



s.19(1)

Labour Program
Federal Contractors Program

s.24(1)

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <i>BEST FACILITIES SERVICES Ltd.</i>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° <i>561722</i>	Total number of employees in Canada (Full-Time/Part-Time/Temporary) <i>1023</i> To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) <i>5594 FRASER STREET</i>	City <i>VANCOUVER</i>	Province <i>BC</i>	Postal Code <i>V1W-2Z4</i>
	Telephone Number <i>604-872-6761</i>	Fax Number <i>1-604-874-5846</i>	

EMPLOYMENT EQUITY CONTACT	
Name (print) <i>BRUCE TAYLOR</i>	Title <i>Chief Operating Officer</i>
Telephone Number <i>1-604-707-2001</i>	E-mail Address <i>BTAYLOR@BEST.CA</i>

CERTIFICATION
<p>The above-named organization:</p> <ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes). <p>Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</p> <p>Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p>

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) <i>Kevin McCrum</i>	Title <i>Chief Executive Officer</i>
Telephone Number <i>1-604-707-2010</i>	E-mail Address <i>KMCCRUM@BEST.CA</i>
Signature [REDACTED]	Date <i>MAY 28 2014</i>

RETURN INSTRUCTIONS
IMPORTANT
<ul style="list-style-type: none"> • The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca



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				Census Metropolitan Areas				
	Permanent 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 Canada				595	Vancouver	152	16	0	168
					Kelowna	26	4	0	30
					Victoria	3	0	0	3
					Alta. less CMAs	79	43	0	122
					B.C. less CMAs	146	10	0	156
					Total Employees in Canada				595



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	7								1	1	
	Total	7	7								1	1	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	2	3							2		2
	Total	5	2	3							2		2
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	57	28	29	1		1				20	14	6
	Total	57	28	29	1		1				20	14	6



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2	1			1		1	1		1
	Total	2		2	1		1		1	1		1	1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10		10	1			1		1	5		5
	Total	10		10	1		1		1	5		5	5
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	3	1									
	Total	4	3	1									



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

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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			1										
	Total			1	1									
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			1										
	Total			1	1									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			1										1
	Total			1	1									1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			2										
	Total			2	2									



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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



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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
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



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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
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

Best Facilities Services Ltd. (certificate # 100050)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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



Best Facilities Services Ltd. (certificate # 100050)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
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



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

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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



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

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
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	



Best Facilities Services Ltd. (certificate # 100050)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
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



Best Facilities Services Ltd. (certificate # 100050)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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

Workforce Analysis - Detailed Report

Date: 2018-03-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
Employment Equity Occupational Group	Calgary	2	1	50.0 %	66.1 %	1	0	Calgary	
	Victoria	1	0	0.0 %	66.7 %	1	-1	Victoria	
12 : Semi-Skilled Manual Workers		14	2	14.3 %	15.9 %	2	0		
	Alta. less CMAs	2	0	0.0 %	16.3 %	0	0	Alta. less CMAs	
	B.C. less CMAs	2	0	0.0 %	14.0 %	0	0	B.C. less CMAs	
	Calgary	3	0	0.0 %	14.5 %	0	0	Calgary	
	Edmonton	1	0	0.0 %	16.0 %	0	0	Edmonton	
	Vancouver	6	2	33.3 %	17.1 %	1	1	Vancouver	
13 : Other Sales and Service Personnel		491	302	61.5 %	60.3 %	296	6		
	Alta. less CMAs	108	62	57.4 %	64.1 %	69	-7	Alta. less CMAs	
	B.C. less CMAs	130	96	73.8 %	63.2 %	82	14	B.C. less CMAs	
	Calgary	87	60	69.0 %	56.3 %	49	11	Calgary	
	Edmonton	6	3	50.0 %	59.2 %	4	-1	Edmonton	
	Kelowna	28	10	35.7 %	57.6 %	16	-6	Kelowna	
	Vancouver	131	71	54.2 %	57.8 %	76	-5	Vancouver	
	Victoria	1	0	0.0 %	54.8 %	1	-1	Victoria	
	Total		595	353	59.3 %	58.8 %	350	3	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-03-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
01 : Senior Managers	National	7	0	0.0 %	0	2.9 %	0	National
02 : Middle and Other Managers	National	6	0	0.0 %	0	2.2 %	0	National
03 : Professionals	National	1	0	0.0 %	0	2.1 %	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	0	2.1 %	0	National
05 : Supervisors		58	1	1.7 %	3	4.8 %	-2	
Employment Equity Occupational Group	Alta. less CMAS	11	0	0.0 %	1	6.5 %	-1	Alta. less CMAS
Employment Equity Occupational Group	B. C. less CMAS	12	0	0.0 %	1	8.4 %	-1	B. C. less CMAS
Employment Equity Occupational Group	Calgary	11	1	9.1 %	0	3.1 %	1	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	0	4.6 %	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	0	6.3 %	0	Kelowna
Employment Equity Occupational Group	Vancouver	20	0	0.0 %	1	2.6 %	-1	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	0	4.9 %	0	Victoria
06 : Supervisors: Crafts and Trades		1	0	0.0 %	0	4.4 %	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	0	4.4 %	0	British Columbia
07 : Administrative and Senior Clerical Personnel		3	1	33.3 %	0	7.7 %	1	
Employment Equity Occupational Group	B. C. less CMAS	3	1	33.3 %	0	7.7 %	1	B. C. less CMAS
10 : Clerical Personnel		10	1	10.0 %	1	5.6 %	0	
Employment Equity Occupational Group	B. C. less CMAS	4	1	25.0 %	0	9.1 %	1	B. C. less CMAS
Employment Equity Occupational Group	Calgary	1	0	0.0 %	0	3.0 %	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	0	5.1 %	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	0	4.5 %	0	Kelowna
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	0	2.4 %	0	Vancouver
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	0	4.7 %	0	
Employment Equity Occupational Group	B. C. less CMAS	1	0	0.0 %	0	9.6 %	0	B. C. less CMAS

