

CROWN DEMOGRAPHICS REPORT

2017 and 2018

The demographics of Crown corporation staff as of December 2017 and December 2018, including trends from 2007 to 2018.

June 2019

Prepared by Nabhan Refaie, Amanda Wuth, and Sandeep Mishra

Center for Management Development, Hill/Levene Schools of Business, University of Regina

Background and Notes

- ▶ This is a combined 2017 and 2018 version of annual reports documenting the demographics of employees in Saskatchewan's commercial Crown corporations.
- ▶ The databases have been updated annually to track how staff turnover and demographics in the Crown corporations change over time.
- ▶ The databases contain information on:
 - ▶ A “snapshot” of employment at the end of the current calendar year;
 - ▶ Employment characteristics;
 - ▶ Turnover and changes in employment; and
 - ▶ Student and summer employees.
- ▶ The demographic information collected has changed over time, to reflect changes in the Crown corporations.
 - ▶ December 2001: only data for permanent full-time staff was collected.
 - ▶ December 2002: co-op/summer students and non-permanent staff were added to the database. National Occupational Classification (NOC) codes were added.
 - ▶ December 2003: place of work was added.
 - ▶ December 2004: SOCO was added.
 - ▶ December 2007: SGC was added.
 - ▶ December 2013: ISC was removed.
 - ▶ December 2014: NOC codes converted from 2006 version to 2011 version.
 - ▶ December 2017: STC was removed.
- ▶ Information, tables, and figures for 2017 is included in Appendices
- ▶ Employees on long-term disability were excluded.

Background and Notes

- ▶ Unless otherwise indicated, the data in this report:
 - ▶ Describes trends from 2007 to 2018; and
 - ▶ Excludes ISC and STC employees from the statistics.
- ▶ Where indicated, the characteristics of Crown corporation employees are compared with characteristics of the province of Saskatchewan, or Canada as a whole. The comparisons are derived from Statistics Canada's monthly Labour Force Survey (LFS).
 - ▶ The LFS is used to calculate provincial employment and unemployment rates, and is collected monthly through personal interviews, telephone interviews, and electronic questionnaires.
 - ▶ The LFS statistics were derived by the authors from survey microdata.
 - ▶ The LFS survey produces annual averages, while the Crown corporation data illustrates the current situation as of December of each year.
 - ▶ The LFS is not conducted among on-reserve residents.
- ▶ Heat maps or Choropleth maps were created based on Forward Sortation Areas (FSA) associated with each geographic region. They graphically illustrate differences in employment by region.
 - ▶ FSAs represent distinct geographic regions, and provide the first three characteristics of a postal code.
 - ▶ While large cities typically have multiple FSAs, rural municipalities can share FSAs.
- ▶ In some cases, rounding errors mean that percentages do not total exactly 100%.

Staffing Categories and Class of Worker

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574	9,658	9,777	9,704	9,694	9,833	9,856	9,898	9,985	9,936	9,533	9,540
Permanent part time	482	499	479	419	421	894	901	844	786	825	869	795	751	645	723	627	660
Contract/term	807	530	525	560	583	575	636	620	582	603	538	537	638	431	458	439	432
Seasonal/ other	340	426	400	404	495	735	681	605	687	537	517	535	491	573	545	610	576
Total	10,537	10,358	10,264	10,323	10,521	11,778	11,876	11,846	11,759	11,659	11,757	11,723	11,778	11,634	11,662	11,209	11,208
Coop and summer students during the course of the school year	516	515	461	477	485	478	488	500	435	458	428	447	399	355	358	320	307

As of December 31, 2018

- ▶ Not counting students, total employment with Crown corporations was 11,208 in December 2018:
 - ▶ 85.1% of employees in 2018 working in permanent full time positions;
 - ▶ 5.9% of employees were permanent part-time staff in 2018, increasing permanent employment to 91.0%;
 - ▶ 3.8% of employees were contract or term staff; and
 - ▶ 5.1% of employees were "other", mostly casual staff.
- ▶ The number of co-op and summer students has declined in recent years.

Detailed Employment by Crown Corporation

			2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
CIC	Permanent	FT	81	73	54	68	70	68	63	69	65	65	60	52	48	42	43	42	40
		PT	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0
	Non-permanent		0	2	0	1	4	4	4	2	2	5	2	1	1	1	1	3	2
SaskTel	Permanent	FT	3786	3812	3657	3622	3577	3476	3318	3226	3192	3136	3139	3208	3157	3112	3065	3020	2849
		PT	110	89	90	38	49	102	104	111	88	111	107	105	108	88	68	62	59
	Non-permanent		524	569	562	622	747	726	752	719	749	648	650	646	596	619	616	652	657
SaskPower	Permanent	FT	2369	2395	2426	2444	2473	2526	2588	2692	2762	2739	2897	3056	3143	3154	3258	3162	3201
		PT	134	142	144	137	134	127	136	140	131	133	129	123	124	106	112	106	122
	Non-permanent		150	145	153	118	110	132	132	113	84	132	137	149	231	126	113	98	102
SaskEnergy	Permanent	FT	815	818	815	823	861	895	937	930	908	919	947	946	968	1023	936	923	937
		PT	85	84	86	86	77	76	68	73	68	75	81	102	96	6	84	77	78
	Non-permanent		74	70	65	50	70	102	97	84	91	78	40	49	41	40	44	37	37
SGI	Permanent	FT	1386	1387	1390	1420	1447	1524	1536	1573	1572	1591	1618	1740	1761	1809	1803	1777	1860
		PT	107	115	114	113	116	113	107	114	112	109	112	108	98	99	108	115	110
	Non-permanent		92	75	77	106	125	148	187	189	157	148	143	151	172	146	143	138	153

As of December 31, 2018

- ▶ SaskTel and SaskPower remained the largest employers in 2017 and 2018.
 - ▶ In 2018, SaskTel and SaskPower accounted for 62.4% of all positions
- ▶ SaskEnergy and SGI also provide substantial employment opportunity, accounting for 28.3% of overall employment opportunities.
- ▶ SaskTel, SaskPower, SaskEnergy, and SGI account for 90.7% of Crown corporation employment.

Detailed Employment by Crown Corporation

(Continued)

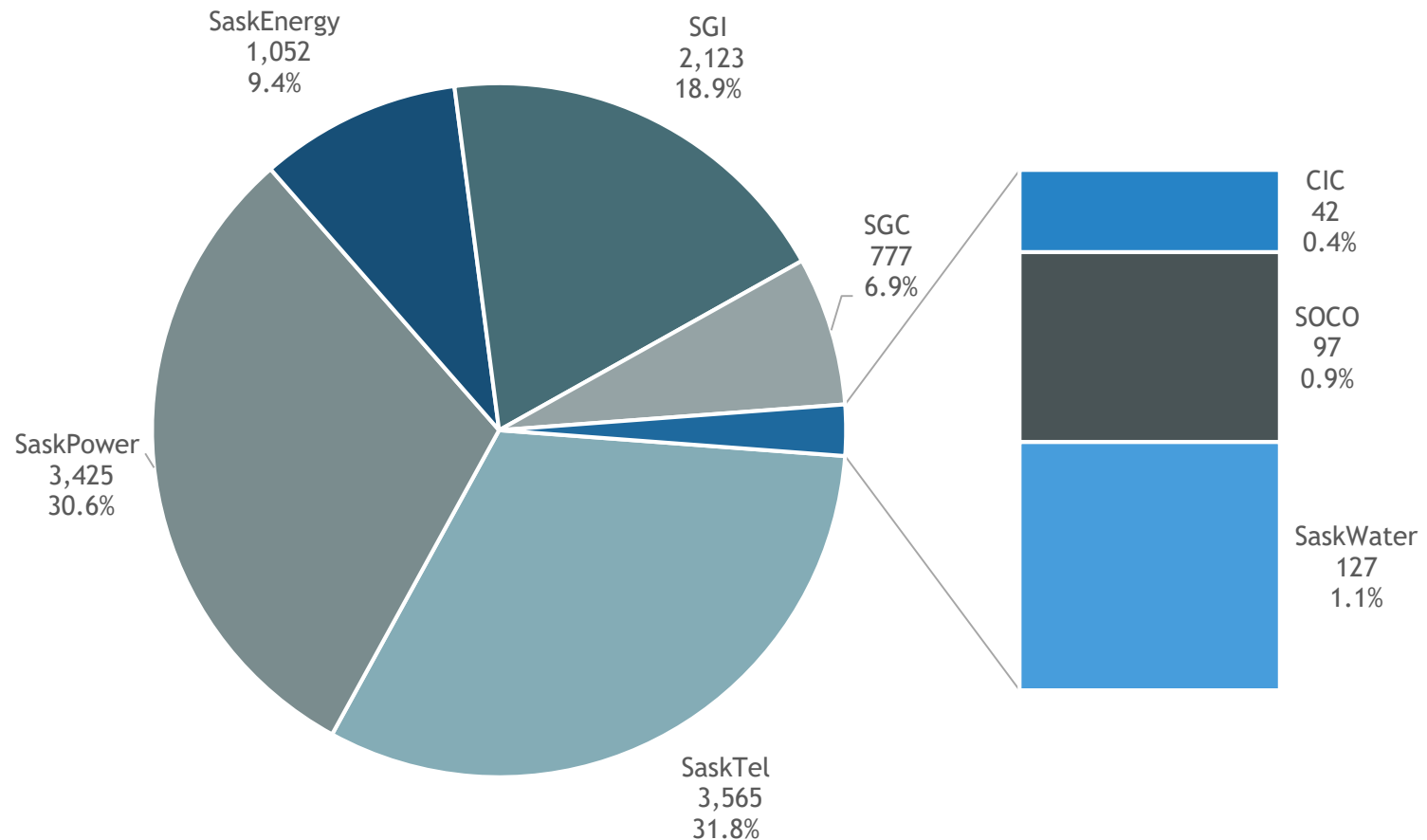
			2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
SaskWater	Permanent	FT	84	67	68	80	82	83	85	87	91	98	104	107	113	115	119	126	123
		PT	2	2	2	4	4	4	4	3	4	3	4	3	2	2	2	2	2
	Non-permanent		3	1	1	9	0	5	3	4	4	1	2	1	6	8	6	1	2
SOCO	Permanent	FT	69	81	86	116	106	110	115	111	112	105	93	87	93	90	91
		PT	1	2	3	2	5	4	3	2	2	3	4	2	1	1	2
	Non-permanent		4	3	2	2	3	0	1	2	1	0	4	4	4	3	4
ISC	Permanent	FT	196	165	195	208	229	243	257	259	289	288	288
		PT	4	27	2	1	1	2	2	2	3	2	2
	Non-permanent		303	88	59	41	13	17	19	13	25	40	39
STC	Permanent	FT	191	186	186	194	197	196	203	200	192	190	194	204	195	182	178
		PT	40	40	40	38	37	35	29	34	37	34	32	36	32	35	35
	Non-permanent		1	6	4	14	7	7	4	5	1	7	3	0	2	0	0
SGC	Permanent	FT	447	565	631	518	557	474	438	420	461	441	393	439
		PT	433	446	362	340	356	400	315	287	307	312	264	287
	Non-permanent		167	116	96	155	79	38	75	76	60	76	117	51

As of December 31, 2018

- Moving forward, SaskTel, SaskPower, SaskEnergy, and SGI will continue to have the greatest impact on Crown corporation employment.

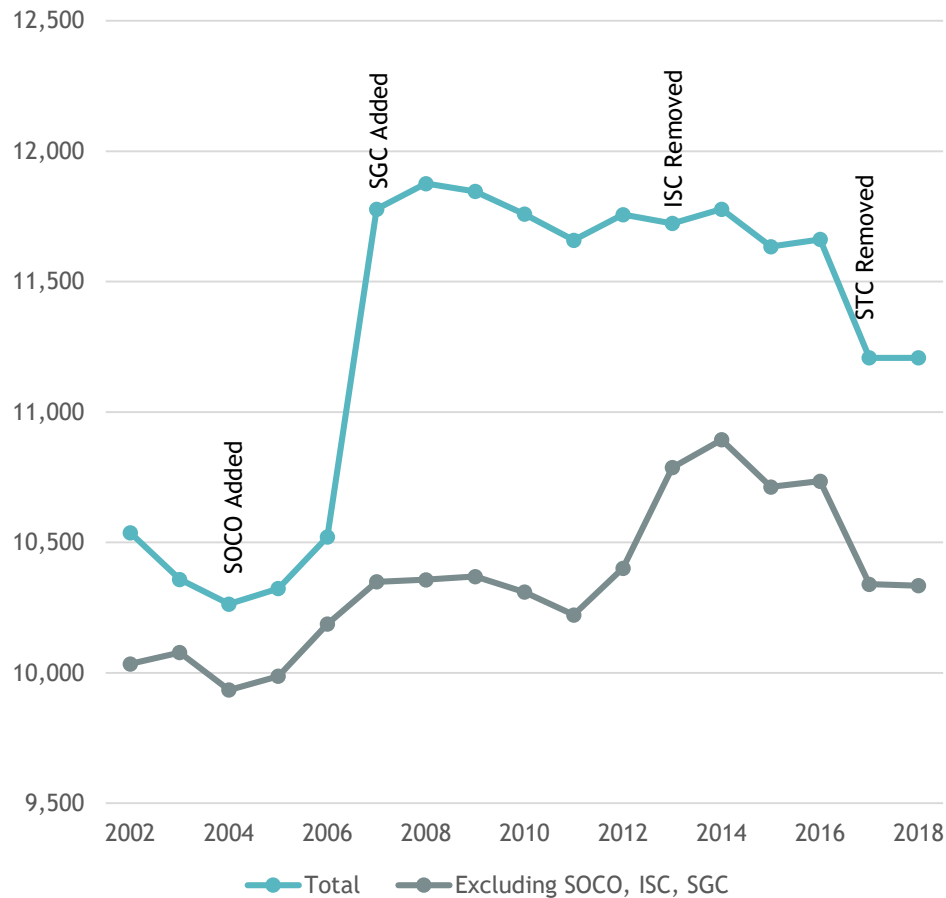
Total Staff in the Crown Corporations, 2018

Permanent and Non-Permanent Staff, December 2018, by Crown Corporation (Total = 11,208)



Crown Corporation Employment Trends

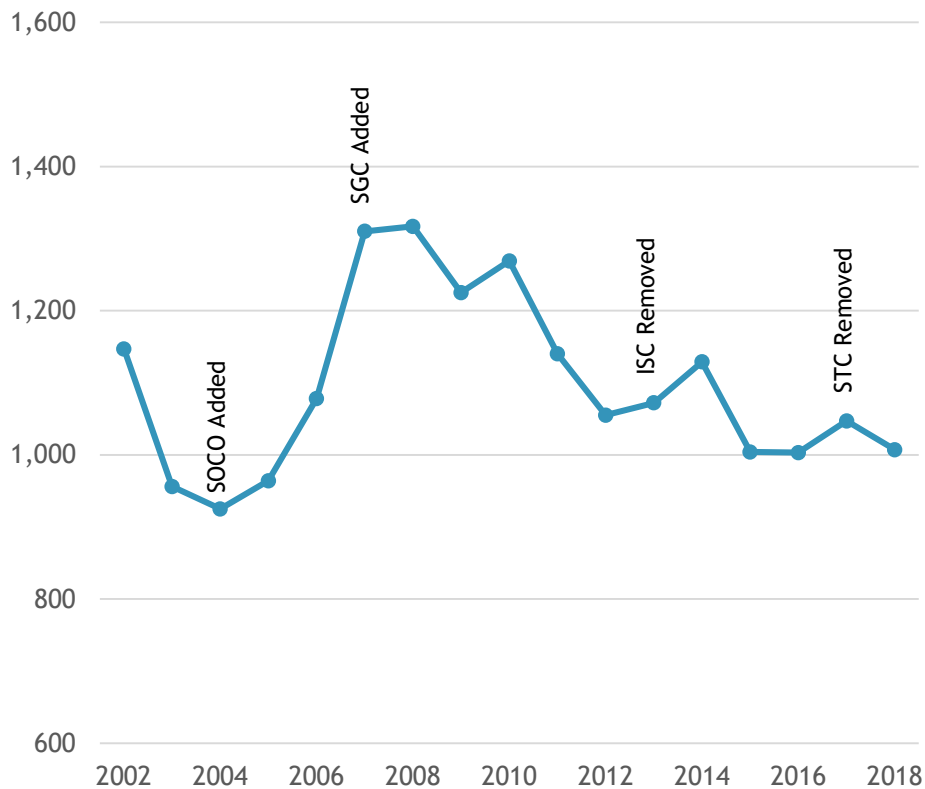
Changes in Total Crown Staff, 2002 to 2018



- ▶ Both permanent and non-permanent staff are included in these figures.
- ▶ The decrease in employment in 2017 coincides with the removal of STC.

Non-Permanent Staff

Number of Non-Permanent Staff, 2002 to 2018



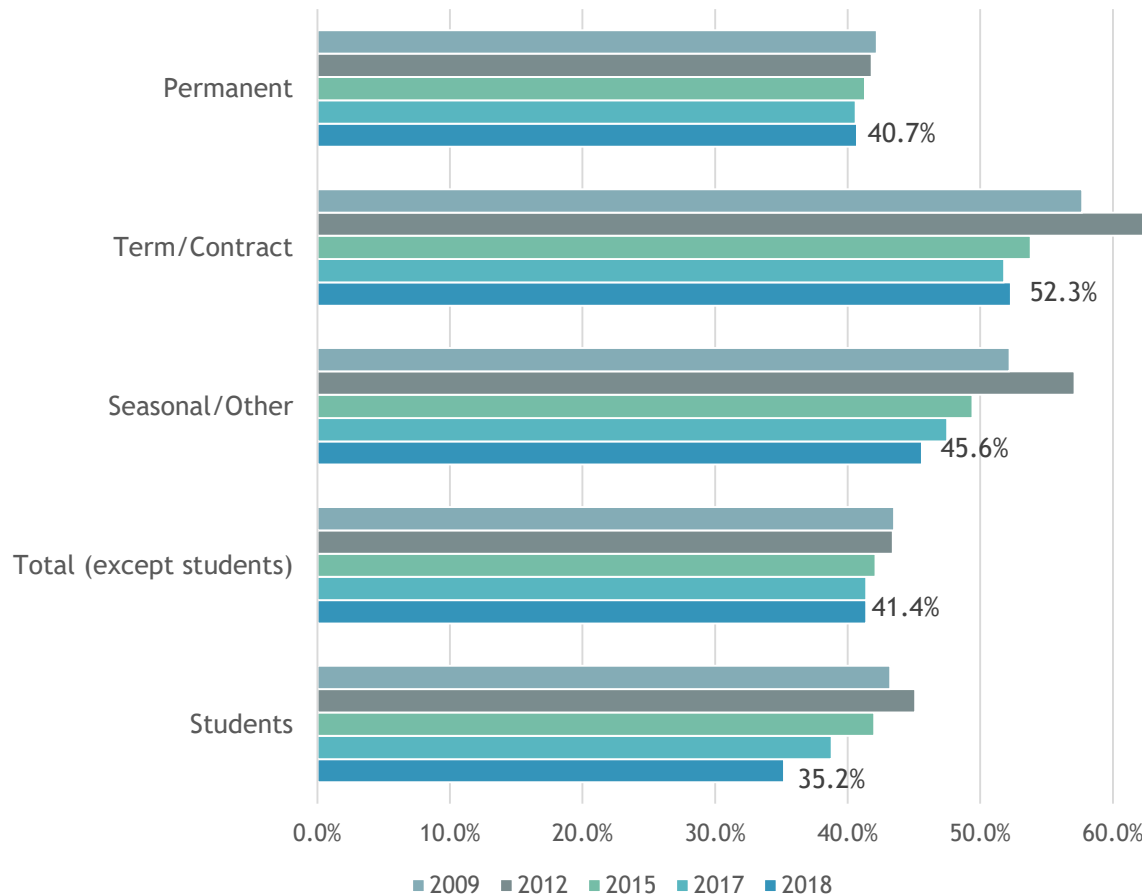
- ▶ There was a slight increase in non-permanent staff in 2017, from 1003 to 1049 employees.
- ▶ In 2018, non-permanent employment stabilized at the levels observed in 2015 and 2016.

Characteristics of Employees

- Gender
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest Retirement Date

Category of Employment by Gender

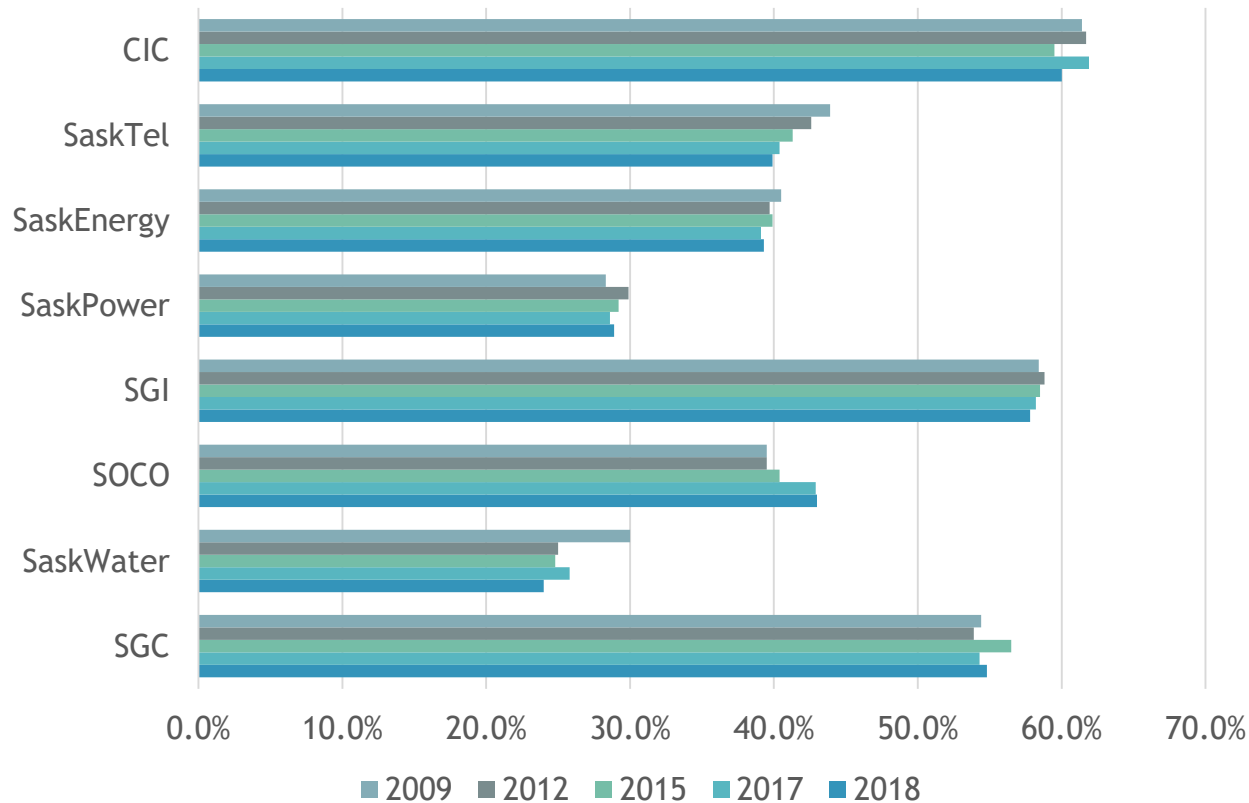
Per cent of Crown Corporation Staff Who Identify as Women



- ▶ The proportion of Crown corporation staff who are women has continued to slightly decline over time. In 2009, 43.5% of Crown corporation employees were women.
- ▶ In contrast, 41.4% of Crown corporation employees identified as women in 2018.
- ▶ Women continue to make up the majority of term positions, accounting for 52.3% of term employees.
- ▶ The proportion of women students is less than the proportion of women permanent staff. In 2018, 35.2% of students identified as women.

Crown Corporation Employment by Gender

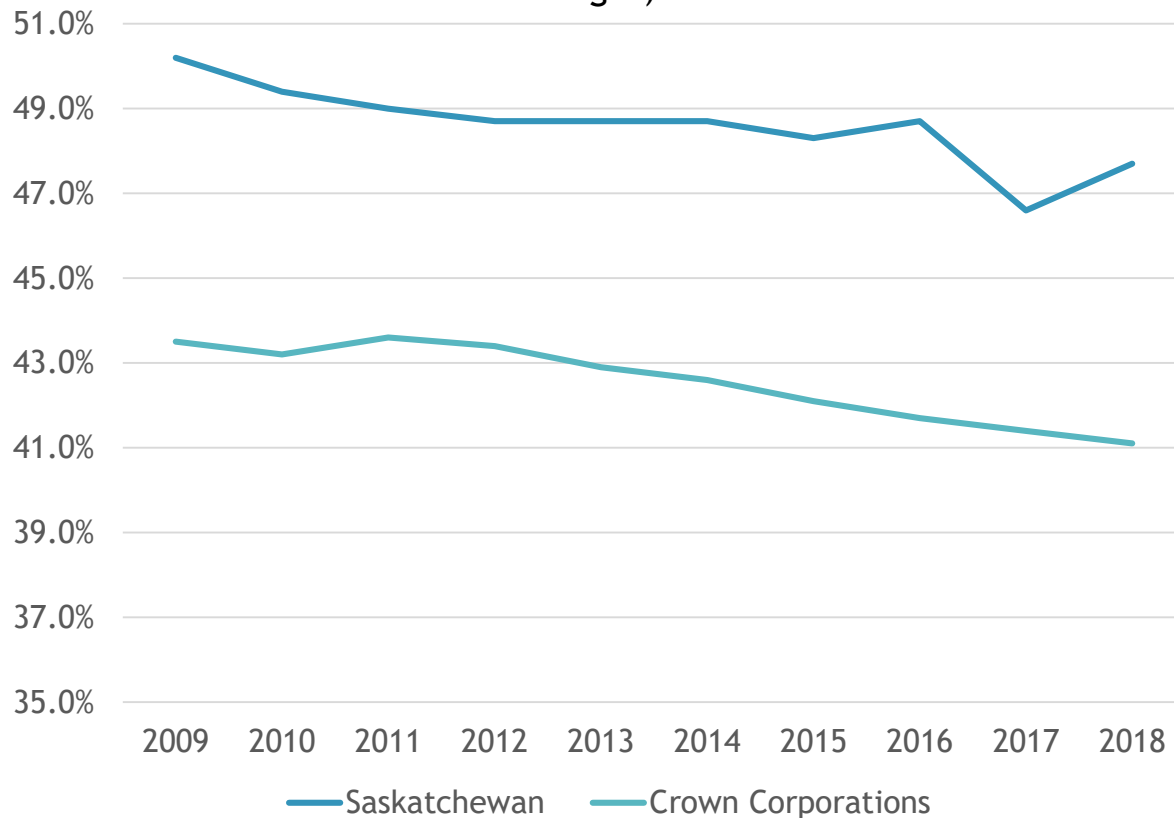
Per cent of Permanent Crown Corporation Staff who are Women



- ▶ From 2009 to 2018 most Crown corporations report little change in the proportion of women employed in permanent positions.
- ▶ Employment of women is on a downward trend at:
 - ▶ SaskTel
 - ▶ SaskWater
- ▶ Employment of women is on an upward trend at:
 - ▶ SOCO

Women Employees: Comparison with Saskatchewan

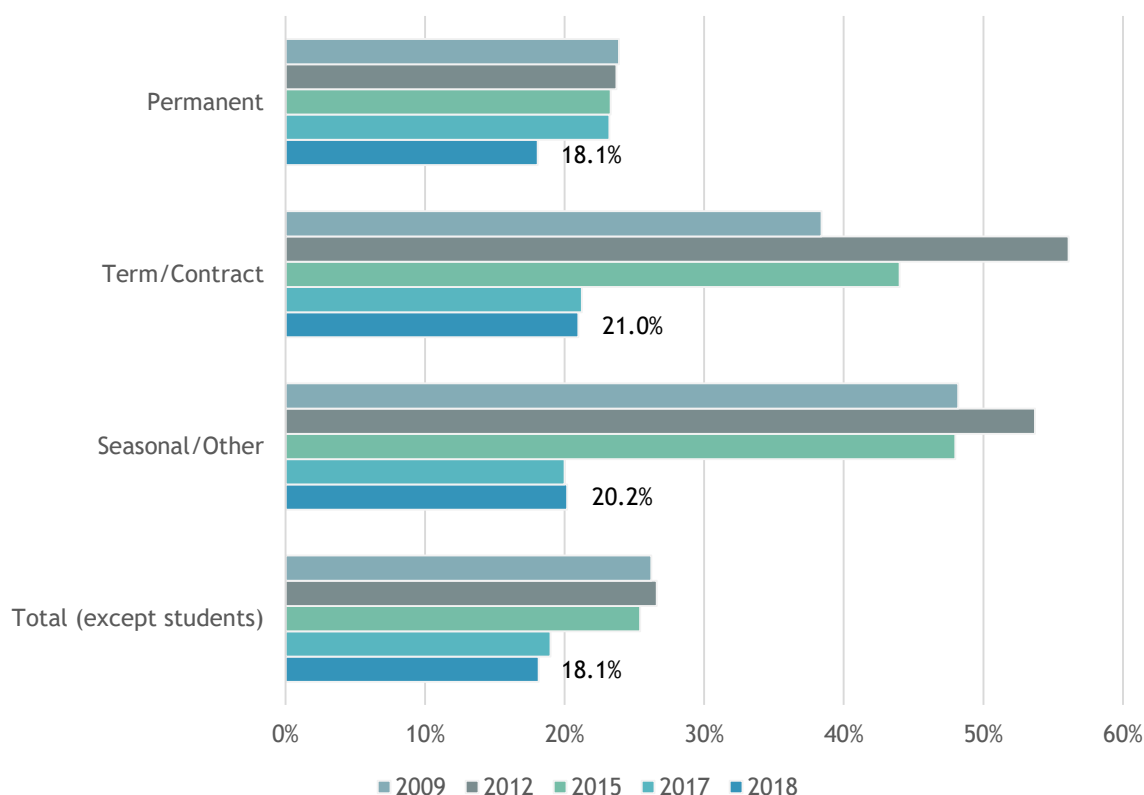
Crown Corporations (permanent and non-permanent) vis-à-vis Saskatchewan (off-reserve employees only, annual averages)



- ▶ In the province of Saskatchewan, women made up 47.7% of employees in 2018. This is up from a decline of 46.6% in 2017.
- ▶ These numbers compare with 41.4% of the permanent and non-permanent Crown corporation employees.
- ▶ A slight downward trend persists across the province of Saskatchewan and Crown corporations.

Women in Under-Represented Positions

Women Employed in Under-Represented Positions as Percentage of Total Employment in Under-Represented Positions



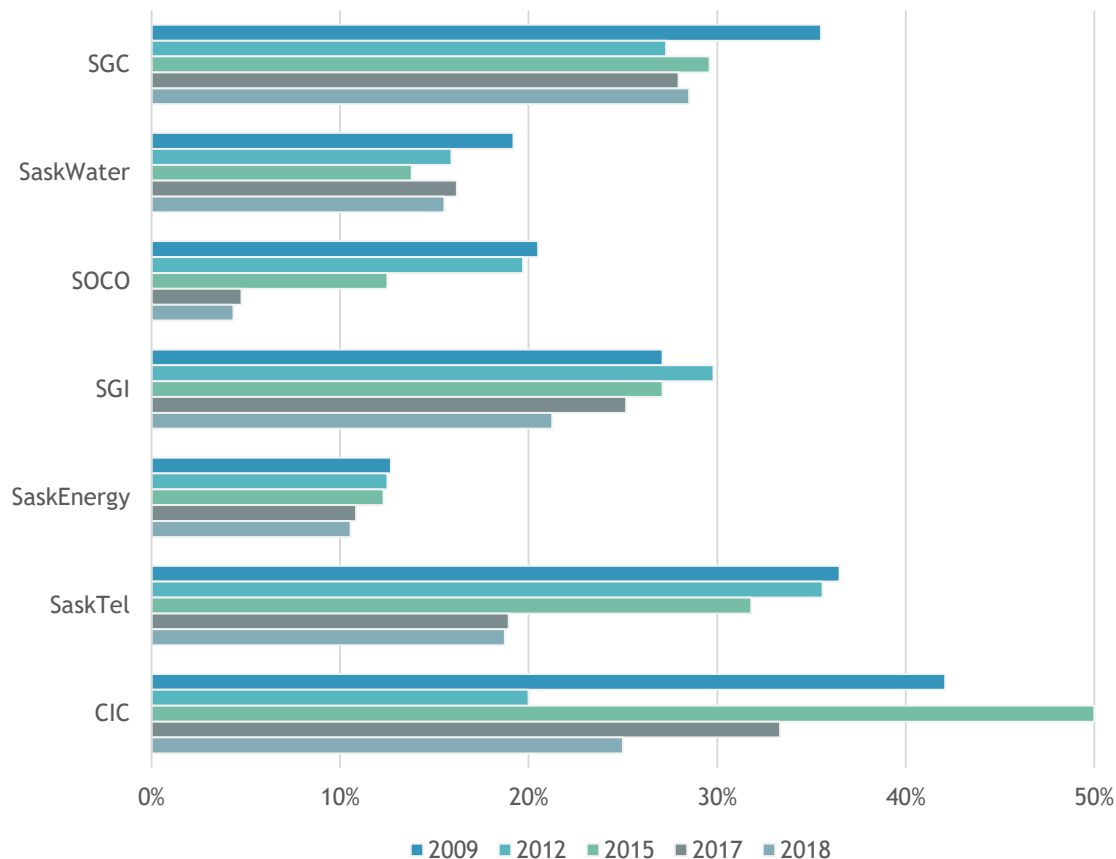
- ▶ Using the Saskatchewan Human Rights Commission methodology, women represented 19.0% of persons working in positions classified as under-represented*.
- ▶ Historically, although women in under-represented positions have been higher in non-permanent positions than permanent positions, similar levels were observed across all employment categories in 2018.
- ▶ The proportion has declined overtime from 26.2% in 2009 to 18.1% in 2018.

** Occupations (per NOC codes) are classified as under-represented when women represent fewer than 45% of those working in a position. Representation of men and women within occupations was calculated to determine which Crown corporation positions fit this definition.*

Note: SaskPower excluded because of missing NOC codes.

Women in Under-Represented Positions, by Crown Corporation

Women Employed in Under-Represented Positions as
Percentage of Total Employment in Under-Represented
Positions, Permanent Positions Only

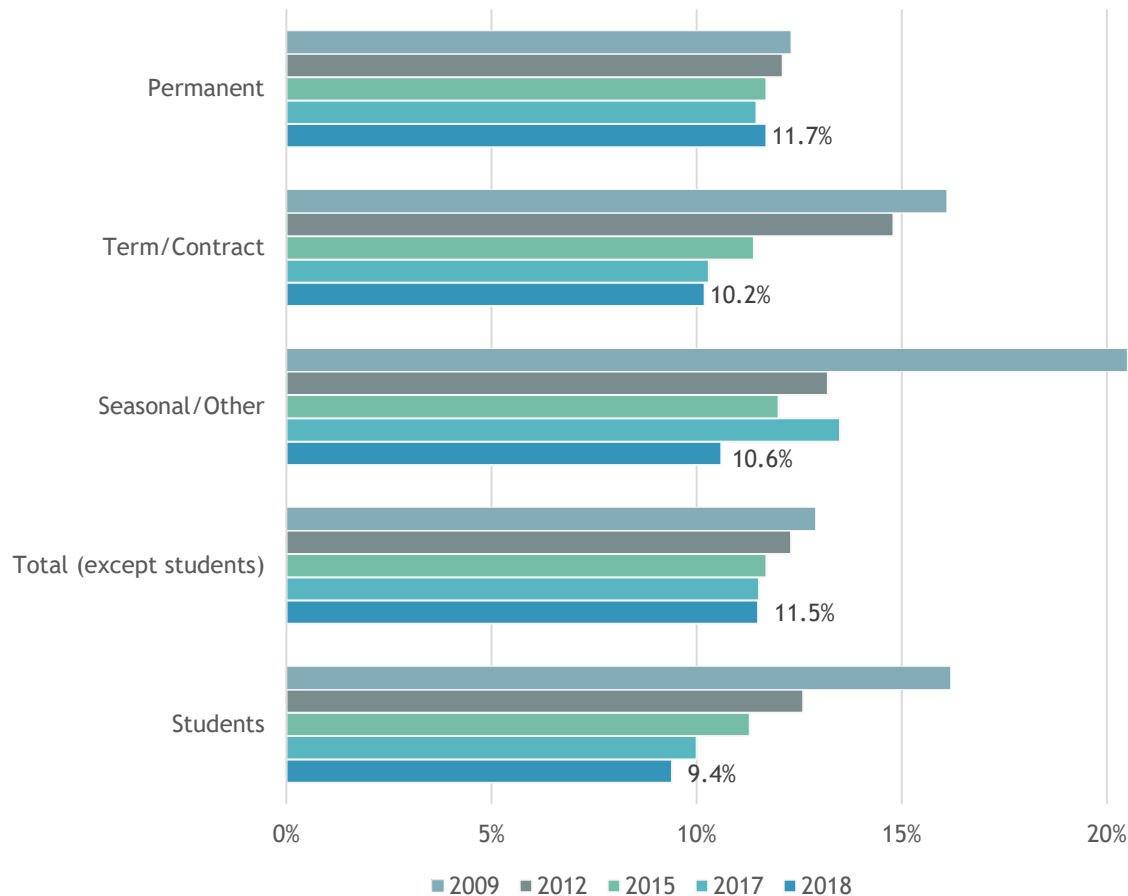


- ▶ SaskTel employed the largest number of women working in under-represented positions - 357 in 2018.
- ▶ In 2015, the Saskatchewan Human Rights Commission set a goal of 46% women employees in under-represented positions.

Note: SaskPower excluded because of missing NOC codes.

Category of Employment by Aboriginal Identity

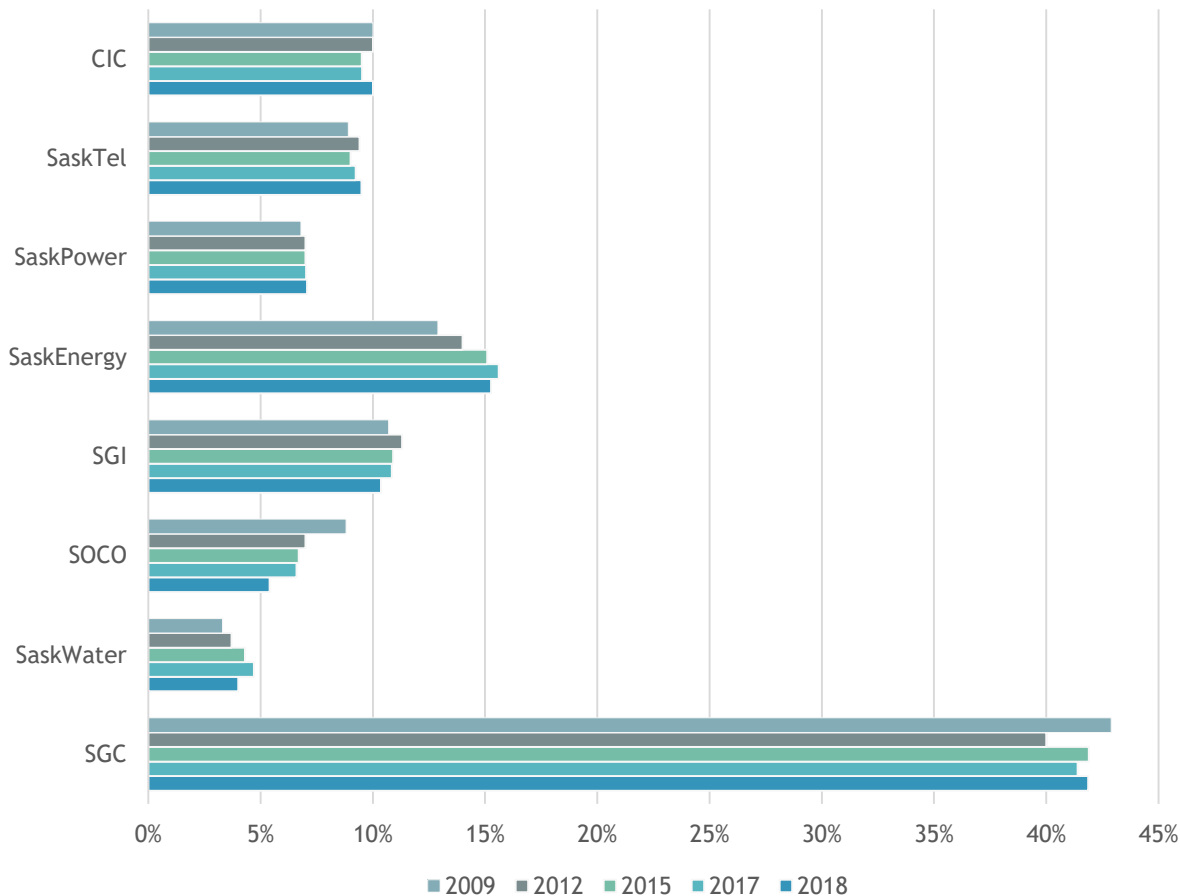
Per cent of Crown Corporation Staff Who Identify as Aboriginal



- ▶ At the end of 2018, there were a total of 1,293 employees identified as Aboriginal, a slight decline from previous years.
- ▶ The proportion of Aboriginal employees in permanent positions has remained relatively stable.
- ▶ The proportion of Aboriginal employees in non-permanent positions has declined.
- ▶ In 2018, 9.4% of students reported an Aboriginal ancestry.
- ▶ The Saskatchewan Human Rights Commission in 2015 set a goal of 14% for Aboriginal employees province-wide.

