

Human Resources and

Ressources humaines et Skills Development Canada Développement des compétences Canada

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

New Agreement								
Revised Agreement								
	224411242							
egal Name of Organization	ORGANIZATION							
DATA Group Ltd		Parent company is loca	led outside	Canada				
		☐ Yes ✓ No						
Operating Name (if different from Legal Name of Cryanization DATA Group Ltd		Procurement Busines	s Number					
		Total number of employ (Full-Time/Part-Time/Te		ada 1645				
Organization's North American Industry Classification System 323119	n (NAICS) Code №	To find your organizatio visit: http://www.statcarnomie/naics-scien/2002	n's NAICS	iects-suiets/standard-				
Official use only (If information above is incorrect)								
	stal rumber of employees in Car	ada Org	anization's	NAICS Code No				
	HEAD OFFICE							
Address (building number, street, suite, etc.)	City	Pri	ovince	Postal Code				
9195 Torbram Rd	Brampton	Oil Oil		L6S 6H2				
	Telephone Num	ber Fa	x Number					
	905-791-31	.51 90	5-494-	4207				
EM	PLOYMENT EQUITY CON	ITACT						
Name (print)	Title		***************************************					
Elaine Deramo		dent, Human Reso	irces					
Telephone Number 905-494-4060	E-mail Address							
200 424 4000	ederano@da	tagroup.ca						
	CERTIFICATION							
The above-named organization: * having a combined workforce of 100 or more perm 12 weeks or more in Canada, AND	nanent full-time, permanent pa	art-time and temporary er	nployees	having worked				
 intending to bid on, or being in receipt of, a federal Supply Arrangement, valued at \$1,000,000 or mon 	government goods or service (including applicable taxes)	es contract, standing offe	r ar contra	ict issued under a				
dereby certifies its commitment to implement or maint instrument, in keeping with the Federal Contractors Pro- please refer to: http://www.hrsdc.gc.ca/eng/labour/equ	ain employment equity on an rogram requirements. For mo	on-going basis, beyond t	he period implemen	of the procurement t employment equity				
Important note: If an audit of the Agreement to Imple the procurement instrument(s) with the Government of	ment Employment Equity und f Canada may be terminated.	overs misrepresentation	on the pai	t of the organization,				
	SIGNATORY			·····				
NOTE: The signatory must be the Chief Executive Of contract on behalf of the organization.	ficer OR an authorized perso	in an executive position	with lega	l authority to sign a				
Name (print)	Title							
Michael Suksi Telephone Number	President E-mail Address	& Chief Executiv	e Offic	er				
905-494-4006	msuksi@dat	tagroup.ca						
Signatu	ite Au C	.1/13						
	RETURN INSTRUCTION							
	RETURN INSTRUCTION	10						
IMPORTANT								



APPLICATION FOR EXTENSION - COMPLIANCE ASSESSMENT

Federal Contractors Program

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

PROCEDURE FOR THE EXTENSION

 Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).
Once completed, the form can be submitted by e-mail to: ee-eme@hrsdc-rhdcc.gc.ca
I, the undersigned, on behalf of _DATA Communication Management (formerly The DATA Group Ltd.)
NAME OF COMPANY and AGREEMENT TO IMPLEMENT EMPLOYMENT EQUITY (AIEE) NUMBER)
Agree to the following statements:
 I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
Contractors Program. I am therefore requesting an extension until _December 22, 2017
As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.
Date: _October 27, 2017
Name: _Judy Holcomb-Williams Signat
Title: _Vice President, People Experience _ Telephone Number: _905-494-4060
Email address: _jholcomb-williams@datacm.com

002996

From: Judy Holcomb-Williams < JHolcomb-Williams@datacm.com>

Sent: October 26, 2017 5:07 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; Normandin, Ward W [NC] <ward.normandin@labour-

travail.gc.ca>

Cc: kjeffers@employmentmatters.ca

Subject: Application Request for Extension - Compliance Assessment DATA Communication

Management V060776

Attention: Ward Normandin

Please see the attached request from DATA Communications Management requesting an extension to filing our FCP Compliance Report. We have engaged an external consultant, Keith Jeffers of Employment Matters Consulting, to assist with meeting our commitment on the requested extension date.

Thank you in advance for your consideration on this request.

Sincerely, Judy



Judy Holcomb-Williams

Vice President, People Experience

DATA Communications Management P 905-494-4060 / M 289-233-2576 9195 Torbram Rd. Brampton, ON. L6S6H2 datacm.com

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Employment and Social Emploi et Développement Development Canada social Canada

The Data Group Limited (certificate # V060776)

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

Reporting Period 2016-04-01 to 2017-11-16

GEOGRAPHICAL AREAS

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

Province												
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees								
Ontario	663	0	0	663								
Québec	270	0	0	270								
New Brunswick	1	0	0	1								
Manitoba	3	0	0	3								
British Columbia	3	0	0	3								
Saskatchewan	4	0	0	4								
Alberta	207	2	0	209								
Total Employees in 0	Canada •			1153								

	Се	nsus Metropolita	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	177	2	0	179
Edmonton	27	0	0	27
Montréal	61	0	0	61
Regina	3	0	0	3
Toronto	634	0	0	634
Vancouver	3	0	0	3
Winnipeg	3	0	0	3
Québec	12	0	0	12
Sherbrooke	1	0	0	1
Ottawa - Gatineau	14	0	0	14
Kitchener - Cambridge - Waterloo	12	0	0	12
London	2	0	0	2
Saskatoon	1	0	0	1
Alta. less CM	As 3	0	0	3
N.B. less CM	A 1	0	0	1
Ont. less CMA	As 1	0	0	1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-04-01 to 2017-11-16

Census Metropolitan Areas

F	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CMAs	196	0	0	196
Total Employee	es in Canada	•		1153

Employment and Social Emploi et Développement Development Canada social Canada

The Data Group Limited (certificate # V060776) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

Occupational Group		A	All Employee	S		original Peop	oles		ons with Disa	bilities	Members of Visible Minorities			
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	
Senior Managers	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	7	6	1	1	1								
	Total	7	6	1	1	1								
Middle and Other Managers	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	41	26	15	1	1					3	2	1	
	Total	41	26	15	1	1					3	2	1	
Professionals	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	121	38	83	1		1				23	7	16	
	Total	121	38	83	1		1				23	7	16	
Semi-Professionals and Technicians	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	49	24	25	2		2	1		1	11	6	5	
	Total	49	24	25	2		2	1		1	11	6	5	

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Employment and Social Emploi et Développement Development Canada social Canada

The Data Group Limited (certificate # V060776) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

Occupational Group		F	All Employee	S		original Peo	oles	Perso	ns with Disa	bilities	Members of Visible Minorities			
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	
Supervisors	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	27	10	17				1		1	6	2	4	
	Total	27	10	17				1		1	6	2	4	
Supervisors: Crafts and Trades	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	48	40	8				1	1		4	2	2	
	Total	48	40	8				1	1		4	2	2	
Administrative and Senior Clerical Personnel	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	26	6	20	1		1	2	2		4	1	3	
	Total	26	6	20	1		1	2	2		4	1	3	
Skilled Sales and Service Personnel	4													
Top Range: Under \$5,000	3													
Bottom Range: Under \$5,000	2													
	1	92	50	42	1	1		7	6	1	7	3	4	
	Total	92	50	42	1	1		7	6	1	7	3	4	

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Employment and Social Emploi et Développement Development Canada social Canada

The Data Group Limited (certificate # V060776) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

Occupational Group			All Employees			original Peop			ns with Disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	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
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	181	173	8	2	2		7	7		17	11	6
	Total	181	173	8	2	2		7	7		17	11	6
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	145	53	92	1		1	1	1		33	8	25
	Total	145	53	92	1		1	1	1		33	8	25
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	65	14	51				2		2	15	3	12
	Total	65	14	51				2		2	15	3	12
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	304	168	136	6	4	2	4	3	1	65	26	39
	Total	304	168	136	6	4	2	4	3	1	65	26	39

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FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

Occupational Group		P	All Employees	3	Ab	original Peop	les	Perso	ns with Disal	oilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	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 Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	45	33	12	2	2		4	3	1	14	11	3
	Total	45	33	12	2	2		4	3	1	14	11	3
Total Number of Employees		1151	641	510	18	11	7	30	23	7	202	82	120

Employment and Social Emploi et Développement Development Canada social Canada

Form 2 B

The Data Group Limited (certificate # V060776)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Reporting Period 2016-04-01 to 2017-11-16

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Members of Visible Minorities		
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2					1	1				
	Total	2	2					1	1				
Total Number of Employees		2	2					1	1				

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	16	8	8							2		2
Professionals	28	12	16							10	6	4
Semi-Professionals and Technicians	7	4	3							3	2	1
Supervisors	3	2	1									
Supervisors: Crafts and Trades	3	3										
Administrative and Senior Clerical Personnel	9	1	8							3		3
Skilled Sales and Service Personnel	19	10	9									
Skilled Crafts and Trades Workers	29	26	3	1	1		1	1		3	2	1
Clerical Personnel	33	13	20							7	2	5
Intermediate Sales and Service Personnel	31	8	23				1	1		10	3	7
Semi-Skilled Manual Workers	53	30	23	2	2		1	1		7	2	5
Other Manual Workers	25	21	4				1	1		5	3	2
Total Number of Employees Hired	258	140	118	3	3		4	4		50	20	30

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

	Employe	ees promoted (Employees pro	moted during	the year are to	be reported or	nly in the occupa	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Group		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	8	3	5							1	1	
Professionals	21	5	16							3	2	1
Semi-Professionals and Technicians	2	1	1									
Supervisors	12	3	9				1		1	1		1
Supervisors: Crafts and Trades	10	7	3							1		1
Administrative and Senior Clerical Personnel	2	1	1							1		1
Skilled Sales and Service Personnel	6		6							1		1
Skilled Crafts and Trades Workers	5	5		1	1					2	2	
Clerical Personnel	4		4							1		1
Intermediate Sales and Service Personnel	6	1	5				1		1	4		4
Semi-Skilled Manual Workers	11	7	4							2	1	1
Other Manual Workers	1	1								1	1	
Total Number of Employees Promoted	89	35	54	1	1		2		2	18	7	11
Total Number of Promotions	93	35	58	1	1		2		2	18	7	11

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2016-04-01 to 2017-11-16

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	3										
Middle and Other Managers	20	13	7							4	3	1
Professionals	35	17	18	1		1	3		3	14	10	4
Semi-Professionals and Technicians	11	5	6							3	3	
Supervisors	16	11	5									
Supervisors: Crafts and Trades	15	12	3									
Administrative and Senior Clerical Personnel	18	4	14							3	1	2
Skilled Sales and Service Personnel	31	16	15							2	1	1
Skilled Crafts and Trades Workers	50	47	3	1	1					10	9	1
Clerical Personnel	65	22	43				3	3		12	6	6
Intermediate Sales and Service Personnel	33	8	25	1	1		1	1		11	3	8
Semi-Skilled Manual Workers	102	54	48	6	3	3	2	1	1	28	13	15
Other Manual Workers	30	26	4							11	8	3
Total Number of Employees Terminated	429	238	191	9	5	4	9	5	4	98	57	41

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

Reporting Period 2016-04-01 to 2017-11-16

		All Employees	;	Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Clerical Personnel	1		1									
Total Number of Employees Terminated	1		1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National

Reporting Period 2016-04-01 to 2017-11-16

		All Employees		Al	ooriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1		1									
Semi-Professionals and Technicians	2		2									
Supervisors: Crafts and Trades	1	1										
Skilled Crafts and Trades Workers	4	4										
Clerical Personnel	6		6									
Intermediate Sales and Service Personnel	2		2	1		1						
Semi-Skilled Manual Workers	6	2	4	1		1				1		1
Other Manual Workers	5	1	4									
Total Number of Employees Terminated	27	8	19	2		2				1		1

Workplace Equity Information Management System - Data Communications Management

Workforce Analysis - Summary Report

Date: 2017-10-31

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	7	1	14.3 %	27.4 %	2	-1	
02 : Middle and Other Managers	41	15	36.6 %	38.9 %	16	-1	
03 : Professionals	121	83	68.6 %	38.6 %	47	36	
04 : Semi-Professionals and Technicians	49	25	51.0 %	33.2 %	16	9	
05 : Supervisors	27	17	63.0 %	53.9 %	15	2	
06 : Supervisors: Crafts and Trades	48	8	16.7 %	37.0 %	18	-10	
07 : Administrative and Senior Clerical Personnel	26	20	76.9 %	81.0 %	21	-1	
08 : Skilled Sales and Service Personnel	92	42	45.7 %	26.6 %	24	18	
09 : Skilled Crafts and Trades Workers	181	8	4.4 %	10.9 %	20	-12	
10 : Clerical Personnel	147	92	62.6 %	66.6 %	98	-6	
11 : Intermediate Sales and Service Personnel	65	51	78.5 %	64.4 %	42	9	
12 : Semi-Skilled Manual Workers	304	136	44.7 %	19.1 %	58	78	
14 : Other Manual Workers	45	12	26.7 %	27.8 %	13	-1	
Total	1153	510	44.2 %	33.7 %	390	120	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Data Communications Management

Workforce Analysis - Summary Report

Date: 2017-10-31

Aboriginal Peoples

			Aboriç	ginal Peoples	5		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	7	1	14.3 %	2.9 %	0	1	
02 : Middle and Other Managers	41	1	2.4 %	2.2 %	1	0	
03 : Professionals	121	1	0.8 %	1.5 %	2	-1	
04 : Semi-Professionals and Technicians	49	2	4.1 %	1.5 %	1	1	
05 : Supervisors	27	0	0.0 %	1.5 %	0	0	
06 : Supervisors: Crafts and Trades	48	0	0.0 %	0.9 %	0	0	
07 : Administrative and Senior Clerical Personnel	26	1	3.8 %	1.2 %	0	1	
08 : Skilled Sales and Service Personnel	92	1	1.1 %	1.7 %	2	-1	
09 : Skilled Crafts and Trades Workers	181	2	1.1 %	2.0 %	4	-2	
10 : Clerical Personnel	147	1	0.7 %	1.6 %	2	-1	
11 : Intermediate Sales and Service Personnel	65	0	0.0 %	1.5 %	1	-1	
12 : Semi-Skilled Manual Workers	304	6	2.0 %	1.9 %	6	0	
14 : Other Manual Workers	45	2	4.4 %	1.8 %	1	1	
Total	1153	18	1.6 %	1.7 %	20	-2	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Data Communications Management

Workforce Analysis - Summary Report

Date: 2017-10-31

Members of Visible Minorities

		7	lembers of	Members of Visible Minorities	rities
Employment Equity Occupational Group	All Employees #	Representation # %	ntation %	Availability % #	ability Gap # #
01 : Senior Managers	7	0	0.0 %	10.1%	1 -1
02 : Middle and Other Managers	41	ω	7.3 %	15.0 %	ъ ъ
03 : Professionals	121	23	19.0 %	24.3 %	29 -6
04 : Semi-Professionals and Technicians	49	⇉	22.4 %	22.8 %	11 0
05 : Supervisors	27	6	22.2 %	37.0 %	10 -4
06 : Supervisors: Crafts and Trades	48	4	8.3 %	14.5 %	7
07 : Administrative and Senior Clerical Personnel	26	4	15.4 %	29.7 %	84
08 : Skilled Sales and Service Personnel	92	7	7.6 %	15.8 %	15 -8
09 : Skilled Crafts and Trades Workers	181	17	9.4 %	13.9 %	25 -8
10 : Clerical Personnel	147	33	22.4 %	34.7 %	51
11 : Intermediate Sales and Service Personnel	65	15	23.1 %	37.9 %	25 -10
12 : Semi-Skilled Manual Workers	304	65	21.4 %	34.9 %	106 -41
14 : Other Manual Workers	45	14	31.1 %	41.1 %	18 -4
Total	1153	202	17.5 %	27.1 %	312 +110

Total may not equal sum of components due to rounding.



