad and inclusive development of the plan over two years embodied new ways of working and building relationships.

After years of sustained and meaningful dialogue, negotiations, and relationships built on respect, in January 2024, the Government of Canada, the Government of Nunavut, and Nunavut Tunngavik Incorporated, signed an agreement that represents one of the most significant milestones in Nunavut’s history. [The Nunavut Lands and Resources Devolution Agreement](#) is the largest land transfer in Canada’s history – two million square kilometres. Thanks to the long-term devotion of public servants, the territory, and Nunavut Tunngavik, Nunavummiut will now make decisions about how public lands, freshwater, and non-renewable resources are used in the territory and benefit from responsible and sustainable resource development.

Public servants across government are working to modernize official language policies and legislation, and to support Official Language Minority Communities. [Bill C-13](#) received royal assent on June 20, 2023. It modernizes the *Official Languages Act* and enacts the *Use of French in Federally Regulated Private Businesses Act*. Progress is also being made towards the implementation of [The Action Plan for Official Languages 2023-2028: Protection – Promotion – Collaboration](#), which was released in April 2023. The plan’s aim is to preserve the country’s linguistic diversity, strengthen education and cultural development, and guarantee access to services in Canadians’ official language of choice.

Growing a Sustainable and Green Economy

As major economies around the world are looking to act quickly to move towards net-zero emission industries, the Public Service is delivering on the Government's agenda to sustain and grow the economy in ways that reduce the impact on the environment and help to fight climate change.

Public servants at Environment and Climate Change Canada are applying their expertise to develop measures to reduce greenhouse gas emissions, while supporting the growth of a clean economy. Some of their efforts include:

- publishing a regulatory framework for an oil and gas emissions cap;
- drafting clean electricity regulations;
- implementing the Electric Vehicle Availability Standard, to give Canadians access to zero-emission vehicles and cleaner air; and
- amending the oil and gas methane regulations with the aim to reduce emissions by at least 75 per cent (based on 2012 levels) by 2030.

Public servants at the National Research Council of Canada have been leading the way in electric vehicle (EV) safety technology. Given the exponential growth of EV production, and the fact that lithium-ion batteries are being used in new applications, safety testing is becoming increasingly critical. To address this, public servants have developed a testing method known as the Thermal Runaway Initiation Mechanism (TRIM). The device tests lithium-ion batteries against an international safety standard for EVs. Manufacturers are now using TRIM to gauge the safety of their designs and products. TRIM is recognized as the most robust testing method on the market.

When it comes to the low-carbon economy, each region of Canada has unique opportunities to embrace, and challenges to address.

Looking to the East Coast, the Atlantic Canada Opportunities Agency (ACOA) created a Green Economy Task Team to harness its extensive regional relationships and deep industry knowledge. ACOA is supporting small and medium-sized enterprises and communities on their greening journey. The Green Economy Task Team hosted thematic sessions and full-day green regional summits in each of the four Atlantic provinces to build knowledge on the energy transition and emerging clean technologies.

“Working on these projects has been incredibly rewarding. It’s a feeling of genuine contribution to the betterment of our environment, society, and economy. The collaboration and focus on sustainability have been particularly inspiring.”

Liam Connors, Account Manager, Enterprise Development, ACOA Nova Scotia



The Nova Scotia Regional Green Transition Summit.

Public servants working at Prairies Economic Development Canada invited Canadians living and working across the region to engage directly to help shape the [Framework to Build a Green Prairie Economy](#). In spring and summer 2023, public servants engaged with provincial and municipal representatives, Indigenous communities, industry stakeholders, academia, and Prairie residents. Nearly 500 participants took part in more than 100 in-person sessions, and over 130 written submissions were received. The resulting framework represents a long-term commitment by key federal departments and regional stakeholders to seize new opportunities to work together more closely to grow the green Prairie economy.

To advance the green economy and protect our environment, the Public Service is implementing initiatives that try to repurpose and recycle products, instead of disposing of them.

SPOTLIGHT ON RESULTS

Between 2022 and 2024, Shared Services Canada recycled approximately 183,978 end-of-life mobile devices.

The team at Shared Services Canada's Mobile Devices Recycling Program is helping to keep waste out of landfills. They work with specialized mobile electronics vendors to identify devices that can be refurbished and reused within the Public Service, donated to the [Computers for Schools Plus \(CFS+\)](#) program, or given a second life elsewhere. Through these efforts digital tools and devices are provided to schools, not-for-profit organizations, Indigenous communities and eligible low-income Canadians.

Leading the Way Internationally and Supporting our Allies

Public servants are influencing and helping to shape the current global environment for our residents here in Canada, and in support of our international partners.

Protecting the Health and Safety of People and the Environment

Public servants working for Transport Canada are improving the protection of women and children in cars, both domestically and globally. Research conducted at the department's Motor Vehicle Test Centre is helping to develop the next generation of crash test dummies that better represent the diversity of Canadian and global populations. This research is informing industry and regulators, and enhancing vehicle safety around the world.

Canada is the first country in the world to require health warnings on individual cigarettes. To help adults quit smoking, protect youth and non-tobacco users from nicotine addiction, and to make tobacco less appealing, public servants worked to develop the *Tobacco Products Appearance, Packaging and Labelling Regulations*, which came into force in 2023.

Experts at the Canadian Food Inspection Agency (CFIA) leveraged their role as trusted science-based regulators to help build common ground among trading partners on the risk assessment of plants whose DNA have

been modified using genetic engineering techniques. CFIA led in developing an international consensus document on conducting environmental safety assessments. The document will help improve mutual understanding, reduce trade barriers, and avoid duplication of efforts when assessing the potential environmental risks of these plants.

Providing International Assistance and Expertise

To support our allies, devoted members of the Canadian Armed Forces (CAF) provided lifesaving training to the Armed Forces of Ukraine's (AFU) soldiers in their defence against Russian aggression. Between June and December 2023, more than 170 CAF members deployed for "Rotation 16" of Operation UNIFIER's United Kingdom Training Element. They provided critical training to more than 1,575 AFU soldiers on basic soldier skills, urban combat, tactical medicine, explosive threat awareness, live-fire, and movement ranges.

The Communications Security Establishment Canada has helped support Latvia and Ukraine with cyber security since 2022. Over the past year, public servants have continued to share information with both Latvia and Ukraine about cyber threats to their critical infrastructure. This information includes cyber security vulnerabilities in critical networks, technical cyber threat information, and unauthorized network access by malicious cyber actors.

In response to Russia's invasion of Ukraine, Natural Resources Canada's [Canada-Ukraine Science Partnership](#) is providing 20 science and technology professionals forced to leave behind their careers and their homes in Ukraine with an opportunity to continue their careers through temporary employment. The initiative helps to preserve Ukraine's science and research capacity while Canada benefits from the expertise of Ukraine's scientific community through strengthened science collaboration and knowledge exchange.

The Public Service is collaborating on international initiatives that showcase our advanced expertise in domains such as space exploration.

In April 2023, the Canadian Space Agency and the National Aeronautics and Space Administration (NASA) jointly announced the crew of [Artemis II](#). Thanks to our reputation as a trusted partner and our longstanding collaboration with NASA, this first crewed lunar flight in over 50 years will include a Canadian astronaut, Jeremy Hansen. Colonel Hansen will make history as the first Canadian to go on a mission around the Moon.



Canadian Space Agency astronaut
Jeremy Hansen

Serving Canadians with Excellence

In coming together through our culture of collegiality and teamwork, this past year public servants showcased their deep commitment to serving Canadians with excellence.

Serving Canadians in Times of Crisis

With the increasing frequency and magnitude of natural disasters and escalating geopolitical conflicts, the Public Service is being called upon to respond to, and mitigate, the effects of many impactful events on Canadians at home and abroad.

Serving Canadians at Home

When public servants at Environment and Climate Change Canada (ECCC) predicted an unprecedented hot and dry spring last year, it was clear that a challenging wildfire season lay ahead.

In 2023, Canada experienced the worst wildfire season in its history. By September, more than 6,132 fires had torched a staggering 15 million hectares of land. The federal government received 18 requests for federal assistance from provincial and territorial governments. Unlike in previous years, the fires were widespread, from the West Coast to the Atlantic provinces, and the North.

Through it all, public servants answered the call.

Public servants at Public Safety Canada's Government Operations Centre worked to prevent, prepare, and respond to the damaging wildfires, through a coordinated whole-of-government approach, in collaboration with regional offices and provincial and territorial officials. They also coordinated a comprehensive communications response aimed at increasing the preparedness of Canadians, and enhancing the resiliency of individuals and communities.

ECCC's Meteorological Service of Canada (MSC) sprang into action and worked alongside other federal and provincial partners to identify and preemptively address issues, as widespread forest fires threatened to rage. ECCC embedded meteorologists in provincial emergency coordination centres to increase timely and accurate forecasts. This allowed communities to plan and to optimize safe evacuation for residents, particularly in the City of Yellowknife.

