

Employment Equity at the Canada Revenue Agency

Annual Report 2014–2015



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Message from the Commissioner and Deputy Commissioner

We are pleased to present to the Parliament of Canada the Employment Equity at the Canada Revenue Agency: Annual Report 2014–2015.

In 2014–2015, the Canada Revenue Agency (CRA) continued to maintain a strong and vibrant workforce representative of the Canadian population it serves. For the 12th year in a row, all four employment equity groups—Aboriginal peoples, persons with disabilities, visible minorities, and women—were fully represented within the CRA, exceeding the labour market availability.

We are very proud to report that the representation of Aboriginal peoples and women in the CRA's Executive/Cadre Group also remains above their labour market availability rate. This year, the national employee self-identification participation rate reached its highest recorded level at more than 93%, well exceeding the 80% rate recommended by the Canadian Human Rights Commission.

Our success in building a truly diverse workforce at the CRA is a testament to the profound and sustained engagement of every one of our employees and managers to create a culture of inclusion and a workplace that is respectful of differences and values diversity.

Our future success is grounded in today—we are vigorously working to retain and maintain our high-performing workforce through recruitment, development, and employment opportunities for designated group members, so we can deliver on the Agency's current and future strategic priorities.

We invite you to review this year's report and the progress we continue to make in achieving a dynamic workforce that is committed to innovation and service to Canadians.



Andrew Treusch
Commissioner



John Ossowski
Deputy Commissioner

Table of Contents

Executive summary.....	5
Key achievements	6
Self-identification.....	6
Employment equity consultation and committees.....	6
Commemorative events.....	7
Aboriginal peoples.....	7
Aboriginal programs	7
Aboriginal awareness training.....	7
Persons with disabilities	7
Workplace Accommodation Fund.....	8
Adaptive Technology Program	8
Disability management.....	8
Sensitivity awareness training.....	8
Visible minorities	9
Career development.....	9
Student hiring	10
Diversity sensitivity training.....	10
Women.....	10
Professional development	10
Student hiring	11
Employment equity at the CRA by the numbers.....	12
Internal Representation of Designated Group Members	12
Hiring, Promotion Into the CRA by Designated Group, and Separation	
From the CRA by Designated Group.....	12
Representation of Designated Group Members by Region	12
Representation of Designated Group Members by Employment	
Equity Occupational Group.....	12
Distribution of CRA Employees by Designated Group and Salary Range	13
Distribution of Designated Group and Age Range	14
Appendix A – Technical Notes.....	15
Appendix B – Definitions.....	16

Executive summary

Employment Equity at the Canada Revenue Agency: Annual Report 2014–2015 has been prepared according to section 21 of the Employment Equity Act. The Canada Revenue Agency (CRA) produces an employment equity report for submission to the Treasury Board of Canada Secretariat and then tabling in the Parliament of Canada.

This report presents some of the key achievements the CRA realized in 2014–2015 in support of its multi-year Strategic Direction for Employment Equity. The report also outlines results and progress on the representation of the employment equity designated groups: Aboriginal peoples, persons with disabilities, visible minorities, and women. This is the last report based on the Strategic Direction for Employment Equity 2010–2015.

Key performance highlights include:

- All employment equity (EE) designated groups are exceeding their labour market availability at the national level.
- Aboriginal peoples are fully represented in four of the five major EE occupational groups, but are underrepresented in the professional occupational group.
- Women are fully represented in three of the five major EE occupational groups, but are under-represented in the professional and program administration occupational groups.
- Persons with disabilities and visible minorities are fully represented in four of the five major EE occupational groups, but are underrepresented in the supervisor occupational group.
- Aboriginal peoples and women are fully represented in the Executive/Cadre Group and remain above their labour market availability. However, the representation of persons with disabilities and visible minorities in that group is still below their labour market availability.

In 2014–2015, the CRA continued to encourage hiring managers to pursue targeted recruitment and employment equity as a staffing requirement when an area of under-representation was identified in their workforce analysis and as part of their workforce plans. This approach to targeted recruitment has significantly contributed to the reduction and/or elimination of the CRA's EE occupational group level areas of under-representation.

The CRA continued to recruit, develop, and retain employees through programs such as the Aboriginal Student Employment Program and by participating in Aboriginal career fairs and expositions.