2017-12-14

Workplace Equity Information Management System - Data Communications Management

Workforce Analysis - Summary Report

Date: 2017-10-31

Persons with Disabilities

			Persons	with Disabilit	ies		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	48	0	0.0 %	4.3 %	2	-2	
03 : Professionals	121	0	0.0 %	3.8 %	5	-5	
04 : Semi-Professionals and Technicians	49	1	2.0 %	4.6 %	2	-1	
05 : Supervisors	27	1	3.7 %	13.9 %	4	-3	
06 : Supervisors: Crafts and Trades	48	1	2.1 %	7.8 %	4	-3	
07 : Administrative and Senior Clerical Personnel	26	2	7.7 %	3.4 %	1	1	
08 : Skilled Sales and Service Personnel	92	7	7.6 %	3.5 %	3	4	
09 : Skilled Crafts and Trades Workers	181	7	3.9 %	3.8 %	7	0	
10 : Clerical Personnel	147	2	1.4 %	7.0 %	10	-8	
11 : Intermediate Sales and Service Personnel	65	2	3.1 %	5.6 %	4	-2	
12 : Semi-Skilled Manual Workers	304	4	1.3 %	4.8 %	15	-11	
14 : Other Manual Workers	45	4	8.9 %	5.3 %	2	2	
Total	1153	31	2.7 %	5.1 %	59	-28	

Total may not equal sum of components due to rounding.



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Workplace Equity Information Management System - Data Communications Management

003014

Workforce Analysis - Summary Report

Date: 2017-10-31

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Specialized positions, primarily within printing operations and graphics.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

14 : Other Manual Workers	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	09 : Skilled Crafts and Trades Workers	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	NOC	NOC	EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	CMA	CMA	Provincial	Provincial	CMA	Provincial	CMA	Provincial	National	National	National	Recruitment Area

Workplace Equity Information Management System - Data Communications Management

003015

Workforce Analysis - Summary Report

Date: 2017-10-31

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Data Communications Management

2017-10-31

Data from Previous Workforce Analysis

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Date of P	revious Workford	e Analysis
YYYY	MM	DD
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Data from C	urrent Workfo	rce Analysis
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Date of C	urrent Workforce	e Analysis
YYYY	MM	DD
2017	10	31

]	Гable 1: Womeı	n
		Previ	ous Workforce An	alysis
Emple	rement Fauity Occupational Crown (FFOC)	All Employees	Wor	men
Embic	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	1	13.2
02	Middle & Other Managers	48	15	37.6
03	Professionals	123	76	39.5
04	Semi-Professionals & Technicians	53	28	31.3
05	Supervisors	47	25	52.3
06	Supervisors: Crafts & Trades	54	11	33.4
07	Administrative & Senior Clerical Personnel	38	31	81.0
08	Skilled Sales & Service Personnel	94	40	27.3
09	Skilled Crafts & Trades Workers	224	7	6.8
10	Clerical Personnel	189	123	66.7
11	Intermediate Sales & Service Personnel	75	63	64.5
12	Semi-Skilled Manual Workers	354	165	18.7
14	Other Manual Workers	62	21	25.5
Total		1,368	606	33.3

]	Table 5: Women	l
Current Workforce Analysis		
All Employees	Won	nen
	Representation	Availability*
#	#	%
7	1	27.4
41	15	38.9
121	83	38.6
49	25	33.2
27	17	53.9
48	8	37.0
26	20	81.0
92	42	26.6
181	8	10.9
147	92	66.6
65	51	64.4
304	136	19.1
45	12	27.8
1,153	510	33.7

* Source:	
2011 National Household Survey	

* Source:			
2011 Nation	nal Household	Survey	

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Data from Current Workforce Analysis

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2017	YYYY	Date
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	Table 2	Table 2: Aboriginal Peoples	eoples
	Previo	Previous Workforce Analysis	alysis
amont Fault: Occupational Comp (FFOC)	All Employees	Aboriginal Peoples	ıl Peoples
Syment Equity Occupational Gloup (EEGG)		Representation	Availability*
	#	#	9%
Senior Managers	7	1	1.3
Middle & Other Managers	48		1.8
Professionals	123	_	1.5
Semi-Professionals & Technicians	53	2	1.3
Supervisors	47	0	2.1
Supervisors: Crafts & Trades	54	0	0.5
Administrative & Senior Clerical Personnel	38	_	1.3
Skilled Sales & Service Personnel	94	1	1.5
Skilled Crafts & Trades Workers	224	2	2.4
Clerical Personnel	189		2.0
Intermediate Sales & Service Personnel	75	(J)	1.9
Semi-Skilled Manual Workers	354	12	2.4
Other Manual Workers	62	4	2.9

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Employment Equity Occupati

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Curre	Current Workforce Analysis	alvsis
All Employees	Aboriginal Peoples	il Peoples
	Representation	Availability*
#	#	%
7	1	2.9
41	1	2.2
121	1	1.5
49	2	1.5
27	0	1.5
48	0	0.9
26	_	1.2
92	1	1.7
181	2	2.0
147	1	1.6
65	0	1.5
304	6	1.9
45	2	1.8
1,153	18	0.0

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Other Manual Workers

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Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Data Communications Management

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2017	YYYY	Date
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	27.3	255	1.368	
	33.7	21	62	Other Manual Workers
	34.0	90	354	Semi-Skilled Manual Workers
	38.0	17	75	Intermediate Sales & Service Personnel
	31.8	37	189	Clerical Personnel
	19.8	25	224	Skilled Crafts & Trades Workers
	16.4	7	94	Skilled Sales & Service Personnel
	28.4	S	38	Administrative & Senior Clerical Personnel
	17.4	4	54	Supervisors: Crafts & Trades
	26.9	5	47	Supervisors
	23.8	9	53	Semi-Professionals & Technicians
	24.2	30	123	Professionals
	16.7	5	48	Middle & Other Managers
	7.9	0	7	Senior Managers
	%	#	#	
	Availability*	Representation		oymene Edun) Occupational Group (EEGG)
	ible Minorities	Members of Visible Minorities	All Employees	ovment Famity Occupational Group (FFOG)
	alysis	<b>Previous Workforce Analysis</b>	Previo	
	e Minorities	<b>Table 3: Members of Visible Minorities</b>	Table 3: Mei	
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	65	304
37.9	15	65
34.7	33	147
13.9	17	181
15.8	7	92
29.7	4	26
14.5	4	48
37.0	6	27
22.8	11	49
24.3	23	121
15.0	ري درا	41
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%	#	#
Availability*	Representation	
Members of Visible Minorities	Members of V	All Employees
nalysis	<b>Current Workforce Analysis</b>	Curre
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* Source: 2011 National Household Survey

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Data from Current Workforce Analysis

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5.3	4	62	Other Manual Workers
4.8	5	354	Semi-Skilled Manual Workers
5.6	2	75	Intermediate Sales & Service Personnel
7.0	5	189	Clerical Personnel
3.8	6	224	Skilled Crafts & Trades Workers
3.5	7	94	Skilled Sales & Service Personnel
3.4	2	38	Administrative & Senior Clerical Personnel
7.8	0	54	Supervisors: Crafts & Trades
13.9	_	47	Supervisors
4.6	0	53	Semi-Professionals & Technicians
3.8	5	123	Professionals
4.3	0	55	Managers
%	#	#	
Availability*	Representation		Syment Equity Occupational Group (EEGG)
Disabilities	Persons with Disabilities	All Employees	vment Fauity Occupational Crown (FFOC)
alysis	<b>Previous Workforce Analysis</b>	Previo	
sabilities	Table 4: Persons with Disabilities	Table 4: I	

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5.6	2	65
7.0	2	147
3.8	7	181
3.5	7	92
3.4	2	26
7.8	1	48
13.9	1	27
4.6	1	49
3.8	0	121
4.3	0	48
%	#	#
Availability*	Representation	
Disabilities	Persons with Disabilities	All Employees
ilysis	<b>Current Workforce Analysis</b>	Curre
sabilities	<b>Sable 8: Persons with Disabilities</b>	Table 8: 1

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Data from Form 4 - Employees

Data from Form 5 - Employees

Data from Form 6 - Employees Terminated

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		Table 1: Women	Women		
	Full-time	Full-time / National	Part-time / National	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	<b>&gt;</b>
	#	#	#	#	
01 Senior Managers	2	0	0	0	
02 Middle & Other Managers	91	8	0	0	
03 Professionals	28	16	0	0	
04 Semi-Professionals & Technicians	7	3	0	0	
05 Supervisors	3	1	0	0	
06 Supervisors: Crafts & Trades	3	0	0	0	
07 Administrative & Senior Clerical Personnel	6	8	0	0	
08 Skilled Sales & Service Personnel	19	9	0	0	
09 Skilled Crafts & Trades Workers	29	3	0	0	
10 Clerical Personnel	33	20	0	0	
11 Intermediate Sales & Service Personnel	31	23	0	0	
12 Semi-Skilled Manual Workers	53	23	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	25	4	0	0	1
Total	258	118	0	0	_

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Women / Promoted	All Employees Promoted	Women Promoted	All Employees Promoted
National	Part-time / National	National	Full-time / National
	Women	Table 5:	

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Women Terminated	All Employees Terminated	Women Terminated	mployees minated
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	Table 9: Women	Table 9:	
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0	0	18	35
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#	#	#	#
Women Terminated	All Employees Terminated	Women Terminated	All Employees Terminated
National	Part-time / National	National	Full-time / National

Start Date of Flow Data  End Date of Flow Data	2017-10-31	Data Communications Management	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Table
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2017	01	04	2016
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Data from Form 4 - Employees

Data from Form 5 - Employees

Data from Form 6 - Employees Terminated

Promoted

Hired

2017	End I
10	End Date of Flow Data /Y MM I
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	Tat	Table 2: Aboriginal Peoples	iginal Peo	ples	
	Full-time	Full-time / National	Part-time / National	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	A
	#	#	#	#	
01 Senior Managers	2	0	0	0	
02 Middle & Other Managers	16	0	0	0	
03 Professionals	28	0	0	0	
04 Semi-Professionals & Technicians	7	0	0	0	
05 Supervisors	3	0	0	0	
06 Supervisors: Crafts & Trades	3	0	0	0	
07 Administrative & Senior Clerical Personnel	9	0	0	0	
08 Skilled Sales & Service Personnel	19	0	0	0	
09 Skilled Crafts & Trades Workers	29	_	0	0	
10 Clerical Personnel	33	0	0	0	
11   Intermediate Sales & Service Personnel	31	0	0	0	
12 Semi-Skilled Manual Workers	53	2	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	25	0	0	0	
Total	258	3	0	0	

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All En Term	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted
Fu	'National	Part-time / National	National	Full-time / National
	iles	Aboriginal Peoples	able 6: Abor	Tabl
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3 20	#	All Employees Terminated	Full-time	Tab	<b>←</b>
0	#	Aboriginal Peoples Terminated	Full-time / National	le 10: Abo	<b>←</b>
0	#	All Employees Terminated	Part-time	<b>Table 10: Aboriginal Peoples</b>	<b>←</b>
	#	Aboriginal Peoples Terminated	Part-time / National	ples	<b>←</b>

ull-time Employees rminated	ull-time / National  Imployees	Part-time / National All Employees Peoples Terminated Terminate	Aboriginal Peoples Terminated
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Start Date of Flow Data         End Date of Flow Data           YYYY         MM         DD         YYYY         MM         DD           2016         04         01         2017         10         31	2017-10-31	Data Communications Management	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Table
				0030

Total	14 Other Manual Workers	13 Other Sales & Service Personnel	12 Semi-Skilled Manual Workers	11 Intermediate Sales & Service Personnel	10 Clerical Personnel	09 Skilled Crafts & Trades Workers	08 Skilled Sales & Service Personnel	07 Administrative & Senior Clerical Personnel	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Technicians	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Employment Equity Occupational Group (EEOG)					
258	25	0	53	31	33	29	19	9	3	3	7	28	16	2	#	All Employees Hired	Full-time / National	Table 3:	<b>←</b>		Data fi
4		0		-	0		0	0	0	0	0	0	0	0	#	Persons with Disabilities Hired		<b>Fable 3: Persons with Disabilities</b>	<b>+</b>	Hired	Data from Form 4 - Employees
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	All Employees Disa	Part-time / National	th Disabilit	<b>↓</b>		- Employee
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89	1	0	11	6	4	5	6	2	10	12	2	21	<u></u>	1	#	All Employees Disa Promoted Pro	Full-time / Nat	Table 7: Po	<b>←</b>		Data fron
2	0	0	0	<u></u>	0	0	0	0	0	<u></u>	0	0	0	0	# #	Persons with Disabilities Promoted Promoted	tional Part	ersons with	↓ ↓	Promoted	m Form 5 - Employees
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430	30	0	102	33	66	50	31	18	15	16	11	35	20	3	#	yees Disabilities ted Terminated	Full-time / National	Fable 11: Perso	<b>+</b>	Teri	Data from Form 6 - Employees
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### Data Communications Management 2017-10-31

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Table 4: Members of Visible Minorities

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01 Senior Managers02 Middle & Other M03 Professionals

Middle & Other Managers

**Employment Equity Occupational Group** 

All Employee

Hired

Full-time / National

Part-time / National

Members of Minorities Visible Hired #

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Members of Minorities Visible Hired

All Employees

Hired

06 Supervisors: Crafts & Trades07 Administrative & Senior Cler

Administrative & Senior Clerical Personnel

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

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18

11 Intermediate Sales & Service Personnel

10 Clerical Personnel

09 Skilled Crafts & Trades Workers 08 Skilled Sales & Service Personnel 05 Supervisors

04 Semi-Professionals & Technicians

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able 12: Members of Visible Minor	↓ ↓ ↓ ↓	Data from Form 6 - Employees Terminated
Table 12: Members of Visible Minori	↓ ↓ ↓ ↓	Data from Form 6 - Employees Terminated