During the wildfires in Quebec, the Prairies, and Canada's North in 2023, Transport Canada officials worked with colleagues from all levels of government, Indigenous organizations and communities, and international firefighters, to safely evacuate residents, keep communities connected, and make sure vital transportation infrastructure could continue to operate.

Wildfire specialists from Natural Resources Canada played a pivotal role in combatting wildfires during the unprecedented Canadian wildfire season in 2023. They applied their knowledge of fire behaviour, fuel conditions, and environmental factors to offer agencies on the front-line specialized intelligence and predictive services. For example, analysts delivered unique mapping products derived from satellite imagery to inform decision-making in real time. Their exceptional work helped coordinate and facilitate international support for firefighting and informed daily situational reporting to keep residents out of harm's way.

As thousands of people were forced to evacuate their homes, Parks Canada offered [free admission and front-country stays in national parks](#) in British Columbia and Alberta to residents who were forced to leave their communities in the Northwest Territories and British Columbia.

Wildfires were not the only natural disaster that threatened Canadians this past year. After an intense snowfall in February 2024, Canadian Coast Guard (CCG) personnel assisted Nova Scotia residents. CCG assets and resources, including the Officer Cadets from the CCG College, helped emergency responders maintain access, provided snow removal, and performed wellness checks in the community.

Serving Canadians Abroad

The international environment has continued to be incredibly complex and marked by sudden crises that have demanded our response. Helping Canadians affected by crises abroad requires extraordinary efforts by public servants working at embassies and consulates in other countries, and those working at home in Canada.

After violence erupted in Khartoum, Sudan, on April 15, 2023, Global Affairs Canada activated an Emergency Response Team. Alongside likeminded partners, Canada evacuated stranded citizens of countries from around the world. At the same time, the international airport was closed and artillery fire and airstrikes forced residents to shelter in homes – many with no electricity and dwindling food and water. Public servants at Global Affairs Canada worked with other federal partners, such as the Canadian Armed Forces, and with global partners, to coordinate the crisis response.



Canadian Coast Guard personnel provide assistance in Nova Scotia, after significant snowfall.

SPOTLIGHT ON RESULTS

Canadian Armed Forces' (CAF) Operation SAVANNE transported more than 530 people of various nationalities to Djibouti and Nairobi on six CAF flights as part of this coordinated federal response.

As a testament to public servants' dedication to serving in times of crisis, when the volume of requests from distressed Canadians abroad, and from concerned friends and families, exceeded the capacity of Global Affairs Canada's Emergency Call Centre this past year, volunteers came forward from across the department to work 24/7 in the call centre. Some 230 of these surge responders answered the call to help with the crisis in Israel, the West Bank and Gaza Strip. With different backgrounds, languages, and other skills, public servant volunteers spent long hours responding to calls, emails, and text messages, in addition to doing their regular jobs. With their invaluable support, more than 2,600 Canadians, permanent residents, and eligible family members successfully left the region.

On October 25, 2023, Hurricane Otis struck Acapulco, Mexico, causing significant damage, including 43 casualties and \$15 billion in economic losses. Among the affected were 140 Canadians attending a mining conference. The deteriorating security situation prompted swift action by public servants at the Canadian Embassy in Mexico City. They facilitated evacuations, made sure affected Canadians were safe, and provided humanitarian aid for the wider community.

Improving Service Delivery to Facilitate Easy and Effective Access for All

The Public Service has been working to make sure that Canadians receive the services they rely on when they need them. Efforts have focused on meeting service standards, improving access to existing services, shifting towards digitization, and providing more flexible options for obtaining government services.

Meeting Service Standards

Passport services exceeded performance targets for the 2023-2024 fiscal year. The overall service standard, regardless of the application method, was 92 per cent – above the set target of 90 per cent.

A month before the [Arctic Winter Games](#), some athletes from Nunavut, Northwest Territories, Yukon, and Northern Quebec needed help with expedited passport services, so they could participate in the games held in Alaska. In response, public servants at Service Canada quickly established a task team dedicated to tracking and processing these applications. To increase efficiency, Service Canada held two outreach events in Iqaluit and in Kuujuaq where participants could submit applications and get additional help. Through these coordinated efforts, Service Canada issued 220 passports to these travelers in time for the March 2024 games.

Specialists at Library and Archives Canada (LAC) have reduced the wait time for requests for access to military and intelligence records from 200 days to fewer than 90. In the past year, LAC specialists have made more

than 2.3 million pages of documents available to Canadians for consultation, including Second World War sailing lists, 1876-1969 Pacific coast fisheries records, and pre-1904 Treaty Paylists.

Last fiscal year, the Trademarks Opposition Board, within the Canadian Intellectual Property Office, finished eliminating a two-year backlog of cases, thanks to a significant overhaul. Initially a traditional, paper-based tribunal with lengthy delays, it has evolved into a modern and efficient forum for resolving trademark disputes virtually, with cross-examinations and hearings conducted via videoconference.

Shifting Towards Digitization and Providing More Flexible Options for Obtaining Government Services

Modernizing our services by transitioning to new digital platforms and applications allows us to provide more flexible and improved service delivery options for Canadians. There have been a number of service delivery improvements and modernization initiatives undertaken by the Public Service over the past year.

Public servants have developed and launched two innovative tools to help seniors plan for retirement as the cost of living rises: the [Retirement Hub](#) and the enhanced [Old Age Security Benefits Estimator](#). These intuitive online tools make it simple for Canadians to access comprehensive information on pension and retirement benefits and empower them to make informed decisions.

The most common disability diagnoses among the Veteran population are hearing loss and tinnitus resulting from service. To streamline the process for Veterans to apply for disability benefits, public servants launched the Veterans Affairs Canada (VAC) Healthshare portal pilot. Audiologists can now use this portal to securely submit audiograms, reports, medical questionnaires, and invoices directly to VAC for processing instead of waiting for documents to be mailed or faxed.

Public servants at the Administrative Tribunals Support Service of Canada (ATSSC) are designing and developing digital approaches to better serve the federal tribunals they support, and Canadians. All 12 of the federal tribunals being supported by the ATSSC now have efficient, modern, and cost-effective Case Management Systems. Thanks to videoconferencing and hybrid hearing technology, some tribunals have heard 80 per cent of their cases virtually in the past year, making it easier and less costly for Canadians to access justice.

SPOTLIGHT ON RESULTS

Since their launch, the Retirement Hub has attracted nearly 300,000 unique visitors (800 visits daily), while the Old Age Security Benefits Estimator receives an average of 23,000 weekly visits.

SPOTLIGHT ON RESULTS

Talking Stick peer support advocates, who are all Indigenous, conducted over 9,000 discrete chats using the app in English, French and 10 Indigenous languages during the 2023-24 fiscal year.

Public servants at Indigenous Services Canada worked with the Federation of Sovereign Indigenous Nations and First Nations in Saskatchewan to support the development and implementation of Talking Stick. This mobile app is an anonymous, judgement-free, virtual safe space where Indigenous people can have conversations with other Indigenous people about topics such as mental health and wellness, loneliness, anxiety, and stress.

Public servants worked to improve the lives of millions of people in Toronto this year. On a typical weekday, customers make approximately 1.7 million journeys on the city's transit system. As a result, the Toronto Transit Commission has one of the highest per-capita ridership rates in North America and is the largest transit system in Canada. Until recently, most riders had no cell coverage, limiting their ability to access emergency services, or to be productive, while commuting. After negotiations between the service providers failed, officials at Innovation, Science and Economic Development Canada recommended the introduction of spectrum licence conditions. Three weeks later, major carriers began providing mobile coverage in every station and many of the tunnels.

Keeping Canadians Safe and Secure

The threat environment is becoming more complex nationally and globally. Public servants continue to adapt and innovate to protect Canadians and our national security.

SPOTLIGHT ON RESULTS

CSIS's social media campaign to raise public awareness of online threats reached thousands of Canadians and helped to protect their safety and security. It received 584,000 views and 21,800 engagements on X (formerly Twitter) and was one of CSIS's most broadly reaching posts on LinkedIn, with 58,000 views.

Ransomware is a persistent threat to organizations and the most disruptive form of cybercrime facing Canadians. The Communications Security Establishment Canada's Canadian Centre for Cyber Security helps to protect Canadians by issuing prompt warnings to those who could be impacted. Since the launch of this groundbreaking pilot initiative in May 2023, 250 entities across key sectors including healthcare, energy, manufacturing, finance, government, and education have benefitted from these warnings. They have saved an average of \$250,000 per ransomware incident.

Today, public discourse is often shaped by social media algorithms and there is a wide range of misinformation and disinformation circulating in the public sphere, which can erode confidence in our institutions. This is a global phenomenon. Combatting mis- and disinformation and countering foreign interference are top of mind for the Public Service.

