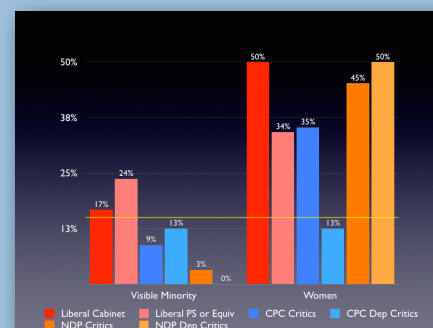


“Because it’s 2015”

IMPLEMENTING DIVERSITY AND INCLUSION



ANDREW GRIFFITH

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Preface

This mini-book emerged after a series of articles I wrote for *The Hill Times* and the Institute for Research on Public Policy's *Perspectives* blog on the 2015 election and the implications of the Liberal government's diversity and inclusion agenda.

I have reworked and updated these articles with a view to providing, in one place, all the data and related analysis.

I hope you find this as interesting to read as I found to prepare.

Introduction

The Liberal government has emphasized its diversity and inclusion language in speeches, selection of cabinet ministers and other leadership positions, along with mandate letters. Taken together, these represent mainstreaming of diversity, inclusion and multiculturalism to an unparalleled extent.

The Liberal government has emphasized its diversity and inclusion language in speeches, cabinet and parliamentary secretary appointments, committee chairs and mandate letters. This emphasis has been reinforced by the return of the multiculturalism program to Canadian Heritage. Taken together, these represent mainstreaming of diversity, inclusion and multiculturalism to an unparalleled extent.

It starts with the language of Prime Minister Trudeau who regularly emphasizes that:

Canadians understand that diversity is our strength. We know that Canada has succeeded—culturally, politically, economically—because of our diversity, not in spite of it.

It continues with the creation of the Cabinet Committee on Diversity and Inclusion, with a strong inclusion mandate for Indigenous and new Canadians:

Considers issues concerning the social fabric of Canada and the promotion of Canadian pluralism. Examines initiatives designed to strengthen the relationship with Indigenous Canadians, improve the economic performance of immigrants, and promote Canadian diversity, multiculturalism, and linguistic duality.

It is reflected in his choice of ministers: 50 percent women, 17 percent visible minority.

And is further reinforced in the shared mandate letter commitments for all ministers with two strong multiculturalism-related commitments:

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

Holding all ministers to account, with PMO tracking of these and other shared commitments (in addition to minister-specific commitments), should ensure greater progress on the two objectives of multiculturalism: recognition and equality.

It will take some time to see how well these commitments are implemented, particularly with respect to appointments. An early test was with respect to parliamentary secretaries where 34 percent were women (below parity) but 23 percent were visible minorities (significantly above).

Equally important, the previous government's weak record on the diversity of judicial appointments (less than two percent visible

minority) will start to be addressed along with Governor in Council appointments.

Overall, the new government, made few changes to how government is formally organized (machinery changes). This was wise given the disruption and turmoil that such changes can entail (e.g., the Martin government’s splitting apart Human Resources and Skills Development and the Department of Foreign Affairs and International Trade in 2004, reversed by the Harper government in 2006).

Return of multiculturalism to Canadian Heritage

This makes the return of the multiculturalism program to Canadian Heritage all the more striking, after some eight years at Citizenship and Immigration (now Immigration, Refugees and Citizenship or IRCC).

The original transfer to CIC was largely driven by political reasons given then Minister Kenney’s political outreach role with ethnic groups. However, there was also a policy rationale. Multiculturalism deals with longer-term multi-generational issues (along with ‘mainstream’ visible minority relations) in contrast to the newcomer focus of the immigration, integration and citizenship programs, and multiculturalism could be seen as a logical extension of CIC’s mandate, and was portrayed as such in one of CIC’s strategic objectives, ‘building an integrated society.’

In practice, however, the multiculturalism program withered away at CIC, and only partially restored in the move back to Canadian Heritage as shown in Table 1.1.1.

Table 1.1.1 Changes in Multiculturalism Funding 2008-17

Year	Salaries, Operations & Maintenance	FTEs	Grants & Contributions
2008	\$14.6 million	73	\$22.8 million
2014	\$9.8 million	29	\$7.9 million
2017	\$12 million	40	\$8.5 million

The net effect is a reduction of 18 percent in salaries, operations and maintenance funding, 45 percent in terms of full-time positions (the drop in grant and contribution funding - G&Cs - reflects the sunseting of the Community Historical Recognition Program, removal of regularly lapsed funding and overall government cuts to grants and contributions).

While the weakened capacity will require a rebuilding and re-staffing effort, the return of multiculturalism to Canadian Heritage reinforces the overall government diversity and inclusion agenda, emphasizing this as an intrinsic aspect of Canadian identity.

Minister Joly’s specific mandate letter commitments make no mention of multiculturalism. This apparent oversight may just be to provide the public service time to manage the return of

multiculturalism and reintegrate within Canadian Heritage. But the lack of a junior minister will likely make it harder for the multiculturalism program to define its new role within Canadian Heritage and more broadly across government.

Furthermore, an opportunity was missed, however, in the narrow focus of Status of Women Minister Hajdu's mandate letter on gender-based analysis rather than a joint ministerial commitment for a diversity lens covering employment equity and other groups:

Work with the Privy Council Office to ensure that a gender-based analysis is applied to proposals before they arrive at Cabinet for decision-making.

Minister Joly's public statements to date have not included any significant references to multiculturalism. Her general orientation, however, has been clear: to promote the "symbols of progressiveness. That was (sic) the soul of our platform."

Benchmarks to measure implementation

While the multiculturalism program is unlikely to reassume its former resources and visibility, the commitment to a diversity and inclusion agenda, supported by a Cabinet Committee and shared Ministerial mandate letter commitments, bode well for a more effective inclusion, diversity and multiculturalism strategy across government.

The chapters that follow detail the extent to which this commitment has been implemented in our political institutions and sets the baseline by which we can assess progress in senior levels of the public service, Governor in Council appointments and the judiciary.

Political Institutions

The 2015 election saw a record diversity in terms of candidates and MPs elected. The Liberal government emphasized diversity in its Cabinet, Parliamentary Secretary and initial Senate appointments.

Candidates

Canada is a country of immigrants as made clear by Chart 2.1, which illustrates the diversity of the population in the 338 ridings of the 2015 electoral map according to three rubrics: the percentage whose ethnic origin is of a non-founding group (one other than Aboriginal, French, English, or "Canadian), the percentage that is a visible minority, and the percentage that identifies with a religion other than Christianity.

The historic ethnic diversity, from earlier waves of immigration, is reflected in all provinces, but much less so in Quebec and Atlantic Canada. This trend is even more pronounced with respect to visible minorities and religion.

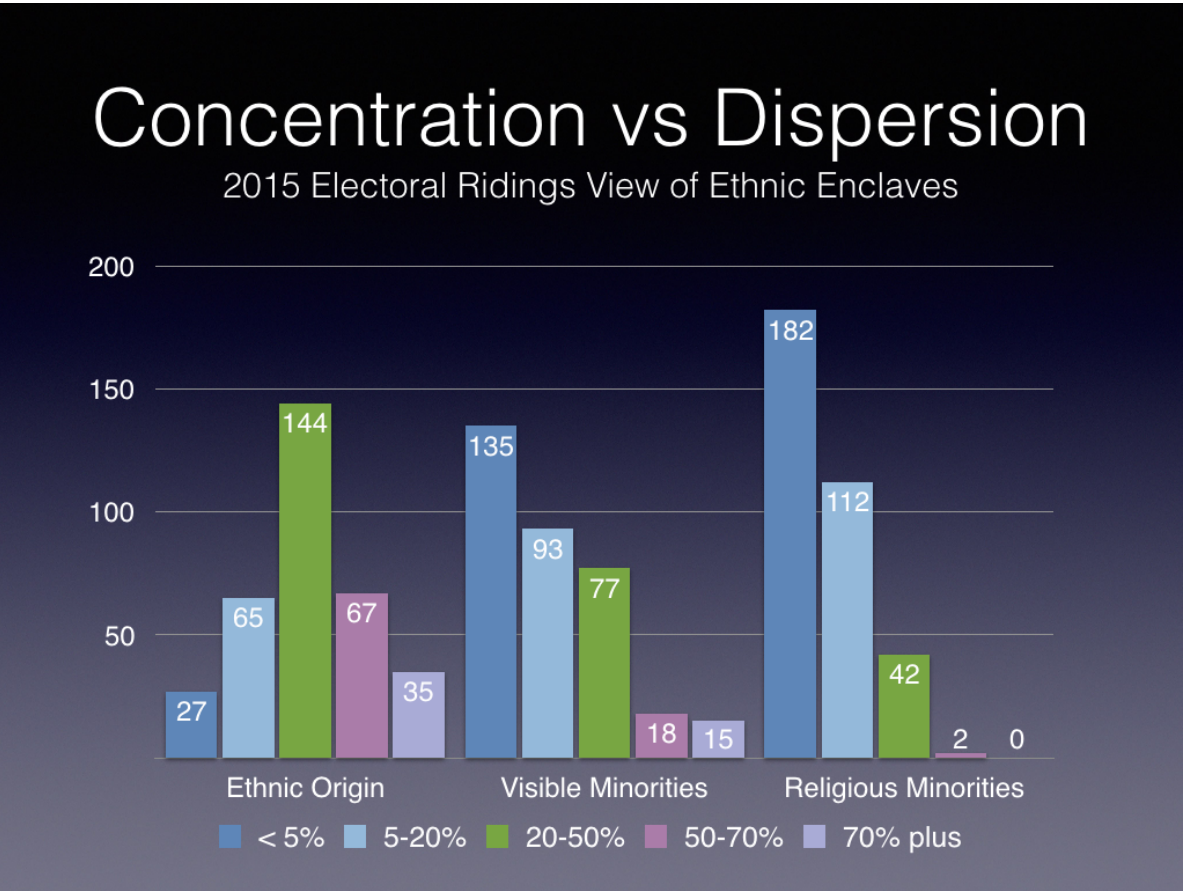
Only about 30 percent of ridings have more than 80 percent of citizens identifying themselves as from the “founding groups.”

The large earlier waves of immigration from Europe are reflected, particularly the settling of the West, where East Europeans, such as Ukrainians, played a large role, along with post-World War II immigration from Western and Southern Europe.

In contrast to more recent waves of immigration, in which some groups have tended to form concentrated communities,

descendants from the earlier waves are more dispersed in their settlement patterns, with only Italian Canadians having more than 20 percent in four ridings.

Chart 2.1 2015 Ridings by Ethnicity, Visible and Religious Minorities



Other larger European communities typically have concentrations in the 10-20 percent range, which is true of German Canadians in 10 ridings, Ukrainian Canadians in two, and Portuguese Canadians in one.

One sees how growth has eluded Quebec and Atlantic Canada, which have much higher relative shares of the “founding groups.”

Subsequent waves of immigration are reflected in the chart above through the lens of visible minority.

While two-thirds of ridings are largely “white,” the remaining third have significant visible minority communities; and 33 ridings, or 10 percent of the total, are "majority visible minority."

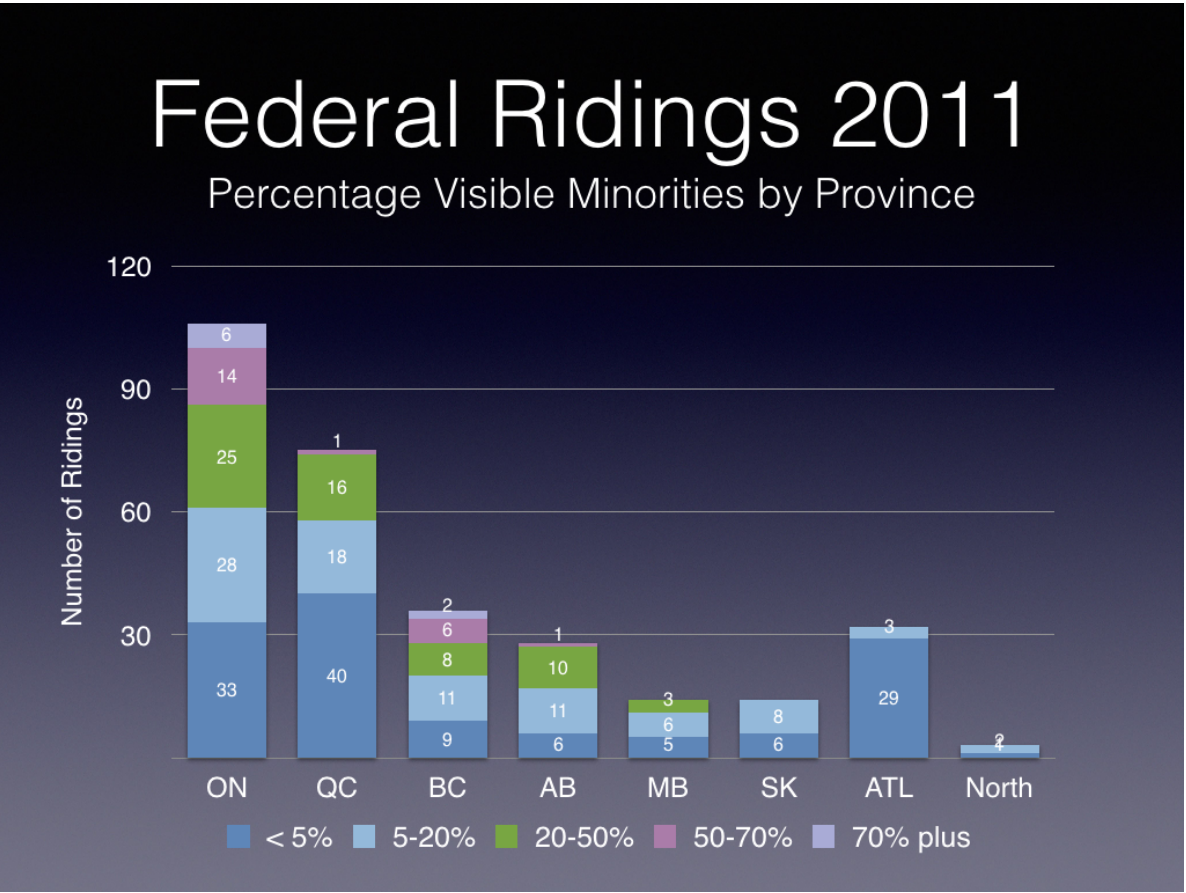
Religious minorities, however, dominate in relatively few ridings. Only two ridings have a majority of religious minorities (Brampton East and Surrey Newton, both with large Sikh populations), and only 42 ridings have significant populations (between 20 and 50 percent) of religious minorities. Appendix O lists these ridings and their respective composition of religious minorities.

Only in three of the 42 ridings with a significant population of religious minorities does a single minority religion dominate (which is to say, constitute over 20 percent of the total population in the riding, while also being twice as large as the next largest religious minority).

Looking at the provincial breakdown (2011 ridings) illustrates further the regional differences in Canada (Chart 2.2). The 2011 electoral map had 214 ridings (69 percent of the total) with visible minority populations under 20 percent. Of these, 127 ridings (41 percent) had visible minority populations of less than five percent. These ridings were primarily in rural and Atlantic Canada.

Moreover, Atlantic Canada and Saskatchewan have no ridings with more than 20 percent visible minorities and, in the case of

Chart 2.2 Federal Riding Visible Minority Populations

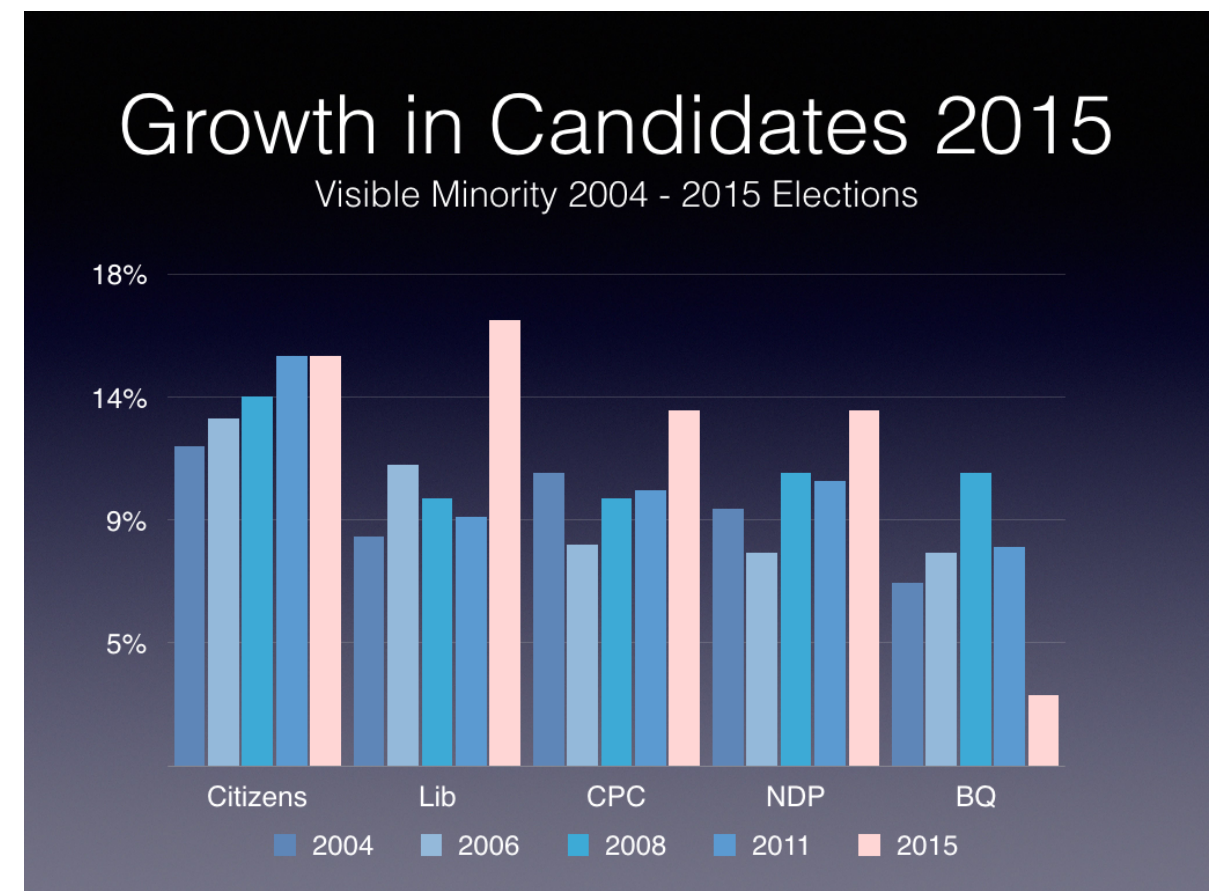


Atlantic Canada, only only three ridings in Nova Scotia (all in Halifax) have visible minority populations above five percent.

Not surprisingly, British Columbia and Ontario have the largest number of ridings with over 50 percent visible minority populations (8 and 20 respectively), with Alberta and Quebec having one such riding each.

Of the 8 ridings with more than 70 percent visible minorities, four of these have dominant visible minorities (defined as one community having more than twice as many as the second largest community). Three of these are largely Chinese Canadian (two in British Columbia, the other in Ontario), the other is largely South Asian in Ontario.

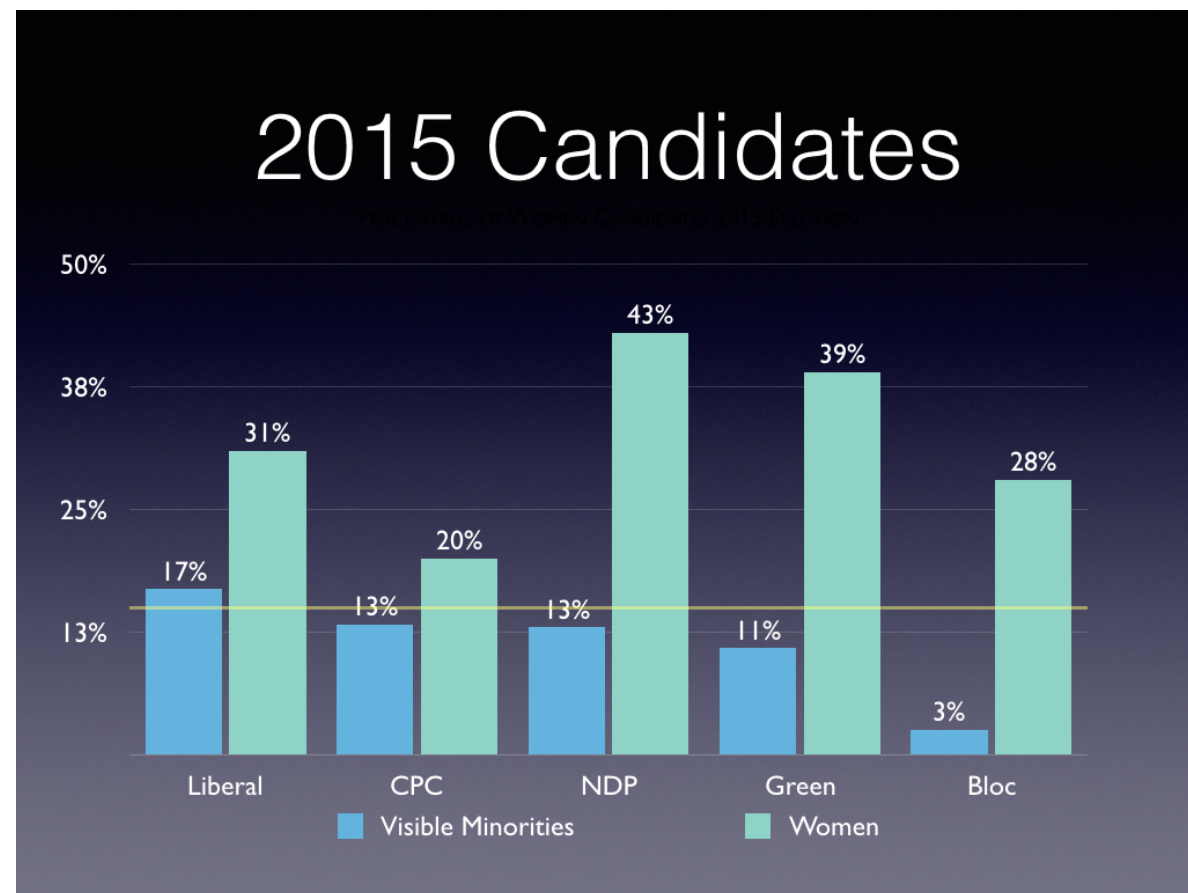
Chart 2.3 Growth in Visible Minority Candidates 2004-15



This chart, using the earlier analysis by Jerome Black, compares the number of visible minority candidates in the 2004, 2006, 2008, and 2011 elections with the recent 2015 election.

In contrast to earlier elections, the number of visible minority candidates grew significantly for all the major parties, with the Liberals making a particularly strong effort to recruit candidates (17 percent).