The CRA facilitated developmental opportunities and assignments to help designated group members develop the experience, skills, and competencies needed to progress from one occupational group to the next. The CRA pursued its efforts to develop and offer employment equity sensitivity and awareness training sessions to employees and managers across the country on such topics as duty to accommodate, Aboriginal cultures, diversity, and mental health.

Key achievements

Self-identification

As part of its legislated activities under the Employment Equity Act, the CRA collects information on the composition of its workforce to determine the internal representation of designated group members through a workforce profile questionnaire. Although completing the self-identification section of the questionnaire is optional, all employees are asked to return the questionnaire. The internal representation allows the CRA to do a workforce analysis that determines the degree of representation of persons in designated groups in each occupational group and develop initiatives aimed at eliminating the areas of under-representation. It also helps the CRA to focus its efforts to recruit, develop, and keep a competent workforce that is representative of the Canadian labour market with respect to the designated groups.

Through ongoing targeted and automated communication efforts, the self-identification participation rate in 2014–2015 reached its highest level at more than 93%, which is substantially above the 80% return rate recommended by the Canadian Human Rights Commission.

Employment equity consultation and committees

In 2014–2015, the CRA continued to consult with its network of employment equity stakeholders, including the National Employment Equity and Diversity Committee (NEEDC), the regional human resources community, the Young Professional Network, the management community, and the national unions. The NEEDC is a forum for the regional employment equity and diversity champions, executives, designated group members and the national unions. They consult and collaborate to move the CRA beyond the requirements of the employment equity legislation by assuming a leadership role in providing advice and recommendations on national equity and diversity matters. In addition, all regions held employment equity forums and meetings to discuss their regional workforce analysis, develop or modify action plans to address areas of under-representation, and share best practices. Regional union representatives also participated in these meetings.

The CRA continued to maintain a strong relationship with several interdepartmental employment equity committees: Visible Minorities Champions and Chairs Committee; Persons with Disabilities Champions and Chairs Committee; and the Champions and Chairs Circle for Aboriginal Peoples. Each committee has established priorities, taken stock of progress against employment equity objectives, and developed strategies and activities to address employment equity-related challenges in the federal public service.

Commemorative events

Various commemorative events, held across the CRA throughout the year and featured on the main page of the CRA's intranet, contributed to raise awareness, support, and respect for employment equity and diversity among employees and managers. They included Black History Month, the International Day for the Elimination of Racial Discrimination, Aboriginal Awareness Week, the International Day of Persons with Disabilities, International Women's Day, the National Day of Remembrance and Action on Violence Against Women, Asian Heritage Month, etc. The regional employment equity champions distributed communications, including tweets, to raise awareness and to increase participation in activities for the commemorative days.

Aboriginal peoples

To build and maintain the representation of Aboriginal peoples, the CRA focus its priorities on Aboriginal students and gives them assignments through various Aboriginal programs. The CRA also promotes the Aboriginal awareness training course to its employees.

Aboriginal programs

Over the past five years, Aboriginal programs were a contributing factor in achieving full representation of Aboriginal peoples in the middle and other managers' employment equity occupational group. Through the Aboriginal Student Employment program, challenging work assignments are provided to Aboriginal youth to work in various areas of the CRA during the school year in preparation for future career opportunities. In 2014–2015, this program provided employment opportunities to 83 students. The program owes its success to the ongoing efforts of senior management, hiring managers, and student recruitment advisors at the CRA. Members of the CRA's Aboriginal committees have also developed strong relationships with various local groups and organizations serving Aboriginal communities within each region to promote the CRA's student employment opportunities.

Aboriginal awareness training

In 2014–2015, the CRA continued to raise awareness among employees and managers about Aboriginal peoples from a historical, cultural, and contemporary perspective through its online Aboriginal Awareness course. This year, the course was reviewed and updated with additional units to reflect the current reality of Aboriginal peoples. In total, 1,206 employees and managers completed the course in 2014–2015.

Persons with disabilities

To build and maintain the representation of persons with disabilities, the CRA focused its priorities on accommodation, accessibility, and sensitivity and awareness training. The Workplace Accommodation Fund, the Adaptive Technology Program, and education on disability

management and the duty to accommodate are initiatives that support these priorities and help create a more accessible workplace.