Public servants at the Canadian Security Intelligence Service (CSIS) proactively shared information with Canadians on potential threats through social media campaigns to protect their

safety and security. Certain countries, like the People's Republic of China, are known for using proxies via social media platforms, such as LinkedIn, for targeting and recruiting Canadians to obtain confidential, privileged information. To prevent this, CSIS launched a successful social media campaign in June 2023 to raise public awareness.

Deepfakes are manipulated media whose images, voices, videos or text is digitally changed or fully generated by artificial intelligence. They can fundamentally change the way people perceive our democratic process. If supports in place to counter mis- and disinformation and deepfakes are not useful and well timed, we risk the public losing trust in our institutions.

On May 24, 2023, CSIS organized an unclassified international workshop designed to highlight emerging trends in disinformation fuelled by developments in deepfake technologies. It also covered the effects of those trends on democratic institutions, discourse, intelligence, and national security. Following this workshop, the papers presented were assembled as part of a publication: [*The Evolution of Disinformation: A Deepfake Future*](#). This publication contributes to CSIS's efforts to promote a dialogue between intelligence practitioners and leading specialists from a wide variety of disciplines working in universities, think-tanks, businesses, and other research institutions.

Public servants also play a role in safely and securely protecting Canada's democracy, information, and assets by actively increasing their awareness of threats, and developing habits to counter them.

On September 7, 2023, the Government of Canada [announced](#) the establishment of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. Justice Marie-Josée Hogue, a judge of the Quebec Court of Appeal, was appointed as an independent commissioner to lead the inquiry, under the *Inquiries Act*.

The inquiry, which began on September 18, 2023, is assessing interference by China, Russia, and other foreign states or nonstate actors, to confirm the integrity of the 2019 and 2021 federal general elections. It is also assessing the capacity of federal entities to detect, deter and counter foreign interference, and making recommendations to better protect Canada's democratic processes.

Justice Hogue delivered her [initial report](#) on May 3, 2024, and is expected to deliver her final report by December 2024.

In another response to the increasing and persistent threats, to help identify and counter disinformation and foreign interference, on January 26, 2024, [Protecting Democracy Toolkits](#) and a [Countering Disinformation Guidebook for Public Servants](#) were released. The toolkits have been shared widely, including with provincial and territorial governments, and other stakeholders.

The Canada School of Public Service Digital Academy and the Canadian Centre for Cyber Security have joined forces to develop foundational learning on cyber security for all public servants. The Discover Cyber Security course helps employees to build a greater awareness and understanding of the reality of cyber risks by exploring common security vulnerabilities and cyber threats. Almost 15,000 public servants registered for the updated Discover Cyber Security course in 2023–2024.

In addition to online threats posed by technological advancements and manipulations using social media, Canada continues to face traditional threats to our borders, transportation systems and physical safety and security. Public servants at the Canada Border Services Agency (CBSA), along with other Public Safety Portfolio partners, are working diligently to address these threats.

For example, in 2023, CBSA officers prevented more than 900 prohibited firearms and over 27,100 weapons from entering Canada. Working with local, national, and international partners, CBSA officials also intercepted over 72,200 kilograms of prohibited drugs and chemicals during the same time period. Each weapon and prohibited drug that is stopped at our border makes our communities safer.



Cocaine found in suitcases at the Winnipeg International Airport.

On February 9, 2024, during the examination of a flight originating outside of Canada, CBSA border officers identified two unclaimed suitcases. On further examination, officers found 60 packages of cocaine weighing 75 kilograms. This seizure is the [largest narcotics seizure](#) at an airport in the Prairies.

These stories show the lengths that public servants are willing to go to deliver for Canadians.

“Every day through the vigilance, expertise, and commitment of CBSA officers, we are combatting the smuggling of illegal narcotics into Canada and disrupting international crime networks. Thanks to the quick thinking of officers at the Winnipeg International Airport, more than 75 kilograms of cocaine is not going to make it to Canadian streets where it could have injured or destroyed countless lives.”

Greg Valentine, Director, Intelligence and Enforcement Operations Division, Prairie Region

Fostering Culture Change

Although there have been many achievements in the past year, it is important to acknowledge that as an institution the Public Service has experienced challenges. It is essential that we foster a culture of high performance, that is grounded in our shared public service values and ethics to help find new, innovative ways to deliver.

Over the past year, the media have reported on a lack of public trust in government and the Public Service, and parliamentary committees have scrutinized the accountability of senior leaders, because of recent values and ethics breaches. These, and other changes in our operating environment, have reinforced the importance of our renewed discussion on values and ethics in the federal public service.

After years of global crises and extensive change within the Public Service, discussions on values and ethics are opportunities to address what it means to be a public servant in the current context, and to highlight concrete steps needed to create a more open and inclusive public service.

A high-performing public service is one that reflects the population we serve. Efforts to reaffirm our public service values and ethics serve to enhance work already underway to create a workplace free from barriers, where public servants with diverse perspectives are confident they can fully contribute their best, impartial, advice.

Public servants need to be equipped with the tools, guidance and training required to get the job done.

Advancing a Values and Ethics Dialogue

Our [public service values and ethics](#) serve as an important compass to guide our actions and behaviours, particularly as we adapt and evolve in times of change. These values are enduring and continue to be extremely relevant in our rapidly shifting and complex world. They pull us forward as we embrace new ways of supporting government and serving Canadians.

Our shared public service values of respect for democracy, respect for people, integrity, stewardship, and excellence are as relevant today as they were when they were first established. But while these values endure, today's operating environment has dramatically changed.

While Canadians and public servants have faced challenging times in the past, the changes we are experiencing now seem different – faster, more complex and touching all aspects of our lives and work. Alongside navigating geopolitical unrest, the impacts of climate change and rapid technological evolution, we, as a public service, are also advancing important workplace changes, such as adapting to a hybrid work model, onboarding new public servants from across Canada, and becoming more accessible, diverse, and inclusive as a workforce.

As former Clerk of the Privy Council Ian Shugart stated in the [27th Annual Report to the Prime Minister on the Public Service of Canada](#), in challenging times, it is our public service values that serve as “sturdy guardrails”, guiding us as we carry out our fundamental role of serving Canadians.

To ensure that every public servant has a solid grounding in our public service values and ethics, a task team of senior officials was formed in September 2023. The Task Team was asked to lead a dialogue with public servants, and others outside the Public Service, on how we can reaffirm and bring to life our shared values and ethics within the complex environment in which we are currently operating.

From September to December 2023, the Deputy Ministers’ Task Team on Values and Ethics held over 90 discussions across the Public Service to provide an open and honest forum to share personal experiences, and reflections, on the topic.

“Our report to the Clerk is the beginning of the conversation, not the end. This engagement is intended to be an iterative, reflective and honest process. The report is intended to serve as a prologue to a broader dialogue on values and ethics in the Public Service, and we begin by sharing what we have heard, frankly and without filters.”

The results of these discussions were consolidated into the [Deputy Ministers’ Task Team on Values and Ethics Report](#). In it, the Task Team highlights a number of themes including:

- using discussions to recognize contributions in the Public Service, and linking these discussions to the future of the Public Service;
- respect for people as a core value;
- addressing a perceived lack of accountability when it comes to the enforcement of the Values and Ethics Code for the Public Sector;
- increasing public trust;
- addressing shortcomings in service delivery;
- providing training to employees; and
- the importance of continued dialogue.

Following the release of the report, Deputies were asked to:

- develop department-specific values and ethics training plans, down to the divisional level, to ensure all public servants in their organizations have a deep understanding of public service values and ethics and how they apply in their everyday work;
- review and, if necessary, update their organizational codes of conduct;
- foster a conversation at all levels within their organizations on personal accountability to uphold public service values and ethics; and,
- report back by June 2024 with a written assessment of the actions undertaken in their department.

The goal of this exercise is for all public servants to have a strong understanding of values and ethics and how they apply in the current environment, to their organizational context and to them as individuals.

The conversations on values and ethics will complement ongoing efforts in the Public Service to make progress on other priorities, such as workplace wellness, reconciliation, anti-racism, equity, diversity, and inclusion.

Values do not live on a piece of paper. They live in our actions, in the examples that we set, in the conversations that we have, in the behaviours that we accept, and in the norms that we challenge.

We have a great opportunity to engage public servants, especially new ones, on how we can bring our collective values and ethics to life. Reflecting on shared values and ethics will help an intergenerational public service better serve the Canadian public and advise government.

Together with ongoing efforts to advance reconciliation and drive progress on anti-racism, equity, diversity, inclusion, and accessibility, we will build a robust and flourishing public service culture.

We are already seeing examples of how the Public Service is taking action to affirm our shared values and ethics.

To support the ongoing values and ethics dialogue within and across organizations, public servants at the Canada School of Public Service (CSPS) and the Office of the Chief Human Resources Officer, in collaboration with other departments and agencies, assembled resources for public servants to access on the [Values and Ethics Learning Path](#) webpage. These resources will continue to be updated to reinvigorate training and conversations on values and ethics for employees throughout their public service careers.