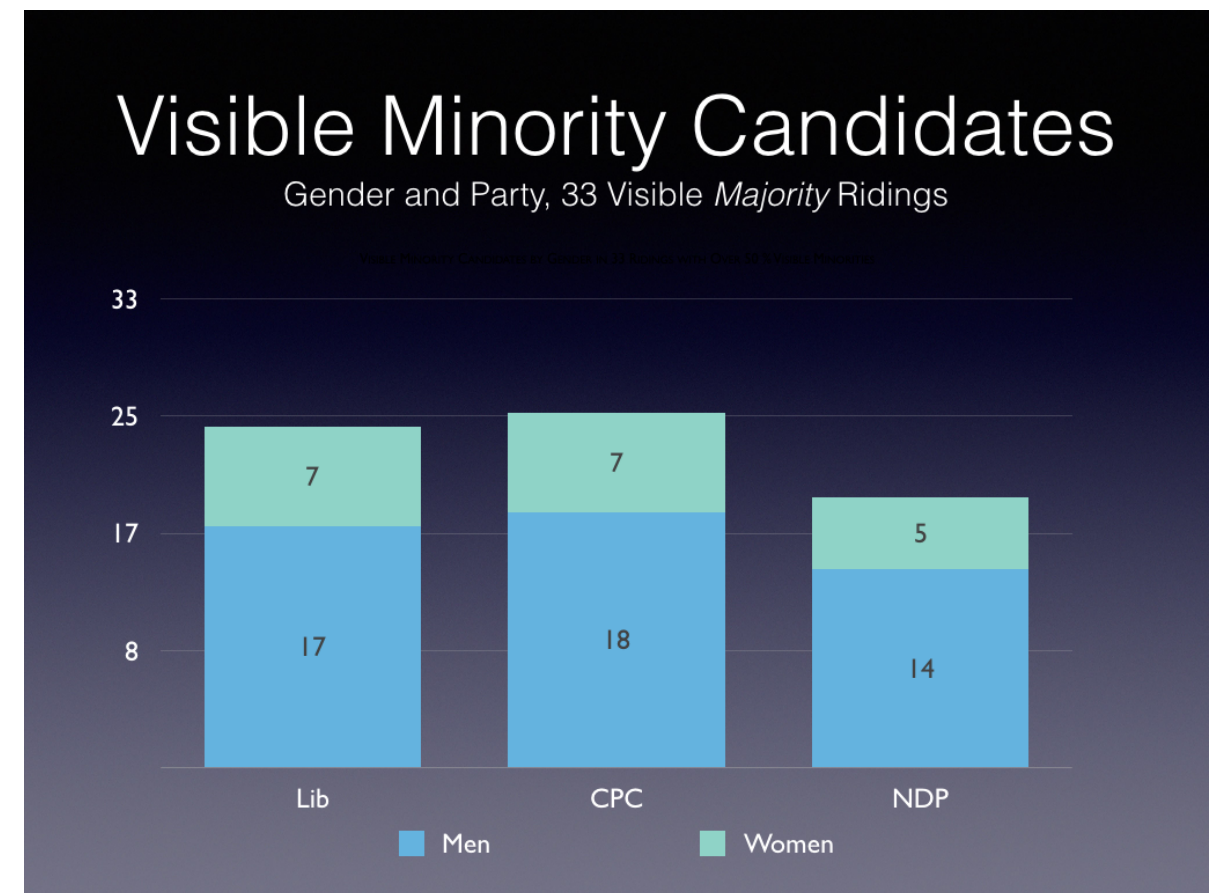
Chart 2.4 2015 Visible Minority and Women Candidates



For the 2015 election, the Liberal party had the most visible minority candidates, 17 percent compared to the 15 percent who are citizens. The Conservative party and the NDP had slight under-representation (13 percent) while the Green party had slightly over half as many visible minority candidates (8.6 percent) as compared to voters. The Bloc québécois only appeared to have a two visible minority candidates (under three percent of Quebec's 78 seats).

In contrast, the number of women candidates remained flat: 33 percent in 2015 compared to 31 percent in 2011.

Chart 2.5 Visible *Majority* Riding Candidates



This chart provides the comparative numbers for each party in the 33 ridings that are more than 50 percent visible minority by gender. Out of the 99 candidates, 68 were visible minorities (over two-thirds). These accounted for just under half of the 142 visible minority candidates in all ridings. 19 candidates were women (19.2 percent).

In 15 of these ridings, all major party candidates were visible minorities. Only one, Scarborough Guildwood, had no visible minority candidates. Many candidates come from the larger communities in these ridings, particularly South Asian ridings.

Election Results and Visible Minority MPs

In contrast to the 2011 election, where only 9.4 percent of all MPs were visible minorities, in 2015, representation increased to 14 percent, almost equal to the number of visible minority citizens (15 percent).

The success of the Liberal Party in decisively winning the visible minority vote suggests that the Conservative Party's extensive outreach to immigrant and visible minority communities had limited impact in stemming losses, and that concerns over the impact of more restrictive citizenship and immigration policies may have played a part.

The percentage of visible minorities elected was identical to the percentage of visible minority candidates, which also had increased to 14 percent from 10 percent in the elections of 2004, 2006, 2008 and 2011. The Liberal party had the most visible minority candidates (17 percent) with the Conservative party and the NDP had slight under-representation (13 percent) compared to the benchmark of 15 percent visible minority citizens.

By comparison, the number of women and Aboriginal MPs only slightly increased in 2015. Analysis by Equal Voice shows the

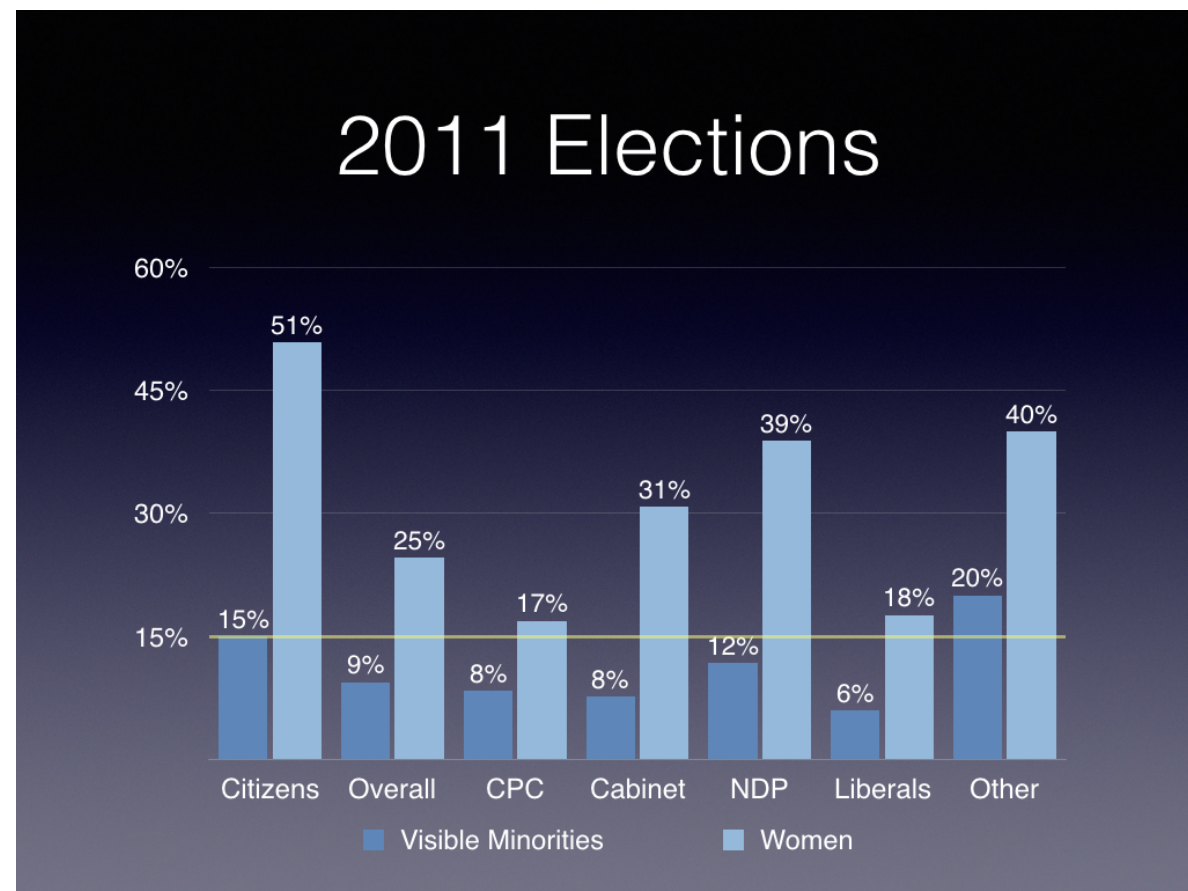
number of elected rose from 25 percent in 2011 to 26 percent today (88 women). Representation of Aboriginal peoples also increased to 10 seats (3 percent) from 7.

Turning to the 33 ridings where visible minorities comprise more than 50 percent of the population (which we will call visible majority ridings), the following characteristics emerge:

- Both two-thirds of candidates (68) and two-thirds of elected MPs (23) were visible minority;
- 48 percent are visible minority men, 21 percent visible minority women;
- The Liberals took all but three of these ridings (two went Conservative, one NDP);
- The popular vote for these 33 ridings showed stronger support for Liberals among visible majority ridings (52.3 percent) compared to overall results (39.5 percent). Riding-by-riding, the winning Liberal candidate won over 50 percent of the vote, a majority not just a plurality;

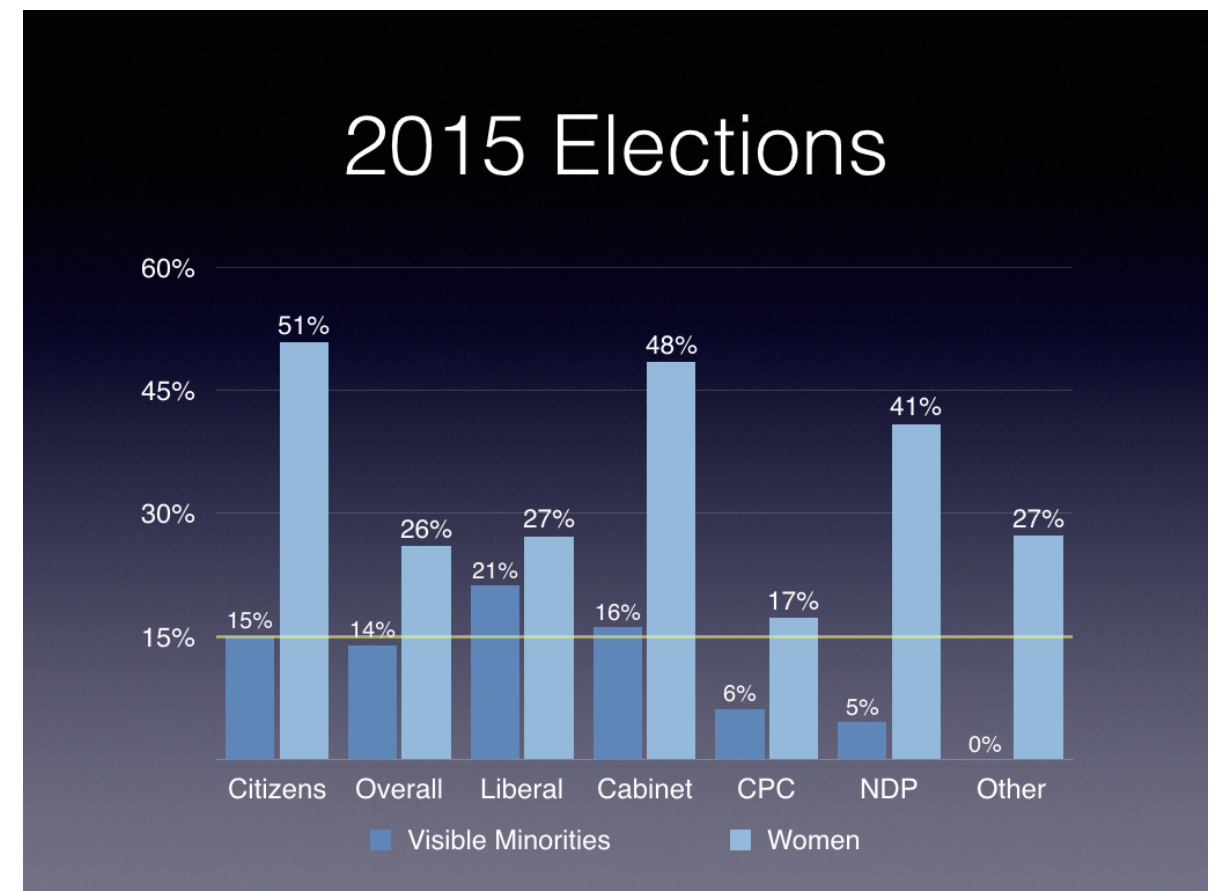
- In contrast, the popular vote for the Conservatives in these ridings is virtually identical (31.6 percent) to their overall results (31.9 percent). It would appear their base vote is the same among visible minorities as the general population; and,
- The NDP did less well in these ridings (15.9 percent) compared to their overall results (19.7 percent).

Chart 2.6 2011 Elections



In the 2011 election that gave the Conservative Party a majority, all major parties had under-representation of women and visible minorities. The Conservative government addressed under-representation of women through a greater share in Cabinet appointments. The three visible minority Cabinet ministers were all junior ministers.

Chart 2.7 2015 Elections

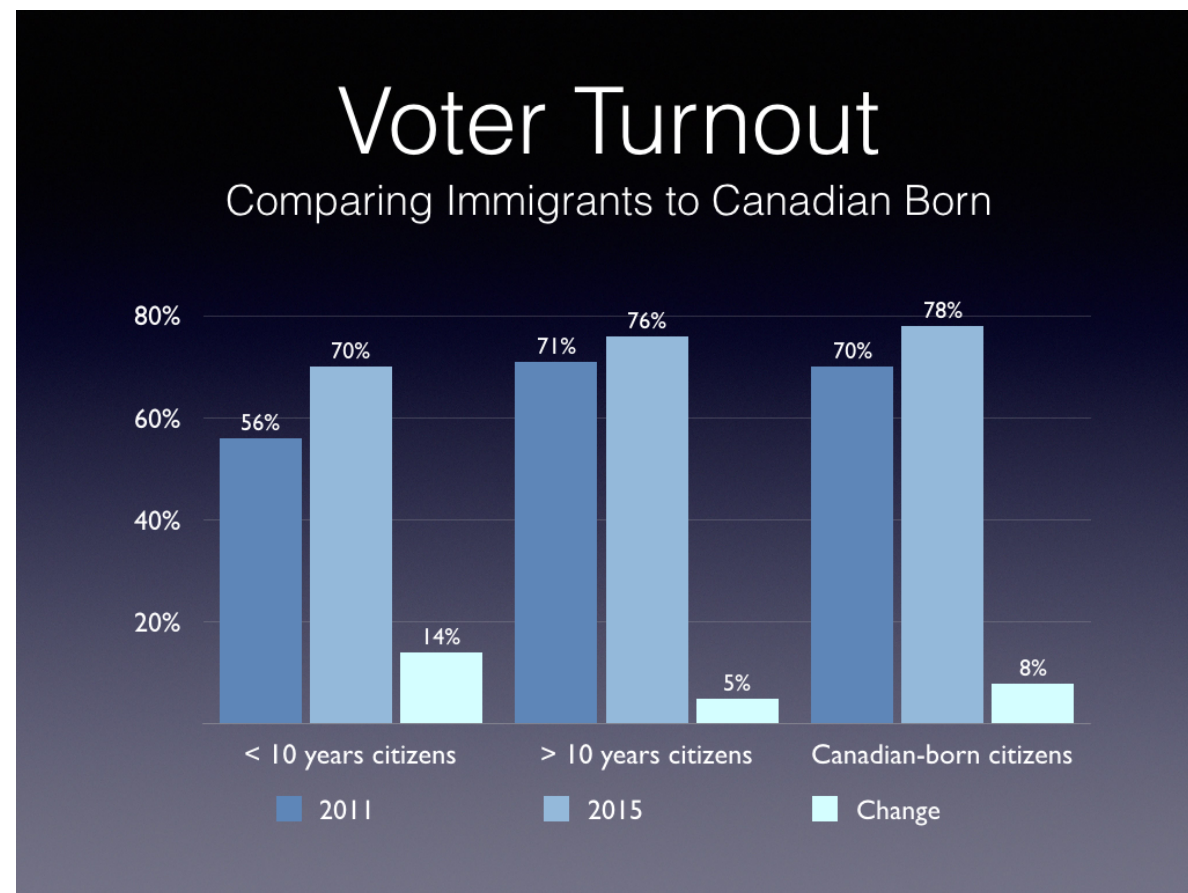


The election of the Liberal government in 2015, and the greater efforts it made to recruit women and visible minorities, was reflected in their caucus representation, particularly for visible minorities.

Conservative under-representation of women appears independent of whether the party forms a majority or is the official opposition: 17 percent of caucus.

The NDP has the largest caucus share of women MPs: around 40 percent in both the 2011 and 2015 elections.

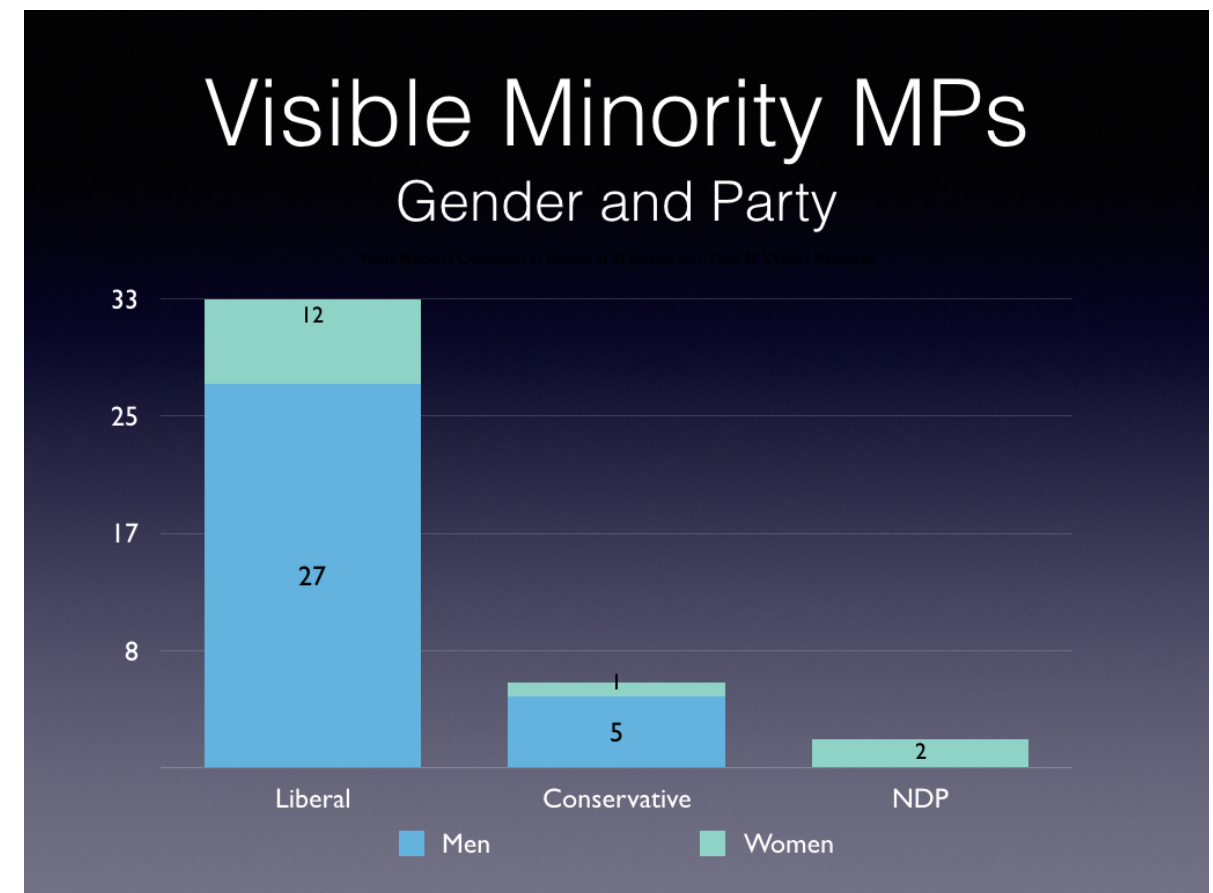
Chart 2.8 Voter Turnout 2011 and 2015



This chart, based upon Labour Market Survey data, contrasts the 2011 and 2015 elections results for recent immigrants (less than 10 years), established immigrants (greater than 10), and Canadian-born citizens.

Voter turn-out improved for all groups, most dramatically so for recent immigrants. Moreover, the differences between the three groups narrowed: from 14 percent between recent immigrants and Canadian-born in 2011 to 8 percent in 2015.

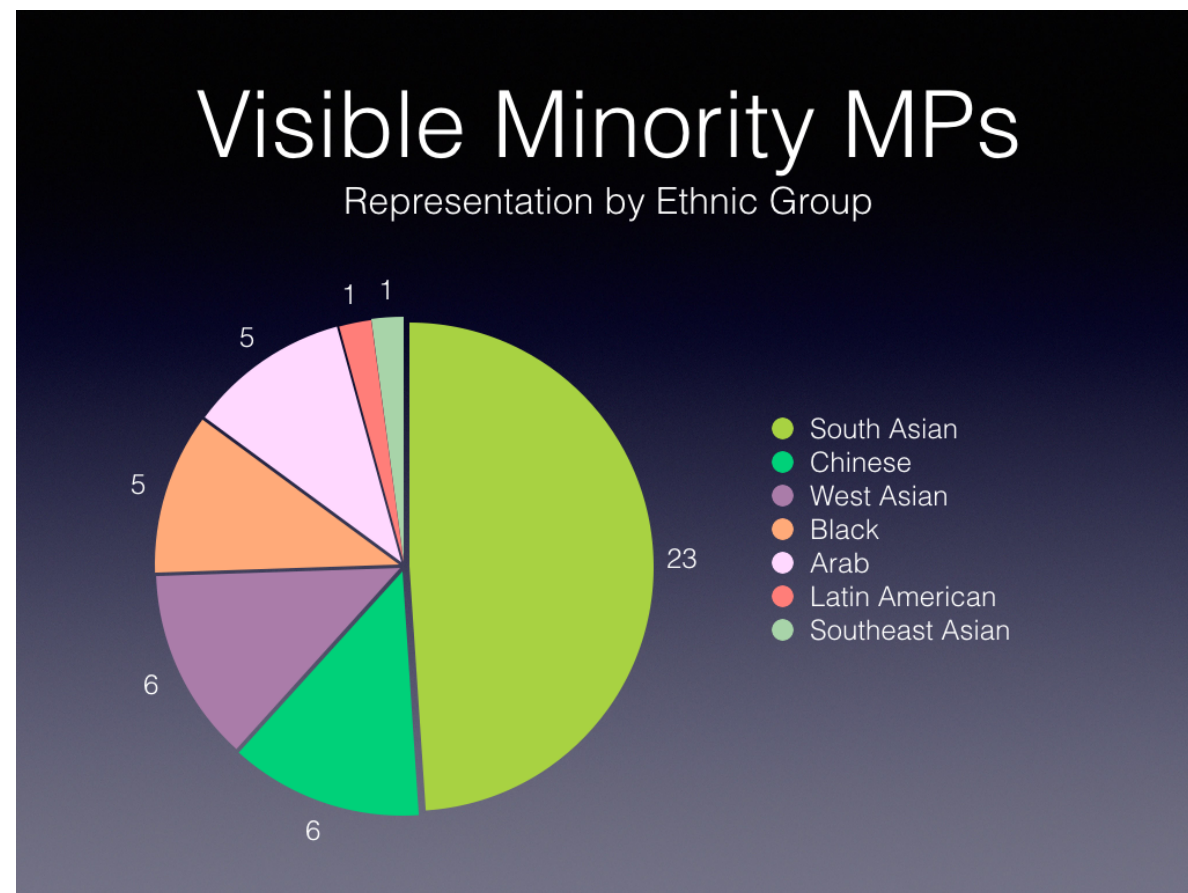
Chart 2.9 Visible Minority MPs Elected



Of the 47 visible minority MPs, 39 are Liberal (21 percent of caucus), 6 are Conservative (6 percent of caucus) and 2 are NDP (5 percent of caucus).