Workplace Accommodation Fund

The Workplace Accommodation Fund (formerly the Technical Aid Fund) covers some of the costs associated with providing work-related technical aids to support employees with disabilities to work in an accessible workplace. Some of the tools and services available include: braille displays, zoom text, attendant services, captioning services, electric height-adjustable workstations, oversized computer monitors, and psychological assessments during the assessment phase of a staffing process. During 2014–2015, more than \$29,000 were spent under the Workplace Accommodation Fund.

Adaptive Technology Program

The Adaptive Technology Program (which provides employees who have disabilities with the technology they need to carry out their work activities) includes assistive devices, technical aids, and hardware/software tools designed for persons with functional limitations. The CRA provides adaptive technology services to 849 employees.

Disability management

The CRA continued to use the Agency's Injury and Illness Policy and the Managing Illness and Injury Process tool to support employees who have an injury, illness, medical condition, or disability to stay at work or return to work when medically able to do so. The focus of the process tool is on early intervention, ensuring that cases are identified early and that support and services are provided to achieve the best possible results, given individual circumstances.

In 2014–2015, the CRA adopted the Directive on Discrimination and Harassment Free Workplace and Procedures on the Duty to Accommodate, as part of promoting respectful behaviour in the workplace and supporting the well-being of employees and candidates for employment. These policy instruments support the consistent resolution of issues associated with inappropriate behaviour and employment barriers, including those that may contravene the Employment Equity Act and the Canadian Human Rights Act, and ensure that reasonable accommodation is provided as necessary.

Sensitivity awareness training

Information sessions and workshops on accommodation and disability issues have helped to raise awareness and understanding of the strengths and challenges of persons with disabilities; address concerns, stereotypes, and misconceptions; and create an open, accommodating, and respectful work environment.

In 2014–2015, 1,171 employees completed the online course Workplace Accommodation for Designated Group Members to raise awareness of the importance, benefits, and underlying principles of workplace accommodation.

In addition, the CRA continued to offer the Just Ask Me workshop. This is an interactive workshop that explains the legal obligations of workplace accommodation. The workshop was used as another opportunity to enhance awareness of accommodation issues in the workplace.

The CRA's Employee Assistance Program continued to promote a psychologically healthy work environment by offering workshops and information sessions to employees and managers. In 2014–2015, the program offered 40 workshops related to the subject of mental health to 662 employees and offered 73 workshops on mental health in the workplace to 1,132 managers and 49 union representatives. As well, 58 information sessions on mental health were delivered to 1,479 employees across the country. These services help to remove the stigma surrounding mental health issues in the workplace and provide training on how to support employees dealing with mental health issues.

Managers sought out Employee Assistance Program advisory services on the issues of mental health and disability/return to work on 158 occurrences, while human resources professionals had 46 occurrences, and the unions had 10. Almost all of these advisory sessions were offered by the CRA Employee Assistance Program coordinator-counsellors who are trained mental health professionals.

Visible minorities

The CRA's key priorities to support visible minorities include developing their leadership skills and competencies to increase their representation in the supervisors and executive groups. The initiatives included providing diversity awareness training for managers and increasing permanent appointments of post-secondary graduates from visible minorities.

Career development

The CRA continued to offer developmental opportunities and assignments to visible minority employees to help them acquire the competencies and experience they need to access management and supervisory positions. The CRA offered a total of 6,386 acting assignments, of which, 1,441 (22.56%) were provided to members of visible minorities.

In 2014–2015, the CRA piloted the Leadership Development Program. This is an accelerated development program for emerging and rising leaders who have the potential to succeed at higher levels. The participation rate of visible minorities in this program was 22.0% as of March 31, 2015, surpassing the 20% goal set in the CRA's strategic direction document. The program allows the CRA to create a representative feeder pool of visible minorities for positions in the supervisor and executive groups.

Student hiring

As part of its post-secondary recruitment efforts, the CRA participated in career fairs and recruitment outreach on post-secondary campuses and community centres across the country. In 2014–2015, the CRA hired 1,132 students, of whom 313 (or 27.7%) were visible minorities. A total of 177 students were bridged into temporary or permanent appointments, of those 65 (or 36.7%) were visible minorities.

