

Analysis with the Ontario government's public-sector salary disclosure data

At the end of each fiscal year, the Ontario government [publishes](#) the salaries of public-sector workers who earn more than \$100,000 a year. Typically, the stories post the same questions: Who made the most? Is the inventory of workers earning more than \$100,000 growing each year?

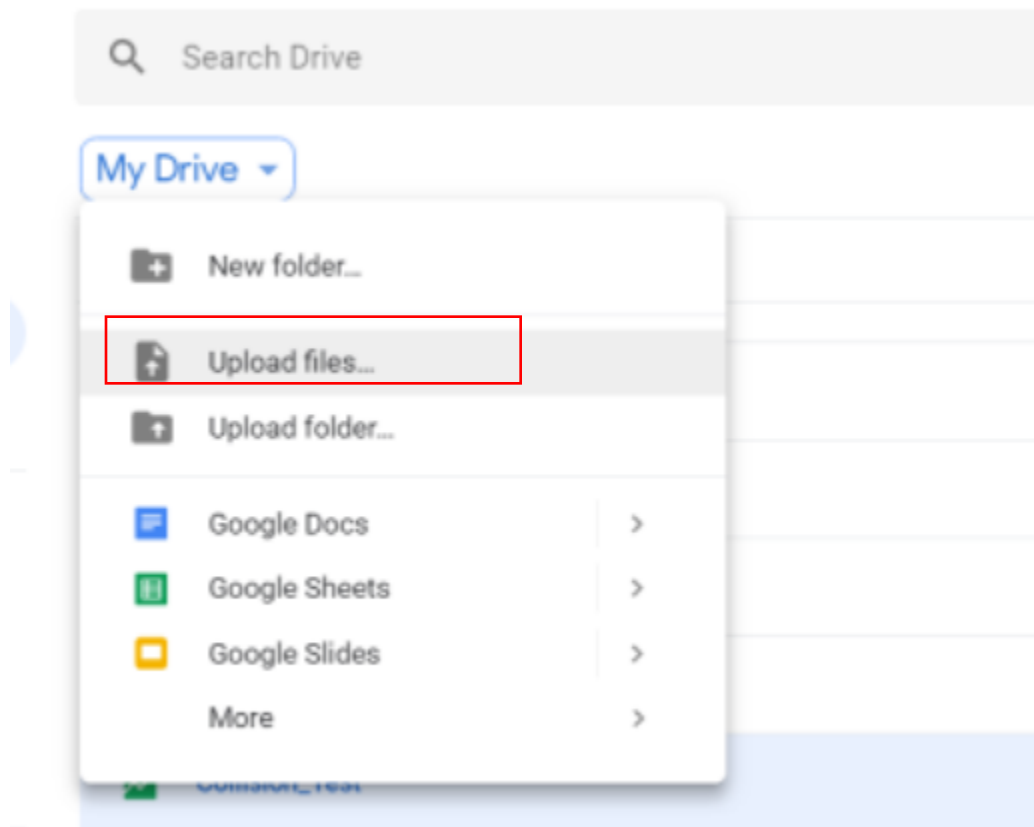
While these questions are reasonable places to begin, there are far more interesting stories buried in the numbers. The first step is obtaining the numbers. The good news is that Ontario allows users to download the data, dating all the way back to 1997. The process in [Alberta](#) is similar. While jurisdictions like [Nova Scotia](#) provide their numbers in PDF format.

This tutorial uses no math, just basic spreadsheet skills: filtering and sorting.

Let's get started, beginning with a story from [CBC News](#).

1. **The story** focuses on the highest income-earners, with Ontario Power Generation executives topping the list.
2. After you've read the story, download the 2017 data from [Ontario's public-sector salary disclosure site](#), and upload the

saved table to your Google drive.