32 percent are women, higher than the overall 26 percent of all MPs who are women.

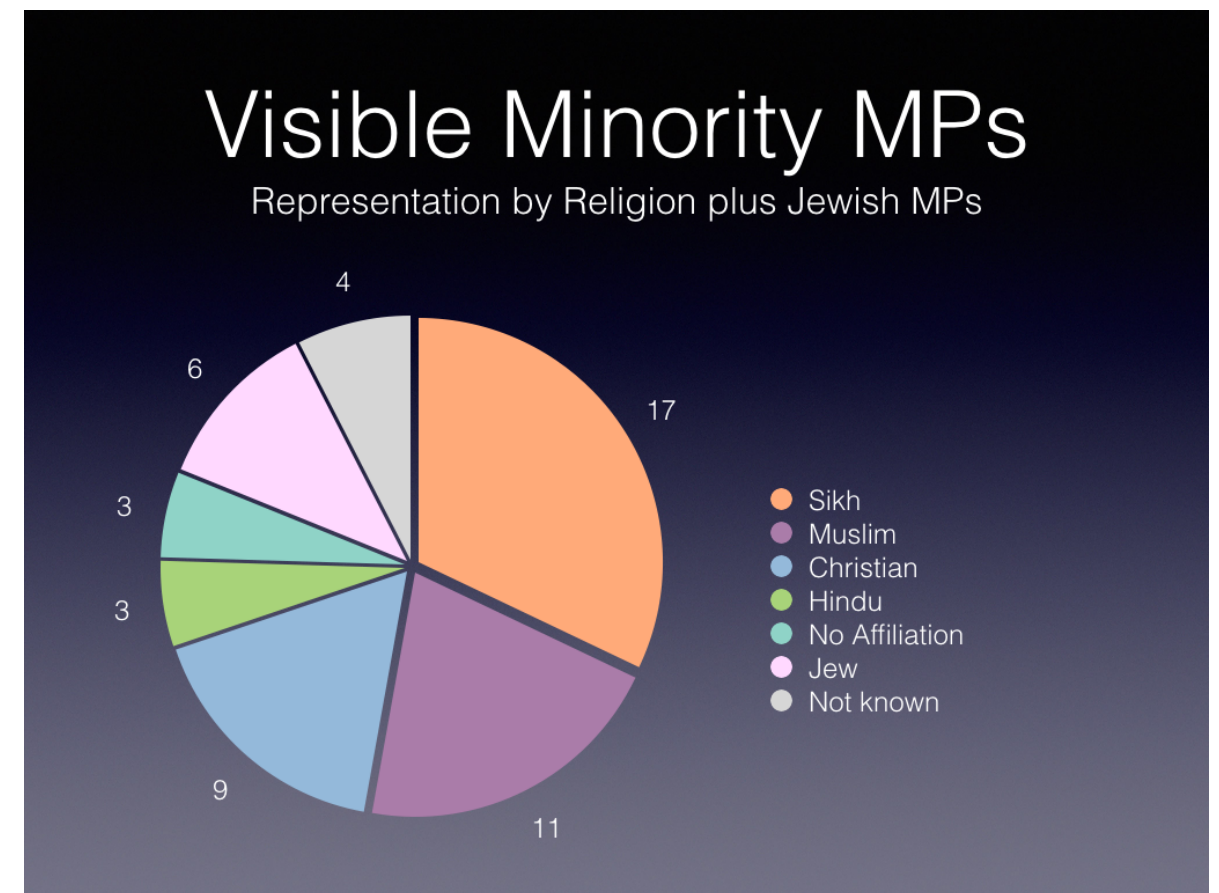
Chart 2.10 Visible Minority MPs by Ethnic Group



South Asian Canadians form about half of all visible minority MPs, reflecting both the number of ridings with large South Asian populations and likely a longer tradition of political activism.

The relatively large number of Arab and West Asian MPs reflect recent waves of immigration.

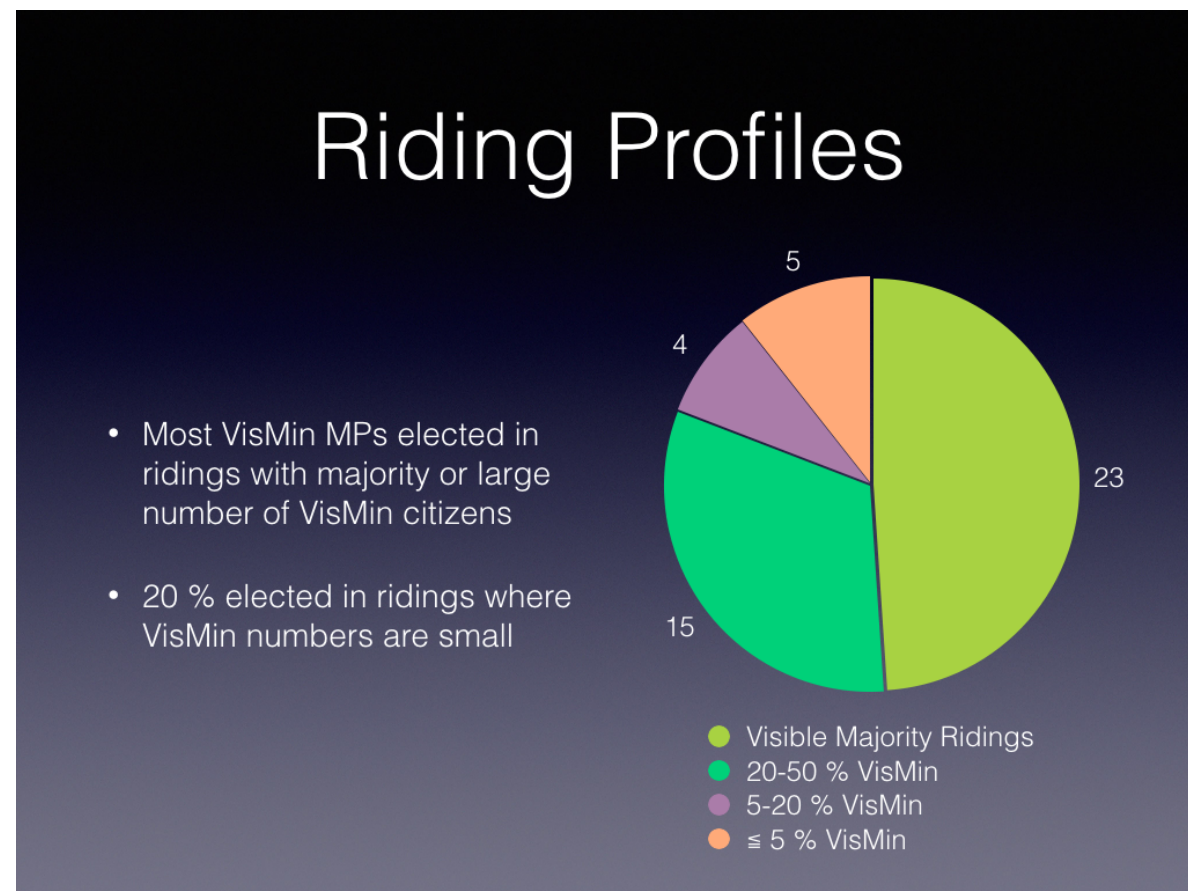
Chart 2.11 Visible Minority MPs by Religion, plus Jewish



Visible minority MPs reflect increased religious diversity in Parliament, with Sikh and Muslim representation of note.

To provide a more complete picture of religious diversity, Jewish MPs are included.

Chart 2.12 Riding Profiles Visible Minority MPs

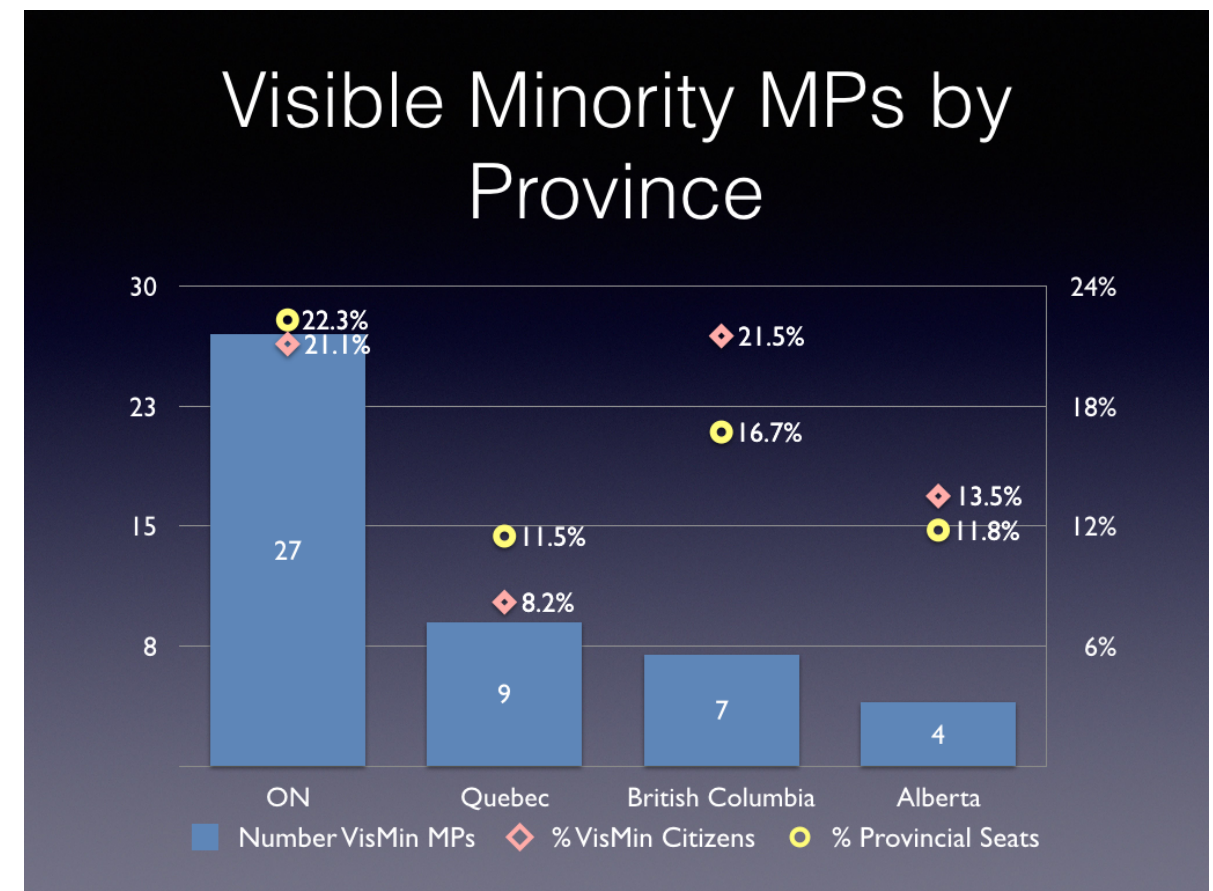


23 of these 47 MPs come from ridings where 50 percent or more are visible minority, 15 come from ridings between 20 to 50 percent visible minority.

Surprisingly, nine come from ridings with less than 20 percent visible minority, and five of those with less than five percent.

In other words, visible minorities were even elected in ridings where over 80 percent are non-visible minorities.

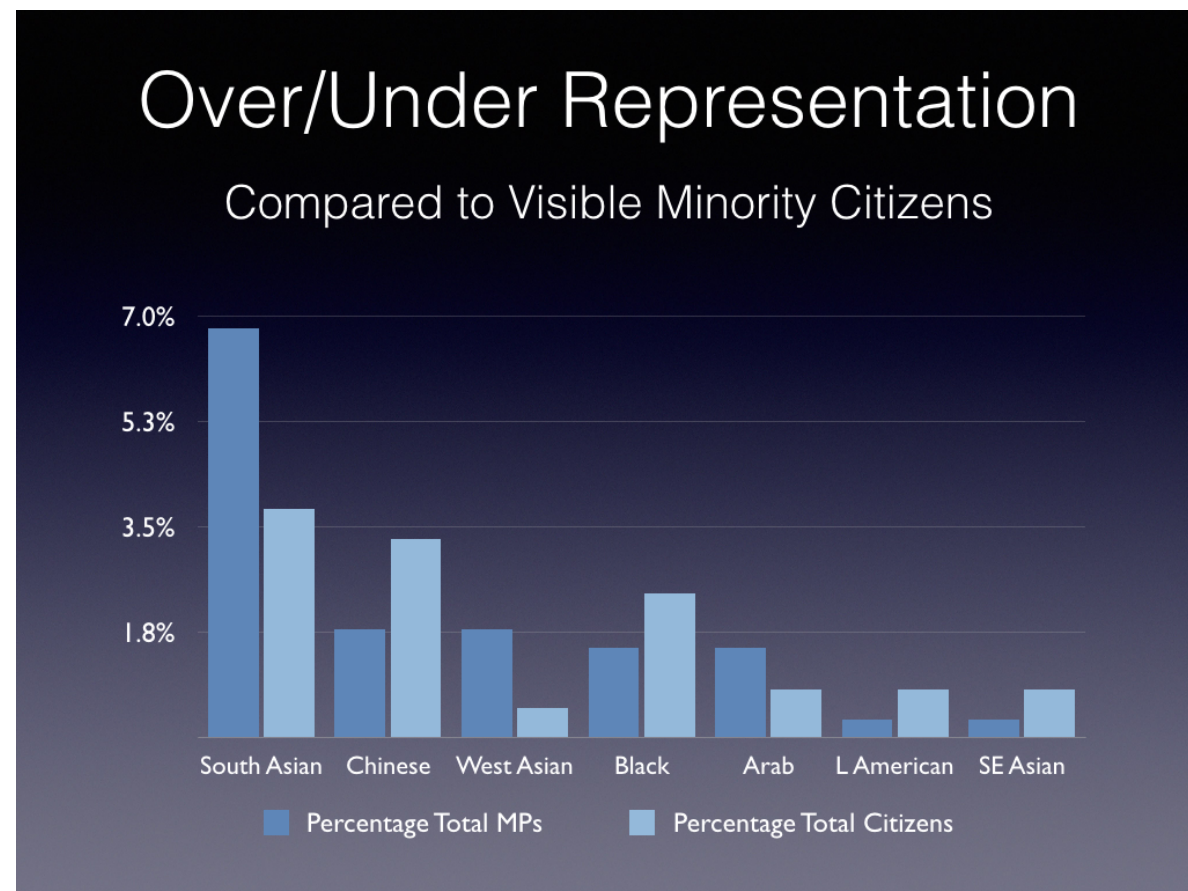
Chart 2.13 Visible Minority MPs by Province



Looking at the four largest provinces, comparing the number of visible minority MPs with the percentage of visible minority citizens in each province and the visible minority share of MPs per province, we see that in Ontario and Alberta, the visible minority population and MP share are similar.

In Quebec, the concentration of visible minorities in Montreal means that their share of MPs is greater than the provincial visible minority population. But in British Columbia, a similar concentration results in the share of visible minority MPs being less than the visible minority population.

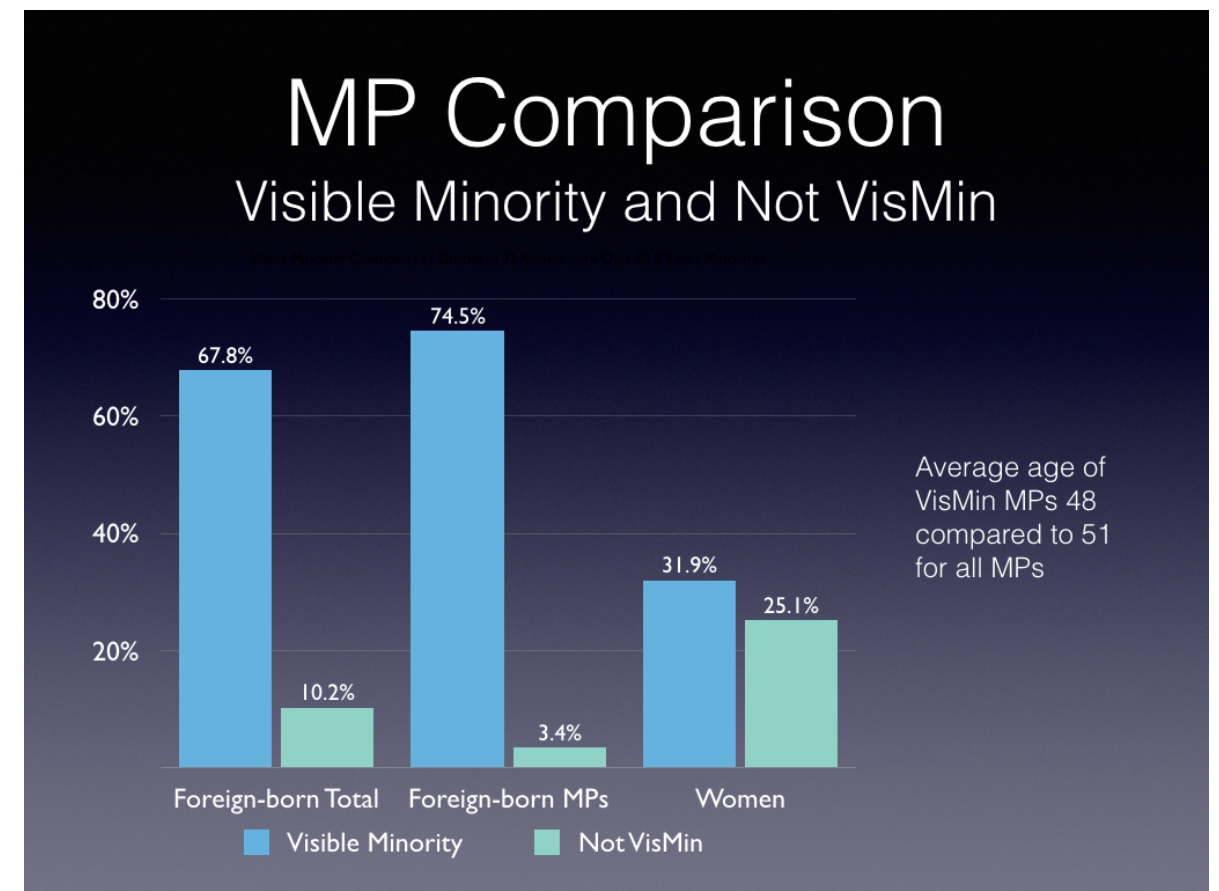
Chart 2.14 Population/MP Comparison by Group



Another view of representation compares the respective share of population to the share of MPs. South Asian, West Asian and Arab-origin MPs are over-represented, other groups are relatively under-represented.

Out of the 9 ridings where Chinese Canadians formed the dominant group, 3 Chinese Canadians were elected (33 percent). In contrast, out of the 14 ridings where South Asians formed the dominant group, 8 were elected, mainly Sikh Canadians (57 percent).

Chart 2.15 Visible Minority MP Comparison to Other



Comparing visible minority with non-visible minority MPs, three-quarters are foreign-born compared to only 3 percent. Women form a greater share of visible minority MPs (almost a third) than in the case of non-visible minority MPs (25 percent).

Visible minority MPs are slightly younger on average (48) than all MPs (51). The median age for all MPs is 52 (only 83 percent of MPs have reported their age as of May 2016).

Cabinet and Senior Representation

With the appointment of parliamentary secretaries and opposition critics, there is a comprehensive picture of gender and visible minority diversity in Parliament's leadership positions (Chart 2.16). How well has the Liberal government implemented its overall diversity and inclusion commitments, and how have the other parties responded to the 'because it's 2015' challenge?

Starting with the Prime Minister who appointed a Cabinet with gender parity (15 each of men and women) and almost 17 percent visible minority ministers (four Sikh and one Afghan Canadian).

Gender parity was not attained for parliamentary secretaries (12 positions out of 35 or 34 percent) or other leadership positions such as whips and house leaders, visible minority parliamentary secretaries are over-represented (9 positions or 24 percent) in relation to their share of the voting population (15 percent).

Moreover, the government addressed some of the criticism regarding Cabinet over-representation of Sikhs by appointing three Blacks, one Chinese, one Arab, one Latin American and three South Asians (two Sikhs, one Ismaili Muslim). Three of the

nine visible minority parliamentary secretaries are women, including Celina Caesar-Chavannes, parliamentary secretary to the Prime Minister.

In total, of the 68 leadership positions (ministers, parliamentary secretaries, whips and house leaders), 59 percent are men, and 21 percent are visible minority men or women.

In terms of percentage of caucus, there are 27 women in leadership positions out of 50 elected, or 54 percent. For visible minorities, there are 14 out of 39 elected, or 36 percent. In contrast, 30 non-visible minority men are in leadership positions out of 134 elected, or 20 percent.

No matter how one looks at the data, this marks a major shift in government parliamentary leadership appointments, towards more women and visible minorities.

The Conservative official opposition compensated for their relatively numbers of women MPs (17 percent of caucus), making 35 percent of critics women (the Harper government's last Cabinet similarly appointment more women to Cabinet — 31 percent — compared to the 17 percent in caucus).

However, with a small number of visible minority MPs (six or six percent of caucus), critic visible minority representation is only slightly compensated at nine percent, although visible minority MPs form 13 percent of the smaller number of deputy critics. But in relation to caucus membership, 50 percent of visible minority Conservative MPs are critics, reflecting again the same drive to present a more inclusive face to Canadians.

The NDP opposition has the largest proportionate female caucus representation: 41 percent. It is no surprise that women MPs form 45 percent of critics. With only two visible minority MPs to choose from, only one (3 percent) is a critic (but again, this is 50 percent of those elected).

So what does all this mean in terms of diversity and inclusion? The Liberal government, given the large number of women (50) and visible minority (39) MPs elected had little difficulty in meeting its stated goals of Cabinet gender parity (but slipped in other leadership positions). It also was able to significantly exceed visible minority representation in relation to the number of visible minority voters.

This 'over-representation' reflects a conscious decision to demonstrate diversity and inclusion, one that started with having the highest percentage of visible minority candidates (17 percent) compared to the other major parties (13 percent).

For both opposition parties, the weakness in visible minority representation reflects the small number of visible minority MPs elected. With respect to women, the Conservatives responded to the 'because its 2015' challenge, compensating for their small number of women MPs, and applying the same approach to visible minorities. The NDP made the most effort in recruiting female candidates, many of whom were successful, and thus being close to gender parity was not a challenge.

All-in-all, taken together, the Liberal leadership positions reflect a significant implementation of the diversity, inclusion and multiculturalism agenda, one that, given the horizontal ministerial comment for parity and diversity in all government appointments, holds significant promise in ensuring greater representativity in government.

Moreover, to the extent that the opposition parties could, their choices recognize the need to respond to this agenda and ensure that their leadership reflects Canadian diversity.

Parliamentary Committees

If we look at the overall committee membership of 288 members in both the 25 House of Commons and three joint Senate-Commons committees (some MPs are members of more than one committee), only 21.2 percent are women, significantly lower than the overall 26 percent of women MPs (Chart 2.17).

For visible minorities, however, committee representation largely matches overall Commons representation at 14.6 percent, just marginally under the number of visible minorities who are Canadian citizens. Indigenous peoples committee representation is less than their share of the population (3.1 compared to 4.3 percent).

Looking at individual committees, only the Access to Information, Privacy and Ethics and Industry, Science and Technology committees have no women members. Veterans Affairs, Agriculture and Agri-Food, Environment and Sustainable Development, Fisheries and Oceans, Official Languages, National Defence, Physician-Assisted Dying have no visible minority members.

