Emploi et nada Développement social Canada

OFFICIAL USE O	NLY	 	
Agreement N°	*	 	*******

s.19(1) s.24(1) Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

☐ New Agreement				
Revised Agreement				
<u> </u>				
ORGA	ANIZATION			
Legal Name of Organization		Parent company is	located outside	Canada
BEST FACILITIES SERVICES	s Ltd.		Yes [No
Operating Name (if different from Legal Name of Organization)		Procurement Busi	ness Number	
		Total number of en		ada
Organization's North American Industry Classification System (NAICS) Code	a Nº	(Full-Time/Part-Tim		1023 Code Number please
		visit: http://www.sta	atcan.gc.ca/subj	ects-sujets/standard-
561722		norme/naics-scian/	2002/naics-sciai	102I-eng.htm
Official use only (if information above is incorrect)				
	employees in Canad	a	Organization's I	NAICS Code No
HEA	D OFFICE			
Address (building number, street, suite, etc.)	City		Province	Postal Code
5594 FRASER STREET	Vancou		80	V1W-2ZH
JUTY FRASER STREET	Telephone Number		Fax Number	
	604-872-	6761	1-604-	874-5846
EMPLOYMENT	EQUITY CONT.	ACT		
Name (print)	Title		- 00	
BRUCE TAYLOR Telephone Number	E-mail Address	Operan	G 0740	<u>e2</u>
1-604-707-2001	E-mail Address	TAYLOR C	BEST.	cA .
CERT	IFICATION			
The above-named organization:	OXIION			
 having a combined workforce of 100 or more permanent full-tim 12 weeks or more in Canada, AND 	e, permanent part-	time and temporar	y employees h	aving worked
 intending to bid on, or being in receipt of, a federal government Supply Arrangement, valued at \$1,000,000 or more (including a) 	pplicable taxes).			
Hereby certifies its commitment to implement or maintain employme instrument, in keeping with the Federal Contractors Program requirplease refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.	ements. For more i	going basis, beyor nformation on how	nd the period o to implement	of the procurement employment equity
Important note: If an audit of the Agreement to Implement Employr the procurement instrument(s) with the Government of Canada may		ers misrepresentati	on on the part	of the organization,
SIG	NATORY			
NOTE: The signatory must be the Chief Executive Officer OR an accontract on behalf of the organization.	uthorized person in	an executive posi	tion with legal	authority to sign a
Name (print) Kevin MCCRum	Title Chies	Execut	70 sor	2 _{cer}
Telephone Number 1-604-707-2010	E-mail Address	RUN @ BE		
Signature	Date	MULTI DE	<u> 201.CH</u>	
		MAY 28 20	. 45	
DETUDIU	L	101 80 80	(7	
	NSTRUCTIONS		····	
IMPORTANT				
 The original copy of the signed Agreement to Implement En at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc. 		form must be ser	nt to the Labo	ur Program fax,

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2015-11-27 to 2018-03-07

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

		Province				Cens	sus Metropolitar	n Areas	
	rmanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	1	0	0	1	Calgary	66	39	0	105
British Columbia	327	30	0	357	Edmonton	8	2	0	10
Alberta	153	84	0	237	Toronto	1	0	0	1
Total Employees in Canad	a •			595	Vancouver	152	16	0	168
					Kelowna	26	4	0	30
					Victoria	3	0	0	3
					Alta. less CMA	As 79	43	0	122
					B.C. less CMA	s 146	10	0	156

Total Employees in Canada



595

Best Facilities Services Ltd. (certificate # 100050) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National Reporting Period 2015-11-27 to 2018-03-07

Occupational Group		A	All Employee	S		original Peo	oles		ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	7								1	1	
	Total	7	7								1	1	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	2	3							2		2
	Total	5	2	3							2		2
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	57	28	29	1		1				20	14	6
	Total	57	28	29	1		1				20	14	6

Page 1 of 5 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2015-11-27 to 2018-03-07 Best Facilities Services Ltd. (certificate # 100050)

Occupational Group Salary Range Col. 1 Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	01R QTR	Total Col. 2	All Employees Men Col. 3	Women Col. 4	Ab Total Col. 5	Aboriginal Peoples Men Col. 6	Women Col. 7	Persi Total Col. 8	Persons with Disabilities tal Men Wo Col. 9 Col	bilities Women Col. 10	Member Total Col. 11	Members of Visible Minorities Total Men Wome ol. 11 Col. 12 Col. 1	
	Total	_											
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	_	2		2	1		_			_		_	
	Total	2		2	1		1	-		1		1	1
Clerical Personnel	4												
Top Range: Under \$5,000	သ											L_	
Bottom Range: Under \$5,000	2												
	1	10		10	1		1	1		1		5	5
	Total	10		10	1		1	1		1		5	5
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3											!	
Bottom Range: Under \$5,000	2												
	1	4	3	1									
	Total	4	3	1									
									ı				

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2015-11-27 to 2018-03-07 Best Facilities Services Ltd. (certificate # 100050)

Total Number of Employees			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Other Sales and Service Personnel			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Semi-Skilled Manual Workers	Col. 1	Occupational Group Salary Range
	Total	1	2	သ	4	Total	_	2	ယ	4	- -	OTR
481	382	382				12	12				Col. 2	Total
197	146	146				10	10				Col. 3	All Employees
284	236	236				2	2				Col. 4	Women
21	18	18									Col. 5	Abo Total
8	8	8									Col. 6	Aboriginal Peoples
13	10	10									Col. 7	les Women
14	12	12									Col. 8	Perso
5	5	5									Col. 9	Persons with Disabilities
9	7	7									Col. 10	bilities Women
235	202	202				4	4				Col. 11	Member Total
90	72	72				3	3				Col. 12	Members of Visible Minorities Total Men Wome
145	130	130				1	_				Col. 13	Minorities Women

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National Reporting Period 2015-11-27 to 2018-03-07

1 2 2	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Semi-Skilled Manual Workers 4	Total 1 1	1 1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Administrative and Senior Clerical Personnel 4	Total 1 1	1 1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Supervisors 4 4	Total 1 1	1 1 1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Middle and Other Managers 4	Occupational GroupAll EmployeesAboriginal PeoplesSalary RangeQTRTotalMenWomenTotalMenWomenCol. 1Col. 2Col. 3Col. 4Col. 5Col. 6Col. 7	
																			inal Peoples Men Women Col. 6 Col. 7	
																			Persons with Disabilities Total Men Wo Col. 8 Col. 9 Col	
				1	1														men C	
				1	_														Members of Visible Minorities Total Men Women ol. 11 Col. 12 Col. 13	

Form 2 B

Form 2 B

Best Facilities Services Ltd. (certificate # 100050)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Reporting Period 2015-11-27 to 2018-03-07

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	109	43	66	9	2	7	16	8	8	61	24	37
	Total	109	43	66	9	2	7	16	8	8	61	24	37
Total Number of Employees		114	45	69	9	2	7	16	8	8	62	24	38

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2015-11-27 to 2018-03-07

		All Employees		Al	ooriginal People	es	Pers	ons with Disabi	lities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	481	197	284	21	8	13	14	5	9	235	90	145
Total Number of Employees	481	197	284	21	8	13	14	5	9	235	90	145

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

Reporting Period 2015-11-27 to 2018-03-07

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	114	45	69	9	2	7	16	8	8	62	24	38
Total Number of Employees	114	45	69	9	2	7	16	8	8	62	24	38

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2015-11-27 to 2018-03-07

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	3	1	2							1		1
Professionals	2		2									
Supervisors	22	12	10	1		1				7	5	2
Administrative and Senior Clerical Personnel	2		2	1		1	1		1	1		1
Clerical Personnel	9		9	2		2				6		6
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	6	6								2	2	
Other Sales and Service Personnel	188	103	85	22	11	11	12	6	6	88	45	43
Total Number of Employees Hired	234	123	111	26	11	15	13	6	7	105	52	53

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National

		All Employees		Ab	original People	es	Perso	ons with Disab	lities	Member	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Supervisors	2	1	1							2	1	1
Administrative and Senior Clerical Personnel	1		1							1		1
Other Sales and Service Personnel	263	103	160	51	21	30	25	11	14	103	37	66
Total Number of Employees Hired	267	104	163	51	21	30	25	11	14	106	38	68

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

	Employ	ees promoted	Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	10	6	4							3	2	1
Intermediate Sales and Service Personnel	1	1										
Semi-Skilled Manual Workers	1	1										
Other Sales and Service Personnel	6	4	2	1		1	1		1	1	1	
Total Number of Employees Promoted	18	12	6	1		1	1		1	4	3	1
Total Number of Promotions	18	12	6	1		1	1		1	4	3	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / National

	Employe	ees promoted (Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to v	which they hav	e been last pro	moted.)
Occupational Group		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Other Sales and Service Personnel	2	2					1	1		1	1	
Total Number of Employees Promoted	2	2					1	1		1	1	
Total Number of Promotions	2	2					1	1		1	1	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2015-11-27 to 2018-03-07

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	8	2	6							3		3
Professionals	1		1									
Supervisors	25	13	12							9	6	3
Supervisors: Crafts and Trades	1		1									
Clerical Personnel	7		7	1		1				4		4
Intermediate Sales and Service Personnel	2	1	1									
Semi-Skilled Manual Workers	5	5								2	2	
Other Sales and Service Personnel	313	140	173	42	15	27	21	11	10	114	44	70
Total Number of Employees Terminated	362	161	201	43	15	28	21	11	10	132	52	80

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

		All Employees		Ab	original Peopl	es	Pers	ons with Disab	ilities	Member	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	2	1	1							2	1	1
Other Sales and Service Personnel	212	97	115	45	19	26	18	11	7	83	43	40
Total Number of Employees Terminated	214	98	116	45	19	26	18	11	7	85	44	41

Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-07

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees		sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	7	0	0.0 %	27.4 %	2	-2	National
02 : Middle and Other Managers	National	6	4	66.7 %	38.9 %	2	2	National
03 : Professionals		1	1	100.0 %	66.4 %	1	0	
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
05 : Supervisors		58	30	51.7 %	58.0 %	34	-4	
Employment Equity Occupational Group	Alta. less CMAs	11	9	81.8 %	64.7 %	7	2	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	12	5	41.7 %	64.7 %	8	-3	B.C. less CMAs
Employment Equity Occupational Group	Calgary	11	8	72.7 %	55.0 %	6	2	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	56.2 %	1	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	71.0 %	1	0	Kelowna
Employment Equity Occupational Group	Vancouver	20	5	25.0 %	51.4 %	10	-5	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	61.1 %	1	0	Victoria
06 : Supervisors: Crafts and Trades		1	0	0.0 %	7.7 %	0	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	7.7 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		3	3	100.0 %	87.5 %	3	0	
Employment Equity Occupational Group	B.C. less CMAs	3	3	100.0 %	87.5 %	3	0	B.C. less CMAs
10 : Clerical Personnel		10	10	100.0 %	73.9 %	7	3	
Employment Equity Occupational Group	B.C. less CMAs	4	4	100.0 %	77.5 %	3	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	70.3 %	1	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	78.3 %	1	0	Kelowna
Employment Equity Occupational Group	Vancouver	3	3	100.0 %	70.0 %	2	1	Vancouver
11 : Intermediate Sales and Service Personnel		4	1	25.0 %	67.8 %	3	-2	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	72.4 %	1	-1	B.C. less CMAs



Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-07

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Avai %	Availability 6 #	Gap #	Recruitment Area
Employment Equity Occupational Group	Calgary	2	_	50.0 %	66.1 %	_	0	Calgary
Employment Equity Occupational Group	Victoria	<u> </u>	0	0.0 %	66.7 %	_	<u>:</u>	Victoria
12 : Semi-Skilled Manual Workers		14	2	14.3 %	15.9 %	2	0	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	16.3 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	14.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	ω	0	0.0 %	14.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	<u> </u>	0	0.0 %	16.0 %	0	0	Edmonton
Employment Equity Occupational Group	Vancouver	O	2	33.3 %	17.1 %	<u> </u>	<u> </u>	Vancouver
13 : Other Sales and Service Personnel		491	302	61.5 %	60.3 %	296	6	
Employment Equity Occupational Group	Alta. less CMAs	108	62	57.4 %	64.1 %	69	-7	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	130	96	73.8 %	63.2 %	82	14	B.C. less CMAs
Employment Equity Occupational Group	Calgary	87	60	69.0 %	56.3 %	49	1	Calgary
Employment Equity Occupational Group	Edmonton	O	ω	50.0 %	59.2 %	4	<u>.</u>	Edmonton
Employment Equity Occupational Group	Kelowna	28	10	35.7 %	57.6 %	16	-6	Kelowna
Employment Equity Occupational Group	Vancouver	131	71	54.2 %	57.8 %	76	ហំ	Vancouver
Employment Equity Occupational Group	Victoria	_	0	0.0 %	54.8 %	_	<u>.</u>	Victoria
Total		595	353	59.3 %	58.8 %	350	ω	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



2018-03-07

Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

001399

Date: 2018-03-07

Aboriginal Peoples

	(•						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	Aborig Representation	Aboriginal Peoples ion Availability	ability	Gap	Recruitment Area
-		*	# -	%	%	# `	# -	
01 : Senior Managers	National	7	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	O	0	0.0 %	2.2 %	0	0	National
03 : Professionals		_	0	0.0 %	2.1 %	0	0	
1123 : Professional occupations in advertising, marketing and public relations	National	_	0	0.0 %	2.1 %	0	0	National
05 : Supervisors		58	<u> </u>	1.7 %	4.8 %	ω	'n	
Employment Equity Occupational Group	Alta. less CMAs	11	0	0.0 %	6.5 %	_	<u></u>	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	12	0	0.0 %	8.4 %	_	<u> </u>	B.C. less CMAs
Employment Equity Occupational Group	Calgary	11	_	9.1 %	3.1 %	0	_	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.6 %	0	0	Edmonton
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	6.3 %	0	0	Kelowna
Employment Equity Occupational Group	Vancouver	20	0	0.0 %	2.6 %	_	<u>-</u>	Vancouver
Employment Equity Occupational Group	Victoria	_	0	0.0 %	4.9 %	0	0	Victoria
06 : Supervisors: Crafts and Trades		_	0	0.0 %	4.4 %	0	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	_	0	0.0 %	4.4 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		ω	_	33.3 %	7.7 %	0	_	
Employment Equity Occupational Group	B.C. less CMAs	ω	_	33.3 %	7.7 %	0	_	B.C. less CMAs
10 : Clerical Personnel		10	_	10.0 %	5.6 %	_	0	
Employment Equity Occupational Group	B.C. less CMAs	4	<u> </u>	25.0 %	9.1 %	0	_	B.C. less CMAs
Employment Equity Occupational Group	Calgary	_	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	_	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	4.5 %	0	0	Kelowna
Employment Equity Occupational Group	Vancouver	ω	0	0.0 %	2.4 %	0	0	Vancouver
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	4.7 %	0	0	
Employment Equity Occupational Group	B.C. less CMAs	_	0	0.0 %	9.6 %	0	0	B.C. less CMAs

Page 3 of 9

Workplace Equity Information Management System - Best Facilities Services Ltd.

001400

Workforce Analysis - Detailed Report

Date: 2018-03-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees	Repres	Aborig Representation	Aboriginal Peoples ion Avail:	ability	Gap	Recruitment Area
		#	#	%	%			
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Victoria	_	0	0.0 %	4.2 %	0	0	Victoria
12 : Semi-Skilled Manual Workers		14	0	0.0 %	4.9 %	_	<u>.</u>	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	8.5 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	11.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	ω	0	0.0 %	3.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	_	0	0.0 %	5.6 %	0	0	Edmonton
Employment Equity Occupational Group	Vancouver	O	0	0.0 %	2.2 %	0	0	Vancouver
13 : Other Sales and Service Personnel		491	27	5.5 %	7.6 %	37	7	
Employment Equity Occupational Group	Alta. less CMAs	108	21	19.4 %	10.9 %	12	9	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	130	0	0.0 %	12.7 %	17	-17	B.C. less CMAs
Employment Equity Occupational Group	Calgary	87	2	2.3 %	3.1 %	ω	<u>.</u>	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	6.7 %	0	0	Edmonton
Employment Equity Occupational Group	Kelowna	28	ω	10.7 %	8.3 %	2	_	Kelowna
Employment Equity Occupational Group	Vancouver	131	<u> </u>	0.8 %	2.7 %	4	ٺ	Vancouver
Employment Equity Occupational Group	Victoria	_	0	0.0 %	5.4 %	0	0	Victoria
Total		595	30	5.0 %	7.1%	42	-12	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-07

Members of Visible Minorities

				Members o	Members of Visible Minorities	rities		
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#	bility #	Gap #	Recruitment Area
01 : Senior Managers	National	7	_	14.3 %	10.1 %	_	0	National
02 : Middle and Other Managers	National	O	2	33.3 %	15.0 %	_	_	National
03 : Professionals		_	0	0.0 %	16.9 %	0	0	
1123 : Professional occupations in advertising, marketing and public relations	National	_	0	0.0 %	16.9 %	0	0	National
05 : Supervisors		58	20	34.5 %	24.6 %	14	6	
Employment Equity Occupational Group	Alta. less CMAs	11	_	9.1 %	11.9 %	_	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	12	5	41.7 %	5.2 %	_	4	B.C. less CMAs
Employment Equity Occupational Group	Calgary	11	ω	27.3 %	27.4 %	ω	0	Calgary
Employment Equity Occupational Group	Edmonton	Ν	<u> </u>	50.0 %	21.6 %	0	_	Edmonton
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	5.6 %	0	0	Kelowna
Employment Equity Occupational Group	Vancouver	20	10	50.0 %	43.4 %	9	_	Vancouver
Employment Equity Occupational Group	Victoria	_	0	0.0 %	13.2 %	0	0	Victoria
06 : Supervisors: Crafts and Trades		_	0	0.0 %	18.5 %	0	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	_	0	0.0 %	18.5 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		ω	2	66.7 %	3.4 %	0	2	
Employment Equity Occupational Group	B.C. less CMAs	ω	2	66.7 %	3.4 %	0	2	B.C. less CMAs
10 : Clerical Personnel		10	ъ	50.0 %	18.5 %	2	ω	
Employment Equity Occupational Group	B.C. less CMAs	4	2	50.0 %	2.9 %	0	2	B.C. less CMAs
Employment Equity Occupational Group	Calgary	_	0	0.0 %	24.3 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	_	<u> </u>	100.0 %	17.5 %	0	_	Edmonton
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	4.8 %	0	0	Kelowna
Employment Equity Occupational Group	Vancouver	ω	2	66.7 %	42.3 %	_	<u> </u>	Vancouver
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	19.4 %	_	7	
Employment Equity Occupational Group	B.C. less CMAs	_	0	0.0 %	5.3 %	0	0	B.C. less CMAs

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Workplace Equity Information Management System - Best Facilities Services Ltd.

001402

Workforce Analysis - Detailed Report

Date: 2018-03-07

Members of Visible Minorities

			_	Members o	Members of Visible Minorities	ities		
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#	bility #	Gap #	Recruitment Area
Employment Equity Occupational Group	Calgary	2	0	0.0 %	29.7 %	_	-1	Calgary
Employment Equity Occupational Group	Victoria	_	0	0.0 %	12.9 %	0	0	Victoria
12 : Semi-Skilled Manual Workers		14	4	28.6 %	30.8 %	4	0	
Employment Equity Occupational Group	Alta. less CMAs	2	_	50.0 %	4.3 %	0	<u></u>	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	3.5 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	ω	0	0.0 %	33.1 %	_	÷	Calgary
Employment Equity Occupational Group	Edmonton	_	_	100.0 %	22.3 %	0	-	Edmonton
Employment Equity Occupational Group	Vancouver	6	2	33.3 %	48.9 %	ω	۵	Vancouver
13 : Other Sales and Service Personnel		491	263	53.6 %	27.6 %	136	127	
Employment Equity Occupational Group	Alta. less CMAs	108	26	24.1 %	10.0 %	11	15	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	130	90	69.2 %	6.9 %	9	81	B.C. less CMAs
Employment Equity Occupational Group	Calgary	87	71	81.6 %	43.4 %	38	33	Calgary
Employment Equity Occupational Group	Edmonton	6	2	33.3 %	34.1 %	N	0	Edmonton
Employment Equity Occupational Group	Kelowna	28	7	25.0 %	9.1 %	ω	4	Kelowna
Employment Equity Occupational Group	Vancouver	131	67	51.1 %	55.9 %	73	င်ာ	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	16.1 %	0	0	Victoria
Total		595	297	49.9 %	26.7 %	159	138	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



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Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-07

Persons with Disabilities

				Persons	Persons with Disabilities	lies		
Employment Equity Occupational Group	Internal Location	All Employees	Representation	entation	Avail	Availability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	13	0	0.0 %	4.3 %	_	<u>.</u>	National
03 : Professionals	National	_	0	0.0 %	3.8 %	0	0	National
05 : Supervisors	National	58	0	0.0 %	13.9 %	8	Ġ	National
06 : Supervisors: Crafts and Trades	National	_	0	0.0 %	7.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	ω	_	33.3 %	3.4 %	0	<u> </u>	National
10 : Clerical Personnel	National	10	_	10.0 %	7.0 %	_	0	National
11 : Intermediate Sales and Service Personnel	National	4	0	0.0 %	5.6 %	0	0	National
12 : Semi-Skilled Manual Workers	National	14	0	0.0 %	4.8 %	_	_	National
13 : Other Sales and Service Personnel	National	491	28	5.7 %	6.3 %	31	ယ်	National
Total		595	30	5.0 %	7.0 %	42	-12	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



2018-03-07

Workplace Equity Information Management System - Best Facilities Services Ltd.

001404

Workforce Analysis - Detailed Report

Date: 2018-03-07

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

13 : Other Sales and Service Personnel	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	NOC	EEOG	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	CMA	CMA	СМА	Provincial	CMA	National	National	National	Recruitment Area

Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-07

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Summary Report

Date: 2018-03-07

Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	27.4 %	2	-2
02 : Middle and Other Managers	6	4	66.7 %	38.9 %	2	2
03 : Professionals	1	1	100.0 %	66.4 %	1	0
05 : Supervisors	58	30	51.7 %	58.0 %	34	-4
06 : Supervisors: Crafts and Trades	1	0	0.0 %	7.7 %	0	0
77 : Administrative and Senior Clerical Personnel	3	3	100.0 %	87.5 %	3	0
0 : Clerical Personnel	10	10	100.0 %	73.9 %	7	3
11 : Intermediate Sales and Service Personnel	4	1	25.0 %	67.8 %	3	-2
12 : Semi-Skilled Manual Workers	14	2	14.3 %	15.9 %	2	0
13 : Other Sales and Service Personnel	491	302	61.5 %	60.3 %	296	6
Total	595	353	59.3 %	58.8 %	350	3

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Best Facilities Services Ltd.

001407

Workforce Analysis - Summary Report

Date: 2018-03-07

Aboriginal Peoples

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	bility	Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	0	0	0.0 %	2.2 %	0	0
03: Professionals	_	0	0.0 %	2.1 %	0	0
05 : Supervisors	58	<u> </u>	1.7 %	4.8 %	ω	-2
06 : Supervisors: Crafts and Trades	_	0	0.0 %	4.4 %	0	0
07 : Administrative and Senior Clerical Personnel	ω	_	33.3 %	7.7 %	0	_
10 : Clerical Personnel	10	_	10.0 %	5.6 %	<u> </u>	0
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	4.7 %	0	0
12 : Semi-Skilled Manual Workers	14	0	0.0 %	4.9 %	_	•
13 : Other Sales and Service Personnel	491	27	5.5 %	7.6 %	37	.10
Total	595	30	5.0 %	7.1 %	42	-12

Total may not equal sum of components due to rounding.