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ble 12:	ble 12: Members II-time / National	ble 12: Members of Visible Minorities	Visible Minorities Part-time / National
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ployees	Members of Visible	All Employees	Members of Visible
nated	Minorities Terminated	Terminated	Minorities Terminated
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2 g §	All Employees Terminated	Visible Minorities Terminated	All Employees Terminated	Visible Minorities Terminated
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Short-term	-term	Long-term	term	Sho
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2019

2016

2019

2017

To

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2017

Short-term

Long-term

**Duration of Current Goals** 

**Data from Current Goals** 

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27.8	13	27.8	8	0.0	0	0.0	0	Other Manual Workers
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10.9	20	10.9	4	6.8	15	8.0	υ	Skilled Crafts & Trades Workers
37.0	18	37.0	G.	33.4	18	50.0	4	Supervisors: Crafts & Trades
38.9	16	38.9	3	37.6	18	38.0	رن دن	Middle & Other Managers
27.4	2	27.4	1	0.0	0	0.0	0	Senior Managers
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	ıble 5: Women	Table 5:			Women	Table 1: Women		

**Employment Equity Occupational** 

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/omen n			Table 5: Women Women	Women	
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18	33.4	3	37.0	18	37.0
15	6.8	4	10.9	20	10.9
0	0.0	0	0.0	0	0.0
0	0.0	8	27.8	13	27.8
0	0.0	0	0.0	0	0.0

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Intermediate Sales & Service Personnel

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

Clerical Personnel

**Employment Equity Occupational Group (EEOG)** 

Short-term Goals

Long-term Goals

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**Fable 2: Aboriginal Peoples** 

Aboriginal Peoples

2016

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Supervisors Professionals

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1.6	2	10.0	1
2.0	4	2.0	<u> </u>
1.7	2	4.0	<u> </u>
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Goals	Long-term Goals	n Goals	Short-term Goals
	riginal Peoples	Aboriginal	
les	riginal Peoples	: Abo	Table 6

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<u> </u>		00	0	0.0	0	0.0	0	Other Sales & Service Personnel
5	15	4.8	2	4.8	17	8.0	8	Semi-Skilled Manual Workers
4	2	5.6	1	5.6	4	7.0	2	Intermediate Sales & Service Personnel
0	01	7.0	1	7.0	13	8.0	S	Clerical Personnel
				3.8	9	5.0	2	Skilled Crafrs & Trades Workers
4	2	7.8	1	7.8	4	19.0	2	Supervisors: Crafts & Trades
4	2	13.9	1	13.9	7	14.0	2	Supervisors
2		10.0	_	4.6	2	10.0	2	Semi-Professionals & Technicians
5		3.8	1	0.0	0	0.0	0	Professionals
2		11.1	1	4.3	2	10.0	<u>-</u>	Managers
	#	%	#	%	#	%	#	
erm G	Long-term G	term Goals	Short-ter	m Goals	Long-term Goals	m Goals	Short-term Goals	oyment Equity Occupational Group (EEOG)
S	Disabilition	Persons with Disabilities			Persons with Disabilities	ersons with		
abilit	with Dis.	le 7: Persons with Disabili	Table '	oilities	<b>Table 3: Persons with Disabilities</b>	3: Persons	Table 3	
1 2	2017	2019	2017	2019	2016	2019	2016	
Y	YYYY	YYYY	YYYY	YYYY	YYYY	YYYY	YYYY	
	From	To	From	To	From	To	From	
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als	urrent Go	Duration of Current Goals	D	S	Duration of Previous Goals	uration of P	D	
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oals	urrent G	Data from Current Goals	Da	als	Data from Previous Goals	a from Pr	Dat	

Long-term Goals

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13.9 7.8 4.6 3.8 **Persons with Disabilities** 

Long-term

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To

**Employment Equity Occupational G** 

01/02 | Managers

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YYYY	To	Short-term	uration of I	<b>←</b>	ta from P
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YYYY	To	Long-term	ls	<b>←</b>	als

I	<b>Duration of Current Goals</b>	urrent Goa	ls
Shor	Short-term	mrat-gnod	-term
From	To	From	To
YYYY	AAAA	YYYY	AAAA
2017	2019	2017	2019

	Table 4:	Table 4: Members of Visible Minorities	Wisible N	linorities
	Me	Members of Visible Minorities	ible Minoriti	ies
loyment Equity Occupational Group (EEOG)	Short-te	Short-term Goals	Long-term Goals	n Goals
	#	%	#	%
Senior Managers	0	8.0	_	7.9
Middle & Other Managers	2	22.0	8	16.7
Professionals	0	0.0	0	0.0
Semi-Professionals & Technicians	5	30.0	13	23.8
Supervisors	S	33.0	13	26.9
Supervisors: Crafts & Trades	2	19.0	9	17.4
Administrative & Senior Clerical Personnel	4	32.0		28.4
Skilled Sales & Service Personnel	9	20.0	15	16.4
Skilled Crafts & Trades Workers	11	31.0	44	19.8
Clerical Personnel	20	35.0	60	31.8
Intermediate Sales & Service Personnel	10	42.0	29	38.0
Semi-Skilled Manual Workers	41	39.0	120	34.0
Other Manual Workers	0	0.0	0	0.0
	0	0.0	0	0.0

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34.9	106	34.9	12
37.9	25	37.9	9
34.7	51	34.7	ري د
13.9	25	13.9	5
15.8	15	15.8	4
29.7	8	29.7	ري د
14.5	7	14.5	1
37.0	10	37.0	
0.0	0	0.0	0
24.3	29	24.3	6
15.0	6	28.5	2
10.1		50.0	
%	#	%	#
1 Goals	Long-term Goals	n Goals	Short-term Goals
es	ble Minoriti	Members of Visible Minorities	Mer
mornics	A ISTOIC IAT	able of facilities of a professional faces	1 4016 0. 11

Ma			(EEOG)	Occupa	Emplo			Data sources:		02 Ma	- 88		(ECCE)	Occupa	Employ			Data sources:	A								
Managers	Middle & Other		3	Employment Equity Occupational Group (EEOG)				es:		Managers	Middle & Other		3	Occupational Group	Employment Equity			es:	В								
	¥										or .			dno.	ķ												
2019	2017	#	-	rear						2017	2016	#	F		Year				С								
24	24	#:	Employees	<u>≧</u>	Hires a	New	<b>←</b>	Part 2: Flow Data Analysis		41	48	#	Employees	<u> </u>			<b>←</b>	Part 1: Workforce Analysis	D								
13	13	#	Actual	Women	Hires and Promotions	New Entrants	<b>←</b>	Part 2: E ÷ Flow Data Analysis		15	15	#	Representation				<b>←</b>	Part 1: Workforce Analysis	E								
54.2	54.2	%	2	en	otions	nts	<b>←</b>	E + D x		36.6	31.3	%	itation		H	Workf	<b>←</b>	E÷D x100	F								
3	u	#	Goal				<b>←</b>	Part 3: Goals		38.9	37.6	%	Availability	Women	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G								
433.3	433.3	%	Percent of Goal Met	Women	Short-term Goals		<b>←</b>	E ÷ G x 100		16	18	Ħ	bility	ien	е	ıalysis	<b>←</b>	D x G + 100	H								
38.9	38.0	%	Goal	nen	m Goals		<b>←</b>	Part 3: F+Ix 100	-1	<b>-</b> ა	#	Gap				<b>←</b>	Е-Н	I									
139.2	142.5	%	Percent of Goal Met			Goals	<b>-</b>		F+1	94.0	83.1	%	EE Result				<b>←</b>	E÷H x 100	J				Feder				
16	18	#	Goal			<b>+</b>	<b>←</b>	Part 3: Goals		16		#	Employees	AII			<b>←</b>	Part 2: Flow Data Analysis	K		Data (		al Cont				
81.3	72.2	#	Percent of Goal Met	Wo	Long-ter		1	E+Kx 100		8		Ħ	Ac				<b>←</b>	Part 2: Flow Data Analysis	L		Data Communications Managemen	Part 4: Results - Women	Federal Contractors Program Achievemen				
38.9	37.6	%	Goal	Women	Long-term Goals			<b>←</b>	Part 3: Goals		50.0		%	Actual	Wo	Hires		<b>←</b>	L+K x100	X	2017-10-31	micatio	Result	Progr			
139.2	144.1	*	Percent of Goal Met		j.		<b>←</b>	F + M x 100		6		Ħ	Expected	Women			←	K x G ÷	Z	)-31	ions Ma	s - Won	am Acl				
								Zuenumeenmmeenmme≤		2		#	Difference				←	L-Z	0		nageme	nen	iievem				
										8		#:	Employees	<u>.                                    </u>			<b>←</b>	Part 2: Flow Data Analysis	P		nt		ent Table				
																#				王	<b>←</b>		подпинаванниованно Q				le
										5 62.5		%	Actual	#	Promotions	low Da	<b>←</b>	Q ÷ P x 10	R								
												#	Expected	Women	ons	Flow Data Analysis	←	Part 2: Flow Data Q + P x 100 P x F + 100 Analysis	S								
				Con						ω		#	Difference			ysis	<b>←</b>	0 Q-S	T								
				Comments						3 2		#	e Employees	<u> </u>			<b>←</b>	Part 2: Flow Data Analysis	U								
										20		#					←	Part 2: ta Flow Data s Analysis	V								
										7 35.0		%	Actual		Terr		<b>←</b>	ta V+Ux s 100	W								
										.0		#	Expected	Women	<b>Ferminations</b>		←	X U x F ÷ 100	X								
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										44.9			ė	wer				# + #r1 + 2) +		L							

	(EEOG)	Occupational Group	Employment Equity			Data sources:	Trades	On Supervisors: Crafts &		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
#		rear	•				2017	& 2016	#			Year				C				
#	Employees	4			<b>-</b>	Part 2: Flow Date Analysis	7	6	#	Employees	- All	=		<b>←</b>	Part 1: Workforce Analysis	D				
	yees	_	Hires and Promotions	New Entrants			48	54			_									
#	Actual	Women	Promot	ntran	<b>—</b>		8	11	#	Representation			V	<b>←</b>	Part 1: Workforce Analysis	E				
%			ions	2	<b>←</b>	E÷Dx 100	16.7	20.4	0/0	tion		¥	Vorkfo	<b>←</b>	E÷D \	F				
#	Goal				<b>←</b>	Part 3: Goals	37.0	33.4	%	Availability	Women	Workforce	rce A	<b>←</b>	Part 1: Workforce Analysis	G				
%	Percent of Goal Met	We	Short-te		<b>←</b>	E÷Gx 100	18	18	#	ability	men	ė	Workforce Analysis	<b>←</b>	D x G + 100	H				
%	Goal	Women	Short-term Goals		<b>-</b>	Part 3: Goals	-10	-7	#	Gap				<b>←</b>	Е-Н	I				
%	Percent of Goal Met		S	G.	<b>-</b>	F+1 x 100	45.0	61.0	9%	EE Result				<b>←</b>	E÷H x 100	J				Fede
#	Goal			Goals	<b>←</b>	Part 3: Goals	3		#	Employees	À			<b>←</b>	Part 2: Flow Data Analysis	X		Data		Federal Contractors Program Achievem
#	Percent of Goal Met	Wo	Long-ter		<b>←</b>	E÷Kx 100	0		#	Ac				<b>←</b>	Part 2: Flow Data Analysis	T		Commu	Part 4:	tractor
%	Goal	Women	Long-term Goals		<b>←</b>	Part 3: Goals	0.0		9/9	Actual	Women	Hires		<b>←</b>	L+K x100	N	2017-10-31	ınicatio	Result	s Progr
#	Percent of Goal Met				<b>←</b>	F÷Mx 100	_		#	Expected	men			<b>←</b>	K x G +	Z	-31	Data Communications Managem	Part 4: Results - Women	am Ach
							Ŀ		#	Difference				<b>←</b>	L-7	0		ageme	ien	ievem
							10		#	Employees	<u></u>			<b>←</b>	Part 2: Flow Data Analysis	P		ent		ent Table
							3		#			_	F	<b>←</b>	Part 2: Flow Data Q + P x 100 P x F + 100 Analysis	Q				le
							30.0		9/0	Actual	1	Promotions	Flow Data Analysis	<b>←</b>	Q ÷ P x 10	R				
									#	Expected	Women	ons	ta Ana	<b>←</b>	0 P x F ÷ 1	S				
		Co					2		#				lysis	<b>←</b>	00 Q-S	T				
		Comments					_		#	Difference Employees	<u>^</u>			<b>←</b>		U				
		ts					15			oyees	=									
							3	mmenn	#	Actual		١,		<b>←</b>	Part 2: V Flow Data Analysis	V				
							20.0		%		Women	<b>Ferminations</b>		<b>←</b>	V + U x U	W				
							3		#	Expected	, and	utions		<b>←</b>	U x F ÷ 100	X				
							0		#	Difference				<b>←</b>	V - X	Y				
							29.4		9,0	Rate	Turnover			<b>←</b>	U + ((DYear1 + DYear2) + 2) x 100	Z				

06 Supervisors: Crafts & Trades

2017

23.1 23.1

75.0 100.0

50.0 37.0

46.2 62.4

18 18

16.7 16.7

33.4 37.0

69.1 62.4

2017-10-31	Data Communications Management	Part 4: Results - Women	Federal Contractors Program Achievement Table