Aboriginal Identity by Crown Corporation

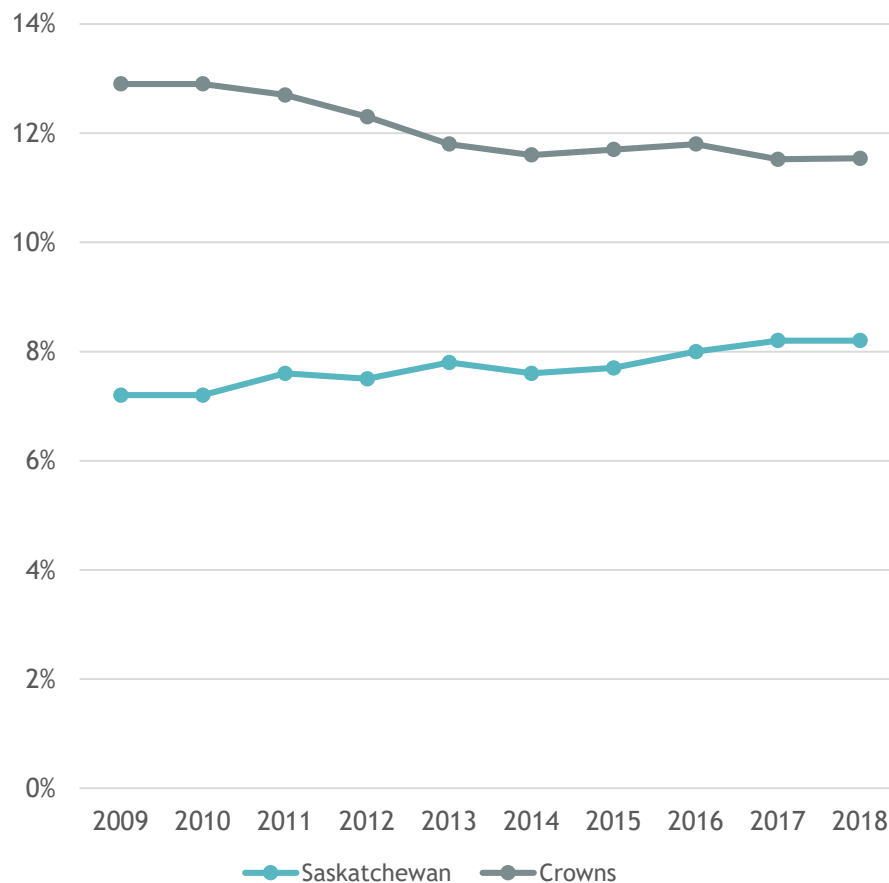
Per cent of Crown Corporation Permanent Staff Who Identify as Aboriginal



- ▶ SGC has the highest proportion of employees reporting Aboriginal ancestry.
- ▶ SaskEnergy, SaskTel, SaskPower and SaskWater experienced increased proportions of those with Aboriginal ancestry, while the proportion of Aboriginals in SOCO and SGI has been decreasing.
- ▶ There has been little change for the remaining Crowns.

Comparison with Saskatchewan: Employment by Aboriginal Identity

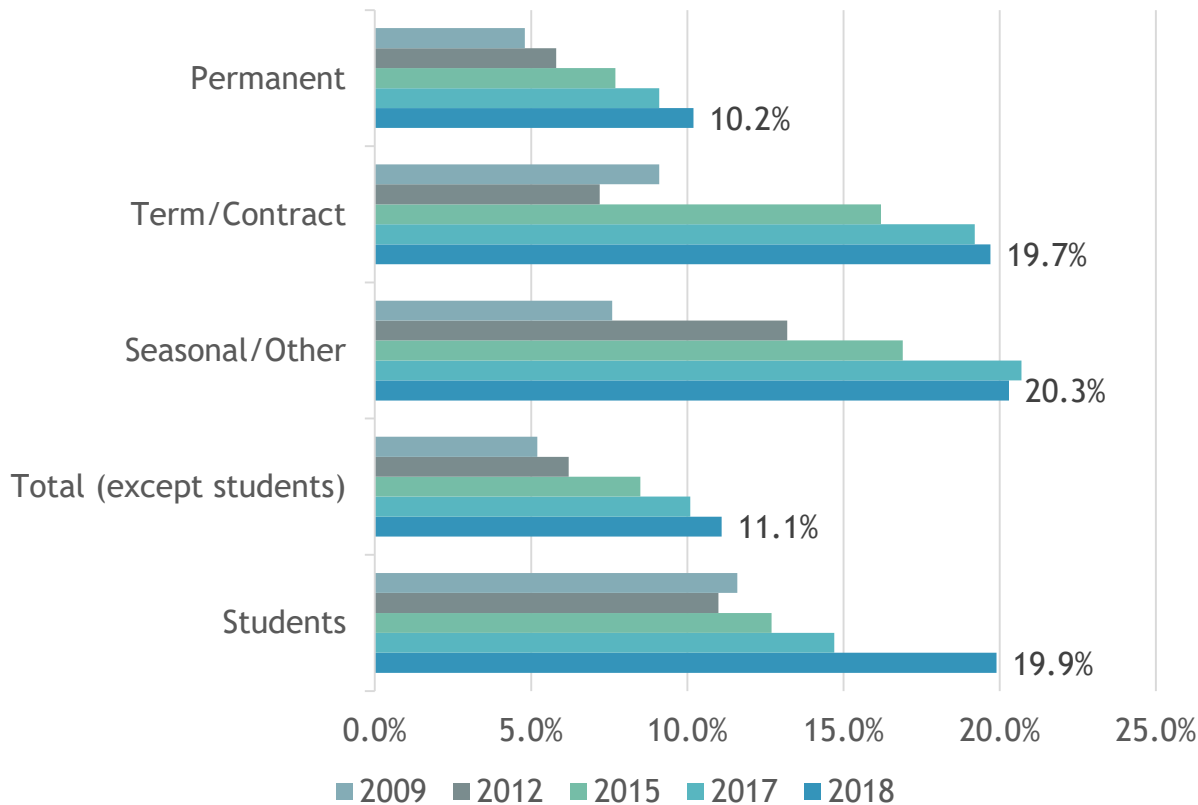
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off-reserve only, annual averages)



- ▶ Although the Crown corporations fall short of Human Rights Commission equity goals (in 2015, 14%), the proportion of Aboriginal employees in Crowns (11.5%) is significantly higher than other Saskatchewan employers (8.2%).
- ▶ While the proportion of Crown employees reporting an Aboriginal ancestry has declined over time, there has been a slight increase in Aboriginal employment in Saskatchewan at large.

Membership in a Visible Minority Group

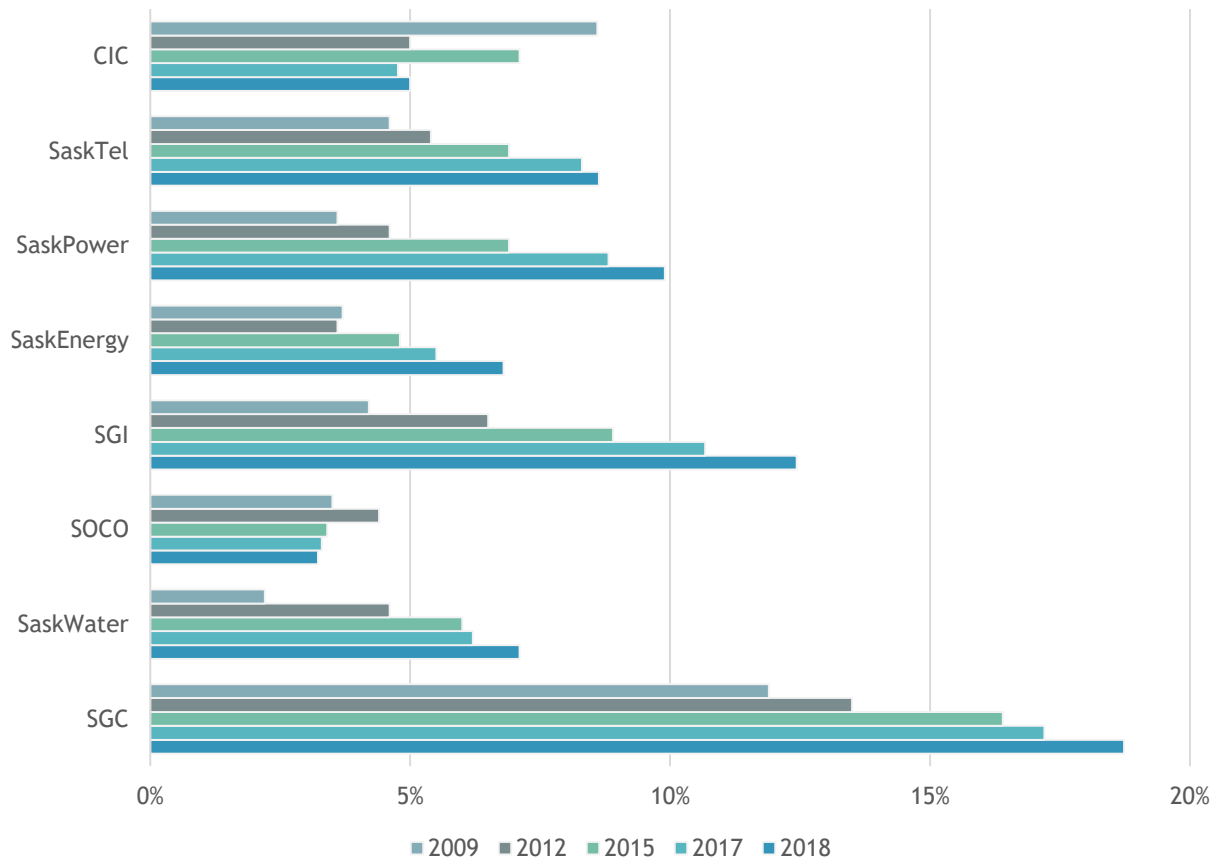
Per cent of Crown Corporation Staff who are Members of a Visible Minority Group



- ▶ The proportion of permanent staff who are members of a visible minority group has steadily increased from 4.8% in 2009 to 10.2% in 2018.
- ▶ Upward trends in visible minority group membership also persist across term, seasonal and student employment.
- ▶ Based on workplace location, the Saskatchewan Human Rights 2015 goal for proportional representation of visible minorities is 6.6% province-wide and 11.0% for employers in Regina/Saskatoon.

Visible Minority Membership by Crown Corporation

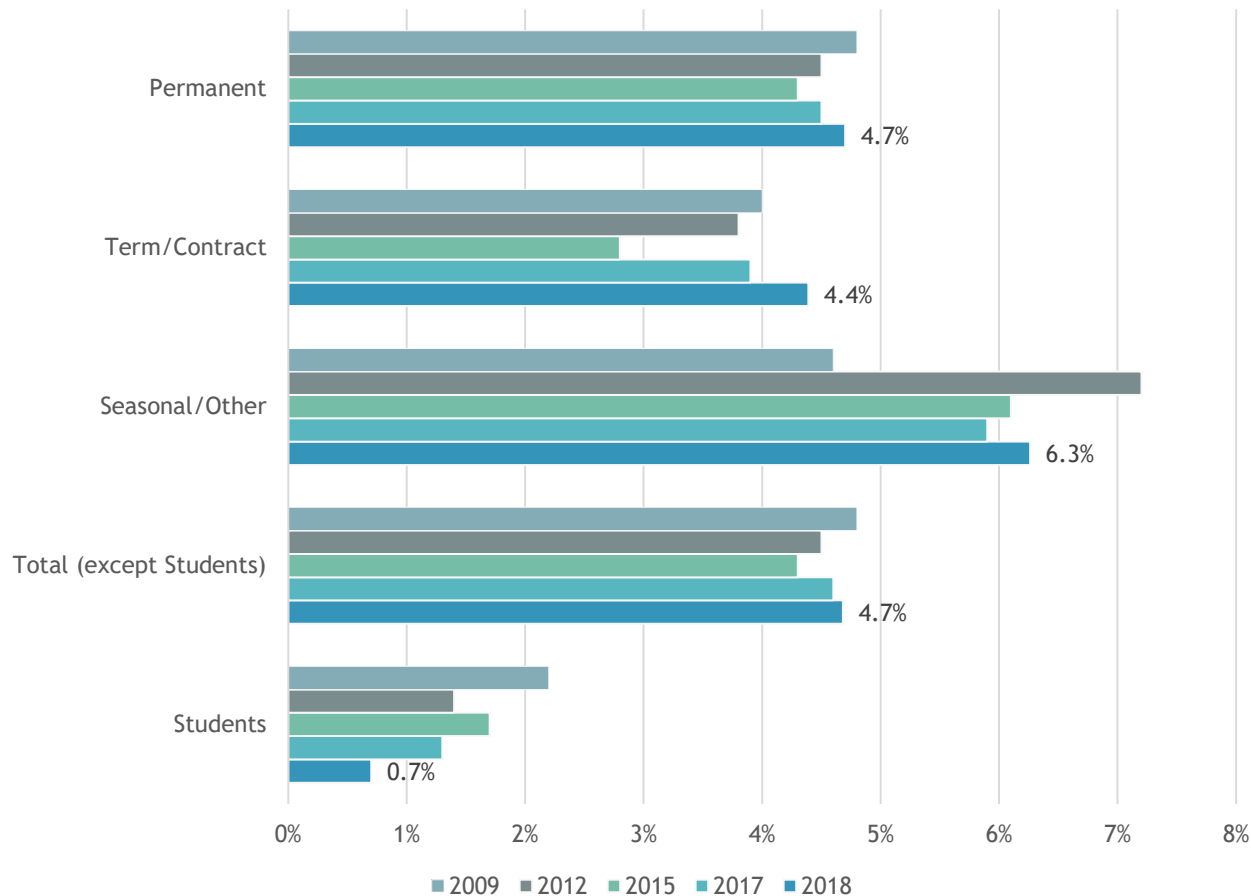
Per cent of Permanent Crown Corporation Staff who Identify as Members of a Visible Minority Group



- ▶ There is an upward trend in employing members of visible minority groups, across most Crown corporations
- ▶ In contrast, there is a slight downtrend in visible minority representation at SOCO.

Category of Employment by Disability

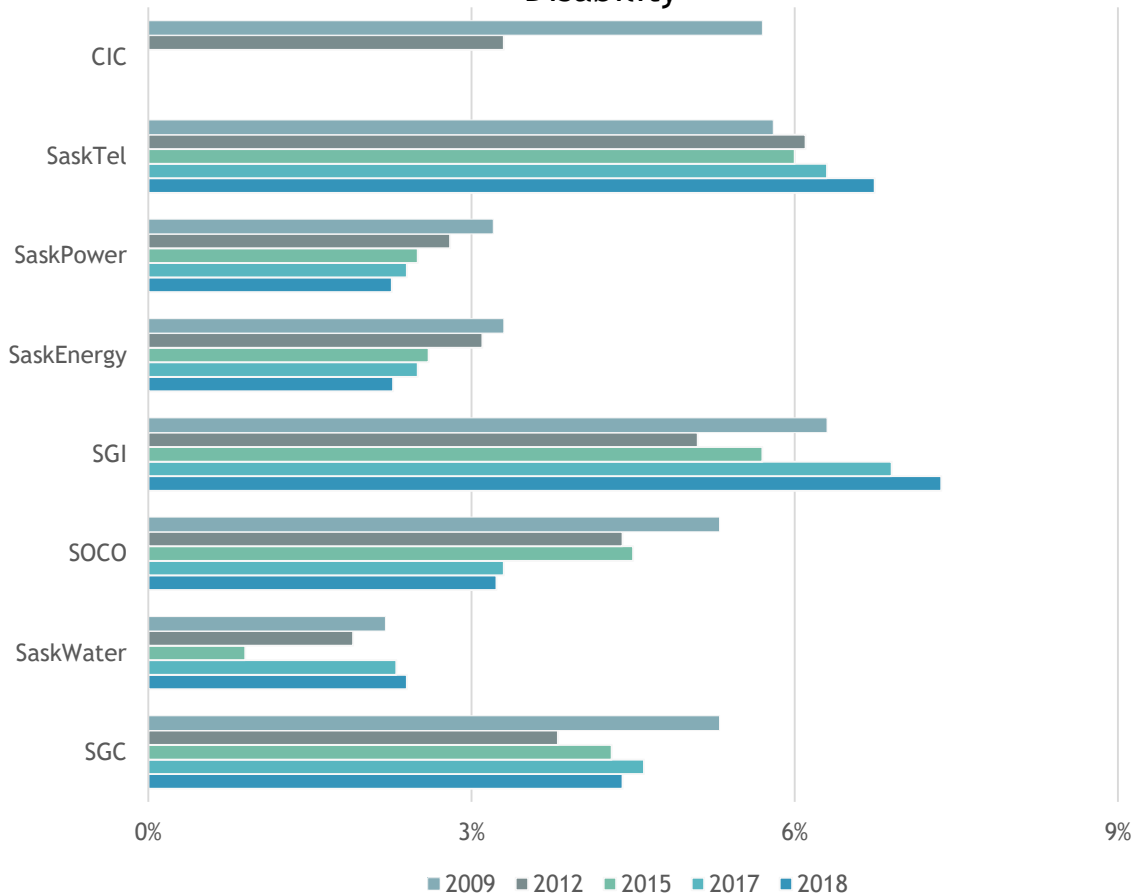
Per cent of Crown Corporation Staff Who Report a Disability



- ▶ At the end of 2018, 532 employees reported having a disability.
- ▶ The proportion of employees reporting a disability has remained relatively stable across time and employment category.
- ▶ In 2018, 0.7% of students reported having a disability.

Employees Reporting a Disability, by Crown Corporation

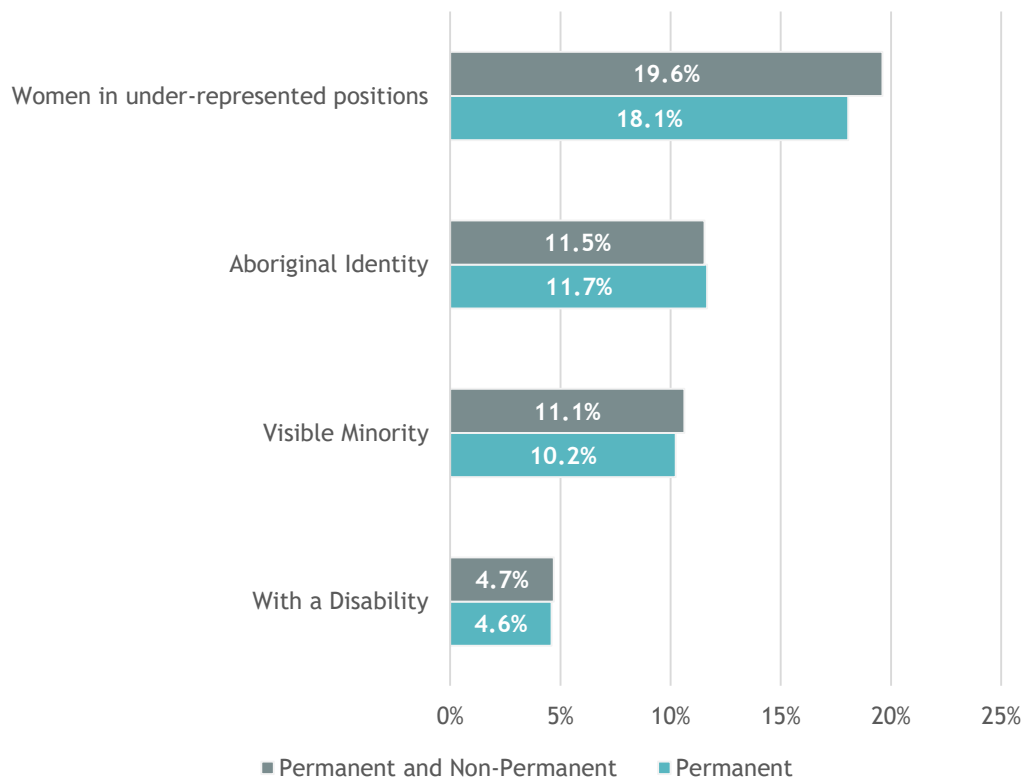
Per cent of Permanent Crown Corporation Staff Reporting a Disability



- ▶ SGI and SaskTel have the highest proportion of employees reporting a disability in 2018
- ▶ SaskTel's and SGI's rates of employees reporting a disability have been increasing.
- ▶ Rates of employees reporting a disability have decreased at CIC, SaskPower, SaskEnergy, SOCO and SGC.
- ▶ The Saskatchewan Human Rights Commission has set a goal of 12.4% of employees province-wide reporting a disability.

Summary of Diversity Measures for 2018

Per cent of Crown Corporation Staff in Target Diversity Groups, 2018

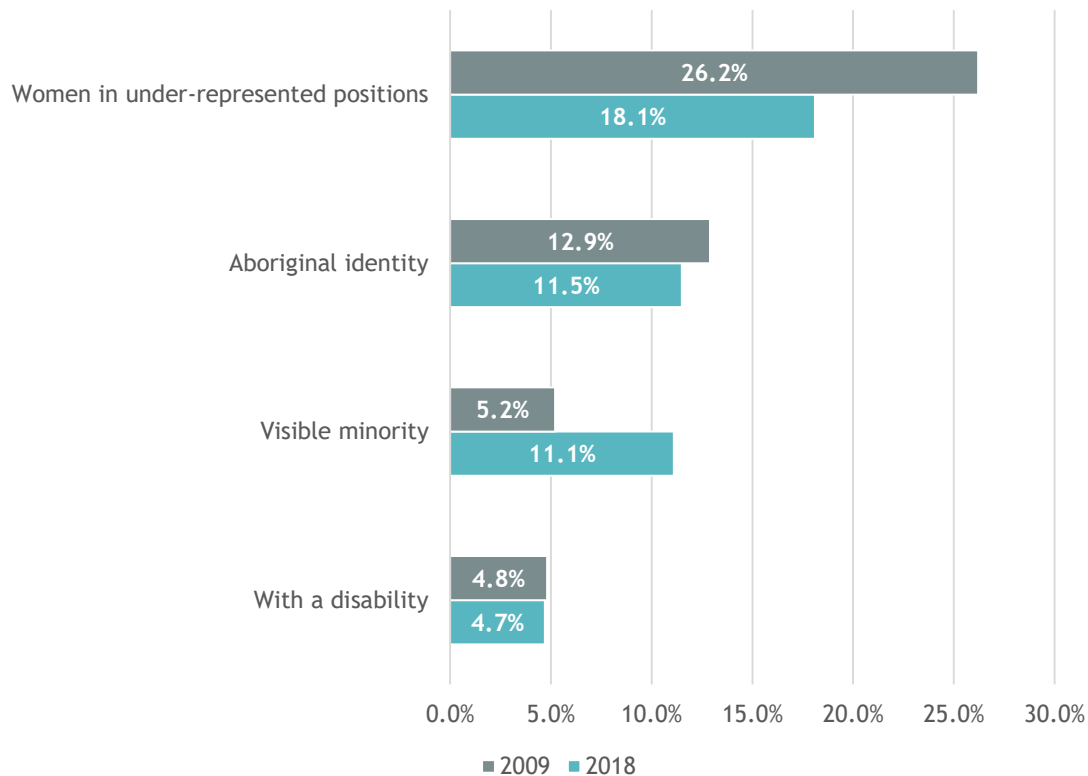


- ▶ Women represent one in five (19.6%) of employees in under-represented positions.
- ▶ The proportion of permanent and non-permanent staff in the Crown corporations who identified as Aboriginal was 11.5% at the end of 2018.
- ▶ At the same point in time, 11.1% were members of visible minority groups, and 4.7% reported having a disability.

Note: SaskPower was excluded from analyses of women in underrepresented positions because of missing NOC codes.

Changes in Diversity Measures Over Time

Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2009 and 2018

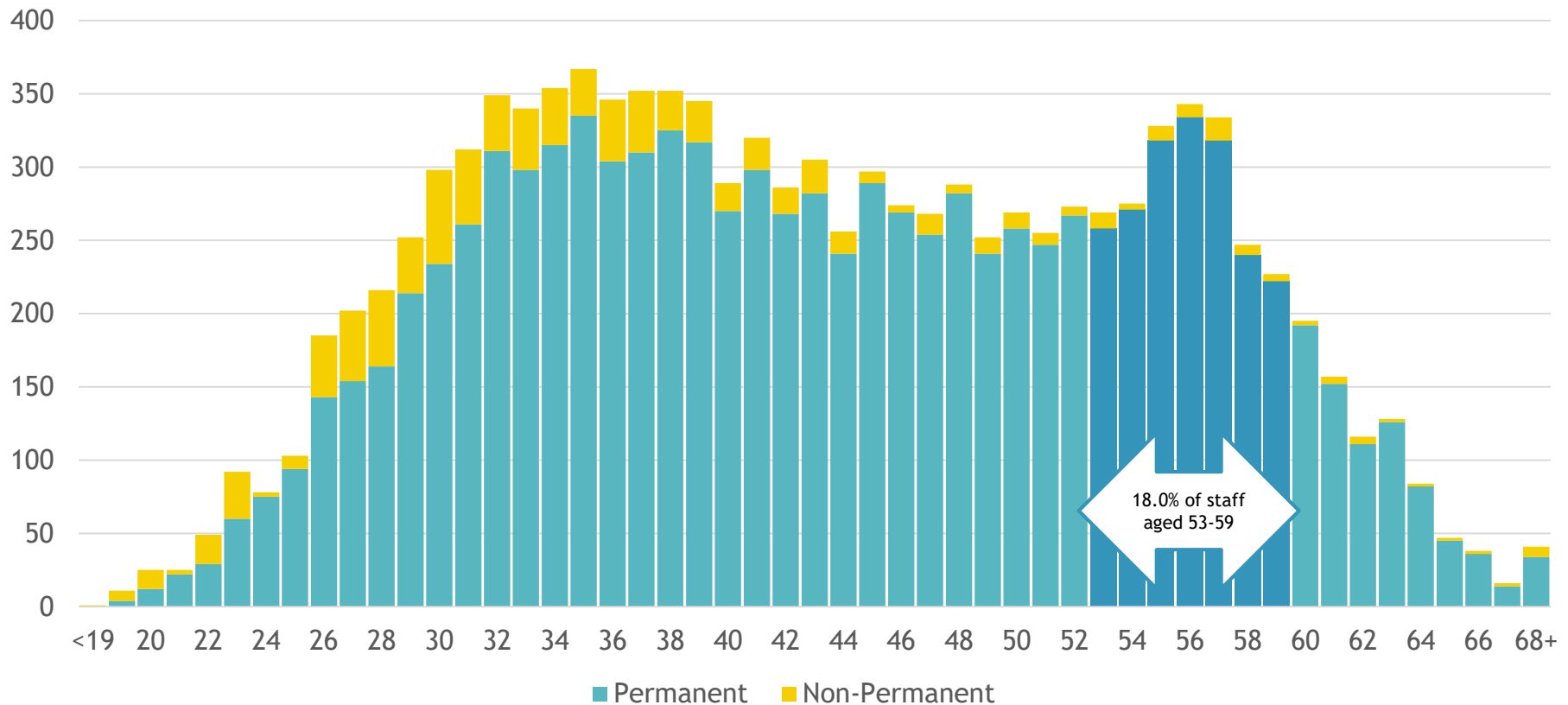


- ▶ The proportion of women in under-represented positions has declined over the period.
- ▶ Aboriginal identity and employees with a reported disability have remained relatively stable.
- ▶ In contrast, the visible minority members has substantially increased over time, from 5.2% in 2009 to 11.1% in 2018.

Age and Tenure

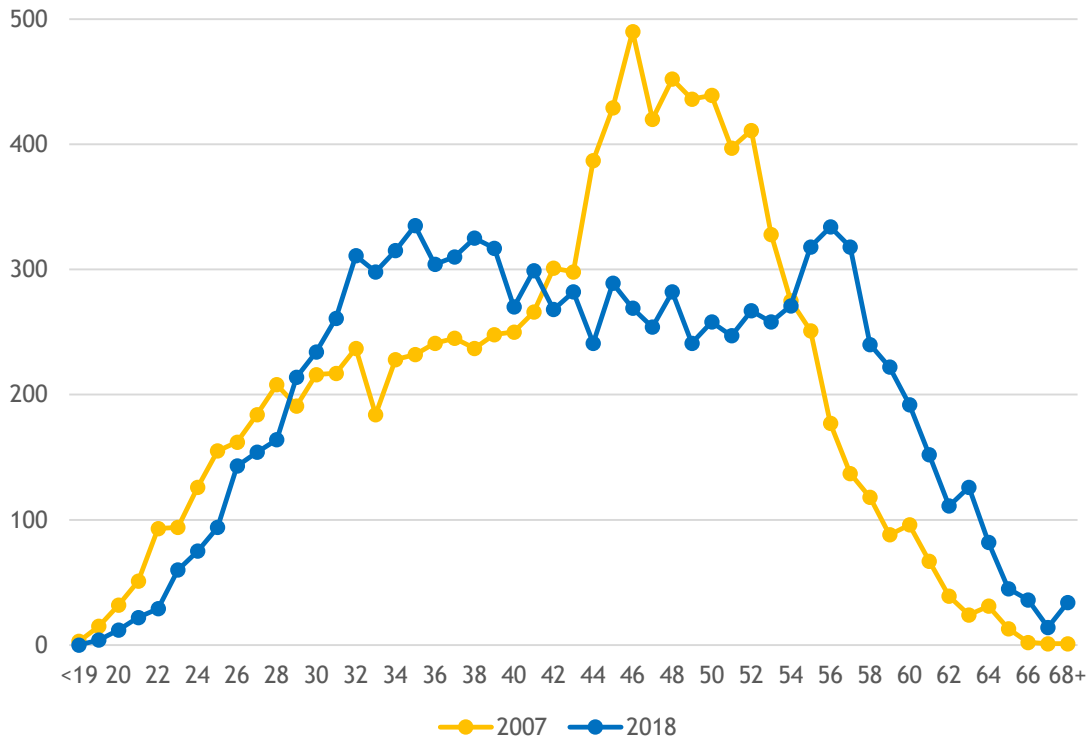
The “Bubble”: Crown Employees by Individual Age, 2018

Age of Permanent and Non-Permanent Crown Staff as of December 2018



The Bubble Shifts

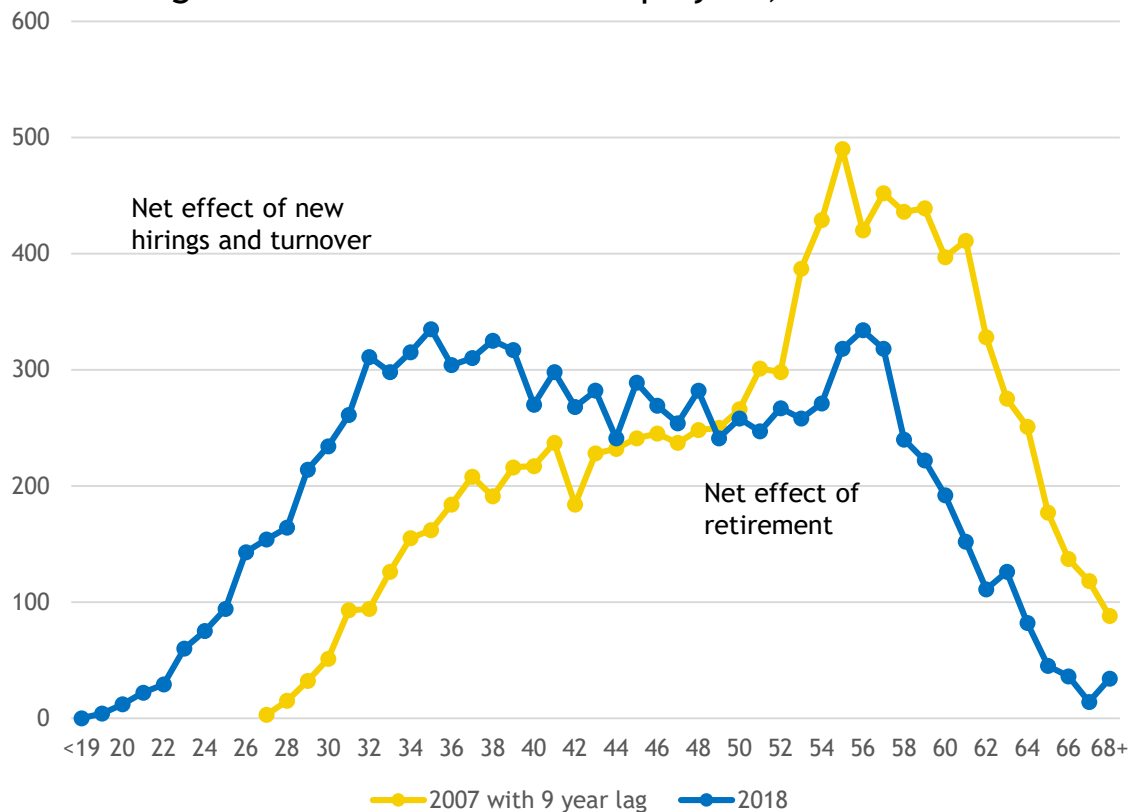
Changes in Age Distribution Over Time, Permanent Staff Only, 2018



- ▶ From 2007 to 2018, the peak in the age distribution has shifted to the right.
- ▶ Aging of staff over the years presents as a dramatic decline in proportion of staff in their forties and early fifties, with a corresponding increase in the proportion of those in their late fifties.
- ▶ The number of permanent staff in their mid to late thirties is also increasing.
- ▶ In 2007, the most common age was 46. In 2018, the most common age was 35, followed by 56.

Effect of Crown Sector Human Resource Initiatives

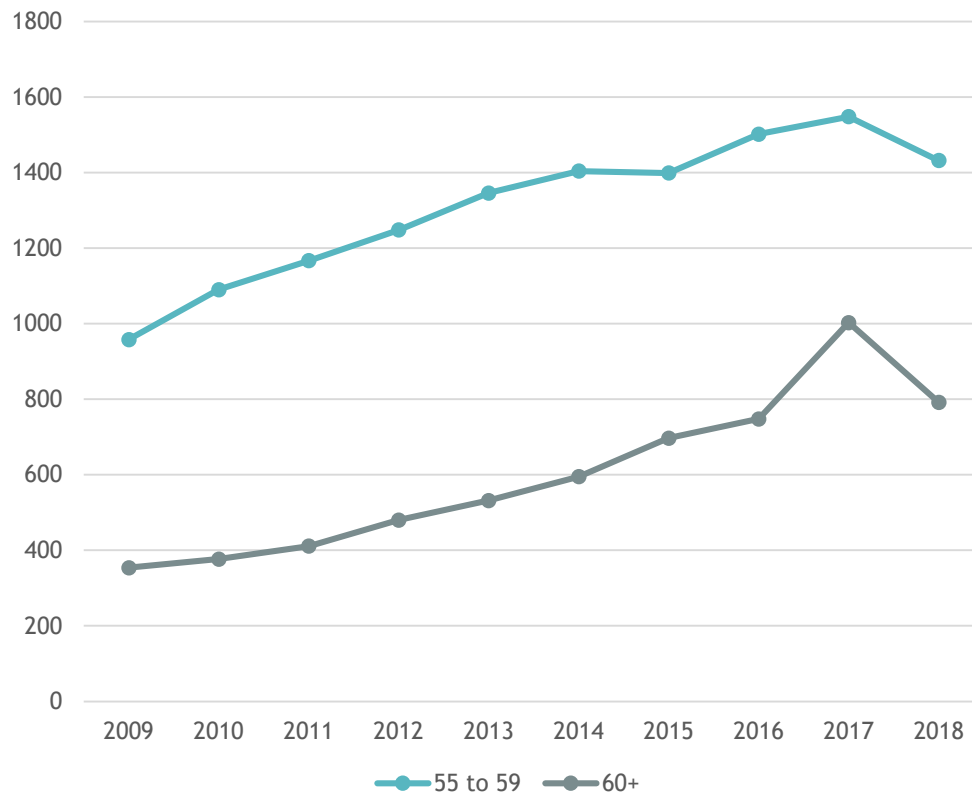
Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2018



- ▶ The chart shows the effect of changes in the age of permanent staff from 2007 to 2018, with the effect of natural aging removed.
- ▶ The differences between the lines at older age groups are largely the result of retirements.
- ▶ In younger age groups, differences are largely from hiring younger staff, noting the relatively high turnover in the younger age group.
- ▶ The net effect of the changes over this period has been to “dampen” the peak which, without interventions, would have led to a very large number of staff in their late fifties.

Potential Retirements

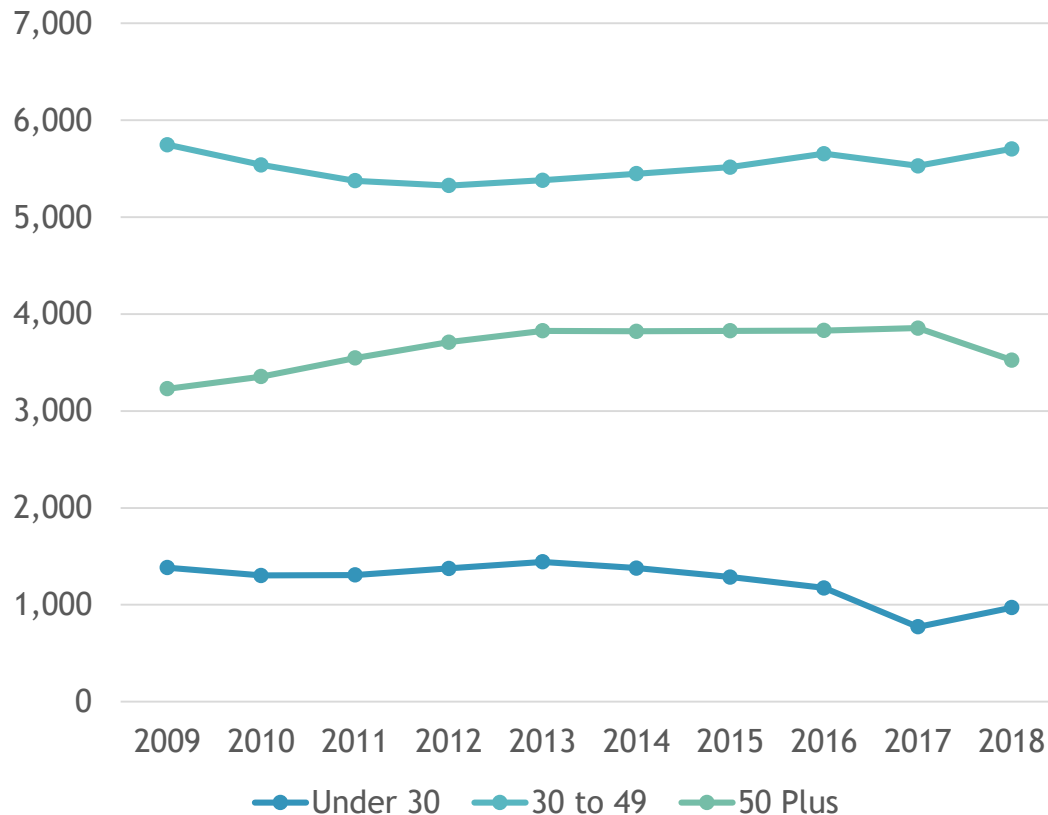
Number of Permanent Crown Corporation Staff Near or at Average Retirement Age



- ▶ In 2018, the average retiring permanent Crown employee was 61 years of age (see page 64).
- ▶ Up until 2018, there was an increasing number of permanent Crown employees who were i) 55 to 59, or ii) 60 or older. Employees in both of these age groups are potential retirees.
- ▶ In 2018, there is a sharp decline in permanent Crown employees who are i) 55 to 59, or ii) 60 or older.