Women are predictably over-represented in Status of Women (9 out of 10 members) and visible minorities are similarly over-represented in Citizenship and Immigration (7 out of 10 members).

In terms of individual parties, the numbers break down as follows, again reflecting the relative availability of MPs, once again highlighting the relatively strong representation of visible minorities in the Liberal caucus and women in the NDP caucus, and the weakness of both in the Conservative caucus.

Committee Chair and Vice-Chair numbers for all 28 committees reflect a similarly low number of women (19.2 percent of chairs)

and a lower number of visible minorities (3.8 percent) in the 26 committees which have held these elections.

Chart 2.18 below compares Liberal Chair and CPC and NDP Vice-Chair women and visible minority representation for the 24 committees chaired by Liberals.

Again, the same general pattern of under-representation of women and visible minorities applies for all parties, with the NDP, reflecting its caucus, has a significantly higher share of women vice-chairs.

The two Opposition-chaired committees, Government Operations and Estimates and Public Accounts, have male Conservative Chairs, with Liberal female vice-chairs (one of whom is visible minority), and two NDP male vice-chairs.

Political Staffers

While Chart 2.19 focuses on gender and visible minority status, diversity includes of course other dimensions such as regional diversity (many, if not most Liberal staffers come from, or have worked in, Ontario and Toronto), sexual orientation, religion, education etc. R. Paul Wilson's *A Profile of Ministerial Policy Staff* in the Government of Canada provides the best most recent analysis of the different aspects of diversity among staffers under the Conservative government for the period October 2012 - June 2013.

Does this matter? In many ways, it does not. Gender parity in Cabinet and relatively strong Parliamentary Secretary representation set the tone for the Government and Parliament.

Moreover, being a political staffer may not necessarily lead to a direct path to becoming a future MP. Staffer experience is not necessarily perceived as an asset in local riding associations or to the broader public. Staffers may be asked by a party to be its flag-bearer in unwinnable ridings.

The most famous example of a staffer becoming a MP is, of course, former Prime Minister Harper, who was a staffer to Reform Party leader Preston Manning among other positions.

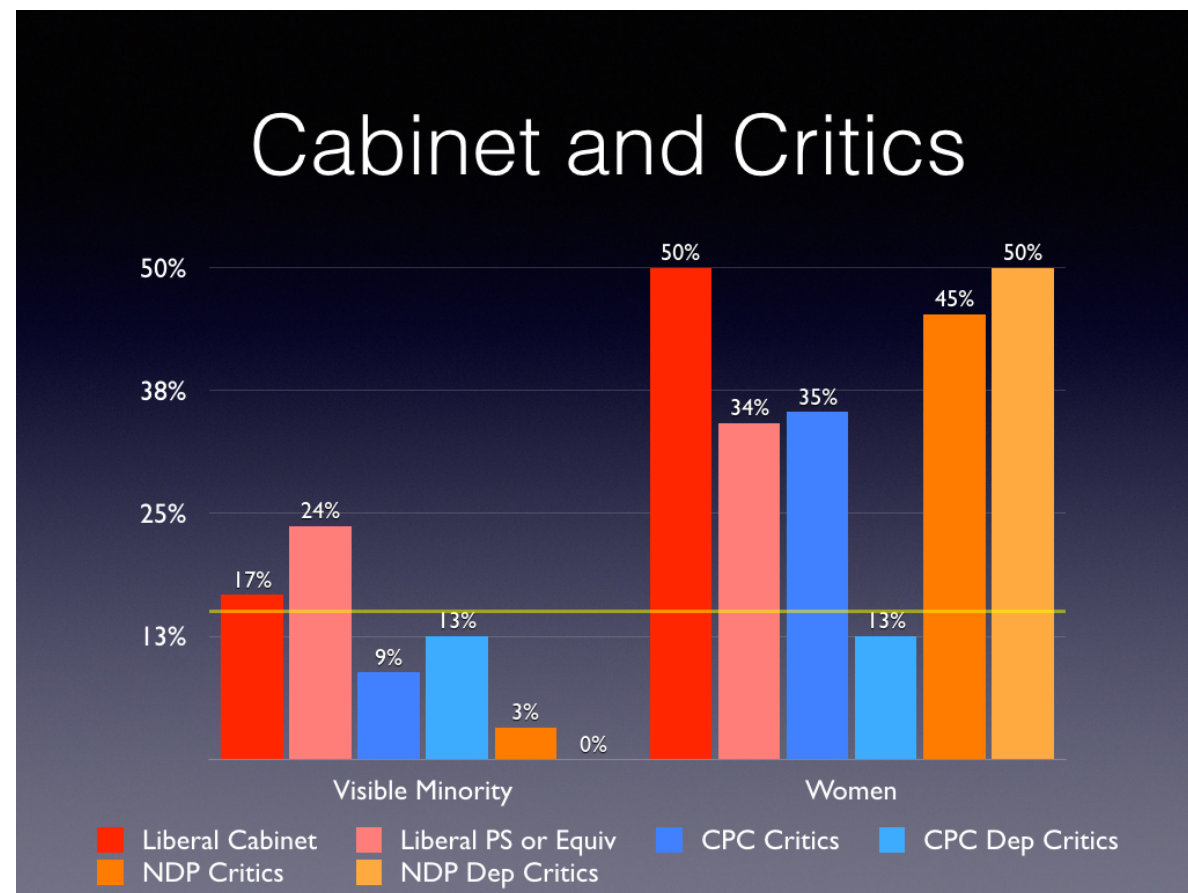
However, staffers play an important role in government (and opposition) decision-making. Having a diversity of backgrounds and experience generally helps inform decision-making.

The Liberal government's commitment to diversity and inclusion, so well executed at the public level for both women and visible minorities, is lacking in the backrooms among senior staffers, particularly for visible minorities. Given the role that staffers play in preparing Ministers for debates and discussions, this may impact on the degree to which the overall diversity and inclusion agenda is implemented.

Senate

Although only seven senators have been appointed to date (May 2016) by Prime Minister Trudeau, Chart 2.20 contrasts these to Prime Ministers Harper and Chrétien.

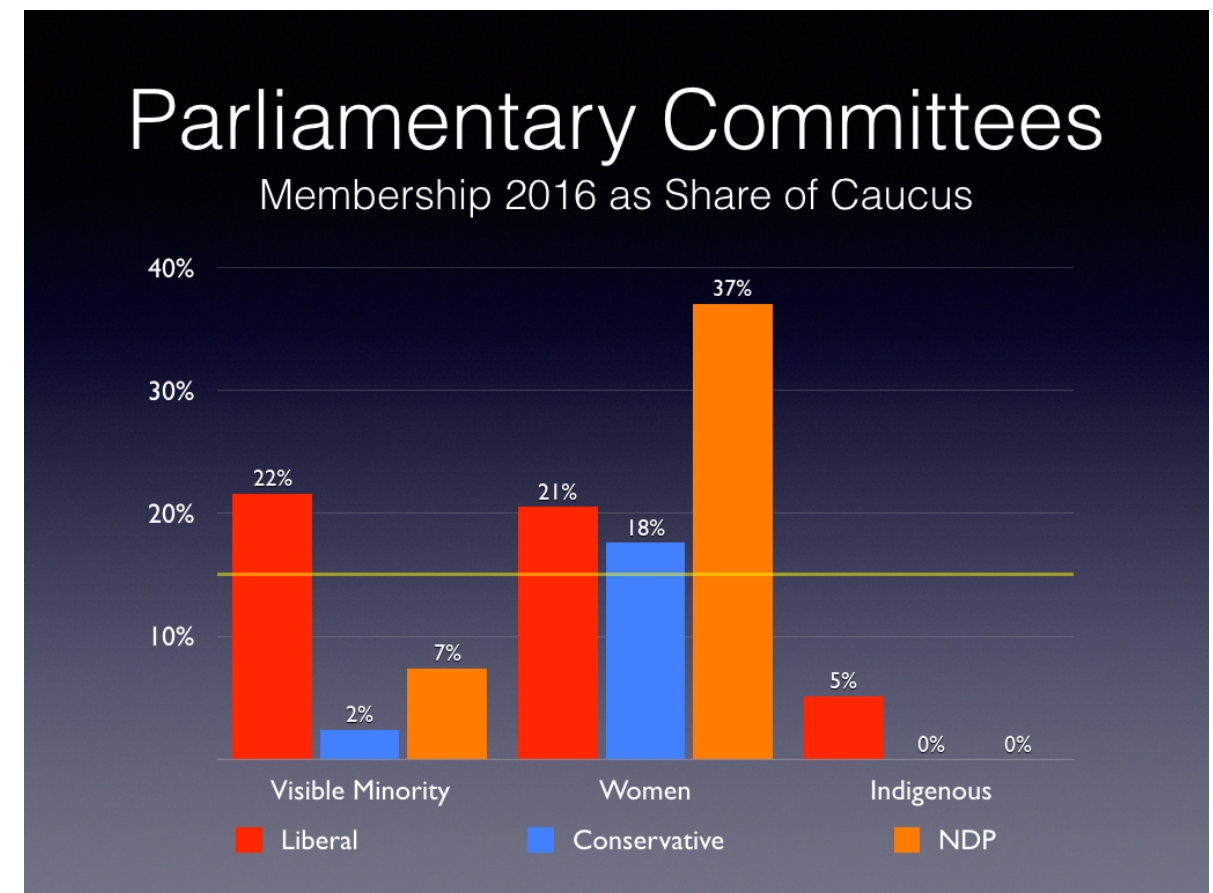
Chart 2.16 Cabinet and Critic Diversity



Cabinet includes gender parity and slight over-representation of visible minorities (4 Sikh, 1 Muslim), 2 Indigenous people, and 2 persons with disabilities. Parliamentary secretaries had greater over-representation of visible minorities compared to Cabinet but only one-third women given a shortage in caucus.

The Conservatives compensated for their small share of women (17 percent) in their naming of critics as well with visible minorities to a lesser extent. The NDP, with its large number of women, came closest to parity, but trailed with respect to visible minorities given only two visible minority members.

Chart 2.17 Parliamentary Committee Representation

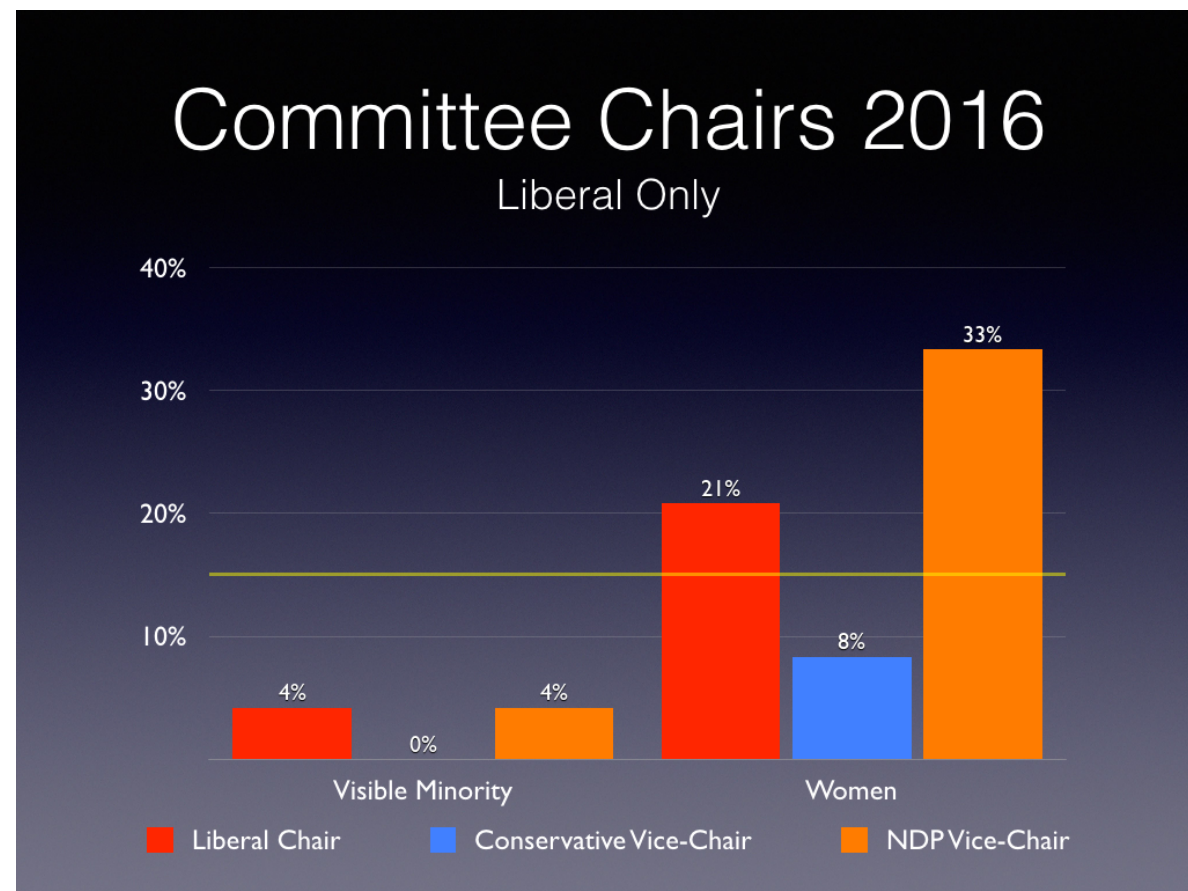


Of the overall committee membership of 288 in the 25 House of Commons and three joint-Senate-Commons committees (some MPs are members of more than one committee), only 21.2 percent are women.

For visible minorities, however, representation largely matches overall Commons representation at 14.6 percent, just marginally under the number of visible minorities who are Canadian citizens.

Indigenous peoples committee representation is less than their share of the population (3.1 compared to 4.3 percent).

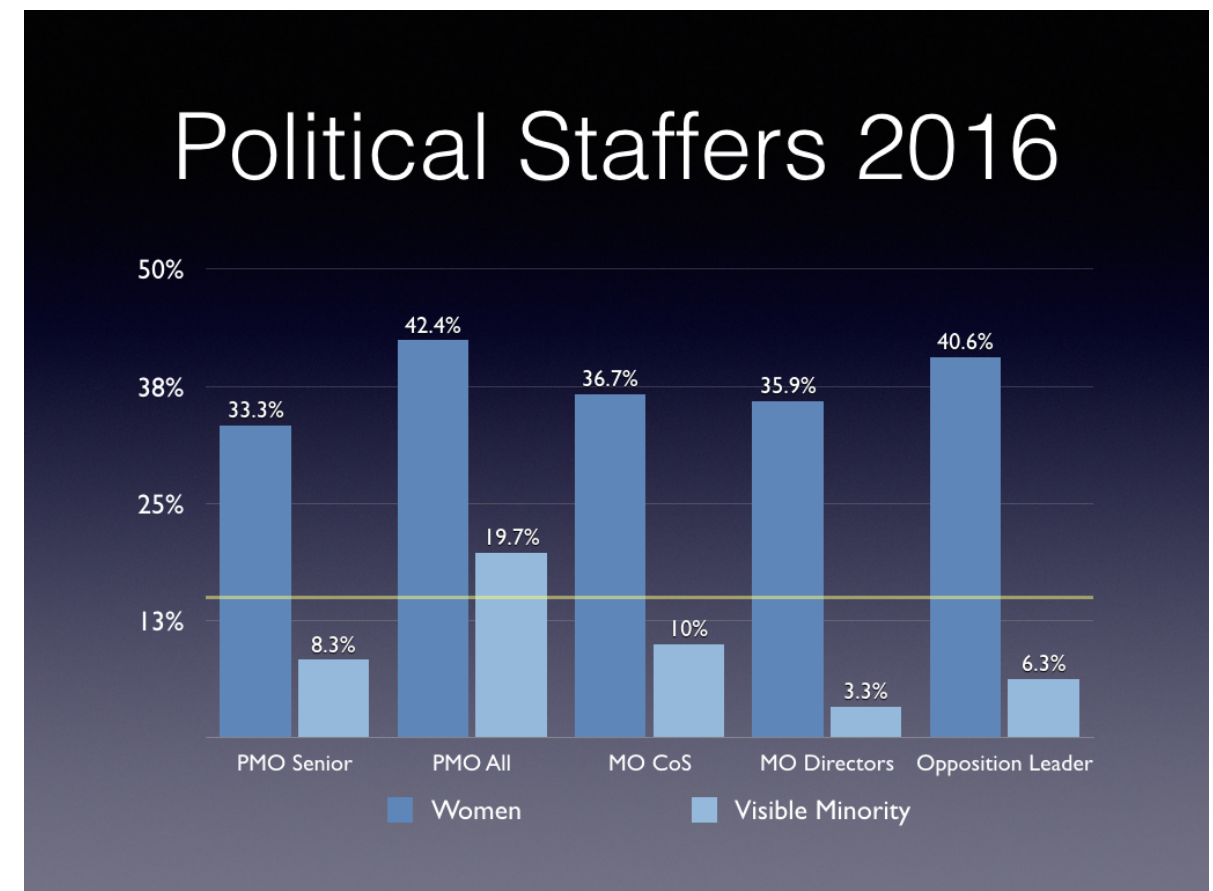
Chart 2.18 Parliamentary Committee Chairs



Committee Chair and Vice-Chair numbers for all 28 committees reflect a similarly low number of women (19.2 percent of chairs) and a lower number of visible minorities (3.8 percent) in the 26 committees.

The two Opposition-chaired committees, Government Operations and Estimates and Public Accounts, have male Conservative Chairs, with Liberal female vice-chairs (one of whom is visible minority), and two NDP male vice-chairs.

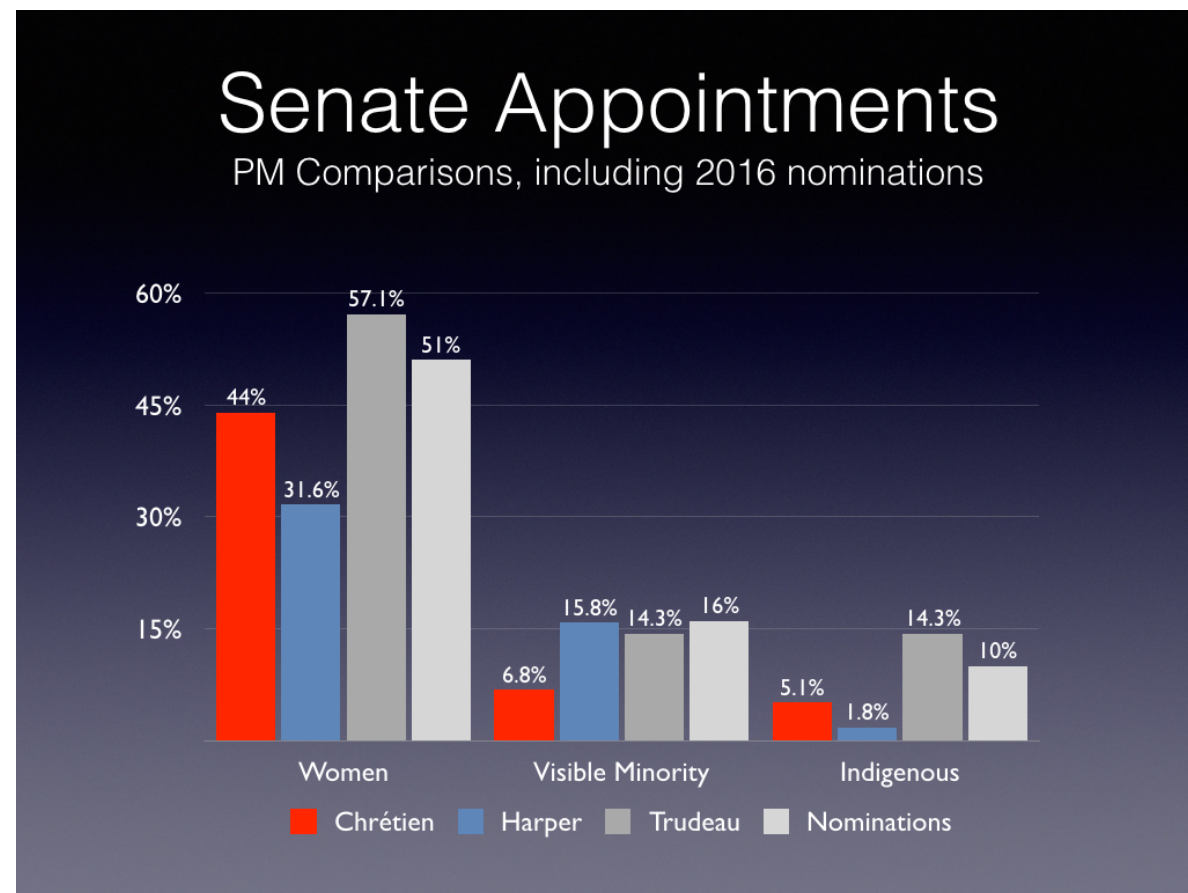
Chart 2.19 Political Staffers



Women are under-represented at the senior level in PMO (one-third), but over 40 percent for close to 70 PMO staffers. The Opposition Leader's Office (OLO) has comparable representation. For Minister's offices, the percentage of Chief's of Staff and other senior positions are slightly less than the overall percent of close to 40 percent who are women.

Visible minorities are consistently under-represented, save for the overall numbers in PMO (20 percent). OLO and senior Ministerial office staff all range between 3-7 percent, with Chief of Staff visible minority representation slightly higher at 10 percent.

Chart 2.20 Senate Appointment Comparison



The chart compares the appointments of Prime Ministers Chrétien, Harper and Trudeau. While PM Chrétien appointed relatively more women and Indigenous senators than PM Harper, the latter appointed over twice as many visible minority senators than PM Chrétien.

The seven appointments to date by PM Trudeau suggest that the commitment for increased diversity is being implemented, both in terms of the 284 nominations and actual appointments.

However, it is premature, pending future appointments, to make a definitive assessment.

Public Service Impact

The commitment to diversity and inclusion in appointments will likely impact senior levels of the public service: deputy and assistant deputy ministers and equivalent-level Ambassadorial appointments.

The Liberal government included in its mandate letters to all ministers a “commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.”

While the focus is clearly with respect to political appointments, this will likely trickle down to the senior ranks of the public service in a renewed emphasis on diversity. Deputy minister appointments are made by the Prime Minister upon the recommendation of the Clerk of the Privy Council, just as Ambassadorial appointments or equivalent upon the recommendation of Global Affairs Canada through its Minister. ADM appointments, on the other hand, are by the public service only.

With this in mind, having as accurate a baseline of the current representation of women and visible minorities will allow tracking of progress over time.

Overall diversity

The public service is reasonably diverse with respect to women (54.3 percent), visible minorities (13.8 percent) and Indigenous Canadians (5.1 percent). For the executive ranks, women are almost at parity (46.4 percent) but visible minorities are under-represented (8.8 percent) as are Indigenous Canadians (3.4

percent). All figures are from the TBS report, [Employment Equity in the Public Service of Canada 2014-15](#).

From an operational perspective, the government applies a labour market availability (LMA) benchmark (i.e., “the share of designated group members in the workforce from which the employers could hire”). For ADMs and other members of the EX category, the respective LMA is 47.8 percent for women, 9.5 percent for visible minorities and 5.2 percent for Indigenous Canadians.

Arguably, a more appropriate measure of inclusion is with respect to the overall share of the population (or, in the case of visible minorities, the percentage of those who are also Canadian citizens - 15 percent).