Diversity sensitivity training

The CRA continued to offer diversity training and cultural awareness information sessions to managers and employees across the country, as part of promoting an inclusive and respectful workplace. In 2014–2015, 4,551 employees and managers accessed the CRA's online course called Diversity: Our Differences, Our Similarities. The course gives employees strategies to improve service delivery to an increasingly diverse population, while improving communication with coworkers. The CRA also actively promoted the orientation program, A Good Start, to all new employees. The program includes employment equity, official languages, and diversity information. In 2014–2015, a module on diversity was added to the learning program for new executives. The module focused on identifying unconscious biases and the role of executives regarding diversity.

Women

The CRA's key priorities for women is supporting their professional development in management and leadership positions and maintaining their representation in the professional occupational group. The initiatives involved providing support for professional development and advancement, mentoring and coaching, learning activities, taking part in the leadership programs, and continuing to recruit and retain post-secondary women graduates.

Professional development

In 2014–2015, the CRA continued to fully support the professional development and progression of women in management positions. The participation rate of women in the Leadership Development Program was 75% as of March 31, 2015. These types of programs help women gain the experience, skills, and competencies they need for career progression. Employees have access to managerial development programs which offer interactive workshops to develop their management and leadership skills. In addition, in support of improving representation in the professional occupational group, various development opportunities were provided in the CRA's tax centres to women pursuing professional accounting designations. Women were supported through educational assistance, as well as mentoring and coaching sessions.

Mentoring and coaching programs and networks were offered throughout the Agency in particular for women employees who had showed an interest in managerial positions. Programs included: Young Professionals Network events, Development Learning Circles, and employee orientation sessions. As a result of the initiatives promoted, significant progress has been made to reduce the national under-representation of women in the professional occupational group.

Student hiring

The CRA continued to offer assignment opportunities to students. In 2014–2015, the CRA hired 1,132 students, of whom 576 (or 50.9%) were women. A total of 177 students were bridged into temporary or permanent appointments. Of those, 82 (or 52%) were women.

Employment equity at the CRA by the numbers¹

Internal Representation of Designated Group Members

	Total	Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
	Nbr	Nbr	%	Nbr	%	Nbr	%	Nbr	%
Internal representation	40,620	1,321	3.3%	2,902	7.1%	9,706	23.9%	24,687	60.8%
Labour market availability (LMA)		3.0%		4.6%		19.5%		59.0%	

Source: Data is from the CRA's Corporate Administrative System on March 31, 2015.

Note: Executives are **not** included.

Hiring, Promotion Into the CRA by Designated Group, and Separation From the CRA by Designated Group

	Total	Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
	Nbr	Nbr	%	Nbr	%	Nbr	%	Nbr	%
Hiring	1,768	30	1.7%	74	4.2%	559	31.6%	1,013	57.3%
Separation	5,336	162	3.0%	430	8.1%	1,009	18.9%	3,593	67.3%
Promotion	2,208	64	2.9%	119	5.4%	588	26.6%	1,320	59.8%

Source: Data is from the CRA's Corporate Administrative System on March 31, 2015.

Note: Executives are **not** included.

Representation of Designated Group Members by Region

Region	Total employees	Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
	Nbr	Nbr	%	Nbr	%	Nbr	%	Nbr	%
Atlantic	3,663	107	2.9%	294	8.0%	114	3.1%	2,566	70.1%
Quebec	4,902	59	1.2%	260	5.3%	715	14.6%	3,104	63.3%
Ontario	12,350	364	2.9%	1,005	8.1%	3,775	30.6%	7,560	61.2%
Prairie	5,569	403	7.2%	427	7.7%	1,342	24.1%	3,587	64.4%
Pacific	4,361	171	3.9%	283	6.5%	1,904	43.7%	2,638	60.5%
Headquarters	9,775	217	2.2%	633	6.5%	1,856	19.0%	5,232	53.5%
Total	40,620	1,321	3.3%	2,902	7.1%	9,706	23.9%	24,687	60.8%

Source: Data is from the CRA's Corporate Administrative System on March 31, 2015.

Note: Executives are **not** included.

¹ For more information on the data source and the weighted method implied, see Appendix A – Technical Notes.