Changes in the Age of Crown Corporation Employees

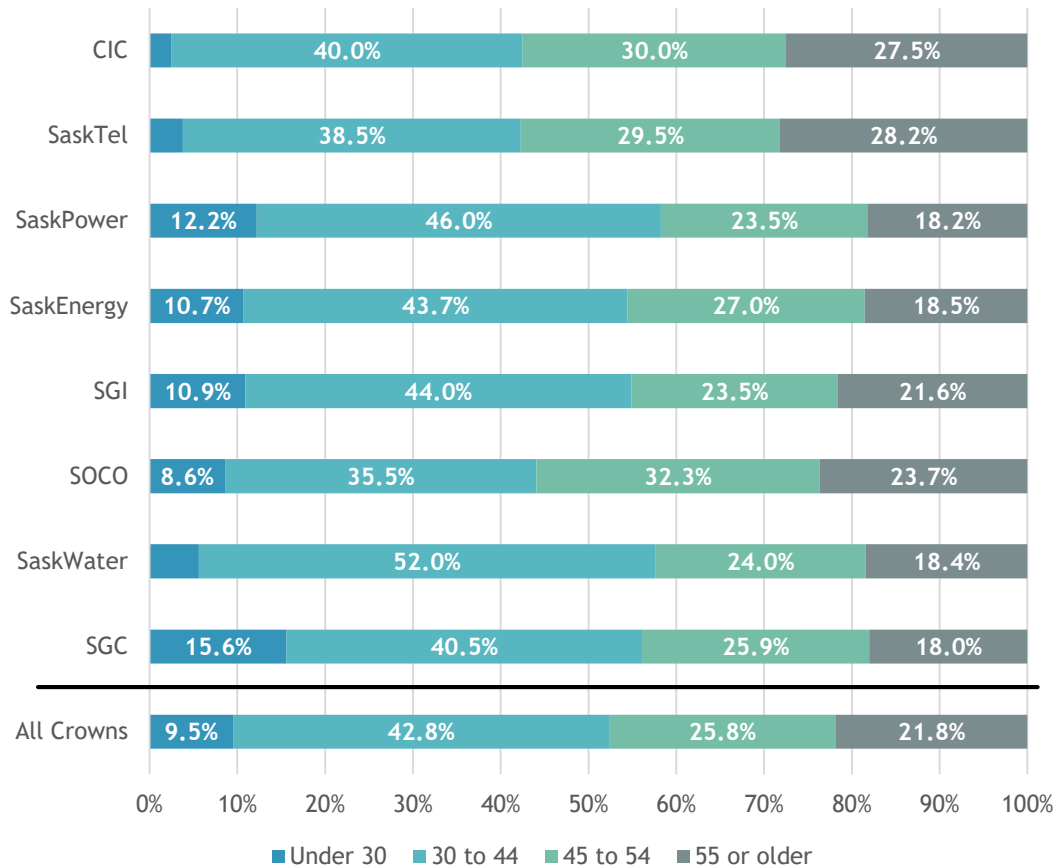
Crown Corporation Employment by Age Group,
Permanent Staff Only



- ▶ This graph shows another view of the changing age distribution of Crown corporation employees.
- ▶ The number of permanent staff, aged 30 to 49, declined from 2009 to 2012, but the trend reversed from 2013 to 2016. There was a slight downturn in 2017, followed by an upswing back to previous levels in 2018.
- ▶ Over the same period of time, the number of employees 50 years and older, grew steadily and then leveled off between 2014 and 2017. There is a slight downturn in this age group in 2018.
- ▶ The number of young people has declined from 2014 to 2017, in part because of hiring restraint. In 2018, there was a slight upswing in young employees.

Age by Crown Corporation, 2018

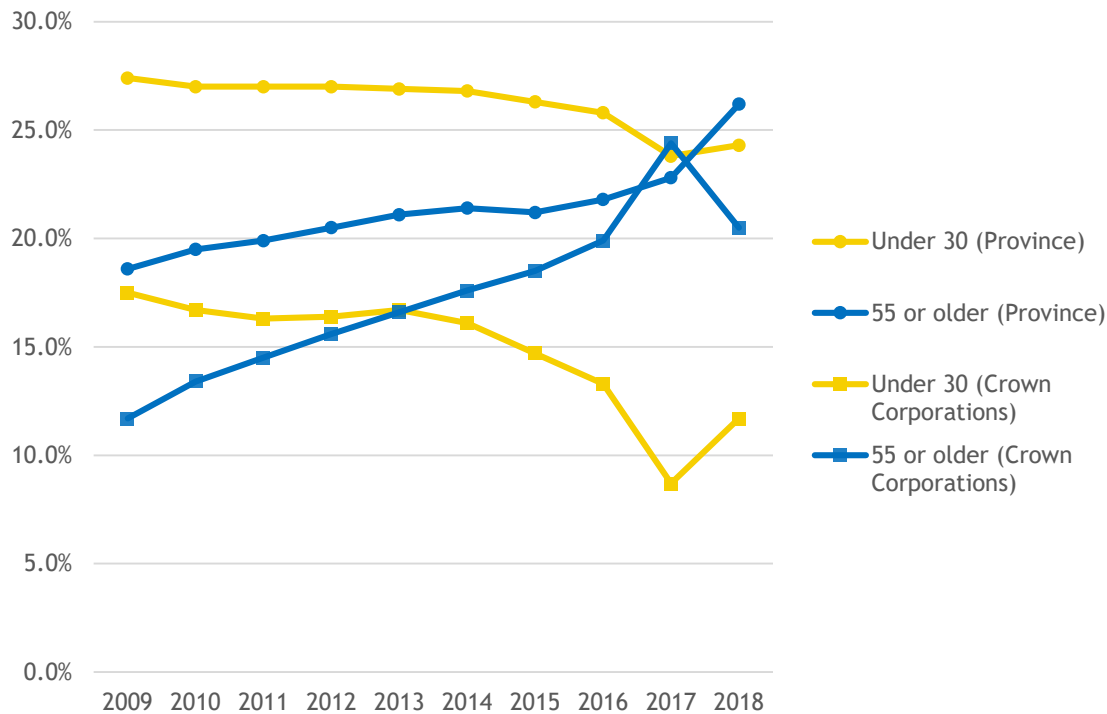
Permanent Staff by Age Group and Crown Corporation,
2018



- ▶ The proportion of permanent staff who are 55 or older is highest (28.2%) for SaskTel employees.
- ▶ The proportion of staff who are under 30 years of age is highest at SGC (15.6%) and lowest at CIC (2.5%).

Employment by Age Group, Comparison with Saskatchewan

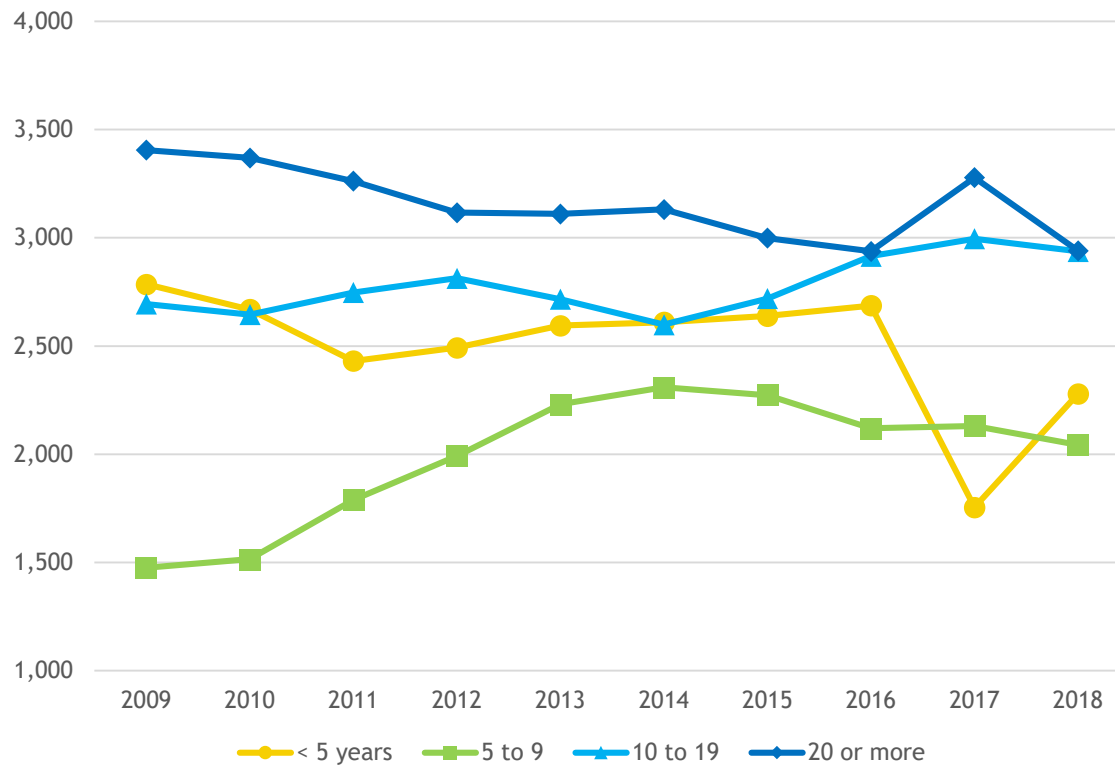
Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ Compared with people employed in Saskatchewan, the Crown corporations employed fewer staff in the 55 and older age group in 2018.
- ▶ The Crowns employ significantly less young people when compared with Saskatchewan as a whole.
- ▶ However, provincial figures will include a large number of students working part-time.

Tenure With Current Crown Corporation

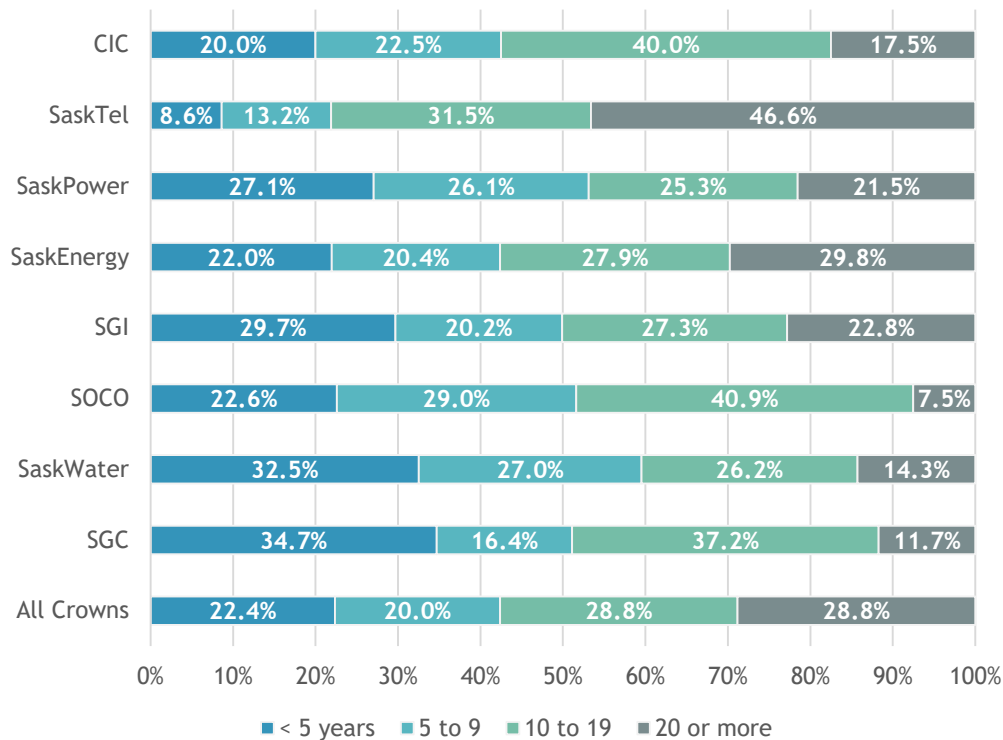
Tenure (Years) With Current Crown Corporation
(Permanent Staff Only)



- ▶ The average tenure among permanent staff has been gradually declining over time.
- ▶ For example, 26.5% of permanent staff had been with their current Crown corporation for 20 or more years in 2018. This compares with 32.9% in 2009.
- ▶ In 2017 there was a large decrease in average tenure less than 5 years. This was followed by a spike in 2018, suggesting increased hiring.

Tenure by Crown Corporation, 2018

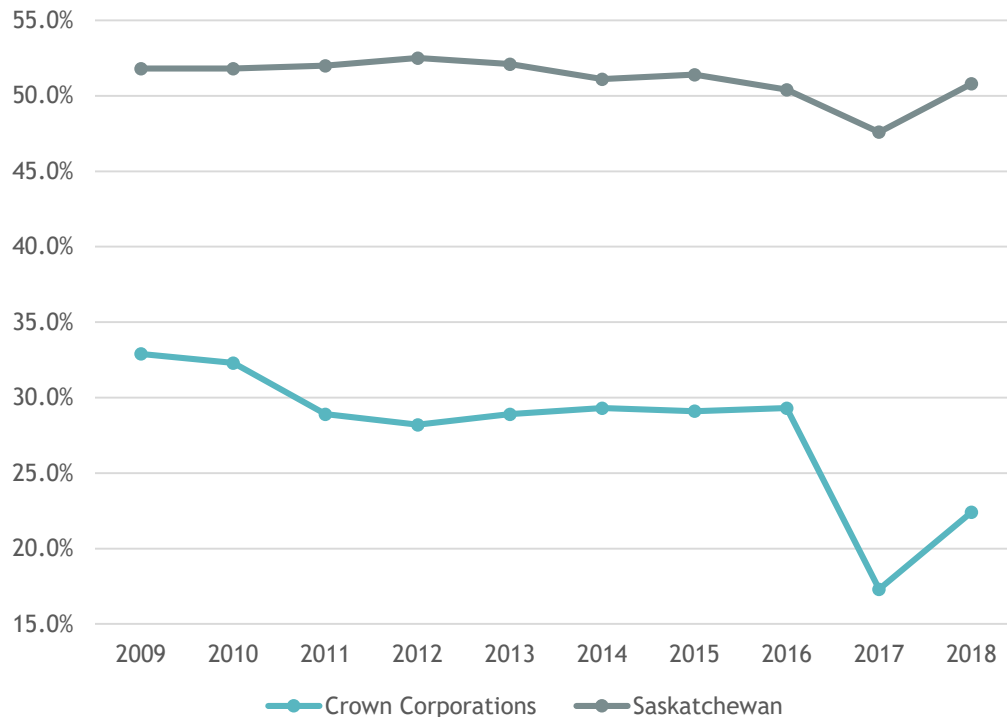
Tenure (Years Working) at Current Crown Corporation, Permanent Staff only, 2018



- ▶ The Crown corporations with the highest proportions of new employees (fewer than 5 years tenure) are SGC (34.7%), SaskWater (32.5%), and SGI (29.7%).
- ▶ In contrast, the Crown corporations with the highest number of employees with twenty or more years of tenure are SaskTel (46.6%) and SaskEnergy (29.8%).

Employment by Tenure: Comparison with Saskatchewan

Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



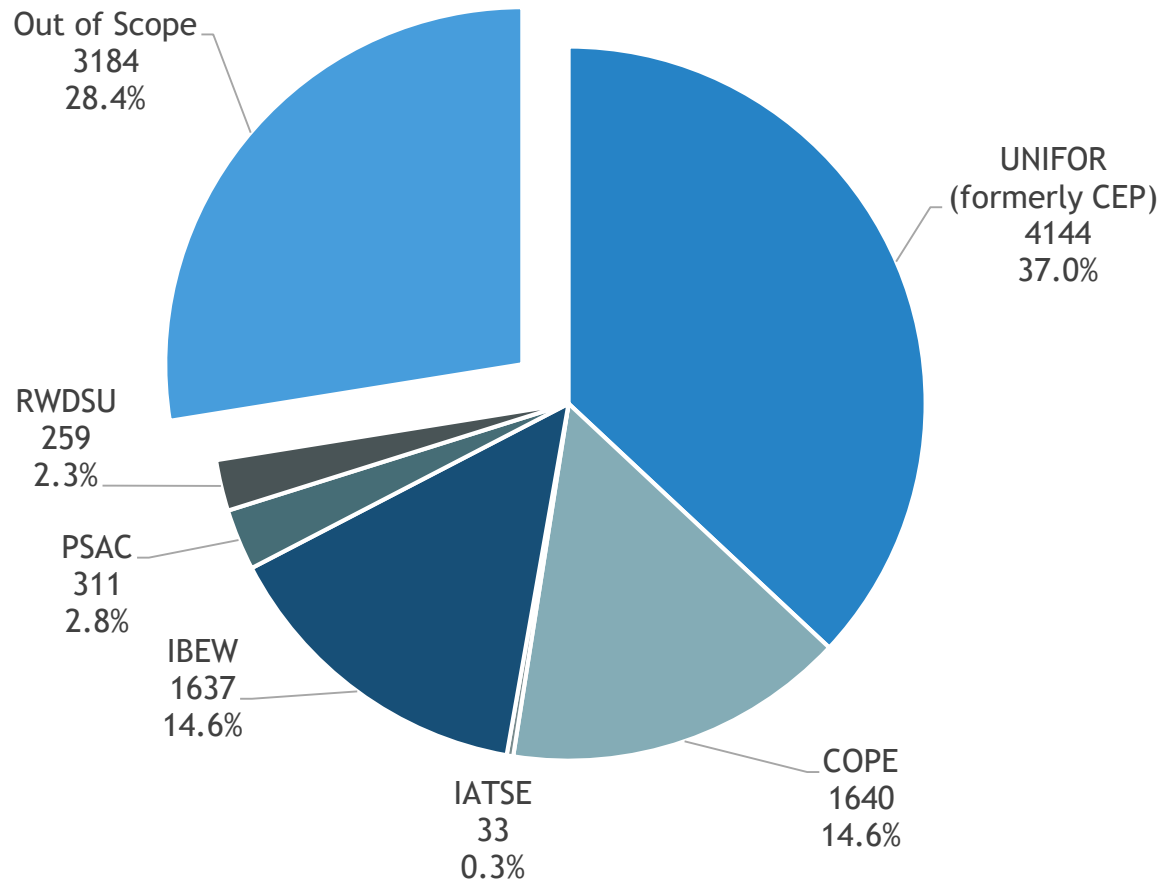
- ▶ The percentage of persons who have been with their current employer for less than 5 years in Saskatchewan was 50.8% in 2018.
- ▶ This compares with significantly lower rate of 21.4% in 2018 among the Crown corporations.

Characteristics of Positions

- Scope
- Location
- Occupation and Skill Level

Union Membership, 2018

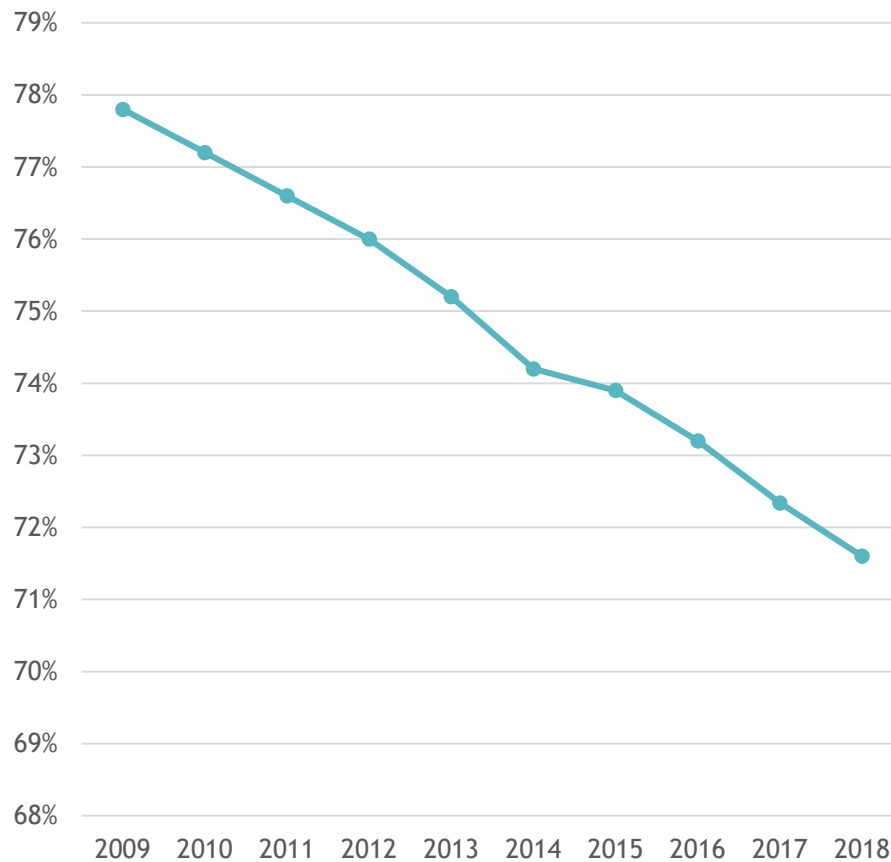
Union Membership among Permanent and Non-Permanent Employees, 2018



- ▶ In 2018, 28.4% of employees were not covered by a collective agreement.
- ▶ Six (6) unions represent employees in collective agreements.
- ▶ UNIFOR (37.0%), COPE (14.6%), and IBEW (14.6%) represent the greatest proportion of employees covered by a collective agreement.

Trends in Union Membership

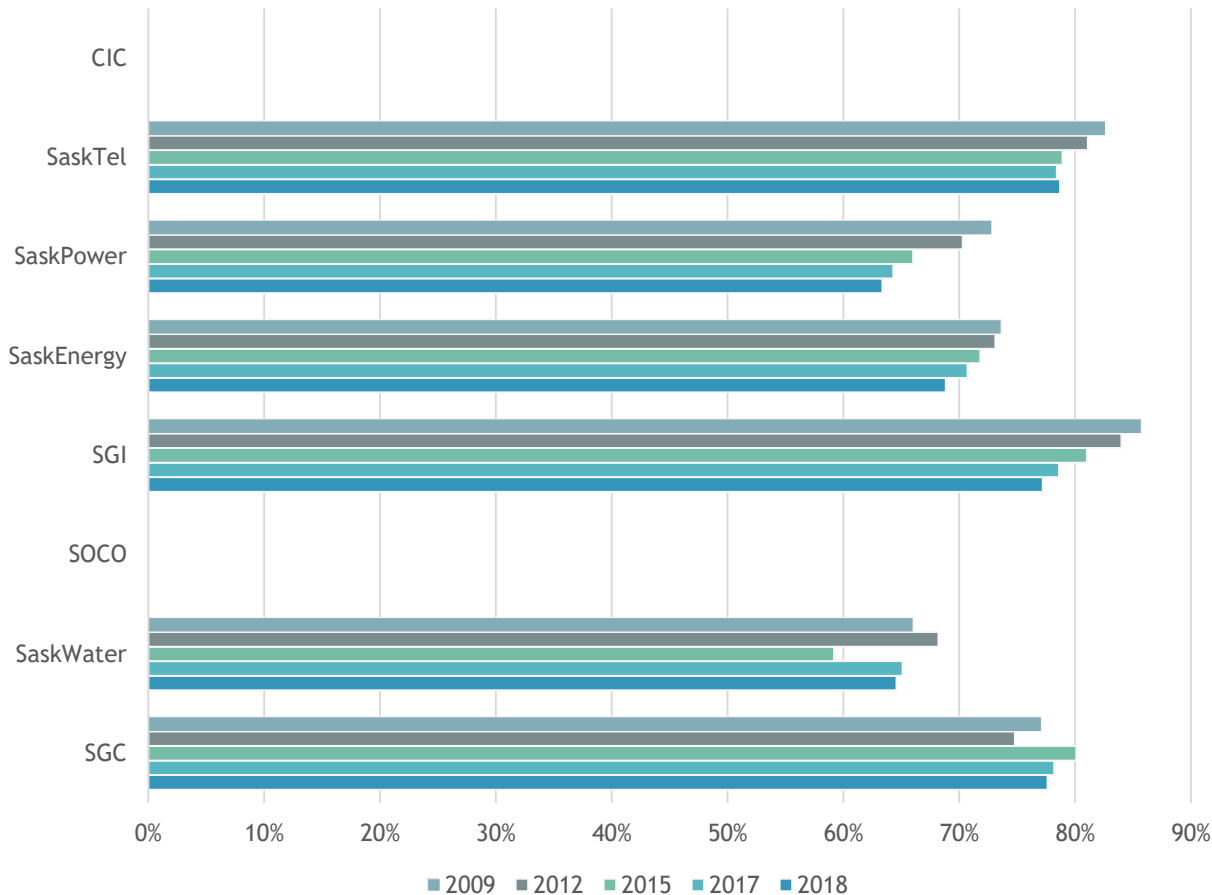
Trends in Union Membership (Permanent and Non-Permanent Staff)



► The proportion of employees who are members of unions has continued its decline.

Union Membership by Crown

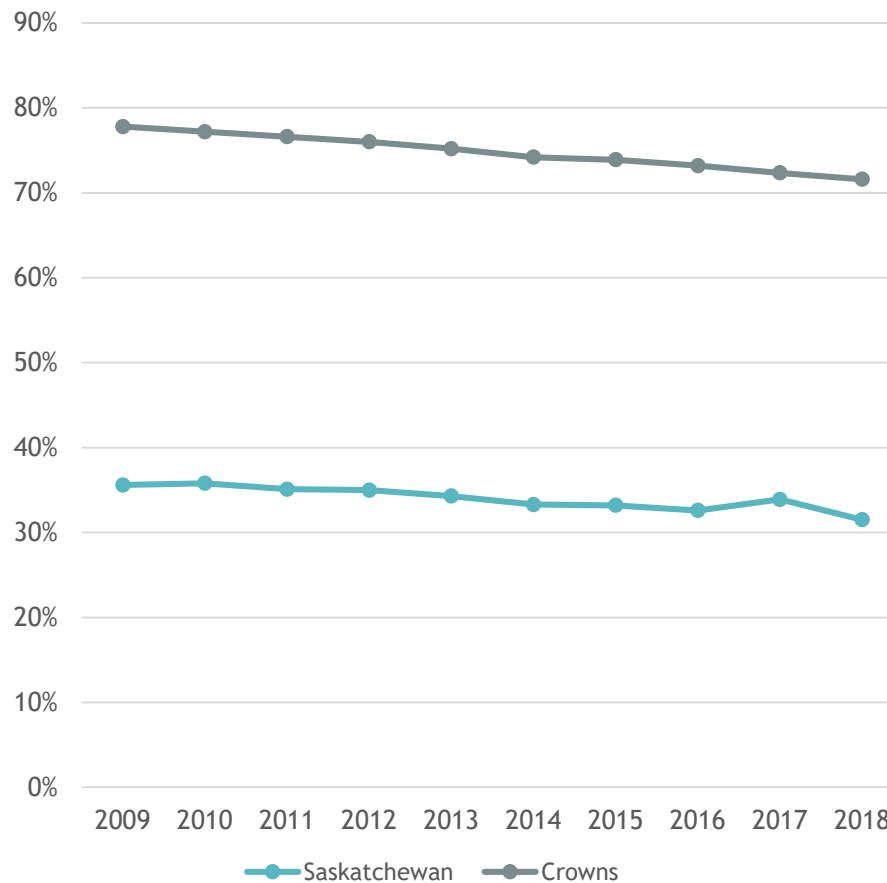
Per cent of Permanent and Non-Permanent Crown Staff who are Union Members



► The proportion of employees who are union members has declined or remained relatively steady in most Crown corporations.

Employment by Union Membership: Comparison with Saskatchewan

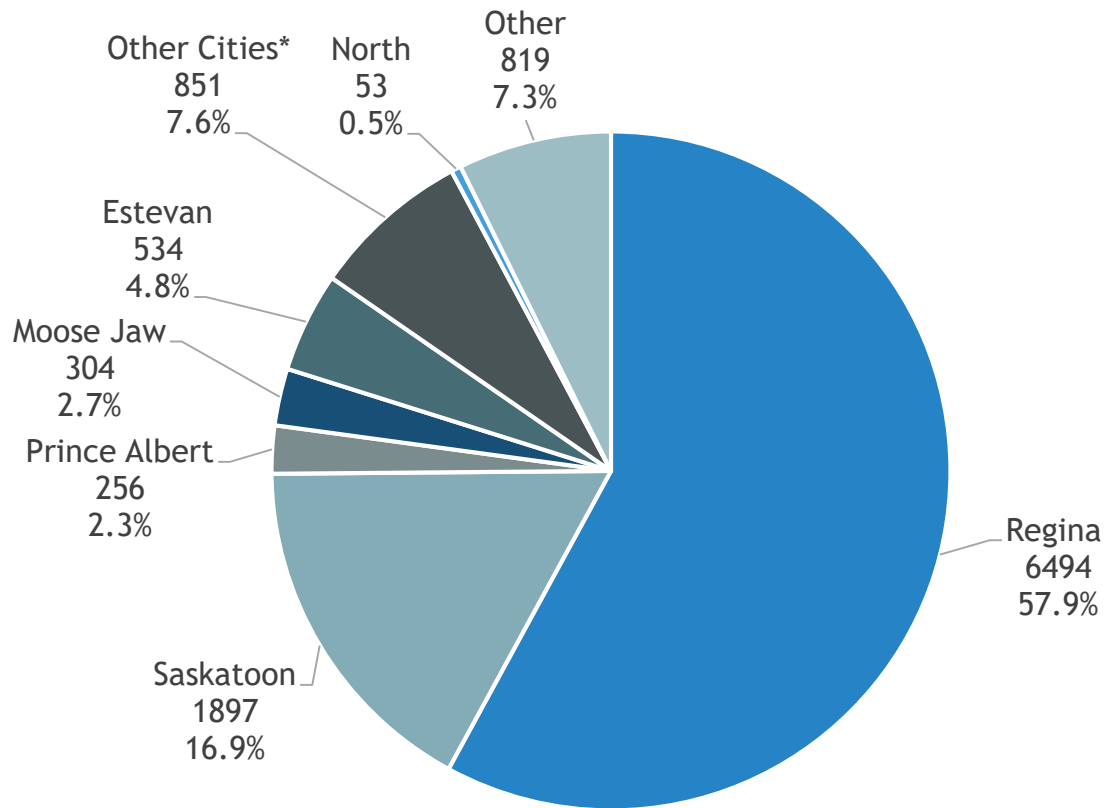
Employment by Union Membership in Crown Corporations (permanent and non-permanent as of December) compared to Saskatchewan (off-reserve only, annual averages)



- ▶ There has been a slight decline in union membership in Crown corporations, mirrored by a similar decline Saskatchewan-wide.
- ▶ Union membership is still much higher in the Crows (71.6%) than in Saskatchewan at large (31.5%).

Workplace Location, 2018

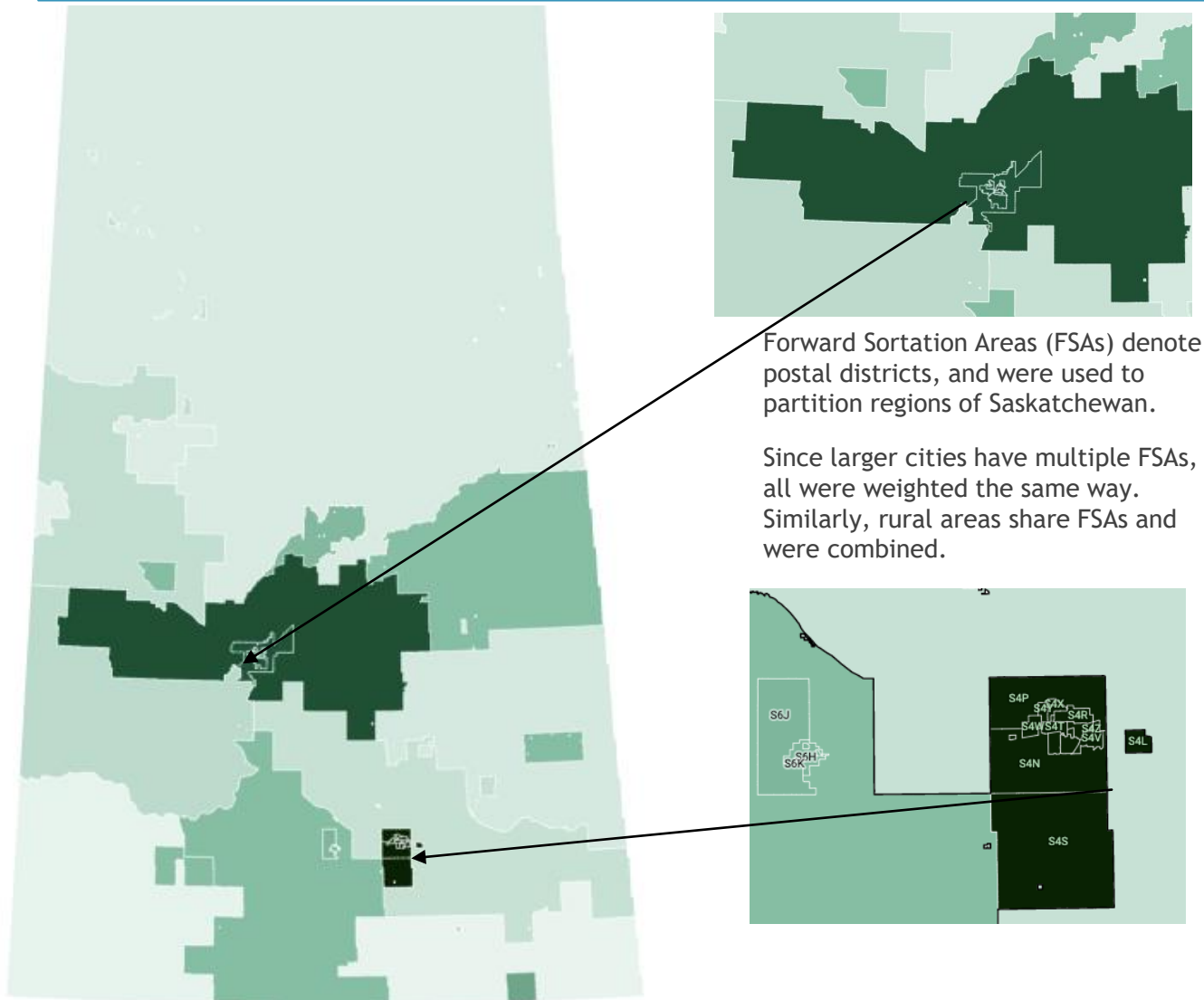
Employment of Permanent and Non-Permanent Employees by Location, 2018



- ▶ In 2018, 57.9% of Crown staff worked in Regina, while almost three quarters worked in either Regina or Saskatoon.
- ▶ 17.4% of staff worked in other cities in Saskatchewan (except northern Saskatchewan).
- ▶ The remaining Crown staff (7.8%) worked in northern Saskatchewan or out of province.

* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

Workplace Location, Permanent and Non-Permanent Staff, 2018



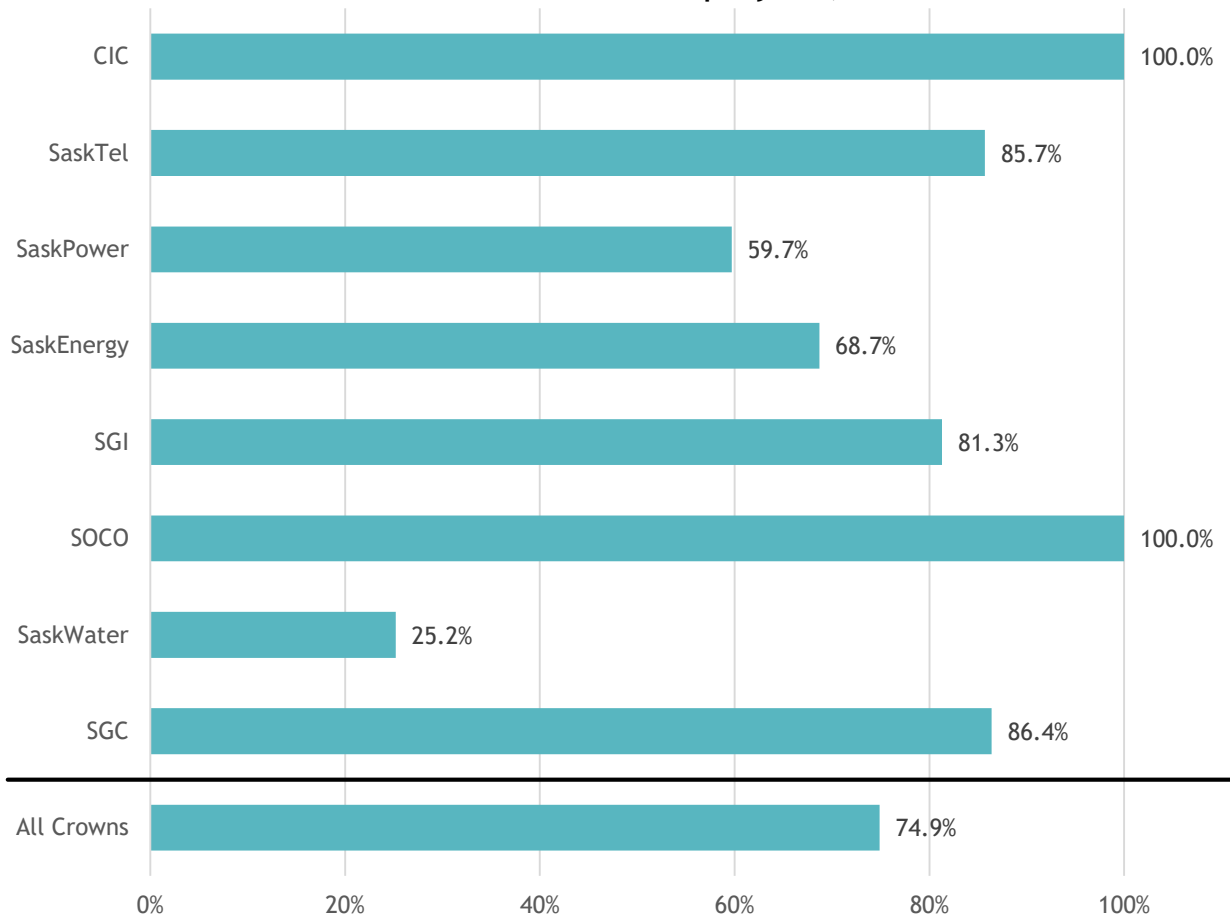
- ▶ This map shows the proportion of employees who work in different regions of Saskatchewan.
- ▶ Although Crown corporation employees work throughout the province, greater representation is seen in urban areas, and near major cities.