Workforce Analysis - Detailed Report

Date: 2018-03-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area
			Representation #	Representation %			
Employment Equity Occupational Group	Calgary	2	0	0.0 %	0	0	Calgary
	Victoria	1	0	0.0 %	0	0	Victoria
12 : Semi-Skilled Manual Workers	Alta. less CMAS	14	0	0.0 %	1	-1	Alta. less CMAS
	B.C. less CMAS	2	0	0.0 %	0	0	B.C. less CMAS
Employment Equity Occupational Group	Calgary	3	0	0.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	0	0	Edmonton
Employment Equity Occupational Group	Vancouver	6	0	0.0 %	0	0	Vancouver
13 : Other Sales and Service Personnel	Alta. less CMAS	491	27	5.5 %	37	-10	Alta. less CMAS
	B.C. less CMAS	108	21	19.4 %	12	9	B.C. less CMAS
Employment Equity Occupational Group	Calgary	87	2	2.3 %	3	-1	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	0	0	Edmonton
Employment Equity Occupational Group	Kelowna	28	3	10.7 %	2	1	Kelowna
Employment Equity Occupational Group	Vancouver	131	1	0.8 %	4	-3	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	0	0	Victoria
Total		595	30	5.0 %	42	-12	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-03-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area	
			Representation #	Availability %			
01 : Senior Managers	National	7	1	14.3 %	1	0	National
02 : Middle and Other Managers	National	6	2	33.3 %	1	1	National
03 : Professionals		1	0	0.0 %	0	0	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	0	0	National
05 : Supervisors		58	20	34.5 %	14	6	
Employment Equity Occupational Group	Alta. less CMAS	11	1	9.1 %	1	0	Alta. less CMAS
Employment Equity Occupational Group	B. C. less CMAS	12	5	41.7 %	5.2 %	1	B. C. less CMAS
Employment Equity Occupational Group	Calgary	11	3	27.3 %	27.4 %	3	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	21.6 %	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	5.6 %	0	Kelowna
Employment Equity Occupational Group	Vancouver	20	10	50.0 %	43.4 %	9	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	13.2 %	0	Victoria
06 : Supervisors: Crafts and Trades		1	0	0.0 %	18.5 %	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	1	0	0.0 %	18.5 %	0	British Columbia
07 : Administrative and Senior Clerical Personnel		3	2	66.7 %	3.4 %	0	
Employment Equity Occupational Group	B. C. less CMAS	3	2	66.7 %	3.4 %	0	B. C. less CMAS
10 : Clerical Personnel		10	5	50.0 %	18.5 %	2	
Employment Equity Occupational Group	B. C. less CMAS	4	2	50.0 %	2.9 %	0	B. C. less CMAS
Employment Equity Occupational Group	Calgary	1	0	0.0 %	24.3 %	0	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	17.5 %	0	Edmonton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	4.8 %	0	Kelowna
Employment Equity Occupational Group	Vancouver	3	2	66.7 %	42.3 %	1	Vancouver
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	19.4 %	1	
Employment Equity Occupational Group	B. C. less CMAS	1	0	0.0 %	5.3 %	0	B. C. less CMAS

Workforce Analysis - Detailed Report

Date: 2018-03-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
Employment Equity Occupational Group	Calgary	2	0	0.0 %	1	-1	Calgary
	Victoria	1	0	0.0 %	0	0	Victoria
12 : Semi-Skilled Manual Workers	Alta. less CMAS	14	4	28.6 %	4	0	
	B.C. less CMAS	2	1	50.0 %	0	1	Alta. less CMAS
Employment Equity Occupational Group	B.C. less CMAS	2	0	0.0 %	0	0	B.C. less CMAS
Employment Equity Occupational Group	Calgary	3	0	0.0 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	0	1	Edmonton
Employment Equity Occupational Group	Vancouver	6	2	33.3 %	3	-1	Vancouver
13 : Other Sales and Service Personnel	Alta. less CMAS	491	263	53.6 %	136	127	
	B.C. less CMAS	108	26	24.1 %	11	15	Alta. less CMAS
Employment Equity Occupational Group	B.C. less CMAS	130	90	69.2 %	9	81	B.C. less CMAS
Employment Equity Occupational Group	Calgary	87	71	81.6 %	38	33	Calgary
Employment Equity Occupational Group	Edmonton	6	2	33.3 %	2	0	Edmonton
Employment Equity Occupational Group	Kelowna	28	7	25.0 %	3	4	Kelowna
Employment Equity Occupational Group	Vancouver	131	67	51.1 %	73	-6	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	0	0	Victoria
Total		595	297	49.9 %	159	138	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-03-07

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
01/02 : Managers	National	13	0	0.0 %	1	4.3 %	-1	National
03 : Professionals	National	1	0	0.0 %	0	3.8 %	0	National
05 : Supervisors	National	58	0	0.0 %	8	13.9 %	-8	National
06 : Supervisors: Crafts and Trades	National	1	0	0.0 %	0	7.8 %	0	National
07 : Administrative and Senior Clerical Personnel	National	3	1	33.3 %	0	3.4 %	1	National
10 : Clerical Personnel	National	10	1	10.0 %	1	7.0 %	0	National
11 : Intermediate Sales and Service Personnel	National	4	0	0.0 %	0	5.6 %	0	National
12 : Semi-Skilled Manual Workers	National	14	0	0.0 %	1	4.8 %	-1	National
13 : Other Sales and Service Personnel	National	491	28	5.7 %	31	6.3 %	-3	National
Total		595	30	5.0 %	42	7.0 %	-12	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-03-07

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
07 : Administrative and Senior Clerical Personnel	3	3	100.0 %	87.5 %	3	0
10 : 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.

Workforce Analysis - Summary Report

Date: 2018-03-07

Employment Equity Occupational Group	Aboriginal Peoples				Gap #
	All Employees #	Representation #	Availability %	Gap #	
01 : Senior Managers	7	0	2.9 %	0	0
02 : Middle and Other Managers	6	0	2.2 %	0	0
03 : Professionals	1	0	2.1 %	0	0
05 : Supervisors	58	1	4.8 %	3	-2
06 : Supervisors: Crafts and Trades	1	0	4.4 %	0	0
07 : Administrative and Senior Clerical Personnel	3	1	7.7 %	0	1
10 : Clerical Personnel	10	1	5.6 %	1	0
11 : Intermediate Sales and Service Personnel	4	0	4.7 %	0	0
12 : Semi-Skilled Manual Workers	14	0	4.9 %	1	-1
13 : Other Sales and Service Personnel	491	27	7.6 %	37	-10
Total	595	30	7.1 %	42	-12

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-03-07

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	Representation #	%	Availability #	%	
01 : Senior Managers	7	14.3 %	1	14.3 %	1	10.1 %	0
02 : Middle and Other Managers	6	33.3 %	2	33.3 %	1	15.0 %	1
03 : Professionals	1	0.0 %	0	0.0 %	0	16.9 %	0
05 : Supervisors	58	34.5 %	20	34.5 %	14	24.6 %	6
06 : Supervisors: Crafts and Trades	1	0.0 %	0	0.0 %	0	18.5 %	0
07 : Administrative and Senior Clerical Personnel	3	66.7 %	2	66.7 %	0	3.4 %	2
10 : Clerical Personnel	10	50.0 %	5	50.0 %	2	18.5 %	3
11 : Intermediate Sales and Service Personnel	4	0.0 %	0	0.0 %	1	19.4 %	-1
12 : Semi-Skilled Manual Workers	14	28.6 %	4	28.6 %	4	30.8 %	0
13 : Other Sales and Service Personnel	491	53.6 %	263	53.6 %	136	27.6 %	127
Total	595	49.9 %	297	26.7 %	159	138	