2018-03-07

Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Summary Report

Date: 2018-03-07

Members of Visible Minorities

		_	Members of	Members of Visible Minorities	ities	
Employment Equity Occupational Group	All Employees	Representation	entation	Availability	bility	Gap
	#	#	%	%	#	#
01 : Senior Managers	7	_	14.3 %	10.1%	_	0
02 : Middle and Other Managers	O	2	33.3 %	15.0 %	_	_
03: Professionals	_	0	0.0 %	16.9 %	0	0
05 : Supervisors	58	20	34.5 %	24.6 %	14	6
06 : Supervisors: Crafts and Trades	<u> </u>	0	0.0 %	18.5 %	0	0
07 : Administrative and Senior Clerical Personnel	ω	2	66.7 %	3.4 %	0	2
10 : Clerical Personnel	10	Sī	50.0 %	18.5 %	2	ω
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	19.4 %	_	<u>.</u>
12 : Semi-Skilled Manual Workers	14	4	28.6 %	30.8 %	4	0
13 : Other Sales and Service Personnel	491	263	53.6 %	27.6 %	136	127
Total	595	297	49.9 %	26.7 %	159	138

Total may not equal sum of components due to rounding.



2018-03-07

Workplace Equity Information Management System - Best Facilities Services Ltd.

001409

Workforce Analysis - Summary Report

Date: 2018-03-07

Persons with Disabilities

			Persons v	Persons with Disabilities	•	
Employment Equity Occupational Group	All Employees #	Representation #%	ntation %	Availability % #	ility Gap # #	
01/02 : Managers	13	0	0.0 %	4.3 %	-4	
03 : Professionals	_	0	0.0 %	3.8 %	0 0	
05 : Supervisors	58	0	0.0 %	13.9 %	∞ ⇔	
06 : Supervisors: Crafts and Trades	_	0	0.0 %	7.8 %	0 0	
07 : Administrative and Senior Clerical Personnel	ω	<u></u>	33.3 %	3.4 %	0 1	
10 : Clerical Personnel	10	<u> </u>	10.0 %	7.0 %	1 0	
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	5.6 %	0 0	
12 : Semi-Skilled Manual Workers	14	0	0.0 %	4.8 %	-1	
13 : Other Sales and Service Personnel	491	28	5.7 %	6.3 %	-3	
Total	595	30	5.0 %	7.0 %	42 -12	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Best Facilities Services Ltd.

001410

Workforce Analysis - Summary Report

Date: 2018-03-07

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

13 : Other Sales and Service Personnel	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	NOC	EEOG	NOC	EEOG	EEOG	Perform Analysis By
СМА	CMA	CMA	CMA	СМА	Provincial	CMA	National	National	National	Recruitment Area

Workplace Equity Information Management System - Best Facilities Services Ltd.

Workforce Analysis - Summary Report

Date: 2018-03-07

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curre Analysis	nt Workforce
\downarrow	\downarrow	\downarrow

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	27

Data from Subse	equent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	03	08

		Table 1: Women				
		First/Previous Workforce Analysis				
Employment Equity Occupational Group (EEOG)		All Employees	Won	nen		
сири	byment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	6	0	27.4		
02	Middle & Other Managers	9	6	38.9		
03	Professionals	0	0	0.0		
04	Semi-Professionals & Technicians	0	0	0.0		
05	Supervisors	59	31	57.9		
06	Supervisors: Crafts & Trades	2	1	9.7		
07	Administrative & Senior Clerical Personnel	0	0	0.0		
08	Skilled Sales & Service Personnel	0	0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0.0		
10	Clerical Personnel	8	8	73.7		
11	Intermediate Sales & Service Personnel	5	1	66.7		
12	Semi-Skilled Manual Workers	13	2	16.7		
13	Other Sales & Service Personnel	581	351	59.8		
14	Other Manual Workers	0	0	0.0		
Total		683	400	58.3		

	l'able 5: Women				
Subsequent	/Current Workford	e Analysis			
All Employees	Women				
	Representation	Availability*			
#	#	%			
7	0	27.4			
6	4	38.9			
1	1	66.4			
0	0	0.0			
58	30	58.0			
1	0	7.7			
3	3	87.5			
0	0	0.0			
0	0	0.0			
10	10	73.9			
4	1	67.8			
14	2	15.9			
491	302	60.3			
o	0	0.0			
595	353	58.8			

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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	27

Data from Subsequent/Current Workforce Analysis

2018	03	08
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce 2	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Aborigina	ıl Peoples
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	6	0	2.9
02	Middle & Other Managers	9	0	2.2
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	59	0	4.7
06	Supervisors: Crafts & Trades	2	0	3.8
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	0	5.1
11	Intermediate Sales & Service Personnel	5	0	4.2
12	Semi-Skilled Manual Workers	13	0	3.0
13	Other Sales & Service Personnel	581	42	7.0
14	Other Manual Workers	0	0	0.0
Total		683	42	6.6

Table	6: Aboriginal Pe	eoples
Subsequent	/Current Workford	e Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
7	0	2.9
6	0	2.2
1	0	2.1
0	0	0.0
58	1	4.8
1	0	4.4
3	1	7.7
0	0	0.0
0	0	0.0
10	1	5.6
4	0	4.7
14	0	4.9
491	27	7.6
0	0	0.0
595	30	7.1

* Source:	
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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

YYYY	MM	DD
2015	MM	DD 27

Data from Subsequent/Current Workforce Analysis

2018	03	08
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

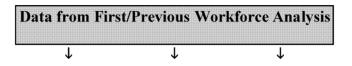
		Table 3: Me	embers of Visible	e Minorities
		First/Pr	evious Workforce	Analysis
Emple	nyment Equity Occupational Crown (EEOC)	All Employees	Members of Vis	sible Minorities
Embr	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	6	1	10.1
02	Middle & Other Managers	9	3	15.0
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	59	22	25.4
06	Supervisors: Crafts & Trades	2	0	13.6
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	3	20.7
11	Intermediate Sales & Service Personnel	5	0	28.6
12	Semi-Skilled Manual Workers	13	5	44.2
13	Other Sales & Service Personnel	581	274	29.1
14	Other Manual Workers	0	0	0.0
Total		683	308	28.6

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workford	e Analysis
All Employees	Members of Vis	ible Minorities
	Representation	Availability*
#	#	%
7	1	10.1
6	2	15.0
1	0	16.9
0	0	0.0
58	20	24.6
1	0	18.5
3	2	3.4
0	0	0.0
0	0	0.0
10	5	18.5
4	0	19.4
14	4	30.8
491	263	27.6
0	0	0.0
595	297	26.7

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* Source:	
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Federal Contractors Program Achievement Report Part 1: Workforce Analysis Best Service Pros [Date: 2018-03-08]



Data from Sub	osequent/Curro Analysis	ent Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	27

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce /	Analysis
Emplo	umant Equity Occupational Crown (EEOC)	All Employees	Persons with	Disabilities
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	15	0	4.3
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	59	0	13.9
06	Supervisors: Crafts & Trades	2	0	7.8
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	1	7.0
11	Intermediate Sales & Service Personnel	5	0	5.6
12	Semi-Skilled Manual Workers	13	0	4.8
13	Other Sales & Service Personnel	581	30	6.3
14	Other Manual Workers	0	0	0.0
Total		683	31	6.9

Table 8:	Persons with Dis	abilities
Subsequent	t/Current Workford	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
13	0	4.3
1	0	3.8
0	0	0.0
58	0	13.9
1	0	7.8
3	1	3.4
0	0	0.0
0	0	0.0
10	1	7.0
4	0	5.6
14	0	4.8
491	28	6.3
0	0	0.0
595	30	7.0

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Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

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Data from Form 4 - Employees Hired

Table 1: Women

	Full-time	Full-time / National	Part-time / National	/National	Full-time
nployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted
	#	#	#	#	#
Senior Managers	1	0	0	0	0
Middle & Other Managers	3	2	_	<u>—</u>	0
Professionals	2	2	0	0	0
Semi-Professionals & Technicians	0	0	0	0	0
Supervisors	22	10	2	_	10
Supervisors: Crafts & Trades	0	0	0	0	0
Administrative & Senior Clerical Personnel	2	2		1	0
Skilled Sales & Service Personnel	0	0	0	0	0
Skilled Crafts & Trades Workers	0	0	0	0	0
Clerical Personnel	9	9	0	0	0
Intermediate Sales & Service Personnel	_		0	0	
Semi-Skilled Manual Workers	<u>ر</u>	0	0	0	

07

90 05 04 03 02

Employment Equity Occupational Gr

09 80

10 Clerical Personnel

14 Other Manual Workers

188 0 234

0 85

263 0 267

160 163

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13 12

Other Sales & Service Personnel Semi-Skilled Manual Workers

> Data from Form 5 - Employees Promoted

All uployees omoted	All Women ployees Promoted # # #	Part-time / National All Employees Promoted # # #	/ National Women Promoted #
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
10	4	0	0
0	0	0	0
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	1 Form 6 - E Terminated	
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0	0	0	0
#	#	#	#
Women Terminated	All Employees Terminated	Women Terminated	All Employees Terminated
Part-time / National	Part-time	/ National	Full-time / National
	Lable 3. Wolliell	Table 7.	

116	214	201	362
0	0	0	0
115	212	173	313
0	0	0	5
0	0		2
0	0	7	7
0	0	0	0
0	0	0	0
0	0	0	0
0	0	_	_
	2	12	25
0	0	0	0
0	0		1
0	0	6	8
0	0	0	0
#	#	#	#
Women Terminated	All Employees Terminated	Women Terminated	All uployees rminated
/ National	Part-time / National	/National	ull-time
	omen.	1 4 5 1 5 1	

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

	Data f	YYYY MM DI 2015 11 27 Data from Form 4 - Employees Hired	11 1 4 - Emp	DD 27	2018 Data froi		03 08 n Form 5 - Employees Promoted	oyees	
		Hired	ed .			Promoted	oted		
	4	4	4	4	4	↓	↓	←	
	Tabi	Table 2: Aboriginal Peoples	iginal Peo	ples	Table 6	•••	Aboriginal Peoples	ples	
	Full-time / National	National	Part-time	Part-time / National	Full-time / Na	National	Part-time / National	/ National	Full
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	A Empl Termi
01 Senior Managers	# 1	0	# 0	#	# 0	##	# 0	#	+
02 Middle & Other Managers	3	0	_	0	0	0	0	0	
03 Professionals	2	0	0	0	0	0	0	0	
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	
05 Supervisors	22	-	2	0	10	0	0	0	
07 Administrative & Senior Clerical Personnel	2	<u> </u>	_ 0	0	0	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	
10 Clerical Personnel	9	2	0	0	0	0	0	0	
11 Intermediate Sales & Service Personnel	_	0	0	0	_	0	0	0	
12 Semi-Skilled Manual Workers	6	0	0	0		0	0	0	
13 Other Sales & Service Personnel	188	22	263	51	6		2	0	
14 Other Manual Workers	0	0	0	0	0	0	0	0	
3	,	•	ì	1	,		•	>_	

234

26

267

18

0 1 0 0 42 43

45 0 0 0

,	0	<u>></u>	0
#	#	#	#
Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated
/ National	Part-time / National	/ National	Full-time / National
oples	Table 10: Aboriginal Peoples	e 10: Abo	Tabl

Data from Form 6 - Employees Terminated

-time	time / National Part-time / Nati	riginal Peoples Part-time / National	Oples / National
l yees nated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#
0	0	0	0
∞	0	0	0
_	0	0	0
0	0	0	0
25	0	2	0
_	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