The National Managers' Community, in partnership with the CSPS, hosted a conversation with the Clerk and Deputy Clerk Fox on Values and Ethics, on March 1, 2024. The event drew a remarkable 6,641 participants. Managers were incredibly engaged, with nearly 1,000 of them contributing to a consultation questionnaire that helped to shape the event's direction. Hundreds of attendees expressed appreciation for the prioritization of the discussion and a strong desire for continued engagement. A [video](#) from the event has been incorporated into the CSPS Values and Ethics Learning Path webpage, extending the event's impact even further.

Public servants at Parks Canada refreshed and relaunched their [Values and Ethics Code](#) in June 2023, ahead of the release of the recommendations in the Deputy Ministers' Task Team on Values and Ethics milestone report. Additionally, the values and ethics team at Parks Canada developed a mandatory "Living our Values" training course, fostering conversations at all levels of the organization about personal accountability in upholding public service values and ethics.

Our Public Service Core Values and Ethics Should Guide Us

Employees at Global Affairs Canada (GAC) came together to create a statement that reflects their shared purpose and values that underpin the organization and the culture that the department wants to uphold and strengthen. The department's "North Star" statement, developed through engagement with employees, serves to create a common vision.

The North Star statement:

Global Affairs Canada works toward a more peaceful, prosperous and sustainable world by leading efforts to protect and advance Canada's interests in a complex global environment.

We are agile, open and connected with Canadians and international partners.

We strive for excellence through a culture of service, trust and inclusion.

We lead with courage, pride and empathy for each other.

We are a global team.

We are Canada in the world.

Continued conversations around what the North Star statement means to employees is resulting in a stronger commitment to demonstrating specific behaviours in their daily work.

In addition, more employees have been contacting GAC's Office of the Well-being Ombud and Inspector General for support since the department developed and publicly released its first [annual report](#) on how cases of misconduct and wrongdoing are being addressed. Through this annual publication, GAC aims to foster an environment of trust that upholds the highest ethical standards and delivers better accountability for Canadians.

This renewed dialogue across the Public Service is intended to accelerate ongoing efforts to significantly improve workplace wellness, accessibility, reconciliation, and to advance anti-racism, equity, diversity and inclusion through the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#).

Alongside organizational efforts to engage employees and review their codes, the values and ethics dialogue is intended to be ongoing and to bring to life our values and ethics to create a lasting impact on our day-to-day actions.

Remaining Accountable to Ensure a Healthy, Safe, Inclusive and Accessible Workplace

We are striving for a public service where every employee is respected and valued for their contributions, and where workplaces are safe and accessible.

Each of us must take concrete actions so everyone can thrive, regardless of race, ethnicity, sex, religion, age, disability, sexual orientation, or gender identity or expression.

Building on a Foundation of Data and Knowledge

Recent studies and data have helped show where collective efforts can have an impact.

The Auditor General of Canada report [Inclusion in the Workplace for Racialized Employees](#), released in October 2023, noted that more needs to be done to gather and analyze disaggregated data on the outcomes of our efforts to address known barriers and inequities in the workplace, so that we can identify actions that yield meaningful change.

In 2023, the Standing Senate Committee on Human Rights undertook a study on allegations of anti-Black racism, sexism, and systemic discrimination in the Canadian Human Rights Commission. The committee's [report](#) provides 11 recommendations, including reinforcing the importance of implementing the [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#) (the Call to Action).

Results of the 2022 Public Service Employee Survey (PSES)¹ show how public servants are feeling about our progress on anti-racism efforts. Results indicate that 77 per cent of respondents feel safe to speak, in their work unit, about racism in the workplace without fear of reprisal or negative impact on their career. However, of those respondents who said they had experienced race-based discrimination, 11 per cent reported being satisfied with how concerns are resolved in their organization.

We must continue to build momentum and sustain dedicated and targeted action to change our culture.

1. [2022 Public Service Employee Survey: Highlights](#)

Fortunately, our path is made much clearer thanks to tangible actions clearly outlined in several areas, including:

**Many Voices One Mind:
A Pathway to Reconciliation**

**Nothing Without Us:
An Accessibility Strategy for
the Public Service of Canada**

**Open Letter to Deputy Ministers
to Take Action to Support
Transgender, Non-binary and
Gender-diverse Colleagues in
the Federal Public Service**

**Forward Direction of the
Call to Action on Anti-Racism,
Equity and Inclusion**

Through these initiatives, and others, we are seeing our efforts translate to meaningful results.

We have seen increases in representation in the Public Service for women, Indigenous peoples, persons with disabilities, and racialized employees² since 2000.³ These long-term trends show what a sustained commitment to advancing change can achieve.

We have also observed progress in the executive ranks, with women, Indigenous peoples, persons with disabilities, and Black and racialized employees all experiencing growth in representation from March 2017 to March 2023.

Black Executive Representation⁴			
Year	Total population	Number of Black executives	Percentage of Black executives
March 2017	5,341	73	1.4%
March 2018	5,565	78	1.4%
March 2019	5,887	96	1.6%
March 2020	6,212	99	1.6%
March 2021	6,717	128	1.9%
March 2022	7,200	168	2.3%
March 2023	7,643	203	2.7%

2. The term “racialized employees” refers to members of visible minorities.

3. [Report on Employment Equity in the Public Service of Canada for Fiscal Year 2022 to 2023](#)

4. [Report on Employment Equity in the Public Service of Canada for Fiscal Year 2022 to 2023](#)

While there are positive trends, we must fully examine the data available to us.

For example, women, Indigenous peoples, persons with disabilities, and racialized employees are more concentrated in lower salary ranges when compared to the overall public service population. This is particularly pronounced for Black employees where 58 per cent fall into the under \$74,999 salary range, compared to 43 per cent for the core public administration⁵.

Organizations are encouraged to use information available through such reports as [Employment Equity in the Public Service of Canada for Fiscal Year 2022 to 2023](#) and applications like the [interactive data visualization tool](#), the [staffing dashboard](#), and the [diversity and inclusion statistics website](#), to inform their efforts with the available data.

Advancing Diversity, Inclusion, and Accessibility to Foster Change

Importantly, departments and agencies continue to advance meaningful change.

Public servants at Health Canada are demonstrating leadership in the promotion and integration of equity, diversity and inclusion in the workplace by:

- identifying approaches that reduce unconscious bias in science-based decision-making (the Deconstructing Unconscious Bias project);
- developing and launching the Equitable Access to Language Training program, which addresses systemic barriers and prioritizes access to second-language training for Black, racialized and Indigenous employees, and persons with disabilities; and
- introducing specialized recruiting, mentorship, and sponsorship initiatives to improve representation.

In February 2023, employees working in Employment and Social Development Canada's Gender-based Analysis (GBA) Plus Centre of Expertise launched the Black-Centric Lens. This resource enables employees to emphasize historical contexts and to incorporate lived experiences into policies, programs, and services so that they are more inclusive and better serve communities.

Prosecutors and paralegals working at the Public Prosecution Service of Canada were highly engaged in a mandatory GBA Plus course. As of December 2023, 97 per cent of prosecutors and 97 per cent of paralegals had completed the training, which taught prosecutors and paralegals to identify and challenge individual and systemic biases, and how to apply intersectional analysis in prosecutorial decision-making.

In New Brunswick, the Atlantic Canada Opportunities Agency's Diversity, Inclusion, Competency and Excellence (DICE) Committee has demonstrated its commitment to achieving an equitable and inclusive workplace.

5. [Report on Employment Equity in the Public Service of Canada for Fiscal Year 2022 to 2023](#)

DICE is focusing on initiatives to support accessibility and inclusion in the workplace, including the installation of gender-neutral washrooms at the Fredericton office and the launch of a campaign that allowed staff to identify accessibility needs.

The Official Languages Centre at the Canadian Food Inspection Agency launched its first-ever official languages training program designed specifically for Indigenous, Black and racialized employees. The program provides customized instruction for employees to enhance their competencies in official languages, in support of career advancement.

The [2023 list](#) of Influential Women in Canadian Agriculture honoured [two Agriculture and Agri-Food Canada scientists](#), Dr. Judith Nyiraneza and Dr. Ana Badea. Both Dr. Nyiraneza and Dr. Badea encourage women to pursue scientific aspirations.



Dr. Judith Nyiraneza is a leader in science at the Charlottetown Research and Development Centre. She co-led the Living Lab—Atlantic project on soil health. She now spearheads a second Living Lab project to sequester carbon in soils and reduce greenhouse gas emissions. Both are important ways agriculture is helping to reduce the effects of climate change in Canada.