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-03-07

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation	Persons with Disabilities		Availability	Gap
	#	#	%	%	#	#
01/02 : Managers	13	0	0.0 %	4.3 %	1	-1
03 : Professionals	1	0	0.0 %	3.8 %	0	0
05 : Supervisors	58	0	0.0 %	13.9 %	8	-8
06 : Supervisors: Crafts and Trades	1	0	0.0 %	7.8 %	0	0
07 : Administrative and Senior Clerical Personnel	3	1	33.3 %	3.4 %	0	1
10 : Clerical Personnel	10	1	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	-1
13 : Other Sales and Service Personnel	491	28	5.7 %	6.3 %	31	-3
Total	595	30	5.0 %	7.0 %	42	-12

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-03-07

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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 First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	27

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	03	08

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			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

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		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
		0	0	0.0
Total		595	353	58.8

* Source:

* Source:

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	27

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	03	08

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			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

* Source:
0

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal 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
Total		595	30	7.1

* Source:
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	27

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	03	08

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			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: Members of Visible Minorities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible 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
Total		595	297	26.7

* Source:
0

* Source:
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Best Service Pros

[Date: 2018-03-08]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	27

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	03	08

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			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

* Source:

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		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
Total		595	30	7.0

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

001416

Start Date of Flow Data			
YYYY	MM	DD	
2015	11	27	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	08	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Women Hired #	All Employees Hired #	Women Hired #
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	3	2	1	1
03 Professionals	2	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	22	10	2	1
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	2	1	1
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	9	0	0
11 Intermediate Sales & Service Personnel	1	1	0	0
12 Semi-Skilled Manual Workers	6	0	0	0
13 Other Sales & Service Personnel	188	85	263	160
14 Other Manual Workers	0	0	0	0
Total	234	111	267	163

Table 5: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Women Promoted #	All Employees Promoted #	Women Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	10	4	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
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	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	6	2	2	0
14 Other Manual Workers	0	0	0	0
Total	18	6	2	0

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Women Terminated #	All Employees Terminated #	Women Terminated #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	6	0	0
03 Professionals	1	1	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	25	12	2	1
06 Supervisors: Crafts & Trades	1	1	0	0
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	7	7	0	0
11 Intermediate Sales & Service Personnel	2	1	0	0
12 Semi-Skilled Manual Workers	5	0	0	0
13 Other Sales & Service Personnel	313	173	212	115
14 Other Manual Workers	0	0	0	0
Total	362	201	214	116

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

001417

Start Date of Flow Data			
YYYY	MM	DD	
2015	11	27	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	08	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	3	0	1	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	22	1	2	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	1	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	2	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	6	0	0	0
13 Other Sales & Service Personnel	188	22	263	51
14 Other Manual Workers	0	0	0	0
Total	234	26	267	51

Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Promoted #	Aboriginal Peoples Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	10	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
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	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	6	1	2	0
14 Other Manual Workers	0	0	0	0
Total	18	1	2	0

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	25	0	2	0
06 Supervisors: Crafts & Trades	1	0	0	0
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	7	1	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0
13 Other Sales & Service Personnel	313	42	212	45
14 Other Manual Workers	0	0	0	0
Total	362	43	214	45

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

001418

Start Date of Flow Data			
YYYY	MM	DD	
2015	11	27	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	08	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	3	0	1	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	22	0	2	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	1	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	6	0	0	0
13 Other Sales & Service Personnel	188	12	263	25
14 Other Manual Workers	0	0	0	0
Total	234	13	267	25

Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	10	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
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	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	6	1	2	1
14 Other Manual Workers	0	0	0	0
Total	18	1	2	1

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	25	0	2	0
06 Supervisors: Crafts & Trades	1	0	0	0
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	7	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	5	0	0	0
13 Other Sales & Service Personnel	313	21	212	18
14 Other Manual Workers	0	0	0	0
Total	362	21	214	18

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Best Service Pros

[Date: 2018-03-08]

001419

Start Date of Flow Data			
YYYY	MM	DD	
2015	11	27	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	08	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Members of Visible Minorities Hired #	All Employees Hired #	Members of Visible Minorities Hired #
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	3	1	1	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	22	7	2	2
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	1	1	1
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	6	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	6	2	0	0
13 Other Sales & Service Personnel	188	88	263	103
14 Other Manual Workers	0	0	0	0
Total	234	105	267	106

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Members of Visible Minorities Promoted #	All Employees Promoted #	Members of Visible Minorities Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	10	3	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
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	0	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	6	1	2	1
14 Other Manual Workers	0	0	0	0
Total	18	4	2	1

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Members of Visible Minorities Terminated #	All Employees Terminated #	Members of Visible Minorities Terminated #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	8	3	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	25	9	2	0
06 Supervisors: Crafts & Trades	1	0	0	0
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	7	4	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	5	2	0	0
13 Other Sales & Service Personnel	313	114	212	83
14 Other Manual Workers	0	0	0	0
Total	362	132	214	83

Federal Contractors Program Achievement Report

Part 3: Goals
Best Service Pros
 [Date: 2018-03-08]

001420

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2015						2018
		2015-11-27	2015-11-27	2015-11-27	2015-11-27	2015-11-27	2015-11-27			2015-11-27	2015-11-27	2015-11-27		2015-11-27	2015-11-27						2015-11-27
01 Senior Managers	6	5.3%	10.0%	2	0.0%	0.0%	0	0	0.0%	0.0%	0	2	2	80.0%	27.4%	-2	0	0.0%	25.0%		
02 Middle & Other Managers	9	-12.6%	10.0%	3	106.7%	10.0%	6	6	10.0%	10.0%	2	4	4	60.0%	38.9%	2	3	66.7%	66.7%		
03 Professionals	0	0.0%	0.0%	0	200.0%	0.0%	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	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%	0.0%		
05 Supervisors	59	-0.6%	5.0%	9	46.2%	5.0%	18	31	5.0%	5.0%	5	13	13	70.0%	57.9%	-3	0	52.5%	57.4%		
06 Supervisors: Crafts & Trades	2	-20.6%	15.0%	1	66.7%	15.0%	1	1	0.0%	0.0%	0	-1	0	9.7%	9.7%	1	1	50.0%	33.3%		
07 Administrative & Sr Clerical	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%	0.0%		
08 Skilled Sales & Service	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%	0.0%		
09 Skilled Crafts & Trades	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%	0.0%		
10 Clerical Personnel	8	7.7%	10.0%	2	77.8%	10.0%	2	8	0.0%	0.0%	0	-1	1	25.0%	73.7%	2	2	100.0%	90.0%		
11 Intermediate Sales & Service	5	-7.2%	10.0%	2	44.4%	10.0%	2	1	0.0%	0.0%	0	4	2	100.0%	66.7%	-2	-2	20.0%	42.9%		
12 Semi-Skilled Manual	13	2.5%	10.0%	0	37.0%	2.0%	1	2	2.0%	2.0%	0	0	1	100.0%	16.7%	4	1	15.4%	23.1%		
13 Other Sales & Service	581	-5.5%	10.0%	174	97.9%	15.0%	261	351	15.0%	15.0%	158	258	261	60.0%	59.8%	4	3	60.4%	60.1%		
14 Other Manual Workers	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%	0.0%		
Total	683	-4.5%	10.0%	0	90.1%	10.0%	0	400	0.0%	0.0%	0	-2	0	58.3%	58.3%	2	2	58.6%	58.6%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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 2: Women