2015	γγ	8
S	YY	tart
		-
11	MM	Start Date of Flow Data
27	DD	Data

2018	YYYY	End I
03	MM	End Date of Flow Data
08	DD	Data

Data from Form 4 - Employees Hired

Table 3: Persons with Disabilities

Full-time / National

TAN-	S with Disabilities Part-time / National	bilities / National	Table Full-time	Table 7: Persons with Disabilities Full-time / National	with Disabilities Part-time / Nationa	bilities /Nation
- 1	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons wi Disabilition
	#	#	#	#	#	#
\sim	0	0	0	0	0	
\Box	1	0	0	0	0	
\sim	0	0	0	0	0	
\sim	0	0	0	0	0	
\sim	2	0	10	0	0	
\sim	0	0	0	0	0	
-		0	0	0	0	
\sim	0	0	0	0	0	
\sim	0	0	0	0	0	
\sim	0	0	0	0	0	
\sim	0	0		0	0	
\sim	0	0	_	0	0	
	263	25	6	. —	2	
2	2	>	_	2	0	

07

Administrative & Senior Clerical Personnel

90 05 04 03

Supervisors

Supervisors: Crafts & Trades

Semi-Professionals & Technicians

02

Middle & Other Managers

Professionals

Senior Managers

Employment Equity Occupational Group

Employees

Persons with Disabilities Hired

Hired

09 80

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

10 Clerical Personnel

11 12

14 Other Manual Workers

13 Other Sales & Service Personnel

188

267

25

18

Semi-Skilled Manual Workers

Intermediate Sales & Service Personnel

Data from Form 6 - Employees Terminated

5	0	0	0
#	#	#	#
Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	All mployees erminated
Part-time / National	Part-time	Full-time / National	⁷ ull-time
abilities	with Dis	Table 11: Persons with Disabilities	Table 1
←	←	←	←
•			•

time / National

Persons with Disabilities Promoted

18	214	21	362
0	0	0	0
18	212	21	313
0	0	0	<u>ن</u>
0	0	0	2
0	0	0	7
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	_
0	2	0	25
0	0	0	0
0	0	0	
0	0	0	∞
0	0	0	0
#	#	#	#
Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	All Imployees erminated
/ National	Part-time / National	/ National	Full-time / National
ISAUTHUES	WILE D	TT. I CLOUIS	TADICI

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Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

2015	AAAA	Start
11	MM	Start Date of Flow Data
27	DD	/ Data

2018	YYYY	End I
03	MM	End Date of Flow
08	aa	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees

Promoted

Table 4: Members of Visible Minoritie

Full-time / National

Part-time / Nationa

Members Visible Minorities Hired

Employment Equity Occupational Group

Employees

Visible Minorities Members of

Employees

Hired

Hired

	1	2	4	18	106
	0	0	0	0	0
	1	2		6	103
	0	0	0		0
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	0	0	0	0	0
	0	0	0	0	0
#	#	#	#	#	
All Emplo: Termin	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	rs of ties
Full-	/ National	Part-time / National	/ National	Full-time / National	nal
Table	linorities	f Visible N	Table 8: Members of Visible Minorities	Table 8: 1	ies
 ←	←	←	←	←	
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25 25 25 1 1 0 0 0 0 7 7

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09

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

Middle & Other Managers

Senior Managers

Professionals

80 07 90 05 04 032

10 Clerical Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

13 12 1

Other Sales & Service Personnel Semi-Skilled Manual Workers

188

Data from Form 6 - Employees Terminated

	0	•••	oyees nated	-time	e 12:	•
	U	#	Members of Visible Minorities Terminated	-time / National	Members	←
	0	#	All Employees Terminated	Part-time	e 12: Members of Visible Minorities	←
0.0	U	#	Members of Visible Minorities Terminated	Part-time / National	Minorities	←

Data for First/Previous Goals	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report	20
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Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrativ	06 Supervisors:	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			Occupational Group (EEOG)	Final nyment Family						Data sources:	Α
	l Workers	Service	Manual	Intermediate Sales & Service	nnel	& Trades	& Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		ionals & Tech		ner Managers	gers				z 1					1		В
683	0	581	13	5	8	0	0	0	2	59	0	0	9	6	#	2015-11-27	AA-WW-AAA	Number	Number				←	From Workforce Analysis	ļļ
-4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-12.6%	5.3%	%	Annually	Actual	Clown					←	From Workforce Data Entry Analysis [†]	D
		10.0%		10.0%	10.0%				15.0%	5.0%			10.0%	10.0%	%	Annually	Projected	CHOWIII LINEW TOSHIDIIS	Non Position				←	Data Entry (E
0	0	174	0	2	2	0	0	0		9	0	0	ယ	2	#	Over 3 Years	led			All Employees			←	From Flow Data C x E x 3 Analysis & Workforce Analysis [‡]	F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	106.7%	0.0%	%	Annually	Actual	E	Turnover (Replacement of Terminated	oyees			←	From Flow Data Analysis & Workforce Analysis‡	G
		15.0%	2.0%							5.0%			10.0%	0.0%	%	Annually	Projected	Employees)	acement of Ter				←	Data C	Н
0	0	261		0	0	0	0	0	0	9	0	0	ω	0	#	Over 3 Years		1	minated				←	CxHx3	Ι
0	0	435	_	2	2	0	0	0	_	18	0	0	6	2	#		Hires Over 3	Anticipated					←	F + I	J
400	0	351	2	_	8	0	0	0	_	31	0	0	6	0	Ħ	2015-11-27	DATEMW-AAAA	Munder			First/P		←	From Workforce Analysis	K
0.0%	0.0%	15.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	0.0%	10.0%	0.0%	%	Annually		Terminated Employees)			First/Previous Short-term Goals	Table 1: Wo	←	Equivalent to H	Т
0	0	158	0	0	0	0	0	0	0	5	0	0	2	0	Ħ	Over 3 Years	1				rt-term Go	Vomen	←	KxLx3	×
-2	0	258	0	4	<u>-</u>	0	0	0	<u>.</u>	13	0	0	_	2	#	Years	Over 3	Hires			als		←	(F x Q) - R + M	z
0	0	261		2	1	0	0	0	0	13	0	0	4	2	#	2015	1111-1111	From - To	3 Year Goals				←	J x P D	0
		60.0%	100.0%	100.0%	25.0%					70.0%			60.0%	80.0%	%	2018		Го	als	Women			←	Data Entry V	
58.3%	0.0%	59.8%	16.7%	66.7%	73.7%	0.0%	0.0%	0.0%	9.7%	57.9%	0.0%	0.0%	38.9%	27.4%	%		Availability	Process		en			←	From Workforce Analysis	
2	0	4	0	-2	2	0	0	0	_	-53	0	0	2	-2	#		Present Gap						←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
2	0	ယ	_	-2	2	0	0	0	_	0	0	0	u	0	#		Gap	P					<u></u>	(K - M + 2) - ((C + F) x Q)	s
58.6%	#DIV/0!	60.4%	15.4%	20.0%	100.0%	#DIV/0!	#DIV/0!	#DIV/0!	50.0%	52.5%	#DIV/0!	#DIV/0!	66.7%	0.0%	9/6		Representation	Process					←	K+C	TU
58.6%	#DIV/0!	60.1%	23.1%	42.9%	90.0%	#DIV/0!		#DIV/0!	33.3%	57.4%	#DIV/0!	#DIV/0!	66.7%	25.0%	%		Representation in 3	Projected					←	K + C (K - M + O) + (C + F)	S T U

13 Other !	12 Semi-S	11 Interm	10 Clerica	09 Skilled	08 Skilled	07 Admin	06 Superv	05 Supervisors	04 Semi-I	03 Professionals	02 Middle	01 Senior Managers	oscapanom.	Occumational female	F		‡ Calcul Workf	† Calcul	Total
Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	isors	04 Semi-Professionals & Tech	sionals	Middle & Other Managers	Managers	occupational oroup (accord)	i Equity	Fauity		Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.	Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ¹³ - 1) x 100.	
190		vice				ical	ades	_	ch		rs		#				ollowing formula) x 100.	ollowing formula	683
	10	2 10	1 2	0		<u> </u>	-	13 7	-	-	4 6	2 &	%	Short-term Goals	=		: (Termina	: ((Current	3 4.5%
80 O	2.0	100.0	5.0	0.0	2.0	0.0	0.0	70.0	0.0	0.0	60.0	80.0	#		Women		ted full-tii	number c	5%
>_	0	0	0	0	0	0	0	0	0	0	0	0		Long-term Goals			ne emplo	of employ	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	oals			ees from	es from V	0
																	Flow Data	Vorkforce	90.1%
																	ı Analysis	Analysis -	
																	+ Termin	· Previous	
																	ated part-	number o	0
																	time empl	of employ	0
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																Table 2: W	n Flow Da	Vorkforce	
																2: Women	ıta Analys	Analysis	0.0%
																en	is) ÷ ((To	$^{1/3} - 1) \times 1$	0
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														ents			r of emplo		0
																	yees from		
																	Previous		5
																	Workforc		58.3%
																	e Analysii		2
																	s + Total r		2
																	number of		
																	employee		58.6%
																	es from Cı		
																	urrent		58.6%

14 Other Manual Workers Total				
0 0.0 0 0.0	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report

Data for First/Previous Goals	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report	222
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Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			Occupational Group (EEOG)						Data sources:	A B
	ers	е —	_	Service		des	ice	Clerical	& Trades		& Tech		nagers						Γ				. W	
683	0	581	13	5	~	0	0	0	2	59	0	0	9	6	*	2015-11-27	YYYY-MM-DD	Number				←	From Workforce Analysis	С
-4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-12.6%	5.3%	%	Annually	Actual	Grawt				←	From Workforce Analysis [†]	D
		2.0%								5.0%					%	Annually	Projected	Growth (New Positions)				←	Data Entry	Е
0	0	35	0	0	0	0	0	0	0	9	0	0	0	0	*	Over 3 Years	ected	ions)	All En			←	CxEx3	Ŧ
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	106.7%	0.0%	%	Annually	Actual	Turnover (Re	All Employees			←	From Flow Workforce Data Entry C x E x 3 Analysis & Analysis Analysis Analysis &	G
		1.0%								0.0%					%	Annually	Projected	Turnover (Replacement of Terminated Employees)				←	Data Entry	Н
0	0	17	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	cted	Ferminated				←	CxHx3	1
0	0	52	_	0	0	0	0	_	_	9	0		0	_	#	Tears	Hires Over 3	Anticipated				←	ъ + -	J
42		42													#	2015-11-27	YYYY-MM-DD	Number		First	Tabi	←	From Workforce Analysis	K
2 0.0%	0 0.0%	2 1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually		Turnover (R		First/Previous Short-term Goals	Table 3: Aboriginal Peoples	←	Equivalent to H	L
0	_														#	Over 3 Years		Turnover (Replacement of Terminated Employees)		nort-term	iginal Pe	←	KxLx3	M
3	0	2	0	0	0	0	0	0	0	3	0	0	0	0	*	Years	Over 3			Soals	oples	←	(F x Q) - R + M	z
0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	#	2015	1111	3 Yea Fron				←	JχP	0
		3.0%													%	2018	YYYY-YYYY	3 Year Goals From - To	Aborigi			←	Data Entry	P
6.6%	0.0%	7.0%	3.0%	4.2%	5.1%	0.0%	0.0%	0.0%	3.8%	4.7%	0.0%	0.0%	2.2%	2.9%	%		Availability	7	Aboriginal Peoples			←	From Workforce Analysis	Q
-3	0	_	0	0	0	0	0	0	0	-3	0	0	0	0	#		Present Gap					←	From Workforce Analysis	R
-3	0	0	0	0	0	0	0	0	0	<u>-5</u>	0	0	0	0	*		Gap					←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
6.1%	#DIV/0!	7.1	0.0	0.0	0.0	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	0.0%	#DIV/0!	#DIV/0!	0.0	0.0	%		Representation	,				←	K÷C	T
1% 6.1%	//0! #DIV/0!	7.2% 7.0%	0.0% 0.0%	0.0% 0.0%		//0! #DIV/0!	//0! #DIV/0!	//0! #DIV/0!			//0! #DIV/0!	//0! #DIV/0!	0.0% 0.0%	0.0% 0.0%	%	icals	Repr	Projected				←	(K - M + O) + (C + F)	U