Dr. Ana Badea is a research scientist at the Brandon Research and Development Centre. Dr. Badea specializes in barley breeding and genetics. She also leads the Agriculture and Agri-Food Canada western Canadian barley breeding program. Through her research, Dr. Badea develops “climate-smart” barley varieties that are disease resistant and adapted to growing in a changing environment, which helps Canadian farmers and processors stay competitive nationally and globally.

“Take time to know yourself and your limits – that helps you build confidence and stops you from doubting yourself. Don’t question why you’re at the table.”

Dr. Ana Badea, Research Scientist at the Brandon Research and Development Centre

Innovation, Science and Economic Development Canada achieved an impressive milestone by doubling its number of permanent [LiveWork-Play](#) appointments. This endeavour transcends mere numbers; it's about embodying a core belief in inclusivity and support for every member of the LiveWorkPlay community.

Alongside organizational efforts, employee networks and communities continue to provide strong leadership to renew our institution.

This year saw the creation of Infinity – The Network for Neurodivergent Public Servants, which helps to foster inclusion for neurodivergent employees. It is the first interdepartmental network dedicated to connecting, supporting, and empowering neurodivergent public servants. It already includes more than 1,500 members across 82 federal organizations, making it the largest government-wide neurodiversity network in the G7. Looking forward, Infinity has outlined strategic initiatives, such as developing a Neurodiversity at Work guide for managers and launching an online course in collaboration with the Canada School of Public Service.

Ongoing collaborative work of regional, horizontal, and employee-driven networks and communities has also resulted in the launch of the new Diverse Leadership Development Programs (DLDP) in the Atlantic Region, in December 2023. Sponsored by the Atlantic Federal Council, and championed by Service Canada, this program takes deliberate steps to address the Call to Action by building inclusive and diverse leadership teams. To support the advancement and development of public servants, the program provides access to developmental tools, mental health supports and language training. Following the success of the Building Black Leaders program's inaugural cohort, the DLDP has been expanded to include persons with disabilities, Indigenous peoples, and members of the 2SLGBTQIA+ community.

The Black Executives Network engages with senior leaders and stakeholders to develop and implement public service-wide strategies and solutions to inform public service management policies and programs, and to address systemic discrimination and the pervasive challenges that Black executives face. The network commissioned the first study examining the unique experiences of Black executives, and continues to support learning events and recruitment of Black talent. These efforts are aiming to close representation gaps in the federal public service and create the conditions for success.

On February 7, 2024, the Interdepartmental Black Employee Networks (IBEN) hosted its annual Black History Month celebration. Over 500 federal public servants attended to hear from two exceptional speakers: Darren Ruck from Public Services and Procurement Canada, and Kevin Petit-Frère



Sancho Angulo, co-chair and founder of Infinity, sits at an Infinity kiosk during a National Disability Employment Awareness Month event in Ottawa in October 2023.

from the Privy Council Office. Darren connected participants to the past with personal stories about his own family's connections to African Nova Scotian history. In doing so, he illustrated how that past shapes Nova Scotians and the rest of Canada to this day. Inspired by the theme of Black Excellence, Kevin discussed career empowerment and shared personal strategies for career growth within the public service.

The Federal Black Women's Caucus is creating a safe space for Black women within the federal public service. Throughout 2023-2024, the Caucus hosted several meetings aimed at addressing key issues affecting Black women, such as career progression, mental health, and networking. The Caucus also launched the 'Director's Roundtable: An Opportunity to Inspire Black Women' speaker series which raised the visibility of Black women executives in the federal public service, while also showing that there is a path to these leadership positions.

The Network of Asian Federal Employees (NAFE) brings together more than 1,000 Asian public servants and allies across departments and regions of Canada, creating a safe space to discuss challenges, raise awareness, and celebrate the many contributions of Asian public servants. Key NAFE initiatives in 2023-2024 included safe space discussions, student support and development programs, events marking Asian Heritage Month, and panel discussions reflecting on the 100th anniversary of the Chinese Exclusion Act.

The Knowledge Circle for Indigenous Inclusion (KCII) has taken significant steps to advance the inclusion of Indigenous employees with disabilities in the federal public service. In 2023-24, the KCII developed a groundbreaking Indigenous Federal Employees with Disabilities (IFED) Survey. This initiative, led by Indigenous experts and researchers, aims to identify and address the unique barriers and opportunities faced by Indigenous employees with acquired or intermittent disabilities. KCII took a collaborative approach to improve workplace accessibility and inclusion, with support from Indigenous Services Canada, the Treasury Board of Canada Secretariat, and other key federal partners, including Employment and Social Development Canada, Health Canada, Statistics Canada, and Shared Services Canada. The IFED Survey is a crucial step in building a more diverse, equitable, and inclusive public service that values and supports all its employees.

The past year saw increased public service involvement in Pride-related events, demonstrating our commitment to inclusivity. Across Canada, public servants showed strong representation at events in a number of cities. Over 10,000 public servants participated in Public Service Pride Week 2023. Internationally, various Canadian missions also participated in Pride activities.

The Public Service Pride Network (PSPN) expanded its circles of collaboration, capturing the attention of international, provincial and territorial

governments. In November 2023, the PSPN presented to influential leaders from 12 countries at the Government Transformation Summit in London, United Kingdom. Additionally, the PSPN released the [Guide for Two-Spirit, Transgender, Non-Binary, and Gender-Diverse Employees in the Federal Public Service](#), developed with contributions from 47 federal organizations.

Despite the support we are seeing for 2SLGBTQIA+ inclusion, there are heightening levels of transphobia within Canada and around the world. More needs to be done, and the PSPN's work, with support from all public servants, will remain crucial going forward.

This year we have seen geopolitical issues affect the workplace. The Public Service is not immune from this and many employees are having to navigate challenging and distressing circumstances. Alongside managers and senior leaders, employee networks are critical to supporting public servants who may be experiencing forms of discrimination.

Over the past year, the Jewish Public Servants Network (JPSN) held member listening sessions to provide support to employees, given the significant rise of antisemitism in Canada. Members were invited to work with the Canada School of Public Service to develop training materials to identify and address antisemitism. They also engaged on the modernization of the *Employment Equity Act* and in the ongoing values and ethics dialogue. Through the dialogue, they underscored the importance of using the Values and Ethics Code for the Public Sector to uphold the respect for people value, particularly when it comes to engaging with colleagues online.

The Muslim Federal Employees Network (MFEN) provides a platform for social networking, professional development, and cultural exchange, fostering a sense of belonging and support for Muslim employees and non-Muslim allies alike. Over the course of the past year, MFEN organized numerous sessions in partnership with federal departments, notably on Islamophobia, and on the topic of psychological understanding of bias and the impact on racism and marginalization.

The Sikh Public Service Professionals Network (SPSPN) provides a safe space for Sikhs supporting Sikhs.

The past year marked an important milestone in the Public Service's accessibility journey. Departments and agencies published their first progress reports on the implementation of their multi-year accessibility plans in December 2023, drawing on input received through targeted feedback, as required by the *Accessible Canada Act*. These reporting requirements go a long way towards ensuring departments and agencies are transparent and accountable for improving accessibility for both employees and the Canadians they serve.

“The SPSPN is important to me because it provides a venue for me to meet other Sikh public servants, share experiences, and learn from them, celebrate important initiatives like Sikh Heritage Month, and to contribute to anti-racism work within the Public Service.”

SPSPN Member

The Interdepartmental Network of Disability and Accessibility Chairs expanded the scope of its engagement with public service leadership in 2023-2024, with the aim of creating a more accessible federal public service for employees with disabilities. The network is working towards implementing systemic approaches for a disability-inclusive public service. Members have also been proactively engaging with public service leaders on particular issues as they arise, such as recent changes to the Public Service Health Care Plan, to address critical considerations for employees with disabilities.

Significant progress has been made towards reaching the Government's target of hiring 5,000 new employees with disabilities by 2025. As of February 2024, more than 4,000 net new hires in the Public Service have been persons with disabilities – achieving 80 per cent of the 2025 target. These collective efforts are helping to make sure the Public Service taps into the talent and perspectives of persons with disabilities, and that their expertise is integrated in the development of policies, programs and services. This allows us to better serve all Canadians.

The [GC Workplace Accessibility Passport](#) (the Passport) enables employees and managers to work together to determine appropriate solutions to workplace barriers, informed by the employee's interactions with their environment. Once an employee and manager have signed a Passport, additional documentation or justification is not needed unless the employee's circumstances or responsibilities change, or more effective solutions are identified. Use of the Passport is encouraged to make it easier to recruit, retain, and support the advancement of persons with disabilities in the Public Service. It has now been adopted by nearly 60 federal departments and agencies.

As part of [modernizing Government of Canada workplaces](#), Public Services and Procurement Canada is incorporating accessibility features, such as navigational supports to help people with vision impairments, assistive listening systems for individuals with hearing loss or low hearing, and accessible and gender inclusive washrooms.