Employment by Location

- 1st Quantile: >75
- 2nd Quantile: 75 – 600
- 3rd Quantile: 601 – 1,400
- 4th Quantile: 1,401 – 3,900
- 5th Quantile: 3,901 – 6,200

Workplace Location – Regina or Saskatoon

Percentage where the Place of Work is Regina or Saskatoon,
Permanent and Non-Permanent Employees, 2018



- ▶ CIC and SOCO's employees work exclusively in Regina or Saskatoon. Most of the other Crowns have more than 80% of their staff working in Regina or Saskatoon, with the exception of SaskEnergy, SaskPower, and SaskWater.
- ▶ SaskWater's employees mostly work in Moose Jaw, where their headquarters is located. SaskPower has a large portion of employees working in Estevan and Coronach. SaskEnergy's employees are more spread out throughout the province.
- ▶ In 2018, 74.9% of Crown employees worked in Regina or Saskatoon.

Sample Occupations by NOC Skill Level

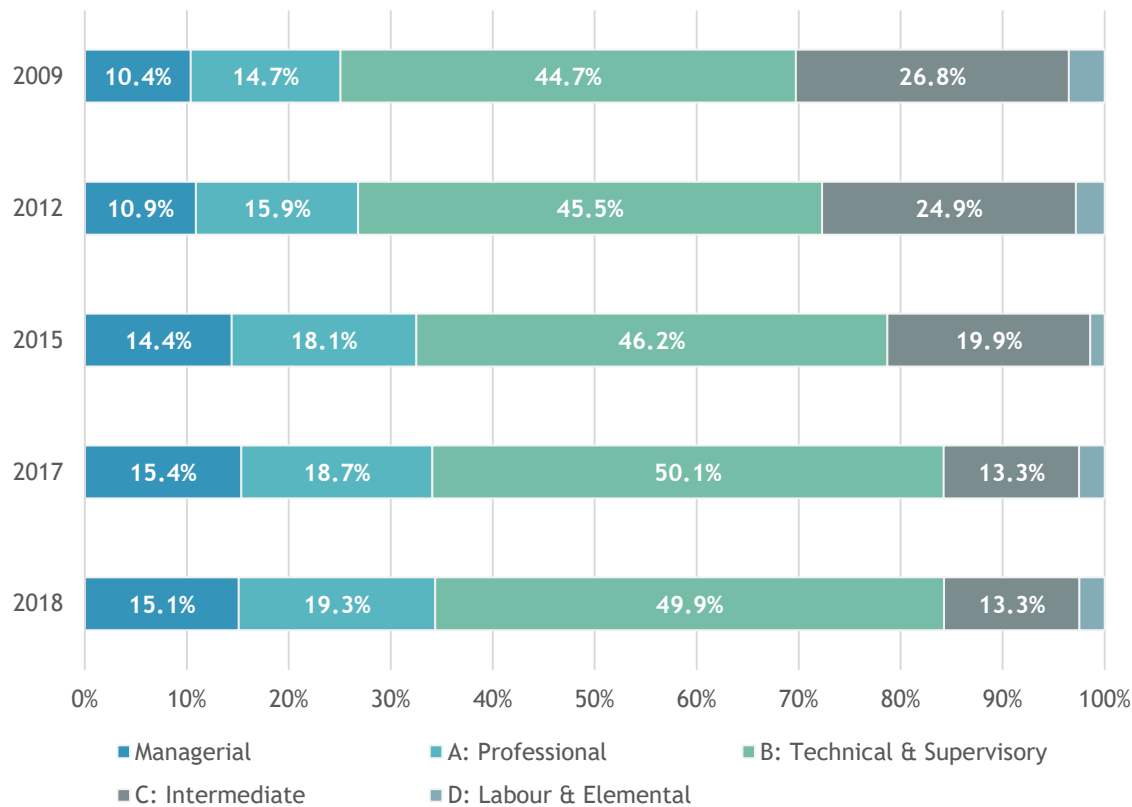
Skill Level	NOC	Occupation Title	Count
Managerial	12	Senior Government Managers and Officials	2
	13	Senior Managers: financial, communications, and other business services	103
	15	Senior Managers: trade, broadcasting, and other services, n.e.c.	5
	111	Financial Managers	59
	112	Human Resources Managers	53
A: Professional (University Degree)	1111	Financial Auditors and Accountants	85
	1112	Financial and Investment Analysts	31
	1114	Other Financial Officers	8
	1121	Human Resource Professionals	82
	1221	Administrative Officers	70
	2132	Mechanical Engineers	2
	2133	Electrical and Electronics Engineers	2
B: Technical (post-sec) & Supervisory	431	Commissioned Police Officers	12
	1211	Supervisors, General Office and Administrative Support Workers	25
	1212	Supervisors, Finance and Insurance Office Workers	40
	1215	Supervisors, Supply Chain, Tracking and Scheduling, Coordination Occupations	2
	1224	Property Administrators	7
	1241	Administrative Assistants	102
	1242	Legal Administrative Assistants	4
	1311	Accounting Technicians and Bookkeepers	3
	1312	Insurance Adjusters and Claims Examiners	463
C: Intermediate	1411	General Office Support Workers	281
	1414	Receptionists	24
	1415	Personnel Clerks	8
	1431	Accounting and Related Clerks	83
	1435	Collectors	29
D: Labour & Elemental	1471	(FORMERLY) Shippers and Receivers	4
	1511	Mail, Postal and Related Workers	1
	1521	Shippers and Receivers	30
	6611	Cashiers	60
	6622	Store Shelf Stockers, Clerks, and Order Fillers	13

Note: SaskPower excluded because of missing NOC codes.

- ▶ Each of the permanent positions in the Crown corporations has been assigned a 4-digit National Occupational Classification (NOC) code for purposes of analysis and comparison across the Crown corporations.
- ▶ NOC coding was done by the Crowns.
- ▶ NOC coding enables a classification of occupations into four skill levels, and management.
 - ▶ Management occupations were not assigned a skill level.
 - ▶ Positions in skill level A typically require a university degree.
 - ▶ Positions in skill level B typically require a post-secondary certificate or diploma. Supervisory positions are also classified as level B.
 - ▶ Positions in skill level C typically require a grade 12 certificate and some on-the-job training.
 - ▶ Positions in skill level D typically can be done with a short period of on-the-job training. High school completion is not required.

Occupation and Skill Level

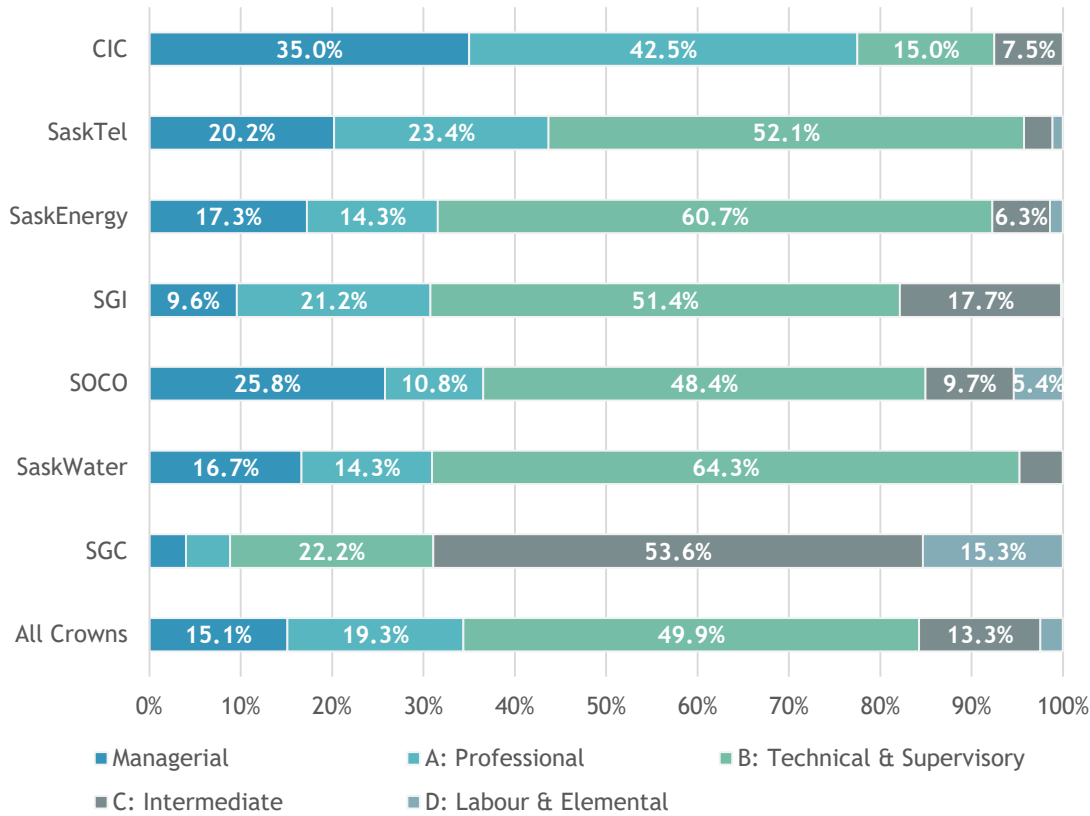
Permanent Crown Corporation Staff by Skill Level and Occupation



- ▶ Most (84.3%) Crown corporation positions require some post-secondary education (managerial, professional, and technical and supervisory).
- ▶ In 2018, technical and supervisory positions accounted for 49.9% of Crown corporation positions.
- ▶ Over time, there has been an increase in managerial staff and a decline in the number of intermediate staff.

Skill Level and Occupation by Crown Corporation, 2018

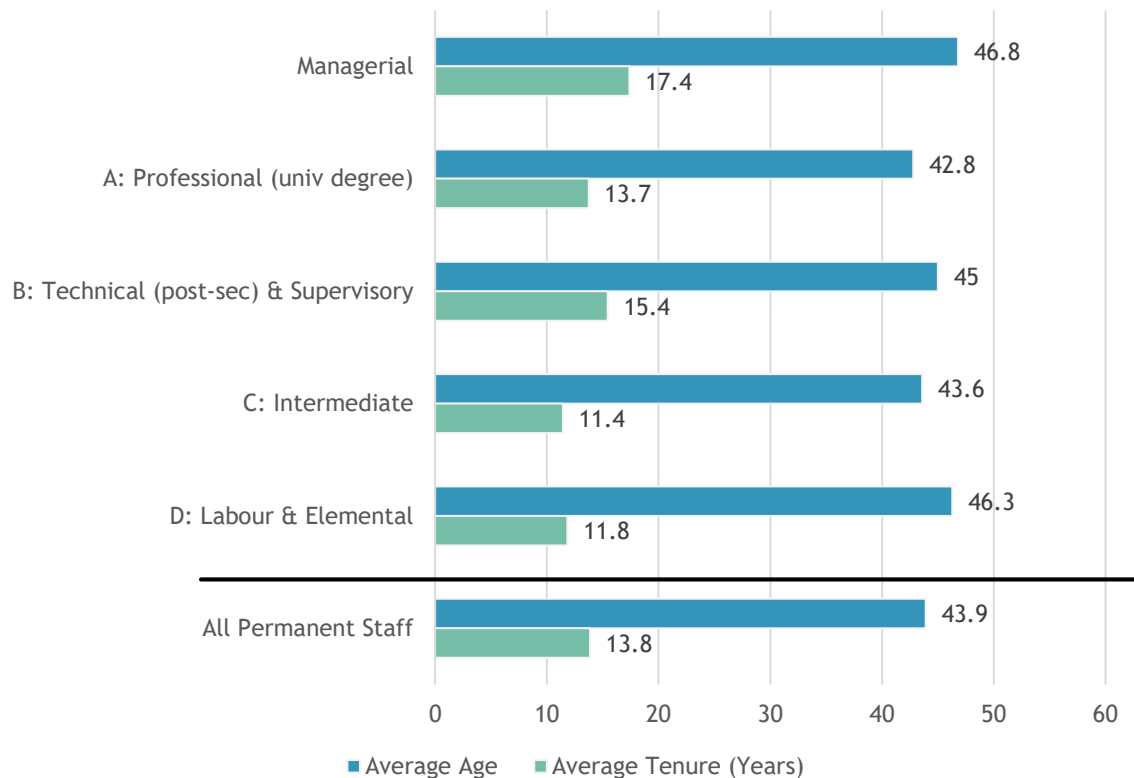
Permanent Crown Staff by Skill Level and Occupation, 2018



- ▶ The Crown corporations with the highest proportion of positions that require a post-secondary education (including managers) are:
 - ▶ CIC: 77.5%
 - ▶ SaskTel: 43.6%
 - ▶ SOCO: 36.6%
- ▶ Technical and supervisory positions are most common at SaskWater (64.3%), SaskEnergy (60.7%), SaskTel (52.1%), and SGI (51.4%).
- ▶ SGC (15.3%) and SOCO (5.4%) are the only Crown corporations with a significant number of positions that normally require less than grade 12 education (labour and elemental positions).

Age and Tenure by Skill Level, 2018

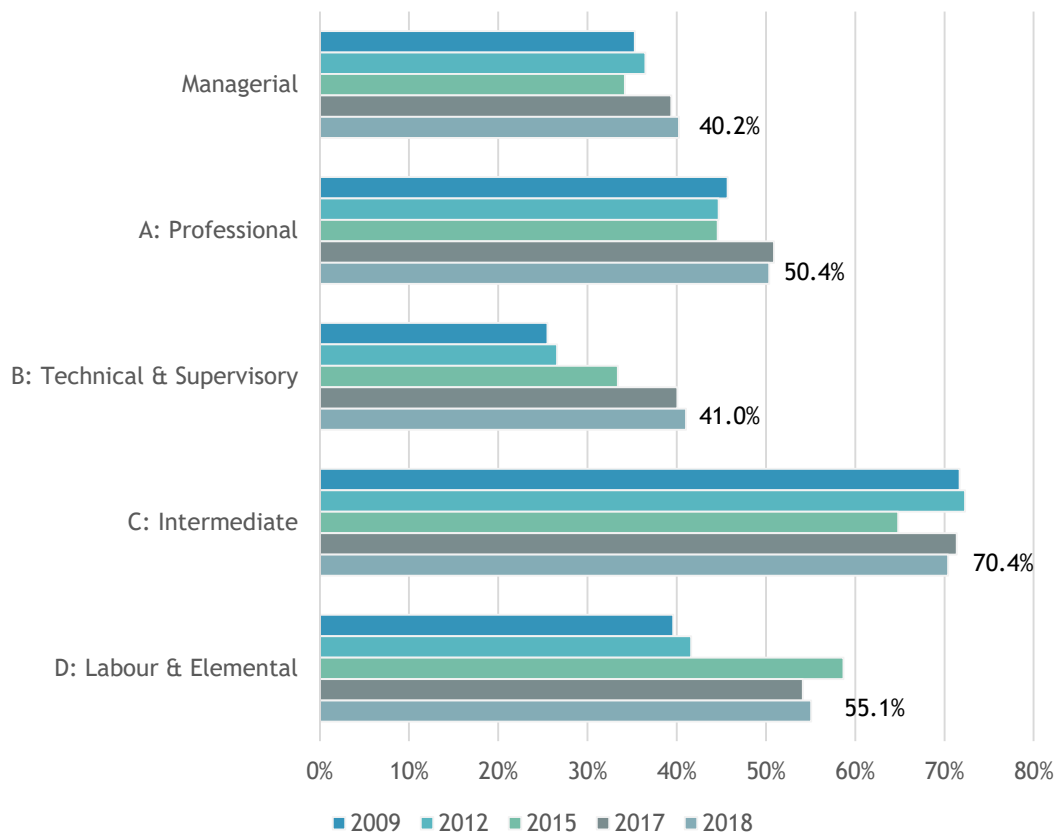
Average Age and Tenure by NOC Skill Level for Permanent Employees, 2018



- ▶ The highest averages and the longest tenures are among those employees in management positions; however, differences were not substantial.
- ▶ The shortest tenures were observed for intermediate and labour and elemental positions.

Skill Level by Gender

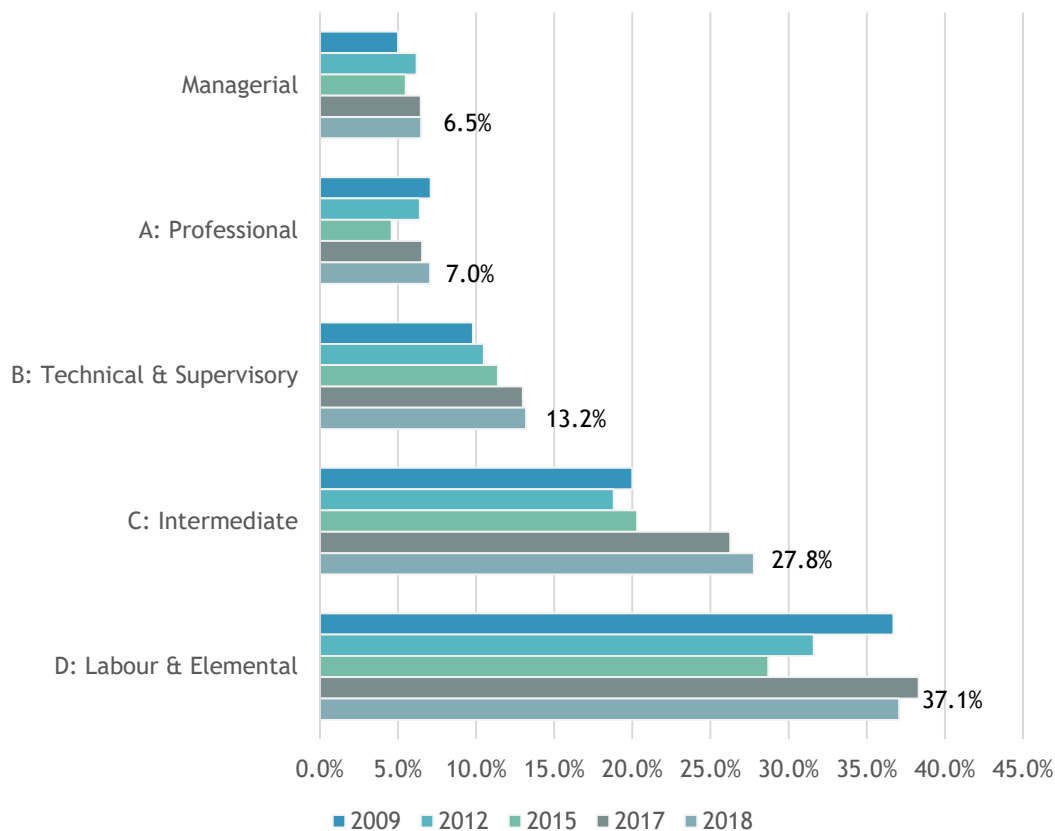
Permanent and Non-Permanent Staff by NOC Skill Level and Gender



- ▶ Women in the Crown corporations are over-represented in occupations classified as intermediate (70.4%) and labour and elemental (55.1%).
- ▶ Women account for approximately half of those in professional positions (50.4% in 2018).
- ▶ Women were under-represented in management (40.2%) and technical and supervisory positions (41.0%). However, representation of women within these positions is on an uptrend.

Skill Level by Aboriginal Identity

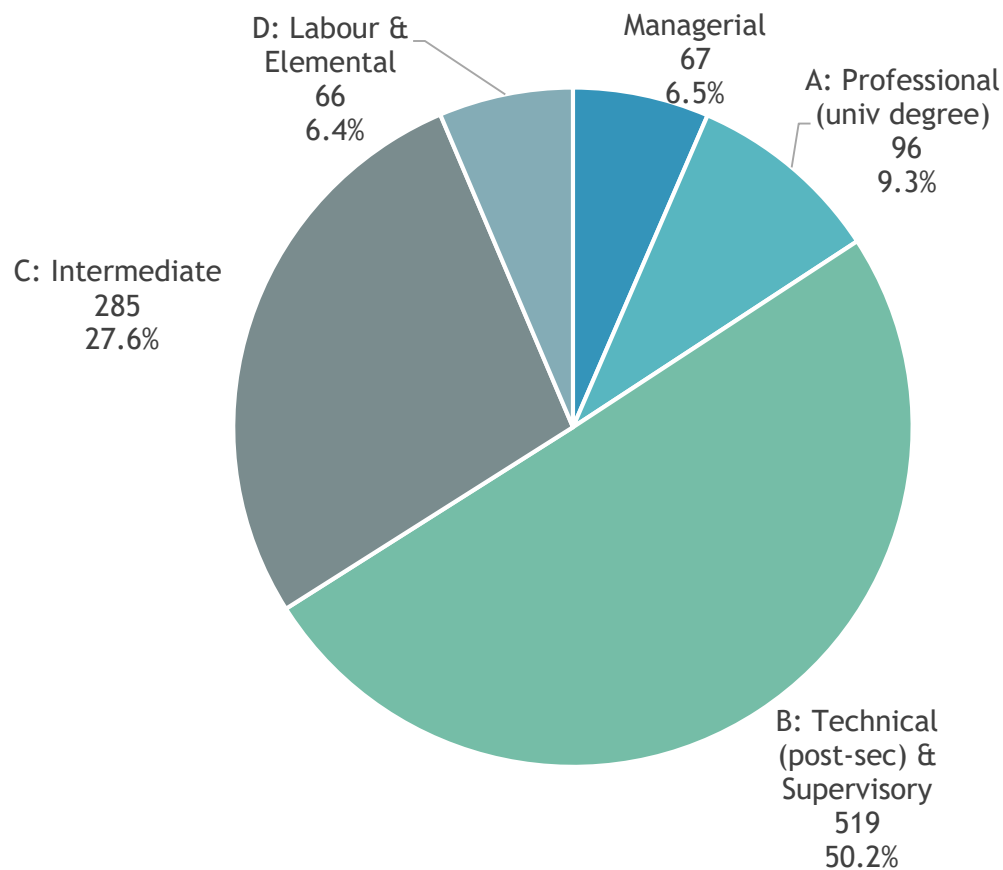
Permanent and Non-Permanent Staff by NOC Skill Level and Aboriginal Identity



- ▶ Relative to the average, Aboriginal employees are over-represented in occupations that are classified as intermediate and labour and elemental.
- ▶ The proportion of employees in technical and supervisory positions has increased steadily from 2009 to 2016.
- ▶ The proportion of employees who identify as Aboriginal in managerial and professional positions has remained relatively stable since 2009.

Skill Level by Aboriginal Identity, 2018

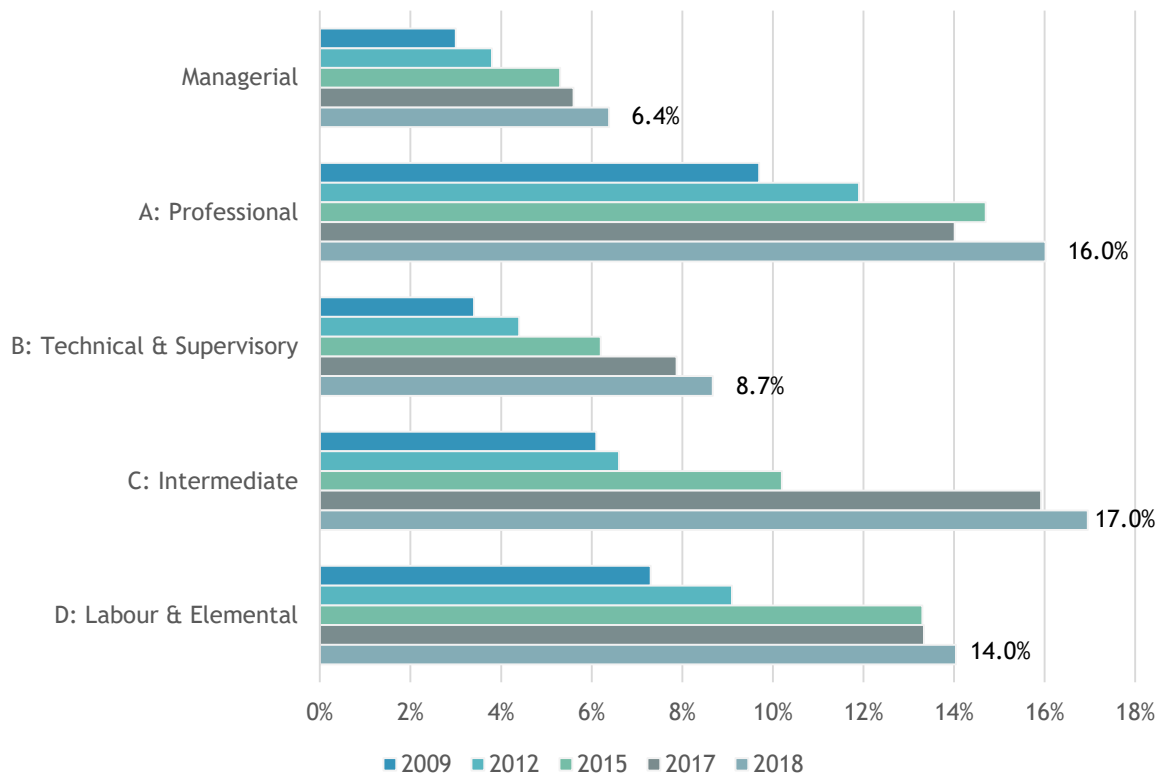
Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2018



- ▶ Most (77.8%) Aboriginal employees worked in intermediate or technical and supervisory positions.
- ▶ Relatively few are in managerial and professional positions.

Skill Level by Membership in a Visible Minority Group

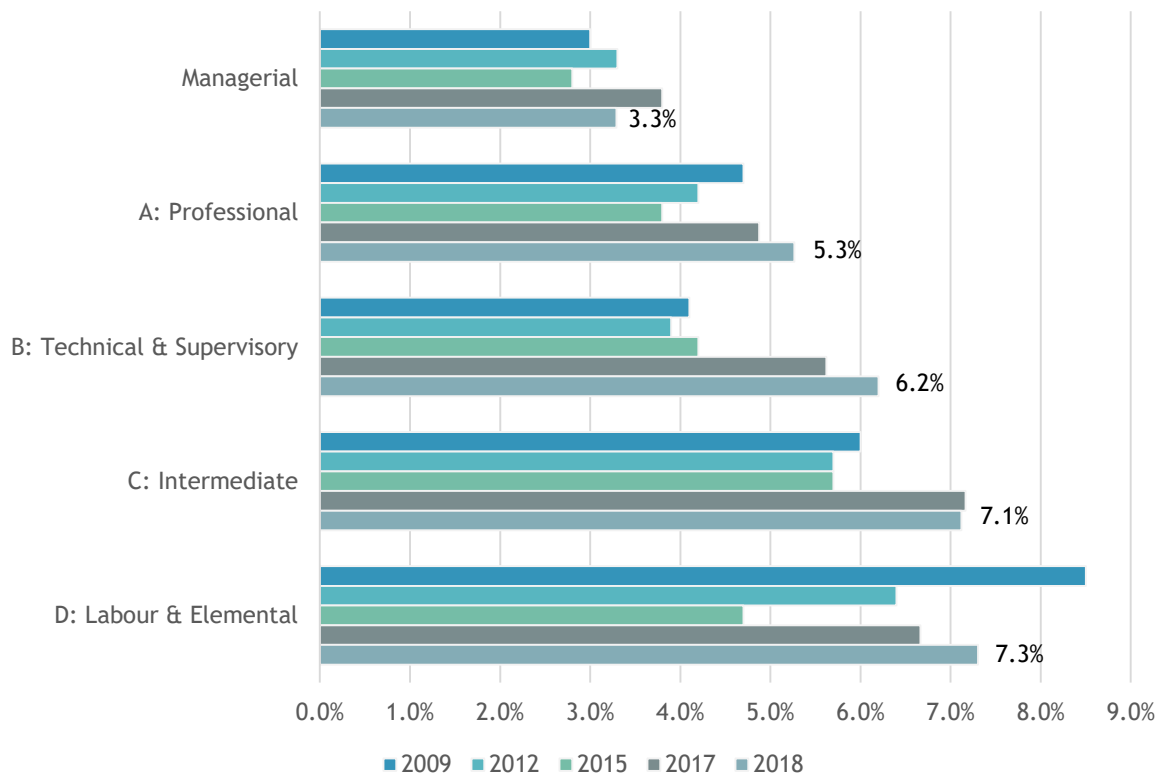
Permanent and Non-Permanent Staff by Skill Level and Membership in a Visible Minority Group



- ▶ Since 2009, there have been increases in the proportion of Crown corporation employees who are members of a visible minority group in each of the skill groups.
- ▶ Relative to the average, members of a visible minority group are over-represented in professional, intermediate, and labour and elemental occupations.

Employees Reporting a Disability, by Skill Level

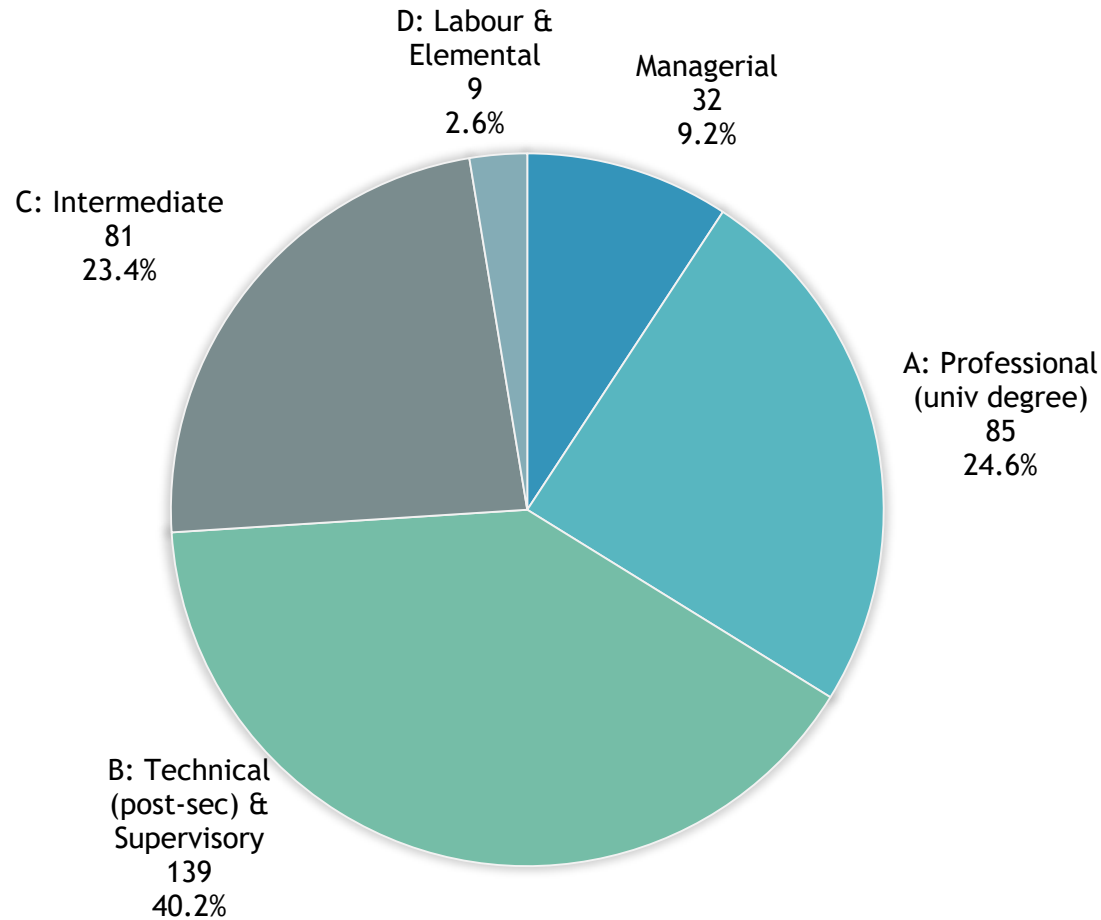
Permanent and Non-Permanent Staff by NOC Skill Level and Disability



- ▶ The proportion of staff in each of the skill levels who report a disability was relatively stable prior to 2017. Since 2017, there has been a slight uptrend in Crown corporation employment of people who report a disability.
- ▶ Employees with a disability are somewhat more likely to be employed in intermediate skill positions.

New Hires by Skill Level, 2018

New Hires (permanent only) by NOC Skill Level, 2018



► Including managers, 74.0% of new hires were into positions requiring some post-secondary education.

Retirement and Non-Retirement Turnover

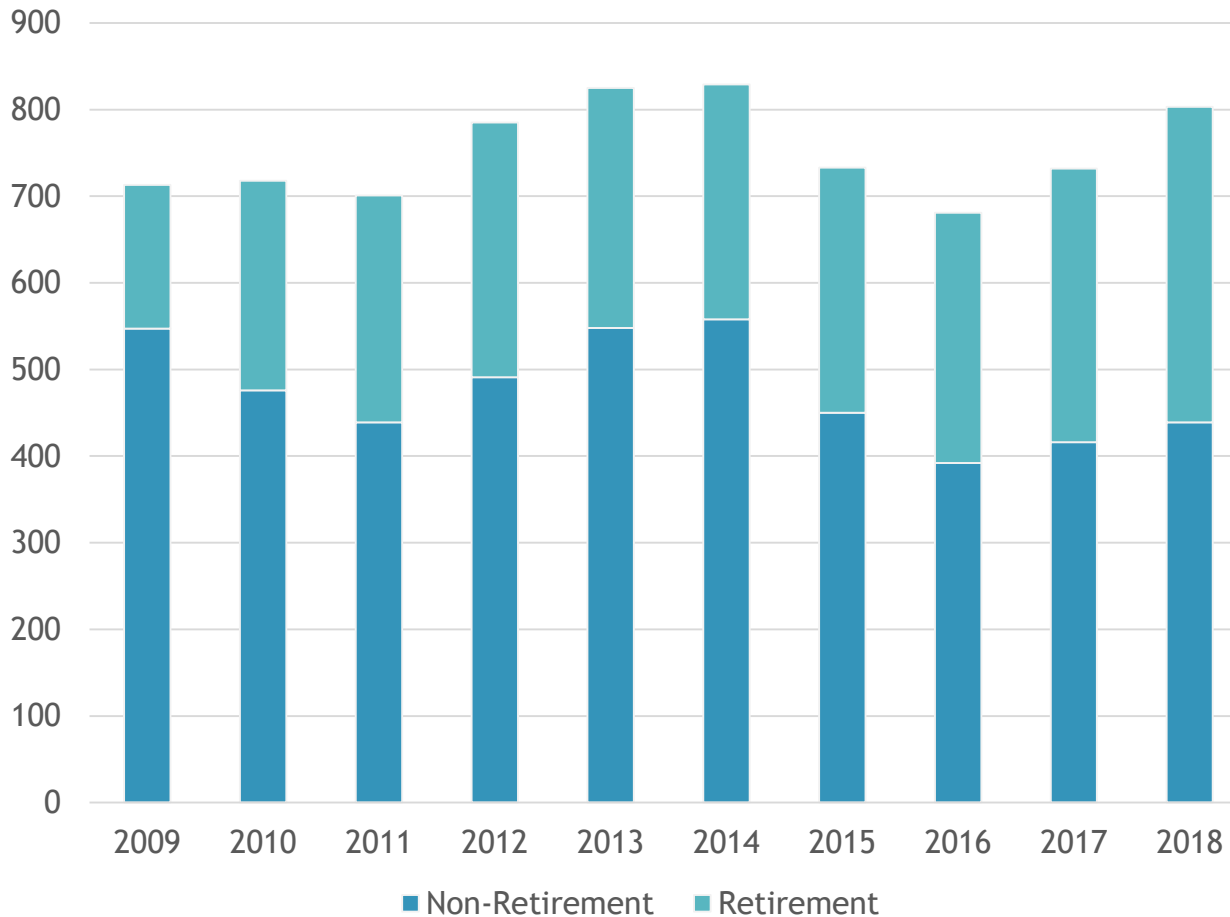
Number of Departures by Reason

		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Reason for departure (non-retirement)	Take other employment	79	96	57	89	36	74	77	77	75	76	66	52	55	61
	Resignation	72	131	257	339	273	273	244	297	290	310	254	208	229	240
	Dismissal/Layoff	45	41	82	97	99	81	71	85	140	92	83	84	82	84
	Personal Reasons	34	10	17	31	11	11	13	11	9	19	16	12	7	16
	Moved	16	12	7	11	7	3	5	5	3	7	2	7	8	7
	Death	11	11	13	14	19	16	17	13	18	18	20	14	8	16
	Other/Unknown	62	18	65	27	22	24	26	19	13	36	9	15	27	16
	Non-Retirement subtotal	319	319	498	608	467	482	453	507	548	558	450	392	416	440
Reason for departure (retirement)	Retirement	111	149	185	161	167	248	272	304	277	271	283	289	316	364
	Early Retirement	142	184	171	129	94	0	0	0	0	0	0	0	0	0
	Retirement subtotal	253	333	356	290	261	248	272	304	277	271	283	289	316	364
Grand Total		572	652	854	898	728	730	725	811	825	829	733	681	732	804

- ▶ Departures from permanent positions are captured in the database along with the characteristics of those who have left. Transfers are not included but moves from one Crown to another will register as a departure from one Crown and a new hire at the destination. The data cover the twenty years from 1999 to 2018. (In 2003, four additional years of retroactive data was obtained for the database.)
- ▶ There is no specific reason given for the majority of non-retirement departures. Many of the reasons given are simply “resignation” or “job abandonment”. Those who fail to meet their probationary qualifications are considered as hired and then dismissed.

Crown Employee Departures over Time

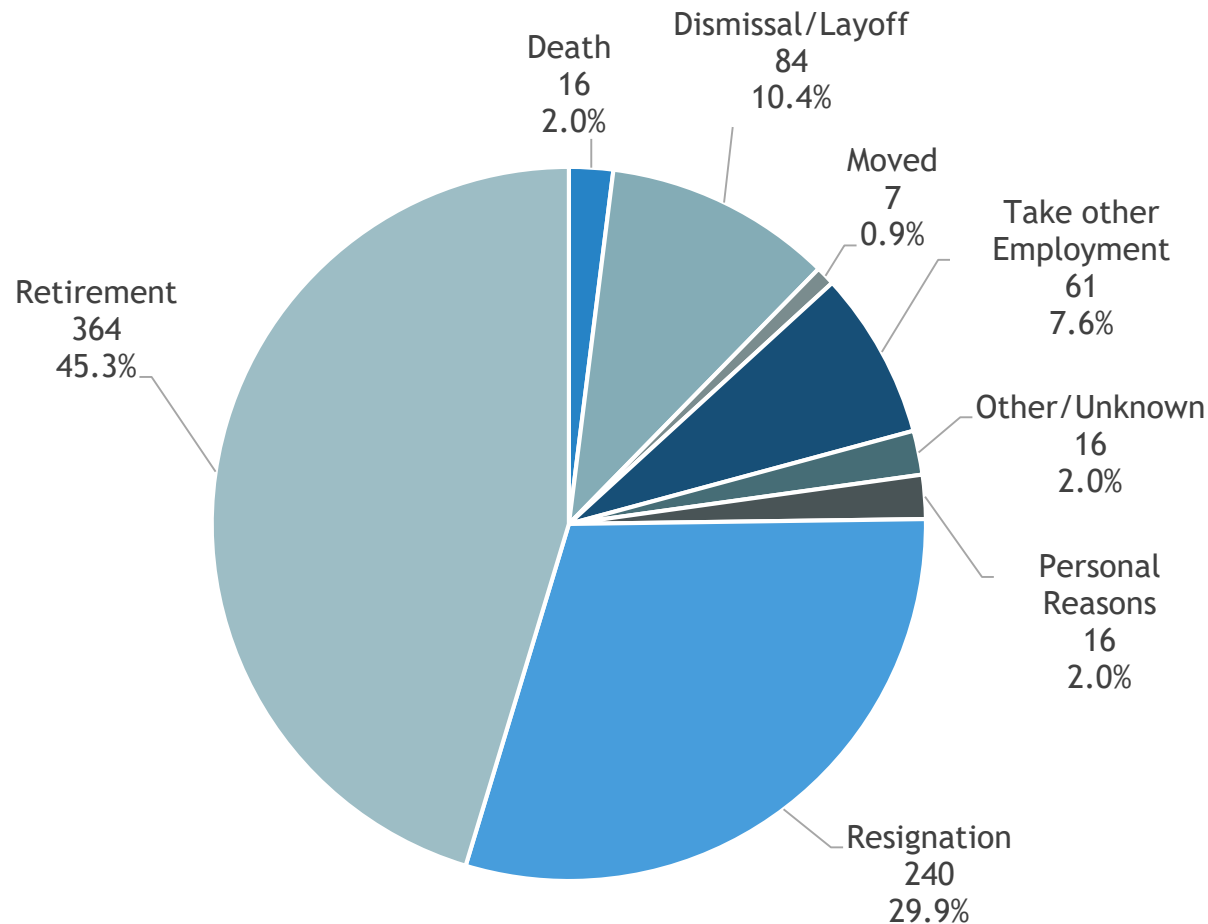
Annual Number of Departures, Permanent Employees Only



- ▶ In the last 10 years, in an average year, there have been:
 - ▶ 276 retirements, and
 - ▶ 475 non-retirement departures.
- ▶ There seems to be an upward trend to greater departures in the last two years, mostly due to increased retirement departures.
- ▶ Non-retirement departures continue to represent a smaller proportion of departures compared to earlier years.

