President meeting with Guylaine Roy,

Deputy Minister, Department for

Women and Gender Equality

December 19, 2019

# Introduction

## Deputy Head

Guylaine Roy was appointed to the position of the Deputy Minister for Women and Gender Equality (WAGE) (formerly Status of Women Canada) in addition to her role as Deputy Minister of Tourism, Official Languages and La Francophonie, effective September 23, 2019.

Ms. Roy has previously exercised the Public Service Commission’s (PSC) authority as Deputy Head (DH). A copy of the New Direction in Staffing (NDS) highlights for DHs is attached as [Annex A](#Annex_A).

# Organizational Context

## Mandate

On December 13, 2018, new legislation created WAGE, transforming the former Status of Women Canada. This change modernizes and formalizes, in law, the roles of the Minister and the Department.

The mandate has been expanded for gender equity to include sexual orientation as well as gender identity and expression. More specifically, WAGE works to advance gender equality through an **intersectional gendered** lens. Working in partnership with key stakeholders, including civil society organizations, labour groups, the private sector, other orders of government, and First Nations, Inuit and Métis peoples, the Department actively promotes the inclusion of all people in Canada’s economic, social, and political life.

WAGE works to uphold its mandate to advance gender equality by performing a central coordination function within the Government of Canada by developing and implementing policies, providing grants and contributions, delivering programs, investing in research, and providing advice to achieve equality for people of all genders, including women.

## Challenges

With the creation of this department in December 2018, the organization has gone from a micro organization with less than 100 staff to a small organization of approximately 200 employees, including a new Human Resources Directorate.

As a result of this change, work continues on building capacity to reach a full complement of staff.

# Population and Staffing Activities

## Population

WAGE is an organization with 180 employees. As at March 31, 2019, the workforce consisted of the following:

* 110 indeterminate employees;
* 7 term employees;
* 55 casual employees;
* 8 students.

Note that the data provided by the Public Service Commission (PSC) in the attached Annexes is from March 31, 2019, and may not correspond to the data provided by the organization owing to differences in methodology and time periods. According to WAGE statistics on April 9, 2019, the organization had 305 employees, 183 of whom were indeterminate.

## Staffing Activities

In 2018–2019, WAGE completed 18 advertised processes and 28 non-advertised processes. In total, WAGE carried out 205 staffing activities:

* 21 appointments to the public service;
* 25 promotions;
* 6 acting appointments (excluding appointments of less than 4 months);
* 99 appointments to casual positions;
* 14 appointments to positions for students;
* 40 deployments.

Please refer to [Annex B](#Annex_B) for additional details on staffing activities.

As mentioned above, PSC data may differ from that of the organization. In this case, WAGE states that it carried out 12 advertised processes.

# Time to Staff

There is insufficient data to provide results on internal or external staffing times for WAGE.

# Staffing Framework

## New Direction in Staffing (NDS) Implementation

The former organization (Status of Women Canada) implemented the NDS. However, with the creation of WAGE, all staffing policies and the sub-delegation of staffing authorities instrument are being reviewed. Since July 2019, the organization’s 11 sub-delegated managers have all signed the attestation form.

The staffing monitoring framework is also being reviewed to reflect organizational changes. Consultations are being held with other departments and the PSC in order to adopt the best staffing practices that will meet the needs and suit the actuality of this new organization.

# Appointment Delegation and Accountability Instrument Annex D Reporting

## Use of the Public Service Official Languages Exclusion Approval Order and the Public Service Official Languages Appointment Regulations

WAGE was managing a case where an individual was exempted from meeting the linguistic profile requirement of his/her bilingual position. The reason for exemption was the eligibility for an immediate annuity within two years of the non-imperative appointment. The individual submitted an irrevocable resignation and the departure date was September 4, 2019. Consequently, no follow-up is required by the PSC.

## Approved Deputy Head Exceptions to the National Area of Selection (NAOS) Requirements for an External Advertised Appointment Process

According to the latest Annex D report (for the 2018–2019 cycle), no exception to use the National Area of Selection (NAOS) requirements for external advertised processes was approved by the DH.

## Results of Organizational Cyclical Assessment

To date, WAGE has not reported on the cyclical assessment. However, the organization has until March 31, 2021, to complete the assessment. The organization has opted not to participate in the PSC pilot project for small and micro organizations for the time being. The PSC’s Staffing Support Advisor assigned to this organization remains available to provide advice and guidance on this topic.