Throughout 2023-2024, public servants at Public Services and Procurement Canada showed their commitment to fostering a culture of inclusion. For example, the department hosted more than 550 participants for the inaugural Government of Canada celebration for the International Day of Sign Languages.

Natural Resources Canada (NRCan) launched the Inclusive Science and Accessible Labs pilot project to make labs across Canada more accessible, to address the hiring gap for persons with diverse abilities in research, and to foster an overall accessibility culture shift. To support this endeavour, in February 2024, NRCan and Laboratories Canada at Public Services and Procurement Canada co-hosted an interdepartmental workshop to build a net-

work on accessibility in federal science laboratories. Over 100 participants attended and committed to establishing a federal Accessible Labs Community of Practice.

To have a Public Service that is truly inclusive and representative of the communities we serve, Housing, Infrastructure and Communities Canada (HICC) is developing a national footprint to create six regional hubs across the country. The hubs will allow regional employees to participate in the hybrid work experience and positively influence HICC's programs and policies for Canadians by including unique perspectives and expertise drawn from across the country. To date, HICC has increased its regional presence from 22 per cent to 26 per cent with the goal of reaching 35 per cent.

As we reflect on our progress to drive equity, diversity, and inclusion and to instill our collective values and ethics, our focus must be on establishing accountability for change.

Deputy Clerk Christiane Fox and I have asked organizations to account for how they are driving change on the Call to Action and on the values and ethics dialogue by reporting on concrete actions and results to date. I am deeply committed to continuing to drive change across our institution.

I look forward to providing an update on our tireless work to ensure a healthy, safe, inclusive, and accessible workplace in next year's report.

“While Natural Resources Canada’s project is on the threshold, achievements to date, such as the launch of the interdepartmental Accessibility in Federal Science Labs Community of Practice, demonstrate how every public servant in the federal government can work in a barrier-free environment in which everyone feels valued and can succeed to achieve their full potential.”

Julie Polisen, Manager, Office of the Chief Scientist,
Natural Resources Canada

Embracing Technology and New Ways of Working

In the face of a rapidly changing world, we need to embrace and foster innovation to remain agile and high performing as a public service. We need to continue to modernize our operations, and employees need to be equipped with training and tools to deliver effectively and responsibly. This is critical to our efforts to continue to attract, recruit and retain the talent we need to get the job done.

Optimizing Responsible Use of Artificial Intelligence

As we continue to see global acceleration of digital and technological change, we are seeing governments around the world consider how digital technology and artificial intelligence (AI) should be handled in the context of privacy, work environments, decision-making, and the services they provide for their citizens.

In this context, public servants in Canada are exploring how technological advancements, such as AI, can improve the way we provide services to Canadians, while being mindful that the Public Service is a high-value target for unauthorized use of data and information.

There is great potential to integrate these emerging technologies into our operations to improve our service offerings.



The National Research Council of Canada's Bell 412 helicopter in flight at their Flight Research Laboratory in Ottawa, Ontario.

Public servants at the National Research Council of Canada (NRC) have been exploring practical applications of AI to make helicopter flight safer. When helicopters land on a soft surface, such as sand or snow, the rotors stir it up so much that it creates what's known as a dust ball. This makes it hard for the pilot to land safely. In collaboration with partners, public servants in the NRC's Aerospace Research Centre developed a solution that uses autonomous flight systems, making it possible for the helicopter to take off, fly, and land in difficult conditions without the direct involvement of the pilot. This solution uses LiDAR technology and AI to see, map and evaluate the landing spot.

“Through the Canadian Vertical Lift Autonomy Demonstration project, the NRC is helping to shape the future of autonomous flight and the associated airworthiness regulations needed to ensure the safe operation of this technology in Canada. Our unique full-scale testbed and autonomous flight system are enabling Canadian industry and academia to be more competitive.”

Derek (Duff) Gowanlock, Research Flight Test Engineer,
National Research Council of Canada

Employees of the Administrative Tribunals Support Service of Canada are also optimizing the use of artificial intelligence through their decision translation pilot project. The project will enable tribunals to render decisions for Canadians in less time.

Public servants at Agriculture and Agri-Food Canada (AAFC) are harnessing the responsible use of AI to benefit Canadians. Their Office of the Chief Data Officer is working to improve efficiency and reduce costs across government through collaboration and empowering in-house experts to develop AI tools. They openly share their work, including code and documentation, across the public service to build collective AI capacity.

Since its formation in January 2023, the AAFC AI team has achieved notable results. In June 2023, their generative AI chatbot called AgPal Chat won the inaugural Public Service Data Challenge. Officially launched in early 2024, [AgPal Chat](#) serves as a one-stop shop for information on more than 400 agriculture and agri-food programs and services available to support farmers and agribusinesses across the country. The AAFC AI team has held more than 80 engagements with other departments and agencies to share their knowledge and expertise. They also partner with colleges and universities to give students valuable experience.

The Public Service is working to balance taking advantage of the opportunities associated with digital transformation, data and technology with the



Cockpit view of the NRC's Bell 412 Advanced Systems Research Aircraft with test pilots supervising the autonomous landing in between obstacles.



AAFC winners of the inaugural Public Service Data Challenge. From left to right: Director Steve Rennie, Senior Analyst, Results and Data Analytics, Nicole Johnson, and Artificial Intelligence Developer Rafael Moraes.

challenges and risks they could present, through the development of guidance and regulations, and fostering of public-private partnerships.

Canada has developed a [suite of policies and guidance documents](#) to help public servants reap the benefits of AI technology when improving services, while upholding their values and ethics and complying with the law.

In February 2024, the Government of Canada issued an updated [guide on the use of generative AI for federal institutions](#). The revised guide incorporates feedback from engagement with stakeholders outside the Public Service and addresses questions from federal institutions. It includes updated principles, responsibilities for federal institutions, and best practices. It also identifies issues and policy considerations to help public servants use these tools responsibly.

Modernizing the Employee Experience

Providing an attractive workplace environment is key to recruiting new talent and retaining existing employees. To do this, we need to provide adequate physical space, up-to-date technology, and sound and consistent management practices. Employees must be well supported in order to deliver with excellence.

Needing to Better Support Employees

Paying People Correctly and Replacing the Phoenix Pay System

After eight years and many attempts to correct errors, issues with the Phoenix pay system persist. While we still have a long road ahead of us, we are working to implement a new system informed by what we have learned from the lessons and failures of the current system.

We continue to progress towards pay stabilization, to ensure public servants across Canada are paid accurately and on time. Since the early days of Phoenix implementation, we have seen improvements in service and system stability, along with increases in productivity and accuracy of work at the Pay Centre. At the same time, we continue to develop and test an improved, integrated, human resources and pay system for the federal public service.

Addressing Public Service Health Care Plan Delivery Challenges

On July 1, 2023, Canada Life became the new administrator for the Public Service Health Care Plan (PSHCP) for nearly 1.7 million public servants, retirees, and their dependents. When some members faced service delivery challenges related to this transition, the Treasury Board of Canada Secretariat (TBS), Public Services and Procurement Canada (PSPC) and Canada Life took measures to address concerns. Separate from the transition to Canada Life, several benefit plan design changes came into effect on the same date, which compounded the complexity of the transition.

Officials from TBS, PSPC, and Canada Life worked to improve the plan member experience. Improvements included the introduction of an urgent needs escalation process, more robust communications, hiring additional call centre and claims processing staff, and augmenting the digital presence. TBS remains focused on ensuring members can readily access their benefits and will draw lessons from the recent PSHCP renewal to inform future initiatives.

The way we work is changing, driven by a shift to hybrid employment models. This has accelerated demand from departments and agencies for flexible, modern, inviting and activity-based workplaces. Public Services and Procurement Canada is advancing the [workplace modernization](#) agenda through several projects such as GCworkplace.

Since March 31, 2023, the date for full implementation of the [Direction on Prescribed Presence in the Workplace](#) (the Direction), deputy heads have been working to implement the Direction in line with their operational requirements.

To maximize the benefits of on-site presence and bring greater consistency to the application of hybrid work for employees, while maintaining flexibility for employees to work remotely, the Direction has now been updated to require all federal public servants in the core public administration, who have an approved hybrid work arrangement, to work on site a minimum of three days each week, four for executives, by September 9, 2024.

This updated requirement reflects the benefits that consistent in-person interactions offer, such as more effective collaboration and onboarding of new talent, as well as creating a culture that is consistent with the values and ethics of the Public Service.

As we move to greater consistency in implementation of the Direction, we will undoubtedly discover many approaches that work well and others that will need to be modified to ensure the best service for Canada.

Setting Priorities for the Coming Year

Bringing the Values and Ethics Dialogue to Life in Our Day-to-Day Actions

As we look to the coming year, the ongoing dialogue on values and ethics will help us to reset and affirm our unique role in Canada's democratic system. These discussions will include determining the nuances of how values and ethics come to life in specific contexts, such as the adoption of artificial intelligence, engaging on social media platforms, and providing non-partisan advice.