Representation of Designated Group Members by Employment Equity Occupational Group

Employment equity occupational group (EEOG)	Total employees		Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
			Internal representation	LMA	Internal representation	LMA	Internal representation	LMA	Internal representation	LMA
	Nbr	%	Nbr	%	Nbr	%	Nbr	%	Nbr	%
Executives	439		12	2.7%	14	3.2%	52	11.8%	217	49.4%
				2.3%		4.3%		14.5%		37.7%

EEOG	Total employees		Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
			Internal representation	LMA	Internal representation	LMA	Internal representation	LMA	Internal representation	LMA
	Nbr	%	Nbr	%	Nbr	%	Nbr	%	Nbr	%
02 Middle and other managers	2,721	6.7%	70	2.6%	162	6.0%	437	16.1%	1,308	48.1%
03 Professionals	12,082	29.7%	193	1.6%	716	5.9%	3,609	29.9%	6,003	49.7%
04 Semi-professionals and technicians	49	0.1%	0	0.0%	2	4.1%	4	8.2%	27	55.1%
05 Supervisors	1,405	3.5%	60	4.3%	135	9.6%	198	14.1%	924	65.8%
07 Program administration and senior clerks	17,372	42.8%	693	4.0%	1,316	7.6%	4,170	24.0%	11,222	64.6%
10 Clerical Personnel	6,975	17.2%	305	4.4%	571	8.2%	1,288	18.5%	5,202	74.6%
12 Semi-skilled manual workers	8	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
13 Other sales and service personnel	8	0.0%	0	0.0%	0	0.0%	0	0.0%	1	12.5%
Total	40,620	100.0%	1,321	3.3%	2,902	7.1%	9,706	23.9%	24,687	60.8%
CRA total	41,059			3.0%		4.6%		19.5%		59.0%

Source: Data is from the CRA's Corporate Administrative System on March 31, 2015.

Distribution of CRA Employees by Designated Group and Salary Range

Salary range (\$)	Total employees		Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
	N ^{br}	CUM %	N ^{br}	%	N ^{br}	%	N ^{br}	%	N ^{br}	%
30,000–34,999	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
35,000–39,999	798	1.9%	31	3.9%	70	8.8%	155	19.4%	657	82.3%
40,000–44,999	2,385	7.8%	98	4.1%	199	8.3%	449	18.8%	1,667	69.9%
45,000–49,999	4,855	19.6%	169	3.5%	336	6.9%	1,209	24.9%	3,370	69.4%
50,000–54,999	2,969	26.8%	107	3.6%	133	4.5%	980	33.0%	1,877	63.2%
55,000–59,999	11,624	55.1%	522	4.5%	972	8.4%	2,452	21.1%	7,748	66.7%
60,000–64,999	1,994	60.0%	73	3.7%	138	6.9%	472	23.7%	1,193	59.8%
65,000–69,999	2,448	65.9%	68	2.8%	188	7.7%	571	23.3%	1,374	56.1%
70,000–74,999	1,873	70.5%	34	1.8%	112	6.0%	566	30.2%	1,082	57.8%
75,000–79,999	1,731	74.7%	45	2.6%	132	7.6%	475	27.4%	1,024	59.2%
80,000–84,999	3,116	82.3%	63	2.0%	235	7.5%	754	24.2%	1,585	50.9%
85,000–89,999	844	84.4%	16	1.9%	43	5.1%	209	24.8%	488	57.8%
90,000–94,999	1,757	88.6%	27	1.5%	103	5.9%	557	31.7%	764	43.5%
95,000–99,999	815	90.6%	19	2.3%	52	6.4%	140	17.2%	327	40.1%
100,000 and over	3,849	100.0%	61	1.6%	203	5.3%	769	20.0%	1,748	45.4%
Total	41,059		1,333	3.2%	2,916	7.1%	9,758	23.8%	24,904	60.7%

Source: Data is from the Corporate Administrative System on March 31, 2015.

Note: Executives are included.