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

13	12	Ξ	10	09	08	07	06	05	04	03	02	01				
13 Other Sales & Service	12 Semi-Skilled Manual	Interme	Clerical Personnel	09 Skilled Crafts & Trades	Skilled Sales & Service	Adminis	Supervi	05 Supervisors	Semi-Pr	03 Professionals	Middle	01 Senior Managers		omera paminang Amba mamandura		
ales & S	alled Ma	diate Sal	Person	Crafts &	Sales &	strative &	sors: Cra	sors	ofession	ionals	& Other	Manager	- Carolina	Cronn		
ervice	mual	Intermediate Sales & Service	ıel	Trades	Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades		04 Semi-Professionals & Tech		02 Middle & Other Managers	S	00000	Occupational Group (FFOC)		
		rvice				rical	ades		ech		STS				_	
													*	Short-		
2	0	0	0	0	0	0	0	0	0	0	0	0	%	Short-term Goals	Abo	
3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6		Aboriginal Peoples	
													#	Long-term Goals	eoples	
0	0	0	0	0	0	0	0	0	0	0	0	0	%	erm Go		
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8	0.0	0.0		als		
																1 2
																lable 4: Aboriginal Peoples
																borig
																inal Pe
														^		oples
														Comments		
														ints		

14 Other Manual Workers		Bes	P.	Federal Contractors
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Data for First/Previous Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	01/02 Managers			Occupational Group (EEOG)	5					Data sources:	A B
	rs	· v		Service		es	ĕ 	Clerical	Trades		Tech												
683	0	581	13	5	∞	0	0	0	2	59	0	0	15	#	2015-11-27	GG-IMM-AAAA	Number				←	From Workforce Analysis	С
4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-3.7%	9%	Annually	Actual	Gra					From Workforce Analysis [†]	D
		3.0%	5.0%	-	5.0%					5.0%			5.0%	%	Annually	Proj	Growth (New Positions)				+	Data Entry	Е
0	0	52	2	0		0	0	0	0	9	0	0	2	#	Over 3 Years	Projected	tions)	All En			↓		F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	53.3%	%	Annually	Actual	Turnover (F	All Employees			←	From Flow Data C x E x 3 Analysis & Workforce Analysis*	G
5	5	1.0%	5.0%	3	<u>U</u> .	<u> </u>	<u> </u>	<u> </u>	3	3	0.	<u> </u>	3	%	Annually	Proj	Turnover (Replacement of Terminated Employees)				+	Data Entry	н
0	0	17	2	0	0	0	0	0	0	0	0	0	0	#	Over 3 Vears	Projected	Terminated				←	CxHx3	-
		_												#	Years	Hires Over 3	Anticipated				←	F + I	J
0	0	69	4	0		0	0	0	0	9	0	0	2	#	2015-11-27	dd-WW-AAAA	Number		Fir	Table	←	From Workforce Analysis	К
31 0.	0 0.	30 1.	0 5.	0 0.	0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	%	27 Annually			-	First/Previous Short-term Goals	able 5: Persons wi	+	ce Equivalent	T
0.0%	0.0%	1.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	#	Over 3 Vears		Turnover (Replacement of		Short-terr		↓	ent KxLx3	<u> </u>
0	0	-	0	0	0	0	0	0	0	0	0	0	0	#		Over 3			1 Goals	h Disabilities	↓	(F x Q) - R + M	z
16	0	11		0	0	0	0	0	0	9	0	0	_	#	2015						←	JxP	0
0	0	14 20.0%	2 50.0%	0 100.0%	1 100.0%	0	0	0	0 100.0%	9 100.0%	0	0	1 50.0%	9%	2018	AAAA - AAAA	3 Year Goals From - To	Persons			←	Data Entry	P
	(%		Availability	,	Persons with Disabilities			←	From ry Workforce Analysis	Q
6.9%	0.0%	6.3%	4.8%	5.6%	7.0%	0.0%	0.0%	0.0%	7.8%	13.9%	0.0%	0.0%	4.3%	#	•	lity Present Gap		lities			↓		R
-16	0	-7	<u>-</u>	0	0	0	0	0	0	-&	0	0	_	#		Gap Frojected	;	_			↓	0 🦳	
-16	0	ယ	_	0	_	0	0	0	0	0	0	0	0					_				S) (C + 4 X	
4.5%	#DIV/0!	5.2%	0.0%	0.0%	12.5%	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	0.0%	#DIV/0!	#DIV/0!	0.0%	9/6		Representation					↓	K-M+)-((C+ K+C F) x Q)	T
6 4.5%	#DIV/0!	6.8%	6 13.3%	0.0%	6 22.2%	! #DIV/0!	! #DIV/0!	! #DIV/0!	0.0%	6 13.2%	#DIV/0!	#DIV/0!	5.9%	9/0	rears	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Total	14	13	12	Ξ	10	09	08	07	06	05	04	03	01/02				
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermed	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Adminis	Supervis	05 Supervisors	Semi-Pr	03 Professionals	01/02 Managers		Decembrational Group (FFOG)		
	anual W	ales & Se	illed Ma	fiate Salo	Personn	Trafts &	sales & S	trative &	ors: Cra	ors	ofession	onals	S	day	Cronny		
	orkers	rvice	nual	Intermediate Sales & Service	<u>u</u>	Trades	ervice	Administrative & Sr Clerical	Supervisors: Crafts & Trades		04 Semi-Professionals & Tech				FFOC		
				ice				cal	des		Ď.				- -		
0	0	14	2	0	_	0	0	0	0	9	0	0	_	#	Short-term Goals	P	
					=									%	m Goal	Persons with Disabilities	
0.0	0.0	20.0	50.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0			ith Disa	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Long-term Goals	bilities	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	9%	m Goals		
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
																	12
																	ble 6:
																	l able 6: Persons wi
																	Shoon
																	h Disabilities
															Com		illes
															Comments		

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Data for First/Previous Goals	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report	
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Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrati	06 Supervisors:	05 Supervisors	04 Semi-Profes	03 Professionals	02 Middle & O	01 Senior Managers			Occupational Group (EEOG)	Company means Equity	Fundament For						Data sources:	Α
	al Workers	& Service	Manual	Intermediate Sales & Service	sonnel	s & Trades	& Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		Semi-Professionals & Tech	s	Middle & Other Managers	lgers										1		В
683	0	581	13	5	8	0	0	0	2	59	0	0	9	6	#	2015-11-27		AAAAW-DD	Number	V				←	From Workforce Analysis	С
-4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-12.6%	5.3%	%	Annually		Actual	Olone	C				←	From Workforce Data Entry Analysis	D
		5.0%	3.0%	10.0%	5.0%					10.0%			8.0%	5.0%	%	Annually		Projected	CHORUL (140 Fusinous)	N. D. Sil				←	Data Entry	Е
0	0	87	_	2	_	0	0	0	0	18	0	0	2	1	#	Years	O	ted			All Employees			←	From Flow Data C x E x 3 Analysis & Workforce Analysis‡	F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	106.7%	0.0%	%	Annually		Actual	1	Turnover (Replacement of Terminated	loyees			←	From Flow Data Analysis & Workforce Analysis‡	G
		2.0%								2.0%					%	Annually		Projected	Employees)	placement of T				←	Data Entry	Н
0	0	35	0	0	0	0	0	0	0	4	0	0	0	0	Ħ	Years				erminated				←	CxHx3	Т
0	0	122		2	_	0	0	0	0	22	0	0	2	_	Ħ		Years	Hires Over 3	Anticipated					←	+ +	J
308	0	274	5	0	₃	0	0	0	0	22	0	0	· ·		#	2015-11-27		AAAA-WW-DD	1 Million	Ni		First/	Table 7: M	←	From Workforce Analysis	К
0.0%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%		0.0%		2.0%	0.0%	0.0%	0.0%	0.0%	%	Annually			Terminated Employees)	,		First/Previous Short-term Goals	Table 7: Members of V	←	Equivalent to H	Т
0	0	16	0	0	0	0	0	0	0	_	0	0	0	0	#	Years	2		Employees)			ort-term G	Visible N	←	KxLx3	Μ
-113	0	-64		2	<u>-</u>	0	0	0	0	<u>-</u>	0	0	<u>-</u>	0	Ħ		Years	Nequireu Oma 2	Hires			oals	isible Minorities	←	(F x Q) - R + M	z
0	0	98	1	2	_	0	0	0	0	7	0	0			#	2015		AAAA - AAAA	From - To	3 Year Goals	Mei			←	JxP	0
		80.0%	50.0%	100.0%	100.0%				100.0%	30.0%			50.0%	100.0%	%	2018		AAAA	-To	Goals	nbers of Vi			←	Data Entry	P
28.6%	0.0%	29.1%	44.2%	28.6%	20.7%	0.0%	0.0%	0.0%	13.6%	25.4%	0.0%	0.0%	15.0%	10.1%	9%		Availability		7		Members of Visible Minorities			←	From Workforce V Analysis	Q
113	0	105	<u>-</u>	-1	_	0	0	0	0	7	0	0	2	0	#			Present Gap			ties			←	From Workforce Analysis	R
113	0	162	0	0	2	0	0	0	0	8	0	0	2	1	#		den	Frojecten	-					←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
45.1%	#DIV/0!	47.2%	38.5%	0.0%	37.5%	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	37.3%	#DIV/0!	#DIV/0!	33.3%	16.7%	9/0		representation	Present	2					←	K+C	S T U
45.1%	#DIV/0!			28.6%	44.4%	#DIV/0!		#DIV/0!	0.0%	36.4%	#DIV/0!	#DIV/0!	36.4%	28.6%	9/6		Years	Representation in 3	Projected					←	(K - M + O) ÷ (C + F)	U

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 1) x 100.

† Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current

† Workforce Analysis) + 2) x 100. **Table 8: Members of Visible Minorities**

omments
Comments
ments

14 Other Manual Workers Total				
0 0.0 0 0.0 0 0.0 0 0.0	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report

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Data for Subsequent/Current Goals