Senior ranks

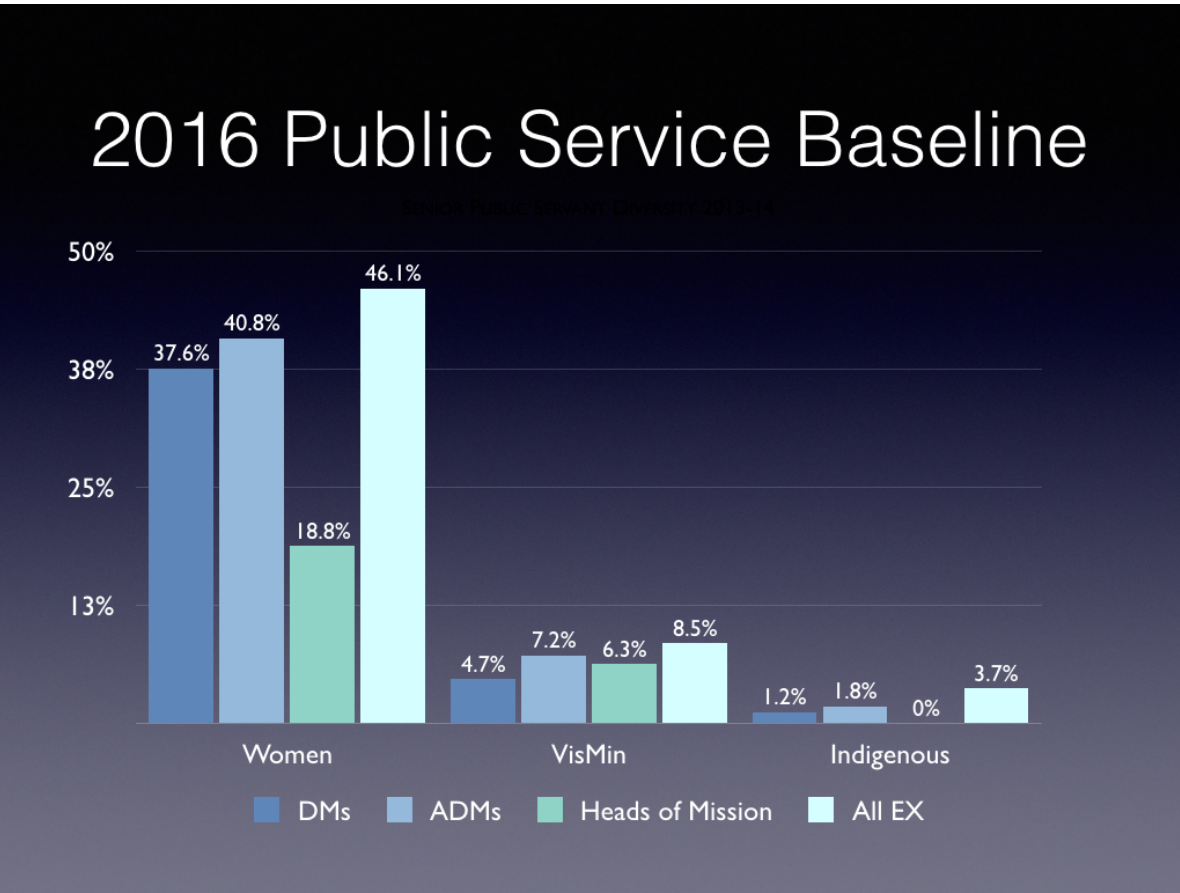
These aggregate numbers — both actual and LMA — do not give a detailed sense of diversity within the senior ranks of the public service, defined as deputy and assistant deputy ministers (DM and EX4-5 or equivalent).

These are the officials that Ministers and other senior political leaders will interact with most. Given the diversity at the political level — gender parity in Cabinet, one-third of Parliamentary Secretaries being women, visible minorities being 17 percent of Cabinet and 24 percent of Parliamentary Secretaries, with Indigenous people having one Cabinet Minister and one

Parliamentary Secretary — how likely are these senior political figures to interact with comparable diversity on the official side?

What does the data show? As seen in the Chart 3.1 below, representation of women is relatively close to gender parity save for Ambassadors and Consul Generals classified at the EX4-5 level.

Chart 3.1 Public Service Baseline 2016



However, visible minorities are less than half of the percentage of those that are Canadian citizens (15 percent) or in the House of Commons (14 percent).

The ‘all EX’ category has more junior executive positions (EX1-3) and thus the greater diversity in these feeder groups suggests that over time, diversity at more senior levels should naturally increase. The public service may feel compelled to take a more active approach given the Government’s commitment.

Chart 3.2 ADM Diversity Compared to LMA

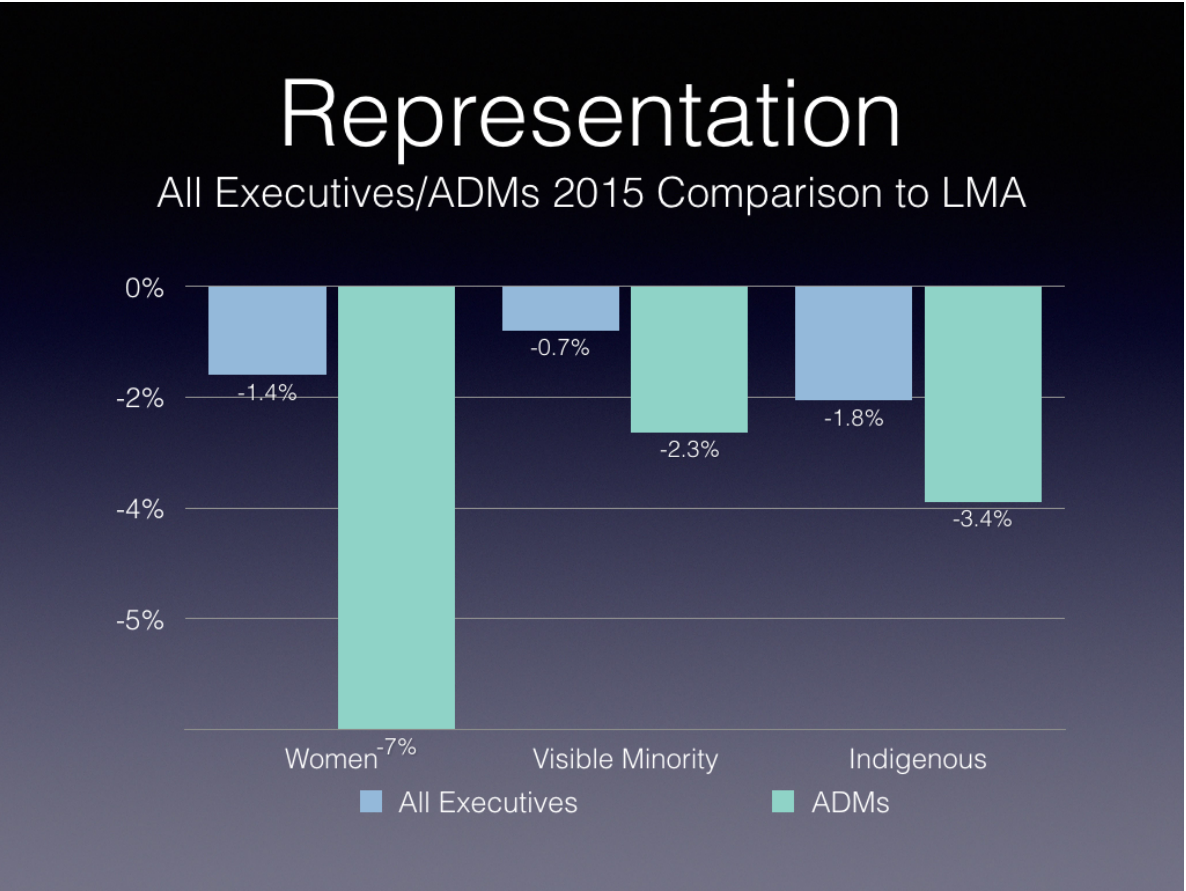


Chart 3.2 above shows ADM under-representation of the three groups in absolute terms. In terms of the percentage of respective LMAs, however, the gap is more significant: 14.7 percent below LMA for women, 24.2 percent below for visible minorities, and

65.4 percent for Indigenous peoples, highlighting the diversity challenge in the main feeder group for future deputy ministers.

Early tests of the Government's commitment to increased diversity will occur as deputy ministers retire and are replaced along with changes to Heads of Mission over the course of the year.

Of the 19 Deputy Ministers appointed by Prime Minister Trudeau to date (May 2016), nine or 47.5 percent were women, one was visible minority (5.2 percent) and none were Indigenous people.

By tracking these on an annual basis, along with changes to ADM ranks, progress or not can be assessed.

Departmental Diversity all Staff: Most and Least

Table 3.1.1 Women

Most Diverse	Percent	Least Diverse	Percent
Parole Board of Canada	79.7	Shared Services	31.9
RCMP (civilian staff)	78.5	DFO	35.9
Veterans Affairs	73.1	National Defence	39.5
ESDC	69.5	Space Agency	42.0
PHAC	68.3	Grain Commission	43.5
Justice	67.9	Natural Resources	44.4
Canadian Heritage	67.2	Transport	45.0
School of Public Service	67.0	Finance	47.0
Public Prosecution Service	67.0	Correctional Service	47.4
CIC/IRCC	66.4	Environment	48.3

Table 3.1.2 Visible Minorities

Most Diverse	Percent	Least Diverse	Percent
IRB	30.4	ACOA	4.4
CIC/IRCC	24.5	DFO	5.8
FedDev Ontario	24.2	National Defence	7.7
Health	21.1	Library & Archives	8.8
Statistics Canada	20.5	Correctional Service	9.5
PHAC	19.2	Parole Board	10.7
WED	19.2	Public Safety	11.5
ESDC	18.7	Canadian Heritage	11.8
Canadian Grain Commission	17.7	INAC	11.9
Justice	16.8	CED Quebec	12

Table 3.1.3 Indigenous Peoples

Most Diverse	Percent	Least Diverse	Percent
INAC	29.4	Space Agency	1.6
Correctional Service	9.9	Finance	2.2
Health Canada	8.3	Statistics Canada	2.3
WED	7.7	Global Affairs	2.4
Library and Archives	7.4	Natural Resources	2.7
Canadian Grain Commission	6	CRTC	2.8
RCMP (Civilians)	6	Environment	2.9
Public Prosecution Service	5.8	ACOA	3
Parole Board	5.3	Agriculture	3.1
Public Safety	5	Industry	3.1

Governor in Council Appointments

The Canadian government appoints approximately 1,500 appointments to agencies, boards, commissions, tribunals and crown corporations. These are all political appointments and as such will be another test of the Liberal government's commitment to diversity and inclusion.

Overview and Analysis

As part of its overall commitment to diversity and inclusion, the Liberal government has announced that it is developing a new policy with respect to the some 1,500 Governor in Council (GiC) appointments to agencies, boards, commissions, administrative tribunals and crown corporations.

This 2016 baseline of GiC appointments will allow to measure the impact of this new policy with respect to gender, visible minorities and Indigenous peoples.

The Objectives of the new appointments process are set out below:

“Representative of Canada’s diversity

The appointments approach will ensure that Ministers’ recommendations take into consideration the desire for Governor in Council appointments to achieve gender parity and reflect Canada’s diversity, in terms of linguistic, regional and employment equity representation.

To meet these commitments, recruitment strategies and outreach activities will be used to reach qualified and diverse pools of candidates.

In addition, candidates for GIC positions will complete an online account, where they will provide information on their second official language proficiency, and voluntarily self-identify as a member of an employment equity group (women, Indigenous Canadians, visible minorities, persons with disabilities). Candidates will also soon be able to self-identify as a member of an ethnic or cultural group.”

This encouragement to self-identify membership in an employment equity group will, over time, provide information comparable to that in the regular public service, where self identification has been encouraged for over 20 years.

PCO Definitions of GiC Organizations

Agencies/Boards/Commissions: Established to carry out administrative, quasi-judicial, regulatory and advisory functions within the government’s policy and legislative framework. Their mandates are typically more narrowly defined than ministerial

departments. These institutions are involved in a broad range of activities, such as protecting human rights, regulating specific economic sectors, providing services, undertaking research and providing advice. They usually operate at arm's length from government and the degree of their autonomy varies considerably by their organization and function.

Examples: Canada Employment Insurance Commission, Historic Sites and Monuments Board, National Battlefields Commission, Officers of Parliament, Port and bridge authorities, Public Service Pension Advisory Committee, Security Intelligence Review Committee

Administrative Tribunals: Quasi-judicial decision-making bodies which operate independently from government. An administrative tribunal may set standards, regulate economic activity or an area of law, or adjudicate and determine certain legal rights and benefits.

Examples: Citizenship Commission, CRTC, IRB, Social Security Tribunal, Parole Board, Veterans Review and Appeal Board

Crown Corporations: Arms-length corporate entities that carry out specific functions on a commercial or quasi-commercial basis. Some Crown corporations receive funding support from government, while others are self-sufficient or profit-making. The powers necessary to carry out a Crown corporation's mandate are vested in the board that directs it. While Crown corporations

function within their applicable statutory frameworks, they are accountable to Parliament through their respective Ministers. The Board of Directors has overall stewardship of the Crown corporation.

Examples include directors of: Bank of Canada, Canada Post, CBC, CRRF, museums, EDC, NCC

Types of Appointments

GiC appointments can either be 'during pleasure' — may be removed at the discretion of the Governor in Council or 'during good behaviour' — may only be removed for cause.

Moreover, they may involve full-time or part-time employment (e.g., in administrative tribunals), or be members of advisory boards. Some are appointed to organizations that are part of government and others are appointed as independent members of tribunals or Crown corporations.

Likely impact of new policy

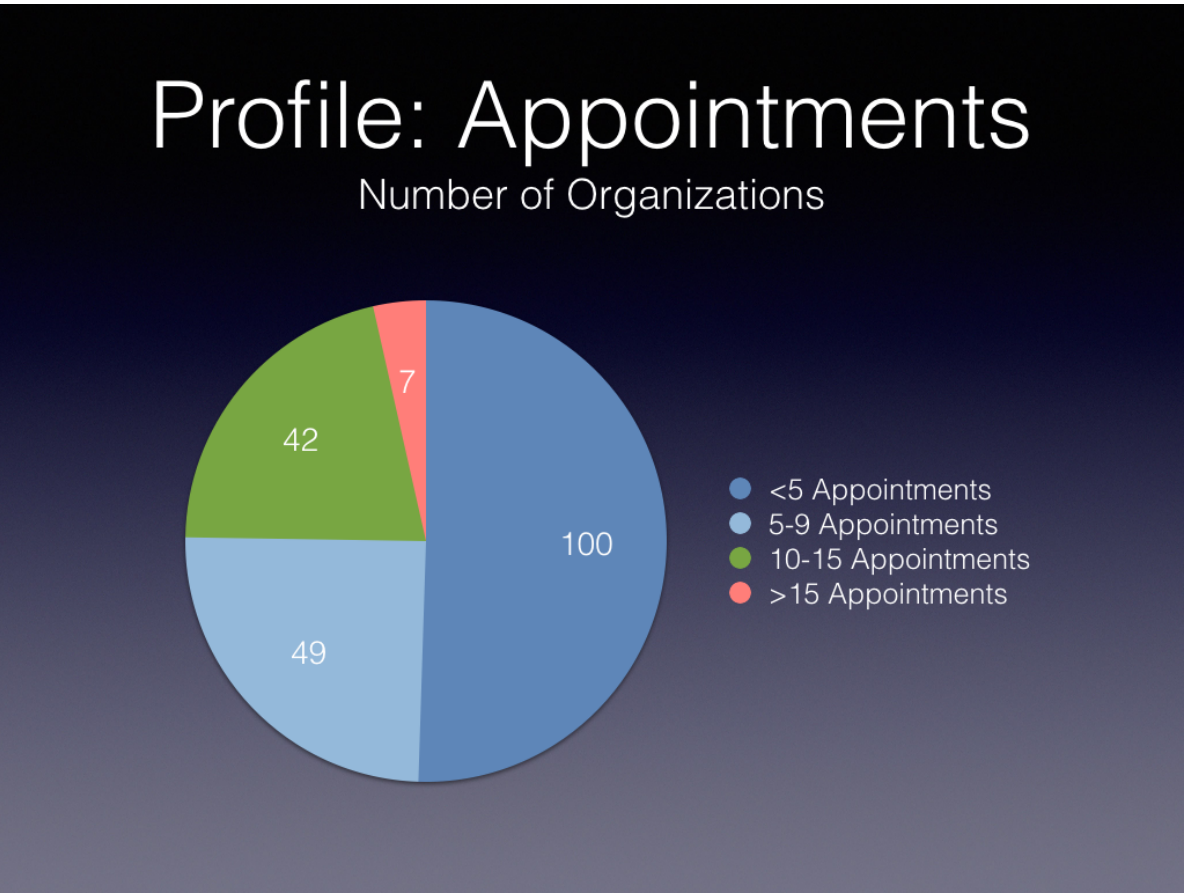
While the Liberal government has not rushed either the process of development and implementing the new policy, it can be expected to influence the selection of replacements for the 21 percent of positions that open up in 2016 and the 25 percent that open up in 2017.

This presents a considerable opportunity for the representation of employment equity groups to increase in the coming two years.

It remains to be seen, however, whether the Government will publish an annual employment equity report for GiC appointments as it does for the public service and the federally-regulated industries (banking, telecoms, transport being the main ones).

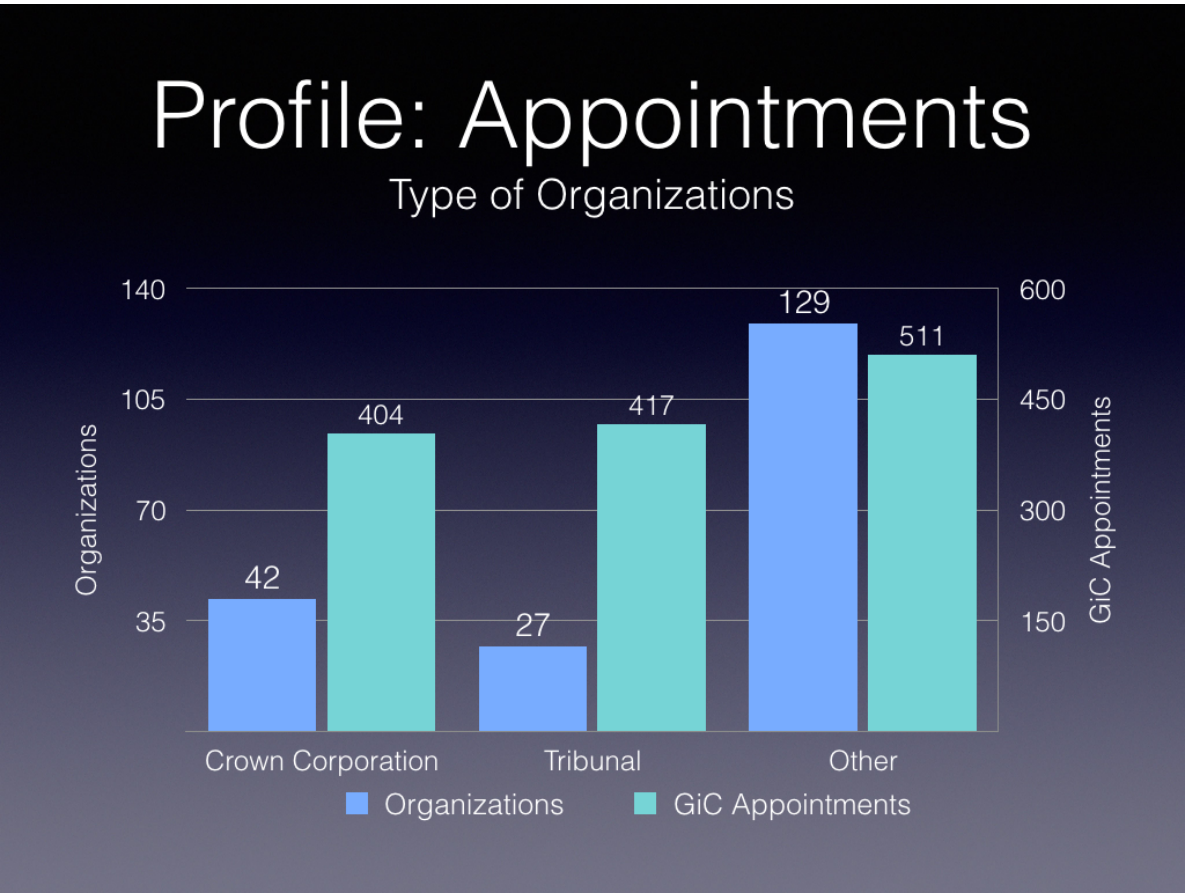
Interestingly, the addition of ‘ethnic origin’, not captured by employment equity groups, will capture ‘traditional’ diversity and previous waves of immigration and their descendants.

Chart 4.1 Organizational Profile of GiC Appointments



About half of the 198 organizations with GiC appointments have relatively few appointments (less than five), with an additional quarter having between five and nine appointments). Organizations with 10 to 15 appointments are typically Crown corporation advisory boards. Those with more than 15 appointments are all administrative tribunals.

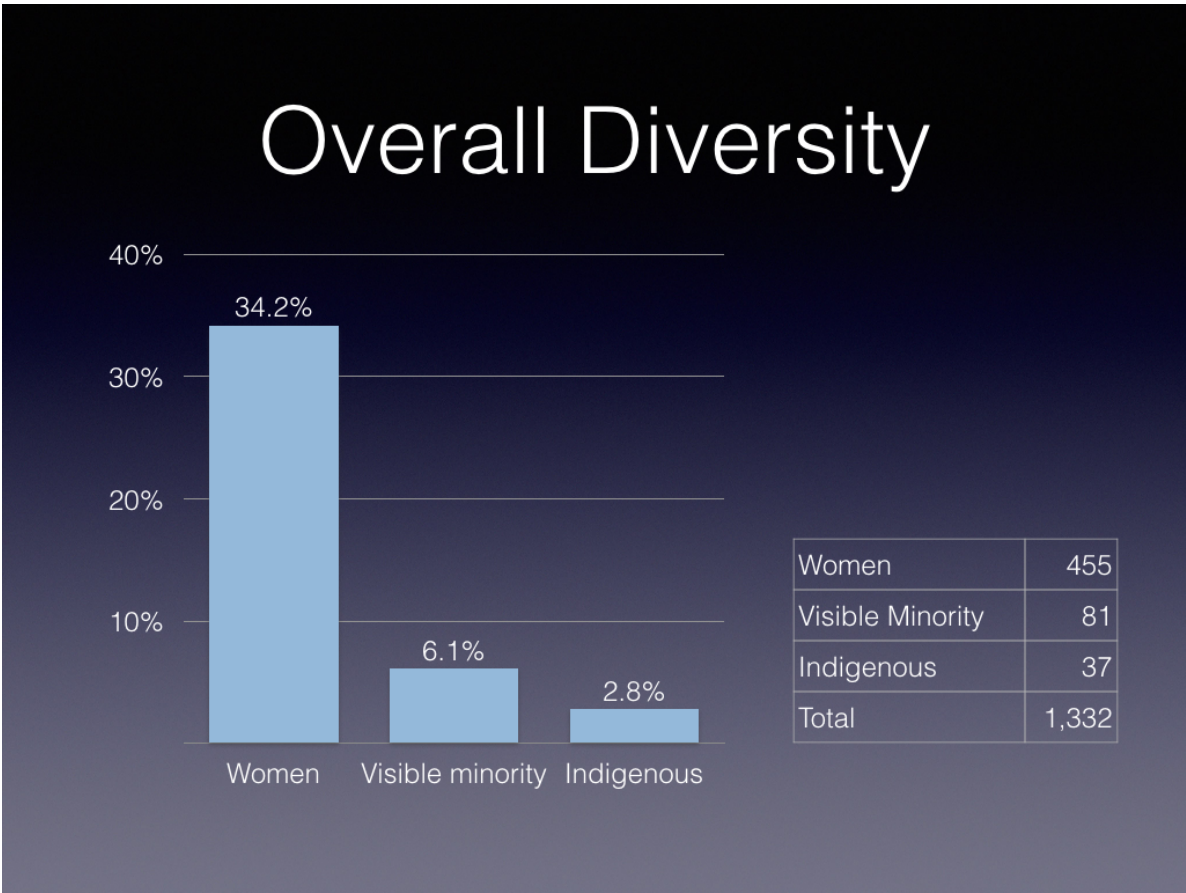
Chart 4.2 Types of Organizations



This chart provides the breakdown by type of organization in terms of number of organizations and appointments.