003030

09 Skill Trad		(EEOG)	Occupa	Employ			Data sources:		_	no Skill		(EEOG)	Occupa	Employ			Data sources:	A	
Skilled Crafts & Trades Workers		-	Occupational Group	Employment Equity					Trades Workers	Skilled Crafts &		-	Occupational Group	Employment Equity			\$:	В	
2017	#		1 021	V					2017	2016	#			Year				C	
34 34	#	Employees	<u></u>	Hires	Ne	<b>←</b>	Part 2: Flow Data Analysis		181	224	#	Employees	À			<b>←</b>	Part 1: Workforce Analysis	D	
3 3	#		¥	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis				#					<b>←</b>	Part 1: Workforce Analysis	E	
8.8	%	Actual	Women	motions	ants	<b>←</b>	E ÷ D x 100		8 4.4	7 3.1	9/9	Representation			Work	<b>←</b>	E+D x 100	Ŧ	
8 8	#	Goal		Short-to		<b>←</b>	Part 3: Goals		4 10.9	1 6.8	%	Avi	4	Workforce	cforce /	←	Part 1: Workforce Analysis	G	
3 100.0 4 75.0	9%	Percent of Goal Met	-			<b>←</b>	E ÷ G x				#	Availability	Women	orce	Workforce Analysis	<b>←</b>	D x G + 100	H	
	%	of Goal	Women	Short-term Goals		<b>←</b>	Part 3: Goals		20 -	15	#	Gap			S	←	Е-Н		
8.0 110.3 10.9 80.9	%	Percent of Goal Met		Goals	•	<b>←</b>	F÷I x 100		-12 40	-8 40	%	EE Res				<b>←</b>	E + H x 100	J	
80.9	#	of Goal let			Goals	<b>←</b>	Part 3: Goals		40.5	46.0	#	EE Result Employees	L AII			←	Part 2: Flow Data Analysis	K	
15 2 20 1	#	Percent of Goal Met		Long-	Long-		<b>←</b>	3: E÷Kx s 100		29		#	rees				<b>←</b>	2: Part 2: Pata Flow Data sis Analysis	L
20.0	%	nt of Goal	Women	Long-term Goals		Ļ	Part 3:     Goals	ا	3		9%	Actual		Hires		<b> </b>	2: L+K Data x100	X	
6.8 1 10.9				oals					10.3			Exp	Women	es					
129.8 80.9	#	Percent of Goal Met				<b> </b>	F÷M x 100		3		#	Expected Diff				<b>←</b>	K x G + 1	Z	
									0		#	Difference E				<b>←</b>	L-N F	0	
									5		#	Employees	<u> </u>			←	Part 2: low Data Analysis	P	
									0		#	Actual		P	Flo	<b>←</b>	Part 2: Flow Data Analysis	Q	
									0.0		%	ial	Women	Promotions	w Dat	←	Q ÷ P x 100	R	
									0		#	Expected	men	ıs	Flow Data Analysis	<b>←</b>	Part 2: Part 2: Part 2: Flow Data Flow Data Q + P x 100 P x F + 100 Analysis Analysis	S	
			Com						(		#	Difference			/sis	<b>←</b>	Q-S	H	
			Comments						50		#	Difference Employees	<u>^</u>			<b>←</b>	Part 2: Flow Data Analysis	U	
									ו		#					<b>←</b>	Part 2: Flow Data Analysis	V	
									3 6		%	Actual		Terr		<b>←</b>	a V+Ux	W	
									6.0		#	Expected	Women	<b>Terminations</b>		<b>←</b>	x U x F ÷ 100	X	
									2		#	ted Difference		Š		<b>←</b>	100 V - X	Y	
									1		9%	ence Rate	Turnover				$H_{-}$	billioninii (	
									24.7		*	ř	lover			<u> </u>	U + DYear1 + DYear2) + 2) x 100	Z	

TOTAL	Fotal		(EEOG)	Occupational Group	Employment Equity			Data sources:	Total		(abod)	Occupational Group	Employment Equity			Data sources:	A B	неваницияниневанинскийниканин кажини				
										,	<del>-</del>											
2019	2017	#	5	1 021				E	2017	7016			Year			. W	С					
347	347	#	Employees	<u>≧</u>	Hires a	New	<b>←</b>	Part 2: Flow Data I Analysis	1,153	1 368	Employees	· ≧ •			<b>←</b>	Part 1: Workforce V Analysis	D	***************************************				
172	172	#	Actual	Women	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	510	##	Representation				<b>←</b>	Part 1: Workforce Analysis	E					
49.6	49.6	%	E	en	otions	nts	<b>←</b>	E + D x 100	44.2	44.2	itation		=	Workf	<b>←</b>	E+D x 100	Ŧ					
0	0	#	Goal				<b>←</b>	Part 3: Goals	33.7	333	Availability	Women	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G					
0.0	0.0	%	Percent of Goal Met	Women	Short-ter		<b>←</b>	E÷Gx 100	389	156	bility	nen	e	nalysis	<b>←</b>	D x G + 100	H	***************************************				
0.0	0.0	%	Goal	nen	Short-term Goals		<b>←</b>	Part 3: Goals	121	150	Gap				<b>←</b>	в-н	I	. На применя на приме				
0.0	0.0	9%	Percent of Goal Met			<u>و</u>	<b>-</b>	F÷I x 100	131.3	133 ()	EE Result				<b>←</b>	E÷H x 100	J					Feder
0	0	<b>3</b> 5.	Goal			Goals	<b>←</b>	Part 3: Goals	258	#	Employees	: - <u>≥</u> E			<b>-</b>	Part 2: Flow Data Analysis	K	P. COMMINICAL DE LA COMMINICAL DE LA COMMINICAL DE LA COMMINICA DE LA COMMININ		Data		al Con
0.0	0.0	#	Percent of Goal Met	W	Long-te		<b>←</b>	E+Kx 100	118	#		Γ			<b>←</b>	Part 2: Flow Data Analysis	L	7		Data Communications Managemen	Part 4:	Federal Contractors Program Achievement Table
0.0	0.0	%	Goal	Women	Long-term Goals		<b>←</b>	Part 3: Goals	3 45.7	9/0	Actual	١.	Hires		<b>←</b>	L+K x 100	Z	ндинованнованнов	2017-10-31	unicati	Part 4: Results - Women	's Prog
0.0	0.0	#	Percent of Goal Met		Is		<b>←</b>	F÷Mx	7 87	#	Expected	Women			<b>←</b>	K x G + 100	Z		0-31	ons Ma	ls - Wo	ram Ac
0	0			<u> </u>	1	<u>I</u>			7 31	71	Diff				<b>←</b>	L-N	0			nagem	men	hieven
										#	211				<b>←</b>	Part 2: Flow Data Analysis	P			ent		ent Ta
									89	#		Γ			<b>←</b>		Q					ble
									54 6	<b>%</b> 0	Actual		Promotions	Flow D	<b>←</b>	ita Q+Px	R	нижени				
									60.7	#	Expected	Women	ions	Flow Data Analysis	<b>←</b>	Part 2: Flow Data Q + P x 100 P x F + 100 Analysis	S					
				Q					39	72	Diff			alysis	<b>←</b>	100 Q-S	T					
				Comments					15	#	Em	<u> </u>			<b>←</b>	Part 2: S Flow Data Analysis	U					
				ts					430	#		= T				t 2: Part 2: Data Flow Data ysis Analysis						
									192	one	Actual		T		_	- Personal Property Communication Communicat	V					
									44.7	7,e		Women	<b>Ferminations</b>		<b> </b>	V + U x   U x	W	н н н н н н н н н н н н н н н н н н н				
									190	#	ted		ons		<b>←</b>	UxF+100	X					
									2	#	ence	-			<b>←</b>	V - X ((I	Y					
									34.1	8	Rate	Turnover				U÷ ((DYear1+ DYear2)÷ 2) x 100	Z					

								Feder	al Cont	Federal Contractors Program Achievemen	Proors	am Ach	ieveme	nt Table	P									
									Part 5	Part 5: Results - Aboriginal Peoples	is - Abo	riginal	People	is .										
									Data (	Data Communications Management	nicatio	ns Man	agemei	ıt										
										2	2017-10-31	-31												
A B	С	D	E	F	G	Н	I	J	К	Т	И	Z	0	P	Q	R	S	T	$\mathbf{U}$	V	W	X	Y	Z
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 x100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Q + P x 100 P x F + 100 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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100
		<b>+</b>	<b>+</b>	<b></b>	<b>+</b>	<b>+</b>	<b></b>	4	<b>+</b>	<b>←</b>	↓	<b>+</b>	<b>+</b>	4	4	4	4	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>	<b>+</b>
				Work	Workforce Analysis	nalysis									Fle	w Data	Flow Data Analysis	sis						
	Year				Workforce	Э.					Hires				Pı	Promotions	S				Terminations	ations		
Occupational Group (EEOG)		All	Representation	ntation	Aboriginal Peoples  Availability	original Peoples Availability	Gap	EE Result	AII Employees	Actual	Aboriginal Peoples	٠	All Difference Employees	AII Employees	Actual	Aboriginal Peoples	<del>"</del>	Difference	All Employees	Actual	borigina	٠	Difference	Turnover Rate
	#	#	#	9/6	9%	#	#	%	*	#	%		#	#	#	%	#	#	#	#	%	#:	#	96
03 Professionals	2016 2017	123 121	1 1	0.8	1.5 1.5	2 2	-1 -1	54.2 55.1	28	0	0.0	0	0	21	0	0.0	0	0	35	1	2.9	0	1	28.7
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+1 x 100	Part 3: Goals	E + K x	Part 3: Goals	F + M x												
		<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>												
		New	<b>New Entrants</b>	nts				Goals	als															
	Year —	Hires a	Hires and Promotions	otions		Short-term Goals	m Goals			Long-term Goals	m Goals													
	100	<u>*</u>	Aboriginal Peoples	Peoples		Aboriginal Peoples	d Peoples			Aboriginal Peoples	Peoples							Comments	ients					
(EEOG)		Employees	Actual	ıai	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	9%	#	9%	%	%	#	#	%	#												
	2017	49	0	0.0	1	0.0	2.0	0.0	2	0.0	1.5	0.0												
U3 Professionals	2019	49	0	0.0	1	0.0	4.0	0.0	2	0.0	1.5	0.0												

	2017_10_31	Data Communications Management	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table
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05 Supervisors		(EEOG)	Occupatio	Employm			Data sources:	obline and solve	05 6		(EEOG)	Occupation	Employm			Data sources:	A
isors			Occupational Group	Employment Equity				ISOIS				Occupational Group	Employment Equity				В
2017	#1:		Year	•				2017	2016	#:			Year				С
7	#	Employees	116		Ī	<b>←</b>	Part Flow I Analy	7	6	#	Employees	<u></u>	7		<b>+</b>	Part 1: Workforc Analysis	D
15	#	yees		es and F	Vew Er	<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	27	47	并					<b>←</b>	Part 1: Part 1: Workforce Workforce Analysis Analysis	Е
0	%	Actual	Aboriginal Peoples	Hires and Promotions	<b>New Entrants</b>	, <b>—</b>	2: Data E+Dx ysis 100	0	0	9,0	Representation			Wo	, _	1: E+D force x100	
0.0		•	iles	ns				0.0	0.0		ā	<u> </u>	Wor	Workforce Analysis			Ŧ
0 1	#	Goal Pe	,	Sh		<b>←</b>	Part 3: E Goals	1.5	2.1	%	Availability	<b>Aboriginal Peoples</b>	Workforce	ce Ana	<b>+</b>	Part 1: Workforce Analysis	G
0.0	9%	Percent of Goal Met	Aboriginal Peoples	Short-term Goals		<b>←</b>	E÷Gx 100	0	1	#	ity	eoples		lysis	<b>+</b>	D x G + 100	H
4.0	%	Goal	Peoples	n Goals		<b>←</b>	Part 3: Goals	0	-1	#	Gap				<b>←</b>	Е-Н	I
0.0	%	Percent of Goal Met			Goals	<b>←</b>	F+1 x 100	0.0	0.0	%	EE Result				<b>←</b>	E + H x 100	J
1	#	Goal			als	<b>←</b>	Part 3: Goals	3		#	EE Result   Employees	AH			<b>+</b>	Part 2: Flow Data Analysis	K
0.0	#	Percent of Goal Met	Aborigin	Long-te		<b>←</b>	E+Kx 100	0		#	Ac				<b>←</b>	Part 2: Flow Data Analysis	L
2.1	9%	Goal	Aboriginal Peoples	Long-term Goals		<b>←</b>	Part 3: Goals	0.0		9/9	Actual	Aborigin	Hires		<b>+</b>	L+K x 100	Z
0.0	#	Percent of Goal Met		8		<b>←</b>	F÷Mx 100	0		#	Expected	Aboriginal Peoples			<b>←</b>	K x G÷	Z
							aenumaenumaenuma 4			#	Difference				<b>+</b>	L-N	0
								12		#	Employees	<u>^</u>			<b>←</b>	Part 2: Flow Data Analysis	P
										#				F	<b>←</b>	Part 2: Part 2: Flow Data Flow Data Q + P x 100 P x F + 100 Q - S Analysis Analysis	Q
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								0.0		#	Expected	<b>Aboriginal Peoples</b>	ons	Flow Data Analysis	<b>←</b>	00 P x F + 1	s
			Co					0		#		-		lysis	<b>+</b>	00 Q-S	-
			Comments					0		#	Difference Employees	<u> </u>			<b>←</b>		U
			S					16		#	ees				<b>←</b>	Part 2: Part 2: Flow Data Analysis Analysis	V
								0		%	Actual	Abı	Te		<b>↓</b>		W
								0.0			Exp	<b>Aboriginal Peoples</b>	<b>Ferminations</b>			V÷Ux UxF	
								0		#	Expected Diff	ples	ons		<b>←</b>	U x F ÷ 100 V	X
								0		#	Difference	T			<b>←</b>	V - X ((E)	Y
								43.2		%	Rate	Turnover				U ÷ ((DYear1 + DYear2) ÷ 2) x 100	Z

	2017-10-31	Data Communications Management	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table	
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09 SI T1	(EEOG)	Occup	Empl			Data sources:	U9 Ti			(EEOG)	Occu	Empl			Data sources:	Α
Skilled Crafts & Trades Workers	9	pationa	əyment			rces:	Trades Workers	Skilled Crafts &		Θ	pationa	eyment			rces:	
afts & orkers		Occupational Group	Employment Equity				orkers	afts &			Occupational Group	Employment Equity				В
2017	#		Van				2017	2016	#			Year				С
	Employees #	NII.		Z	<b>←</b>	Part 2: Flow Data Analysis	181	224	74:	Employees	À	7		<b>←</b>	Part 1: Workforce Analysis	D
34	#	Aborig	Hires and Promotions	New Entrants	<b>←</b>	Part 2: ta Flow Data Analysis	81		#					<b>←</b>	Part 1: :c Workforce s Analysis	E
2 5.9 2 5.9	Actual %	Aboriginal Peoples	motions	rants	<b>←</b>	.a E÷Dx 100	2 1	2 0.9	9%	Representation			Worl	<b>←</b>	ж E+D х 100	Ŧ
	Goal #				<b>←</b>	Part 3: Goals	.1 2	.9 2.4	%	Avi	Aborig	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G
3 66.7 1 200.0	Goal Met	Aborig	Short-		<b>←</b>	E+Gx 100	2.0	.4	#	Availability	<b>Aboriginal Peoples</b>	rce	Analysi	<b>←</b>	DxG + 100	Н
.7 8.0 0 2.0	Goal	Aboriginal Peoples	Short-term Goals		<b>←</b>	Part 3: Goals	4 .	5 .	#	Gap			S	<b>←</b>	Е-Н	I
.0 73.5 .0 294.1	Goal Met		ıls	6	<b>←</b>	F÷I x 100	-2 55.2	-3 37.2	9%	EE Result				<b>←</b>	E ÷ H x 100	J
	Goal			Goals	<b>←</b>	Part 3: Goals		2	#	H Employees	<u></u>			<b>←</b>	Part 2: Flow Data Analysis	K
5 40.0 4 50.0	Goal Met	Aborig	Long-t		<b>←</b>	E+Kx 100	29		#					<b>←</b>	Part 2: a Flow Data Analysis	L
	Goal	Aboriginal Peoples	Long-term Goals		<b>←</b>	Part 3: Goals	1 3		9,0	Actual	Aborig	Hires		<b>←</b>	L+K x 100	X
<ul><li>2.4 245.1</li><li>2.0 294.1</li></ul>	Goal Met	7	ıls		<b>←</b>	F÷M _X	3.4		#	Expected	Aboriginal Peoples			<b>←</b>	K x G +	Z
.1	2. 2	5				~	1		#	d Difference E	-			<b>←</b>	L-7	0
							0		#	Employees	<u> </u>			<b>←</b>		P
							5		#	ees				<b>←</b>	Part 2: ata Flow Data is Analysis	Q
							1 2		%	Actual	Abor	Promotions	Flow D	<b>←</b>	ata Q ÷ P x	R
							20.0		#	Expected	<b>Aboriginal Peoples</b>	tions	Flow Data Analysis	<b>←</b>	Part 2: Part 2: Part 2: Part 2: Part 3: Q + P x 100 P x F + 100 Q - S Analysis Analysis	S
		Co					0		#	ted Differ			alysis	<b>~</b>	100 Q-	T
		Comments					1		#	Difference Employees				<b>←</b>		U
		S					50		#	yees				<b>←</b>	Part 2: Part 2: Flow Data Analysis Analysis	V
							1		%	Actual	Abo	Te		<b>←</b>		W
							2.0		, #	Expe	<b>Aboriginal Peoples</b>	<b>Terminations</b>		` ←	V÷Ux UxF	X
							0		# #	Expected Difference	iles	ns			U x F ÷ 100 V - X	
							1				Two			<b>←</b>	I	Y
							24.7		%	Rate	Turnover				U + ((DYear1 + DYear2) + 2) x 100	Z