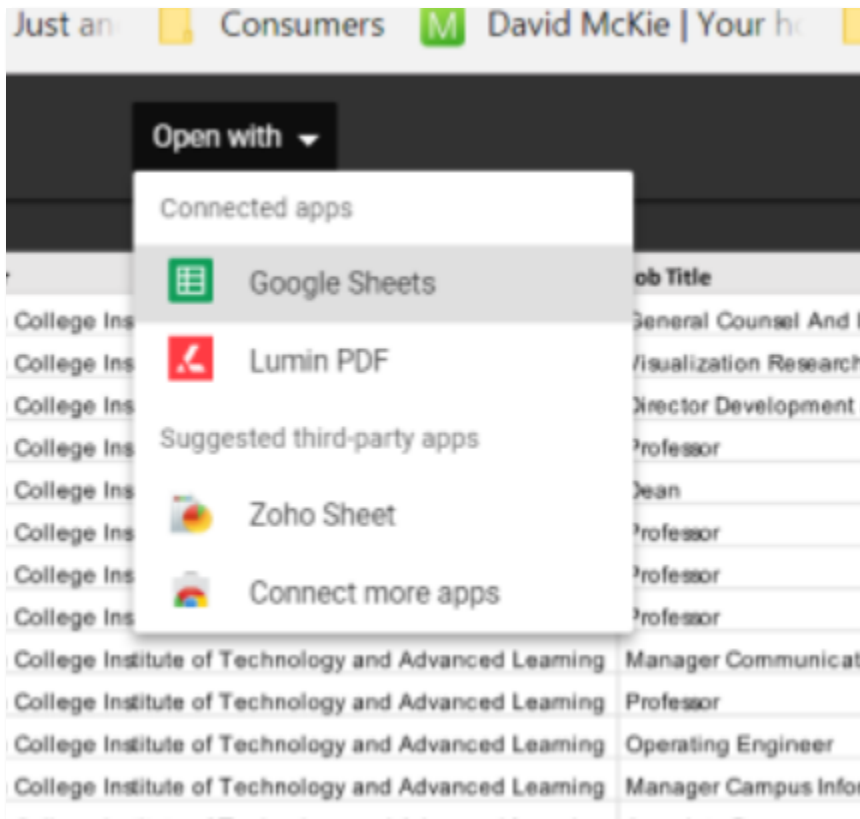
3. Once you've uploaded the file, click on the spreadsheet icon

The screenshot shows a Google Sheet titled '2017.xlsx'. The spreadsheet contains a table with the following data:

	A	B	C	D	E	F	G
1	Sector	Last Name	First Name	Salary Paid	Taxable Benefit	Employer	Job Title
2	Colleges	Abiacott	Alexa	\$197,073.24	\$2,033.69	Sheridan College Institute of Technology and Advanced Learning	General Counsel And Information Privacy Officer
3	Colleges	Ahn	Song Ho	\$114,331.63	\$51.57	Sheridan College Institute of Technology and Advanced Learning	Visualization Researcher - Part-Time Faculty
4	Colleges	Aitken	Sharon	\$118,650.76	\$1,250.00	Sheridan College Institute of Technology and Advanced Learning	Director Development and Campaign
5	Colleges	Ali	Shirook	\$104,398.32	\$101.50	Sheridan College Institute of Technology and Advanced Learning	Professor
6	Colleges	Allcott	Austin Micha	\$124,307.70	\$1,264.54	Sheridan College Institute of Technology and Advanced Learning	Dean
7	Colleges	Andrews	Greg	\$100,208.66	\$62.88	Sheridan College Institute of Technology and Advanced Learning	Professor
8	Colleges	Angelini	Paul	\$105,838.90	\$62.88	Sheridan College Institute of Technology and Advanced Learning	Professor
9	Colleges	Armstrong	John	\$101,696.02	\$101.50	Sheridan College Institute of Technology and Advanced Learning	Professor
10	Colleges	Atkinson	Susan	\$121,814.19	\$1,688.54	Sheridan College Institute of Technology and Advanced Learning	Manager Communications And Media Relations
11	Colleges	Ball	Greg	\$115,552.24	\$1,309.31	Sheridan College Institute of Technology and Advanced Learning	Professor
12	Colleges	Bankuti	Roger	\$109,884.91	\$51.57	Sheridan College Institute of Technology and Advanced Learning	Operating Engineer
13	Colleges	Barber	John	\$122,194.07	\$1,684.61	Sheridan College Institute of Technology and Advanced Learning	Manager Campus Information Technology
14	Colleges	Beca	Sanja	\$118,509.03	\$1,785.94	Sheridan College Institute of Technology and Advanced Learning	Associate Dean
15	Colleges	Benson	Elizabeth	\$103,039.10	\$1,416.61	Sheridan College Institute of Technology and Advanced Learning	Secretary to the Board of Governors
16	Colleges	Bielecka	Agnes	\$101,696.02	\$62.88	Sheridan College Institute of Technology and Advanced Learning	Professor
17	Colleges	Bomben	Victoria	\$136,975.60	\$1,737.38	Sheridan College Institute of Technology and Advanced Learning	Director Digital Strategy
18	Colleges	Bonich	Nicole	\$102,401.26	\$1,544.57	Sheridan College Institute of Technology and Advanced Learning	Manager Financial Aid And Awards
19	Colleges	Booth	Karen	\$102,747.36	\$101.50	Sheridan College Institute of Technology and Advanced Learning	Professor

and open it using Google Sheets. (Note: Download the [app](#) if you

don't already have it.)