Total	14 C	13 C	12 S	11	10 C	09 S	08 S			05 S	04 S	03 P	02 N	01 S			Occupa						Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			Occupational Group (EEOG)	Fundament Fanin					urces:	В
	rkers	vice	ual	s & Service	_	rades	rvice	Sr Clerical	s & Trades		ls & Tech		Aanagers				EOG)							
595	0	491	14	4	10	0	0	ယ		58	0	1	6	7	#	2018-03-08	AAAA-WW-DD	Number				←	From Workforce Analysis	С
-4.5%	0.0%			-7.2%		0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-12.6%	5.3%	%	Annually	Actual	Gre				-	From Workforce Analysis [†]	D
7.5%	5	10.0%	0.0%	10.0%	10.0%	5	Ü	5,0%	15.0%	5.0%	Ü	0.0%	10.0%	10.0%	%	Annually	Proj	Growth (New Positions)				-	Data Entry	Е
134	0	147	0	_	_ω	0	0	0	0	9	0	0	2	2	#	Over 3 Years	Projected	tions)	All Em			-	From Workforce Data Entry CxEx3 Analysis [†]	F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	106.7%	0.0%	%	Annually	Actual	Lurnover (Ke	All Employees			←	From Flow Data Analysis & Workforce Analysis‡	G
23.4%		56.0%	5.0%	36,4%	25.0%			50.0%	0.0%	26.7%		0.0%	22.2%	12.5%	%	Annually	Projected	Turnover (Replacement of Terminated Employees)				←	Data Entry	Н
417	0	825	2	4	∞	0	0	5	0	46	0	0	4	ယ	*	Over 3 Years	cted	terminated				←	СхНх3	-
551	0	972	2	(A)	=	0	0	(4)	0	55	0	0	6	(A)	*	Tears	Hires Over 3	Anticipated				←	F + I	J
353		302			_										*	2018-03-08	AAAAW-AAAA	Number		Subseq		-	From Workforce Analysis	K
3 23.4%	0 0.0%)2 56.0%	2 5.0%	1 36.4%	10 25.0%	0.0%	0.0%	3 50.0%	0.0%	30 26.7%	0.0%	1 0.0%	4 22.2%	0 12.5%	%	Annually	+	Turnover (Repl		Subsequent/Current S	Table 9: W	-	Equivalent to H	T
6 248	6	6 507	<u>^</u>	<u>6</u>			<u>~</u>			6 24	<u></u>				**	Over 3 Years		urnover (Replacement of Terminated Employees)				-	II KxLx3	Ζ
324	0	7 590	0	<u>-</u> 3	8	0 0	0	5	0 0	33	0	0 0	3 2	0 2	#	Years	Over 3			nort-term Goals		←	(F x Q) - R + M	z
234	0	583	0	3	~	0	0	5	0	33	0	0	2	2	*	2018	1,1,1,1	From	100			←	JхР	0
42.5%		60.0%	15.0%	60.0%	70.0%			90.0%	0.0%	60.0%		0.0%	40.0%	30.0%	%	2021	YYYY - YYYY	From - To				←	Data Entry	P
58.8%	0.0%	60.3%	15.9%	67.8%	73.9%	0.0%	0.0%	87.5%	7.7%	58.0%	0.0%	66.4%	38.9%	27.4%	9%		Availability	Personal	Women			←	From Workforce Analysis	Q
	%	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>					<u>~</u>	<u>~</u> -	*		Present Gap					←		R
3 -90	0 (6 -7	<u> </u>	2 .	<u>3</u>	<u> </u>	<u> </u>	0	<u> </u>	4_	0	0	2	2	#		Gap					-	From (K - M + Workforce O) - ((C + Analysis F) x Q)	ļļ
0	0 #		٥	0	0	0 #	0 #	0	0	0	0 #	0	0	0	%		Representation	P				 	+ K+C	T
59.3%	#DIV/0!	61.5%	14.3%	25.0%	100.0%	#DIV/0!	#DIV/0!	100.0%	0.0%	51.7%	#DIV/0!	100.0%	66.7%	0.0%										
46.5%	#DIV/0!	59.2%	14.3%	60.0%	76.9%	#DIV/0!	#DIV/0!	100.0%	0.0%	58.2%	#DIV/0!	100.0%	37.5%	22.2%	%	Acais	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	\mathbf{S} \mathbf{T} \mathbf{U}

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Women		Table 10: Women
Employment Equity	Short-term Goals Long-	Long-term Goals	Comments
Occupanional Group (EEOG)		%	
01 Senior Managers	30.0	30.0%	30.0% [Hired a recruiter that will be focusing on our short & long term goals over the next 3 years with respect to all positions in this table.
02 Middle & Other Managers	40.0	40.0%	
03 Professionals	0.0	0.0%	
04 Semi-Professionals & Tech	0.0		
05 Supervisors	60.0	60.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	90.0	90.0%	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	70.0	70.0%	
11 Intermediate Sales & Service	60.0	60.0%	
12 Semi-Skilled Manual	15.0	15.0%	
13 Other Sales & Service	60.0	60.0%	
14 Other Manual Workers	0.0		

7			1	
Total				
_				
42.5				
42.5				
42.5%				
5%				
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	E	В		acto
	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement
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Data for Subsequent/Current Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrat	06 Supervisors	05 Supervisors	04 Semi-Profes	03 Professionals	02 Middle & O	01 Senior Managers			Occupational Group (EEOG)	Employment Faulty						Data sources:	Α
	al Workers	& Service	Manual	Intermediate Sales & Service	sonnel	ts & Trades	s & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		Semi-Professionals & Tech	S	Middle & Other Managers	agers			,	;				1	1		В
595	0	491	14	4	10	0	0	သ	_	58	0	_	6	7	*	2018-03-08	AAAAWW-AAAA	Number	Number				←	From Workforce Analysis	С
4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-12.6%	5.3%	%	Annually	Actual	0.000	Comm				←	From Workforce Data Entry Analysis [†]	D
7.5%		10.0%	0.0%	10.0%	10.0%			5.0%	15.0%	5.0%		0.0%	10.0%	10.0%	%	Annually	Projected	Charm the at a small st	h (Now Positio				←	Data Entry	Е
134	0	147	0	_	s	0	0	0	0	9	0	0	2	2	*	Over 3 Years	ted	113)		All Employees			←	CxEx3 A	F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	106.7%	0.0%	%	Annually	Actual	E	Turnover (Replacement of Terminated	oyees			←	From Flow Data Analysis & Workforce Analysis [‡]	G
23.4%		56.0%	5.0%	36.4%	25.0%			50.0%	0.0%	26.7%		0.0%	22.2%	12.5%	%	Annually	Projected	Employees)	acement of Te				←	Data C	Н
417	0	825	2	4	∞	0	0	5	0	46	0	0	4	ω	*	Over 3 Years		2	rminated				←	CxHx3	Ι
551	0	972	2	5	Ξ	0	0	5	0	55	0	0	6	5	#	Teals	-3	Anticipated					←	F + I	J
30	0	27	0	0	_	0	0	_	0	_	0	0	0	0	*	2018-03-08	AAAN-AAAA	THE PERSON NAMED AND ADDRESS OF THE PERSON NAMED AND ADDRESS O			Subseque	Table	←	From Workforce Analysis	К
23.4%	0.0%	56.0%	5.0%	36.4%	25.0%	0.0%	0.0%	50.0%	0.0%	26.7%	0.0%	0.0%	22.2%	12.5%	%	Annually		Terminated Employees)			Subsequent/Current Sh	「able II: Aborigi	←	Equivalent to H	L
21	0	45	0	0	_	0	0	2	0	_	0	0	0	0	*	Over 3 Years		imployees)			Short-term Goals	ginal Peoples	←	KxLx3	Z
43	0	66	_	0	_	0	0	_	0	သ	0	0	0	0	*	Years	Over 3	Hires			Goals	oles	←	(F x Q) - R + M	M N O P Q
25	0	97		0		0	0	0	0	ယ	0	0	0	0	*	2018	1111-1111	From - To	3 Year Goals				←	J x P D	0
4.5%		10.0%	25.0%	0.0%	5.0%			0.0%	0.0%	5.0%		0.0%	0.0%	0.0%	%	2021		Fo	oals	Aboriginal Peoples			←	Data Entry V	P
7.1%	0.0%	7.6%	4.9%	4.7%	5.6%	0.0%	0.0%	7.7%	4.4%	4.8%	0.0%	2.1%	2.2%	2.9%	%		¥	Present		Peoples			←	ız. Ç	
-12	0	-10	<u>.</u>	0	0	0	0		0	-2	0	0	0	0	#		Present Gap						←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
-18	0	31	0	0	0	0	0	÷	0	0	0	0	0	0	#		Gap	Projected					←	(K - M + O) - ((C + F) x Q)	s
5.0%	#DIV/0!	5.5%	0.0%	0.0%	10.0%	#DIV/0!	#DIV/0!	33.3%	0.0%	1.7%	#DIV/0!	0.0%	0.0%	0.0%	9%		Representation	Present					←	K÷C	Т
4.7%	#DIV/0!	12.4%	7.1%	0.0%	7.7%	#DIV/0!	#DIV/0!			4.5%	#DIV/0!	0.0%	0.0%	0.0%	%	reals	Representation in 3	Projected					←	(K - M + O) + (C + F)	R S T U

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 1) x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

14	13	12	=	10	09	08	07	06	05	04	03	02	01		0 !	F]	
14 Other Manual Workers	13 Other Sales & Service	Semi-Skilled Manual	Interme		Skilled Crafts & Trades	Skilled Sales & Service		06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Occumational Group (FFOC)	Employment Fanity	
Manual 1	Sales & S	killed M	ediate Sa	Clerical Personnel	Crafts &	Sales &	istrative	isors: Cr	isors	rofessio	sionals	& Othe	Manage		Crown	t Family	
Workers	Service	lanual	Intermediate Sales & Service	mel	₹ Trades	Service	Administrative & Sr Clerical	afts & T		nals & T		r Manag	rs		FEOG		
			rvice				rical	rades		ech		ers			_		
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														%	Short-term Goals	Abor	
0.0	10.0	25.0	0.0	5.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0			Aboriginal Peoples	
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	10.0%	25.0%	0.0%	5.0%			0.0%	0.0%	5.0%		0.0%	0.0%	0.0	%	Long-term Goals		
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Data for Subsequent/Current Goals	[Date: 2018-03-08]	Best Service Pros	Part 3: Goals	Federal Contractors Program Achievement Report	32

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	01/02 Managers			Occupational Group (EEOG)	Family most Family					Data sources:	AB
595	0	491	14	e 4	10	0	0	3	1	58	0	1	13	#	2018-03-08	YYYY-MM-DD	Number				←	From Workforce Analysis	С
4.5%	0.0%	-5.5%	2.5%	-7.2%	7.7%	0.0%	0.0%	0.0%	-20.6%	-0.6%	0.0%	0.0%	-3.7%	9/6	Annually	Actual	Grev				4	From Workforce Analysis [†]	D
7.2%		10.0%	0.0%	10.0%	10.0%			5.0%	15.0%	5.0%		0.0%	10.0%	%	Annually	Projected	Growth (New Positions)				←	From Workforce Data Entry Analysis [†]	E
129	0	147	0	_	s	0	0	0	0	9	0	0	4	Ħ	Over 3 Years	scted	ions)	All Employees			←	CxEx3	F
90.1%	0.0%	97.9%	37.0%	44.4%	77.8%	0.0%	0.0%	0.0%	66.7%	46.2%	0.0%	200.0%	53.3%	%	Annually	Actual	Turnover (Re	ployees			←	From Flow Data Analysis & Workforce Analysis [‡]	G
24.6%		56.0%	5.0%	36,4%	25.0%			50.0%	0.0%	26.7%		0.0%	22.2%	%	Annually	Projected	Turnover (Replacement of Terminated Employees)				←	Data Entry	Н
439	0	825	2	4	~	0	0	5	0	46	0	0	9	#	Over 3 Years		erminated				←	CxHx3	1
568	0	972	2	y,	=	0	0	(4)	0	55	0	0	13	Ħ	Vears	Hires Over 3	Anticipated				←	F + 1	J
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30 24.6%	0 0.0%	28 56.0%	0 5.0%	0 36.4%	1 25.0%	0.0%	0.0%	1 50.0%	0.0%	0 26.7%	0.0%	0.0%	0 22.2%	%	Annually		Turnover (Replac		Subsequent/Current Sh	Table 13: Persons wi	←	Equivalent to H	L
% 22	%	4	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	#	Over 3 Years		urnover (Replacement of Ferminated Employees)		nt Short-tei		+	K	M
2 43	0 (7 59	0			<u> </u>	<u> </u>	2	<u> </u>	<u></u>	<u> </u>	<u> </u>	0	#	Years	Over 3	f Hires		ort-term Goals	th Disabilities	4	(F x Q) - R + M	z
3 41	0 (9 49				0	<u> </u>		<u> </u>	<u>~</u>	<u>0</u>	0	_	#	2018	1,1,1,1	3 Yea				←	JxP	0
7.2%	0		25.0%	10.0%	5.0%			0.0%	0.0%	3 15.0%	<u> </u>	0.0%	5.0%	%	2021	AAAA - AAAA	3 Year Goals From - To	Persons w			←	Data Entry	P
	0.0%					0.0%	0.0%	3.4%		13.9%	0.0%	3.8%	4.3%	%		Availability	7	Persons with Disabilities			←	:	Q
7.0% -)%	%	<u>%</u>	%	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	%	#		Present Gap		ties			↓	From e Workforce Analysis	R
-12	0	<u>ပ</u> ်ာ	<u>-</u>	0	0	0	0		0	-&	0	0		#		ap Gap	7				↓	From From (K - M + Workforce Workforce O) - ((C + Analysis Analysis F) x Q)	S
-2	0	-10	0		0	0	0	<u>-</u>	0	<u>-</u>	0	0	0	%							_	K + C	1
5.0%	#DIV/0!	5.7%	0.0%	0.0%	10.0%	#DIV/0!	#DIV/0!	33.3%	0.0%	0.0%	#DIV/0!	0.0%	0.0%	6		Ö.							Г
6.8%	#DIV/0!	4.7%	7.1%	20.0%	7.7%	#DIV/0!	#DIV/0!	-33.3%	0.0%	11.9%	#DIV/0!	0.0%	5.9%	9%	rears	Representation in 3	Projected				←	(K - M + O) + (C + F)	T U

++ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) - 1) x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	14 0:	13 Or	12 Se	11 In	10 CI	09 Sk	08 Sk	07 A	06 Sι	05 Տւ	04 Se	03 Pr	01/02 Managers	Cocapa			
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	11 Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	anagers	monan Group	Desirational Group (FFOG)	mont Family	
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1	0.0	5.0	25.0	10.0	5.0	0.0	0.0	0.0	0.0	15.0	0.0	0.0	5.0	%	Short-term Goals	Persons with Disabilities	
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		5.0%	25.0%	10.0%	5.0%			0.0%	0.0%	15.0%		0.0%	5.0%	9%	Goals		
		Ü	Ų.	J	U			Ü		Ų			5.0% Hired a recruiter that will be focusing on our short & long term goals over the next 3 years with respect to all positions in this table		L	1	
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Data for Subsequent/Current Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			Occupational Group (EEOG)	Fundament Family					Data sources:	A B
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5 4.5%	0 0.0%	1 -5.5%	14 2.5%	4 -7.2%	10 7.7%	0.0%	0.0%	3 0.0%	1 -20.6%	-0.6%	0.0%	1 0.0%	6 -12.6%	7 5.3%	%	Annually	D Actual	6				+		D
7.5%)%	10.0%	0.0%	.% 10.0%	% 10.0%)%)%	1% 5.0%	15.0%	96 5.0%)%	0.0%	% 10.0%	10.0%	%	Annually	-	Growth (New Positions)				←	From Workforce Data Entry Analysis [†]	Е
			00	%	%			<u>~</u>	00	0/0		%	%	0%	#	Over 3 Years	Projected	ositions)	AHA			+	пу СхЕх3	F
134 90.1%	0 0.0%	147 97.9%	0 37.0%	1 44.4%	3 77.8%	0.0%	0.0%	0.0%	0 66.7%	9 46.2%	0.0%	0 200.0%	2 106.7%	2 0.0%	%	Annually	Actual	Turnover	All Employees			←	From Flow Data Analysis & Workforce Analysis‡	G
% 23.4%	%	% 56.0%	% 5.0%	% 36.4%	% 25.0%	%	%	% 50.0%	% 0.0%	% 26.7%	%	% 0.0%	% 22.2%	% 12.5%	%	Annually	Pr	Turnover (Replacement of Terminated Employees)				↓	w Data & Entry	Н
6 417	0	825	2	4	<u>~</u> 8	- 0		<u></u>		<u>46</u>		<u></u>	4	<u>~</u>	#	Over 3 Years	Projected	of Terminated)				←	CxHx3	I
551		972													#	Tears	Hires Over 3	Anticipated	-			←	F + I	J
	0		2	S	<u></u>	0	0	5	0	55	0	0	6	5	華	2018-03-08	dd-MM-AAAA	Number		Subse	Table 15:	←	From Workforce Analysis	K
297 23.	0 0.	263 56.0%	4 5.	0 36.4%	5 25.0%	0 0.	0 0.	2 50.0%	0 0.	20 26.7%	0 0.	0 0.	2 22.2%	1 12.	%	8 Annually			-	Subsequent/Current Sh	Members of	4	Equivalent to H	L
23.4%	0.0%	0%	5.0%	4%	0%	0.0%	0.0%	0%	0.0%	7%	0.0%	0.0%	2%	12.5%	#	ly Over 3 Years		Turnover (Replacement of Terminated Employees)				↓	ent KxLx3	×
208	0	442	_	0	4	0	0	သ	0	16	0	0	_	0	#		Over 3			ort-term Goals	isible Minorities	↓	x 3 (F x Q) - R + M	z
106	0	355	_	_	_	0	0	_	0	12	0	0	0	0	*				_	s	rities	_		-
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10.0%		40.0%	25.0%	10.0%	5.0%			0.0%	0.0%	20.0%		0.0%	0.0%	0.0%	%	2021		s	rs of Vis			←	Data Entry V	P
26.7%	0.0%	27.6%	30.8%	19.4%	18.5%	0.0%	0.0%	3.4%	18.5%	24.6%	0.0%	16.9%	15.0%	10.1%	%		Availability	D	Members of Visible Minorities			←	From Workforce Analysis	Q
138	0	127	0		s	0	0	2	0	6	0	0	_	0	*		Present Gap		ties			←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
-51	0	34	0	0	0	0	0	<u>-</u>	0	<u>.</u>	0	0	0	0	#		Gap		_			←		s
49.9%	#DIV/0!	53.6%	28.6%	0.0%	50.0%	#DIV/0!	#DIV/0!	66.7%	0.0%	34.5%	#DIV/0!	0.0%	33.3%	14.3%	%		Representation					←	K + C (K - M + O) + (C + F)	T
19.8%	#DIV/0!	32.9%	28.6%	20.0%	15.4%	#DIV/0!	#DIV/0!	-33.3%	0.0%	22.4%	#DIV/0!	0.0%	12.5%	11.1%	%	Tears	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U

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Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Employment Equity Comments					_	Table 16: Members of V	rs of Visible Minorities	ormes			
Short-term Goals Long-term Goals % % % % % % % % %	Family Family	Members of Visible Mi	norities								
9% 9% 10.0% 10	Embasment Edmb		g-term Goals					Comments			
Managers 0.0 0.9% Hired a recruiter that will be focusing on our short & long term goals over the 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0	Occupational Group (EEOO)	%	9%								
Managers 0.0 Ils & Tech 0.0 Sr Clerical 0.0 ervice 0.0 ITrades 0.0 Se Service 0.0 1 5.0 1 10.0 vrvice 25.0 0.0 0.0 0.0 0.0 0.0 0.0 1 0.0 0.0 0.0 1 0.0 0.0 0.0 <t< th=""><th>01 Senior Managers</th><th>0.0</th><th>0.0% Hire</th><th>d a recruiter that will b</th><th>e focusing on our sho</th><th>rt & long term goals</th><th>over the next 3 years</th><th>with respect to all po</th><th>sitions in this table.</th><th></th><th></th></t<>	01 Senior Managers	0.0	0.0% Hire	d a recruiter that will b	e focusing on our sho	rt & long term goals	over the next 3 years	with respect to all po	sitions in this table.		
Is 0.0 sionals & Tech 0.0 Crafts & Trades 0.0 Crafts & Trades 0.0 s & Service 0.0 s & Service 0.0 1 Manual 100 & Service 25.0 & Service 0.0 1 Monual 25.0 & Service 0.0 4 40.0 1 0.0	02 Middle & Other Managers	0.0	0.0%								
Sionals & Tech 20.0	03 Professionals	0.0	0.0%								
Crafts & Trades Vive & Sr Clerical vie & Service s & Service 1 Manual & Service & Service 4 0.0 1 Manual & Service 4 0.0 1 Workers 0 .0	04 Semi-Professionals & Tech	0.0									
Crafts & Trades 0.0 ive & Sr Clerical 0.0 s & Service 0.0 s & Sarrice 0.0 s Sales & Service 5.0 1 Manual 25.0 & Service 40.0 & Service 40.0 al Workers 0.0	05 Supervisors	20.0	20.0%								
erical 0.0 0.0 0.0 9.0 9.0 9.0 9.0 9.0 9.0 9.0	06 Supervisors: Crafts & Trades	0.0	0.0%								
9.0 0.0 5.0 10.0 25.0 40.0	07 Administrative & Sr Clerical	0.0	0.0%								
9.0 5.0 10.0 25.0 40.0 0.0	08 Skilled Sales & Service	0.0									
5.0 10.0 25.0 40.0 0.0	09 Skilled Crafts & Trades	0.0									
ervice 10.0 25.0 40.0 0.0	10 Clerical Personnel	5.0	5.0%								
25.0 40.0 0.0	11 Intermediate Sales & Service	10.0	10.0%								
0.0	12 Semi-Skilled Manual	25.0	25.0%								
	13 Other Sales & Service	40.0	40.0%								
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Supervisors: Crafts & Trades		Supervisors	Technicians	Semi-Professionals &	Professionals		Managers	Middle & Other	Senior Managers	Coming Monogone			(FFOC)	mational Crown	Employment Faulty			ources:	Trades	Supervisors: Crafts &	Supervisors	Cipariicore	Technicians	Semi-Professionals &	Professionals	ď	Middle & Other Managers	Senior Managers			(EEOG)	Campananal Grams			энгсея:	A B				
2018	1707	2018	2021	2018	2021	2018	2021	2018	2021	2018	#			Year					2018	2015	2018	2015	2018	2015	2018	2015	2015	2018	*			Year				С				
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		2		0		1	-3		0	0	#	Actual		Women	Flow Data	New Entrants	←	Part 2: Flow Data Analysis	0		30	31	0				4 6		#:	Representation	D			+	Part 1: Workforce Analysis	E				
100.0	20.0	28.6	0.0	0.0	100.0	100.0	75.0	75.0	0.0	0.0	%	181		nen		Its	←	E + D _x	0.0	50.0	51.7	52.5	0.0	0.0	100.0	0.0	66.7	0.0	, ,	піяціоп	t dien		Work	+	E+D x 100	Ŧ				
0		13		0		0 ()) 4)) 2	78:	Coal					<u></u>	Part 3: Goals	7.7	9.7	7 58.0	57.9					38.9			AVail		Workforce	Workforce Analysis	. ←	Part 1: Workforce Analysis	G				
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0.0	4/.0	40.8	0.0	0.0	0.0	0.0	187.5	125.0	0.0	0.0	%	Goal Met	Percent of			6	←	F÷1x100	0.0	515.5	89.2	90.7	0.0	0.0	150.6	0.0	171.4	0.0	8	EE Result	6 3 3			+	E+H x 100	J				reue
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10(2)		Workers	Other Manual	Personnel	13 Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:	I Otal	1	Workers	Other Manual	Personnel	Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:	АВ				
					Service			Toup	uity									Service			dno	uity				ω				
2021	2018	2021	2018	2021	2018	*		1631					2018	2015	2018	2015	2018	2015	#			Year [С				
-55	-55	0	0	-66	-66	**	Employees	All	F	New	←	Part 2: Flow Data Analysis	595	683	0	0	491	581	#	Employees	All			←	Part 1: Workforce Analysis	D				
-37	-37		0	-41	-41	#:	Actual	Women	Flow Data	New Entrants	←			4			302	351	#:	Representation			_	←	Part 1: Workforce Analysis	E				
67.3	67.3	0.0	0.0	62.1	62.1	%	a	en		ts	 ←	E + D x 100	59.3	58.6	0.0	0.0	61.5	60.4	9/6	itation		=	Vorkfo	←	E ÷ D x 100	国				
	0		0		261	#	Goal				←	Part 3: Goals	58.8	58.3	0.0	0.0	60.3	59.8	%	Availability	Wo	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
	0.0		0.0		-15.7	9/6	Percent of Goal Met	Women	Short-te		←	E ÷ G x 100		ω.	0	0	296	347	#:	ability	Women	''	alysis	←	D x G + 100	ш				
42.5	0.0	0.0	0.0	60.0	60.0	9/0	Geal	nen	Short-term Goals		←	Part 3: Goals	3	2	0	0	6	4	#	Gap				←	Е-Н	1				
158.3	0.0	0.0	0.0	103.5	103.5	9%	Percent of Goal Met			Q.	←	Part 3: $F + I \times 100$ Goals	100.9	100.5	0.0	0.0	102.0	101.0	%	EE Result				←	E÷H x 100	J				Feder
	0		0		0	*	Goal			Goals	←	F÷Ix100 Part 3: Goals	501		0		451		#	Employees	All			←	Part 2: Flow Data Analysis	x			P	Federal Contractors Program Achieveme
	0.0		0.0		0.0	9/6	Percent of Goal Met	Women	Long-term Goals		←	E+Kx 100	274		0		245		#	Actual				←	Part 2: Flow Data Analysis	L	[Date:	Best	art 4: R	actors F
0.4	0.0	0.0	0.0	0.6	0.0	%	Goal	en	n Goals		←	Part 3: Goals	54.7		0.0		54.3		%	ial	W	Hires		←	L + K x 100	7	Date: 2018-03-08	Best Service Pros	esults	rograi
15828.9		0.0	0.0	10353.5	0.0	9%	Percent of Goal Met				←	F + M x 100	295		0		272		##	Expected	Women			←	K x G ÷ 100	L M N C	03-08]	e Pros	Part 4: Results - Women	m Achie
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All phlyyees # # # # 2. Flow	Part Flow I L		Part 2: Flow Dat Analysis