Crown corporations have an average of 10 members, tribunals an average of 15 (reflecting some of the larger tribunals such as the Social Security Tribunal and the IRB), with the other organizations having an average of four.

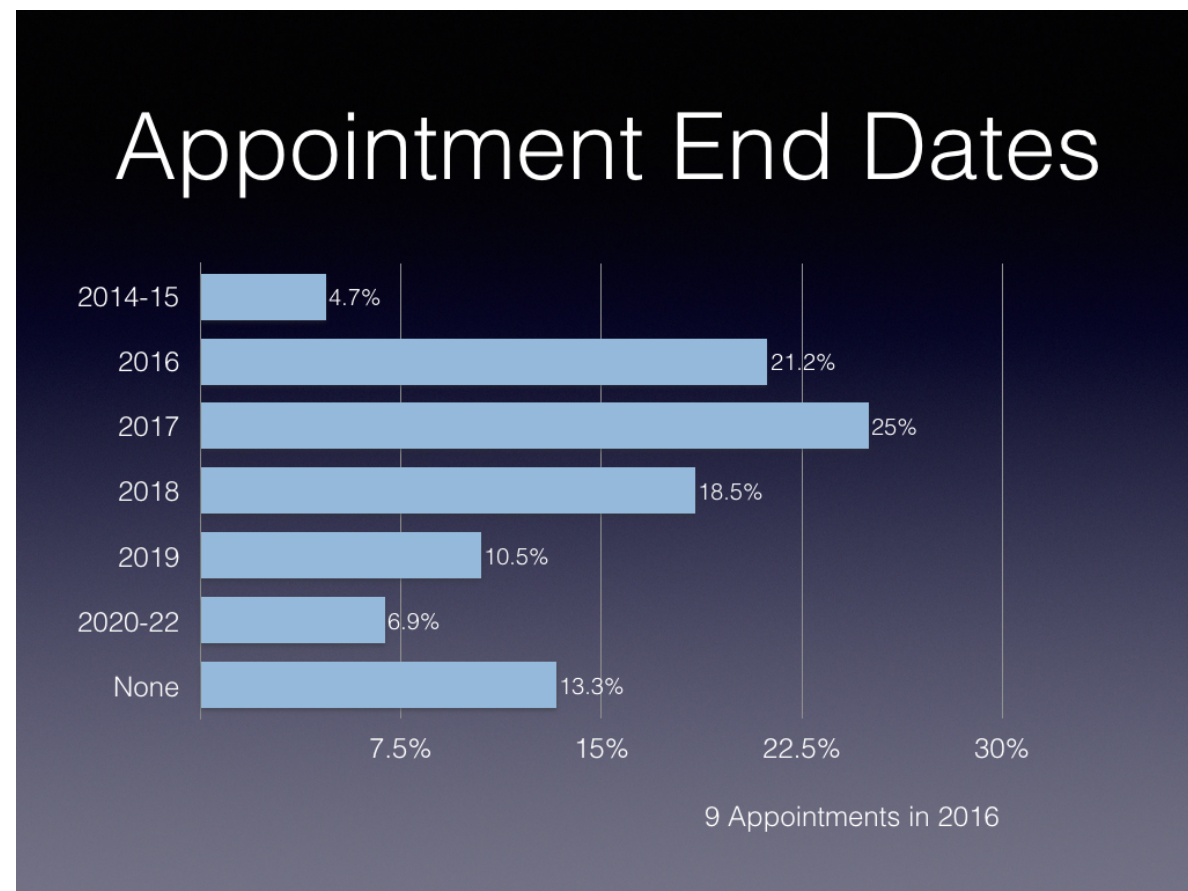
Chart 4.3 GiC Overall Diversity



Of the 1,332 appointments, 34 percent are women, six percent are visible minority and 3 percent are Indigenous peoples, demonstrating considerable under-representation for all three groups.

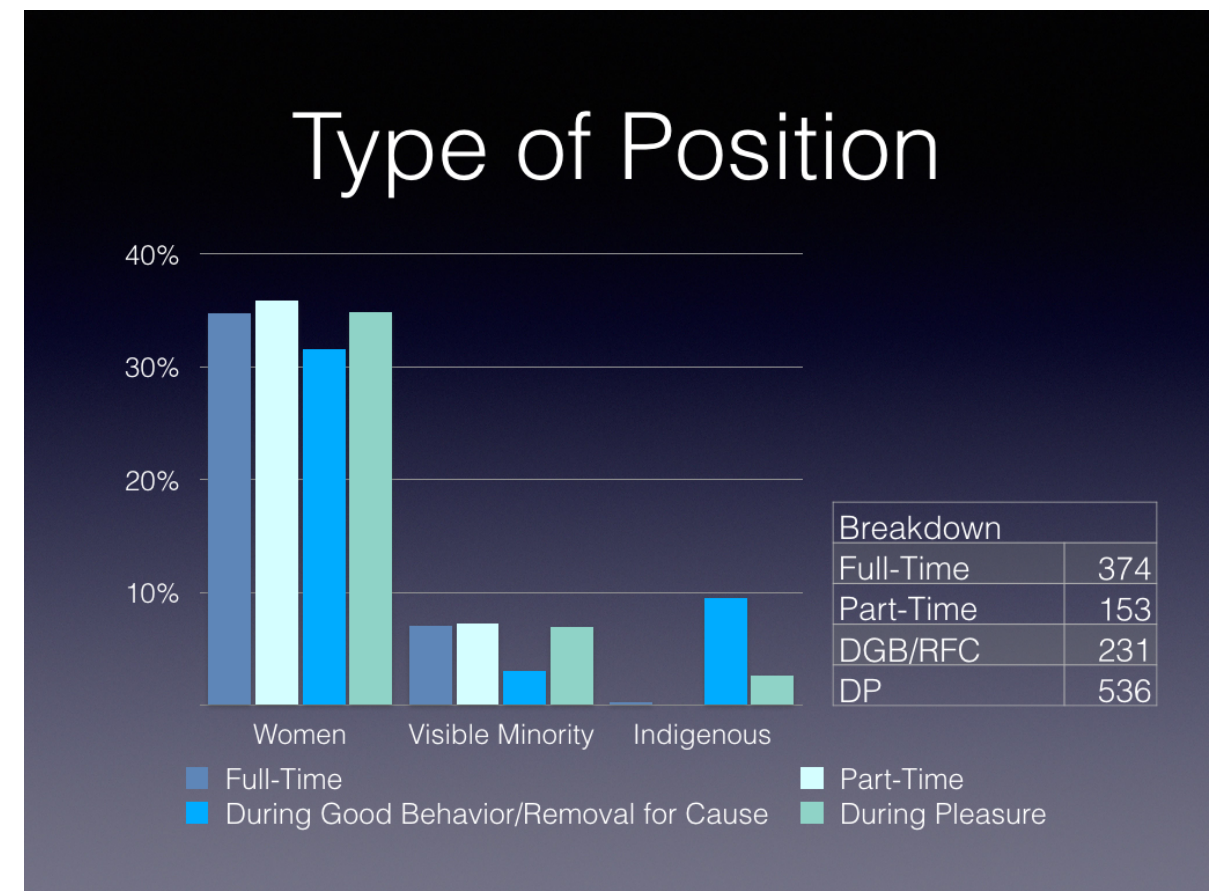
By way of comparison, the labour market available for public service executives is 47.8 percent for women, 9.5 percent for visible minorities and 5.2 percent for Indigenous Canadians.

Chart 4.4 GiC Appointment End Dates



The Liberal government will be able to review all but 20 percent of appointments during its mandate, with about 50 percent by the end of 2017.

Chart 4.5 GiCs by Type of Position

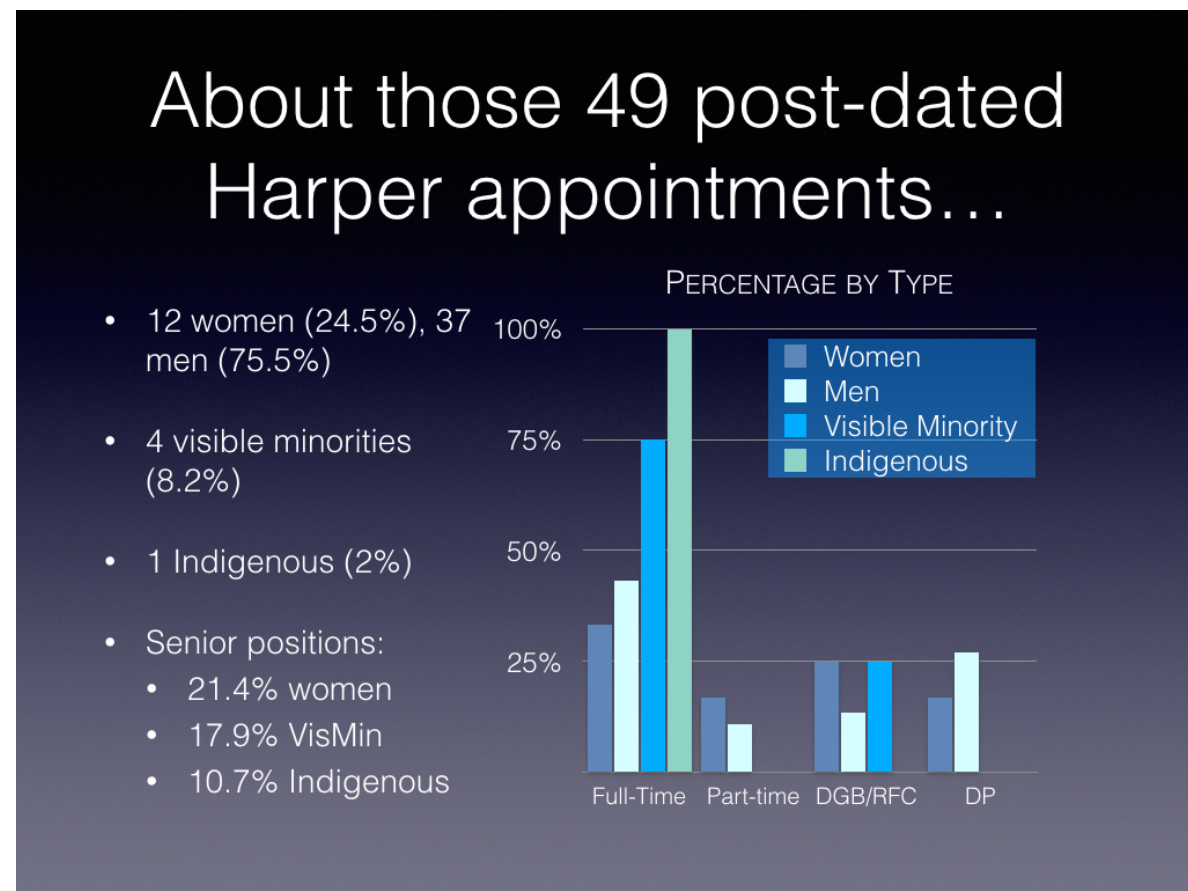


Women have slightly fewer appointments that can only be revoked for cause compared to during pleasure. There is no significant differences between full and part-time employment.

Visible minorities have relatively more appointments that can be revoked during pleasure and like women, full and part-time appointments are the same.

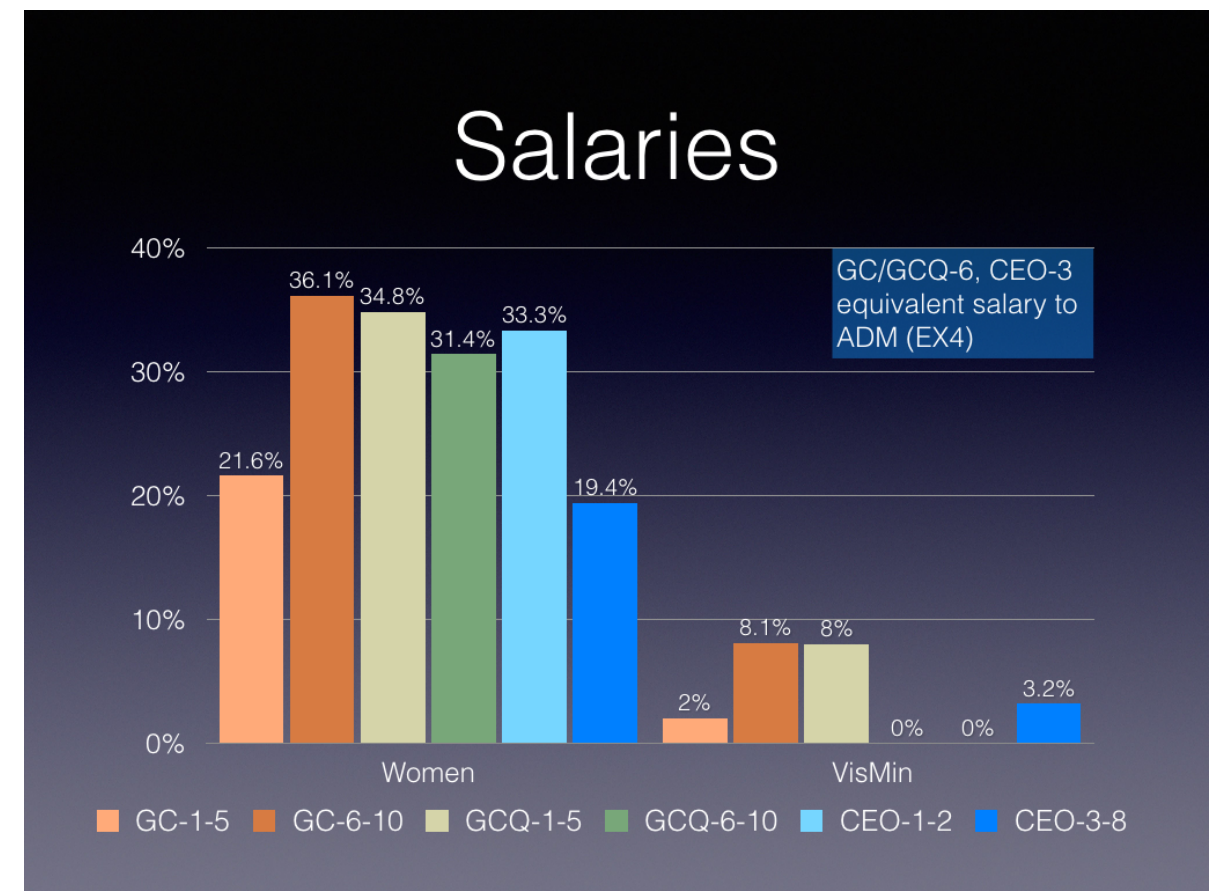
For Indigenous peoples, appointments that can be revoked for cause are approximately four times those that are at pleasure.

Chart 4.6 Post-dated Harper Government Appointments



The previous government came under some criticism for a number of its 'post-dated' appointments. This chart highlights the characteristics of those appointed with no significant pattern emerging.

Chart 4.7 GiC Salaries

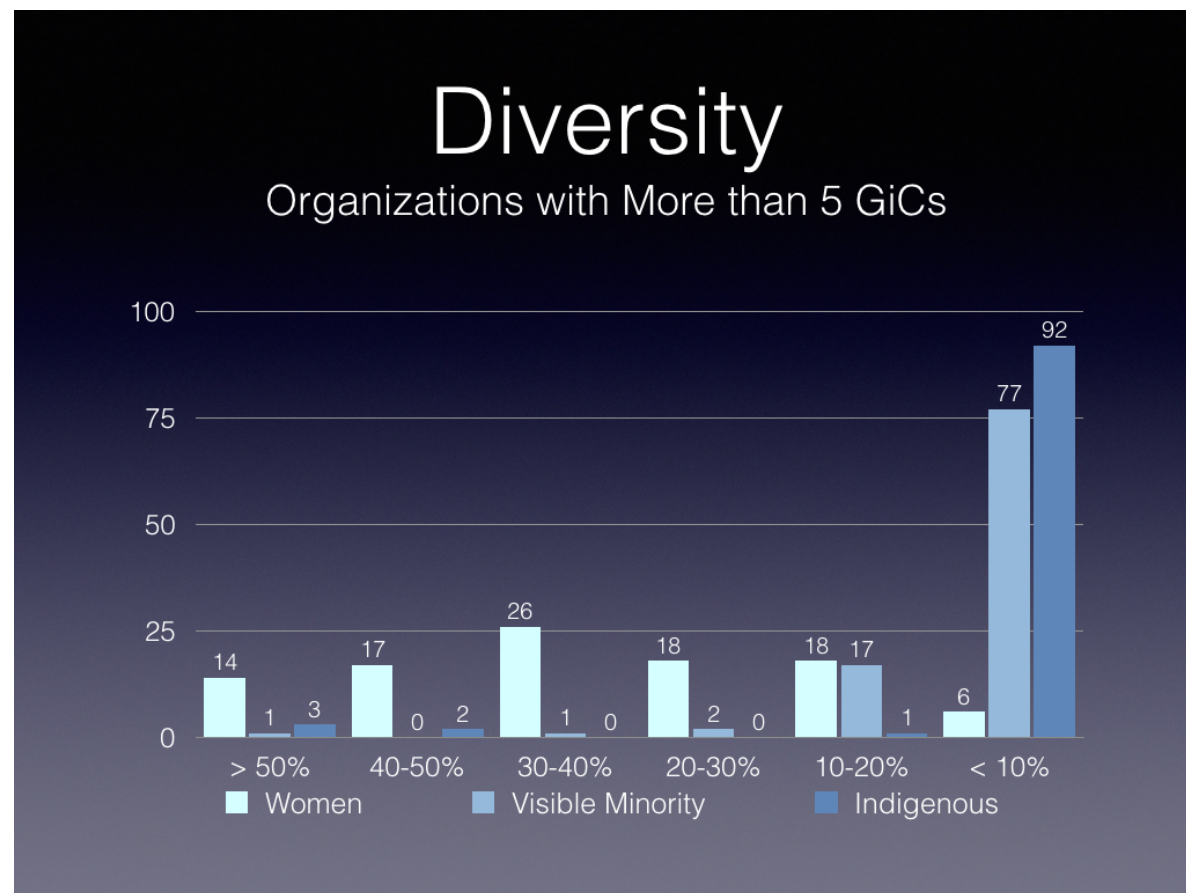


Three salary scales for GiC appointments exist: GC for those part of government, GCQ for independent tribunals, and CEO for Crown corporations.

While women are relatively under-represented as the lower GC level and the higher CEO level, their representation in the other levels are roughly comparable to their overall representation.

Visible minorities are under-represented at the lower GC level and the higher GCQ level along with all levels of CEO.

Chart 4.8 GiC Diversity by Organization



This chart shows the the number of organizations against their levels of diversity for women, visible minorities and Indigenous peoples.

The number of organizations with no diversity is striking: six have no women, 77 have no visible minorities and 92 no Indigenous peoples, with an equally surprising number who have only between 10-20 percent diversity (18 for women, 17 for visible minorities, and 1 for Indigenous peoples - who have a general low number of appointments).

Diversity in organizations

Women

Majority women: Canadian Centre on Substance Abuse, National Film Board, Canadian Human Rights Commission, Federal Bridge Corporation Limited, National Farm Products Council, Canadian Museum for Human Rights, Canadian Transportation Accident Investigation and Safety Board, Nanaimo Port Authority, Trois-Rivières Port Authority, National Seniors Council, Canadian Human Rights Tribunal, Canadian Centre for Occupational Health and Safety, Canadian Institutes of Health Research, Social Security Tribunal

Parity: Canada Council for the Arts, Canadian Race Relations Foundation, Telefilm Canada, Canada Industrial Relations Board, National Arts Centre, Canada Development Investment Corporation

No women: Oshawa Port Authority, Canadian Securities Regulation Regime Transition Office, Competition Tribunal, Laurentian Pilotage Authority, Canada-Nova Scotia Offshore Petroleum Board, Canadian Transportation Agency

Visible Minorities

Majority visible minority: Canadian Race Relations Foundation

20-50 percent: Citizenship Commission, Canadian Museum of Immigration at Pier 21, International Development Research Centre, Canadian Centre on Substance Abuse, Canada Council for the Arts, Arbitration Board (Inuvialuit), Canadian Nuclear Safety Commission, Oshawa Port Authority

10-20 percent: National Seniors Council, Canada Foundation for Innovation, Canadian Human Rights Tribunal, BDC, IRB, NFB, Natural Sciences and Engineering Research Council, Telefilm Canada, CRTC, Vancouver Fraser Port Authority, Social Security Tribunal, CMHC, Canadian Tourism Commission, Canadian Securities Regulation Regime Transition Office

>0 to 10 percent: Canada Deposit Insurance Corporation, VIA Rail, CBC, Museum of Nature, National Gallery of Canada, NRC, Canada Post, CATSA, Canada Pension Plan Investment Board, Public Service Labour Relations and Employment Board, Public Service Pension Advisory Committee, EDC, CRA, Social Sciences and Humanities Research Council, Bank of Canada,

NCC, Payments in lieu of Taxes Dispute Advisory Panel,
Transportation Appeal Tribunal, Parole Board

Indigenous peoples

Majority Indigenous peoples: National Aboriginal Economic Development Board, Renewable Resources Board (Gwich'in), First Nations Financial Management Board, Renewable Resources Board (Sahtu), First Nations Tax Commission (44 percent)

> 0 to 20 percent: Canadian High Arctic Research Station, Canada Council for the Arts, Canadian Museum for Human Rights, National Seniors Council

Judicial Diversity

With the federal government's general commitment to increased diversity in appointments, and Justice Minister Jody Wilson-Raybould's current review of the judicial appointment process, this baseline of current diversity will allow measuring of implementation.

With the federal government's general commitment to increased diversity in appointments, and Justice Minister Jody Wilson-Raybould's current review of the judicial appointment process, this baseline measures current diversity to track implementation of these commitments.

Overall, women, visible minorities and Indigenous people are under-represented among the over 1,000 federally appointed judges (93 are in federal courts, the balance are in provincial courts). There is a similar but less pronounced pattern of under-representation among the over 700 provincially appointed judges.

Does this matter given that judges by are expected to be objective, impartial and neutral? Their legal education, training and experience prepare them for this end. However, judges are human and, like all of us, they are influenced by their past experiences, influences and backgrounds. We know from Daniel Kahneman (author of *Thinking, Fast and Slow*) and others that no one is completely neutral and bias-free, even if the judicial process does represent "slow" or deliberative thinking, and thus greater objectivity, rather than "fast" or automatic thinking. Diversity of background and experience is another way to improve neutrality in decision-making.

Moreover, given the over-representation of some groups who are tried in the courts, such as Black Canadians and Indigenous people, a judiciary in which these groups are significantly under-represented risks being viewed as illegitimate to those

communities. The current debate over murdered and missing Indigenous women and police carding practices exemplify this risk.