	Data Comi	Part 5: Re	Federal Contracte
2017-10-31	Data Communications Management	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

10 Clerical Personnel		(EEOG)	Occupational Group	Employment Equity			Data sources:	TO CICILOR I CISOIMEI	10 Clarical Darsonnal		(EEOG)	onal Group				Data sources:	A B	
2017	#		rear					2017	2016	#			Year				С	
37	#	Employees	È	Hires a	Nev	<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	147	189	#	Employees	ÀII			<b>↓</b>	Part 1: Workforce Analysis	D	
0	#	Actual	Aboriginal Peoples	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	1	1	#	Representation				<b>←</b>	Part 1: Part 1: Workforce Workforce Analysis Analysis	E	
0.0	9%	ual	l Peoples	otions	nts	<b>←</b>	E ÷ D x 100	0.7	0.5	9/0	ntation		1	Work	<b>+</b>	E ÷ D x 100	F	
2	#	Goal				<b>←</b>	Part 3: Goals	1.6	2.0	%	Availability	Aboriginal Peoples	Workforce	Workforce Analysis	<b>+</b>	Part 1: Workforce Analysis	G	
0.0	%	Percent of Goal Met	Aboriginal Peoples	Short-term Goals		<b>←</b>	E÷Gx 100	2	4	#	ability	il Peoples	9.	nalysis	<b>+</b>	D x G + 100	Н	
3.0	%	Goal	d Peoples	m Goals		<b>←</b>	Part 3: Goals	-1	-3	#	Gap				<b>+</b>	Е-Н	I	
0.0	%	Percent of Goal Met			Goals	<b>←</b>	F÷I x 100	42.5	26.5	%	EE Result   Employees				<b>+</b>	E÷H x 100	J	
4	#	Goal			als	<b>←</b>	Part 3: Goals	33		#	Employees	Ā			<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	K	
0.0	#	Percent of Goal Met	Aboriginal Peoples	Long-term Goals		<b>←</b>	E÷Kx 100	0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	L	
2.0	%	Goal	l Peoples	m Goals		<b>←</b>	Part 3: Goals	0.0		9%	ual	Aboriginal Peoples	Hires		<b>4</b>	L+K x 100	N	
0.0	#	Percent of Goal Met				<b>←</b>	F÷Mx 100	1		#	Expected	il Peoples			<b>←</b>	K x G + 100	Z	
								-1		#	Difference E				<b>–</b>	L-N	0	
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								0		#	Actual		P	Flo	<b>←</b>	Part 2: Part 2: Part 2: Part 2: Part 2: Part 3: Q + P x 100 P x F + 100 Analysis Analysis	Q	
								0.0		%	ual	Aboriginal Peoples	Promotions	w Data	<b>–</b>	Q÷Px100	R	
								0		#	Expected		IS	Flow Data Analysis	<b>←</b>	P x F ÷ 100	s	
			Comments					0		#	Difference Employees			sis	<b>↓</b>	Q-S	T	
			nents					66		#	Employees	ΔII			<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	U	
								0		#	Actual				<b>+</b>	Part 2: Flow Data Analysis	V	
								0.0		%	ual	Aboriginal Peoples	Termin		<b>+</b>	V ÷ U x 100	W	
								0		#	Expected	il Peoples	Terminations		<b>←</b>	U x F ÷ 100	X	
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								39.3		9,0	Rate	Turnover				U÷ ((DYear1+ DYear2)÷ 2) x 100	Z	

Total 2017 347 4 2019 347 4	% # # # %	Em	Occupational Group   Lear   Aboriginal Peoples	Employment Equity Hires and Promotions	New Entrants	↓ ↓ ↓	Part 2:   Part 2:   Part 2:   Flow Data   Flow Data	1,153	2016 1,368 29	# # # °%	(EEOG) Employees Representation	ional Group	Employment Equity Year		Ψ Ψ Ψ	Data sources:    Part 1:	A B C D E F					
1.2 0 0.0 0.0 0.0 1.2 0 0.0 0.0 0.0	# 0% 0% 0%	Goal Percent of Goal Percent of Goal Met	Aboriginal Peoples	Short-term Goals	G	<b>+ + + +</b>	x Part 3: E+Gx Part 3: F+Ix 100 Goals	0.0 0 18	2.1 0.0 0 29 0.0	% # # %	Availability Gap EE Result	Aboriginal Peoples	Workforce	Workforce Analysis	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Part 1: DxG E-H E+H Workforce +100 E-H x 100	G H I J				Fede	
0 0 0.0 0.0 0.0	# # % #	Fercent of Goal Met Goal Met	Aboriginal Peoples	Long-term Goals	Goals	<b>+ + + +</b>	0	0 258 3 1.2 0 3	0	# # % # #	t Employees Actual Expected Difference E	All Aboriginal Peoples	Hires		1	Part 2:	K L M N O	2017-10-31	Data Communications Management	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievemen	
			Comments					89 1 1.1 2 -1 430 9		# # % # # # #	Employees Actual Expected Difference Employees Actual	All Aboriginal Peoples All	Promotions	Flow Data Analysis		Part 2: Part 2: Part 2: Part 2: Part 2: Part 2: Flow Data Flow Data Q + P x 100 P x F + 100 Q - S Flow Data Flow Data Analysis Analysis Analysis	PQRSTUV		nt	es	ent Table	
								2.1 9 0 34.1		7/6 # # 7/6	al Expected Difference Rate	Aboriginal Peoples Turnover	Terminations		↓ ↓ ↓	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	WXXZ					

Data sources:	A B	02		-	(EEOG)	Occupational Group	Employment Equity			Data sources:		02			(EEOG)	Occupational Group	<b>Employment Equity</b>			Data sources:	A B				
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. W	С	2019	2017	#	5	Year				_ T		2017	2016	#	E		Year 🗆			. \$	С				
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Part 1: Workforce Analysis	E	0	0	#	Actual	Persons with Disabilities	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis		0	0	#	Representation				<b>—</b>	Part 1: Workforce Analysis	E				
E + D x 100	Έ.	0.0	0.0	%	<u> </u>	S with littles	otions	nts	<b>←</b>	E + D x		0.0	0.0	%	ntation		1	Work	<b>←</b>	E + D x 100	Ŧ				
Part 1: Workforce Analysis	G			#	Goal				←	Part 3: Goals		4.3	4.3	9%	Ava	Persons wi	Workforce	force /	<b>-</b>	Part 1: Workforce Analysis	G				
D x G + 100	H	0.0	0.0	9%	Percent of Goal Met	Persons w	Short-t		<b>←</b>	E+Gx		3		#	Availability	Persons with Disabilities	ee	Workforce Analysis	<b>←</b>	D x G	H				
Е-Н	I	0 11.1	0 10.0	%	4 Gost	Persons with Disabilities	Short-term Goals		<b>←</b>	Part 3: Goals		2	2	#	Gap	ies		8	<b>↓</b>	Е-Н	1				
E + H x 100	J			9%	Percent of Goal Met	ë	als	_	<b>←</b>	F + I x 100		-2 (	-2 (	9%	EE Result				<b>←</b>	E+H x100	J				Fed
Part 2: Flow Data Analysis	K	0.0	0.0	#	of Goal			Goals	←	00 Part 3: Goals		0.0	0.0	#	ult Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		Dat	Part 6	Federal Contractors Program Achievement Ta
e: Part 2: lata Flow Data sis Analysis	L	2	2	#	Percent of Goal Mer	Person	Long		<b>←</b>	s 100		18		#	ees	Г			<b>↓</b>	e: Part 2: lata Flow Data sis Analysis	L		Data Communications Management	Part 6: Results - Persons with Disabilities	ntract
2: Data L+K vsis ×100		0.0	0.0		nt of Goal	Persons with Disabilities	Long-term Goals		<b>↓</b>	x Part 3:		0		9	Actual	Person	Hires		<b>↓</b>	2: Data x 100		2017	munic	ts - Pe	ors Pr
монивенонинеский	N	4.3	4.3	%		bilities	oals					0.0		%	Exp	Persons with Disabilities	res				M	2017-10-31	ations	rsons 1	ogram
K x G÷	Z	0.0	0.0	#	Percent of Goal Met				_	F÷Mx 100				#	Expected Dif	bilities			<b> </b>	K x G÷	Z		Manag	^ith D	Achie
L-N F	0											÷		#	Difference Er				<b>←</b>	L-N F	0		gement	isabilit	vemen
Part 2: Flow Data I Analysis	P											9		#	Employees	All			<b>←</b>	Part 2: Flow Data I Analysis	P			ies	t Table
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Q ÷ P x 100	R											0.0		%	ıal	Persons with Disabilities	Promotions	Flow Data Analysis	<b>—</b>	Q ÷ P x 100	R				
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eta V+Ux	W											0		96	Actual	Person	Tei		↓	eta V+Ux ata 100	W				
c												0.0			Ехри	Persons with Disabilities	Terminations								
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U÷ ((DYear1+ DYear2)÷ 2) x 100	Z											44.7		%	Rate	Furnover			<b> </b> ←	U÷ ((DYear1+ DYear2)÷ 2) x 100	Z				

00	Em			Data	Α		06		ر 0	Ş	2		(EE	Occ	E			Data		06	05		04		(EE	Occ	Em		
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	Van				С	500	2017	+	2017	2019	2017	#		rear	•				2017	2016	2017	2017		#			Year		
AII			<b>←</b>	Part 1: Workforce Analysis	D	,	3 5					#	Employees	AII	Т	Z	<u></u>	Part 2: Flow Data Analysis	48	54	27	49	53	#	Employees	All			<b>←</b>
			<b>←</b>	Part 1: e Workforce Analysis	E	ľ	3 5 3	15	15	9	9	#		Di Per	and Pr	New Entrants	<b>←</b>	Part 2: a Flow Data Analysis		4	7 '	1 6	5 53	*					<b>←</b>
		Woi	<b>←</b>	cc E+D s x 100	Б					0	0	9%	Actual	Disabilities	Hires and Promotions	rants	<b>←</b>	E + D x 100	_	0		-	. 0	%	Representation			Woi	<b>←</b>
Person	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G	3	0.0	6.7	6.7	0.0	0.0	#	Goal		S		- ←	x Part 3: Goals	2.1	0.0	3.7			%	,	Person	Workforce	Workforce Analysis	<u>_</u>
Persons with Disabilities	force	Analy	<b>←</b>	1: DxG orce +100	H	-	1		2	1	2	9	Percent of Goal Met	Person	Shor		<b> </b>	3: E+Gx ls 100	7.8	7.8	13.9	4.6	4.6	*	Availability	Persons with Disabilities	orce	Analy	<b>←</b>
oilities		/sis		00 E		3	0.0	100.0	50.0	0.0	0.0	9%		Persons with Disabilities	Short-term Goals				4	4	4 -	2	2			oilities		/sis	
			<b>←</b>	-н	I	3	7.8	13.9	14.0	10.0	10.0	%	Goal Pe	abilities	Goals		<b>←</b>	Part 3: F +	చ	-4	చు క	<u> -</u>	-2	#	Gap EF				<b> </b>
			<b>←</b>	E+H F	J	3	0.0	48.0	47.6	0.0	0.0	%	Percent of Goal Met			Goals	<b>←</b>	F ÷ I x 100	26.7	0.0	26.6	44.4	0.0	8	EE Result E				<b>←</b>
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			<b>←</b>	Part 2: Flow Data Analysis	L	<	0.0	25.0	14.3	0.0	0.0	#	Percent of Goal Met	ersons with	ong-ter		<b>←</b>	E + K x 100	0		0	0	>	**	Actual				<b>←</b>
Persons with Disabilities	Hires		<b>←</b>	L + K x 100	X		7.8	13.9	13.9	4.6	4.6	9%	Goal	Persons with Disabilities	Long-term Goals		←	Part 3: Goals	0.0		0.0	0.0		%	ual	Persons with	Hires		<b>←</b>
h Disabiliti			←	K x G ÷	Z		0.0	-	48.0	0.0	0.0	#	Percent of Goal Met				←	F + M x 100						#	Expected	h Disabilities			<b>←</b>
es			<b>←</b>	L-N	0		<u> </u>		0	0	0			1	1	<u> </u>			0		0	0		*	Difference	es			<b>←</b>
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å			<b>←</b>	Part 2: Flow Data Analysis										ents					15		16	Ξ	:	#	Employees	ΔII			<b>←</b>
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ies			<b>←</b>	V - X	Y														0		0	0		*	1 Difference	ies			<b>←</b>
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ver				2)+ 2)+	<u></u>														29.4		43.2	21.6	:		<u> </u>	¥q			

Data s		12		Ξ		-	10		(F	9 6	Lm1	<b>I</b>		Data s	A	[	9			(EEOG)	Occ	Em			Data s		99		ĺ
Data sources:	шиланингеништенингениген	Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Ciciica i cisomici	Clerical Personnel		(EEUG)	Occupational Group	Employment Equity			Data sources:			Trades Workers	Skilled Crafts &		OG)	Occupational Group	Employment Equity			Data sources:		Trades Workers	0.00	(comm)
		2017	2016	2017	2016	2017	2016	#			Year				С		2019	2017	#		1 021						2016	#	:
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E+Dx 100		1.3	1.4		2.7	1.4	2.6	%	Representation			Work	<b></b>	E + D x 100	F		2.9	2.9	9%	Actual	Disabilities	notions	ants	<b>←</b>	E+Dx 100		3.9	3	Representation
Part 3: Goals		4.8	4.8	5.6	5.6	7.0	7.0	%	Avai	Persons wi	Workforce	force A	<b>←</b>	Part 1: Workforce Analysis	G	•		) 2	#	Goal				<b>←</b>	Part 3: Goals		3.8	3,4	Avai
E+Gx 100		15	17	4	4	10	13	#	Availability	Persons with Disabilities	ce	Workforce Analysis	<b>←</b>	D x G + 100	H			50.0	%	Percent of Goal Met	Persons wi	Short-te		<b>←</b>	E+Gx 100		7 4	31	Availability
Part 3: Goals		-11	-12	+ -2	<del>1</del> -2	-8	-&	*	Gap	52		-	<b>←</b>	Е-Н	I	•		5.0	9%	Goal	Persons with Disabilities	Short-term Goals		<b>←</b>	Part 3: Goals		0	71	Gap
F÷I x 100		27.4	29.4	2 54.9	47.6	3 19.4	37.8	%	EE Result				<b>←</b>	E + H x 100	J			58.8	9,6	Percent of Goal Met	3	ls	G	<b>←</b>	F÷1 x 100	l	101.8		EE Result
Goals		53	1	31	0.	<del>+</del> 33	-	#:	Employees	AII			<u></u>	Part 2: Flow Data Analysis	K			9	#	Goal			Goals	<b>←</b>	Part 3: Goals		3 29	#	
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		1 31.0		0 47.1		1 39.3		%	ce Rate	Turnover			Ų.	U + ((DYear1 + DYear2) + 2) x 100	Z											ľ	-1 24.7	%	