Deputy Clerk Fox and I have been meeting with public servants from across Canada at all levels. In the coming months, we will continue reaching out to partners from other jurisdictions, academic institutions, and various groups within our organizations to continue discussions.

We will also be hosting a whole-of-government symposium in fall 2024 on the ongoing values and ethics dialogue, which will serve as a forum to bring together all public servants to discuss our priorities under the umbrella of our core principles. Priorities for the year ahead like equity, diversity and inclusion, accessibility, and the responsible use of innovative technology, such as artificial intelligence, can be discussed within this context.

• We expect these discussions, alongside organizational efforts, to result in a deeper understanding and appreciation of our role as public servants. As needed, departments and agencies may update their organizational codes, and conversations may point to specific areas such as artificial intelligence, performance management, use of social media, and employee inclusion, that will benefit from new or updated guidance, training, practices, and ways of working.

To take stock, share best practices, and establish a baseline against which we can measure progress, I have asked deputies to report back to me on actions they have taken so far. Sharing the results online will further support our ongoing dialogue.

This work is foundational to supporting the effective management and renewal of the Public Service and will be prioritized accordingly.

Measuring Our Progress and Taking Targeted Action to Ensure a Healthy, Safe, Inclusive, and Accessible Workplace

To remain high performing, we need to continue to strive for a healthy, safe, inclusive, and accessible workplace that reflects the people we serve.

Advancing reconciliation and making our work environments more accessible, equitable, inclusive, and anti-racist is core to the success of delivering on our mandates. How successfully we develop policies, use new technologies to improve service delivery, communicate with Canadians, and perform our many other functions, depends on our ability to fully welcome the talents of employees of all backgrounds.

Collecting, analyzing, and using data on the results of our actions will support further, increasingly tailored, improvements. In the coming year, the pace of work on identifying and dismantling longstanding barriers to progress will be accelerated to address remaining gaps in equity, inclusivity and accessibility.

To help drive an accountability for change, I have asked deputies to report back on their implementation of the forward direction of the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. With this reporting, we expect to be able to identify where and how we are progressing, and common challenges that will need to be addressed. By posting the reports online, we are creating space for collective learning.

Responsible Use of Innovative Technology, Data, and Online Platforms to Enhance the Performance of the Public Service for Canadians

While we have been undertaking a digital transformation in the Public Service for many years now, in many ways we are just beginning our transformation.

New technologies hold the potential to create a better user experience for those we serve and can help free public servants' time so they can focus on addressing emerging challenges.

As we embrace new tools and technologies, we must ensure that they are considerate of Canadians' diverse needs so we do not inadvertently create a new set of systemic barriers that future generations will need to dismantle.

Over the coming year, we will continue to develop approaches to quickly counter threats to public trust in our institutions, such as mis- and disinformation and deepfakes. By doing this, we can make sure Canadians have access to credible and timely information.

Particular areas of attention will include engagement on social media and how the impacts of geopolitical events are unfolding in the workplace.

In a complex and changing digital landscape – including a growing interest in artificial intelligence and concerns about mis- and disinformation – conversations on values and ethics in the workplace must be sustained and responsive to the public environment.

I expect our conversations on values and ethics will generate ideas and solutions for helping to navigate emerging opportunities to enhance our service to Canadians.

Conclusion

In my first year as Clerk of the Privy Council, I have been impressed by the commitment, resiliency, and agility of public servants in the face of ever-evolving challenges.

This year, we have delivered on the Government's priorities, and we have improved the services we provide for Canadians. We continue to examine how we can do better in areas where we have fallen short.

Our ability to innovate and achieve excellence in service delivery relies on the combined knowledge of public servants from diverse backgrounds, skills, and abilities. This is especially true during times of uncertainty and complexity.

As we chart our path forward, we will need to embrace new technologies and ways of working to remain effective.

We are setting ourselves up well by focusing on our enduring values. As outlined in this report, momentum has been building and we will carry this forward to continue to serve with the utmost integrity and explore opportunities for the future.

Annex: Key Data

Number of employees⁶

Employee category	March 2022	March 2023
All employees	335,957	357,247
Executives (EX)	8,506	9,069
Associate Deputy Ministers	36	43
Deputy Ministers	41	36

Employment types⁷

Employment type	March 2022		March 2023	
Indeterminate	271,476	80.8%	290,981	81.5%
Term	45,877	13.7%	48,361	13.5%
Casual	9,648	2.9%	8,643	2.4%
Students	8,926	2.7%	9,203	2.6%
Unknown	30	0.0%	59	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 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).

Age⁸

Average age of public servants (years)		
Population group	March 2022	March 2023
Deputy Ministers	57.4	57.2
Associate Deputy Ministers	53.8	52.3
EX-04 to EX-05	53.3	53.2
EX-01 to EX-03	49.8	49.7
Executives (EX)	50.0	49.9
Federal Public Service (FPS)	43.5	43.3

Age distribution of public servants				
Age band (years)	March 2022		March 2023	
Under 25	18,372	5.5%	18,561	5.2%
25 to 34	72,357	21.5%	80,892	22.6%
35 to 44	91,474	27.2%	97,354	27.3%
45 to 54	89,864	26.7%	95,272	26.7%
55 to 64	55,280	16.5%	55,981	15.7%
65+	8,609	2.6%	9,186	2.6%
Unknown	1	0.0%	1	0.0%

Age distribution of new indeterminate hires ⁹				
Age band (years)	2021-22		2022-23	
Under 25	2,615	11.9%	3,052	12.1%
25 to 34	8,809	40.2%	10,340	41.2%
35 to 44	5,873	26.8%	6,613	26.3%
45 to 54	3,314	15.1%	3,760	15.0%
55 to 64	1,238	5.6%	1,272	5.1%
65+	74	0.3%	88	0.4%
Unknown	2	0.0%	0	0.0%

8. 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).

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

Province/territory of work¹⁰

Provincial/territorial distribution of public servants				
Province/territory of work	March 2022		March 2023	
Newfoundland and Labrador	7,745	2.3%	7,852	2.2%
Prince Edward Island	4,010	1.2%	4,292	1.2%
Nova Scotia	12,181	3.6%	13,005	3.6%
New Brunswick	11,720	3.5%	12,431	3.5%
Quebec (minus NCR)	36,298	10.8%	38,910	10.9%
National Capital Region (NCR)	141,747	42.2%	151,936	42.5%
Ontario (minus NCR)	45,048	13.4%	48,749	13.6%
Manitoba	13,065	3.9%	13,403	3.8%
Saskatchewan	6,328	1.9%	6,597	1.8%
Alberta	18,424	5.5%	19,479	5.5%
British Columbia	27,641	8.2%	29,257	8.2%
Yukon	433	0.1%	477	0.1%
Northwest Territories	575	0.2%	596	0.2%
Nunavut	353	0.1%	366	0.1%
Outside Canada	1,478	0.4%	1,540	0.4%
Unknown	8,911	2.7%	8,357	2.3%

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

Years of experience¹¹

Years of experience	March 2022	March 2023
0 to 4 years	26.9%	28.5%
5 to 14 years	34.1%	33.0%
15 to 24 years	28.6%	28.8%
25+ years	9.1%	8.5%
Unknown	1.3%	1.1%

First official language¹²

First official language	March 2022	March 2023
FPS: French	28.0%	28.0%
FPS: English	70.9%	71.1%
FPS: Unknown	1.1%	0.9%
EX: French	32.4%	32.9%
EX: English	67.3%	66.7%
EX: Unknown	0.3%	0.3%

Mobility in the core public administration (CPA)

Mobility in the CPA	2018-19	2019-20	2020-21	2021-22	2022-23
New indeterminate employees ¹³	19,245	19,333	16,528	21,925	25,125
Promotions	22,773	24,405	22,617	26,527	29,950
Other internal movements	18,170	19,312	18,353	19,508	21,313
Retirements and departures ¹⁴	8,881	9,156	8,281	10,536	10,968

11. 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.

12. 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.

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

14. Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-17 onwards are subject to change.

Employment equity representation (Rep.)¹⁵ and workforce availability (WFA)¹⁶

2021-22	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	56.0%	53.3%	5.2%	3.8%	6.2%	9.1%	20.2%	17.2%
CPA EX population	53.2%	48.2%	4.9%	5.2%	6.5%	5.3%	14.0%	11.2%
CPA new hires population	60.1%	53.3%	4.2%	3.8%	5.5%	9.1%	23.2%	17.2%
FPS population ¹⁷	46.3%	45.1%	4.4%	3.8%	5.2%	9.8%	19.2%	15.9%

2022-23	Women		Indigenous Peoples		Persons with disabilities		Members of visible minorities	
	Rep.	WFA	Rep.	WFA	Rep.	WFA	Rep.	WFA
CPA population	56.6%	53.7%	5.3%	3.8%	6.9%	9.2%	21.7%	17.3%
CPA EX population	54.2%	48.0%	5.2%	5.4%	7.7%	5.3%	15.2%	10.8%
CPA new hires population	61.1%	53.7%	4.4%	3.8%	6.9%	9.2%	26.9%	17.3%
FPS population ¹⁸	46.8%	46.1%	4.4%	3.8%	6.1%	9.3%	21.0%	16.2%

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

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

17. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the 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.