New Appointment Process under development

"The government is considering the full scope of the appointments process, including the composition and operations of the Judicial Advisory Committees," a spokeswoman for the minister said in an e-mail to The Globe (11 April 2016).

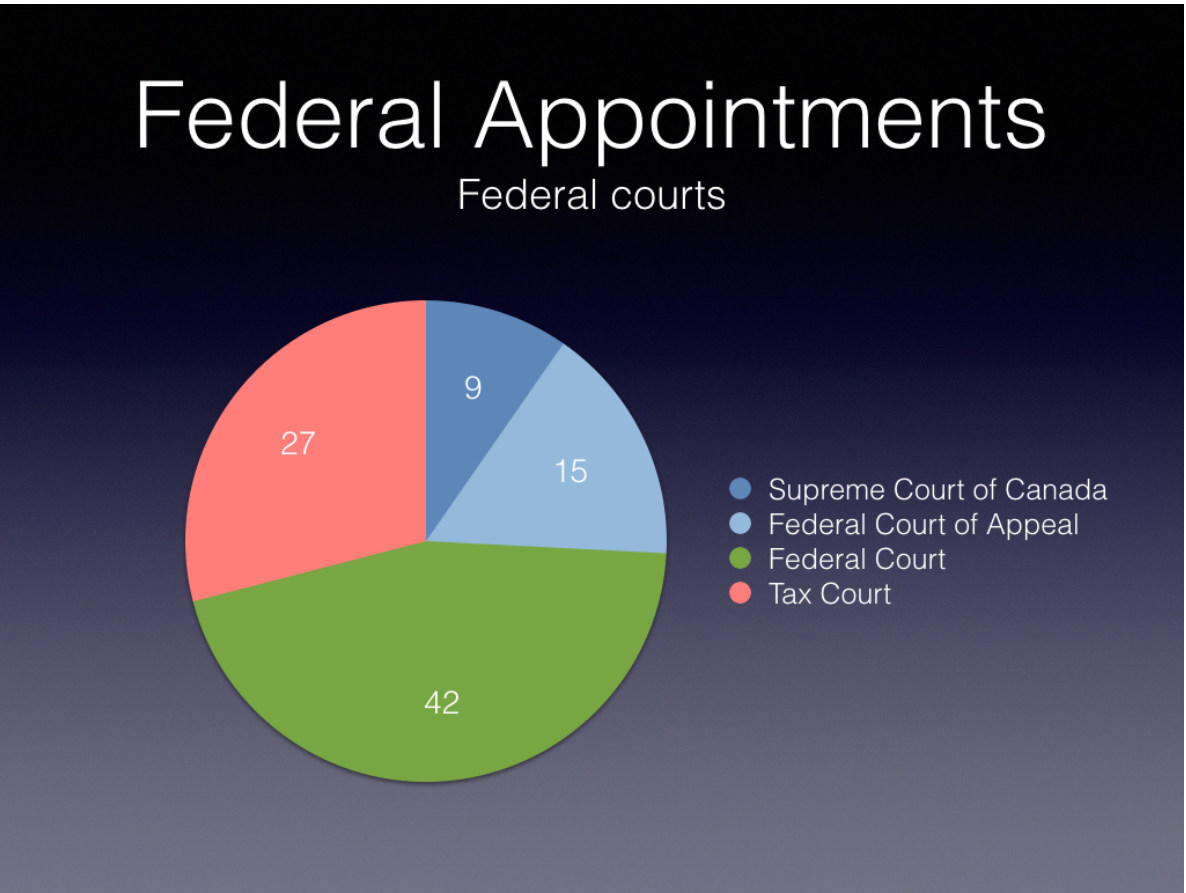
"Any potential changes will be examined in light of the government's objectives to achieve transparency, accountability and diversity in the appointments process and they will be carefully considering how best to achieve this goal, taking into account views of key stakeholders and interested Canadians in this regard."

As part of the federal review of the judicial appointment process, the Office of the Commissioner for Federal Judicial Affairs should expand its existing gender information on judges to also include visible minority and Indigenous origins. Having this information would hold the government to account for its diversity and inclusion commitments and make it easier to track progress over time.

Provinces and territories not already doing so should do so likewise, using Ontario's annual reports on appointments as a

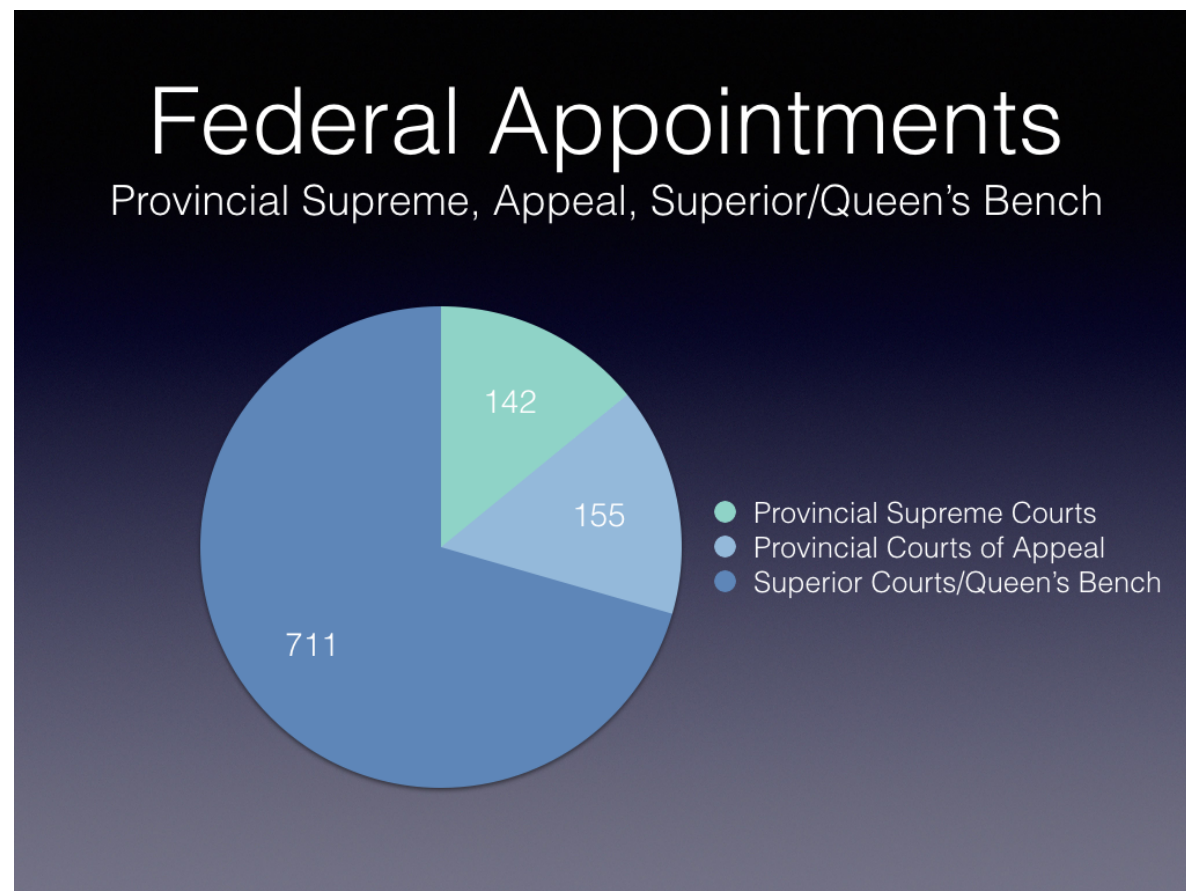
model, but ensure that the annual reports include the overall diversity of the entire bench

Chart 5.1 Federal Appointments to the Federal Courts



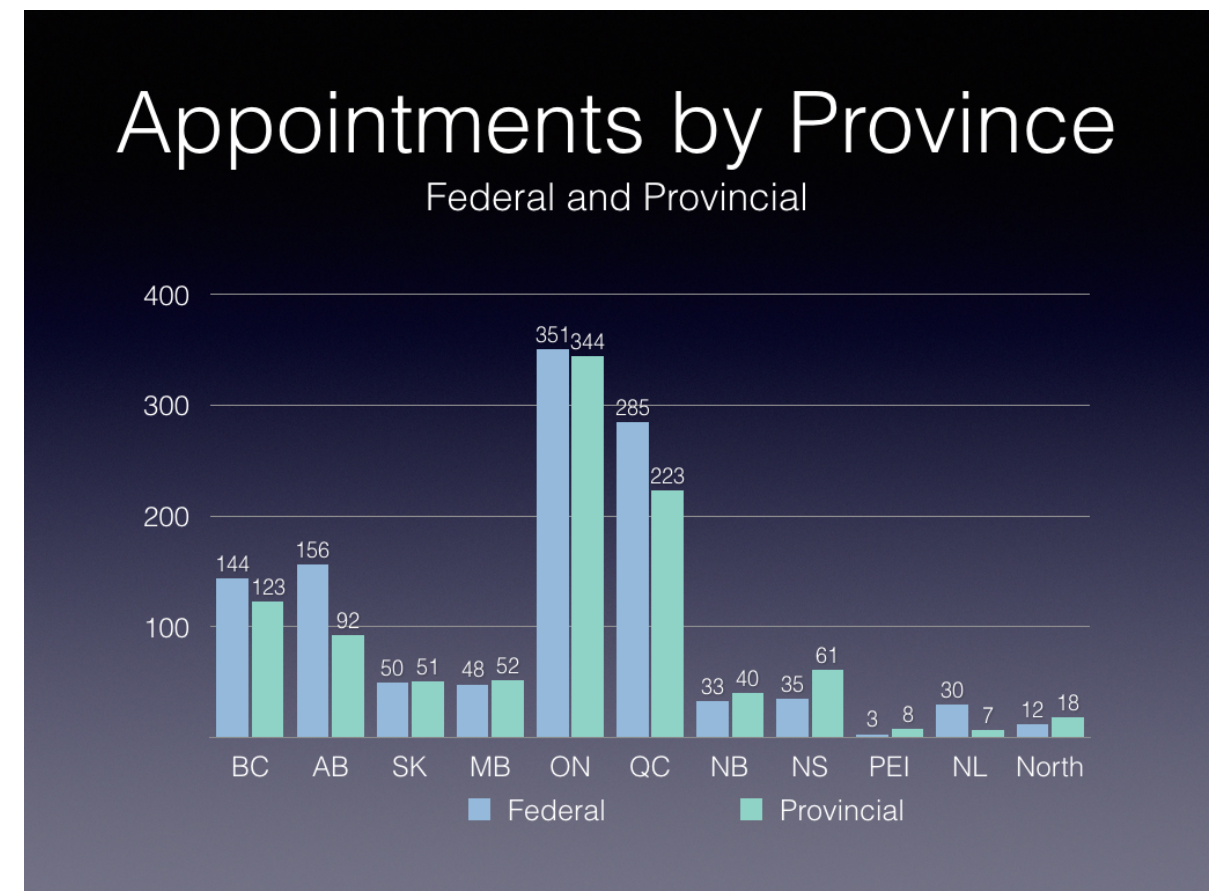
This chart breaks down the number of judges appointed to the federal courts: Supreme Court of Canada, Federal Court of Appeal, the Federal Court and the Tax Court.

Chart 5.2 Federal Appointments to Provincial Courts



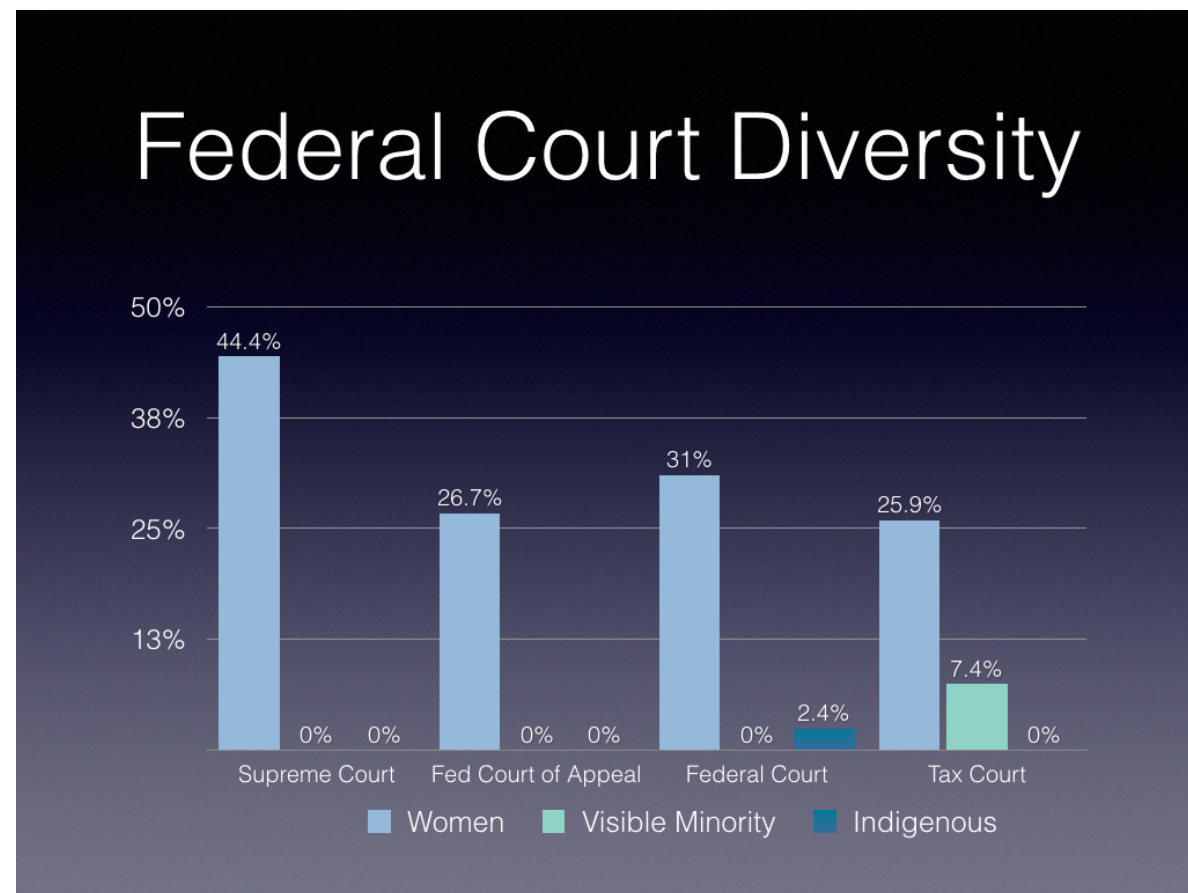
This chart provides a similar breakdown for federal appointments to provincial courts: provincial Supreme Courts, Courts of Appeal, and the Superior Courts/Queen's Bench.

Chart 5.3 Federal and Provincial Appointments by Province



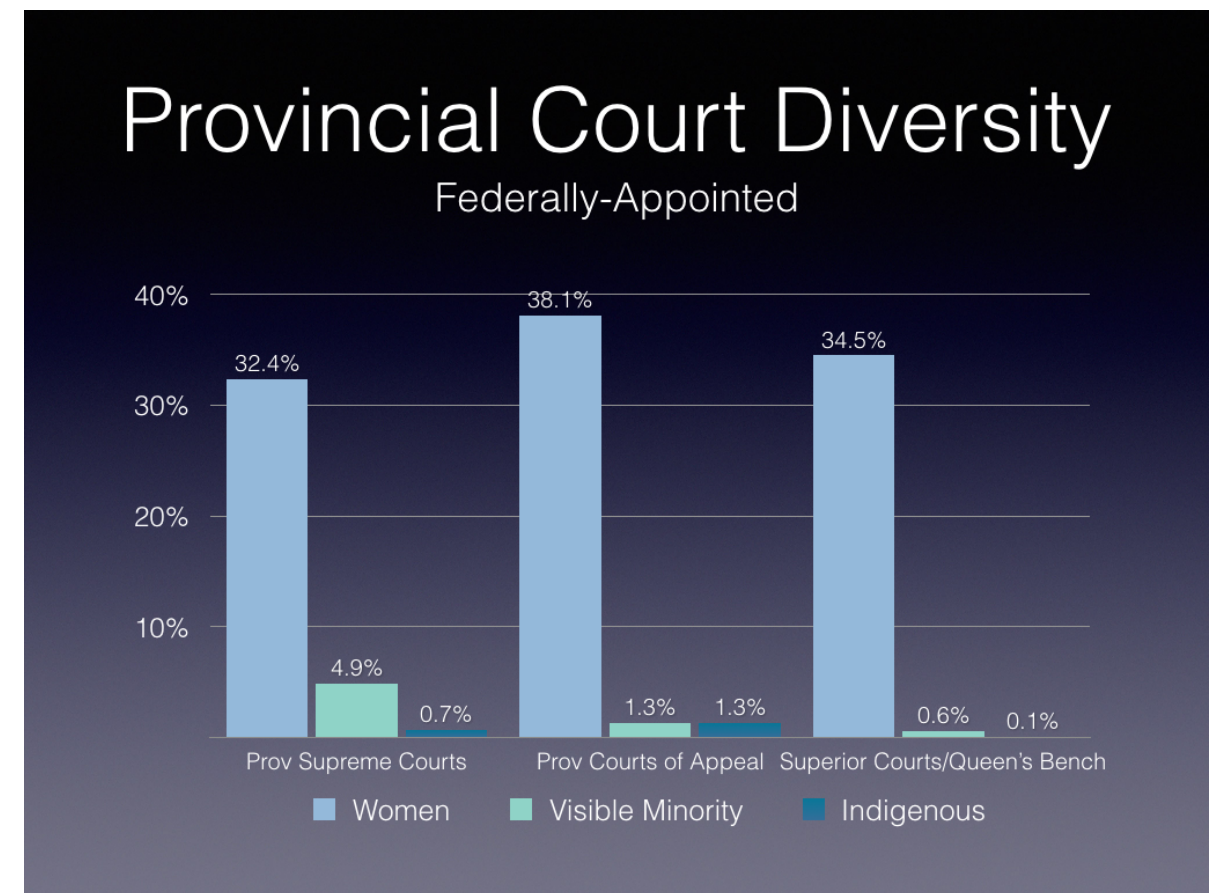
This chart contrasts the appointments made by the federal and provincial governments in the respective provincial courts.

Chart 5.4 Diversity in the Federal Courts



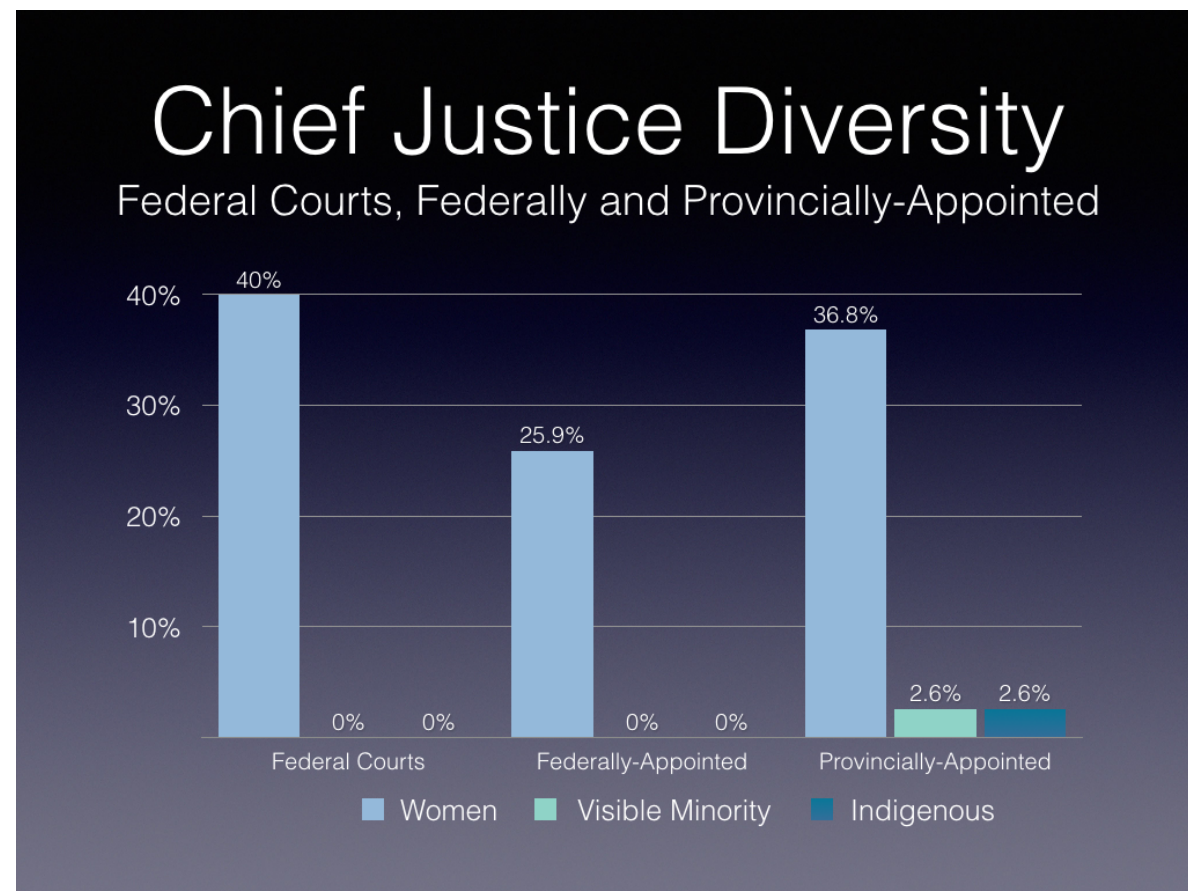
This chart highlights the extent of under-representation: there are no visible minority or Indigenous judges in the Supreme Court and Court of Appeal, no visible minority judges in the Federal Court and no Indigenous judges in the Tax Court. In all the courts except for the Supreme Court, women are significantly under-represented.