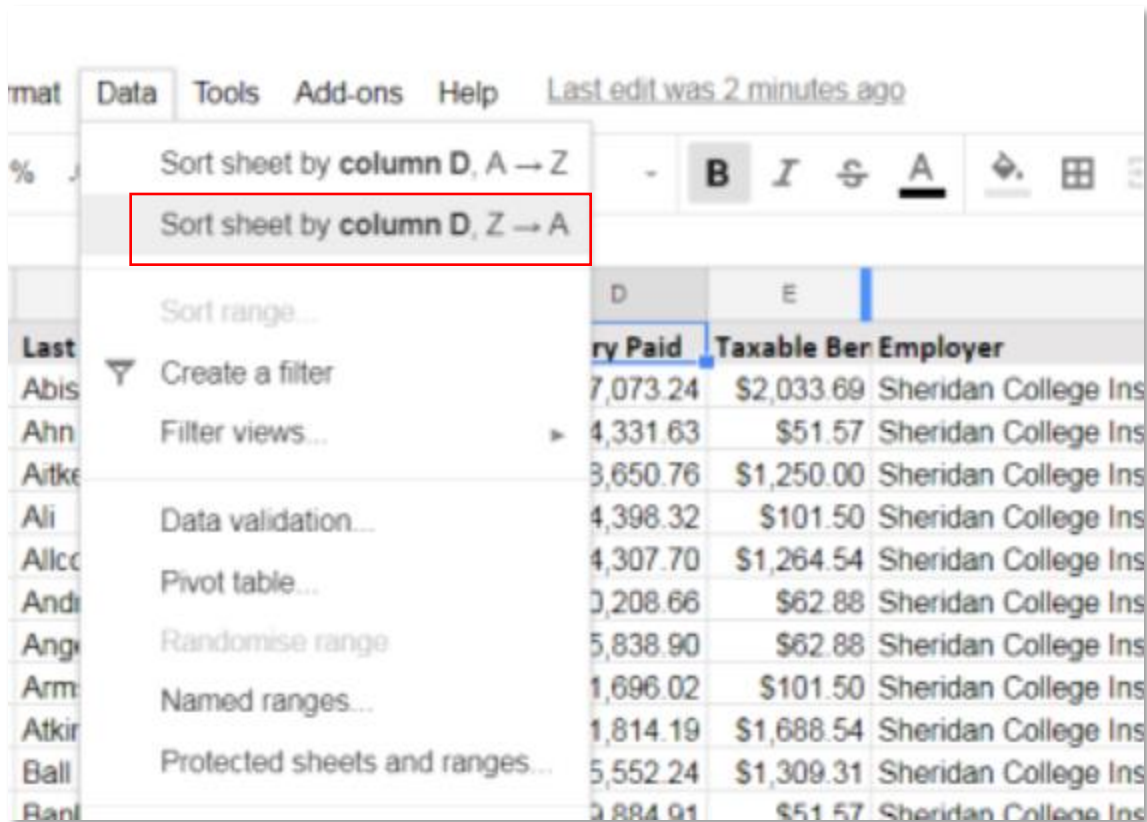
4. Your table should look like this.

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5. Now you can check out some of the numbers used in the story.