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Women		Comments
	#	%	#	%	#	%	
01 Senior Managers	2	80.0	0	0.0	0	0.0	
02 Middle & Other Managers	4	60.0	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	0	0.0	
05 Supervisors	13	70.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	0	0.0	
10 Clerical Personnel	1	25.0	0	0.0	0	0.0	
11 Intermediate Sales & Service	2	100.0	0	0.0	0	0.0	
12 Semi-Skilled Manual	1	100.0	0	0.0	0	0.0	
13 Other Sales & Service	261	60.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Best Service Pros

|Date: 2018-03-08|

I4	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals
Best Service Pros
 [Date: 2018-03-08]

001422

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Occupational Group (EOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	%					
		2015-11-27	2015-11-27	2015-11-27	2015-11-27	2015-11-27	2015-11-27			2015	2018	%		%	#					
01 Senior Managers	6	5.3%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	2.9%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	9	-12.6%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	2.2%	0	0	0	0.0%	0.0%
03 Professionals	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
05 Supervisors	59	-0.6%	9	5.0%	0	0	9	0	0	0.0%	0	3	0	0	4.7%	-3	-3	-3	0.0%	0.0%
06 Supervisors: Crafts & Trades	2	-20.6%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	3.8%	0	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
08 Skilled Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
10 Clerical Personnel	8	7.7%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	5.1%	0	0	0	0.0%	0.0%
11 Intermediate Sales & Service	5	-7.2%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	4.2%	0	0	0	0.0%	0.0%
12 Semi-Skilled Manual	13	2.5%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	3.0%	0	0	0	0.0%	0.0%
13 Other Sales & Service	581	-5.5%	35	2.0%	0	0	17	0	42	1.0%	1	2	0	2	7.0%	1	0	0	7.2%	7.0%
14 Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	#DIV/0!
Total	683	-4.5%	0	0	0	0	0	0	42	0.0%	0	3	0	0	6.6%	-3	-3	-3	6.1%	6.1%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	#	%	
01 Senior Managers	0	0.0	0
02 Middle & Other Managers	0	0.0	0
03 Professionals	0	0.0	0
04 Semi-Professionals & Tech	0	0.0	0
05 Supervisors	0	0.0	0
06 Supervisors: Crafts & Trades	0	0.0	0
07 Administrative & Sr Clerical	0	0.0	0
08 Skilled Sales & Service	0	0.0	0
09 Skilled Crafts & Trades	0	0.0	0
10 Clerical Personnel	0	0.0	0
11 Intermediate Sales & Service	0	0.0	0
12 Semi-Skilled Manual	0	0.0	0
13 Other Sales & Service	2	3.0	0

Federal Contractors Program Achievement Report
Part 3: Goals

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Best Service Pros

|Date: 2018-03-08|

I4	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals
Best Service Pros
 [Date: 2018-03-08]

001424

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

Occupational Group (EOG)	Number	Growth (New Positions)						Turnover (Replacement of Terminated Employees)						Persons with Disabilities							
		Actual		Projected		Over 3 Years	Actual		Projected		Over 3 Years	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Annual	%	Annual	%		Annual	%	Annual	%		Over 3 Years	From - To		%						
01/02 Managers	15	-3.7%	5.0%	2	53.3%	0	0.0%	0	0	1	50.0%	4.3%	-1	0	0.0%	4.3%	-1	0	0.0%	5.9%	
03 Professionals	0	0.0%	0.0%	0	200.0%	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	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	#DIV/0!	#DIV/0!	
05 Supervisors	59	-0.6%	5.0%	9	46.2%	0	0.0%	0	9	100.0%	13.9%	7.8%	-8	0	0.0%	13.9%	-8	0	0.0%	13.2%	
06 Supervisors: Crafts & Trades	2	-20.6%	0.0%	0	66.7%	0	0.0%	0	0	0	100.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	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	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	5.0%	0	77.8%	0	0.0%	0	0	0	0.0%	7.0%	0	0	0.0%	7.0%	0	0	0.0%	22.2%	
10 Clerical Personnel	8	7.7%	0.0%	1	44.4%	0	0.0%	0	0	0	0.0%	5.6%	0	0	0.0%	5.6%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	5	-7.2%	5.0%	0	37.0%	0	0.0%	0	0	0	5.0%	4.8%	-1	2	50.0%	4.8%	-1	2	0.0%	13.3%	
12 Semi-Skilled Manual	13	2.5%	3.0%	2	97.9%	17	1.0%	1	11	20.0%	6.3%	0.0%	-7	14	20.0%	6.3%	-7	3	5.2%	6.8%	
13 Other Sales & Service	581	-5.5%	0.0%	52	0.0%	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	90.1%	0	0.0%	0	0	0	0.0%	6.9%	-16	0	0.0%	6.9%	-16	0	4.5%	4.5%	
Total	683	-4.5%	0.0%	0	0.0%	0	0.0%	0	16	0	0.0%	6.9%	-16	0	0.0%	6.9%	-16	0	4.5%	4.5%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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 6: Persons with Disabilities

Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals	
	#	%	#	%	
01/02 Managers	1	50.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	9	100.0	0	0.0	
06 Supervisors: Crafts & Trades	0	100.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	100.0	0	0.0	
11 Intermediate Sales & Service	0	100.0	0	0.0	
12 Semi-Skilled Manual	2	50.0	0	0.0	
13 Other Sales & Service	14	20.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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001426

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Occupational Group (EOG)	All Employees										Members of Visible Minorities										
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	2015-11-27	Actual	Annual %	Projected	Actual	Annual %	Over 3 Years	Years	2015-11-27	Annual %	Over 3 Years	Years	2015	2018							
01 Senior Managers	6	5.3%	5.0%	1	0.0%	0	1	1	0.0%	0	0	0	1	100.0%	10.1%	0	1	16.7%	28.6%		
02 Middle & Other Managers	9	-12.6%	8.0%	2	106.7%	0	2	3	0.0%	0	0	-1	1	50.0%	15.0%	2	2	33.3%	36.4%		
03 Professionals	0	0.0%	0.0%	0	200.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
04 Semi-Professionals & Tech	0	0.0%	10.0%	18	46.2%	4	22	22	2.0%	1	0	-1	7	30.0%	25.4%	7	8	37.3%	36.4%		
05 Supervisors	59	-0.6%	0.0%	0	66.7%	0	0	0	0.0%	0	0	0	0	100.0%	13.6%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	2	-20.6%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	5.0%	1	77.8%	0	1	3	0.0%	0	0	-1	1	100.0%	20.7%	1	2	37.5%	44.4%		
10 Clerical Personnel	8	7.7%	10.0%	2	44.4%	0	2	0	0.0%	0	0	2	2	100.0%	28.6%	-1	0	0.0%	28.6%		
11 Intermediate Sales & Service	5	-7.2%	3.0%	1	37.0%	0	1	5	0.0%	1	1	1	1	50.0%	44.2%	-1	0	38.5%	42.9%		
12 Semi-Skilled Manual	13	2.5%	5.0%	87	97.9%	35	122	274	2.0%	16	0	-64	98	80.0%	29.1%	105	162	47.2%	53.3%		
13 Other Sales & Service	581	-5.8%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%	0.0%	0	90.1%	0	0	308	0.0%	0	0	-113	0	0.0%	28.6%	113	113	45.1%	45.1%		
Total	683	-4.5%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	28.6%	113	113	45.1%	45.1%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	#	%	
01 Senior Managers	1	100.0	0
02 Middle & Other Managers	1	50.0	0
03 Professionals	0	0.0	0
04 Semi-Professionals & Tech	0	0.0	0
05 Supervisors	7	30.0	0
06 Supervisors: Crafts & Trades	0	100.0	0
07 Administrative & Sr Clerical	0	0.0	0
08 Skilled Sales & Service	0	0.0	0
09 Skilled Crafts & Trades	0	0.0	0
10 Clerical Personnel	1	100.0	0
11 Intermediate Sales & Service	2	100.0	0
12 Semi-Skilled Manual	1	50.0	0
13 Other Sales & Service	98	80.0	0