Chart 5.5 Diversity of Federally-Appointed Judges



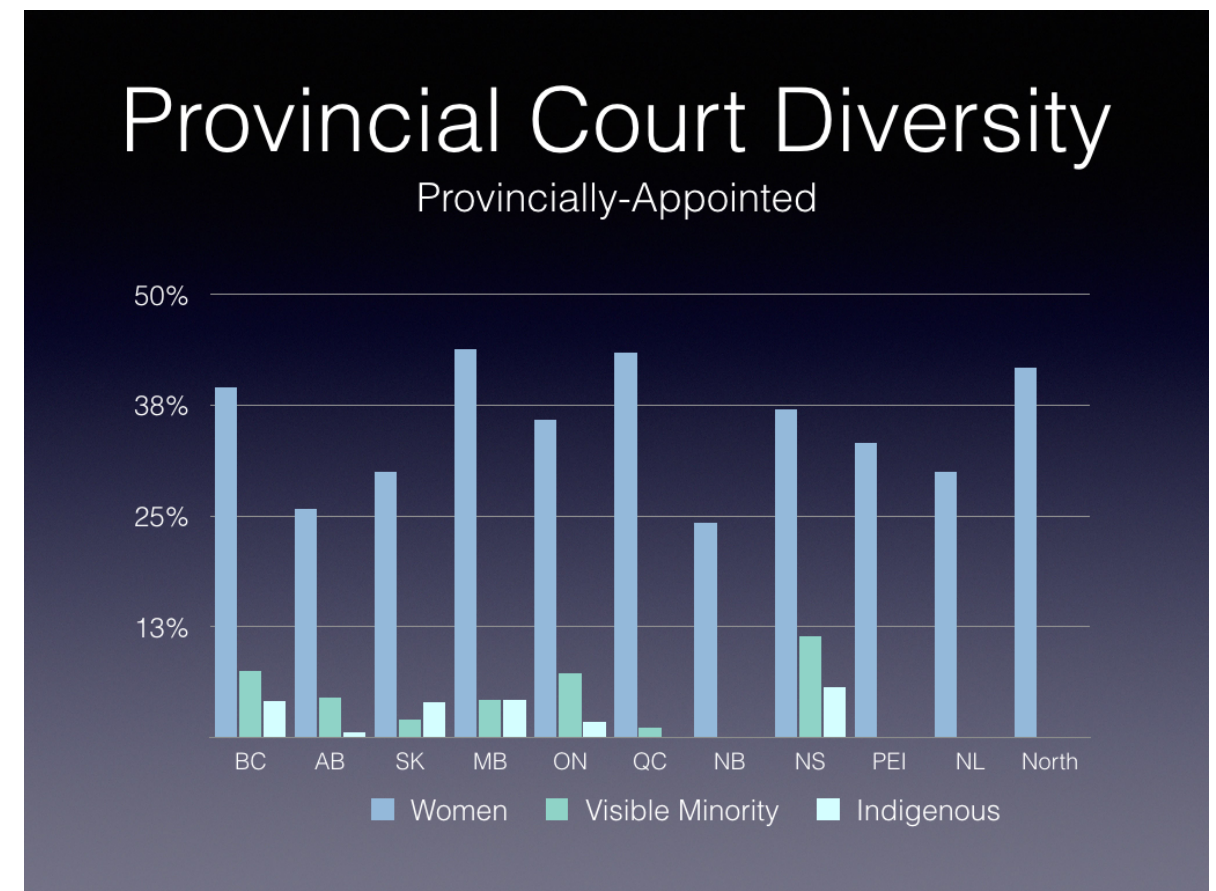
If we look at federally appointed judges to provincial courts, the picture is slightly better in terms of both visible minority and Indigenous judges, but in both cases the representation is significantly lower than these groups' population shares. In the superior courts/Queen's Bench women are particularly under-represented, but they are better represented when the representation is compared with that of the federal courts.

Chart 5.6 Chief Justice Diversity



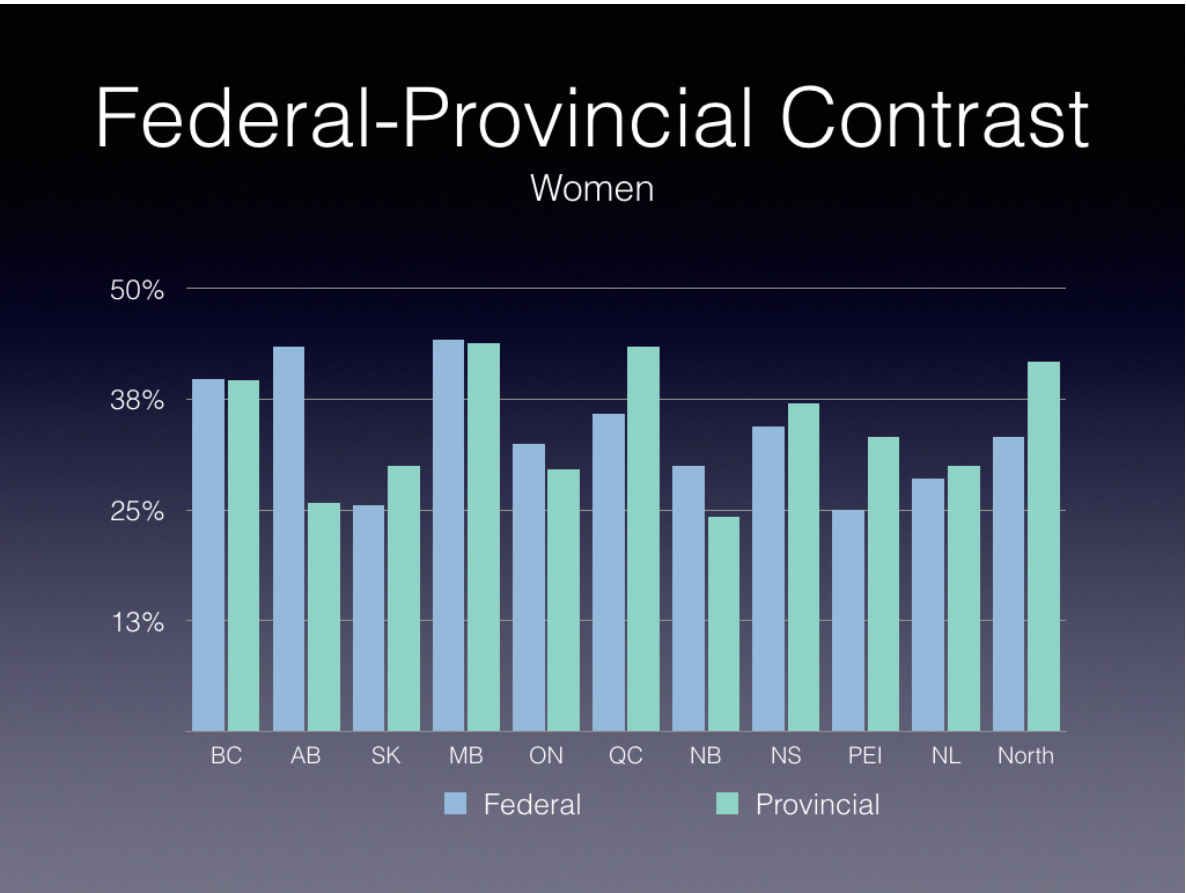
Looking at senior judges (chief and associate-chief justices), there are no federally appointed visible minority or Indigenous judges, and there are only a handful number of provincially appointed senior judges.

Chart 5.7 Provincial Court Diversity (Provincially-Appointed)



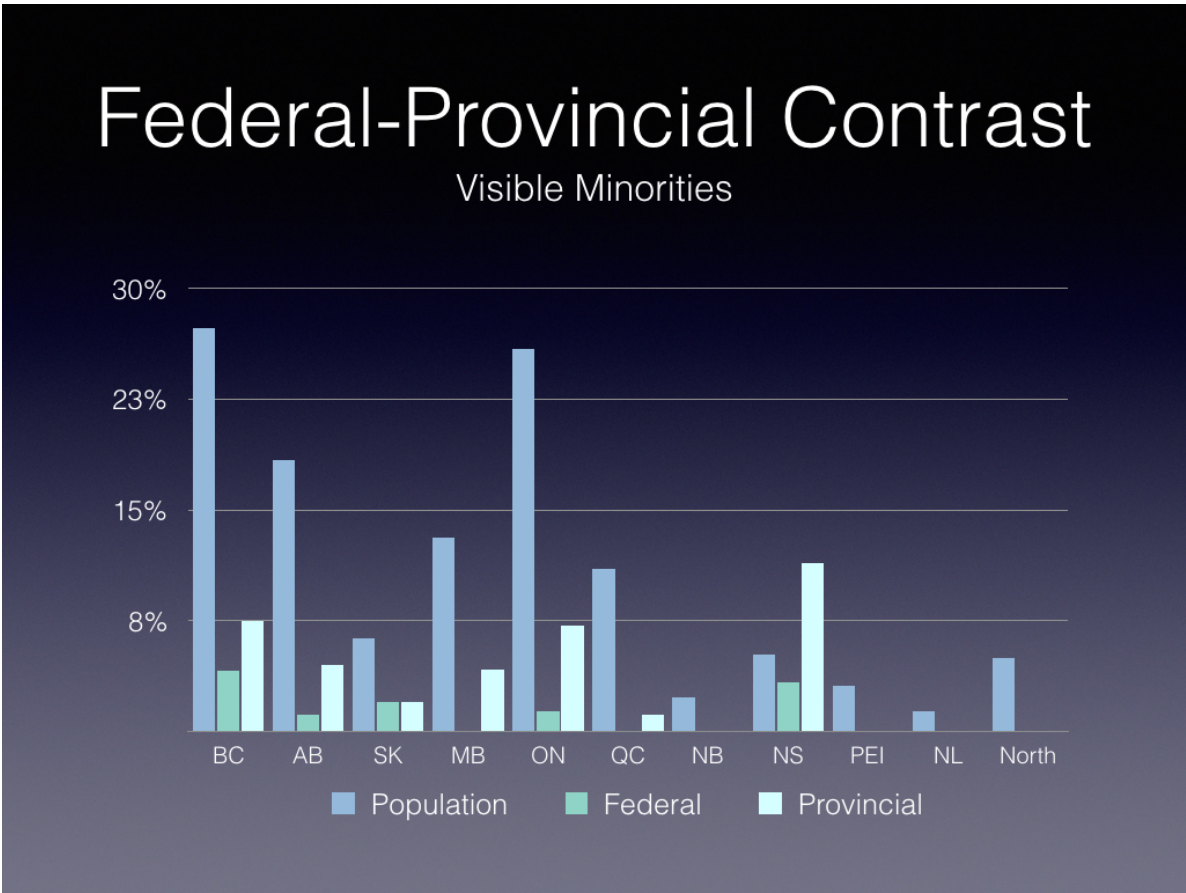
The picture for provincially nominated judges to provincial and territorial courts varies by province, but overall the provinces resemble each other in their under-representation of these groups. The Atlantic provinces, with the exception of Nova Scotia, have no visible minority or Indigenous judges. In the North, despite the large Indigenous population, there are no Indigenous judges. Quebec has relatively few visible minority judges and no Indigenous judges. Saskatchewan and Manitoba, despite their large Indigenous populations, have relatively few Indigenous judges.

Chart 5.8 Women - Federal-Provincial Contrast



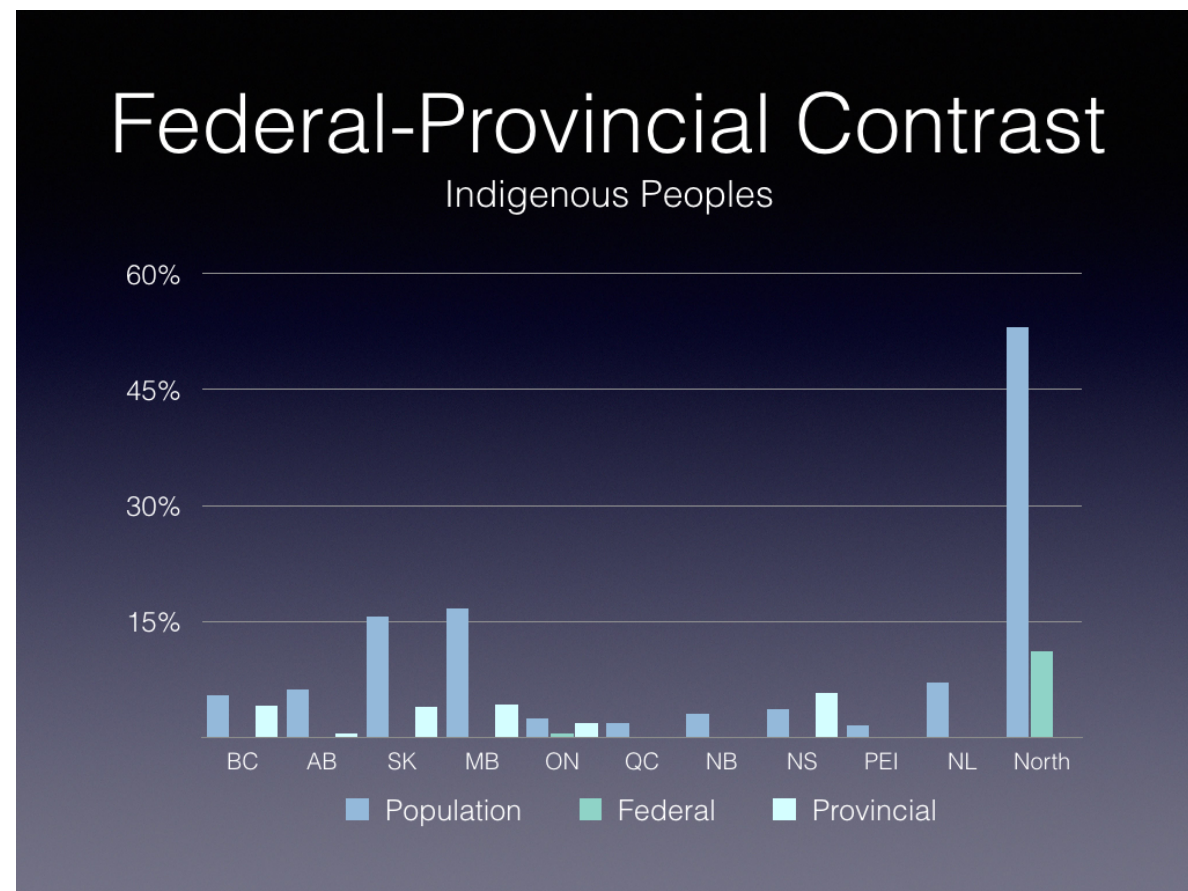
In the next series of charts federally and provincially appointed judges are compared for each under-represented group, by province, starting with women. There is no overall trend: the federal and provincial appointment of women is similar in British Columbia, Manitoba, Nova Scotia, and Newfoundland and Labrador; in Saskatchewan, Quebec, Prince Edward Island and the North, provincial appointment of women is higher; and in Alberta the appointment of women is significantly lower, given the relatively large share of part-time and supernumerary appointments that are men (about a third of full-time judges are women).

Chart 5.9 Lorem Ipsum dolor amet, consectetur



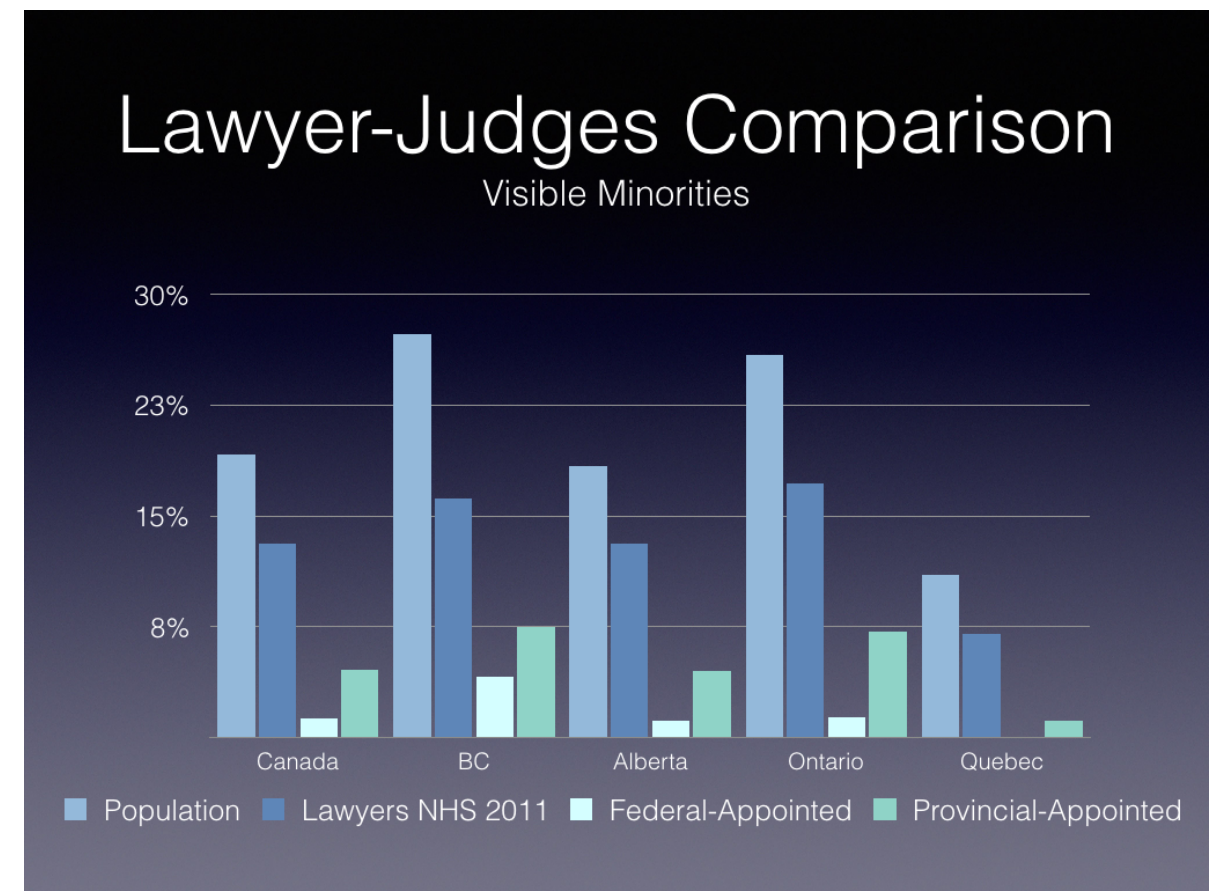
Looking at visible minorities, when we compare federal and provincial appointments by province, we see a trend in all provinces except Saskatchewan: provincial judicial appointments are more representative of their populations than federal nominations, although visible minorities are still significantly under-represented.

Chart 5.10 Indigenous Peoples - Federal-Provincial Contrast



With respect to Indigenous appointments, we see the same pattern: provincial appointments are more representative of provincial populations than federal appointments in all provinces and territories, except, surprisingly, in the North, where there are no Indigenous territorial judges.

Chart 5.11 Visible Minority Lawyer-Judges Comparison



While judicial diversity is low, particularly for visible minorities and Indigenous people, the number of visible minority lawyers continues to increase. This chart presents the proportions of visible minority lawyers aged 25-64 Canada-wide and in the largest provinces, which gives an idea of the size of the pool that can be drawn from. Given that visible minorities are, in general, younger than the general population, visible minority lawyers are also likely to be younger and, therefore, the percentage who would be aged 45 years old or older, the usual age people are considered for these positions, would be lower.

Concluding Observations

While these are still early days of the Liberal government, all evidence to date suggests that it is serious in implementing its commitment to increased diversity in appointments.

The Liberal party made considerable efforts to recruit more visible minority candidates than the other parties. The Liberal victory meant that many were elected, in addition to strong representation of women and Indigenous peoples.

In fact, the Liberals won 30 of the 33 ridings in which visible minorities formed the majority, with the much vaunted Conservative outreach to these communities failing to stop the tide, likely a measure of the general electoral trend, perceived anti-immigrant bias and identity politics, and lack of support for Conservative restrictive citizenship and immigration policies.

Once in power, the Liberals implemented their platform commitment to gender parity in Cabinet, along with strong visible minority, Indigenous people and persons with disability representation. A new diversity and inclusion Cabinet committee was created.

The emphasis on diversity extended to parliamentary secretaries and other senior leadership positions, although with relatively fewer women, given the limits of caucus numbers.

Opposition parties, to the extent that caucus representation allowed, responded by having more women and visible minority MPs in leadership positions.

The initial seven Senate appointments also reflected this diversity and likely are harbingers of future appointments.

With respect to senior public service appointments, the initial 19 deputy minister appointments were almost at gender parity, but lower with respect to visible minorities. The regular summer rotation of ambassadorial appointments will show the degree to which diversity is reflected in Canada's international representation. Over time, through the regular TBS employment equity reports and tracking changes, the degree to which the public service responds to this commitment will become apparent.

It is far too early to make any assessment with respect to Governor in Council and judicial appointments. However, the public information on the new processes being developed reiterate the overall commitment to greater diversity in appointments.

It will be critical to introduce annual reporting on employment equity group representation for Governor in Council and judicial appointments to hold the government to account. This should be modeled on the Treasury Board and Labour Canada reports to ensure a consistent reporting framework. Ideally, this would be for both existing and new appointments.

By the end of the 2017-18 fiscal year, there will be a reasonably complete picture of Governor in Council appointments given over 50 percent will have been renewed by that time. While the number of judicial appointees will be smaller, it will be large enough to know the trend.

While this emphasis on diversity and inclusion in appointments is a welcome and needed change, the broader and harder challenge of integrating diversity and inclusion more thoroughly into policy, program and service delivery development remains.

Appendices

Methodology and Sources

General

I use a standard methodology of assessing gender, visible minority and Indigenous peoples origin using a mix of names and photos (where available), supplemented by biographies and web searches. Gender data is complete and accurate, visible minority and Indigenous peoples less so but reflects my best assessment and is, I believe, a reasonable representation of reality.

Candidates, MPs and Senators

In addition to the general methodology, campaign biographies and websites were used. For religious affiliation of visible minority MPs, all relevant MP offices were contacted where unclear.

For political staffers, *The Hill Times* “Hill Climbers” weekly reports were used and tracked.

Senior Public Servants

For the 85 Deputies, their Associates and equivalents, public sources such as GEDS (the government electronic contact database), the Parliamentary website and the PCO Deputy Committee lists were used for both Deputies and Associate

Deputies. While GEDS data is not fully up-to-date given transition plans to a new system, my working assumption was that Deputy information has been regularly updated. This data is prior to any of the recent changes announced by the Prime Minister.

For ADMs, Treasury Board Secretariat (TBS) provided official statistics for the 282 officials at the EX-4 or 5 rank for the 2014-15 year in the core public administration (77 bodies), along with estimated labour market availability.

For senior heads of Mission (HoM), Global Affairs Canada provided a list of the 16 missions whose Ambassadorial and High Commissioner positions are currently classified at the EX4-5 level (this is a subset of the overall number of ADM-level positions). These are a subset of the overall ADM numbers.

Some of these positions are over-filled by Deputies (e.g., Paul Maddison in Canberra, Jon Fried at the WTO) or former politicians (e.g., Lawrence Cannon in Paris, Gordon Campbell in London, and Gary Doer in Washington). The data predates the announcement of the two Ambassador-designates in Washington and the UN (New York).

Governor in Council Appointments

For GiC appointments, the public PCO GiC index was used (28 February 2016), cross-checked with the detailed organizational profiles and organization websites where available.

The PCO database has not been not fully updated (e.g., 4.7 percent of appointments expired in 2014, 2015).

Judges

The federal government publishes statistics on gender but not on visible minority or Indigenous appointments. All provinces except Alberta and Saskatchewan indicate gender through the use of “Mr.” or “Madam” justice (the departments of justice provided the number of women judges). Gender information is thus complete.

To identify visible minority and Indigenous origin appointment announcements were used in addition to the standard methodology.

All provincial judicial councils or departments of justice were approached (only Ontario reports publicly but Saskatchewan, Quebec and Nova Scotia provided the breakdowns used). The Canadian Bar Association, national and regional branches, and law societies were approached and a number of individual lawyers also helped improve the quality of the data collected. I believe this provides a reasonable assessment of current diversity.

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About the Author

Andrew is the author of *Multiculturalism in Canada: Evidence and Anecdote*, providing an integrated view of how well multiculturalism is working, and *Policy Arrogance or Innocent Bias: Resetting Citizenship and Multiculturalism*, describing the relationship between the bureaucratic and political levels. He regularly comments on citizenship, multiculturalism and related issues, in his blog, *Multiculturalism Meanderings*, as well in the media.



Andrew was the former Director General — Citizenship and Multiculturalism, Citizenship and Immigration Canada. Previous assignments include Service Canada, Industry Canada, Privy Council Office, and Foreign Affairs and International Trade Canada, with foreign postings in Argentina, Saudi Arabia, Iran, Geneva (World Trade Organization) and Los Angeles.

His government publications include *From a Trading Nation to a Nation of Traders: Toward a Second Century of Canadian Trade Development* and *Market Access and Environmental Protection: A Negotiator's Point of View*. He has received a number of awards for his government service, including the Public Service Award (2007, 2010), and the Queen Elizabeth II Diamond Jubilee Medal (2012).

Andrew has also written *Living with Cancer: A Journey*, recounting his recent experience with cancer. Andrew lives in Ottawa and is married with two adult children.