Departure Reasons

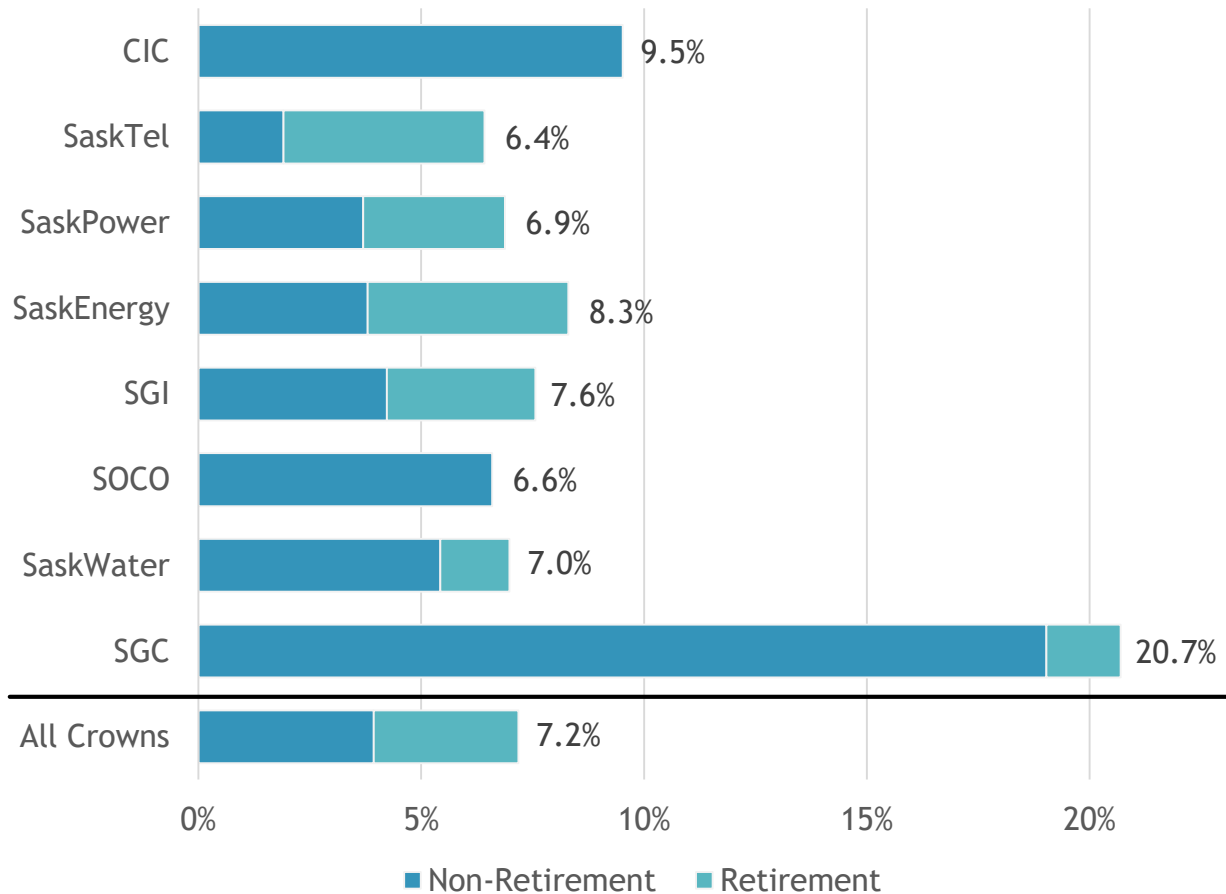
Reasons for Departure, Permanent Staff Only, 2018



- ▶ In 2018, most departures were retirements (45.3%).
- ▶ Most employees who did not leave their employment as a result of retirement did so because they resigned (29.9%), were dismissed (10.3%), or took other employment (7.6%).

Turnover Rates by Crown, 2018

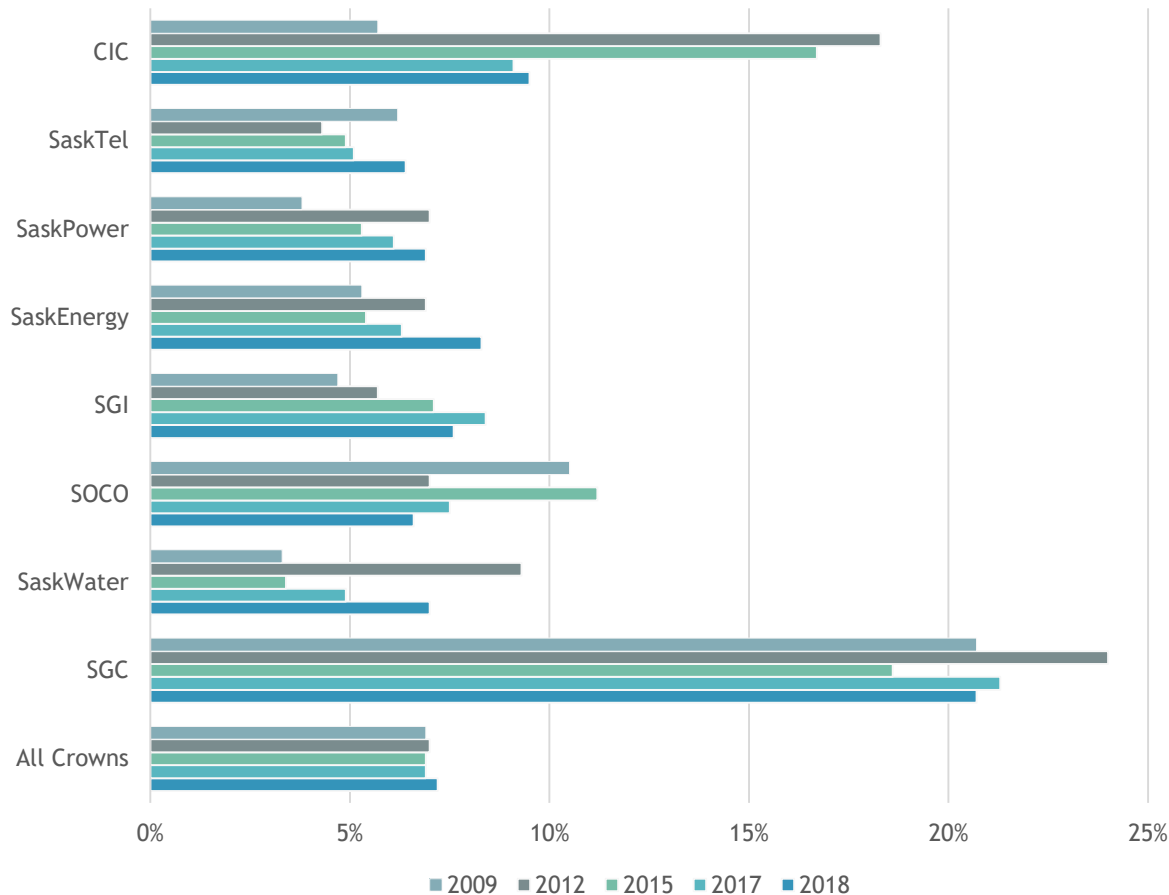
Turnover Rates by Crown, 2018



- ▶ In 2018, retirement turnover rates at SaskTel were higher than other Crowns.
- ▶ Again, SGC had the highest overall turnover rate, because of their higher rates of non-retirement turnover.

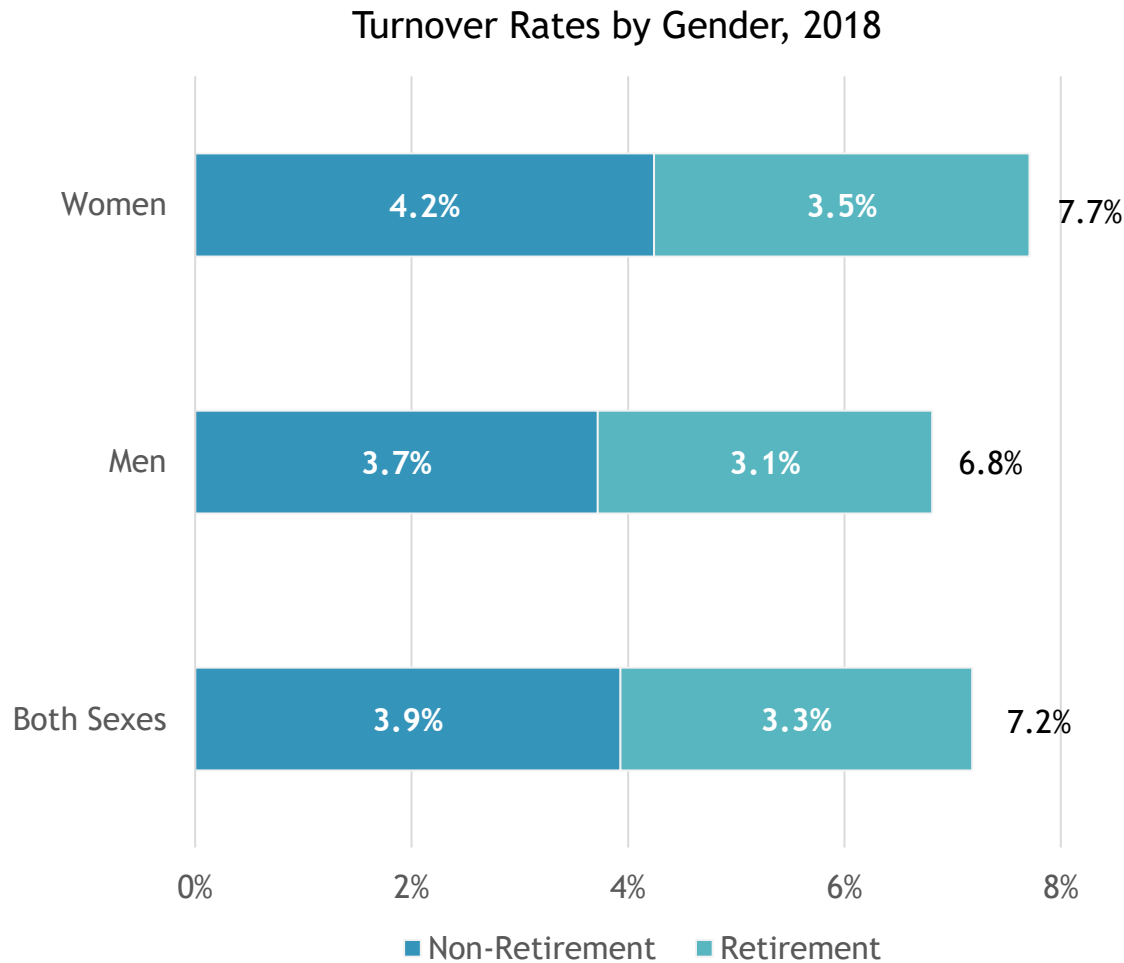
Turnover Rates by Crown Corporation

Changes in Retirement and Non-Retirement Turnover Rates by Crown Corporation



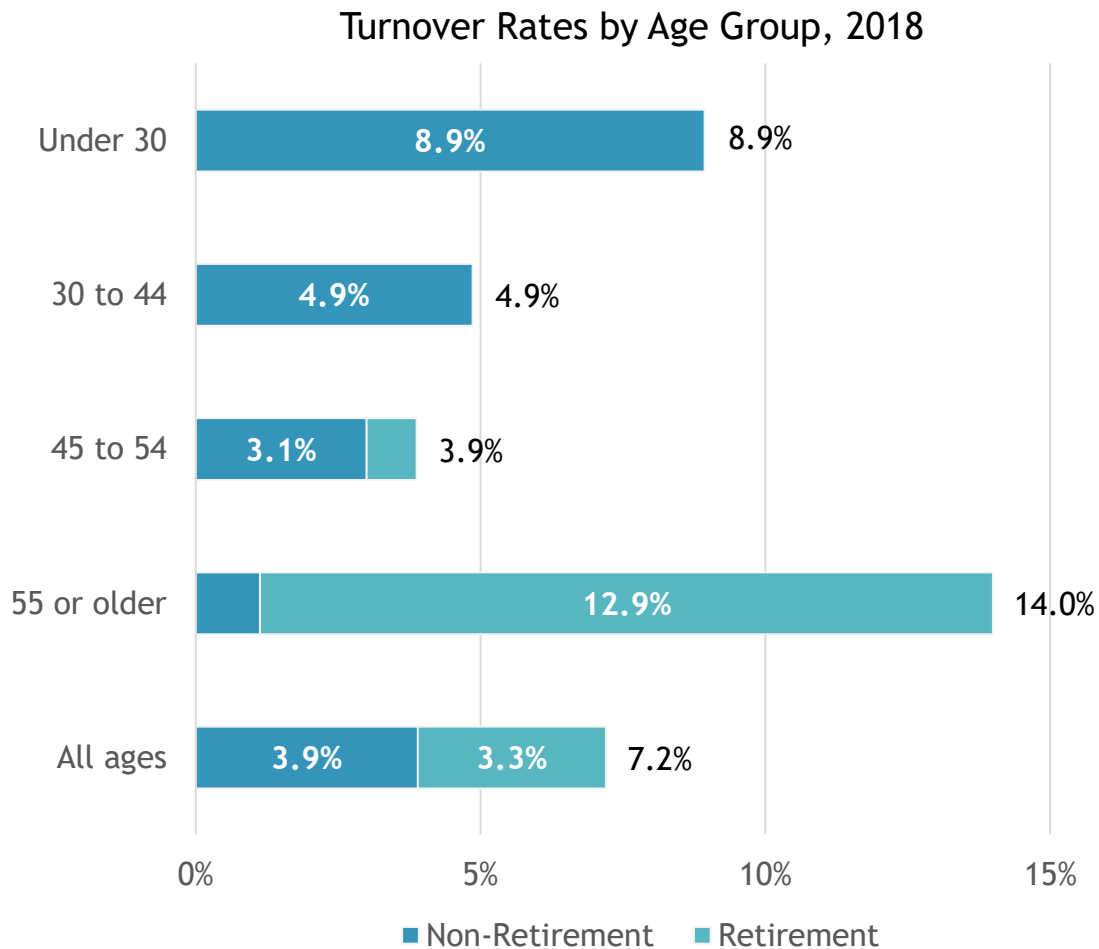
- ▶ At most Crowns, turnover rates do not seem to follow a consistent trend.
- ▶ The exception is SGI, where turnover rates have consistently increased since 2009.

Turnover Rates of Permanent Staff by Gender, 2018



► In 2018, women had a higher turnover rate than men (1% higher).

Turnover Rates of Permanent Staff by Age Group, 2018



- ▶ In 2018, turnover rates (particularly retirement) were highest among those 55 years or older.
- ▶ Non-retirement turnover rates were highest among those under 30 years old.
- ▶ Turnover rates were lowest in employees aged 45 to 54.

Turnover Rates of Permanent Employees by Diversity Groups, 2018

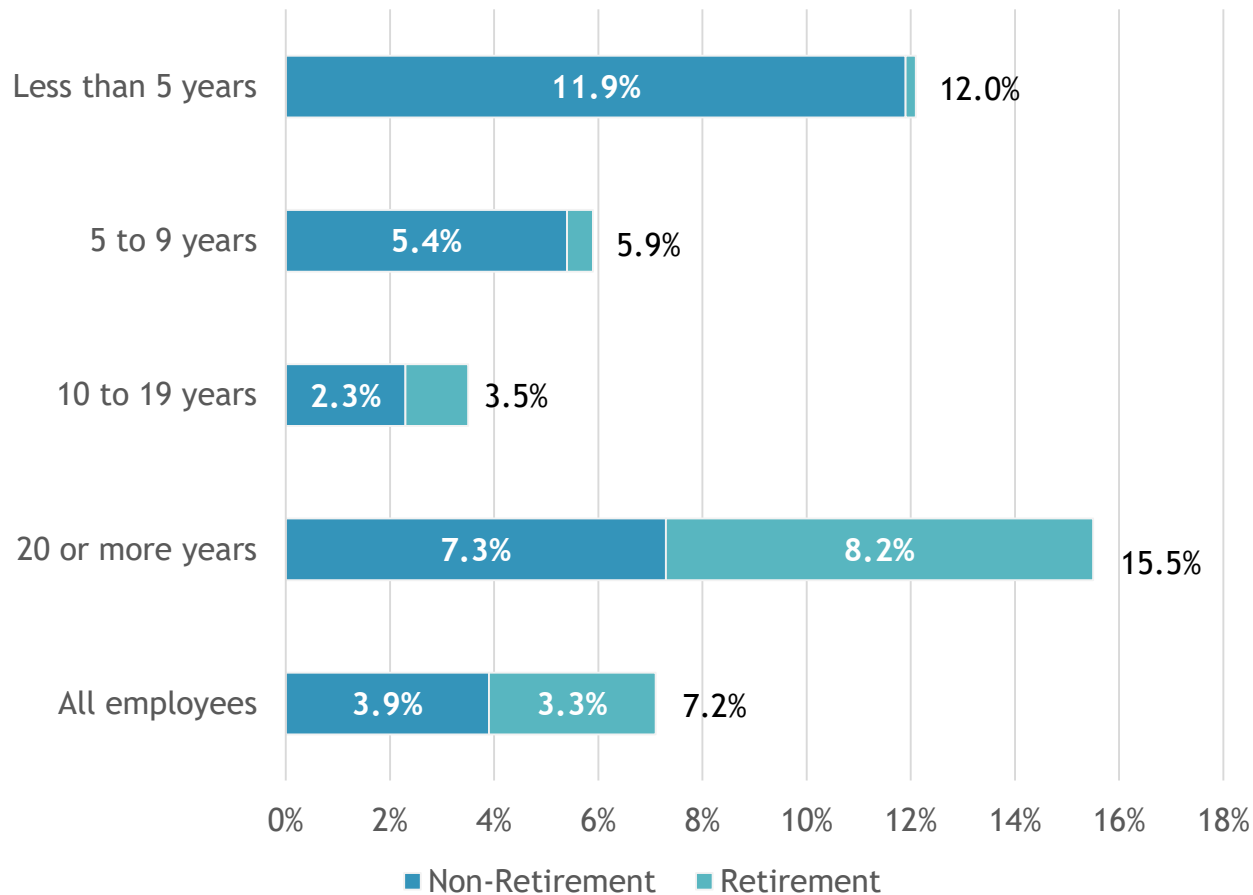
Turnover Rates by Diversity Groups, 2018



- ▶ In 2018, turnover rates for those identifying as Aboriginal were higher than for employees overall. This is driven by the high non-retirement turnover rate.
- ▶ Employees with disabilities and those who are visible minorities had slightly lower turnover rates than employees generally.
- ▶ However, the non-retirement turnover rate for members of a visible minority was much higher than that of all employees.

Turnover Rates for Permanent Staff by Tenure, 2018

Turnover Rates by Tenure, 2018



- ▶ In 2018, non-retirement turnover rates were highest for those who worked for less than 5 years.
- ▶ Retirement turnover rates were highest for those who had been employed for 20 years or more.

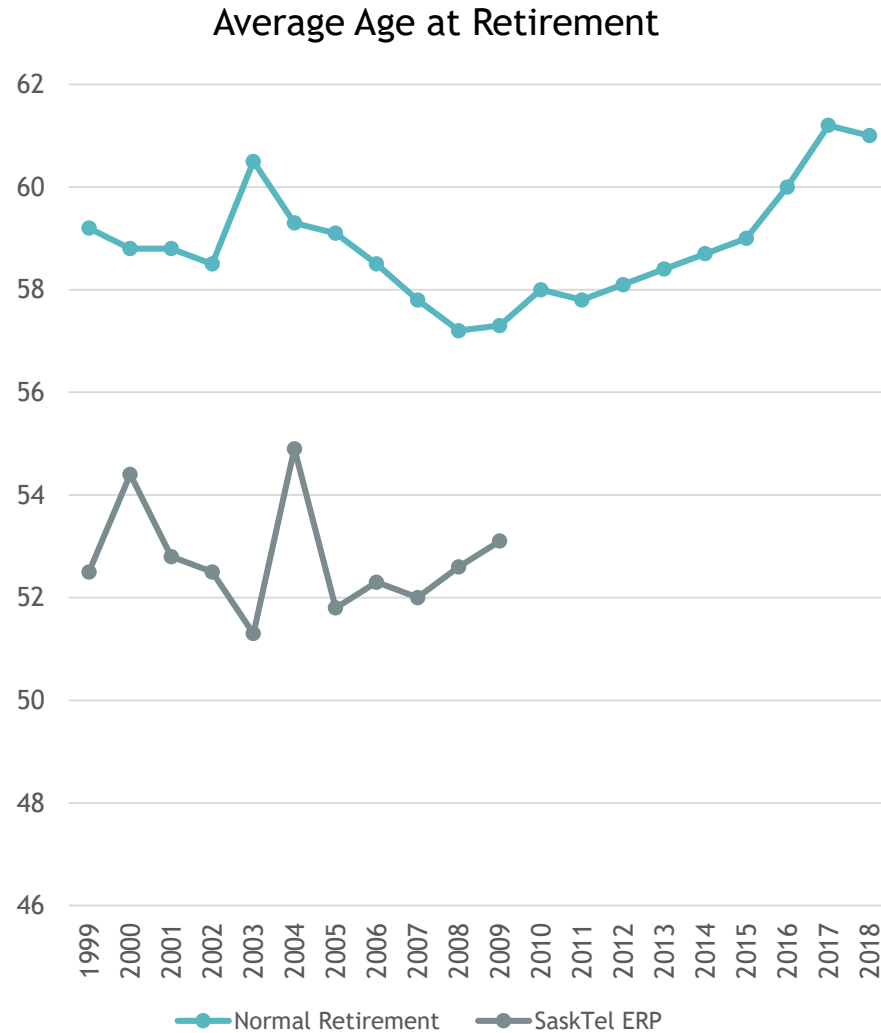
Turnover Rates for Permanent Staff by Union Membership, 2018

Turnover Rates by Union Membership, 2018



- ▶ In 2018, non-retirement turnover rates are slightly higher for out-of-scope than in-scope employees. This is driven by the higher non-retirement turnover rate in this group.
- ▶ The retirement turnover rate was not affected by union membership.

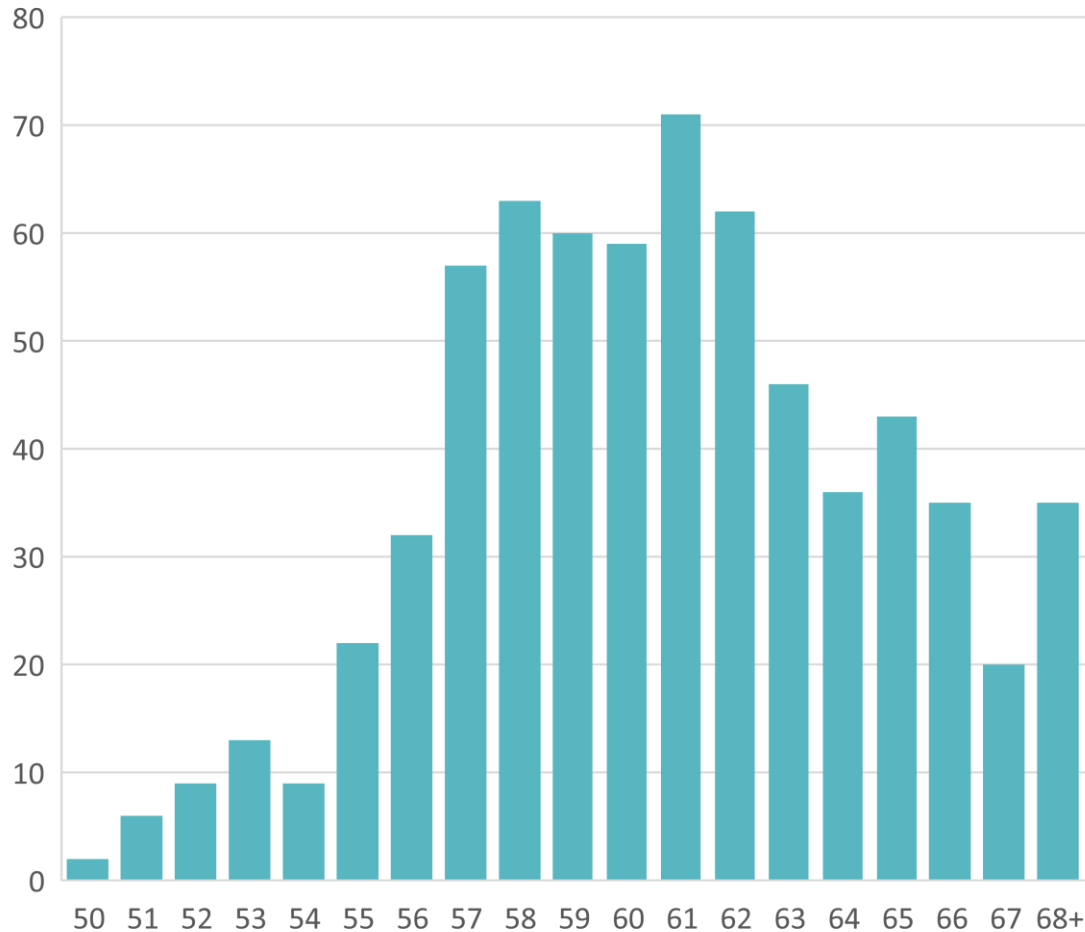
Retirement Age Trends



- ▶ Between 2003 and 2009, the average age of retirement has declined from 61 to 57.
- ▶ Starting in 2010, the average age at retirement has steadily increased.
- ▶ In 2018, the average age at retirement was 61.

Retirement Age

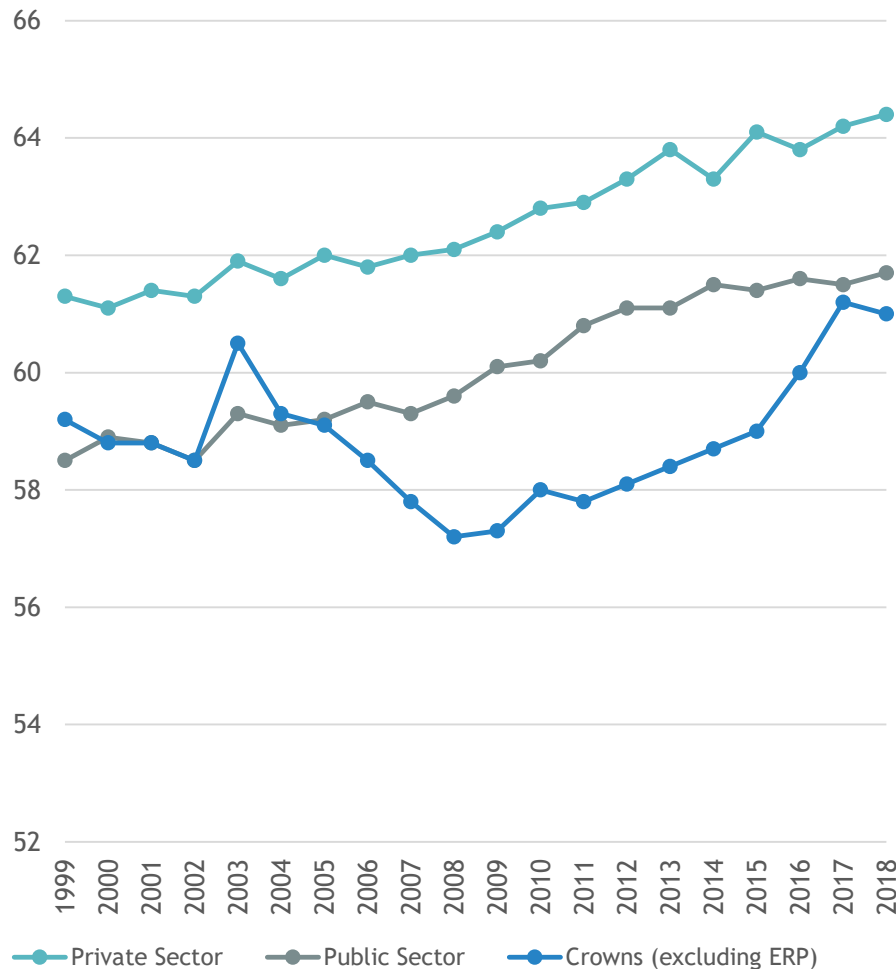
Age at Retirement, Average of 2017 and 2018



- ▶ Most employees who retired in 2017 and 2018 did so between the ages of 57 and 63. The most common age at retirement was 61.
- ▶ A considerable proportion of employees retired at the age of 65.

Comparison with Canada

Average Age at Retirement, public and private sector employees versus Crowns



- ▶ The increase in retirement age in the Crowns is mirrored by a similar increase in Canada's private and public sector.
- ▶ However, the increase has been much steeper than in either the private or public sector, although there are signs of stabilization.
- ▶ Still, age at retirement in the Crowns is lower than with other Canadian employers.

Appendices

Data for Charts and Figures

Appendix A

Table 1. Staffing Categories and Class of Worker.

(Page 3)

	2002	2003	2004	2005	2006	2007
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574
Permanent part time	482	499	479	419	421	894
Contract/term	807	530	525	560	583	575
Seasonal/other	340	426	400	404	495	735
Total	10,537	10,358	10,264	10,323	10,521	11,778
Coop and summer students during the course of the school year	516	515	461	477	485	478

Table 1. Staffing Categories and Class of Worker (continued).

	2008	2009	2010	2011	2012	2013
Permanent full time	9,658	9,777	9,704	9,694	9,833	9,856
Permanent part time	901	844	786	825	869	795
Contract/term	636	620	582	603	538	537
Seasonal/other	681	605	687	537	517	535
Total	11,876	11,846	11,759	11,659	11,757	11,723
Coop and summer students during the course of the school year	488	500	435	458	428	447

Table 1. Staffing Categories and Class of Worker (continued).

	2014	2015	2016	2017	2018
Permanent full time	9,898	9,985	9,936	9,533	9,540
Permanent part time	751	645	723	627	660
Contract/term	638	431	458	439	432

Seasonal/other	491	573	545	610	576
Total	11,778	11,634	11,662	11,209	11,208
Coop and summer students during the course of the school year	399	355	358	320	307

Appendix B

Table 2. Detailed Employment by Crown Corporation.

(Pages 4-5)

			2002	2003	2004	2005	2006	2007
CIC	Permanent	FT	81	73	54	68	70	68
		PT	0	0	0	0	0	0
	Non-permanent		0	2	0	1	4	4
SaskTel	Permanent	FT	3,786	3,812	3,657	3,622	3,577	3,476
		PT	110	89	90	38	49	102
	Non-permanent		524	569	562	622	747	726
SaskPower	Permanent	FT	2,369	2,395	2,426	2,444	2,473	2,526
		PT	134	142	144	137	134	127
	Non-permanent		150	145	153	118	110	132
SaskEnergy	Permanent	FT	815	818	815	823	861	895
		PT	85	84	86	86	77	76
	Non-permanent		74	70	65	50	70	102
SGI	Permanent	FT	1,386	1,387	1,390	1,420	1,447	1,524
		PT	107	115	114	113	116	113
	Non-permanent		92	75	77	106	125	148
SaskWater	Permanent	FT	84	67	68	80	82	83
		PT	2	2	2	4	4	4
	Non-permanent		3	1	1	9	0	5
SOCO	Permanent	FT	69	81	86	116
		PT	1	2	3	2
	Non-permanent		4	3	2	2
ISC	Permanent	FT	196	165	195	208	229	243
		PT	4	27	2	1	1	2
	Non-permanent		303	88	59	41	13	17

STC	Permanent	FT	191	186	186	194	197	196
		PT	40	40	40	38	37	35
	Non-permanent		1	6	4	14	7	7
SGC	Permanent	FT	447
		PT	433
	Non-permanent		167

Table 2. Detailed Employment by Crown Corporation (continued).

			2008	2009	2010	2011	2012	2013
CIC	Permanent	FT	63	69	65	65	60	52
		PT	0	1	0	0	0	0
	Non-permanent		4	2	2	5	2	1
SaskTel	Permanent	FT	3,318	3,226	3,192	3,136	3,139	3,208
		PT	104	111	88	111	107	105
	Non-permanent		752	719	749	648	650	646
SaskPower	Permanent	FT	2,588	2,692	2,762	2,739	2,897	3,056
		PT	136	140	131	133	129	123
	Non-permanent		132	113	84	132	137	149
SaskEnergy	Permanent	FT	937	930	908	919	947	946
		PT	68	73	68	75	81	102
	Non-permanent		97	84	91	78	40	49
SGI	Permanent	FT	1,536	1,573	1,572	1,591	1,618	1,740
		PT	107	114	112	109	112	108
	Non-permanent		187	189	157	148	143	151
SaskWater	Permanent	FT	85	87	91	98	104	107
		PT	4	3	4	3	4	3
	Non-permanent		3	4	4	1	2	1

SOCO	Permanent	FT	106	110	115	111	112	105
		PT	5	4	3	2	2	3
	Non-permanent		3	0	1	2	1	0
ISC	Permanent	FT	257	259	289	288	288	...
		PT	2	2	3	2	2	...
	Non-permanent		19	13	25	40	39	...
STC	Permanent	FT	203	200	192	190	194	204
		PT	29	34	37	34	32	36
	Non-permanent		4	5	1	7	3	0
SGC	Permanent	FT	565	631	518	557	474	438
		PT	446	362	340	356	400	315
	Non-permanent		116	96	155	79	38	75

Table 2. Detailed Employment by Crown Corporation (continued).

			2014	2015	2016	2017	2018
CIC	Permanent	FT	48	42	43	42	40
		PT	0	0	1	0	0
	Non-permanent		1	1	1	3	2
SaskTel	Permanent	FT	3,157	3,112	3,065	3,020	2,849
		PT	108	88	68	62	59
	Non-permanent		596	619	616	652	657
SaskPower	Permanent	FT	3,143	3,154	3,258	3,162	3,201
		PT	124	106	112	106	122
	Non-permanent		231	126	113	98	102
SaskEnergy	Permanent	FT	968	1,023	936	923	937
		PT	96	6	84	77	78
	Non-permanent		41	40	44	37	37

SGI	Permanent	FT	1,761	1,809	1,803	1,777	1,860
		PT	98	99	108	115	110
	Non-permanent		172	146	143	138	153
SaskWater	Permanent	FT	113	115	119	126	123
		PT	2	2	2	2	2
	Non-permanent		6	8	6	1	2
SOCO	Permanent	FT	93	87	93	90	91
		PT	4	2	1	1	2
	Non-permanent		4	4	4	3	4
ISC	Permanent	FT
		PT
	Non-permanent	
STC	Permanent	FT	195	182	178
		PT	32	35	35
	Non-permanent		2	0	0
SGC	Permanent	FT	420	461	441	393	439
		PT	287	307	312	264	287
	Non-permanent		76	60	76	117	51

Appendix C

Table 3. Total Staff in the Crown Corporations, 2017.

(Page A.8)

	Count	Per cent
CIC	45	0.4%
SaskTel	3,734	33.3%
SaskPower	3,366	30.0%
SaskEnergy	1,037	9.2%
SGI	2,030	18.1%
SOCO	94	0.8%
SaskWater	129	1.1%
SGC	774	6.9%
	11,209	100.0%

Figure 1. Permanent and Non-Permanent Staff, December 2017, by Crown Corporation

(Total = 11,209)

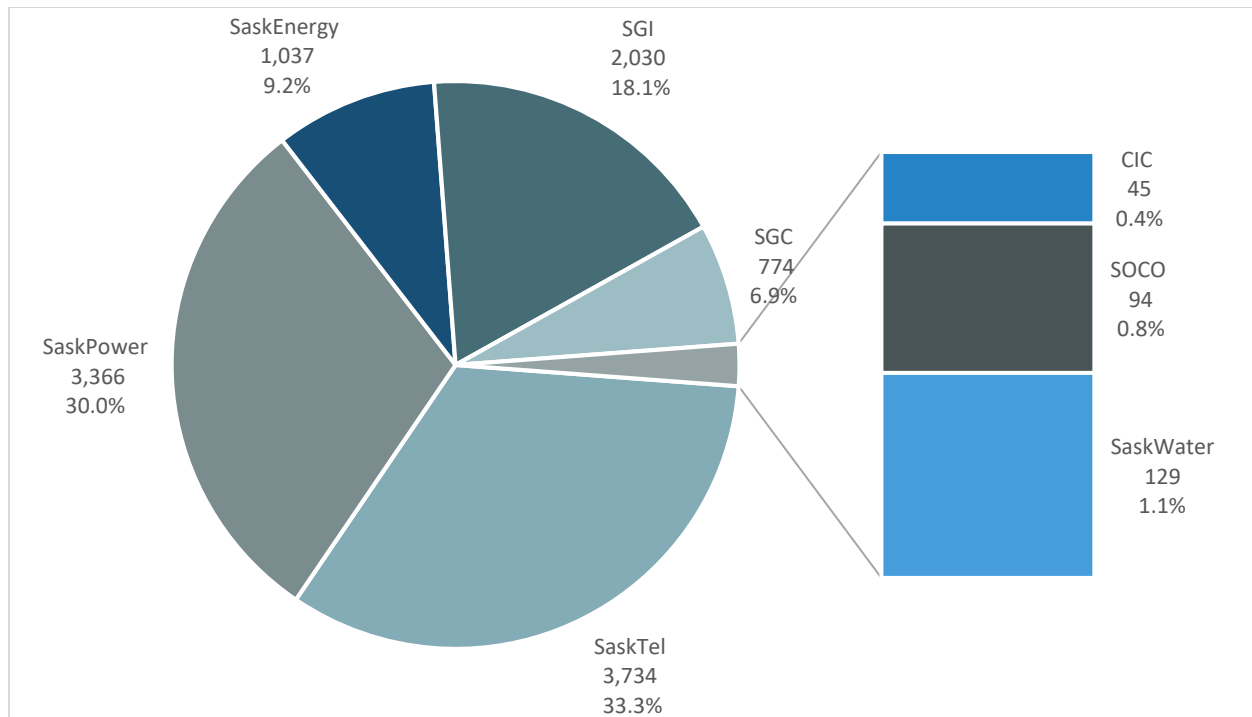


Table 4. Total Staff in the Crown Corporations, 2018.

(Page 6)

	Count	Per cent
CIC	42	0.4%
SaskTel	3,565	31.8%
SaskPower	3,425	30.6%
SaskEnergy	1,052	9.4%
SGI	2,123	18.9%
SOCO	97	0.9%
SaskWater	127	1.1%
STC
SGC	777	6.9%
	11,208	100.0%

Appendix D

Table 5. Crown Corporation Employment Trends.

(Page 7)

	Total	Excluding SOCO, ISC, SGC
2002	10,537	10,034
2003	10,358	10,078
2004	10,264	9,934
2005	10,323	9,987
2006	10,521	10,187
2007	11,778	10,349
2008	11,876	10,357
2009	11,846	10,369
2010	11,759	10,310
2011	11,659	10,222
2012	11,757	10,401
2013	11,723	10,787
2014	11,778	10,894
2015	11,634	10,713
2016	11,662	10,735
2017	11,209	10,341
2018	11,208	10,334

Appendix E

Table 6. Non-Permanent Staff.