Total		(EEOG)	ional Group	Fundovment Fauity			Data sources:		Total		(EEOG)	ional Group		•		Data sources:	ABB	Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	10 Clerical Personnel			(EEOG)	Occupational Group		
2017 2019	#		Year					2017	2016	#			Year				C	2019	2017	2019	2017	2019	2017			Year		
347 347	#	Employees	Ě	Hires a	Nev	<b>←</b>	Part 2: Flow Data Analysis	1,133	1,368	#	Employees	AII.			<b>←</b>	Part 1: Workforce Analysis	D	64	64	37	37	37	# 37		Employees	<u>*</u>	Hires a	Nes
6	4	λe	Perso Disal	Hires and Promotions	New Entrants	<b> </b> ←	Part 2: Flow Data Analysis	31	37	#	Repres				<b>-</b>	Part 1: Workforce Analysis	E	_	1	2	2	0	0	1	45	Perso	Hires and Promotions	New Entrants
1.7	%	Actual	Persons with Disabilities	notions	ants	<b>←</b>	E ÷ D x 100	2./		%	Representation			Work	←	E ÷ D x 100	жинителини <b>Ж</b>	1.6	1.6		5.4		0.0	Actual	9	Persons with Disabilities	notions	ants
6 0	#	Goal				<b>←</b>	Part 3: Goals	5.1	5.2	9%	Avail	Persons with Disabilities	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G	2		1	2		*	Goan	Coul			
100.0	9%	Percent of Goal Met	Persons wit	Short-te		<b>←</b>	E ÷ G x 100	39		#	Availability	h Disabilitie	ie e	nalysis	←	D x G ÷ 100	H	50.0	12.5		0.001		0.0	Goal Met	Percent of	Persons wit	Short-te	
0.0 24.3	%	Goal	Persons with Disabilities	Short-term Goals		<b>+</b>	Part 3: Goals	-28		#	Gap	ľ			←	Е-Н	<b>—</b>	4.8			7.0		80	Com		Persons with Disabilities	Short-term Goals	
7.1	%	Percent of Goal Met	,	S	Go	<b>←</b>	F + I x 100	32.7		%	EE Result				<b>←</b>	E ÷ H x 100	J	32.6			77.2		0.0	Goal Met	Percent of	•	s	50
29	#	Goal			Goals	<b>←</b>	Part 3: Goals	208		12:	Employees	All			<b>-</b>	Part 2: Flow Data Analysis	X	15		4	4		#	Gear	GIL			Goals
20.7	#:	Percent of Goal Met	Persons wit	Long-ter		<b>←</b>	E+Kx 100	4		#1	Ac				<b>-</b>	Part 2: Flow Data Analysis		6.7	5.9	50.0	50.0	0.0	0.0	Goal Met	Percent of	Persons wit	Long-te	
0.0 24.3	%	Goal	Persons with Disabilities	Long-term Goals		<b>←</b>	Part 3: Goals	1.6		%	Actual	Persons with	Hires		←	L÷K x 100	N	4.8	4.8	5.6	5.6	7.0	7.0	Godi		Persons with Disabilities	Long-term Goals	
7.1	#:	Percent of Goal Met				<b>←</b>	F ÷ M x 100	13		#	Expected	Persons with Disabilities			←	K x G +	Z	32.6	32.6	96.5	5.96	0.0	0.0	Goal Met	Percent of			
								-9		#	Difference				←	L-N	0											
								89		#	Employees	AII			←	Part 2: Flow Data Analysis	P											
										#	Act		P	Flo	←	Part 2: Flow Data Analysis	0											
								2.2	,	%	Actual	Persons with Disabilities	Promotions	Flow Data Analysis	<b>-</b>	Q ÷ P x 100	R											
								2	)	#	Expected Difference	Disabilities	S	Analy	←	P x F ÷ 100	S											
			Comments					0	)	41:	Difference			sis	←	Q-S	T									Comments		
			nents					430		#	Employees	AII .			<b>←</b>	Part 2: Flow Data Analysis	U									nents		
								9		#	Actual				←	Part 2: Flow Data Analysis	V											
								2.1	2	%	uad	Persons with Disabilities	Termin		<b>-</b>	V + U x 100	W											
								12		#	Expected	Disabilities	Terminations		<b>←</b>	U x F ÷	X											
								٦		#:	Difference				←	V - X	Y											
								34.1		%	Rate	Turnover			←	U+ ((DYear1+ DYear2)+ 2) x 100	Z											

Federal Contractors Program Achievement Table	# %	#:	%	#	#	*	411	%	Tt:	#	#	#	9/0	#	#	3"	#	#	%	%	#	#	#		
Federal Contractors Program Achievement Table   Federal Contractors Frogram Achievement Frogram Achievement Frogram Achievement Frogram Achievement Frogram Achievement Frog		xpected Diff		Actua	Employees	Difference 3	Expected 1			e Employee	Different	Expected	ctual		Employee	EE Result	Gap	oility	Availa	ntation		Employees		Ğ	(EEO
Federal Contractors Program Achievement Table	Turn	orities	Visible Min		<u> </u>		inorities	Visible M		<u> </u>		Minorities	Visible		<u>^</u>			norities	Visible M			à		pational Group	Occu
Federal Contractors Program Achievement Table		tions	Termina				)S	romotion	F				Hires					,,	Vorkfore	A.			Year	oyment Equity	Empl
## Federal Contractors Program Achievement Table    Part 7: Results - Members of Visible Minorities						iis	Analys	ow Data	F									alysis	orce Aı	Workt					
## Federal Contractors Program Achievement Table    Part 7: Results - Members of Visible Minorities	<b>+</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>-</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>			
Federal Contractors Program Achievement Table  Part 7: Results - Members of Visible Minorities  Data Communications Management  2017-10-31  B C D E F G H I J K L M N O P Q R S T U V W X Y	2 D (i)		V + U x U	=	Part 2: Flow Data I Analysis			Q ÷ P x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	г	K x G ÷		Part 2: 1 Flow Data Analysis	Part 2: Flow Data Analysis		Е-Н	D x G + 100	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	Part 1: Workforce Analysis		irces:	Data sou
Federal Contractors Program Achievement Table  Part 7: Results - Members of Visible Minorities  Data Communications Management  2017-10-31	YZ	X	W	V	U	H	S	R	Q	P	0	b	K	L	K	J	I	H	G	F	E	D	С	B	A
Federal Contractors Program Achievement Table  Part 7: Results - Members of Visible Minorities  Data Communications Management												0-31	2017-1												
Federal Contractors Program Achievement Table  Part 7: Results - Members of Visible Minorities										ent	nagem	ons Ma	unicati	Comm	Data										
Federal Contractors Program Achievement Table									S	inoritie		rs of Vi	/lember	iults - N	7: Res	Pari									
									ole	ent Tal	hievem	ram Ac	's Prog	itractor	ral Cor	Fede									

	3	9	2		(EE	Occ	EΒ			Data s
Managers	Middle & Other	oemoi ividingera	01 Senior Managers		(EEOG)	Occupational Group	oloyment Equity			Data sources:
2019	2017	2019	2017	#		1 621				
24	24	u	u	#	Employees	Å	Hires	Ne	←	Part 2: Flow Data Analysis
(a)	LL)	)	)	#	<i>*</i>	Visible	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis
12.5	12.5	0.0	0.0	%	Actual	Visible Minorities	notions	ants	<b>←</b>	E ÷ D x
<u> </u>		0	0	#	Goal				<b>←</b>	Part 3: Goals
2 150.0	2 150.0	1 0.0	0.0	%	Percent of Goal Met	Visible	Short-		<b>←</b>	E+Gx 100
.0 28.5	.0 22.0	.0 50.0		%	of Goal	Visible Minorities	Short-term Goals		<b>←</b>	Part 3: Goals
.5 43.9	.0 56.8		8.0 (	%	Percent of Goal Met		als		←	F÷I x 100
9.9	5.8	0.0	0.0	#	of Goal			Goals	<b>←</b>	00 Part 3: Goals
6 5	ж 3:	_	_	#	Percent of Goal Met	Visit	Long.		<b>←</b>	E + K x
50.0	37.5	0.0 1	0.0	%	t of Goal	Visible Minorities	Long-term Goals		<b>←</b>	x Part 3: Goals
15.0	16.7	10.1	7.9			es	oals			
83.3	74.9	0.0	0.0	#:	Percent of Goal Met				<b>←</b>	F÷Mx 100
						Com				
						Comment				
						S				

12.5

12.5

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01 Senior Managers

2

Middle & Other Managers

2016 2017 2016 2017

0.0 0.0 10.4 7.3

7.9 10.1 16.7 15.0

0.0 0.0 62.4 48.8

42.9

44.9

06 T	T	05			2		(EEOG)	Occu	Emp			Data sources:		S S	5		T			(EEOG)	Occi	Emp			Data sources:	A				
Supervisors: Crafts & Trades		Supervisors		Technicians	Semi-Professionals &		)G)	Occupational Group	Employment Equity			ошсея:	Trades	Supervisors: Crafts &	Supervisors		Technicians	Semi-Professionals &		)G)	Occupational Group	Employment Equity			ources:	B				
2017 2019	2010	2019	2017	2019	2017	#		1 621					2017	2016	2017	2016	2017	2016	#:			Year				С				
13	; ;	15	15	9	9	#	Employees	è		Ne	<b>←</b>	Part 2: Flow Data Analysis	48	54	27	47	49	53	#	Employees	IIV			<b>←</b>	Part 1: Workforce Analysis	D				
	.			3	u	#	Actual	Visible Minorities	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	4	4		5	=	9	#	Representation				<b>←</b>	Part 1: Workforce Analysis	E				
7.7	1 5	67	6.7	33.3	33.3	9,0	ual	linorities	otions	ınts	<b> </b> ←	E + D x	8.3	7.4	22.2	10.6	22.4	17.0	%	ntation		И	Workf	<b>←</b>	E+D x100	Ŧ				
2	,	_	5	0	5	#	Goal		ī.o		<b>←</b>	Part 3: Goals	14.5	17.4	37.0	26.9	22.8	23.8	%	Availability	Visible Minorities	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
50.0 100.0	100.0	100 0	20.0	0.0	60.0	%	Percent of Goal Met	Visible Minorities	Short-term Goals		<b>←</b>	E + G x	7	9	10	13	=	13	#	bility	inorities		alysis	<b>←</b>	D x G + 100	Н				
19.0 14.5		37.0	33.0	0.0	30.0	%	Goal P	norities	n Goals		<b>←</b>	Part 3: F	ట	-5	-4	-8	0	-4	#	Gap E				<b>←</b>	Е-Н	_				
40.5 53.1		18 0	20.2	0.0	111.1	%	Percent of Goal Met			Goals	<b>←</b>	F÷I x 100	57.5	42.6	60.1	39.5	98.5	71.3	%	EE Result E				<b>←</b>	E+H F	J			Part 7	Federal Contractors Program Achievem
7	,	10	13	0	13	#	Goal Po		Ę		<b>←</b>	Part 3: I	ω		3		7		#	Employees	AII.			<b>←</b>	Part 2: Flow Data Fl Analysis &	×		Data Communications Management	Part 7: Results -	Contra
11.1 14.3		10 0	7.7	0.0	23.1	#	Percent of Goal Met	Visible Minorities	Long-term Goals		<b>←</b>	E + K x	0		0	PLINIE DE	w		#	Actual		]		<b>←</b>	Part 2: Flow Data Analysis	L	07	mmun	ts - Mei	actors I
17.4 14.5	; , ,	37 0	26.9	0.0	23.8	%	Goal Pe	rities	Goals		<b>←</b>	Part 3: F	0.0		0.0		42.9		%		Visible Minorities	Hires		<b>←</b>	L+K K x 100	Z	201/-10-31	ications	Members of Visible M	rogran
44.2 53.1	: 10.0	18 0	24.8	0.0	140.1	#	Percent of Goal Met				<b>←</b>	F + M x	0		1		2		#	Expected Di	prities			<b>←</b>	K x G ÷	Z	Ĭ	Mana	f Visib	n Achie
													0		-1		_		#	Difference En				<b>←</b>	L-N FI	0		gement	le Mino	vement
													10		12		2		#	Employees	IIV			<b>←</b>	Part 2: I Flow Data Flo Analysis A	P			inorities	ent Table
													<u>,</u>			наниши	0		#	Actual		Pro	Flow	<b>←</b>	Part 2: Flow Data Q + Analysis	Q				
													10.0		8.3		0.0		%	Ex	Visible Minorities	Promotions	Flow Data Analysis	<b>←</b>	Q ÷ P x 100 P x F ÷ 100	R				
								^					_		1		0		#	Expected Diff	rities		nalysis	<b>←</b>		S				
								Comments					0		0		0		#	Difference Emp				<b>←</b>	Pa Q - S Flov An	T				
								nts					15		16		=		#	Employees	IIV			<b>+</b>	Part 2: Pa Flow Data Flow Analysis Ana	U				
													0	************	0	unuum	u		#	Actual	Vi	T		<b>+</b>	Part 2: V ÷ Flow Data Analysis	V				
													0.0		0.0		27.3		%	Exp	Visible Minorities	<b>Terminations</b>		<b>+</b>	V÷Ux 100 UxF	W				
															2		2		# #	Expected Diffe	ities	ons		<b>+</b>	U x F ÷ 100 V	X				
													<u>-1</u>		-2				6 #	Difference Ra	Turn			<b>+</b>	V - X ((DYe DYee 2) x	Y				
													29.4		43.2		21.6		%	Rate	Turnover				U÷ ((DYear1+ DYear2)÷ 2) x 100	Z				