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I4	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Occupational Group (EOC)	All Employees										Subsequent/Current Short-term Goals										Women			
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	2018-03-08	#	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	#	2018-03-08	#	Actual Annually	Projected Annually	Over 3 Years	#	2018	2021								
01 Senior Managers	7	5.3%	10.0%	2	0.0%	12.5%	3	5	0	12.5%	0	2	2	30.0%	27.4%	-2	0	0.0%	22.2%					
02 Middle & Other Managers	6	-12.6%	10.0%	2	106.7%	22.2%	4	6	4	22.2%	3	2	2	40.0%	38.9%	2	0	66.7%	37.5%					
03 Professionals	1	0.0%	0.0%	0	200.0%	0.0%	0	0	1	0.0%	0	0	0	0.0%	66.4%	0	0	100.0%	100.0%					
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
05 Supervisors	58	-0.6%	5.0%	9	46.2%	26.7%	46	55	30	26.7%	24	33	33	60.0%	58.0%	-4	0	51.7%	58.2%					
06 Supervisors: Crafts & Trades	1	-20.6%	15.0%	0	66.7%	0.0%	0	0	0	0.0%	0	0	0	0.0%	7.7%	0	0	0.0%	100.0%					
07 Administrative & Sr Clerical	3	0.0%	5.0%	0	0.0%	50.0%	5	5	3	50.0%	5	5	5	90.0%	87.5%	0	0	100.0%	100.0%					
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
10 Clerical Personnel	10	7.7%	10.0%	3	77.8%	25.0%	8	11	10	25.0%	8	8	8	70.0%	73.9%	3	0	100.0%	76.9%					
11 Intermediate Sales & Service	4	-7.2%	10.0%	1	44.4%	36.4%	4	5	1	36.4%	1	3	3	60.0%	67.8%	-2	0	60.0%	60.0%					
12 Semi-Skilled Manual	14	2.5%	0.0%	0	37.0%	5.0%	2	2	2	5.0%	0	0	0	15.0%	15.9%	0	0	14.3%	14.3%					
13 Other Sales & Service	491	-5.5%	10.0%	147	97.9%	56.0%	825	972	302	56.0%	507	590	583	60.0%	60.3%	6	-7	61.5%	59.2%					
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
Total	595	-4.5%	7.5%	134	90.1%	23.4%	417	511	353	23.4%	248	324	234	42.5%	58.8%	3	-90	59.3%	46.5%					

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

Table 10: Women

Employment Equity Occupational Group (EEOC)	Women		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	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%	60.0%	
05 Supervisors	60.0%	0.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	
07 Administrative & Sr Clerical	90.0%	90.0%	
08 Skilled Sales & Service	0.0%	0.0%	
09 Skilled Crafts & Trades	0.0%	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%	0.0%	

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Total	42.5	42.5%
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Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 11: Aboriginal Peoples

All Employees

Subsequent/Current Short-term Goals

Occupational Group (EOC)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2018	2021					
		2018-03-08	Annual	%	Annual	%	%			2018-03-08	Annual	%		%	%	%					
01 Senior Managers	7	5.3%	10.0%	2	0.0%	12.5%	3	5	0	12.5%	0	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	6	-12.6%	10.0%	2	106.7%	22.2%	4	6	0	22.2%	0	0	0	0	0.0%	2.2%	0	0	0.0%	0.0%	
03 Professionals	1	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	2.1%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	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	#DIV/0!	#DIV/0!	
05 Supervisors	58	-0.6%	5.0%	9	46.2%	26.7%	46	55	1	26.7%	1	3	3	3	5.0%	4.8%	-2	0	1.7%	4.5%	
06 Supervisors: Crafts & Trades	1	-20.6%	15.0%	0	66.7%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	4.4%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	3	0.0%	5.0%	0	0.0%	50.0%	5	5	1	50.0%	1	1	1	0	0.0%	7.7%	0	-1	33.3%	-33.3%	
08 Skilled Sales & Service	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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	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	#DIV/0!	#DIV/0!	
10 Clerical Personnel	10	7.7%	10.0%	3	77.8%	25.0%	8	11	1	25.0%	1	1	1	1	5.0%	5.6%	0	0	10.0%	7.7%	
11 Intermediate Sales & Service	4	-7.2%	10.0%	1	44.4%	36.4%	4	5	0	36.4%	0	0	0	0	0.0%	4.7%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	14	2.5%	0.0%	0	37.0%	5.0%	2	2	2	5.0%	1	1	1	1	25.0%	4.9%	-1	0	0.0%	7.1%	
13 Other Sales & Service	491	-5.5%	10.0%	147	97.9%	56.0%	825	972	27	56.0%	45	66	66	97	10.0%	7.6%	-10	31	5.5%	12.4%	
14 Other Manual Workers	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	#DIV/0!	#DIV/0!	
Total	595	-4.5%	7.5%	134	90.1%	23.4%	417	511	30	23.4%	21	43	43	25	4.5%	7.1%	-12	-18	5.0%	4.7%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOC)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0%	0.0%	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	0.0%	0.0%	
03 Professionals	0.0%	0.0%	
04 Semi-Professionals & Tech	0.0%	0.0%	
05 Supervisors	5.0%	5.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	
07 Administrative & Sr Clerical	0.0%	0.0%	
08 Skilled Sales & Service	0.0%	0.0%	
09 Skilled Crafts & Trades	0.0%	0.0%	
10 Clerical Personnel	5.0%	5.0%	
11 Intermediate Sales & Service	0.0%	0.0%	
12 Semi-Skilled Manual	25.0%	25.0%	
13 Other Sales & Service	10.0%	10.0%	
14 Other Manual Workers	0.0%	0.0%	

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Total		4.5	0.0
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Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