18. Workforce availability estimates for an employment equity designated group have been updated and are the percentage of citizens and permanent residents working in occupations in the Canadian workforce that correspond to occupations in the 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.

Disaggregated¹⁹ employment equity representation²⁰ and workforce availability (WFA)²¹

Employment equity group	Employment equity subgroup	CPA population					
		Workforce availability	March 31, 2022		Workforce availability	March 31, 2023	
			Number	%		Number	%
Women		53.3%	132,299	56.0	53.7%	143,406	56.6
Indigenous Peoples	Total Indigenous Peoples	3.8%	12,336	5.2	3.8%	13,363	5.3
	Inuit		361	0.2		404	0.2
	Métis		5,260	2.2		5,735	2.3
	First Nations		5,128	2.2		5,566	2.2
	Other		1,587	0.7		1,658	0.7
Persons with disabilities	Total persons with disabilities ²²	9.1%	14,573	6.2	9.2%	17,410	6.9
	Coordination and dexterity		1,164	0.5		1,257	0.5
	Mobility		2,307	1.0		2,588	1.0
	Speech impairment		323	0.1		349	0.1
	Blind or visual impairment		1,042	0.4		1,160	0.5
	Deaf or hard of hearing		1,912	0.8		2,098	0.8
	Other disability		9,874	4.2		12,370	4.9
Members of visible minorities	Total visible minorities	17.2%	47,728	20.2	17.3%	55,034	21.7
	Black		9,809	4.2		11,771	4.6
	Non-White Latin American		2,148	0.9		2,567	1.0
	Person of mixed origin		3,851	1.6		4,409	1.7
	Chinese		7,785	3.3		8,505	3.4
	Japanese		277	0.1		296	0.1
	Korean		717	0.3		847	0.3
	Filipino		1,855	0.8		2,176	0.9
	South Asian/East Indian		8,699	3.7		10,125	4.0
	Non-White West Asian, North African or Arab		5,459	2.3		6,555	2.6
	Southeast Asian		2,087	0.9		2,381	0.9
	Other visible minority group		5,041	2.1		5,402	2.1

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

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

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

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 executive population					
		Workforce availability	March 31, 2022		Workforce availability	March 31, 2023	
			Number	%		Number	%
Women		48.2%	3,830	53.2	48.0%	4,139	54.2
Indigenous Peoples	Total Indigenous Peoples	5.2%	350	4.9	5.4%	397	5.2
	Inuit		6	0.1		*	*
	Métis		150	2.1		168	2.2
	First Nations		144	2.0		178	2.3
	Other		50	0.7		*	*
Persons with disabilities	Total persons with disabilities ²³	5.3%	471	6.5	5.3%	586	7.7
	Coordination and dexterity		43	0.6		43	0.6
	Mobility		47	0.7		58	0.8
	Speech impairment		11	0.2		13	0.2
	Blind or visual impairment		57	0.8		55	0.7
	Deaf or hard of hearing		77	1.1		99	1.3
	Other disability		284	3.9		372	4.9
Members of visible minorities	Total visible minorities	11.2%	1,005	14.0	10.8%	1,165	15.2
	Black		168	2.3		203	2.7
	Non-White Latin American		32	0.4		33	0.4
	Person of mixed origin		140	1.9		168	2.2
	Chinese		117	1.6		133	1.7
	Japanese		8	0.1		8	0.1
	Korean		14	0.2		18	0.2
	Filipino		18	0.3		19	0.2
	South Asian/East Indian		216	3.0		249	3.3
	Non-White West Asian, North African or Arab		150	2.1		178	2.3
	Southeast Asian		36	0.5		39	0.5
	Other visible minority group		106	1.5		117	1.5

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

23. 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	2021-22		Workforce availability	2022-23	
			Number	%		Number	%
Women		53.3%	17,392	60.1	53.7%	20,378	61.1
Indigenous Peoples	Total Indigenous Peoples	3.8%	1,209	4.2	3.8%	1,471	4.4
	Inuit		45	0.2		63	0.2
	Métis		493	1.7		615	1.8
	First Nations		546	1.9		668	2.0
	Other		125	0.4		125	0.4
Persons with disabilities	Total persons with disabilities ²⁴	9.1%	1,601	5.5	9.2%	2,295	6.9
	Coordination and dexterity		81	0.3		112	0.3
	Mobility		199	0.7		317	1.0
	Speech impairment		37	0.1		31	0.1
	Blind or visual impairment		74	0.3		122	0.4
	Deaf or hard of hearing		166	0.6		206	0.6
	Other disability		1,218	4.2		1,798	5.4
Members of visible minorities	Total visible minorities	17.2%	6,723	23.2	17.3%	8,960	26.9
	Black		1,629	5.6		2,372	7.1
	Non-White Latin American		360	1.2		454	1.4
	Person of mixed origin		626	2.2		713	2.1
	Chinese		826	2.9		988	3.0
	Japanese		25	0.1		29	0.1
	Korean		111	0.4		153	0.5
	Filipino		289	1.0		367	1.1
	South Asian/East Indian		1,385	4.8		1,806	5.4
	Non-White West Asian, North African or Arab		745	2.6		1,193	3.6
	Southeast Asian		271	0.9		335	1.0
	Other visible minority group		456	1.6		550	1.6

24. 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	2021-22		Workforce availability	2022-23	
			Number	%		Number	%
Women		53.3%	18,256	62.3	53.7%	20,975	63.2
Indigenous Peoples	Total Indigenous Peoples	3.8%	1,493	5.1	3.8%	1,698	5.1
	Inuit		46	0.2		46	0.1
	Métis		658	2.2		765	2.3
	First Nations		563	1.9		649	2.0
	Other		226	0.8		238	0.7
Persons with disabilities	Total persons with disabilities ²⁵	9.1%	1,681	5.7	9.2%	2,230	6.7
	Coordination and dexterity		126	0.4		167	0.5
	Mobility		248	0.8		289	0.9
	Speech impairment		29	0.1		42	0.1
	Blind or visual impairment		113	0.4		132	0.4
	Deaf or hard of hearing		195	0.7		246	0.7
	Other disability		1,193	4.1		1,640	4.9
Members of visible minorities	Total visible minorities	17.2%	6,818	23.3	17.3%	8,024	24.2
	Black		1,394	4.8		1,658	5.0
	Non-White Latin American		289	1.0		423	1.3
	Person of mixed origin		629	2.1		675	2.0
	Chinese		992	3.4		1,117	3.4
	Japanese		25	0.1		30	0.1
	Korean		126	0.4		150	0.5
	Filipino		222	0.8		304	0.9
	South Asian/East Indian		1,156	3.9		1,411	4.3
	Non-White West Asian, North African or Arab		901	3.1		1,067	3.2
	Southeast Asian		304	1.0		344	1.0
	Other visible minority group		780	2.7		845	2.5

25. 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 ²⁶			
		2021-22		2022-23	
		Number	%	Number	%
Women		9,443	56.6	9,835	56.2
Indigenous Peoples	Total Indigenous Peoples	850	5.1	897	5.1
	Inuit	40	0.2	30	0.2
	Métis	331	2.0	341	1.9
	First Nations	373	2.2	425	2.4
	Other	106	0.6	101	0.6
Persons with disabilities	Total persons with disabilities ²⁷	1,097	6.6	1,202	6.9
	Coordination and dexterity	117	0.7	114	0.7
	Mobility	245	1.5	229	1.3
	Speech impairment	25	0.1	24	0.1
	Blind or visual impairment	79	0.5	105	0.6
	Deaf or hard of hearing	165	1.0	199	1.1
	Other disability	634	3.8	719	4.1
Members of visible minorities	Total visible minorities	2,033	12.2	2,478	14.2
	Black	465	2.8	591	3.4
	Non-White Latin American	84	0.5	96	0.5
	Person of mixed origin	203	1.2	223	1.3
	Chinese	282	1.7	343	2.0
	Japanese	18	0.1	12	0.1
	Korean	32	0.2	32	0.2
	Filipino	75	0.4	81	0.5
	South Asian/East Indian	350	2.1	447	2.6
	Non-White West Asian, North African or Arab	179	1.1	268	1.5
	Southeast Asian	92	0.6	84	0.5
	Other visible minority group	253	1.5	301	1.7

View more statistics: [Demographic Snapshot of Canada's Public Service, 2023](#)

Source: Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat

26. Departure figures include movements from the core public administration to separate agencies. Departure figures from 2016-17 onwards are subject to change.

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