## Inquiries and Trends

The majority of inquiries submitted by WAGE to the PSC’s Staffing Support Advisor over the past year were related to the Public Service Employment Act (PSEA). Other questions had to do with acting appointments, official languages, area of selection and qualified candidate pool management.

# Oversight

## Audits

In 2014–2015, WAGE was audited by the PSC as part of a series of audits of small and micro organizations. The audit focused on commonly reported risk areas for organizations of this size, such as authority sub-delegation and merit. The audit concluded, among other things, that appointment authorities were properly managed and appointments were based on merit and respected priority entitlements. No recommendations were issued.

WAGE was selected to be part of the Horizontal Audit of Student Hiring under the Federal Student Work Experience Program (FSWEP).

## Investigations

No investigations to report for WAGE.

## Staffing and Non-Partisanship Survey Results

WAGE’s participation rate in the 2018 Staffing and Non-Partisanship Survey (SNPS) was 38.7%. The average rate for all 74 participating departments and agencies was 47.6%.

The following are key findings from WAGE’s 2018 SNPS results:

* 65.4% of **employees** agreed that the people hired are capable of doing the job, compared with 67.1% in similar-size organizations and 53.8% across all organizations in the federal public service.
* 48.9% of **managers** agreed that the New Direction in Staffing has improved the way they hire and appoint persons to and within their organization, compared with 69.7% in similar-size organizations and 56.1% across all organizations in the federal public service.
* 80.3% of **managers** agreed that within their organization, the administrative process to staff a position is burdensome, compared with 79.3% in similar-size organizations and 89.7% across all organizations in the federal public service.

# Diversity Profile

WAGE exceeds workforce availability for women, persons with disabilities and members of visible minorities. The representation rate for Indigenous peoples was not reported because of privacy reasons related to the small number of people involved, and therefore cannot be analyzed.

Table 1 - Diversity profile

| Designated Group | Public Service  Work Force Availability (WFA) | Department for Women and Gender Equality | Representation Across the Public Service of Canada |
| --- | --- | --- | --- |
| Women | 52.5% | 87.9% | 54.8% |
| Indigenous people | 3.4% | \* | 5.1% |
| Persons with disabilities | 4.4% | 5.5% | 5.3% |
| Members of visible minorities | 13.0% | 20.9% | 15.7% |

Source:  [Employment Equity in the Public Service of Canada for Fiscal Year 2017 to 2018](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/employment-equity-annual-reports/employment-equity-public-service-canada-2017-2018.html)

Treasury Board Secretariat

\* Information for small numbers has been removed.

# Priority Entitlements and Veterans

From April 1, 2018 to July 18, 2019, the organization appointed one person with a priority entitlement.

As at July 23, 2019, WAGE had two persons with priority entitlements activated in the Priority Information Management System. Both are entitled to a leave of absence.

Since the Veterans Hiring Act came into effect on July 1, 2015, the organization has not made any appointments of persons with a Canadian Armed Forces (CAF) priority entitlement.

# Non-Partisanship in the Public Service

Each organization has a designated political activities representative who works with the PSC to provide support. WAGE’s designated political activities representative is Julie Nixon, Manager, Client Services, Human Resources Services.

The PSC receives very few requests from WAGE employees for permission to be a candidate in an election. Since April 1, 2006, the PSC has granted permission for three requests, one of which is still active.

The 2018 Staffing and Non-partisanship Survey results indicate that WAGE employees are more likely to engage in political activities (other than voting or seeking political candidacy): 8.4%, compared with 2.4% for the public service as a whole.

However, WAGE employees demonstrate a high level of awareness regarding their rights and responsibilities relative to engaging in political activities: 95.6%, compared with 80.1% for the public service as a whole.

# Recruitment Programs

Since 2019, WAGE has hired one person through the Indigenous Student Employment Opportunity under the Federal Student Work Experience Program (FSWEP). Currently, no hires have been made under the Federal Internship Program for Canadians with Disabilities and the FSWEP Employment Opportunity for Students with Disabilities.

# Staffing Support

## Public Service Commission Representatives and Organizational Contacts

The Staffing Support Advisor assigned to this organization is Johanne Villeneuve.