6. Let's begin with the highest paid employee by sorting the values in the "Salary Paid" column in descending order.

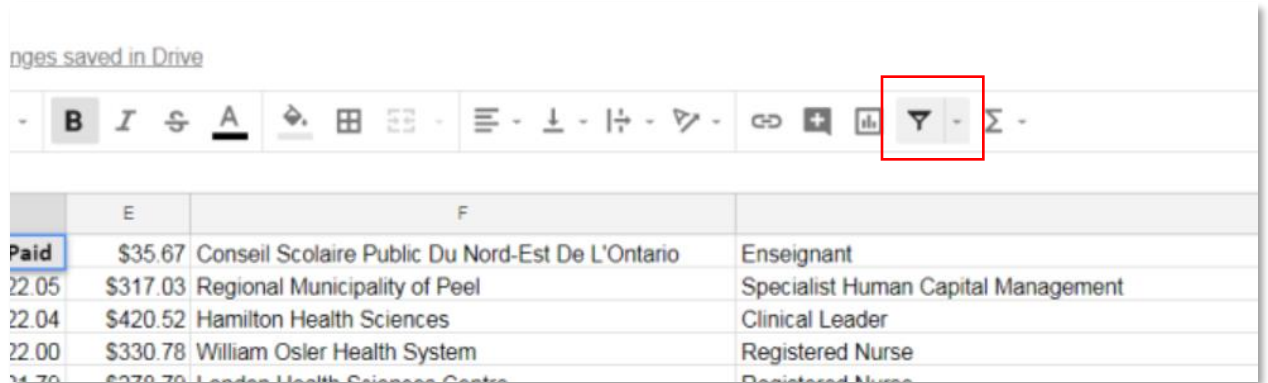


	A	B	C	D	E	F	G
	Sector	Last Name	First Name	Salary Paid	Taxable Ben Employer		Job Title
1	Ontario Power Generation	Lyash	Jeffrey	\$1,554,456.9	\$6,864.00	Ontario Power Generation	President and Chief Executive Officer
2	Universities	Smith	Daren	\$936,089.48	\$448.14	University of Toronto	President and Chief Investment Officer, University of Toronto Asset Management Corporation
3	Ontario Power Generation	Jager	Glenn	\$858,445.43	\$4,953.60	Ontario Power Generation	Nuclear President and Chief Nuclear Officer
4	Other Public Sector Employers	Campbell	Bruce	\$749,862.59	\$255.56	Independent Electricity System Operator / Opérateur In	President and Chief Executive Officer / Président et chef de la direction
5	Crown Agencies	Fuller	Mark	\$745,211.84	\$682.13	Ontario Public Service Pension Board (Ontario Penson	President and Chief Executive Officer / Président et chef de la direction
6	Ontario Power Generation	Martin	Scott	\$739,854.78	\$2,434.00	Ontario Power Generation	Senior Vice President Business and Administration Services
7	Hospitals and Boards of Public Health	Reichman	William	\$722,875.00	\$7,434.66	Baycrest Centre For Geriatric Care	President and Chief Executive Officer
8	Crown Agencies	Pepall	Jill	\$721,224.22	\$447.19	Ontario Public Service Pension Board (Ontario Penson	Executive Vice President and Chief Investment Officer / Vice-présidente directrice et chef des plac
9	Hospitals and Boards of Public Health	Apkon	Michael	\$719,694.40	\$20,586.28	The Hospital For Sick Children	President and Chief Executive Officer
10	Hospitals and Boards of Public Health	Pisters	Peter	\$718,300.56	\$73,157.10	University Health Network	President and Chief Executive Officer
11	Hospitals and Boards of Public Health	Pichora	David	\$715,034.64	\$1,642.76	Kingston Health Sciences Centre	President and Chief Executive Officer/Président-directeur général
12	Crown Agencies	Jensen	Maureen	\$708,963.41	\$1,757.36	Ontario Securities Commission / Commission Des Vale	Chair and Chief Executive Officer / Présidente et chef de la direction
13	Other Public Sector Employers	Hillier	David Samuel	\$705,423.52	\$6,548.97	Shepherd Village Inc.	President and Chief Executive Officer

- The article identifies Ontario Power Generation's Jeffrey Lyash as the highest paid employee, followed by other top-earners.
- Now, let's count the number of entries, or rows to verify that almost 132,000 public sector employees earned more than \$100,000 in 2017.
- Count the number of records, or rows, the spreadsheet by using the vertical scroll bar to the right of the table to navigate to the bottom.