(Page 8)

Non-Permanent	
2002	1,147
2003	956
2004	925
2005	964
2006	1,078
2007	1,310
2008	1,317
2009	1,225
2010	1,269
2011	1,140
2012	1,055
2013	1,072
2014	1,129
2015	1,004
2016	1,003
2017	1,049
2018	1,008

Appendix F

Table 7. Category of Employment for Women

(Page 10)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2007	42.2%	51.1%	62.3%	43.9%	43.7%
2008	42.6%	52.2%	55.4%	43.8%	45.3%
2009	42.2%	57.7%	52.2%	43.5%	43.2%
2010	41.9%	54.0%	53.6%	43.2%	42.5%
2011	42.2%	61.3%	51.2%	43.6%	43.7%
2012	41.8%	62.9%	57.1%	43.4%	45.1%
2013	41.5%	60.1%	54.6%	42.9%	45.6%
2014	41.4%	53.8%	54.8%	42.6%	47.4%
2015	41.3%	53.8%	49.4%	42.1%	42.0%
2016	40.9%	53.5%	47.7%	41.7%	43.6%
2017	40.6%	51.8%	47.5%	41.4%	38.8%
2018	40.7%	52.3%	45.6%	41.4%	35.2%

Appendix G

Table 8. Per cent of Permanent Crown Corporation Staff Who Identify as Women.

(Page

11)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2007	66.2%	44.5%	27.7%	39.2%	58.4%	41.5%	34.5%	24.7%	53.3%
2008	61.9%	44.5%	28.2%	40.1%	58.7%	40.5%	30.3%	24.6%	55.1%
2009	61.4%	43.9%	28.3%	40.5%	58.4%	39.5%	30.0%	24.4%	54.4%
2010	58.5%	43.5%	28.6%	40.5%	58.8%	40.7%	30.5%	26.6%	53.8%
2011	56.9%	43.3%	29.1%	40.2%	59.1%	38.9%	26.7%	25.9%	55.2%
2012	61.7%	42.6%	29.9%	39.7%	58.8%	39.5%	25.0%	27.4%	53.9%
2013	65.4%	41.6%	29.8%	40.5%	58.9%	39.8%	25.5%	27.9%	54.7%
2014	64.6%	41.7%	29.5%	40.5%	58.7%	42.3%	25.2%	29.1%	55.3%
2015	59.5%	41.3%	29.2%	39.9%	58.5%	40.4%	24.8%	27.2%	56.5%
2016	61.4%	40.7%	28.9%	40.1%	58.3%	43.6%	24.0%	26.8%	56.8%
2017	61.9%	40.4%	28.6%	39.1%	58.2%	42.9%	25.8%	...	54.3%
2018	60.0%	39.9%	28.9%	39.3%	57.8%	43.0%	24.0%	...	54.8%

Appendix H

Table 9. Comparison of the Percentage of Employees Who Identify as Women. (Page 12)

	Saskatchewan	Crown Corporations
2007	49.9%	43.9%
2008	50.0%	43.8%
2009	50.2%	43.5%
2010	49.4%	43.2%
2011	49.0%	43.6%
2012	48.7%	43.4%
2013	48.7%	42.9%
2014	48.7%	42.6%
2015	48.3%	42.1%
2016	48.7%	41.7%
2017	46.6%	41.4%
2018	47.7%	41.1%

Appendix I

Table 10. Percentage of Women in Underrepresented Positions.

(Page 13)

	Permanent	Term/Contract	Seasonal/Other	Total (excluding students)
2007	24.2%	29.0%	56.9%	26.8%
2008	24.3%	29.2%	50.1%	26.4%
2009	23.9%	38.4%	48.2%	26.2%
2010	23.7%	36.7%	48.2%	26.0%
2011	24.0%	44.3%	48.8%	26.3%
2012	23.7%	56.1%	53.7%	26.6%
2013	24.4%	52.0%	52.7%	27.1%
2014	23.4%	38.3%	53.8%	25.8%
2015	23.3%	44.0%	48.0%	25.4%
2016	22.8%	48.2%	45.8%	24.9%
2017	23.21%	21.24%	20.00%	18.98%
2018	18.1%	21.0%	20.2%	18.1%

Appendix J

Table 11. Percentage of Women in Underrepresented Positions, by Crown Corporation.

(Page 14)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2007	31.3%	37.4%	8.1%	10.9%	27.5%	21.8%	20.0%	7.6%	27.0%
2008	33.3%	37.1%	8.6%	13.0%	26.7%	21.3%	19.4%	10.4%	35.6%
2009	42.1%	36.5%	8.8%	12.7%	27.1%	20.5%	19.2%	13.1%	35.5%
2010	31.3%	36.5%	9.2%	13.1%	27.4%	21.5%	18.4%	13.8%	30.6%
2011	29.4%	36.5%	9.9%	13.2%	28.9%	20.3%	17.6%	13.1%	31.8%
2012	20.0%	35.6%	11.0%	12.5%	29.8%	19.7%	15.9%	13.8%	27.3%
2013	20.0%	35.2%	15.8%	13.0%	28.5%	20.8%	13.8%	13.4%	26.4%
2014	50.0%	32.3%	17.7%	11.6%	27.9%	14.3%	13.3%	11.8%	27.1%
2015	50.0%	31.8%	17.6%	12.3%	27.1%	12.5%	13.8%	11.0%	29.6%
2016	55.6%	30.7%	18.0%	12.7%	25.6%	14.0%	15.0%	11.9%	30.2%
2017	33.3%	18.9%	...	10.8%	25.1%	4.8%	16.2%	...	28.0%
2018	25.0%	18.7%	...	10.5%	21.2%	4.3%	15.5%	...	28.5%

Appendix K

Table 12. Percentage of Employees Who Identify as Aboriginal.

(Page 15)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2009	12.3%	16.1%	20.5%	12.9%	16.2%
2010	12.1%	17.4%	21.0%	12.9%	16.6%
2011	12.3%	16.0%	16.2%	12.7%	14.2%
2012	12.1%	14.8%	13.2%	12.3%	12.6%
2013	11.5%	15.3%	13.3%	11.8%	13.2%
2014	11.3%	15.5%	12.4%	11.6%	16.0%
2015	11.7%	11.4%	12.0%	11.7%	11.3%
2016	11.6%	14.6%	12.5%	11.8%	10.6%
2017	11.5%	10.3%	13.5%	11.5%	10.0%
2018	11.7%	10.2%	10.6%	11.5%	9.4%

Appendix L

Table 13. Percentage of Permanent Employees Who Identify as Aboriginal, by Crown Corporation.

(Page 16)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2009	10.0%	8.9%	6.8%	12.9%	10.7%	8.8%	3.3%	12.8%	42.9%
2010	7.7%	8.9%	7.0%	12.6%	11.1%	8.5%	4.2%	13.1%	44.1%
2011	6.2%	9.3%	7.0%	12.9%	11.2%	6.2%	4.0%	14.3%	43.0%
2012	10.0%	9.4%	7.0%	14.0%	11.3%	7.0%	3.7%	15.5%	40.0%
2013	7.7%	9.2%	6.6%	14.6%	10.7%	6.5%	3.6%	14.2%	41.4%
2014	8.3%	9.2%	6.7%	14.9%	10.9%	7.2%	4.3%	12.3%	39.9%
2015	9.5%	9.0%	7.0%	15.1%	10.9%	6.7%	4.3%	12.9%	41.9%
2016	9.1%	9.2%	7.1%	15.1%	10.8%	6.4%	4.1%	11.7%	41.7%
2017	9.5%	9.2%	7.0%	15.6%	10.8%	6.6%	4.7%	...	41.4%
2018	10.0%	9.5%	7.1%	15.3%	10.4%	5.4%	4.0%	...	41.9%

Appendix M

Table 14. Comparison of the Percentage of Employees Who Identify as Aboriginal. (Page 17)

	Saskatchewan	Crown Corporations
2009	7.2%	12.9%
2010	7.2%	12.9%
2011	7.6%	12.7%
2012	7.5%	12.3%
2013	7.8%	11.8%
2014	7.6%	11.6%
2015	7.7%	11.7%
2016	8.0%	11.8%
2017	8.2%	11.5%
2018	8.2%	11.5%

Appendix N

Table 15. Percentage of Employees Who Identify as a Member of a Visible Minority Group.

(Page 18)

	Permanent	Term/Contract	Seasonal/Other	Total (except students)	Students
2007	4.1%	9.1%	7.8%	4.6%	10.5%
2008	4.7%	8.3%	6.0%	4.9%	10.2%
2009	4.8%	9.1%	7.6%	5.2%	11.6%
2010	4.8%	9.3%	10.0%	5.4%	9.2%
2011	5.2%	8.3%	11.2%	5.6%	7.4%
2012	5.8%	7.2%	13.2%	6.2%	11.0%
2013	6.8%	9.5%	15.7%	7.3%	13.2%
2014	7.2%	13.9%	15.9%	7.9%	13.3%
2015	7.7%	16.2%	16.9%	8.5%	12.7%
2016	8.5%	17.9%	19.4%	9.4%	11.7%
2017	9.1%	19.2%	20.7%	10.1%	14.7%
2018	10.2%	19.7%	20.3%	11.1%	19.9%

Appendix O

Table 16. Percentage of Permanent Employees Who Identify as a Member of a Visible Minority Group, by Crown Corporation.

(Page 19)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2007	5.9%	4.5%	2.4%	2.2%	3.5%	5.1%	3.4%	3.0%	10.9%
2008	7.9%	4.7%	2.7%	3.2%	4.1%	4.5%	3.4%	3.4%	12.2%
2009	8.6%	4.6%	3.6%	3.7%	4.2%	3.5%	2.2%	3.0%	11.9%
2010	7.7%	4.7%	3.8%	3.6%	4.5%	4.2%	2.1%	3.9%	11.3%
2011	6.2%	5.0%	4.1%	3.4%	5.3%	4.4%	3.0%	4.9%	11.0%
2012	5.0%	5.4%	4.6%	3.6%	6.5%	4.4%	4.6%	4.4%	13.5%
2013	5.8%	6.3%	6.0%	4.0%	7.4%	4.6%	5.5%	4.6%	15.5%
2014	6.3%	6.5%	6.5%	4.3%	7.9%	4.1%	5.2%	7.0%	17.1%
2015	7.1%	6.9%	6.9%	4.8%	8.9%	3.4%	6.0%	8.8%	16.4%
2016	7.1%	6.9%	6.9%	4.8%	8.9%	3.4%	6.0%	8.8%	16.4%
2017	4.8%	8.3%	8.8%	5.5%	10.7%	3.3%	6.2%	...	17.2%
2018	5.0%	8.6%	9.9%	6.8%	12.4%	3.2%	7.1%	...	18.7%

Appendix P

Table 17. Percentage of Employees Reporting a Disability.

(Page 20)

	Permanent	Term/Contract	Seasonal/Other	Total (except Students)	Students
2009	4.8%	4.0%	4.6%	4.8%	2.2%
2010	4.6%	4.7%	5.4%	4.6%	2.5%
2011	4.4%	3.9%	6.9%	4.5%	2.0%
2012	4.4%	3.8%	7.2%	4.5%	1.4%
2013	4.5%	4.1%	7.5%	4.7%	1.8%
2014	4.4%	3.3%	6.1%	4.4%	1.3%
2015	4.3%	2.8%	6.1%	4.3%	1.7%
2016	4.3%	3.1%	6.8%	4.4%	2.2%
2017	4.5%	3.9%	5.9%	4.6%	1.3%
2018	4.7%	4.4%	6.3%	4.7%	0.7%

Appendix Q

Table 18. Percentage of Permanent Employees Reporting a Disability, by Crown Corporation.

(Page 21)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	STC	SGC
2009	5.7%	5.8%	3.2%	3.3%	6.3%	5.3%	2.2%	4.7%	5.3%
2010	6.2%	5.7%	3.2%	3.4%	5.7%	5.1%	2.1%	3.9%	4.5%
2011	4.6%	5.8%	2.8%	3.1%	5.1%	4.4%	2.0%	4.5%	4.6%
2012	3.3%	6.1%	2.8%	3.1%	5.1%	4.4%	1.9%	4.0%	3.8%
2013	1.9%	6.3%	2.7%	2.9%	6.4%	4.6%	0.9%	3.8%	3.3%
2014	2.1%	6.4%	2.4%	2.6%	6.0%	5.2%	0.9%	4.0%	3.0%
2015	0.0%	6.0%	2.5%	2.6%	5.7%	4.5%	0.9%	4.6%	4.3%
2016	0.0%	6.2%	2.6%	2.5%	5.5%	4.3%	0.8%	4.7%	4.8%
2017	0.0%	6.3%	2.4%	2.5%	6.9%	3.3%	2.3%	...	4.6%
2018	0.0%	6.7%	2.3%	2.3%	7.4%	3.2%	2.4%	...	4.4%

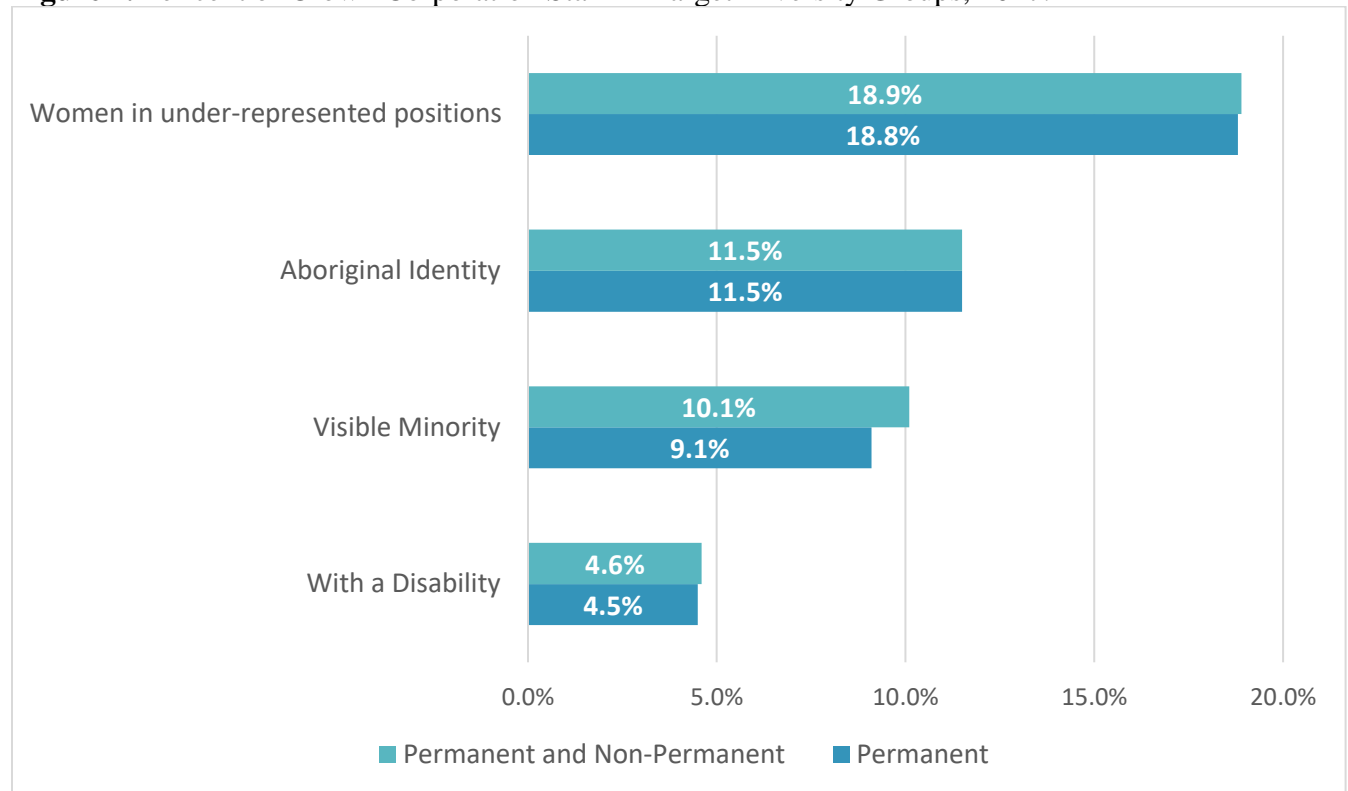
Appendix R

Table 19. Summary of Diversity Measures, 2017.

(Page A.24)

	Women in under-represented positions	Aboriginal Identity	Visible Minority	With a Disability
Permanent	18.8%	11.5%	9.1%	4.5%
Permanent and Non-Permanent	18.9%	11.5%	10.1%	4.6%

Figure 2. Per cent of Crown Corporation Staff in Target Diversity Groups, 2017.



Notes: SaskPower excluded from analyses of women in underrepresented positions because of missing NOC codes. Women represent one in five (18.9%) of employees in under-represented positions. Equivalent proportions are observed among permanent staff. The proportion of permanent and non-permanent staff in the Crown corporations who identified as Aboriginal remained stable at 11.5%. At the same point in time, 10.1% were members of a visible minority group, and 4.6% reported having a disability.

Table 20. Summary of Diversity Measures, 2018.

(Page 22)

	Women in under- represented positions	Aboriginal Identity	Visible Minority	With a Disability
Permanent	18.1%	11.7%	10.2%	4.6%
Permanent and Non-Permanent	19.6%	11.5%	11.1%	4.7%

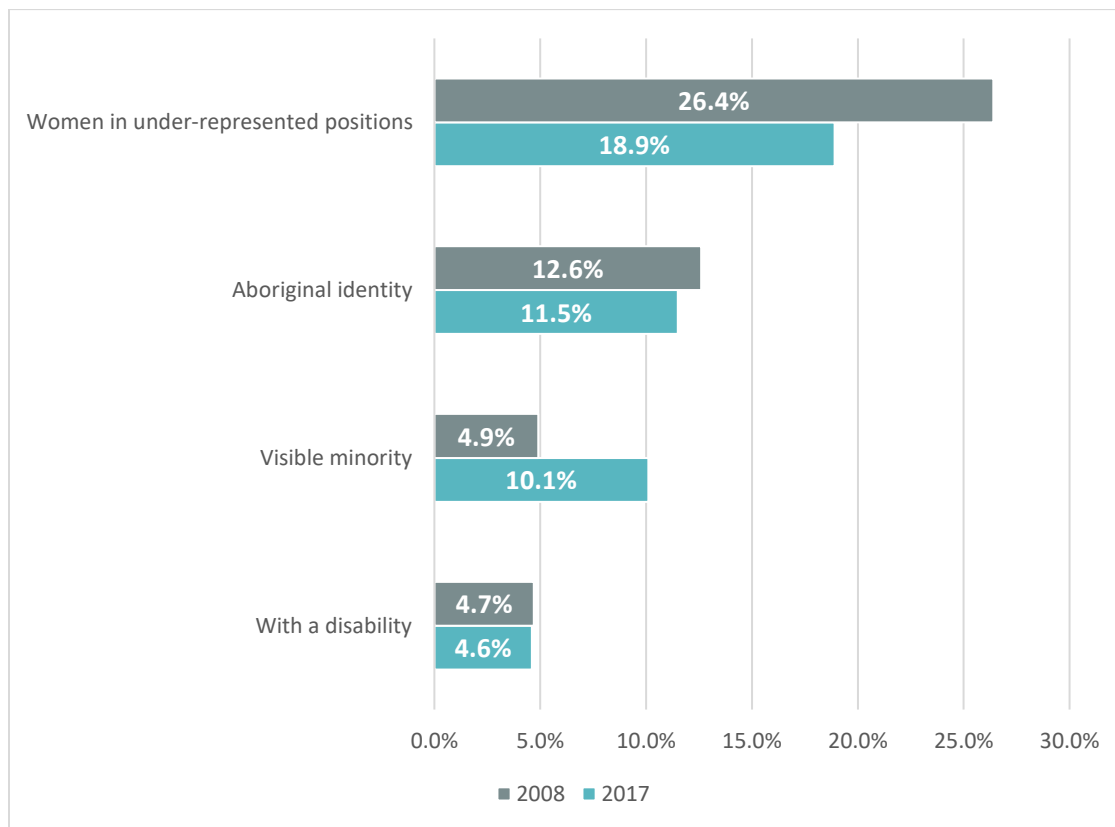
Appendix S

Table 21. Changes in Diversity over Time, 2017.

(Page A.26)

	Women in under-represented positions	Aboriginal identity	Visible minority	With a disability
2008	26.4%	12.6%	4.9%	4.7%
2017	18.9%	11.5%	10.1%	4.6%

Figure 3. Change in Permanent and Non-Permanent Staff in Diversity Target Groups, 2008 and 2017.



Notes: SaskPower excluded from analyses of women in underrepresented positions because of missing NOC codes. The proportion of women in under-represented positions has declined slightly over the period. Aboriginal identity and employees with a reported disability have remained relatively stable. In contrast, the visible minority members has substantially increased over time, from 4.9% in 2008 to 10.1% in 2017.

Table 22. Changes in Diversity over Time, 2018.

(Page 23)

	Women in under- represented positions	Aboriginal identity	Visible minority	With a disability
2009	26.2%	12.9%	5.2%	4.8%
2018	18.1%	11.5%	11.1%	4.7%

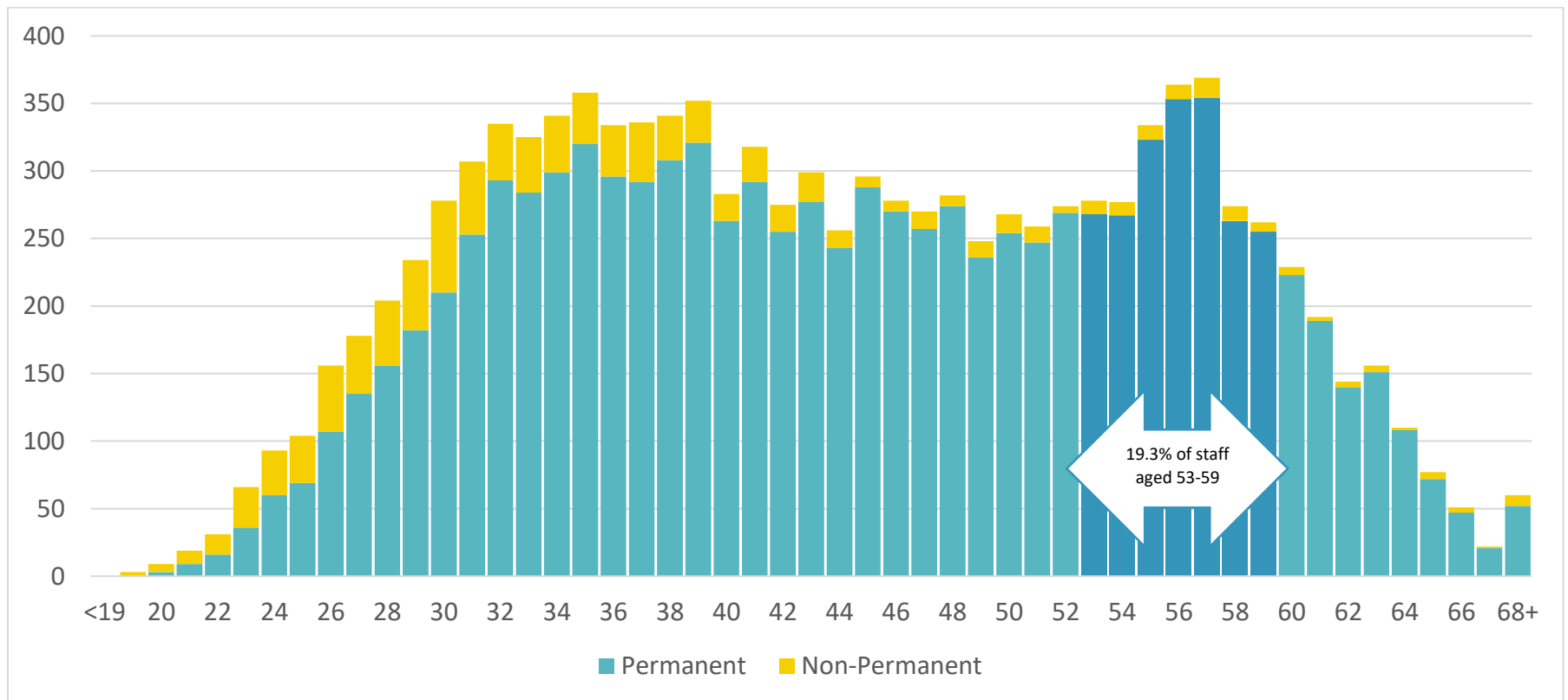
Appendix T

Table 23. Age of Permanent and Non-Permanent Crown Corporation Employees. (Pages A.30, 25)

	2017			2018	
	Permanent	Non-Permanent		Permanent	Non-Permanent
<19	0	0	<19	0	1
19	0	3	19	4	7
20	3	6	20	12	13
21	9	10	21	22	23
22	16	15	22	29	20
23	36	30	23	60	32
24	60	33	24	75	33
25	69	35	25	94	29
26	107	49	26	143	42
27	135	43	27	154	48
28	156	48	28	164	52
29	182	52	29	214	38
30	210	68	30	234	64
31	253	54	31	261	51
32	293	42	32	311	38
33	284	41	33	298	42
34	299	42	34	315	39
35	320	38	35	335	32
36	296	38	36	304	42
37	292	44	37	310	42
38	308	33	38	325	27
39	321	31	39	317	28
40	263	20	40	270	19
41	292	26	41	298	22
42	255	20	42	268	18
43	277	22	43	282	23
44	243	13	44	241	15
45	288	8	45	289	8
46	270	8	46	269	9
47	257	13	47	254	14
48	274	8	48	282	6
49	236	12	49	241	11
50	254	14	50	258	11

51	247	12	51	247	8
2017			2018		
	Permanent	Non-Permanent		Permanent	Non-Permanent
52	269	5	52	267	6
53	268	10	53	258	11
54	267	10	54	271	4
55	323	11	55	318	10
56	353	11	56	334	9
57	354	15	57	318	16
58	263	11	58	240	7
59	255	7	59	222	5
60	223	6	60	192	3
61	189	3	61	152	5
62	140	4	62	111	5
63	151	5	63	126	5
64	108	2	64	82	2
65	72	5	65	45	2
66	47	4	66	36	2
67	21	1	67	14	2
68+	52	8	68+	34	7

Figure 4. Age of Permanent and Non-Permanent Crown Staff as of December 2017.



Appendix U

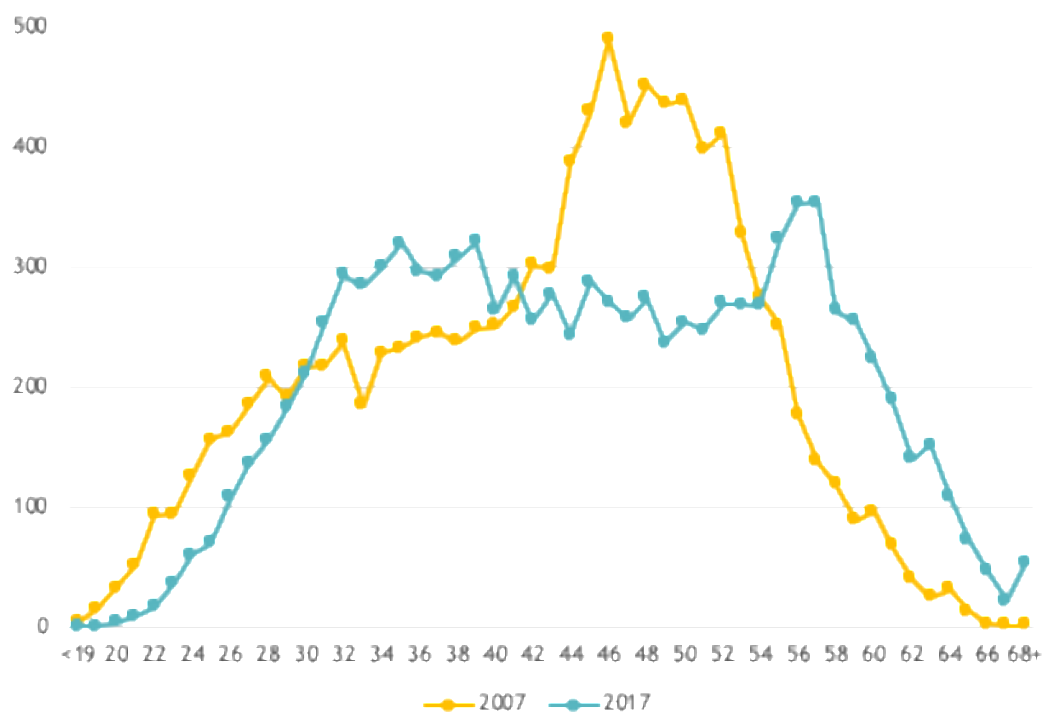
Table 24. Changes in Age Distribution Over Time.

(Pages A-32, 26)

	2007	2017	2018
<19	3	0	0
19	15	0	4
20	32	3	12
21	51	9	22
22	93	16	29
23	94	36	60
24	126	60	75
25	155	69	94
26	162	107	143
27	184	135	154
28	208	156	164
29	191	182	214
30	216	210	234
31	217	253	261
32	237	293	311
33	184	284	298
34	228	299	315
35	232	320	335
36	241	296	304
37	245	292	310
38	237	308	325
39	248	321	317
40	250	263	270
41	266	292	298
42	301	255	268
43	298	277	282
44	387	243	241
45	429	288	289
46	490	270	269
47	420	257	254
48	452	274	282
49	436	236	241
50	439	254	258
51	397	247	247
52	411	269	267

	2007	2017	2018
53	328	268	258
54	275	267	271
55	251	323	318
56	177	353	334
57	137	354	318
58	118	263	240
59	88	255	222
60	96	223	192
61	67	189	152
62	39	140	111
63	24	151	126
64	31	108	82
65	13	72	45
66	2	47	36
67	1	21	14
68+	1	52	34

Figure 5. Changes in Age Distribution Over Time, Permanent Staff Only, 2017.



Appendix V

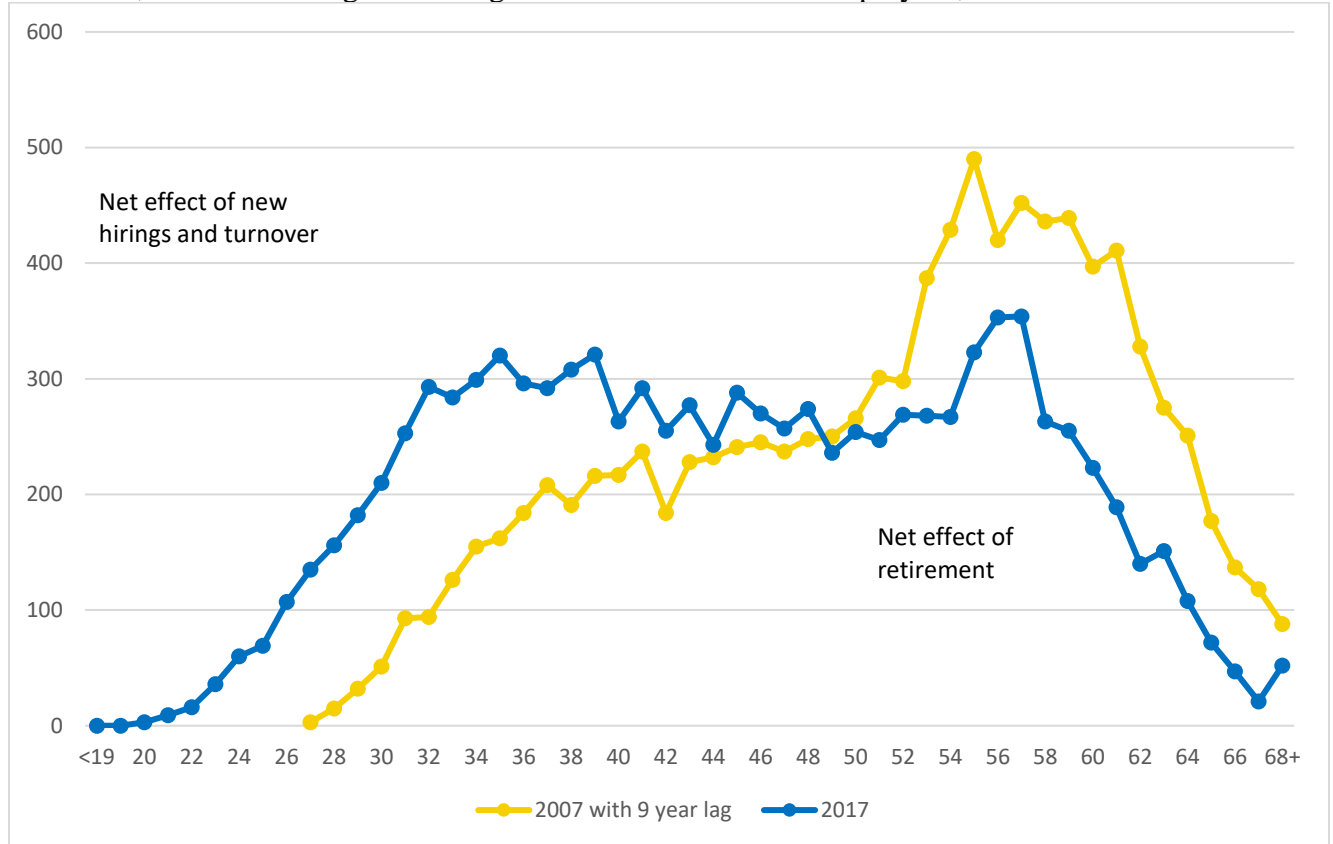
Table 25. Effect of Crown Corporation Human Resource Initiatives on Age of Employees.

(Pages A-35, 27)

	2007 with 9 year lag	2017	2018
<19	...	0	0
19	...	0	4
20	...	3	12
21	...	9	22
22	...	16	29
23	...	36	60
24	...	60	75
25	...	69	94
26	...	107	143
27	3	135	154
28	15	156	164
29	32	182	214
30	51	210	234
31	93	253	261
32	94	293	311
33	126	284	298
34	155	299	315
35	162	320	335
36	184	296	304
37	208	292	310
38	191	308	325
39	216	321	317
40	217	263	270
41	237	292	298
42	184	255	268
43	228	277	282
44	232	243	241
45	241	288	289
46	245	270	269
47	237	257	254
48	248	274	282
49	250	236	241
50	266	254	258
	2007 with 9 year lag	2017	2018

51	301	247	247
52	298	269	267
53	387	268	258
54	429	267	271
55	490	323	318
56	420	353	334
57	452	354	318
58	436	263	240
59	439	255	222
60	397	223	192
61	411	189	152
62	328	140	111
63	275	151	126
64	251	108	82
65	177	72	45
66	137	47	36
67	118	21	14
68+	88	52	34

Figure 6. Effect of Retirement and Non-Retirement Turnover, “Managing the Bubble” Initiatives, and New Hirings on the Ages of Permanent Crown Employees, 2017.



Appendix W

Table 26. Number of Permanent Employees Approaching Retirement.

(Page 28)

	55 to 59	60+
2007	771	274
2008	862	306
2009	958	354
2010	1,090	377
2011	1,167	411
2012	1,248	480
2013	1,346	532
2014	1,404	595
2015	1,399	697
2016	1,502	748
2017	1,548	1,003
2018	1,432	792

Appendix X

Table 27. Changes in the Age of Crown Corporation Employees.

(Page 29)

	Under 30	30 to 49	50 Plus
2009	1,384	5,747	3,229
2010	1,303	5,540	3,355
2011	1,307	5,375	3,547
2012	1,375	5,327	3,710
2013	1,444	5,380	3,827
2014	1,378	5,449	3,822
2015	1,286	5,516	3,828
2016	1,174	5,655	3,830
2017	773	5,530	3,856
2018	971	5,704	3,525

Appendix Y

Table 28. Age of Permanent Employees by Crown Corporation, 2017.

(Page A-38)

	Under 30	30 to 44	45 to 54	55 or older
CIC	4.8%	42.9%	28.6%	23.8%
SaskTel	3.5%	36.9%	28.2%	31.4%
SaskPower	10.1%	45.1%	23.5%	21.2%
SaskEnergy	7.7%	42.0%	27.6%	22.7%
SGI	8.5%	42.0%	24.3%	25.2%
SOCO	7.7%	36.3%	33.0%	23.1%
SaskWater	6.2%	48.8%	16.3%	20.9%
SGC	12.5%	40.2%	27.8%	19.5%
All Crown Corporations	7.6%	41.4%	25.9%	25.1%

Figure 7. Permanent staff by age group and Crown corporation, 2017.

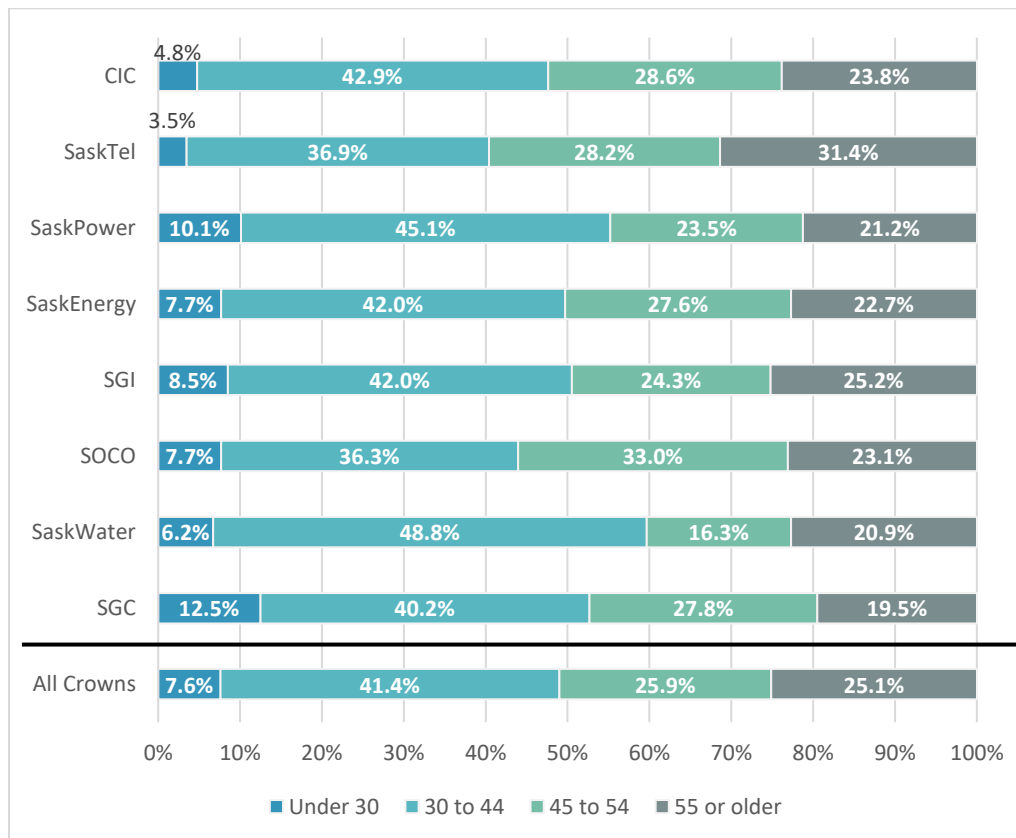


Table 29. Age of Permanent Employees by Crown Corporation, 2018.

(Page 30)

	Under 30	30 to 44	45 to 54	55 or older
CIC	2.5%	40.0%	30.0%	27.5%
SaskTel	3.8%	38.5%	29.5%	28.2%
SaskPower	12.2%	46.0%	23.5%	18.2%
SaskEnergy	10.7%	43.7%	27.0%	18.5%
SGI	10.9%	44.0%	23.5%	21.6%
SOCO	8.6%	35.5%	32.3%	23.7%
SaskWater	5.6%	52.0%	24.0%	18.4%
SGC	15.6%	40.5%	25.9%	18.0%
All Crown Corporations	9.5%	42.8%	25.8%	21.8%

Appendix Z

Table 30. Comparison of Percentage of Employees by Age Group.