The primary organizational contact is Julie Nixon, Manager, Client Services, Human Resources Services.

The Head of Human Resources is Martin Prescott, Director General, Human Resources.

**PREPARED BY:**

Johanne Villeneuve,

Staffing Support Advisor

Annexes:

* [Annex A – A New Direction in Staffing (NDS) highlights for DHs](#Annex_A)
* [Annex B - Data on Population and Staffing Activities](#Annex_B)

### Annex A

## A New direction in Staffing – A merit-based system that is effective, efficient and fair

### Appointment Policy

**New focus on core requirements** to provide sub-delegated persons greater discretion in making an appointment

* **One Appointment Policy**, no duplication with legal requirements
* **Broader focus on values-based system**, away from rules-based system
* Appointments Policy supported by **streamlined guidance:**
  + A roadmap to the requirements in legislation, regulations and policy
  + Options and considerations for decision-making where there is discretion
* **Clear expectations** for priority entitlements
* No restrictions to assessment methods for EX appointments
* Exceptions to National Area of Selection approved by deputy head

### Delegation

* **New ability to customize organizational staffing system** based on unique context and evolving business needs
* Deputy head establish a direction on the **use of advertised and non-advertised** appointment processes
* Deputy heads to establish requirement(s) for sub-delegated persons to **articulate, in writing, their selection decision**
* Clarity on requirements related to investigations
* **Attestation form** to reinforce the accountabilities of sub-delegated persons

All PSC monitoring and reporting requirements now found in the Appointment Delegation and Accountability Instrument

### Monitoring and Reporting

**Monitoring built by organizations**, targeted to their needs

* Annual Departmental Staffing Accountability Report no longer required
* **Annual reporting to the PSC limited** to:
  + Use of Public Service Official Language Exclusion Approval Order
  + Exceptions to the National Area of Selection approved by the deputy head
  + Results of any internal investigations
  + Actions taken following any PSC investigations or audits.
* Deputy head responsible for **ongoing monitoring of organizational staffing system** based on the organization’s unique context
  + **Assessment of adherence to requirements**, based on organization’s own risks, at the minimum every five years

### PSC Oversight

System wide-focus

* **Government-wide compliance audit every two years**
* **Renewed Survey of Staffing** administered in alternating years with government-wide audit
* **System-wide effectiveness and efficiency reviews** to support continuous improvement
* **Targeted PSC audits** as a result of identified system-wide or organizational risks or at the deputy head request
* **Investigations conducted** when there is a reason to believe there was political influence, fraud or improper conduct in an appointment process

**This document should be read in conjunction with the** Public Service Employment Act**, the** Public Service Employment Regulations**, the PSC Appointment Policy and the PSC Appointment Delegation and Accountability Instrument.**

### Annex B

# Population by tenure as of March 31

Figure 1 - Population by tenure as of March 31

Table 2 - Population by tenure as of March 31 under the *Public Service Employment Act*

| Year | Indeterminate | Term | Casual | Student | Total |
| --- | --- | --- | --- | --- | --- |
| As at March 31, 2014 | 76 | 8 | 12 | 1 | 97 |
| As at March 31, 2015 | 82 | 4 | 5 | 0 | 91 |
| As at March 31, 2016 | 77 | 5 | 7 | 1 | 90 |
| As at March 31, 2017 | 82 | 4 | 12 | 3 | 101 |
| As at March 31, 2018 | 88 | 5 | 22 | 6 | 121 |
| As at March 31, 2019 | 110 | 7 | 55 | 8 | 180 |

# Population by language requirements as of March 31, 2019

Figure 2 - Population by language requirements as of March 31, 2019

Table 3 - Population by language requirements as of March 31, 2019 under the *Public Service Employment Act*

| Language requirement | Population as at March 31, 2019 | % of population as at March 31, 2019 |
| --- | --- | --- |
| Bilingual | 83 | 86% |
| Unilingual | 13 | 14% |
| Unknown | 84 | 0% |

# Population by occupational group as of March 31, 2019

Figure 3 - Population by occupational group as of March 31, 2019

Table 4 - Population by occupational group as of March 31, 2019 under the *Public Service Employment Act*

| Occupational groups | Population as at March 31, 2019 | % of population as at March 31, 2019 |
| --- | --- | --- |
| EC – Economics and Social Science Services | 44 | 26% |
| PA – Program Administration | 44 | 26% |
| AS – Administrative Services | 39 | 23% |
| Other | 45 | 26% |