2017-10-31	Data Communications Management	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table	
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9	9		08		07		Œ	Occ	Em			Data :	A
Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	В
2017	2016	2017	2016	2017	2016	#			Year				C
181	224	92	94	26	38	#	Employees	À			<b>←</b>	Part 1: Workforce Analysis	U
17	25		7		50	#					<b>←</b>	Part 1: Part 1: Workforce Workforce Analysis Analysis	Œ
9.4	11.2	7.6	7.4	4 15.4	13.2	%	Representation			Work	<b>←</b>	E+D x100	-
13.9	19.8	15.8	16.4	1 29.7	28.4	7%	Avai	Visible	Workforce	force A	<b>←</b>	Part 1: Workforce Analysis	G
25	8 44	3 15	15	7 8		#:	Availability	Visible Minorities	e.	Workforce Analysis	<b>←</b>	DxG +100	Н
-8	4 -19	-8	-&	8 -4	1 -6	#	Gap				<b>←</b>	Е-Н	_
8 67.6	9 56.4	3 48.2	45.4	1 51.8	5 46.3	30	EE Resul				<b>←</b>	E÷H x 100	J
6 29	4	2 19	4		3	11:	Employees	<u> </u>			←	Part 2: Flow Dat Analysis	<b>7</b>
9		9		9		#		Г			<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	
3 10.3		0.0		3 33.3		%	Actual	Visible	Hires		<b>←</b>	a L+K a x100	3
3		0		3		#	Expected	Visible Minorities			<b>←</b>	K x G+	7
4 .				S		711	Difference				<b>←</b>	r - z	С
1		င်း		0		#	e Employees	<u>^</u>			<b>←</b>	Part 2: Flow Date Analysis	P
5		6		2		Tt:				_	<b>←</b>	Part 2: ta Flow Data s Analysis	0
2 40.0		1 16.7	ононии	1 50.0		%	Actual	Visib	Promotions	Tow Da	<b>←</b>	ta Q + P x I	7
.0		.7		0		#	Expect	Visible Minorities	ions	Flow Data Analysis	<b>←</b>	Part 2:         Part 2:           Flow Data         Flow Data           Analysis         Analysis             Analysis         Analysis	y
_		0		0		*	d Differe			lysis	<b>←</b>	00 Q-S	1
1						#	Expected Difference Employees	ž			<b>←</b>	LI	
50		31		18		*					<b>←</b>	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	
10 20.0		2 (		3 16		%	Actual	Visib	Ten		<b>←</b>	ata V+Ux	×
0.0		6.5		16.7		#:	Expect	Visible Minorities	<b>Terminations</b>		<b>←</b>	x UxF+100	×
6		2		2		#	Expected Difference	S	S		<b>←</b>	100 V - X	Y
4 2.		0 3.		1 5.		2%	nce Rate	Turnover				U ÷ X ((DYear1 + DYear2) ÷ 2) x 100	Z
24.7		33.3		56.3		9	ā	over				;ar1+ r2)+ 100	

Administrative & Senior Clerical Skilled Sales & Service Personnel OS Skilled Crafts &	07 Administra Senior Cleu Skilled Sal Service Pe	07 Administra Senior Clei	07 Administra Senior Cle	07 Administra			(EEOG)	Occupational Group	Employment Equity	
					ı		ı	-		
2017		2019	2017	2019	2017	#		Year		
2/	34	25	25	11	11	#	Employees	<u>≧</u>	Hires ar	New
5	5			4	4	#	Actual	Visible Minorities	Hires and Promotions	New Entrants
14.7	14.7	4.0	4.0	36.4	36.4	%		rities	ions	S
υ	11	4	6	ω	4	#	Goal		SO.	
100.0	45.5	25.0	16.7	133.3	100.0	%	Percent of Goal Met	Visible Minorities	Short-term Goals	
13.9	31.0	15.8	20.0	29.7	32.0	%	Gost	inorities	m Goals	
105.8	47.4	25.3	20.0	122.4	113.6	9,6	Percent of Goal Met			Goals
25	44	15	15	8	11	#	Goal			als
20.0	11.4	6.7	6.7	50.0	36.4	#	Percent of Goal Met	Visible N	Long-te	
13.9	19.8	15.8	16.4	29.7	28.4	%	Goal	Visible Minorities	Long-term Goals	
105.8	74.3	25.3	24.4	122.4	128.0	#	Percent of Goal Met		9.	
∞	ω	3	4	4	0		4 4	<u> </u>		
								Con		
								Comment		
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Data sources:

Part 2: Part 2: Flow Data Flow Data Analysis Analysis

E + D x 100

Part 3: Goals

E ÷ G x 100

Part 3: Goals

F+I x 100

Part 3: Goals

E+Kx

Part 3: Goals

F÷Mx 100

Terminations Visible Minorities Turnover	Ter:		<u></u>				Ī																
<b>4</b>	Ter				Visible Minorities	Visible		ΔH		linorities	Visible Minorities		ΑH			inorities	Visible Minorities			AII		Occupational Group	Occupati
↓ ↓ ↓ 2)×1					ons	Promotions					Hires						Workforce	V.			Year	Employment Equity	Employn
				ılysis	Flow Data Analysis	low Da	Ŧ									alysis	Workforce Analysis	Workt					
2) x 1	<u> </u>	ے	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b> </b> ←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>			
$\begin{array}{c cccc} & & & & & & U + \\ U & & & & & & & \\ U & V + 100 & V - X & & & & \\ 0 & & & & & & \\ D & & & & & & \\ \end{array}$	t 2: Data V + U x ysis 100	Part 2: Part 2: Flow Data Flow Data Analysis Analysis		100 Q-S	Part 2: Part 3: Part 3	a Q + P x 1	Part 2: a Flow Data Analysis	Part 2: Flow Data Analysis	L-N	K x G ÷	L÷K x100	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	Part 2: Part 2: Flow Data Flow Data Analysis Analysis	E+H x 100	Е-Н	D x G + 100	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	Part 1: Part 1: Workforce Workforce Analysis Analysis			Data sources:
, X Y Z	W	1	U	T	S	R	Q	P	0	Z	Σ	T	K	J	<u> </u>	Н	G	F	Е	D	C	B	A
										)-31	2017-10-31												
								nt 	nageme	ns Mar	nicatio	Data Communications Management	Data (										
							S	Minorities	ible M	s of Vis	embers	Part 7: Results - Members of Visible	7: Resi	Part									
							ble	/ement Table	iievem	am Act	Progr	Federal Contractors Program Achiev	al Cont	Feder									

1	5	S	=		5		(EEOG)	Осси	Emp	
Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Cicilean I crooming	10 Clerical Personnel		)G)	Occupational Group	Employment Equity	
2019	2017	2019	2017	2019	2017	#		1 621	•	
64	64	37	37	37	37	#	Employees	<u></u>		New
9	9	14	14	8	8	#	Actual	Visible Minorities	<b>Hires and Promotions</b>	New Entrants
14.1	14.1	37.8	37.8	21.6	21.6	%		rities	tions	ts
12	41	9	10	ω	20	#	Goal		S	
75.0	22.0	155.6	140.0	266.7	40.0	%	Percent of Goal Met	Visible Minorities	Short-term Goals	
34.9	39.0	37.9	42.0	34.7	35.0	%	Goal	norities	n Goals	
40.3	36.1	99.8	90.1	62.3	61.8	%	Percent of Goal Met			Goals
106	120	25	29	51	60	#	Goal		I	ls
8.5	7.5	56.0	48.3	15.7	13.3	#	Percent of Goal Met	Visible Minorities	Long-term Goals	
34.9	34.0	37.9	38.0	34.7	31.8	%	Goal	norities	n Goals	
40.3	41.4	99.8	99.6	62.3	68.0	#	Percent of Goal Met			
								<del></del>		<u> </u>
								Cα		
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Data sources

Part 2: Part 2: Flow Data Flow Data Analysis 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

Part 3: Goals

F ÷ M x 100

12

Semi-Skilled Manual
Workers Intermediate Sales & Service Personnel

2016 2017 2016 2016 2017 2016 2017

189 147 75 65 65 354 304

65 90 15 17 33 37 65 90 15 17 33

19.6 22.4 22.7 22.7 23.1 25.4 21.4

31.8 34.7 38.0 37.9 34.0 34.9

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10

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102

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27.5 33.3 18.2

31.0

47.1

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66

12

21.2

10 Clerical Personnel

Actual %

Rate 9%

%

%

Total	(EEOG)	Employment Equity Occupational Group			Data sources:		Total		(BEOG)	Occupational Group	Employment Equity			Data sources:	$\stackrel{\text{definition}}{A}$				
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347	Employees		I Z	<b>←</b>	Part 2: Flow Data Analysis	/ 1,133		74:	Employees	AII.	- 		<b>←</b>	Part 1: Workforce Analysis	D				
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0.0	S Goal	orities		<b>←</b>	Part 3: F Goals	19.4	2	9%		Visible Minorities	Hires		<b>←</b>	L+K F	Χ	2017-10-31	ications	mbers c	rogran
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						24.1	2	%	Rate	Turnover				U ÷ ((DYear1 + DYear2) ÷ 2) x 100	Z				

#### **Federal Contractors Program Report of the Subsequent Compliance Assessment**

**Employer Name:** Data Communications Management (formerly 'The Data Group Ltd.')

**Primary Location:** Brampton, ON

**Number of Employees: 1153** 

Ontario 663 Quebec 270 Alberta 209 Saskatchewan 4 Manitoba 3 British Columbia 3 **New Brunswick** 1

Organization Overview: NAICS 3231 - Printing and Related Support Activities

Data Communications Management (formerly known as 'The Data Group Ltd.') helps organizations streamline and automate document and communications management processes. Their core capabilities include direct marketing, print services, labels and asset tracking, event tickets and gift cards, logistics and fulfilment, content and workflow management, data management and analytics, and regulatory communications. They serve clients in diverse markets including financial services, healthcare, lottery & gaming, retail, notfor-profit and energy. They are strategically located across Canada to support clients on a national basis, and serve the U.S. market through their facilities in Chicago, Illinois.

#### **Key Dates – First Year Assessment**

Initiated: 2016/02/01 Received: 2016/04/14 Closed: 2016/04/21 WFA: 2016/04/14

#### **Key Dates – Subsequent Assessment**

Initiated: 2017/10/03 Received: 2017/12/19 WFA: 2017/10/31

#### **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:

X	Yes	Νo

#### 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.
- The data for the original Achievement Table workforce analysis was edited to include only those EEOGs that had gaps, and not all 14 EEOGs for each designated group. The organization has now provided the Achievement Table in its entirety. This new table was dated June 18, 2018 (although all the data is consistent with that from the original October 31,2017 Table.)

#### 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

2.	Middle & Other Managers	Goal met at 142.5%.
6.	Supervisors: Crafts & Trades	Goal not met (46.2%).
9.	Skilled Crafts & Trades Workers	Goal met 110.3%.
10.	Clerical Personnel	Representation over 50%.

#### Assessment/Observations

In EEOG 6 Supervisors: Crafts and Trades there were 13 new entrants of which 3 were women. At an availability of 33.4%, 4 women should have been hired.

#### **Aboriginal Peoples**

3.	Professionals	Goal not met (0%).
5.	Supervisors	Goal not met (0%).
9.	Skilled Crafts & Trades Workers	Goal not met (73.5%).
10.	Clerical Personnel	Goal not met (0%).

#### Assessment/Observations

In EEOG 3 Professionals there were 49 new entrants, but none were Aboriginal. At an availability of 1.5% this is to be expected.

- In EEOG 5 Supervisors there were 15 new entrants of which none were Aboriginal. At an availability of 2.1%, this is to be expected.
- In EEOG 9 Skilled Crafts & Trades Workers there were 34 new entrants of which 2 were Aboriginal. At an availability of 2.4%, this is to be expected.
- In EEOG 10 Clerical Personnel there were 37 new entrants of which none were Aboriginal. At an availability of 2.0%, this is to be expected.

#### Person with Disabilities

1./2.	Managers	Goal not met (0%).
4.	Semi-Professionals & Technicians	Goal not met (0%).
5.	Supervisors	Goal not met (47.6%).
6.	Supervisors: Crafts & Trades	Goal not met (0%).
9.	Skilled Crafts & Trades Workers	Goal not met (58.8%).
10.	Clerical Personnel	Goal not met (0%).
11.	Intermediate Sales & Service Personnel	Goal not met (77.2%).
12.	Semi-Skilled Manual Workers	Goal not met (19.5%).

#### Assessment/Observations

- In EEOG 1/2 Managers there were 27 new entrants, but none were persons with disabilities. At an availability of 4.3% this is to be expected.
- In EEOG 4 Semi-Professionals & Technicians there were 9 new entrants, but none were persons with disabilities. At an availability of 4.6% this is to be expected.
- In EEOG 5 Supervisors there were 15 new entrants of which one was a person with disabilities. At an availability of 13.9%, 2 new hires would have been expected.
- In EEOG 6 Supervisors: Crafts & Trades there were 13 new entrants and none were persons with disabilities. At an availability of 7.8%, one person with disabilities should have been hired.
- In EEOG 9 Skilled Crafts and Trades there were 34 new entrants of which one was a person with disabilities. This is to be expected at an availability of 3.8%.
- In EEOG 10 Clerical Personnel there were 37 new entrants of which none were persons with disabilities. At an availability of 7.0%, two persons with disabilities should have been hired.
- In EEOG 11 Clerical Personnel there were 37 new entrants of which two were persons with disabilities. This is to be expected at an availability of 5.68%.
- In EEOG 12 Clerical Personnel there were 64 new entrants of which one was a person with disabilities. At an availability of 4.8%, 3 persons should have been hired.

#### **Members of Visible Minorities**

1.	Senior Managers	Goal not met (0%).	
2.	Middle & Other Managers	Goal not met (56.8%).	
4.	Semi-Professionals & Technicians	Goal met at 111.1%.	

5.	Supervisors	Goal not met (20.2%).
6.	Supervisors: Crafts & Trades	Goal not met (40.5%).
7.	Administrative & Senior Clerical Personnel	Goal met at 113.6%.
8.	Skilled Sales & Service Personnel	Goal not met (20%).
9.	Skilled Crafts & Trades Workers	Goal not met (47.4%).
10.	Clerical Personnel	Goal not met (61.8%).
11.	Intermediate Sales & Service Personnel	Goal met at 90.1%.
12.	Semi-Skilled Manual Workers	Goal not met (28%).