All Employees

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOCG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2018						2021
		2018-03-08	Annual	%	2018-03-08	Annual	%			2018-03-08	Annual	%		From - To	2018						2021
01/02 Managers	13	-3.7%	10.0%	4	53.3%	22.2%	9	13	0	22.2%	0	1	1	5.0%	4.3%	-1	0	0.0%	5.9%		
03 Professionals	1	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
05 Supervisors	58	-0.6%	5.0%	9	46.2%	26.7%	46	55	0	26.7%	0	9	8	15.0%	7.8%	-8	-1	0.0%	11.9%		
06 Supervisors: Crafts & Trades	1	-20.6%	15.0%	0	66.7%	0.0%	0	0	0	0.0%	0	0	0	0.0%	7.8%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	3	0.0%	5.0%	0	0.0%	50.0%	5	5	1	50.0%	2	1	0	0.0%	3.4%	1	-1	33.3%	-33.3%		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	10.0%	0	0.0%	25.0%	0	0	0	0.0%	0	0	0	5.0%	7.0%	0	0	10.0%	7.7%		
10 Clerical Personnel	10	7.7%	10.0%	3	77.8%	25.0%	8	11	1	25.0%	1	1	1	5.0%	7.0%	0	0	10.0%	7.7%		
11 Intermediate Sales & Service	4	-7.2%	10.0%	1	44.4%	36.4%	4	5	0	36.4%	0	0	1	10.0%	5.6%	0	1	0.0%	20.0%		
12 Semi-Skilled Manual	14	2.5%	10.0%	0	37.0%	5.0%	2	2	0	5.0%	0	1	1	25.0%	4.8%	-1	0	0.0%	7.1%		
13 Other Sales & Service	491	-5.5%	10.0%	147	97.9%	56.0%	825	972	28	56.0%	47	59	49	5.0%	6.3%	-3	-10	5.7%	4.7%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	595	-4.5%	7.2%	129	90.1%	24.6%	439	568	30	24.6%	22	43	41	7.2%	7.0%	-12	-2	5.0%	6.8%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)³ - 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 14: Persons with Disabilities

Employment Equity Occupational Group (EOCG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	5.0	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.
03 Professionals	0.0	0.0%	
04 Semi-Professionals & Tech	0.0	0.0%	
05 Supervisors	15.0	15.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	
07 Administrative & Sr Clerical	0.0	0.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	
10 Clerical Personnel	5.0	5.0%	
11 Intermediate Sales & Service	10.0	10.0%	
12 Semi-Skilled Manual	25.0	25.0%	
13 Other Sales & Service	5.0	5.0%	
14 Other Manual Workers	0.0	0.0%	
Total	7.2	7.2%	

Federal Contractors Program Achievement Report

Part 3: Goals
Best Service Pros
 [Date: 2018-03-08]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [†]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Occupational Group (EOC)	All Employees										Subsequent/Current Short-term Goals										Members of Visible Minorities					
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
	2018-03-08	#	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Years	2018-03-08	#	Actual Annually	Projected Annually	Over 3 Years	Years	From - To	2018	2021								
01 Senior Managers	7	5.3%	10.0%	10.0%	2	0.0%	12.5%	3	5	1	12.5%	0	0	0	0	0.0%	0	0	10.1%	0	0	14.3%	11.1%			
02 Middle & Other Managers	6	-12.6%	10.0%	10.0%	2	106.7%	22.2%	4	6	2	22.2%	1	0	0	0.0%	0	0	15.0%	1	0	33.3%	12.5%				
03 Professionals	1	0.0%	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	16.9%	0	0	0.0%	0.0%				
04 Semi-Professionals & Tech	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%	0	#DIV/0!	#DIV/0!				
05 Supervisors	58	-0.6%	5.0%	5.0%	9	46.2%	26.7%	46	55	20	26.7%	16	12	11	20.0%	11	0	24.6%	6	-1	34.5%	22.4%				
06 Supervisors: Crafts & Trades	1	-20.6%	15.0%	15.0%	0	66.7%	0.0%	0	0	2	50.0%	3	1	0	0.0%	0	0	18.5%	0	0	0.0%	-33.3%				
07 Administrative & Sr Clerical	3	0.0%	5.0%	5.0%	0	0.0%	50.0%	5	5	2	0.0%	0	1	0	0.0%	0	0	3.4%	2	-1	66.7%	0.0%				
08 Skilled Sales & Service	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	#DIV/0!	#DIV/0!				
09 Skilled Crafts & Trades	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	0.0%	0.0%				
10 Clerical Personnel	10	7.7%	10.0%	10.0%	3	77.8%	25.0%	8	11	5	25.0%	4	1	1	5.0%	1	0	18.5%	3	0	50.0%	15.4%				
11 Intermediate Sales & Service	4	-7.2%	10.0%	10.0%	1	44.4%	36.4%	4	5	0	36.4%	1	1	1	10.0%	1	0	19.4%	-1	0	0.0%	20.0%				
12 Semi-Skilled Manual	14	2.5%	0.0%	0.0%	0	37.0%	5.0%	2	2	4	5.0%	1	1	1	25.0%	1	0	30.8%	0	0	28.6%	28.6%				
13 Other Sales & Service	491	-5.5%	10.0%	10.0%	147	97.9%	56.0%	825	972	263	56.0%	442	355	389	40.0%	127	0	27.6%	34	34	53.6%	32.9%				
14 Other Manual Workers	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	#DIV/0!	#DIV/0!				
Total	595	-4.5%	7.5%	7.5%	134	90.1%	23.4%	417	511	297	23.4%	208	106	55	10.0%	26.7%	138	-51	49.9%	19.8%						

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

Table 16: Members of Visible Minorities

Occupational Group (EOC)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0%	0.0%	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	0.0%	0.0%	
03 Professionals	0.0%	0.0%	
04 Semi-Professionals & Tech	0.0%	0.0%	
05 Supervisors	20.0%	20.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	
07 Administrative & Sr Clerical	0.0%	0.0%	
08 Skilled Sales & Service	0.0%	0.0%	
09 Skilled Crafts & Trades	0.0%	0.0%	
10 Clerical Personnel	5.0%	5.0%	
11 Intermediate Sales & Service	10.0%	10.0%	
12 Semi-Skilled Manual	25.0%	25.0%	
13 Other Sales & Service	40.0%	40.0%	
14 Other Manual Workers	0.0%	0.0%	