(Page 31)

	Province of Saskatchewan		Crown Corporations	
	Under 30	55 or older	Under 30	55 or older
2009	27.4%	18.6%	17.5%	11.7%
2010	27.0%	19.5%	16.7%	13.4%
2011	27.0%	19.9%	16.3%	14.5%
2012	27.0%	20.5%	16.4%	15.6%
2013	26.9%	21.1%	16.7%	16.6%
2014	26.8%	21.4%	16.1%	17.6%
2015	26.3%	21.2%	14.7%	18.5%
2016	25.8%	21.8%	13.3%	19.9%
2017	23.8%	22.8%	8.7%	24.4%
2018	24.3%	26.2%	11.7%	20.5%

Appendix AA

Table 31. Tenure Within Current Crown Corporation.

(Page 32)

	< 5 years	5 to 9	10 to 19	20 or more
2009	2,785	1,476	2,694	3,405
2010	2,669	1,515	2,645	3,369
2011	2,431	1,789	2,747	3,262
2012	2,492	1,991	2,813	3,116
2013	2,594	2,231	2,716	3,110
2014	2,610	2,309	2,599	3,131
2015	2,639	2,273	2,719	2,999
2016	2,687	2,120	2,915	2,937
2017	1,755	2,131	2,996	3,278
2018	2,279	2,044	2,937	2,940

Appendix AB

Table 32. Tenure with Current Crown Corporation by Crown Corporation, 2017. (Page A.42)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	21.4%	23.8%	38.1%	16.7%
SaskTel	8.2%	12.8%	30.0%	49.0%
SaskPower	21.3%	27.6%	26.4%	24.6%
SaskEnergy	14.4%	21.2%	30.0%	34.4%
SGI	21.7%	22.4%	29.3%	26.7%
SOCO	18.7%	30.8%	42.9%	7.7%
SaskWater	30.2%	27.9%	26.4%	15.5%
SGC	28.6%	19.2%	40.0%	12.2%
All Crowns	17.3%	21.0%	29.5%	32.3%

Figure 8. Tenure (years working) at Crown corporation, permanent staff only, 2017.

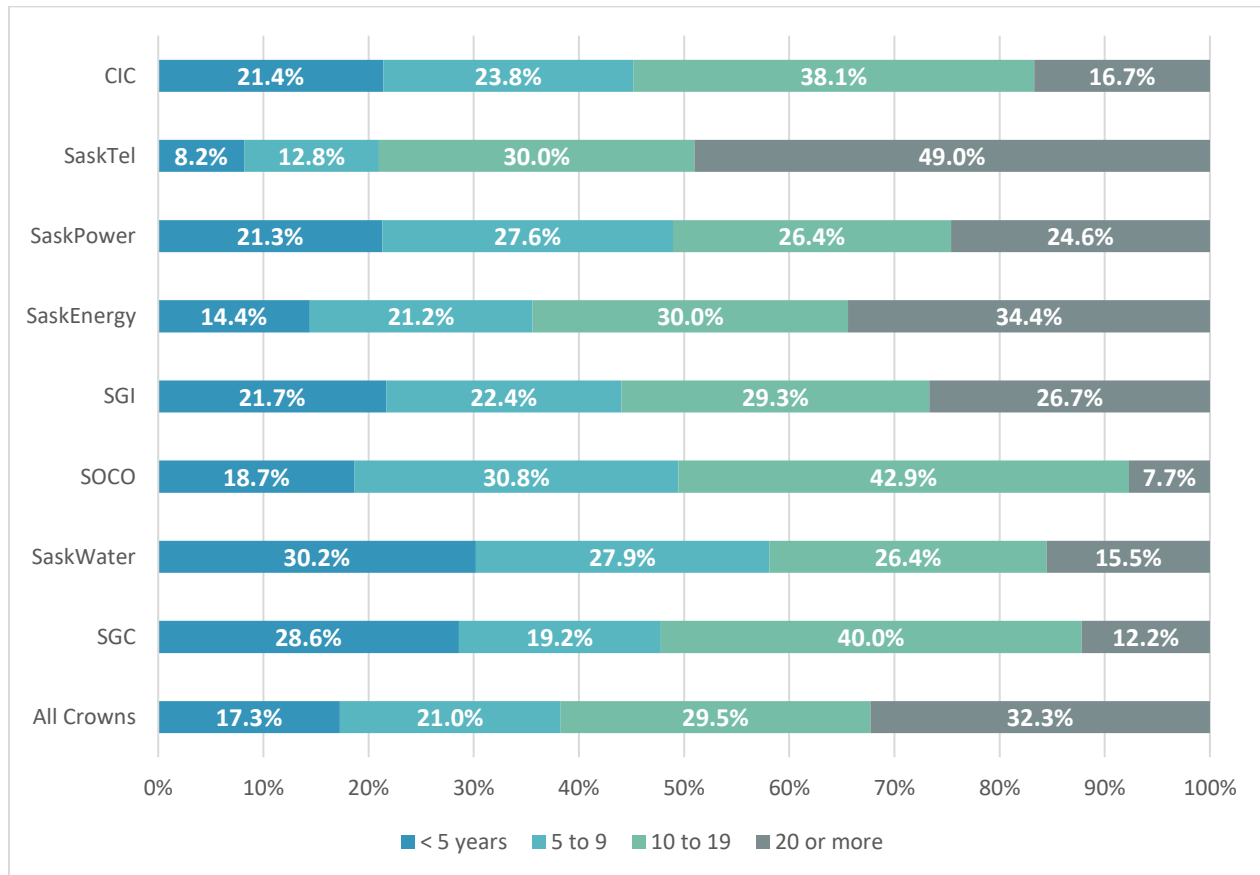


Table 33. Tenure with Current Crown Corporation by Crown Corporation, 2018. (Page 33)

	< 5 years	5 to 9	10 to 19	20 or more
CIC	20.0%	22.5%	40.0%	17.5%
SaskTel	8.6%	13.2%	31.5%	46.6%
SaskPower	27.1%	26.1%	25.3%	21.5%
SaskEnergy	22.0%	20.4%	27.9%	29.8%
SGI	29.7%	20.2%	27.3%	22.8%
SOCO	22.6%	29.0%	40.9%	7.5%
SaskWater	32.5%	27.0%	26.2%	14.3%
SGC	34.7%	16.4%	37.2%	11.7%
All Crowns	22.4%	20.0%	28.8%	28.8%

Appendix AC

Table 34. Comparison of Employee Tenure.

(Page 34)

	Crown Corporations	Saskatchewan
2009	32.9%	51.8%
2010	32.3%	51.8%
2011	28.9%	52.0%
2012	28.2%	52.5%
2013	28.9%	52.1%
2014	29.3%	51.1%
2015	29.1%	51.4%
2016	29.3%	50.4%
2017	17.3%	47.6%
2018	22.4%	50.8%

Appendix AD

Table 35. Union Membership, 2017.

(Page A.45)

	Count	Per cent
UNIFOR (formerly CEP)	4278	38.2%
COPE	1595	14.2%
IATSE	30	0.3%
IBEW	1630	14.5%
PSAC	306	2.7%
RWDSU	269	2.4%
Out of Scope	3101	27.7%
Total	11209	100.0%

Figure 9. Union Membership among Permanent and Non-Permanent Employees, 2017

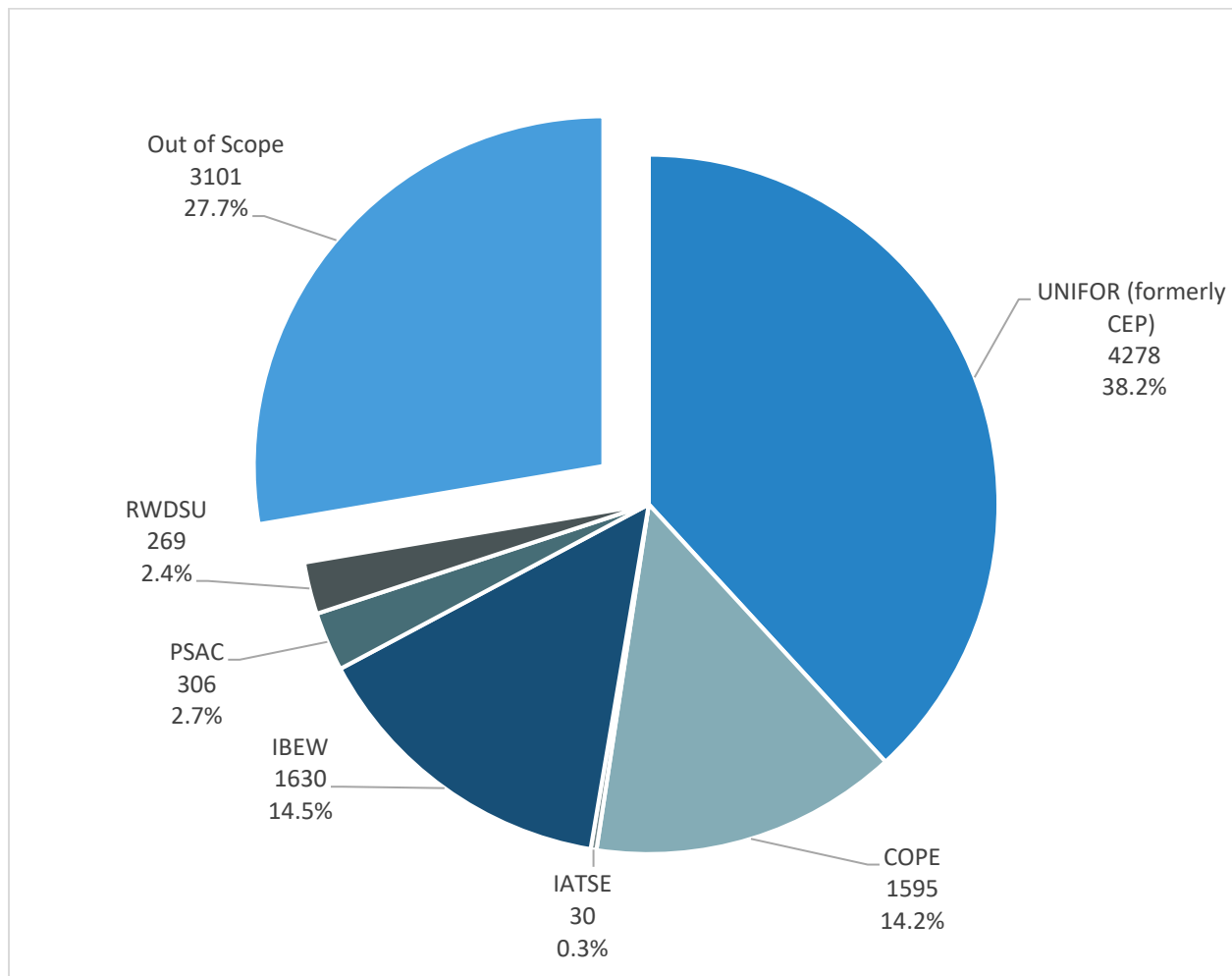


Table 36. Union Membership, 2018

(Page 36)

	Count	Per cent
UNIFOR (formerly CEP)	4,144	37.0%
COPE	1640	14.6%
IATSE	33	0.3%
IBEW	1,637	14.6%
PSAC	311	2.8%
RWDSU	259	2.3%
Out of Scope	3184	28.4%
Total	11,208	100.0%

Appendix AE

Table 37. Trends in Union Membership.

(Page 37)

	% In Scope
2009	77.8%
2010	77.2%
2011	76.6%
2012	76.0%
2013	75.2%
2014	74.2%
2015	73.9%
2016	73.2%
2017	72.3%
2018	71.6%

Appendix AF

Table 38. Union Membership by Crown Corporation.

(Page 38)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC	STC
2009	0.0%	82.6%	72.8%	73.6%	85.7%	0.0%	66.0%	77.1%	84.8%
2010	0.0%	82.5%	71.8%	73.4%	85.2%	0.0%	66.7%	75.8%	83.0%
2011	0.0%	81.7%	71.4%	73.0%	84.6%	0.0%	67.6%	74.5%	84.0%
2012	0.0%	81.1%	70.3%	73.1%	84.0%	0.0%	68.2%	74.8%	83.0%
2013	0.0%	80.2%	68.4%	72.8%	82.3%	0.0%	62.2%	79.8%	80.8%
2014	0.0%	79.2%	67.5%	71.6%	81.8%	0.0%	59.5%	78.4%	81.2%
2015	0.0%	78.9%	66.0%	71.8%	81.0%	0.0%	59.2%	80.1%	81.6%
2016	0.0%	78.7%	65.2%	71.2%	80.0%	0.0%	63.8%	78.8%	82.2%
2017	0.0%	78.4%	64.3%	70.7%	78.6%	0.0%	65.1%	78.2%	...
2018	0.0%	78.7%	63.4%	68.8%	77.2%	0.0%	64.6%	77.6%	...

Appendix AG

Table 39. Comparison of Union Membership.

(Page 39)

	Saskatchewan	Crown Corporations
2009	35.6%	77.8%
2010	35.8%	77.2%
2011	35.1%	76.6%
2012	35.0%	76.0%
2013	34.3%	75.2%
2014	33.3%	74.2%
2015	33.2%	73.9%
2016	32.6%	73.2%
2017	33.9%	72.3%
2018	31.5%	71.6%

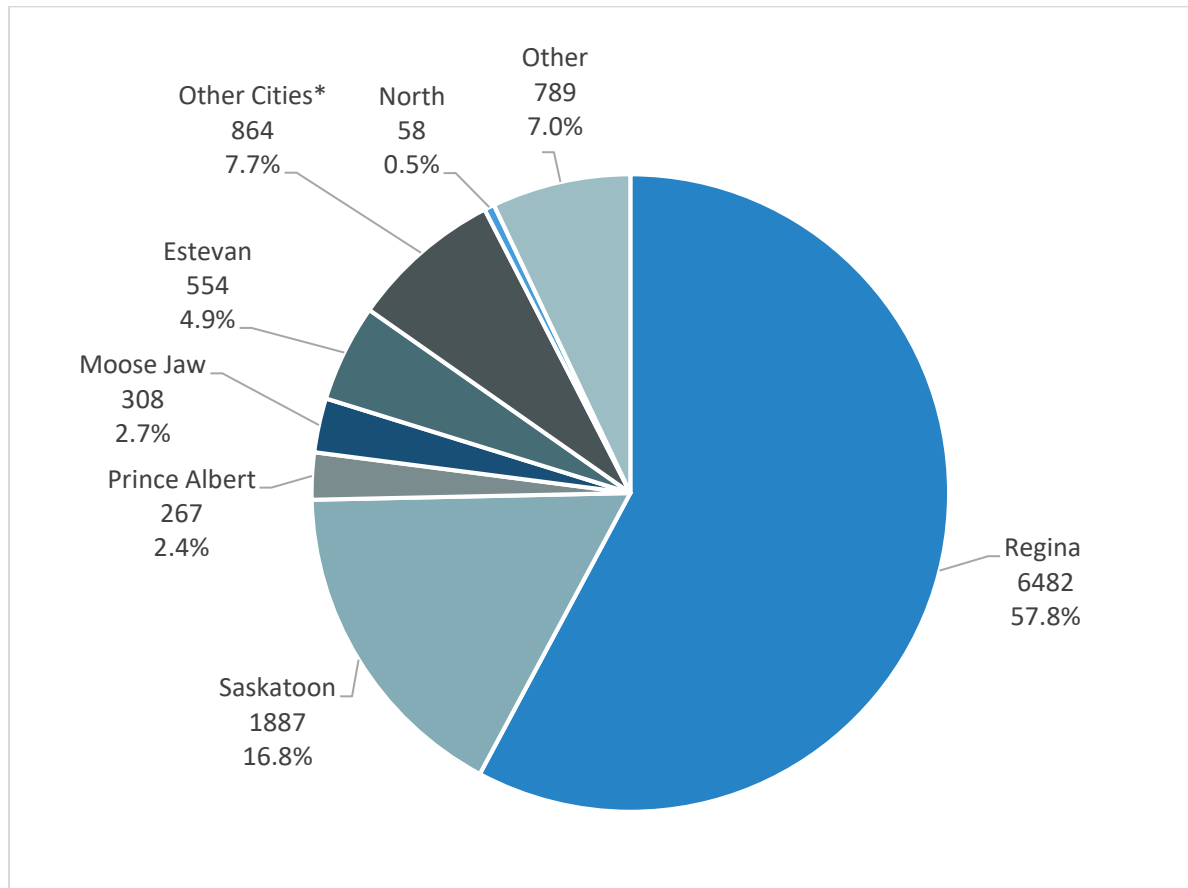
Appendix AH

Table 40. Workplace Location, 2017.

(Page A.50)

	Count	Per cent
Regina	6,482	57.8%
Saskatoon	1,887	16.8%
Prince Albert	267	2.4%
Moose Jaw	308	2.7%
Estevan	554	4.9%
Other Cities	864	7.7%
North	58	0.5%
Other	789	7.0%
Total	11,209	100.0%

Figure 10. Employment of Permanent and Non-Permanent Employees by Location, 2017



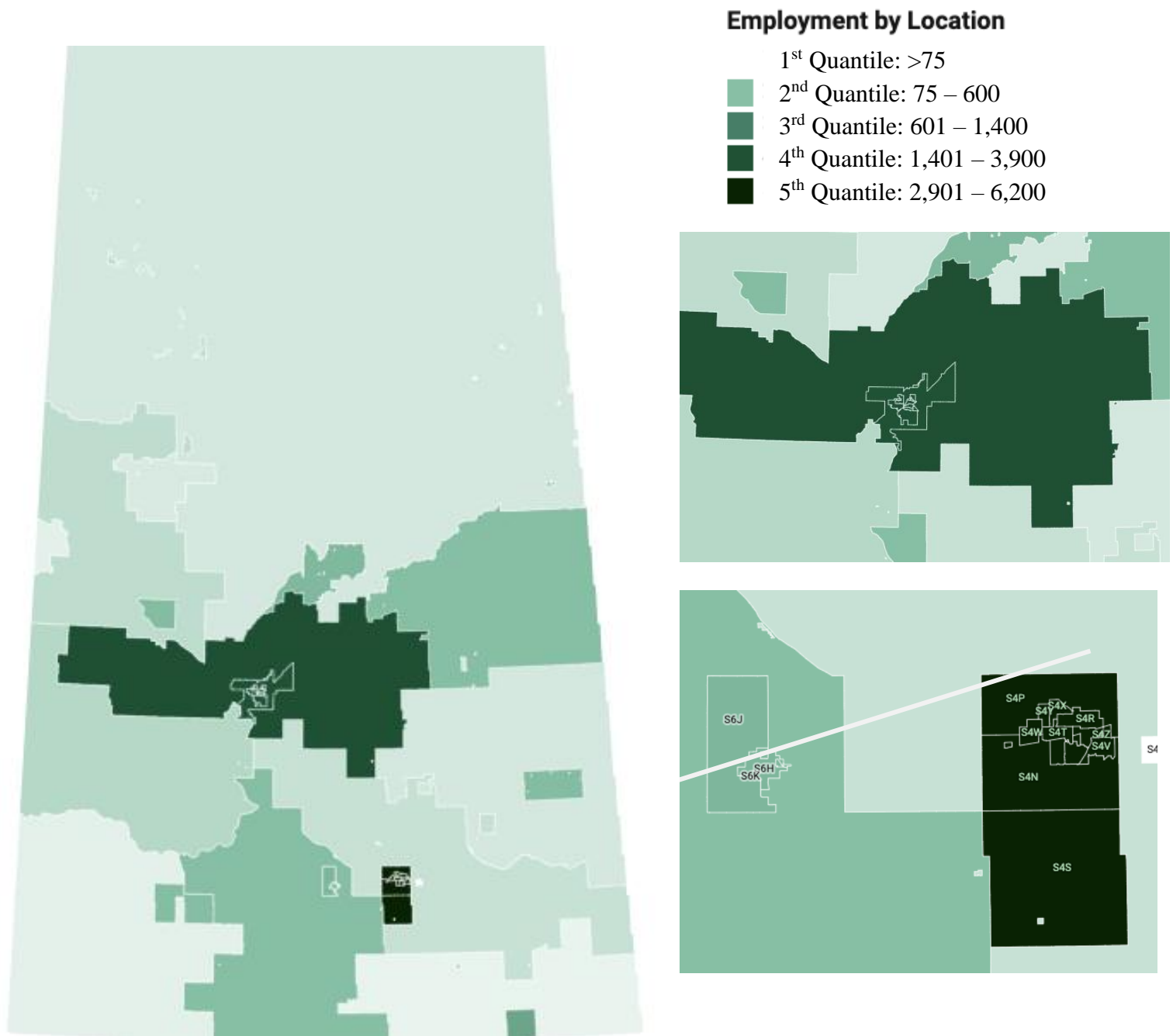
Notes: Other cities are Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt*

Table 41. Workplace Location, 2018.

(Page 40)

	Count	Per cent
Regina	6,494	57.9%
Saskatoon	1,897	16.9%
Prince Albert	256	2.3%
Moose Jaw	304	2.7%
Estevan	534	4.8%
Other Cities	851	7.6%
North	53	0.5%
Other	819	7.3%
Total	11,208	100.0%

Figure 11. Workplace Location Map, Permanent and Non-Permanent Staff, 2017



Notes: *Forward Sortation Areas (FSAs) denote postal districts, and were used to partition regions of Saskatchewan. Since larger cities have multiple FSAs, all were weighted the same way. Similarly, rural areas share FSAs and were combined.*

Appendix AI

Table 42. Workplace Location by Crown Corporation, 2017.

(Page A.53)

	In Regina or Saskatoon
CIC	100.0%
SaskTel	85.3%
SaskPower	59.0%
SaskEnergy	68.9%
SGI	81.0%
SOCO	100.0%
SaskWater	26.4%
SGC	86.2%
All Crowns	74.7%

Figure 12. Percentage where the Place of Work is Regina or Saskatoon, Permanent and Non-Permanent Employees, 2017

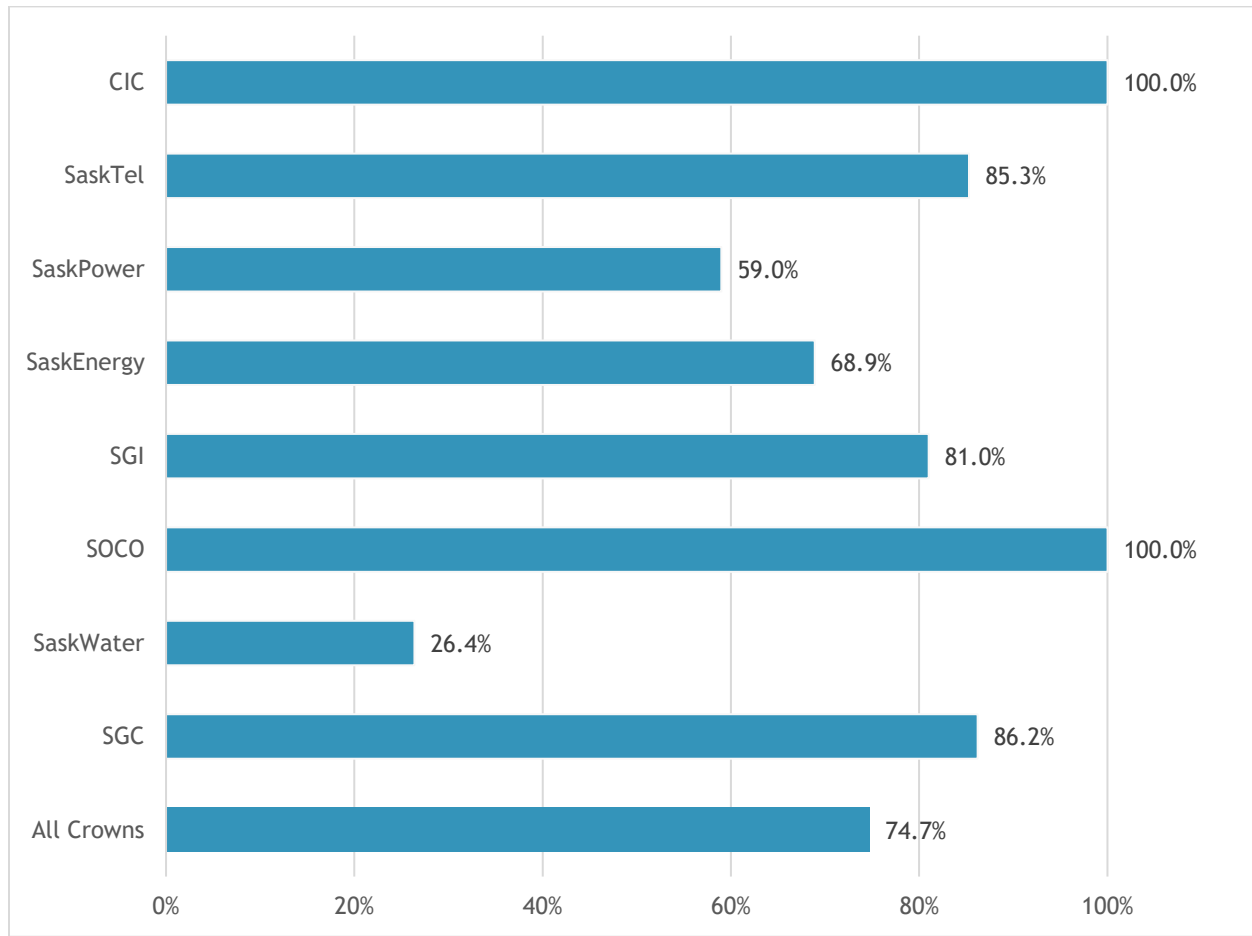


Table 43. Workplace Location by Crown Corporation, 2018.

(Page 42)

In Regina or Saskatoon	
CIC	100.0%
SaskTel	85.7%
SaskPower	59.7%
SaskEnergy	68.7%
SGI	81.3%
SOCO	100.0%
SaskWater	25.2%
SGC	86.4%
All Crowns	74.9%

Appendix AJ

Table 44. Occupation and Skill Level of Employees.

(Page 44)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2009	10.4%	14.7%	44.7%	26.8%	3.5%
2010	10.7%	14.8%	45.3%	26.0%	3.3%
2011	10.8%	15.4%	45.1%	25.8%	2.9%
2012	10.9%	15.9%	45.5%	24.9%	2.8%
2013	11.2%	17.2%	44.4%	24.3%	2.9%
2014	14.4%	17.9%	46.4%	20.0%	1.3%
2015	14.4%	18.1%	46.2%	19.9%	1.4%
2016	14.4%	18.1%	46.2%	20.0%	1.2%
2017	15.4%	18.7%	50.1%	13.3%	2.5%
2018	15.1%	19.3%	49.9%	13.3%	2.5%

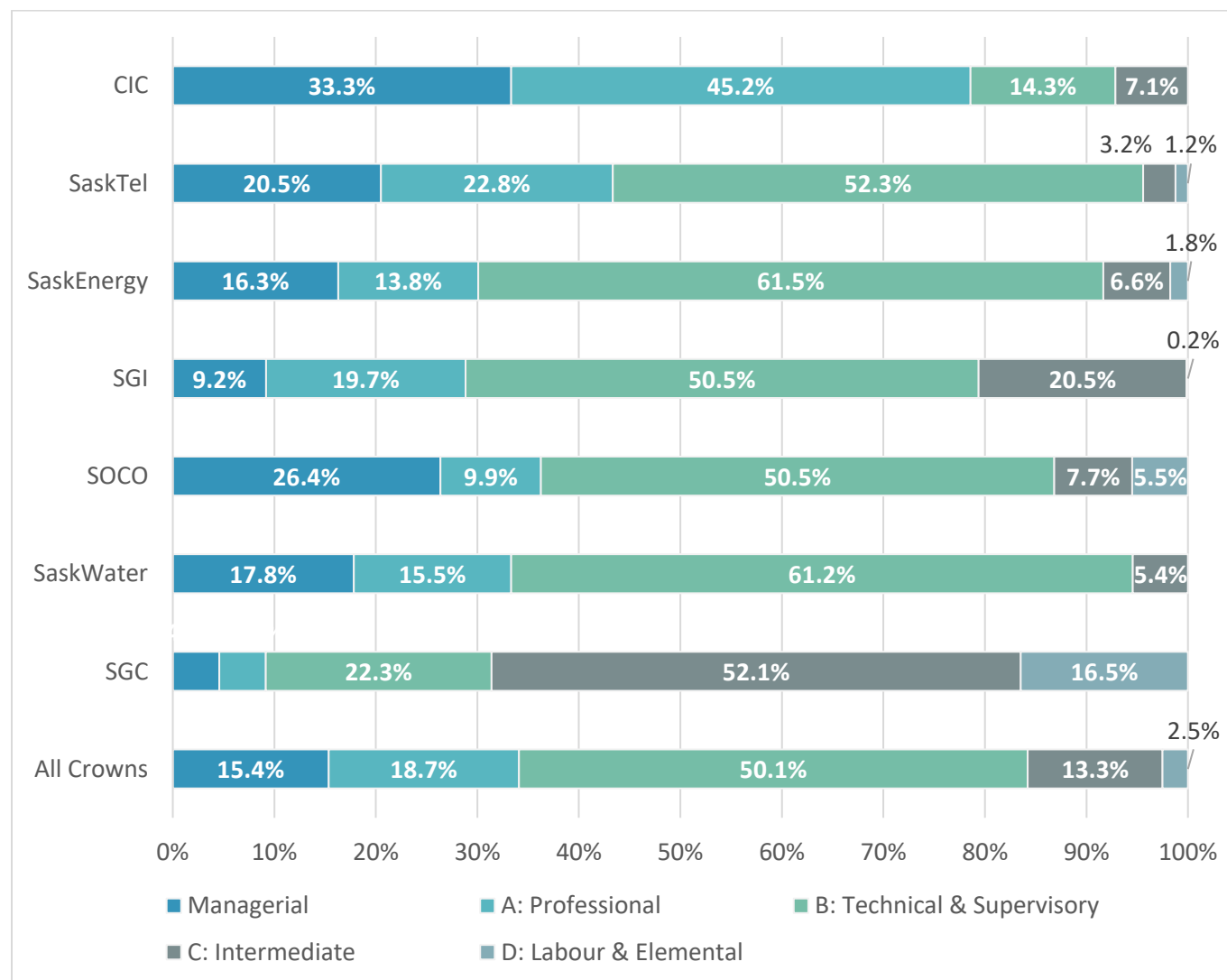
Appendix AK

Table 45. Occupation and Skill Level of Employees by Crown Corporation, 2017.

(Page A.57)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	33.3%	45.2%	14.3%	7.1%	0.0%
SaskTel	20.5%	22.8%	52.3%	3.2%	1.2%
SaskEnergy	16.3%	13.8%	61.5%	6.6%	1.8%
SGI	9.2%	19.7%	50.5%	20.5%	0.2%
SOCO	26.4%	9.9%	50.5%	7.7%	5.5%
SaskWater	17.8%	15.5%	61.2%	5.4%	0.0%
SGC	4.6%	4.6%	22.3%	52.1%	16.5%
All Crowns	15.4%	18.7%	50.1%	13.3%	2.5%

Figure 13. Permanent Crown Staff by Skill Level and Occupation, 2017



Notes: SaskPower excluded because of missing NOC codes.

Table 46. Occupation and Skill Level of Employees by Crown Corporation, 2018.

(Page 45)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
CIC	35.0%	42.5%	15.0%	7.5%	0.0%
SaskTel	20.2%	23.4%	52.1%	3.1%	1.1%
SaskEnergy	17.3%	14.3%	60.7%	6.3%	1.4%
SGI	9.6%	21.2%	51.4%	17.7%	0.2%
SOCO	25.8%	10.8%	48.4%	9.7%	5.4%
SaskWater	16.7%	14.3%	64.3%	4.8%	0.0%
SGC	4.0%	4.8%	22.2%	53.6%	15.3%
All Crowns	15.1%	19.3%	49.9%	13.3%	2.5%

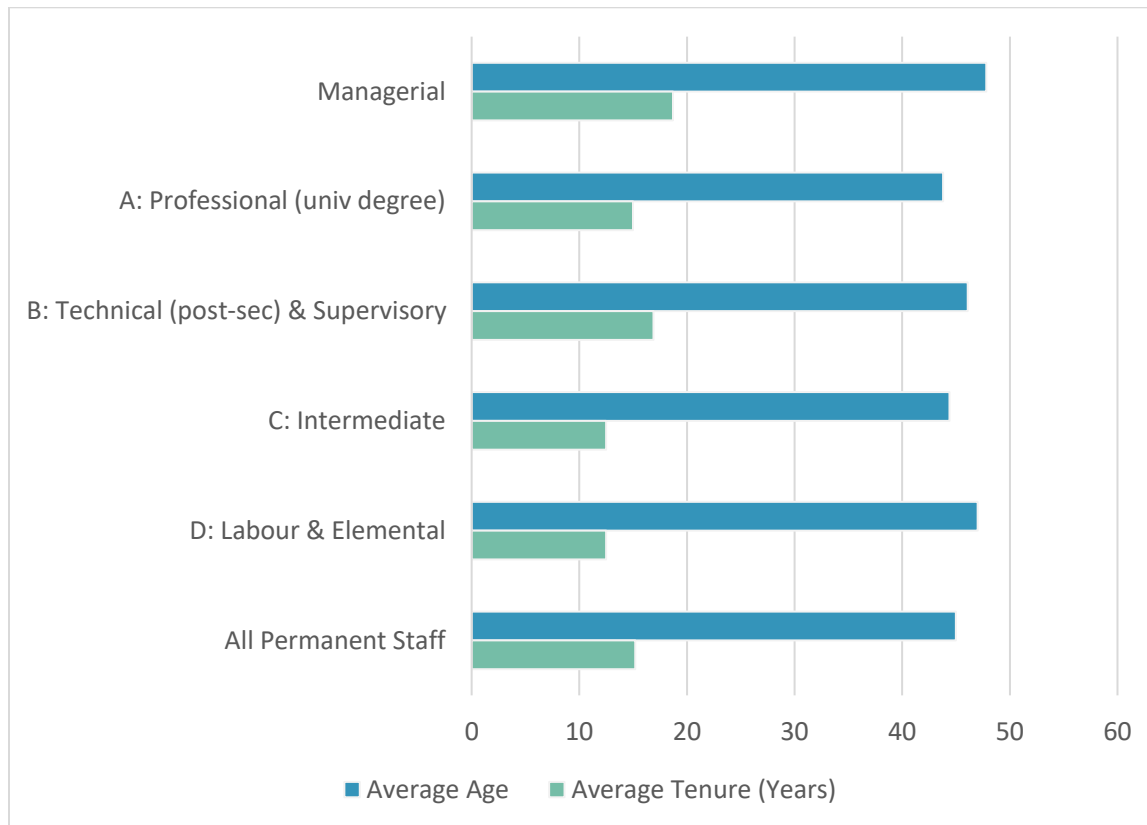
Appendix AL

Table 47. Age and Tenure by Occupation and Skill Level, 2017.

(Page A.59)

	Average Age	Average Tenure (Years)
Managerial	47.8	18.7
A: Professional (univ degree)	43.8	15.0
B: Technical (post-sec) & Supervisory	46.1	16.9
C: Intermediate	44.4	12.5
D: Labour & Elemental	47.0	12.5
All Permanent Staff	45.0	15.2

Figure 14. Average Age and Tenure by NOC Skill Level for Permanent Employees, 2017.



Notes: SaskPower excluded because of missing NOC codes.

Table 48. Age and Tenure by Occupation and Skill Level, 2018.

(Page 46)

	Average Age	Average Tenure (Years)
Managerial	46.8	17.4
A: Professional (univ degree)	42.8	13.7
B: Technical (post-sec) & Supervisory	45	15.4
C: Intermediate	43.6	11.4
D: Labour & Elemental	46.3	11.8
All Permanent Staff	43.9	13.8

Appendix AM

Table 49. Occupation and Skill Level of Employees Who Identify as Women. (Page 47)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2009	35.3%	45.7%	25.5%	71.7%	39.6%
2010	35.8%	44.1%	26.0%	72.2%	39.4%
2011	36.4%	45.0%	26.6%	71.9%	38.9%
2012	36.5%	44.7%	26.6%	72.3%	41.6%
2013	36.6%	42.7%	27.0%	71.5%	40.2%
2014	35.1%	44.4%	33.3%	67.7%	47.0%
2015	34.2%	44.6%	33.4%	64.8%	58.7%
2016	35.0%	44.6%	32.5%	64.5%	55.5%
2017	39.4%	50.9%	40.1%	71.4%	54.1%
2018	40.2%	50.4%	41.0%	70.4%	55.1%

Appendix AN

Table 50. Occupation and Skill Level of Employees Who Identify as Aboriginal. (Page 48)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2009	5.0%	7.1%	9.8%	20.0%	36.7%
2010	5.5%	6.6%	10.2%	19.7%	36.7%
2011	5.8%	6.4%	10.3%	19.8%	33.2%
2012	6.2%	6.4%	10.5%	18.8%	31.6%
2013	6.1%	5.0%	10.4%	18.0%	33.4%
2014	5.4%	4.4%	11.4%	19.4%	32.9%
2015	5.5%	4.6%	11.4%	20.3%	28.7%
2016	5.8%	5.1%	11.0%	21.2%	29.5%
2017	6.5%	6.5%	13.0%	26.3%	38.3%
2018	6.5%	7.0%	13.2%	27.8%	37.1%

Appendix AO

Table 51. Occupation and Skill Level of Permanent and Non-Permanent Employees Who Identify as Aboriginal, 2017. (Page A.63)

	Count	Per cent
Managerial	68	6.6%
A: Professional (univ degree)	86	8.3%
B: Technical (post-sec) & Supervisory	520	50.3%
C: Intermediate	288	27.9%
D: Labour & Elemental	71	6.9%
All Permanent and Non-Permanent Staff	1033	100%

Note: SaskPower excluded because of missing NOC codes. An additional 17 participants from other Crown corporations were missing NOC codes and were also excluded.

Figure 15. Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2017

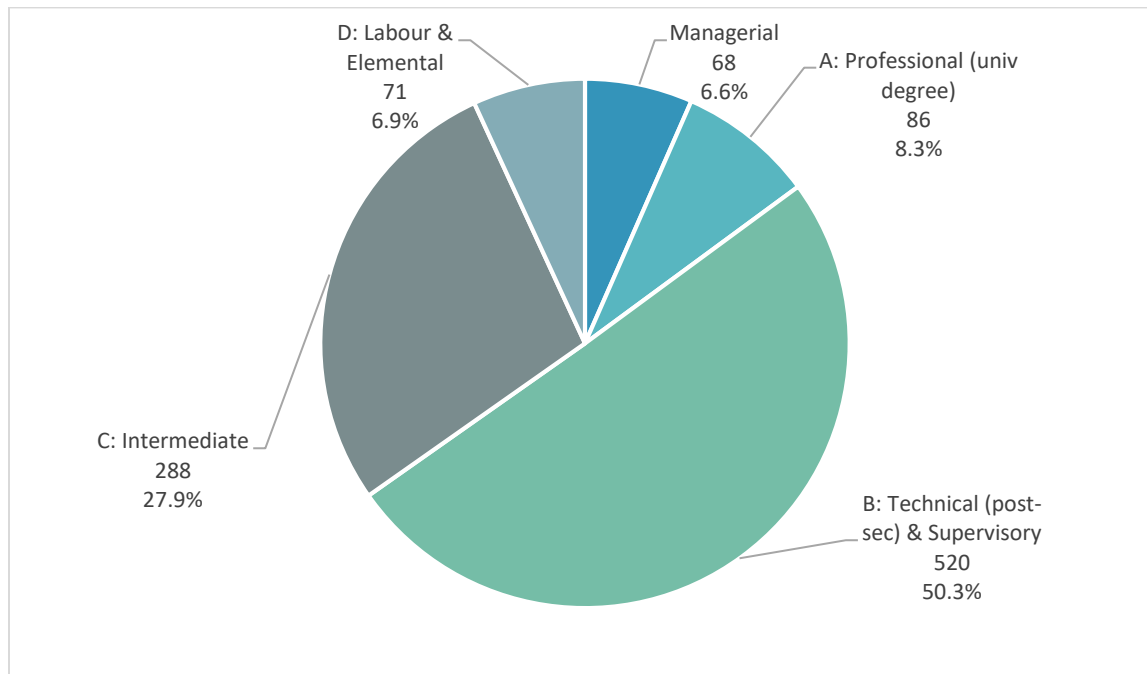


Table 52. Occupation and Skill Level of Permanent and Non-Permanent Employees Who Identify as Aboriginal, 2018. (Page 49)

	Count	Per cent
Managerial	67	6.5%
A: Professional (univ degree)	96	9.3%
B: Technical (post-sec) & Supervisory	519	50.2%
C: Intermediate	285	27.6%
D: Labour & Elemental	66	6.4%
All Permanent and Non-Permanent Staff	1033	100.0%

Note: SaskPower excluded because of missing NOC codes. An additional 16 participants from other Crown corporations were missing NOC codes and were also excluded.