Distribution of Designated Group and Age Range

Distribution of CRA Employees by Designated Group and Age Range									
Age range	Total employees	Aboriginal peoples		Persons with disabilities		Visible minorities		Women	
		N ^{br}	%	N ^{br}	%	N ^{br}	%	N ^{br}	%
16-19	7	0	0.0%	1	14.3%	2	28.6%	5	71.4%
20-24	651	15	2.3%	13	2.0%	221	33.9%	336	51.6%
25-29	2,562	84	3.3%	79	3.1%	842	32.9%	1,410	55.0%
30-34	3,984	159	4.0%	161	4.0%	1,269	31.9%	2,298	57.7%
35-39	4,944	156	3.2%	251	5.1%	1,445	29.2%	3,067	62.0%
40-44	5,449	181	3.3%	330	6.1%	1,490	27.3%	3,346	61.4%
45-49	6,330	235	3.7%	434	6.9%	1,422	22.5%	4,046	63.9%
50-54	7,871	239	3.0%	677	8.6%	1,235	15.7%	5,005	63.6%
55-59	5,857	183	3.1%	585	10.0%	969	16.5%	3,518	60.1%
60-64	2,547	60	2.4%	297	11.7%	579	22.7%	1,460	57.3%
65-69	704	18	2.6%	76	10.8%	215	30.5%	347	49.3%
70+	153	3	2.0%	12	7.8%	69	45.1%	66	43.1%
Average age	46.3	45.6		50.0		44.2		46.4	
CRA total	41,059	1,333	3.2%	2,916	7.1%	9,758	23.8%	24,904	60.7%

Source: Data is from the Corporate Administrative System on March 31, 2015.

Note: Executives are included.

Appendix A – Technical Notes

1. Period under review

This report covers the fiscal year of April 1, 2014, to March 31, 2015.

2. Workforce covered by the report and the source of data

This report used 2011 federal census data and is based on the Strategic Direction for Employment Equity 2010–2013, which was extended to cover 2013–2015. Emerging results from the 2011 census benchmarks will be addressed in the upcoming CRA Employment Equity and Diversity Action Plan 2015–2018.

This report contains information on permanent employees and term employees of three months or more. It takes into account active and temporarily inactive employees, such as employees on maternity leave and people on leave for the care and nurturing of preschool children.

This report does not include data on students or term employees of less than three months.

The data in this report comes from the CRA's Corporate Administrative System (CAS). The self-identification information (obtained through voluntary disclosure) of employees who are Aboriginal peoples, persons with disabilities, and visible minorities is kept confidential and secure. Only authorized employees in the Human Resources Branch and CRA employees responsible for maintaining and supporting CAS employment equity data have access to the data. The data on women originates from employee files.

This report presents the statistical profile of the members of the four designated groups at the end of the fiscal year and compares their internal representation rates with their labour market availability rates. Employment and Social Development Canada provided the labour market availability rates for members of the four designated groups. The labour market availability rates of Aboriginal peoples, visible minorities, and women came from the 2011 National Household Survey from the Census of Canada. The labour market availability rate of persons with disabilities derives from the 2012 Canadian Survey on Disability.

3. Weighting method

The CRA workforce analysis uses the national occupational classification system, developed by Employment and Social Development Canada in cooperation with Statistics Canada. This system classifies occupations using two criteria: type of skills (type of occupation or field of work) and level of skills (time and length of training). The CRA workforce analysis measures the internal representation of members of the designated groups and compares it with their labour market availability.

Appendix B – Definitions

Employment equity occupational group

The unit group of occupations from the National Occupational Classification (NOC), used by Statistics Canada, and regrouped into 14 employment equity occupational groups to reflect the occupational structure within an organization under Schedule V of the Finance Administration Act.

Hiring

An employee (permanent employee or term employee of three months or more) hired at the CRA during the fiscal year that this report covers. The figures reflect the number of employees hired and may include more than one staffing action for term employment.

Permanent employee

An employee appointed to the CRA for an unspecified time.

Promotion

An appointment to a new position where the maximum rate of pay is greater than that of the employee's substantive position by:

- an amount equal to the lowest increase in the new position; or
- an amount equal to a maximum rate of 4% of the new position.

Separation

A permanent employee or term employee of three months or more who leaves the CRA during the fiscal year covered by this report. The figures reflect the number of employees who leave the CRA and may include more than one staffing action for term employees. The number of separations includes people who retired or resigned and those whose term employment ended. People on leave without pay are not included in the separation data, because their leave is temporary.

Workforce availability

The CRA workforce availability includes the distribution of persons in the designated groups as a percentage of the entire Canadian workforce. This includes data for Canadian citizens and landed immigrants, which is reflected in the organization's staffing directives. Workforce availability for employees is based on the figures for the total Canadian workforce (in accordance with the Census of Canada definition) who held employment in the Canadian labour market corresponding to the occupations at the CRA.