# Population by region as of March 31, 2019

Figure 4 - Population by region as of March 31, 2019

Table 5 - Population and percentage of population by region as of March 31, 2019 under the *Public Service Employment Act*

| Region | Population as at March 31, 2019 | % of population as at March 31, 2019 |
| --- | --- | --- |
| National Capital Region (NCR) | 162 | 90% |
| Outside the National Capital Region (Non-NCR) | 18 | 10% |
| Unknowns | 0 | 0% |

# External indeterminate hires by occupational group, 2018–2019

Figure 5 - External indeterminate hires by occupational group, 2018-2019

Table 6 - External indeterminate hires by occupational group in 2018–2019

| Occupational groups | Number of indeterminate hires in  the organization | % of indeterminate hires in  the organization |
| --- | --- | --- |
| PA – Program Administration | 4 | 44% |
| EC – Economics and Social Science Services | 2 | 22% |
| AS – Administrative Services | 1 | 11% |
| EX – Executive | 1 | 11% |
| IS – Information Services | 1 | 11% |

# Staffing by region

Figure 6 - Staffing by Region

Table 7 - Percentage of staffing activities in the National Capital Region, compared with regions outside the National Capital Region by fiscal year

| Fiscal year | % of organizational staffing activities that took place in the National Capital Region (NCR) | % of organizational staffing activities that took place outside the National Capital Region (Non-NCR) |
| --- | --- | --- |
| 2014 to 2015 | 83% | 17% |
| 2015 to 2016 | 89% | 11% |
| 2016 to 2017 | 88% | 12% |
| 2017 to 2018 | 95% | 5% |
| 2018 to 2019 | 96% | 4% |

* Regional distribution excludes unknowns.

# Staffing by process type

Figure 7 - Staffing by process type

Table 8 - Number and percentage of staffing activities by process type and fiscal year

| Fiscal year | Non-advertised appointments (excludes unknown) | Advertised appointments | % of non‑advertised appointments |
| --- | --- | --- | --- |
| 2014 to 2015 | 1 | 5 | 17% |
| 2015 to 2016 | 3 | 7 | 30% |
| 2016 to 2017 | 8 | 6 | 57% |
| 2017 to 2018 | 11 | 10 | 52% |
| 2018 to 2019 | 28 | 18 | 61% |

* Includes indeterminate and term appointments
* Excludes lateral and downward movements, deployments and acting appointments of less than four months
* Includes only appointments where the staffing process type is known (35% to 88% of appointments)

# Staffing by appointment type

Figure 8 - Staffing by appointment type

Table 9 - Staffing activities by appointment type and fiscal year

| Fiscal year | Promotions | Lateral and downward movements | Appointments to the public service (includes casuals and students) | Acting appointments (excludes appointments of less than four months) | Total |
| --- | --- | --- | --- | --- | --- |
| 2014 to 2015 | 5 | 13 | 17 | 6 | 41 |
| 2015 to 2016 | 8 | 14 | 27 | 7 | 56 |
| 2016 to 2017 | 10 | 12 | 39 | 4 | 65 |
| 2017 to 2018 | 11 | 18 | 64 | 5 | 98 |
| 2018 to 2019 | 25 | 40 | 134 | 6 | 205 |

# Staffing by tenure

Figure 9 - Staffing by tenure

Table 10 - Staffing activities by tenure and fiscal year

| Fiscal year | Staffing activities for indeterminate positions | Staffing activities for term positions | Term staffing activities for casual employment | Staffing activities for student employment | Total staffing activities |
| --- | --- | --- | --- | --- | --- |
| 2014 to 2015 | 21 | 9 | 11 | 0 | 41 |
| 2015 to 2016 | 27 | 10 | 13 | 6 | 56 |
| 2016 to 2017 | 29 | 6 | 21 | 9 | 65 |
| 2017 to 2018 | 37 | 6 | 41 | 14 | 98 |
| 2018 to 2019 | 80 | 12 | 99 | 14 | 205 |

**Key findings - Staffing and non-partisanship survey (2018)**

* 65.4% of **employees** feel that people hired can do the job, compared with 67.1% in organizations of similar size, and 53.8% in the federal public service.
* 48.9% of **managers** feel that the New Direction in Staffing has improved the way they hire and appoint persons within their organization, compared with 69.7% in organizations of similar size, and 56.1% in the federal public service.
* 80.3% of **managers** feel that within their organization, the administrative process to staff a position is **burdensome**, compared with 79.3% in organizations of similar size, and 87.9% in the federal public service.