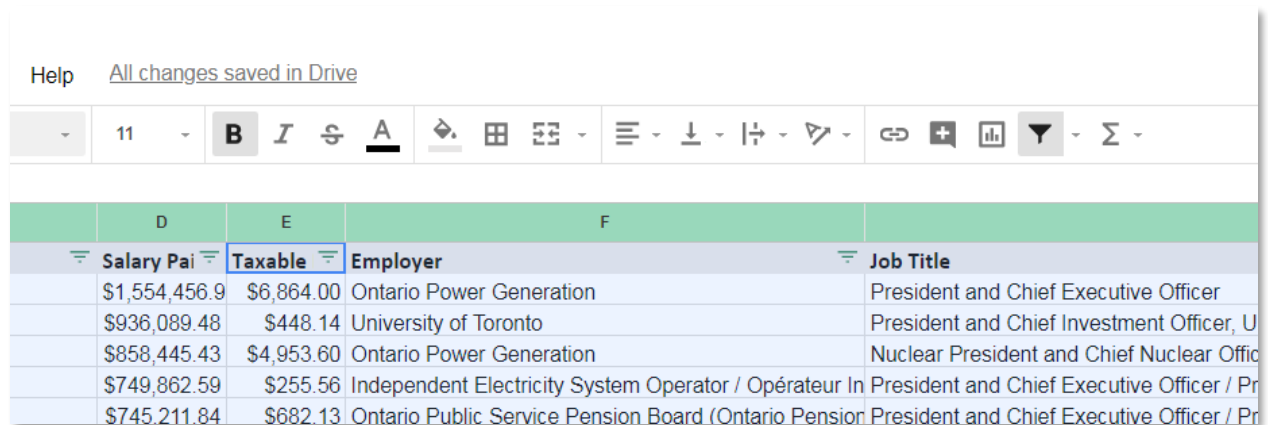
10. We also learned how much former Ontario Premier Kathleen Wynne earned during her last year in office. To locate that number, activate the spreadsheet's filter by clicking the funnel-shaped icon on the right-hand side of the menu above the table.

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	E	F	
Paid	\$35.67	Conseil Scolaire Public Du Nord-Est De L'Ontario	Enseignant
22.05	\$317.03	Regional Municipality of Peel	Specialist Human Capital Management
22.04	\$420.52	Hamilton Health Sciences	Clinical Leader
22.00	\$330.78	William Osler Health System	Registered Nurse
24.70	\$270.70	London Health Sciences Centre	Registered Nurse

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	D	E	F	
	Salary Paid	Taxable	Employer	Job Title
	\$1,554,456.9	\$6,864.00	Ontario Power Generation	President and Chief Executive Officer
	\$936,089.48	\$448.14	University of Toronto	President and Chief Investment Officer, U
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	\$745,211.84	\$682.13	Ontario Public Service Pension Board (Ontario Pension	President and Chief Executive Officer / Pr

11. Each column has a drop-down arrow.
12. Use the horizontal scroll bar at the bottom of the table to navigate to column B, which contains the last names. Type

“Wynne” in the search bar.

The screenshot shows the Google Sheets interface with a spreadsheet titled '2017_'. The 'Insert' menu is open, and the 'Last Name' column in row 1 is selected. A filter dropdown menu is displayed over the spreadsheet, showing options to sort (A to Z, Z to A) and filter by condition or values. The 'Filter by values...' option is selected, and a search box contains the text 'Wynne'. Below the search box, three items are listed with checkmarks: 'Mcgerrigle Wynne', 'Wynne', and 'Wynne-Jones'. The spreadsheet data includes columns for Sector, Last Name, and First Name, with rows 2 through 24 containing various entries.

	A	B	C
1	Sector	Last Name	First Name
2	C		Jeffrey
3	U		Daren
4	C		Glenn
5	C		Bruce
6	C		Mark
7	C		Scott
8	H		William
9	C		Jill
10	H		Michael
11	H		Peter
12	H		David
13	C		Maureen
14	C		David Samuel
15	H		Barry
16	U		Ozhand
17	C		Stephen
18	H		Catherine
19	H		Michelle
20	H		Kevin
21	H		Robert
22	Crown Agencies	Mayman	Gadi
23	Hospitals and Boards of Public Health	Kitts	John
24	Hospitals and Boards of Public Health	Macisaac	Robert

- Note that because this a large dataset for Google Sheets to handle, the previous step may take a few seconds. The process is

quicker with smaller datasets, and even speedier using Excel, the gold standard for data work.

14. There are other employees who possess the same last name. So, another way to achieve the same result is to sort the Last Name column in either ascending or descending order using the sorting technique we learned in step 6.
15. Now that we have the hang of filtering and sorting, let's try to find other numbers mentioned in the article.