Appendix AP

Table 53. Occupation and Skill Level of Employees Who Identify as a Member of a Visible Minority Group (Page 50)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2009	3.0%	9.7%	3.4%	6.1%	7.3%
2010	3.2%	10.3%	3.7%	6.0%	7.0%
2011	3.6%	10.6%	3.7%	6.4%	7.7%
2012	3.8%	11.9%	4.4%	6.6%	9.1%
2013	4.1%	13.5%	5.4%	7.4%	10.4%
2014	4.8%	14.4%	5.6%	8.8%	14.6%
2015	5.3%	14.7%	6.2%	10.2%	13.3%
2016	5.5%	16.2%	7.5%	10.4%	14.4%
2017	5.6%	14.0%	7.9%	15.9%	13.3%
2018	6.4%	16.0%	8.7%	17.0%	14.0%

Appendix AQ

Table 54. Occupation and Skill Level of Employees Who Reported a Disability. (Page 51)

	Managerial	A: Professional	B: Technical & Supervisory	C: Intermediate	D: Labour & Elemental
2007	3.7%	4.5%	4.1%	5.1%	8.4%
2008	3.1%	4.6%	4.1%	5.5%	7.6%
2009	3.0%	4.7%	4.1%	6.0%	8.5%
2010	3.2%	4.6%	4.1%	5.6%	8.0%
2011	3.1%	4.4%	3.9%	5.7%	6.5%
2012	3.3%	4.2%	3.9%	5.7%	6.4%
2013	2.5%	4.2%	4.3%	6.3%	5.3%
2014	2.7%	4.1%	4.4%	5.6%	3.2%
2015	2.8%	3.8%	4.2%	5.7%	4.7%
2016	3.2%	3.9%	4.3%	5.7%	2.7%
2017	3.8%	4.9%	5.6%	7.2%	6.7%
2018	3.3%	5.3%	6.2%	7.1%	7.3%

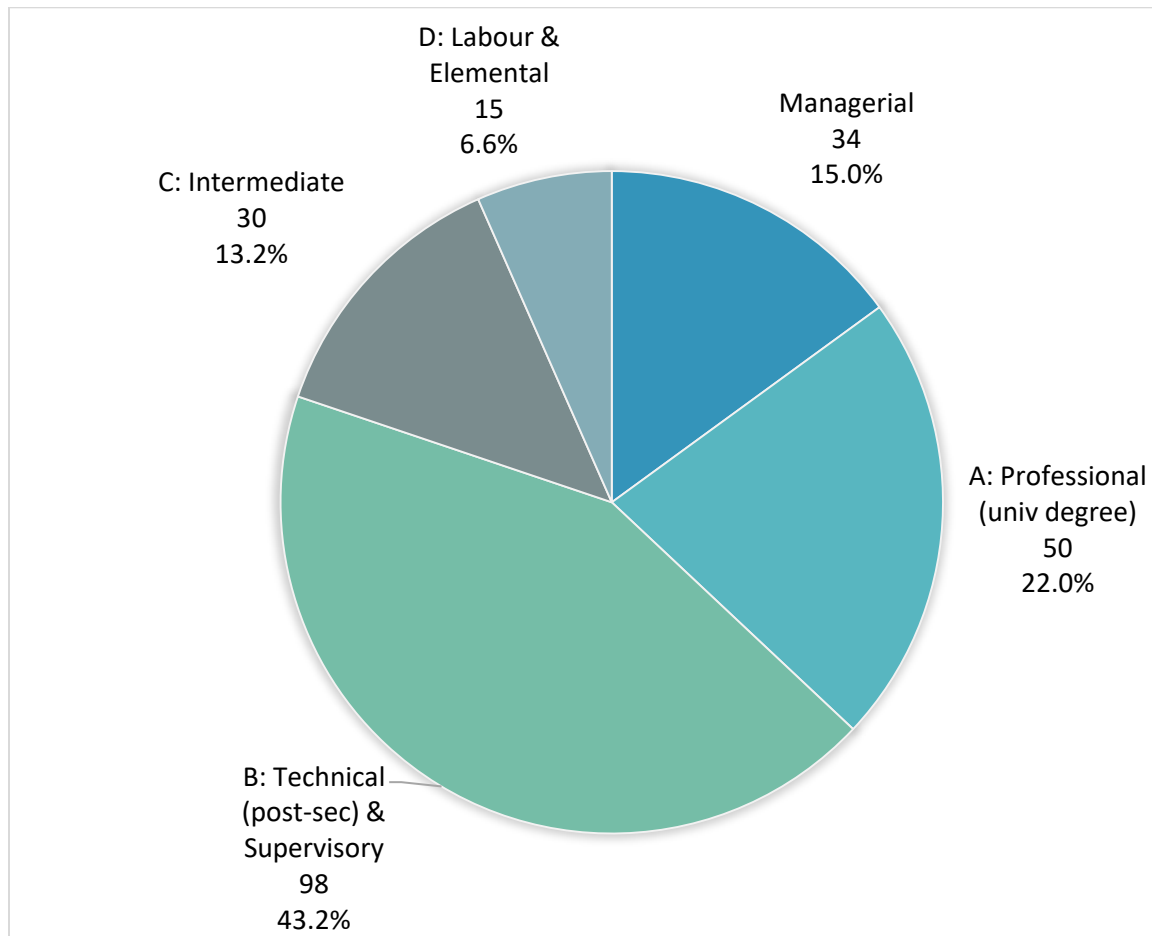
Appendix AR

Table 55. New Hires by Skill Level and Occupation, 2017.

(Page A.67)

	Count	Per cent
Managerial	34	15.0%
A: Professional (univ degree)	50	22.0%
B: Technical (post-sec) & Supervisory	98	43.2%
C: Intermediate	30	13.2%
D: Labour & Elemental	15	6.6%
Total	227	100.0%

Figure 16. New Hires (permanent only) by NOC Skill Level, 2017.



Notes: SaskPower excluded because of missing NOC codes.

Table 56. New Hires by Skill Level and Occupation, 2018.

(Page 52)

	Count	Per cent
Managerial	32	9.2%
A: Professional (univ degree)	85	24.6%
B: Technical (post-sec) & Supervisory	139	40.2%
C: Intermediate	81	23.4%
D: Labour & Elemental	9	2.6%
Total	346	100.0%

Appendix AS

Table 57. Annual Retirement and Non-Retirement Departure Trends.

(Page 55)

	Retirement	Non-Retirement	Total
2009	166	547	713
2010	242	476	718
2011	262	439	701
2012	294	491	785
2013	277	548	825
2014	271	558	829
2015	283	450	733
2016	289	392	681
2017	316	416	732
2018	364	440	804

Appendix AT

Table 58. Reasons for Departure, 2017.

(Page A.70)

	Count	Per cent
Death	8	1.1%
Dismissal/Layoff	82	11.2%
Moved	8	1.1%
Take other Employment	55	7.5%
Other/Unknown	27	3.7%
Personal Reasons	7	1.0%
Resignation	229	31.3%
Retirement	316	43.2%
Total	732	100.0%

Figure 17. Reasons for Departure, Permanent Staff Only, 2017.

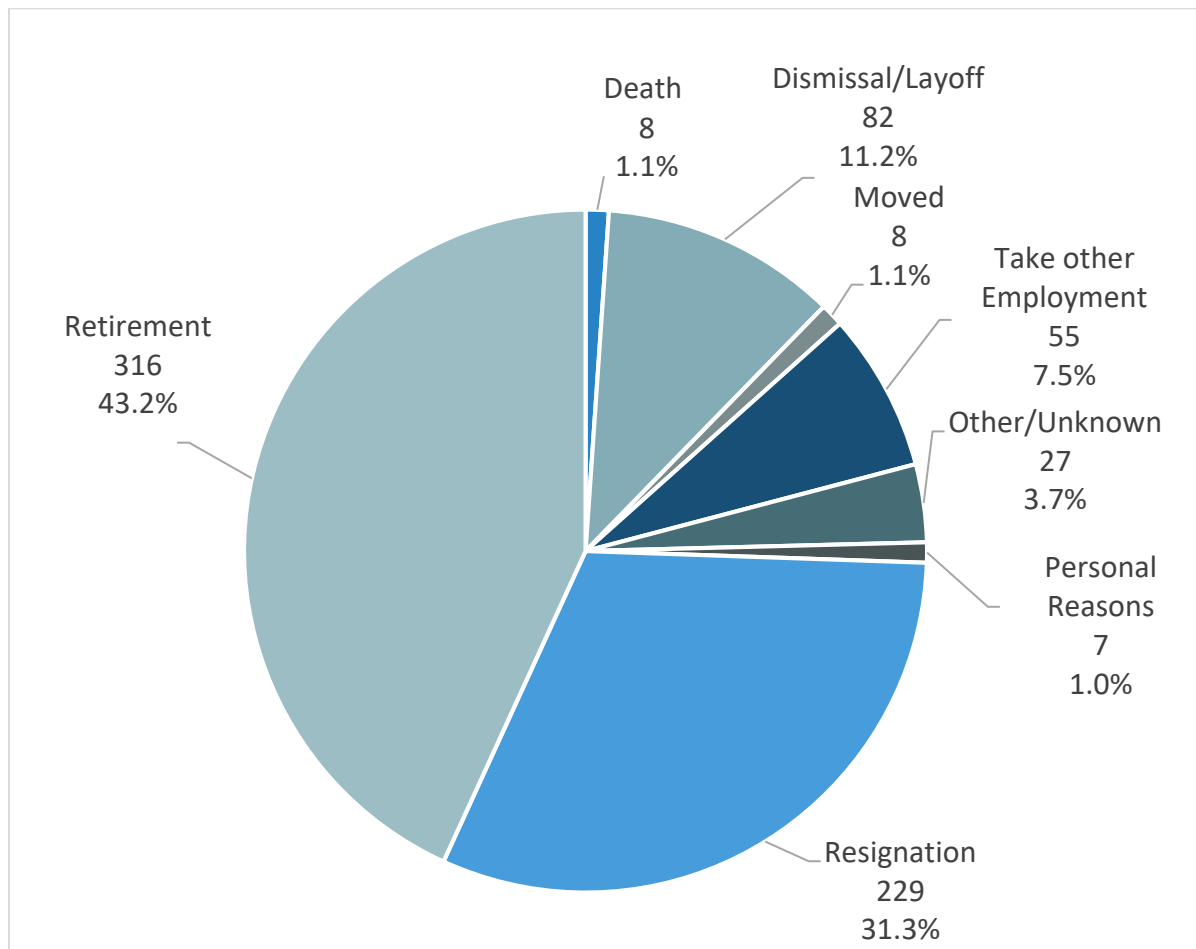


Table 59. Reasons for Departure, 2018.

(Page 56)

	Count	Per cent
Death	16	2.0%
Dismissal/Layoff	84	10.4%
Moved	7	0.9%
Take other Employment	61	7.6%
Other/Unknown	16	2.0%
Personal Reasons	16	2.0%
Resignation	240	29.9%
Retirement	364	45.3%
Total	804	100.0%

Appendix AU

Table 60. Turnover Rates by Crown Corporations, 2017.

(Page A.72)

	Non-Retirement	Retirement	Total
CIC	9.1%	0.0%	9.1%
SaskTel	1.8%	3.4%	5.2%
SaskPower	3.5%	2.5%	6.0%
SaskEnergy	2.7%	3.6%	6.3%
SGI	4.5%	3.9%	8.4%
SOCO	7.5%	0.0%	7.5%
SaskWater	3.3%	1.6%	4.9%
SGC	11.3%	10.0%	21.3%
All Crowns	3.9%	3.0%	6.9%

Figure 18. Turnover Rates by Crown, 2017.

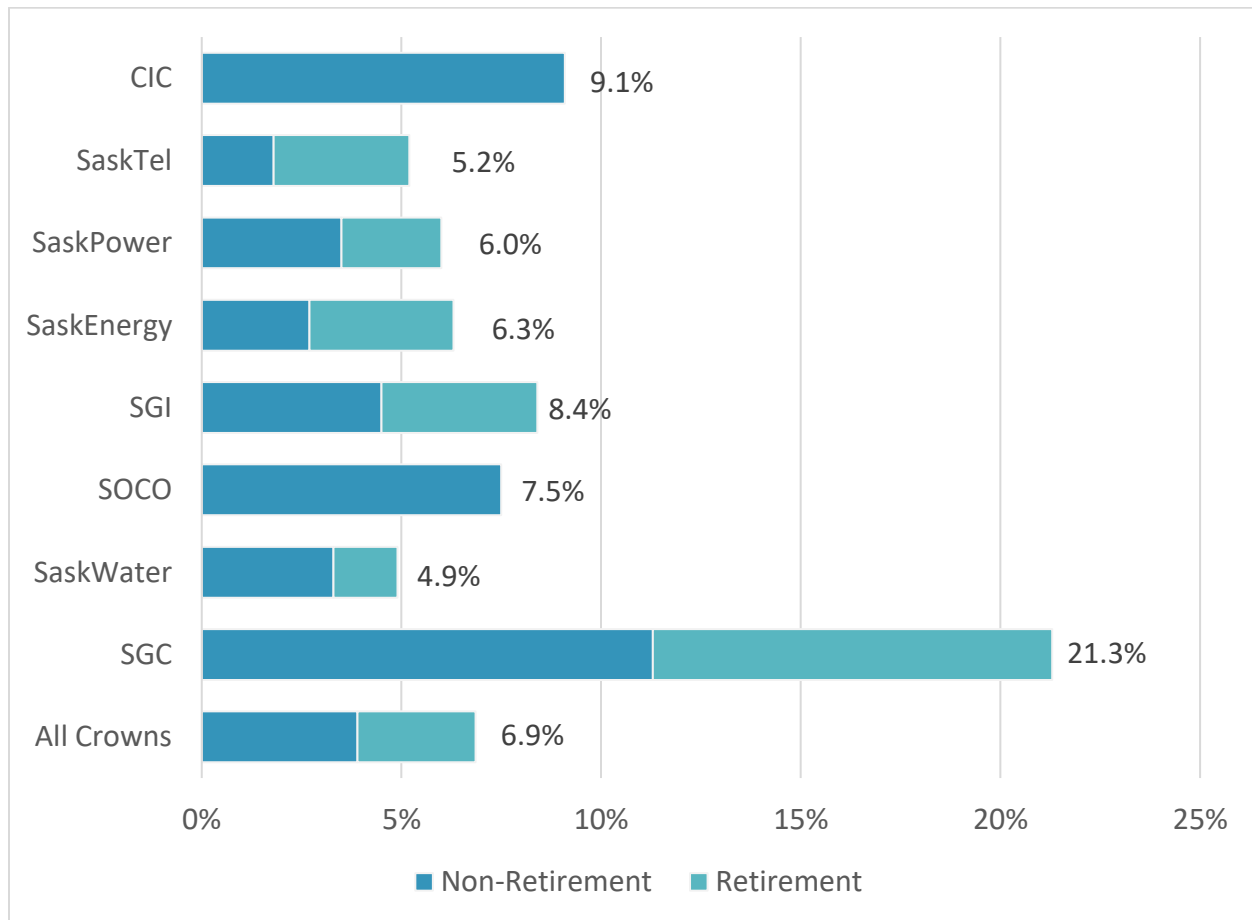


Table 61. Turnover Rates by Crown Corporations, 2018.

(Page 57)

	Non-Retirement	Retirement	Total
CIC	9.5%	0.0%	9.5%
SaskTel	1.9%	4.5%	6.4%
SaskPower	3.7%	3.2%	6.9%
SaskEnergy	3.8%	4.5%	8.3%
SGI	4.2%	3.3%	7.6%
SOCO	6.6%	0.0%	6.6%
SaskWater	5.4%	1.6%	7.0%
SGC	19.0%	1.7%	20.7%
All Crowns	3.9%	3.3%	7.2%

Appendix AV

Table 62. Changes in Turnover Rates by Crown Corporation.

(Page 58)

	CIC	SaskTel	SaskPower	SaskEnergy	SGI	SOCO	SaskWater	SGC
2009	5.7%	6.2%	3.8%	5.3%	4.7%	10.5%	3.3%	20.7%
2010	15.4%	3.5%	5.1%	5.1%	6.6%	5.9%	8.4%	26.6%
2011	6.2%	3.7%	5.9%	6.5%	5.9%	12.4%	5.0%	20.4%
2012	18.3%	4.3%	7.0%	6.9%	5.7%	7.0%	9.3%	24.0%
2013	15.4%	3.7%	6.9%	5.2%	6.8%	10.2%	9.1%	32.9%
2014	14.6%	4.7%	6.1%	6.3%	6.5%	20.6%	5.2%	30.3%
2015	16.7%	4.9%	5.3%	5.4%	7.1%	11.2%	3.4%	18.6%
2016	6.8%	4.7%	5.6%	5.7%	7.1%	6.4%	8.3%	14.5%
2017	9.1%	5.1%	6.1%	6.3%	8.4%	7.5%	4.9%	21.3%
2018	9.5%	6.4%	6.9%	8.3%	7.6%	6.6%	7.0%	20.7%

Appendix AW

Table 63. Turnover Rates of Permanent Staff by Gender, 2017.

(Page A.75)

	Non-Retirement	Retirement	Total
Women	4.9%	3.1%	8.0%
Men	3.2%	2.9%	6.1%
Both Genders	3.9%	3.0%	6.9%

Figure 19. Turnover Rates of Permanent Staff by Gender, 2017

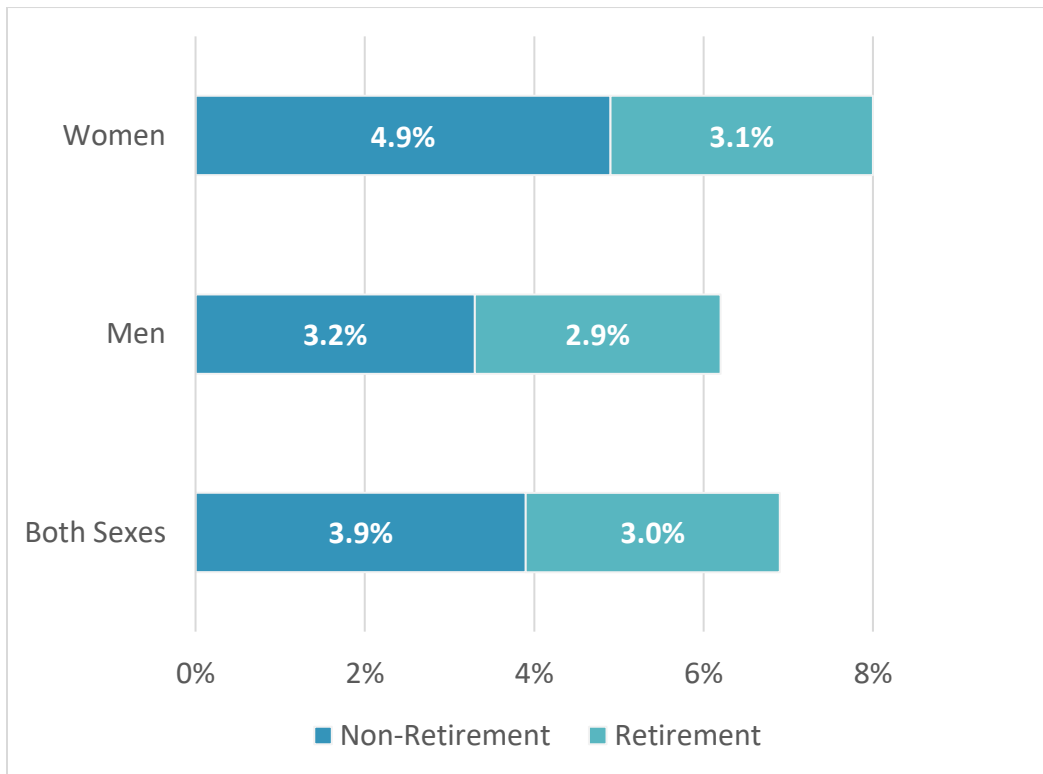


Table 64. Turnover Rates of Permanent Staff, 2018 by Gender.

(Page 59)

	Non-Retirement	Retirement	Total
Women	4.2%	3.5%	7.7%
Men	3.7%	3.1%	6.8%
Both Genders	3.9%	3.3%	7.2%

Appendix AX

Table 65. Turnover Rates of Permanent Staff by Age Group, 2017.

(Page A.76)

	Non-Retirement	Retirement	Total
Under 30	5.6%	0.0%	5.6%
30 to 44	5.4%	0.0%	5.4%
45 to 54	2.4%	0.2%	2.6%
55 or older	2.1%	13.4%	15.5%
All ages	3.9%	3.0%	6.9%

Figure 20. Turnover Rates of Permanent Staff by Age Group, 2017.

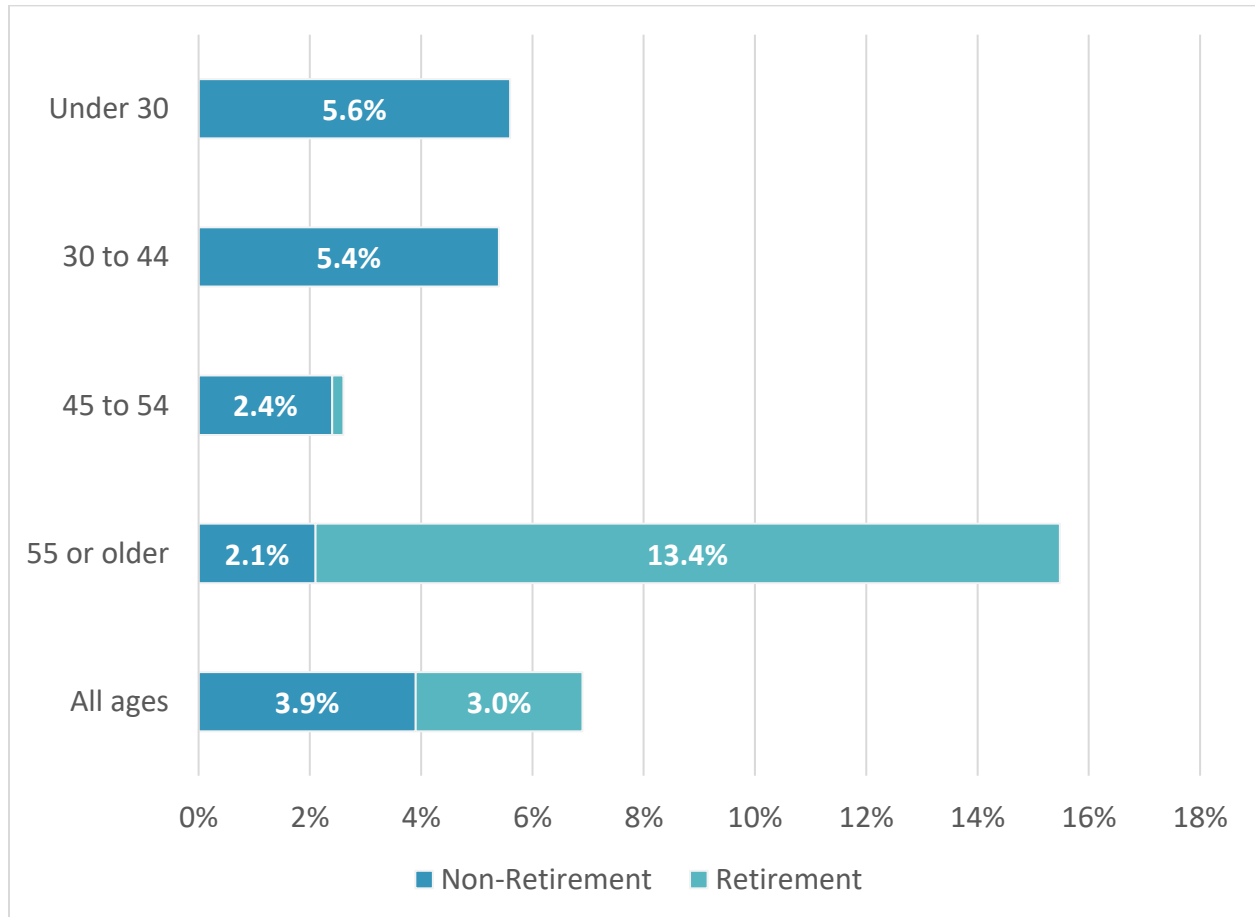


Table 66. Turnover Rates of Permanent Staff by Age Group, 2018.

(Page 60)

	Non-Retirement	Retirement	Total
Under 30	8.9%	0.0%	8.9%
30 to 44	4.9%	0.0%	4.9%
45 to 54	3.1%	0.8%	3.9%
55 or older	1.1%	12.9%	14.0%
All ages	3.9%	3.3%	7.2%

Appendix AY

Table 67. Turnover Rates by Diversity Groups, 2017.

(Page A.78)

	Non-Retirement	Retirement	Total
With a Disability	3.1%	5.5%	8.6%
Members of a Visible Minority	6.7%	0.4%	7.1%
Aboriginal Identity	7.8%	1.2%	9.0%
All employees	3.9%	3.0%	6.9%

Figure 21. Turnover Rates of Permanent Employees by Diversity Groups, 2017.

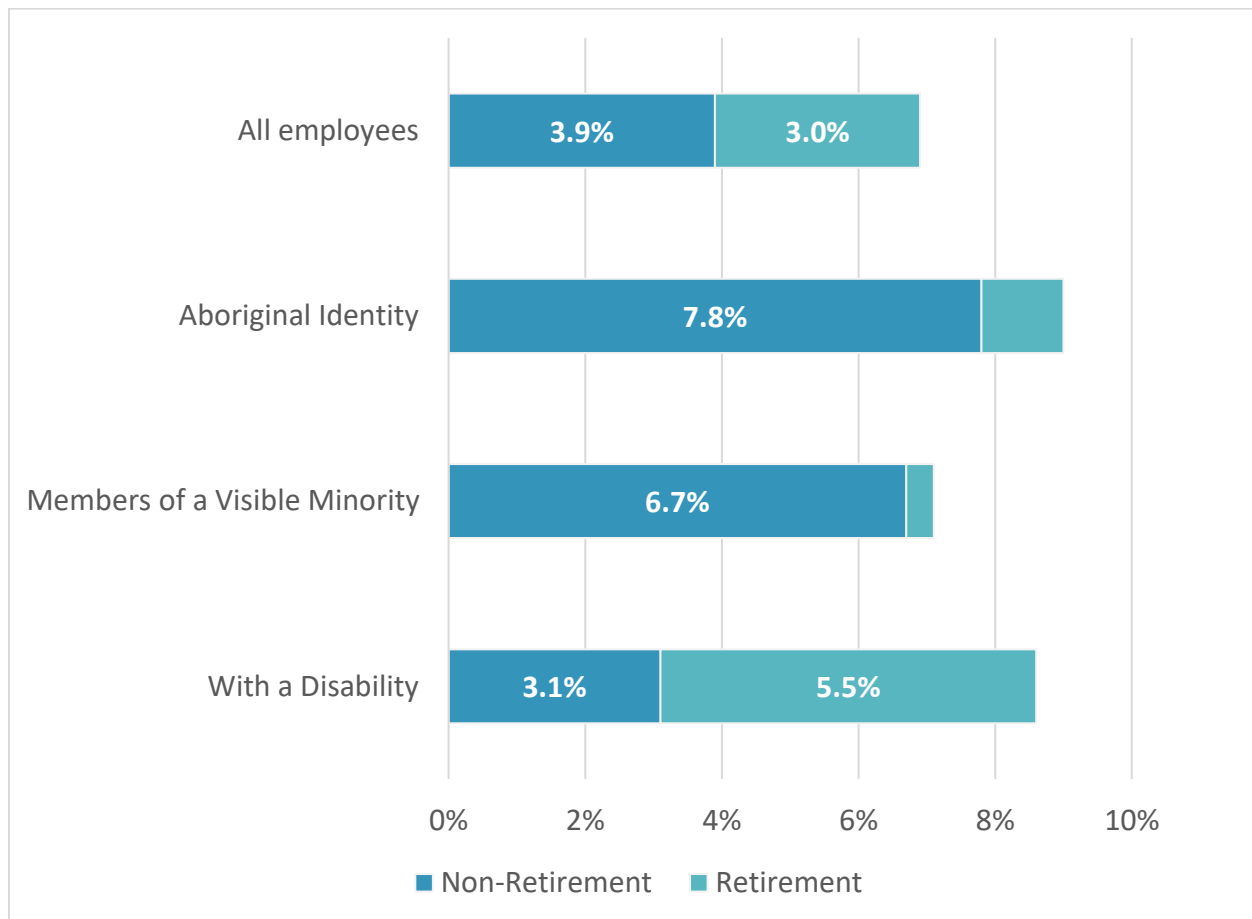


Table 68. Turnover Rates by Diversity Groups, 2018.

(Page 61)

	Non-Retirement	Retirement	Total
With a Disability	3.1%	3.3%	6.4%
Members of a Visible Minority	6.0%	0.6%	6.6%
Aboriginal Identity	8.4%	1.3%	9.7%
All employees	3.9%	3.3%	7.2%

Appendix AZ

Table 69. Turnover Rates by Tenure, 2017.

(Page A.80)

	Non-Retirement	Retirement	Total
Less than 5 years	7.7%	0.1%	7.8%
5 to 9 years	5.5%	0.5%	6.0%
10 to 19 years	2.3%	1.2%	3.5%
20 or more years	0.8%	9.1%	9.9%
All employees	3.9%	3.0%	6.9%

Figure 22. Turnover Rates for Permanent Staff by Tenure, 2017.

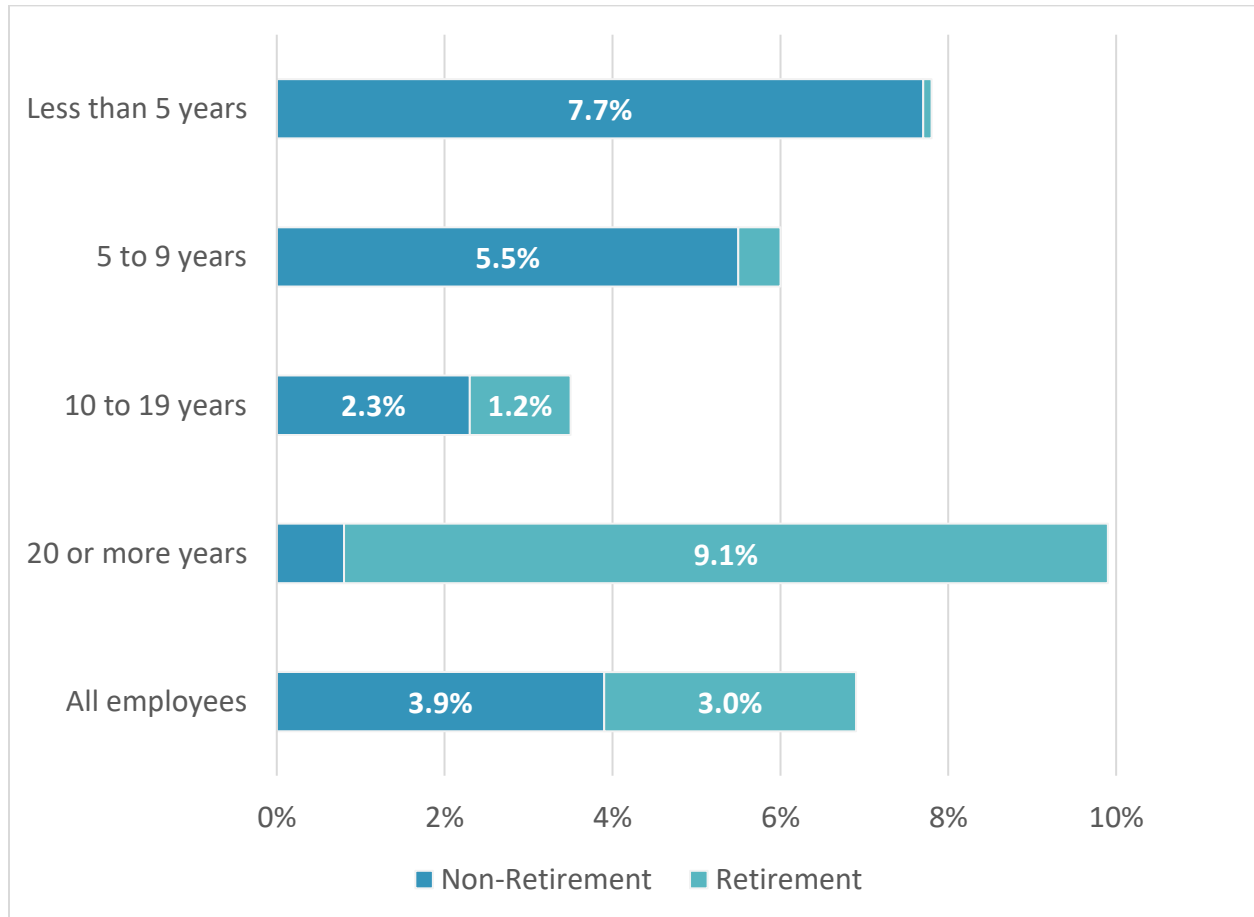


Table 70. Turnover Rates by Tenure, 2018.

(Page 62)

	Non-Retirement	Retirement	Total
Less than 5 years	11.9%	0.2%	12.0%
5 to 9 years	5.4%	0.5%	5.9%
10 to 19 years	2.3%	1.2%	3.5%
20 or more years	7.3%	8.2%	15.5%
All employees	3.9%	3.3%	7.2%

Appendix BA

Table 71. Turnover Rates by Union Membership, 2017.

(Page A.82)

	Non-Retirement	Retirement	Total
All employees	3.9%	3.0%	6.9%
Out of Scope	4.6%	2.7%	7.3%
In Scope	3.6%	3.1%	6.7%

Figure 23. Turnover Rates for Permanent Staff by Union Membership, 2017.

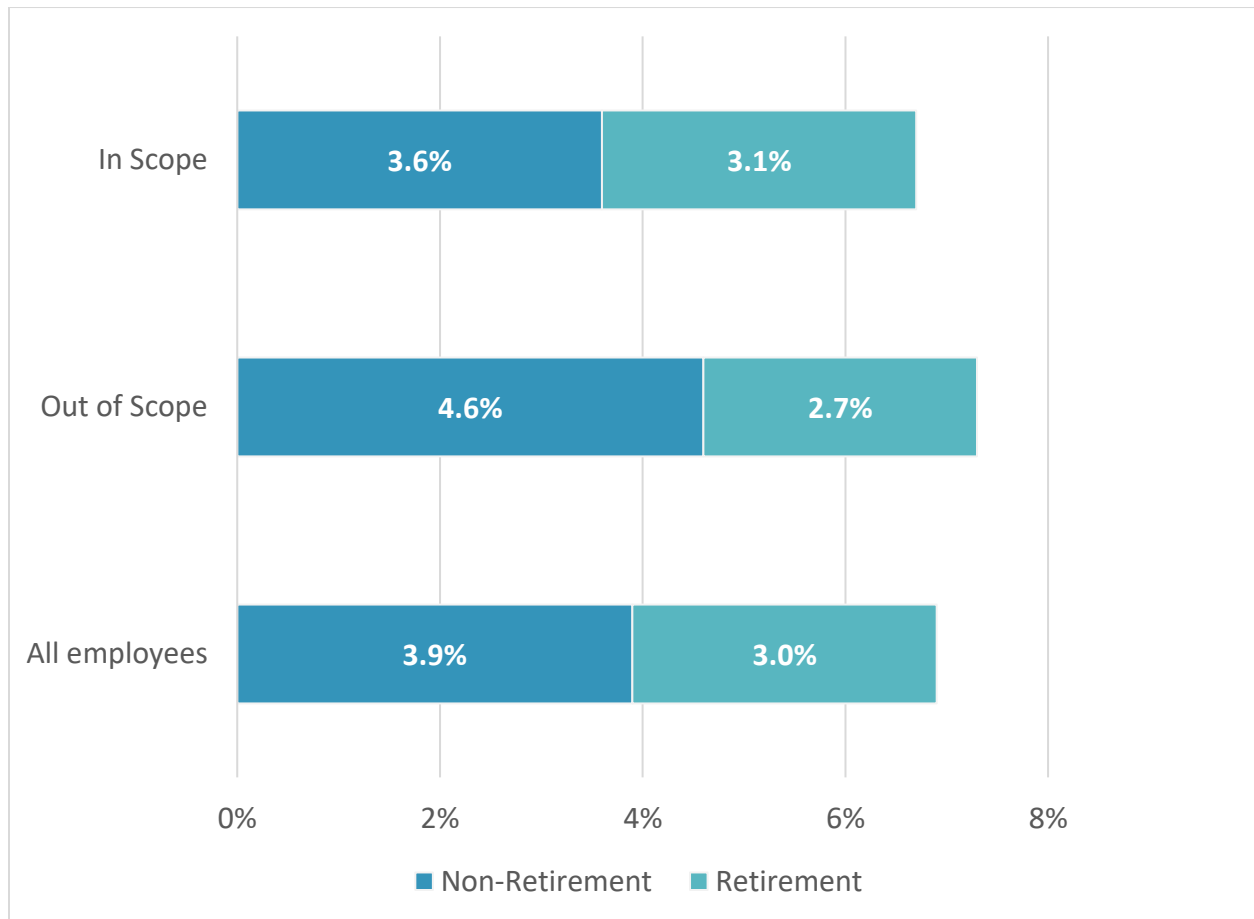


Table 72. Turnover Rates by Union Membership, 2018.

(Page 63)

	Non-Retirement	Retirement	Total
All employees	3.9%	3.3%	7.2%
Out of Scope	5.4%	3.4%	8.8%
In Scope	3.4%	3.2%	6.6%

Appendix BB

Table 73. Average Age at Retirement.

(Page 64)

	Normal Retirement	SaskTel ERP
1999	59.2	52.5
2000	58.8	54.4
2001	58.8	52.8
2002	58.5	52.5
2003	60.5	51.3
2004	59.3	54.9
2005	59.1	51.8
2006	58.5	52.3
2007	57.8	52.0
2008	57.2	52.6
2009	57.3	53.1
2010	58.0	
2011	57.8	
2012	58.1	
2013	58.4	
2014	58.7	
2015	59.0	
2016	60.0	
2017	61.2	
2018	61.0	

Appendix BC

Table 74. Age at Retirement, 2017 and 2018 Average.

(Page 65)

	Count
50	2
51	6
52	9
53	13
54	9
55	22
56	32
57	57
58	63
59	60
60	59
61	71
62	62
63	46
64	36
65	43
66	35
67	20
68+	35

Appendix BD

Table 75. Comparison with Canada, Average Age at Retirement.

(Page 66)

	Private Sector	Public Sector	Crowns (excluding ERP)
1999	61.3	58.5	59.2
2000	61.1	58.9	58.8
2001	61.4	58.8	58.8
2002	61.3	58.5	58.5
2003	61.9	59.3	60.5
2004	61.6	59.1	59.3
2005	62.0	59.2	59.1
2006	61.8	59.5	58.5
2007	62.0	59.3	57.8
2008	62.1	59.6	57.2
2009	62.4	60.1	57.3
2010	62.8	60.2	58.0
2011	62.9	60.8	57.8
2012	63.3	61.1	58.1
2013	63.8	61.1	58.4
2014	63.3	61.5	58.7
2015	64.1	61.4	59.0
2016	63.8	61.6	60.0
2017	64.2	61.5	61.2
2018	64.4	61.7	61.0