# Student program hires

Figure 10 - Student program hires

Table 11 - Student hiring activities by recruitment program and fiscal year

| Fiscal year | Federal Student Work Experience Program | Post-Secondary CO-OP / Internship Program (CO-OP) | Research Affiliate Program | Total |
| --- | --- | --- | --- | --- |
| 2014 to 2015 | 0 | 0 | 0 | 0 |
| 2015 to 2016 | 6 | 0 | 0 | 6 |
| 2016 to 2017 | 8 | 0 | 1 | 9 |
| 2017 to 2018 | 12 | 1 | 1 | 14 |
| 2018 to 2019 | 9 | 4 | 1 | 14 |

# External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires

Figure 11 - External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires

Table 12 - External indeterminate and term hiring activities: Post-Secondary Recruitment Program and former student hires by fiscal year

| Fiscal year | Post-Secondary Recruitment | Former student hires |
| --- | --- | --- |
| 2014 to 2015 | 1 | 0 |
| 2015 to 2016 | 1 | 2 |
| 2016 to 2017 | 1 | 3 |
| 2017 to 2018 | 0 | 3 |
| 2018 to 2019 | 0 | 3 |

Hires with experience in a federal student recruitment program within the last 10 years.

# Internal time to staff

Internal time to staff

The data is insufficient for providing results on the internal time to staff for the Department for Women and Gender Equality.

Figure 12 - Internal time to staff Public service median = 176 days, 2018-2019

[Internal time to staff data table available here](#Internal_time_to_staff)

Internal time to staff is calculated as the number of calendar days between the opening date of the advertisement and the date of the first notice.

The median internal time to staff for the public service (organizations subject to the Public Service Employment Act [PSEA]) for the 2018–2019 fiscal year is 176 days.

**Internal time to staff by fiscal year from 2018–2019**

The data is insufficient for providing results on the internal time to staff for the Department for Women and Gender Equality.

# Internal time to staff

Table 13 - Internal time to staff

| Number of calendar days | Number of first internal hires in an internal process (internal time to staff) in organizations subject to the Public Service Employment Act, within specified calendar days |
| --- | --- |
| 0 calendar days | 0 |
| 0 to 29 calendar days | 15 |
| 30 to 59 calendar days | 130 |
| 60 to 89 calendar days | 277 |
| 90 to 119 calendar days | 391 |
| 120 to 149 calendar days | 367 |
| 150 to 179 calendar days | 322 |
| 180 to 209 calendar days | 278 |
| 210 to 239 calendar days | 241 |
| 240 to 269 calendar days | 165 |
| 270 to 299 calendar days | 134 |
| 300 to 329 calendar days | 107 |
| 330 to 359 calendar days | 77 |
| 360 to 389 calendar days | 61 |
| 390 to 419 calendar days | 53 |
| 420 to 449 calendar days | 51 |
| 450 to 479 calendar days | 42 |
| 480 to 509 calendar days | 40 |
| 510 to 539 calendar days | 32 |
| 540 to 569 calendar days | 24 |
| 570 to 599 calendar days | 21 |
| 600 to 629 calendar days | 11 |
| 630 to 659 calendar days | 19 |
| 660 to 689 calendar days | 3 |
| 690 to 719 calendar days | 13 |
| 720 to 749 calendar days | 6 |
| 750 to 779 calendar days | 5 |
| 780 to 809 calendar days | 8 |
| 810 to 839 calendar days | 4 |
| 840 to 869 calendar days | 10 |
| 870 to 899 calendar days | 4 |
| 900 to 929 calendar days | 5 |
| 930 to 959 calendar days | 5 |
| 960 to 989 calendar days | 3 |
| more than 990 calendar days | 23 |

# External time to staff

External time to staff

The data is insufficient for providing results on the internal time to staff for the Department for Women and Gender Equality.