Federal Contractors Program Achievement Report
Part 3: Goals

Best Service Pros

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Total	10.0	10.0%
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Federal Contractors Program Achievement Report
Part 4: Results - Women
Best Service Pros

|Date: 2018-03-08|

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																											
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X					
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓						
Employment Equity (EEOG)																								Workforce Analysis												Hires						Flow Data Analysis						Terminations			
		Year		All Employees		Representation		Availability		Gap		EE Result		All Employees		Actual		Expected		Difference		All Employees		Actual		Expected		Difference		All Employees		Actual		Expected		Difference															
		#		#		%		%		#		%		#		#		#		#		#		#		#		#		#		#		#		#															
		2015		6		0.0		27.4		2		-2		0.0		1		0		0		0		0		0		0		0		0		0		0															
		2018		7		0.0		27.4		2		-2		0.0		0		0		0		0		0		0		0		0		0		0		0															
01		Senior Managers		6		0.0		27.4		2		-2		0.0		1		0		0		0		0		0		0		0		0		0		0															
02		Middle & Other Managers		9		66.7		38.9		4		2		171.4		3		75.0		2		1		0		0		0		0		0		0		0															
03		Professionals		0		0.0		0.0		0		0		0.0		0		0		0		0		0		0		0		0		0		0		0															
04		Semi-Professionals & Technicians		0		0.0		0.0		0		0		0.0		0		0		0		0		0		0		0		0		0		0		0															
05		Supervisors		59		31		52.5		34		-3		90.7		0		0		0		0		0		0		0		0		0		0		0															
06		Supervisors: Crafts & Trades		2		1		50.0		9.7		1		515.5		0		0		0		0		0		0		0		0		0		0		0															

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; E + I x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Women Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
01	2018	1	0	0.0	2	0.0	80.0	0.0	0	0.0	
01	2021	1	0	0.0	2	0.0	30.0	0.0	0	0.0	
02	2018	-4	-3	75.0	4	-75.0	60.0	125.0	0	0.0	
02	2021	-4	-3	75.0	4	-75.0	40.0	187.5	0	0.4	
03	2018	1	1	100.0	0	0.0	0.0	0.0	0	0.0	
03	2021	1	1	100.0	0	0.0	0.0	0.0	0	0.0	
04	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	
04	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	
05	2018	7	2	28.6	13	15.4	70.0	40.8	0	0.0	
05	2021	7	2	28.6	13	15.4	60.0	47.6	0	0.6	
06	2018	-1	-1	100.0	0	0.0	0.0	0.0	0	0.0	
06	2021	-1	-1	100.0	0	0.0	0.0	0.0	0	0.0	

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Part 4: Results - Women
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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y														
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
Workforce Analysis																							Hires						Flow Data Analysis						Terminations			
Employment Equity Occupational Group (EEOG)		Year	Workforce										Hires						Flow Data Analysis						Terminations													
			All Employees					Women					All Employees			Women			All Employees			Women			All Employees			Women										
			Representation %	Availability %	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #														
13	Other Sales & Service Personnel	2018	581	351	60.4	59.8	347	4	101.0	451	245	54.3	272	-27	8	2	25.0	5	-3	525	288	54.9	317	-29														
14	Other Manual Workers	2018	491	302	61.5	60.3	296	6	102.0	451	245	54.3	272	-27	8	2	25.0	5	-3	525	288	54.9	317	-29														
Total		2018	683	400	58.6	58.3	398	2	100.5	501	274	54.7	295	-21	20	6	30.0	12	-6	576	317	55.0	337	-20														

Data sources: Part 2: Flow Data Analysis, Part 2: Flow Data Analysis, E + D x 100, Part 3: Goals, E - G x 100, Part 3: Goals, F + I x 100, Part 3: Goals, E + K x 100, Part 3: Goals, F + M x 100

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y														
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
Workforce Analysis																							Hires						Flow Data Analysis						Terminations			
Employment Equity Occupational Group (EEOG)		Year	Workforce										Hires						Flow Data Analysis						Terminations													
			All Employees					Women					All Employees			Women			All Employees			Women			All Employees			Women										
			Representation %	Availability %	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #														
13	Other Sales & Service Personnel	2018	-66	-41	62.1	261	-15.7	60.0	103.5	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	0.0														
14	Other Manual Workers	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	0.0	0.0	0.0	0.0	0.0	0														
Total		2018	-55	-37	67.3	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	0.0	0.0	0.0	0														
		2021	-55	-37	67.3	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	0.0	0.0	0.0	0														
Total		2021	-55	-37	67.3	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	0.0	0.0	0.0	0														

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples**

Best Service Pros

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																							
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
Data sources:																																															
Employment Equity Occupational Group (EEOG)																								Workforce Analysis												Flow Data Analysis						Terminations					
		Year		All Employees		Representation %		Availability %		Gap #		EE Result %		All Employees		Actual %		Expected #		Difference #		All Employees		Actual %		Expected #		Difference #		All Employees		Actual %		Expected #		Difference #											
		#		#		#		#		#		#		#		#		#		#		#		#		#		#		#		#		#		#											
01	Senior Managers	2018	2021	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	0	0	0	0	0	0	0	0	0	0	0											
02	Middle & Other Managers	2018	2021	-4	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	0	0	0	0	0	0	0	0											
03	Professionals	2018	2021	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	0	0	0	0	0	0	0	0	0	0	0	0										
04	Semi-Professionals & Technicians	2018	2021	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	0	0	0	0	0	0	0	0	0	0										
05	Supervisors	2018	2021	7	1	14.3	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	0	0	0	0	0	0	0	0	0	0										
06	Supervisors: Crafts & Trades	2018	2021	-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	0	0	0	0	0	0	0	0	0	0	0	0										

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; F + M x 100

Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
01	Senior Managers	1	0	0	0.0	0	0.0	0	0.0	0	0.0	
02	Middle & Other Managers	-4	0	0	0.0	0	0.0	0	0.0	0	0.0	
03	Professionals	1	0	0	0.0	0	0.0	0	0.0	0	0.0	
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
05	Supervisors	7	1	0	0.0	0	0.0	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	-1	0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Employment Equity Occupational Group (EEOG)																								Workforce Analysis										Flow Data Analysis											
		Year		All Employees		Representation		Availability		Gap		EE Result		All Employees		Hires		Expected		All Employees		Promotions		All Employees		Terminations																			
		#		#		%		#		#		%		#		#		#		#		%		#		#		#																	
07	Administrative & Senior Clerical	2018	3	1	33.3	0	0.0	0	0	0	0.0	3	1	33.3	0	1	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0														
08	Skilled Sales & Service Personnel	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	0	0	0	0	0	0	0	0	0														
09	Skilled Crafts & Trades Workers	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	0	0	0	0	0	0	0	0	0														
10	Clerical Personnel	2018	2	1	50.0	0	0.0	0	0	0	0.0	9	2	22.2	1	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0														
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0	0	0.0	1	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0														
12	Semi-Skilled Manual Workers	2018	14	0	0.0	4.9	1	-1	0.0	6	0	0.0	0	0	0.0	1	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0														

Data sources: Part 2: Flow Data Analysis Part 2: Flow Data Analysis E + D x 100 Part 3: Goals E - G x 100 Part 3: Goals E + H x 100 Part 3: Goals E + K x 100 Part 3: Goals F + M x 100

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	3	1	33.3	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	2	1	50.0	0	0.0	5.0	1000.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	2	0	0.0	0	0.0	25.0	0.0	0	0.0	

Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Best Service Pros

|Date: 2018-03-08|

001440

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y						
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X						
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓						
Employment Equity Occupational Group (EEOG)																														
		Year	Workforce Analysis																				Flow Data Analysis				Terminations			
			Workforce										Hires										Promotions				Terminations			
			All Employees					Aboriginal Peoples					All Employees					Aboriginal Peoples					All Employees				Aboriginal Peoples			
			#	#	%	Representation %	Availability %	Gap #	EE Result %	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #					
13	Other Sales & Service Personnel	2018	581	42	7.2	7.0	41	1	103.3	451	73	16.2	34	39	8	1	12.5	1	0	525	87	16.6	38	49						
		2019	491	27	5.5	7.6	37	-10	72.4																					
14	Other Manual Workers	2015	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	0					
		2016	0	0	0.0	0.0	0	0	0.0																					
Total		2018	683	42	6.1	6.6	45	-3	93.2	501	77	15.4	36	41	20	1	5.0	1	0	576	88	15.3	35	53						
		2019	595	30	5.0	7.1	42	-12	71.0																					

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; F + I x 100; Part 3: Goals; E + K x 100; Part 3: Goals; F + M x 100;

Employment Equity Occupational Group (EEOG)		Year	New Entrants		Short-term Goals				Long-term Goals				Comments
			All Employees	Aboriginal Peoples	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
13	Other Sales & Service Personnel	2018	-66	-13	19.7	2	-650.0	3.0	656.6	0	0.0	0.0	0.0
		2019	-66	-13	19.7		10.0	197.0	0.1	19697.0			
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		2019	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0
Total		2018	-55	-10	18.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		2019	-55	-10	18.2		4.5	404.0					

**Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities**

Best Service Pros

[Date: 2018-03-08]

001441

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce					Hires					Promotions			Terminations									
		All Employees	Representation %	Persons with Disabilities Availability %	Gap #	EE Result %	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #						
01&02 Managers	2015	15	0.0	4.3	1	-1	0.0	5	0	0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
	2018	13	0.0	4.3	1	-1	0.0	5	0	0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
03 Professionals	2015	0	0.0	0.0	0	0	0.0	2	0	0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
	2018	1	0.0	3.8	0	0	0.0	2	0	0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
04 Semi-Professionals & Technicians	2015	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
	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	0.0	0	0
05 Supervisors	2015	59	0.0	13.9	8	-8	0.0	24	0	0.0	3	-3	10	0	0.0	0	0	0	0	27	0	0.0	0	0
	2018	58	0.0	13.9	8	-8	0.0	24	0	0.0	3	-3	10	0	0.0	0	0	0	0	27	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	2	0.0	7.8	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
	2018	1	0.0	7.8	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals 100; E - G x 100; Part 3: Goals; F + I x 100; Part 3: Goals; E + K x 100; Part 3: Goals; F + M x 100

Employment Equity Occupational Group (EOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		Flow Data		Persons with Disabilities			Persons with Disabilities					
		All Employees	Actual	Goal #	Percent of Goal Met %	Goal %	Percent of Goal Met %	Goal #	Percent of Goal Met %	Percent of Goal Met %		
01&02 Managers	2018	-3	0	0.0	1	0.0	50.0	0.0	0	0.0	0.0	
	2021	-3	0	0.0	1	0.0	5.0	0.0	0	0.1	0.0	
03 Professionals	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
	2021	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
04 Semi-Professionals & Technicians	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
05 Supervisors	2018	7	0	0.0	9	0.0	100.0	0.0	0	0.0	0.0	
	2021	7	0	0.0	9	0.0	15.0	0.0	0	0.2	0.0	
06 Supervisors: Crafts & Trades	2018	-1	0	0.0	0	0.0	100.0	0.0	0	0.0	0.0	
	2021	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Best Service Pros

|Date: 2018-03-08|

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity (EEOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					Terminations				
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	6	16.7	1	10.1	1	0	165.0	1	0	0	0	0	0.0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
	2018	7	14.3	1	10.1	1	0	141.4	1	0	0	0	0	0.0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	9	33.3	3	15.0	1	2	222.2	1	4	1	25.0	1	0	0	0.0	0	0	0	0	8	3	37.5	3	0	
	2018	6	33.3	2	15.0	1	1	222.2	1	4	1	25.0	1	0	0	0.0	0	0	0	0	8	3	37.5	3	0	
03 Professionals	2015	0	0.0	0	0.0	0	0	0.0	0	0	2	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	
	2018	1	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	
04 Semi-Professionals & Technicians	2015	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	0
	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	0	0	0	0
05 Supervisors	2015	59	223.3	22	37.3	15	7	146.8	15	7	9	37.5	6	3	30.0	4	0	-1	27	9	27	33.3	10	-1		
	2018	58	203.3	20	24.6	14	6	140.2	14	6	9	37.5	6	3	30.0	4	0	-1	27	9	27	33.3	10	-1		
06 Supervisors: Crafts & Trades	2015	2	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	
	2018	1	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; E + I x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100; Part 3: Goals

Employment Equity (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments			
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	#	%	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #		Percent of Goal Met	Goal #	Percent of Goal Met
01 Senior Managers	2018	1	0.0	0	0.0	1	100.0	0	0.0	0	0.0			
	2021	1	0.0	0	0.0	1	100.0	0	0.0	0	0.0			
02 Middle & Other Managers	2018	-4	50.0	-2	50.0	1	-200.0	0	0.0	0	0.0			
	2021	-4	50.0	-2	50.0	1	-200.0	0	0.0	0	0.0			
03 Professionals	2018	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2021	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
04 Semi-Professionals & Technicians	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
05 Supervisors	2018	7	42.9	3	42.9	7	42.9	30.0	0.0	0	0.0			
	2021	7	42.9	3	42.9	7	42.9	30.0	0.0	0	0.0			
06 Supervisors: Crafts & Trades	2018	-1	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2021	-1	0.0	0	0.0	0	0.0	0	0.0	0	0.0			

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Best Service Pros

[Date: 2018-03-08]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	581	274	47.2	29.1	169	105	162.1																
	2018	491	263	53.6	27.6	136	127	194.1	451	191	42.4	124	67	8	2	25.0	4	-2	525	197	37.5	248	-51	
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	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	0.0	0	0
Total	2015	683	308	45.1	28.6	195	113	157.7																
	2018	595	297	49.9	26.7	159	138	187.0	501	211	42.1	134	77	20	5	25.0	9	-4	576	215	37.3	260	-45	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	-66	-4	6.1	98	-4.1	80.0	7.6	0	0.0	0.0	0.0		
	2021	-66	-4	6.1			40.0	15.2			0.4	1515.2		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	-55	1	-1.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-55	1	-1.8			10.0	-18.2			0.1	-1818.2		

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

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Contractors Program.

Required measures:

- 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.

- Kept all staff, including new employees and managers, informed of the purpose 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):

Operational Context

Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- 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

[Redacted]

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

None

- Other.

[Redacted]

Additional Details

Please provide any additional information (optional):

[Redacted]

**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:

Yes No

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 3 years.
- 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

- 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:

- in compliance 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 Federal Contractors Program (FCP) under the Employment Equity Act.

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 under-represented; 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.

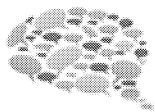
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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!