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Workers	Semi-Skilled Manual	Intermediate Sales & Service Personnel	Clerical Personnel		Trades Workers	Service Personner	Skilled Sales &	Senior Clerical	Administrative &		(EEOO)	Occupational Group	Employment Equity			Data sources:	Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Clerical Personnel	Trades Workers	Skilled Crafts &	Skilled Sales & Service Personnel	Administrative & Senior Clerical		(EEOG)	Occupational Group	Employment Equity			Data sources:	АВ				
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25.0		0.0			0.0				0.0	%	Goal	Aboriginal Peoples	Short-term Goals		←	Part 3: Goals	1 -1	0 0			0			0 0		#:	Gap				←	Е-Н	1				
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)	0	0		0			0)	0	*	Goal	-		Goals	←	F + I x 100 Part 3: Goals) 6)	1		9	0		0	3	#	Employees	ΑII			<u></u>	Part 2: Flow Data Analysis	K			Part 5	Federal Contractors Program Achievement Report
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0.3	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	Peoples	n Goals		←	* "	0.0		0.0		22.2	0.0		0.0	33.3	%	ual	Aborigi	Hires		←	~ ~	Z	[Date: 2018-03-08]	Best Service Pros	s - Abo	rograi
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35 53	15.3	88 1	576	0	_	5.0	20 1		41	1 36	77 15.4		0 501	2 71.0	2 -12		.0 7.1		595		2018	I Comm	
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38 49	16.6	87 1	525	0	1	12.5	8 1		39	34	73 16.2		4 451	0 72.4	7 -10			27 5.5	491		2018	Personnel	
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Expected Difference	<u> </u>	Actual	Employees	Difference	Expected	tual	Actual	Employees	Difference	Expected	Actual		Employees	EE Result	Gap	Availability	Av.	Representation		Employees		(EEUG)	_
optes	Aboriginal Peoples	Ab	¥		Aboriginal Peoples	Aborigi		<u>-</u>		Aboriginal Peoples	Abori	Г	<u></u>			Aboriginal Peoples	Aborig			All		Occupational Group	
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Other Sales & Service	2015	581	274	47.2	29.1	169	105	162.1															
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14 Other Manual Workers	2015 2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
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Workers	2021	0	0	0.0	V	9.0	0.0	0.0		3.0	0.0												
Total	2018	-55	1	-1.8	0	0.0	0.0	0.0	0	0.0	0.0												
	2021	-55	1	-1.8			10.0	-18.2			0.1	-1818.2											

Federa	Contractors Program Achievement Report
	Part 8: Reasonable Efforts
	Best Service Pros
	[Date: 2018-03-08]

Efforts

equity.

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Co

Contrac	etors Program.
Requi	red measures:
V	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
✓	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
√	Adjusted survey results to reflect hires, promotions and terminations.
✓	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
√	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
√	Communicated the goals to relevant managers as well as monitored and recorded the results.
✓	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment

	equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
✓	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
✓	Any reorganization or other corporate structural changes.
	Hired a recruiter that will/has focused on our goals.
√	Acquisitions, mergers or transfers of employees.
	Acquisitions in Red Deer, AB and on Vancouver Island
✓	Significant layoffs (include the number of employees affected and the occupational groups of those employees).
	None

√	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	None
	Other.
Addit	tional Details
Please 1	provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Best Facilities Services Ltd.

Primary Location: Burlington, Ontario

Number of Employees: 595

British Columbia 357 Alberta 237 Ontario 1

Organization Overview:

NAICS 5617 – Services to Buildings and Dwellings

Best Facilities Services Ltd. provides all aspects of building maintenance as well as property management in Alberta and British Columbia.

Key Dates – First Year Assessment

Initiated: 2015/10/27 Received: 2015/11/28 Closed: 2015/12/04

Workforce

Analysis: 2015/11/27

Key Dates – Subsequent Assessment

Initiated: 2018/06/11 Received: 2018/03/29

Workforce

Analysis: 2018/03/08

DATA VERIFICATION

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

⊠ Yes □ No

Comments:

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

\boxtimes	Yes		No
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Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

The organization had set some goals both in hard numbers and some in percentage formats. For the purposes of this assessment, when possible the percentage of goal met will be taken from the percentage goals.

Women

1.	Senior Managers	Goal not met (0%).
5.	Supervisors	Goal not met (63%).
11.	Intermediate Sales & Service Personnel	Goal not met (50%).

Assessment/Observations

- In EEOG 1 Senior Managers there was 1 new entrant who was not a woman. At an availability of 27.4% this is to be expected.
- In EEOG 5 Supervisors there were 34 new entrants of which 15 were women. At an availability of 57.9%, 19 women should have been hired.
- In EEOG 11 Intermediate Sales and Service Personnel there were 2 new entrants and one was a woman. At an availability rate of 16.7%, none were expected.

Aboriginal Peoples

5.	Supervisors	Goal not set.
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Assessment/Observations

• In EEOG 5 there were 34 new hires and 1 was Aboriginal. This is above the availability of 4.7%, where 0 Aboriginal People would have been hired.

Person with Disabilities

1./2.	Managers	Goal not met (0%).
5.	Supervisors	Goal not met (0%).
12.	Semi-Skilled Manual Workers	Goal not met (0%).
13.	Other Sales & Service Personnel	Goal not met (42.5%).

Assessment/Observations

- In EEOG 1/2 there is zero representation for persons with disabilities. There were 5 new hires, none of which were persons with disabilities. This would be expected given an availability rate of 4.3%.
- In EEOG 5 there is zero representation for persons with disabilities. There were 34 new hires and none were persons with disabilities. At an availability of 13.9%, 5 persons with disabilities would have been expected to be hired.
- In EEOG 12 there is zero representation for persons with disabilities. There were 7 hires and none were from the designated group. With an availability of 4.8% this is to be expected.
- In EEOG 13 there were 459 new hires, of which 39 were persons with disabilities. At an availability rate of 6.3%, 28 persons with disabilities would have expected to have been hired.

Members of Visible Minorities

11.	Intermediate Sales & Service Personnel	Goal not met (0%).
12.	Semi-Skilled Manual Workers	Goal not met (57.1%).

Assessment/Observations

- In EEOG 11 there were 2 new hires of which none were visible minorities. At an availability of 28.6%, this is what to be expected.
- In EEOG 12 there were 7 new hires and 2 were visible minorities. At an availability of 44.2%, 3 visible minorities would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - The organization set 9 goals and met none of them.
 - There was 1 EEOG where a goal was not set to close a gap (EEOG 5 in Aboriginal Peoples).
 - The service sector in the janitorial industry has a large amount of seasonal and event cleaning projects that skews the results of the annual turnover rate. For example, the organization services many post-secondary educational institutions and are requested to clean their dorm rooms between semesters. The organization had to hire approximately 300 cleaners to complete the cleaning of approximately 3,000 rooms in the span of 2-3 weeks. After the project is complete the majority of these hires are laid off. These cleaning events generally take place two times per year.

- Another factor that adds to the challenge of closing gaps is the small number of available positions within many of the Occupational Groups. When there are only 5 or so available positions and a low turnover it is challenging to close gaps in all four designated groups.
- In light of these challenges, there are some gaps that have been narrowed over the past
- The organization has made some changes over the last year in their recruiting strategy that will allow them to take a more targeted approach to continue to work towards closing gaps. They have restructured by centralizing the recruiting function and bringing in specialized support in the form of a dedicated Human Resources Generalist and a dedicated recruiter.

ASSESSMENT OF GOALS

Short-term goals

All goals were set in percentage formats and in all cases goals were set at least to availability.

Women

- In EEOG 1 Senior Managers there is a gap of -2. A goal of 30% was set, which is above the availability of 27.4%.
- In EEOG 5 Supervisors there is a gap of -4 and representation is currently at 51.7%. A goal is not required where women are represented above 50% to avoid clustering.
- EEOG 11 Intermediate Sales & Service Personnel there is a gap of -2. A goal of 60%, which is below the availability of 66.7%, was set. In this case the goal should not be set above 50%, in order to avoid clustering in certain occupational groups.

Aboriginal Peoples

- In EEOG 5 Supervisors there is a gap of -2. A goal of 5%, which is above the availability of 4.8%, was set.
- In EEOG 12 Semi-skilled Manual there is a gap of -1. A goal of 25%, above the availability of 4.9%, was set. This goal seems to be quite ambitious.
- In EEOG 13 Other Sales & Service there is a gap of -10. A goal of 10%, which is above the availability of 7.6%, was set.

Persons with Disabilities

- In EEOG 01/02 Managers there is a gap of -1. A goal of 5%, which is above the availability of 4.3%, was set.
- In EEOG 5 Supervisors there is a gap of -8. A goal of 15%, which is above the availability of 13.9%, was set.
- In EEOG 12 Semi-skilled Manual there is a gap of -1. A goal of 25%, which is above the availability of 4.8%, was set. This goal seems to be quite ambitious.

In EEOG 13 Other Sales & Service there is a gap of -3. A goal of 5% was set, which is below the availability of 6.3%. After a discussion with the employer, the goal was increased to 6.3%.

Visible Minorities

• In EEOG 11 Semi-skilled Manual there is a gap of -1. A goal of 10%, which is below the availability of 19.4%, was set. Again after a discussion with the employer, the goal was increased to 19.4%.

Long-term goals

 \times A long-term goal has been set for every gap uncovered by the most recent workforce analysis.

RECOMMENDATION

I recommend that the employer be found: \boxtimes in compliance \square in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances I recommend that the closing letter include the following:

 We noted that the organization has set hiring and promotion goals for the representation of women above 50% in several EEOGs (5 and 11) even though their representation was already over 50%. Please note that the Labour Program has a policy of not requiring that a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders.

Name of Analyst: Neeta Dhillon

Date: July 12, 2018

Subject: Government of Canada Agreement Number: 100050 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Yogeshni Nair:

I am writing to inform you that the subsequent compliance assessment initiated on 31/03/2018 has been completed. As a result of the assessment, Best Facilities Services Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Best Facilities Services Ltd.'s employment equity program.

• We noted that the organization has set hiring and promotion goals for the representation of women above 50% in several EEOGs (5 and 11) even though their representation was already over 50%. Please note that the Labour Program has a policy of not requiring that a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on 31/03/2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Best Facilities Services Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are underrepresented; and



• the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS) which can assist you in generating your workforce data and analysis.

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at <u>ee-eme@hrsdc-rhdcc.gc.ca</u>.

Your cooperation during the course of this compliance assessment was appreciated and we wish Best Facilities Services Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!