Figure 13 - External time to staff Public service median = 186 days, 2018-2019

[External time to staff data table available here](#External_time_to_staff)

External time to staff is calculated as the number of calendar days between the opening date of the advertisement and the date of the first estimated external hire

The median external time to staff for the public service (organizations subject to the Public Service Employment Act [PSEA]) for the 2018–2019 fiscal year is 186 days.**External time to staff by fiscal year from financier 2018–2019**

The data is insufficient for providing results on the internal time to staff for the Department for Women and Gender Equality.

# External time to staff

Table 14 - External time to staff

| Number of calendar days | Number of first external hires in an external process (external time to staff) in organizations subject to the Public Service Employment Act, within specified calendar days |
| --- | --- |
| 0 calendar days | 0 |
| 0 to 29 calendar days | 49 |
| 30 to 59 calendar days | 82 |
| 60 to 89 calendar days | 124 |
| 90 to 119 calendar days | 160 |
| 120 to 149 calendar days | 181 |
| 150 to 179 calendar days | 179 |
| 180 to 209 calendar days | 160 |
| 210 to 239 calendar days | 139 |
| 240 to 269 calendar days | 84 |
| 270 to 299 calendar days | 73 |
| 300 to 329 calendar days | 61 |
| 330 to 359 calendar days | 41 |
| 360 to 389 calendar days | 43 |
| 390 to 419 calendar days | 49 |
| 420 to 449 calendar days | 35 |
| 450 to 479 calendar days | 22 |
| 480 to 509 calendar days | 27 |
| 510 to 539 calendar days | 17 |
| 540 to 569 calendar days | 15 |
| 570 to 599 calendar days | 14 |
| 600 to 629 calendar days | 12 |
| 630 to 659 calendar days | 7 |
| 660 to 689 calendar days | 5 |
| 690 to 719 calendar days | 7 |
| 720 to 749 calendar days | 11 |
| 750 to 779 calendar days | 3 |
| 780 to 809 calendar days | 7 |
| 810 to 839 calendar days | 2 |
| 840 to 869 calendar days | 2 |
| 870 to 899 calendar days | 0 |
| 900 to 929 calendar days | 3 |
| 930 to 959 calendar days | 1 |
| 960 to 989 calendar days | 0 |
| more than 990 calendar days | 0 |

# Technical Notes:

* Time to staff – Internal Appointments (TTS-IA) is the median number of calendar days between the opening date of an internal advertisement and the date of the first Notice of Appointment or Proposal of Appointment (NAPA) from the Public Service Resourcing System (PSRS) for internal term and indeterminate positions.
* Time to staff – External Appointments (TTS-EA) is the median number of calendar days between the opening date of an external advertisement and the date of the first estimated appointment of an individual from outside an organization subject to the Public Service Employment Act for term and indeterminate positions. Since data between systems is linked using probabilistic matching, measurement errors are possible.
* Only term and indeterminate appointments are included (deployments, casual and acting appointments are excluded).

# Sources:

* Data on hiring and staffing activities is derived from information received from the Treasury Board of Canada Secretariat Incumbent File. The Incumbent File is extracted from Public Services and Procurement Canada’s compensation system. Data are an estimate of hiring and staffing activities for organizations.
* Information from the Priority Information Management System and the Public Service Resourcing System is also used to determine whether staffing processes are advertised or non-advertised and to calculate the time to staff.
* This data does not necessarily correspond to the human resources data for each organization because of differences in methodology and time periods covered by the analysis.
* Time to staff – Internal Appointments (TTS-IA) is the median number of calendar days between the opening date of an internal advertisement and the date of the first Notice of Appointment or Proposal of Appointment (NAPA) from the Public Service Resourcing System (PSRS) for internal term and indeterminate positions.
* Only term and indeterminate appointments are included (deployments, casual and acting appointments are excluded).
* Time to staff – External Appointments (TTS-EA) is the median number of calendar days between the opening date of an external advertisement and the date of the first estimated appointment of an individual from outside an organization subject to the *Public Service Employment Act* for term and indeterminate positions. Only term and indeterminate appointments are included (deployments, casual and acting appointments are excluded).
* Since data between systems is linked using probabilistic matching, measurement errors are possible.
* Data on hiring and staffing activities is derived from information received from the Treasury Board of Canada Secretariat Incumbent File. The Incumbent File is extracted from Public Services and Procurement Canada’s compensation system. Data is an estimate of hiring and staffing activities for organizations.
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