#### Assessment/Observations

- In EEOG 1 Senior Managers there were 3 new entrants, but none were visible minorities. At an availability of 7.9% this is to be expected.
- In EEOG 2 Middle & Other Managers there were 24 new entrants, and 3 were visible minorities. At an availability of 16.7%, 4 visible minorities would have been expected to have been hired.
- In EEOG 5 Supervisors there were 15 new entrants, and one was a visible minority. At an availability of 26.9%, 4 visible minorities would have been expected to be hired.
- In EEOG 6 Supervisors: Crafts & Trades there were 13 new entrants, and one was a visible minority. This is below the availability of 17.4%, at which 2 visible minorities would have been expected to be hired.
- In EEOG 8 Skilled Sales & Service Personnel there were 25 new entrants, and one was a visible minority. At an availability of 16.4%, it would be expected that 4 new visible minorities would have been hired.
- In EEOG 9 Skilled Crafts and Trades Workers there were 34 new entrants and 5 were visible minorities. At an availability of 19.8%, 6 visible minorities would have been expected to be hired.
- In EEOG 10 Clerical Personnel there were 37 new entrants, of which 8 were visible minorities. At an availability of 31.8%, 11 visible minorities would have been expected to be hired.
- In EEOG 12 Semi-Skilled Workers there were 64 new entrants, of which 7 were visible minorities. This is below the availability of 34%, at which 21 visible minorities would have been expected to be hired.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - The 2017 data shows that the organization set 27 goals and met 5 of them.
  - The organization's initial assessment concluded in April 2016 and the second assessment was due November 2017; which was only 19 months later.
  - Since the review in 2016, the organization has been undergoing significant changes. They have downsized their workforce and will continue to do so as they transition away from low tech print operations to the use of digital technology. In 2018, they began

implementing a new system that will streamline their business process and increase efficiencies.

In addition progress was made in the following EEOGs:

#### Women

 In EEOG 2, 8 of the 16 new hires were women (50%), which is above their availability of 38.9%.

#### **Aboriginal Peoples**

- o In EEOG 9, 1 of the 29 new hires was Aboriginal (3.4%), which is above their availability of 2.4%.
- o In EEOG 12, 2 of the 53 new entrants were Aboriginal (3.8%), which is above their availability of 2.4%.

#### **Visible Minorities**

- o EEOG 3, 13 the 49 new entrants were visible minorities (26.5%), which is above their availability of 24.2%.
- o EEOG 4, 3 of the 9 new entrants were visible minorities (33.3%), which is above their availability of 23.8%.
- EEOG 7, 4 of the 11 new entrants were visible minorities (36.4%), which is above their availability of 28.4%.

Based on the data reviewed, it appears that limited effort was put into decreasing the gaps due to company reorganization and streamlining. Many gaps still remain and going forward continued effort is still required for many of the EEOGs.

#### **ASSESSMENT OF SHORT-TERM GOALS**

- $\times$ For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.
  - No goal was set for EEOGs 7 and 10 in Women as representation is already over 50%.

#### **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:

 Given that through their second compliance assessment submission, the Data Communications Management was unable to meet 22 of the 27 goals set during their first compliance assessment, the organization may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these designated groups.

A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf. Completing an ESR should assist the Data Communications Management in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Name of Analyst: Neeta Dhillon

Date: July 16, 2018

## Subject: Government of Canada Agreement Number: V060776 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

#### Dear Gregory Cochrane:

I am writing to inform you that the subsequent compliance assessment initiated on 29/10/2017 has been completed. As a result of the assessment, Data Communications Management has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

Given that through their second compliance assessment submission, the Data Communications
Management was unable to meet 22 of the 27 goals set during their first compliance assessment,
the organization may want to consider conducting an employment systems review to identify any
potential barriers to the recruitment and retention of these designated groups.

A guide for completing an ESR can be found at the following link: <a href="https://equity.esdc.gc.ca/docs/Step2-2EN.pdf">https://equity.esdc.gc.ca/docs/Step2-2EN.pdf</a>. Completing an ESR should assist the Data Communications Management in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

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 29/10/2020. 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, Data Communications Management will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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



- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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 Data Communications Management 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!

# SECOND COMPLIANCE ASSESSMENT

SUBMISSION TO LABOUR PROGRAM –ESDC| DECEMBER 18, 2017



### Contents

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3.0	Forms 1 to 6	2
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5.0	A Completed Achievement Table	7
6.0	Reasonable Efforts	7

#### 1.0 Introduction

DATA Communications Management (DCM) is an eligible federal contractor of long standing under the Federal Contractors Program (FCP). After the conclusion of its initial assessment in April 2016, the company was notified by ESDC-Labour Program that its second assessment was now due in November 2017. This assessment will evaluate the degree to which DCM has made reasonable progress in its efforts to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within its workforce.

DATA Communications Management now submits the following information to support its second compliance assessment:

- A current workforce analysis including the Summary Report and Detailed Report;
- Forms 1 to 6 covering workforce data at the national level;
- Revised goals for any remaining gaps in representation (a completed Short-term Goal Setting Tool file in Excel format); and
- A completed Achievement Table in Excel format that includes any new short-term and long-term goals.

#### 2.0 A Current Workforce Analysis

ESDC requires that the contractor comply with these assessment factors:

#### **Availability Estimates**

Calculation of availability estimates using relevant labour market data provided by the Labour Program at Employment and Skills Development Canada (ESDC).

#### Occupation and geographic levels of comparison

Selection of the most appropriate occupation levels and geographic levels of comparison for establishing external availability estimates

#### **Identifying Underrepresentation**

Determination of the degree of underrepresentation for each designated group in each occupational group by comparing the internal representation against appropriate availability benchmarks set by the Labour Program at Employment and Skills Development Canada

DATA Communications Management complied with all assessment factors.

2.1 Documentary Evidence-

We	attach	the	fol	lowing:
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Morkforce	Analysis	Summary and	Datailad	Tahlas
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DCM has ensured that the Employee File including the Promo File are up to date, complete and accurate effective October 31, 2017. The company has continuously surveyed all new hires and followed up on non-respondents to ensure at minimum an 80% survey response rate.

#### 3.0 Forms 1 to 6

#### 3.1 Documentary Evidence

We attach Form 1, Form 2, Form 4, Form 5, and Form 6. Form 3 is not available because FCP no longer
requires contractors to provide salary information. These are based on the updated Workforce
Analysis dated 2017-10-31.

#### 3.2 Commentary

Forms 4, 5 and 6 list for each designated group the number of hires, promotions and terminations in each EEOG during the period 2016-04-01 to 2017-10-31. These data are measures of equity progress because they provide a comparison of:

- Shares of hires of a designated group with its external labour market availability. A fundamental of employment equity/ diversity analysis is that all things being equal, an employer should at minimum hire designated groups at the level of their external availability.
- Shares of promotions of a designated group with its internal representation; and
- Shares of terminations of a designated group with the group's internal representation.

In our analysis we focus on the experiences of the designated groups only in the EEOGs where goals were established. The Achievement Table provides further details.

#### 3.3 Shares of Hires

Designated groups' share of hires are a measure of the effectiveness an organization's sourcing strategies and its capacity to attract, select and hire the diversity of talent it needs to be competitive. Overall, designated groups who make up approximately 67.7% of the DCM workforce account for approximately 67% of hires.

#### Women

■ In the 2016 First Year Compliance Assessment, 3-year (2019) short term goals were established for women in 3 EEOGs. The 2017 data show that women made equity progress in EEOG: 02- Middle and Other Managers, where they were hired above availability. They received 50% of the hires whereas their availability is 38.6%.

#### **Aboriginal Peoples**

Aboriginal Peoples made equity progress in one of the 4 EEOGs for which short term goals were established. In EEOG-09 Skilled Crafts and Trades Workers, they were hired above their availability. They received 3.4% of the hires whereas their availability is 2.4%.

#### Persons with Disabilities

 Goals were established for persons with disabilities in 8 EEOGS. Persons with disabilities were hired above availability in 2 EEOGs- 09 Skilled Crafts and Trades and EEOG: 11-Intermediate Sales and Service.

#### **Visible Minorities**

 Goals were established for visible minorities in 11 EEOGs. Visible minorities were hired above availability in these 3 EEOGs--03 Professional: 04 Semi-Professionals and Technicians and 07- Administrative and Senior Clerical Personnel.

#### 3.4 Shares of Promotions

Promotions are a measure of an organization's training and development policies and practices and the degree to which designated groups are given access to training, development and mentoring opportunities. Overall there were 93 promotions during the reporting period. Of these, women who are 44.2% of the workforce received 62.3% which is 20.1% above their workforce representation: Aboriginal Peoples who are 1.6% of the workforce received 1.0%:

persons with disabilities who are 2.7% of the workforce received 2.1% of all promotions and visible minorities who are 17.5% of the workforce received 19.4% of all promotions.

#### Women

- Women were promoted to 2 of the 3 EEOGs for which short term goals were established.
- Their share of promotions to EEOG: 02 Middle and Other Managers was 62.3% and to EEOG:
   06- Supervisors: Crafts and Trades 30%.

#### **Aboriginal Peoples**

 Aboriginal Peoples received 1 of the 5 promotions to EEOG: 09-Skilled Crafts and Trades Workers

#### Persons with Disabilities

- Persons with disabilities received promotions to 2 of the 8 EEOGs for which goals were established.
- They received 1 of 12 promotions to EEOG: 05- Supervisors and 1 of 6 promotions to EEOG:
   11- Intermediate Sales and Service Personnel.

#### **Visible Minorities**

Visible minorities received promotions to 9 of the 11 EEOGs in which goals were established.

#### 3.3 Shares of Terminations

Terminations are a measure of retention and employee engagement. Overall, designated groups accounted for 71.5% of all terminations. Most terminations were in highly populated EEOGs, Semi-Skilled Manual Workers, Clerical Personnel and Skilled Crafts and Trades Workers.

#### Women

- 44.5% of all terminations were women who are 44.3% of the workforce.
- In the EEOGs for which goals were established, retention of women was highest in EEOG:
   09- Skilled Crafts and Trades Workers and lowest in EEOG: 02- Middle Managers.

#### **Aboriginal Peoples**

- 2.0% of terminations(n=9) are Aboriginal Peoples who are 2.1% of the workforce
- There were terminations in EEOG: 03 (1) and EEOG: 09 (1)

#### Persons with Disabilities

- 2.0% of terminations (n=9) are employees with disabilities who are 2.7% of the workforce.
- Terminations were in 3 of the EEOGs in which goals were established.

#### **Visible Minorities**

- 22.8% of terminations are visible minorities who are 18.6% of the workforce.
- There are visible minority terminations in 8 of the EEOGs in which goals were established.

Details are in the forms attached.

#### 4.0 Revised Goals

#### 4.1 Documentary Evidence:

☐ We attach the documents- Short Term Goals and Summary of Goals

In its First Year Compliance Assessment, DATA Communications established 3-year short term numerical goals for the period 2016- 2019 and long term goals. Since then, the company has been

undergoing significant change. We have downsized our workforce and shall continue to do so as we transition away from our legacy low tech print operations to the use of digital technology, and through acquisitions we enter new businesses. In 2018 we shall implement an Enterprise Resource Planning (ERP) System that will streamline our business processes and increase efficiencies. We expect these new technologies and business strategies to significantly restructure and redefine our company. This change is already underway and causes the company to revisit the goals established in 2016. In the Achievement Table we identify the goals that we have already achieved and measure the progress we are making to achieve others.

We revised the 3-year short term numerical goals using the ESDC – mandated Numerical Goals Worksheet. With two exceptions, short term goals were established for designated groups in EEOGs where Data Communications anticipates hiring opportunities. The exceptions derive from our application of the 50% rule to the underrepresentation of women in EEOG: 07 and EEOG 10. Employment and Skills Development Canada (ESDC) .the regulatory agency states that: 'if there is a gap for women in an EEOG where women are represented at 50% or more, the contractor is not required to establish a goal regardless of availability. This exception ensures that the employment equity program is not encouraging employers to further categorize certain occupations as "female occupations'

These are the EEOGs and the designated groups for whom we established goals

- EEOG: 01- Senior Managers
  - A goal was established for Visible Minorities only, although Women were also underrepresented in this EEOG.
- EEOG: 02- Middle and Other Managers
  - Women, Visible Minorities and Persons with Disabilities
- o EEOG: 03- Professionals
  - Aboriginal Peoples, Visible Minorities and Persons with Disabilities
- o EEOG: 04- Semi-Professionals and Technicians
  - Persons with Disabilities
- EEOG: 05- Supervisors
  - Visible Minorities and Persons with Disabilitiesⁱ
- o EEOG: 06 Supervisors: Crafts & Trades
  - Women, Visible Minorities and Persons with Disabilities
- o EEOG: 07- Administrative & Senior Clerical Personnel
  - Visible Minorities
- o EEOG: 08 Skilled Sales & Service Personnel
  - Aboriginal Peoples and Visible Minorities
- o EEOG: 09 Skilled Crafts & Trades Workers
  - Women, Aboriginal Peoples and Visible Minorities
- o EEOG: 10 Clerical Personnel

- Aboriginal Peoples, Visible Minorities and Persons with Disabilities
- o EEOG 11 Intermediate Sales & Service Personnel
  - Aboriginal Peoples, Visible Minorities and Persons with Disabilities
- EEOG 12 Semi-Skilled Manual Workers
  - Visible Minorities and Persons with Disabilities
- EEOG 14: Other Manual Workers
  - Women and Visible Minorities

#### 4.2 Commentary

The measures of prevalence, utilization and size are used to assess the significance of underrepresentation experienced by the designated groups. Using these filters, our analysis of the workforce data shows that compared to the other designated groups, Visible Minorities experience most disadvantage in DATA Communications workforce. The company shall launch a Diversity and Inclusion initiative in 2018 and we anticipate that this is one of the issues that will be examined and resolved.

Ensuring the sufficiency of goals is one of assessment factors we ensured in establishing goals. The Sufficiency of Goals assessment factor requires that goals established be sufficient to ensure reasonable progress towards closing each gap in representation. To achieve this outcome, ESDC requires contractors to hire the designated groups above or at minimum, equal to availability. Contractors must ensure the reduction of the gap.

- To ensure sufficiency and reasonable progress in EEOG: 02 for Visible Minorities we established hiring goals above availability. We took into account the number of hiring opportunities- 2- anticipated, and the prevalence and severity of underrepresentation. The goal is set at 50%.
- We also used the significance of underrepresentation to prioritize and allocate goal setting in EEOG: 01/02 and 04 for Persons with Disabilities where the revised goals are 11.1% and 10.0% respectively.

#### 4.3 Summary of Goals

The template establishes 3-year short term and 5 to 7-year long term numerical goals for each designated group in the EEOGs in which they are underrepresented. All goals are expressed as a percentage.

The goal of employment equity is the full representation of the designated groups in the workforce. Typically long term goals are to be achieved within a 5 to 7 year timeframe. We are aware that over time, the timeline for the achievement of these goals may likely change because of the effects of a) the short term goals; b) the employment equity initiatives implemented by Data Communications Management and c) changes in the business environment. DATA Communications Management will monitor its performance by maintaining an Employment Equity Scorecard and will report regularly on its progress towards achieving full representation of designated groups.

#### 5.0 A Completed Achievement Table

5.1 Documentary Evidence

See attached Achievement Table

5.2 Commentary

Contractors are required to demonstrate that they have made or are making reasonable progress in achieving their short term numerical goals. The Achievement Table measures the progress that DATA Communications has made. It identifies the goals that the company has already achieved and quantifies the progress being made to achieve others. We acknowledge that this is essentially a progress report because the goal setting period is 2016- 2019

#### Women:

- Goals for women have been achieved in EEOG: 02 Middle and Other Managers
- Progress is underway in EEOG: 06- Supervisors, Crafts and Trades

#### **Aboriginal Peoples**

- Some progress has been made in EEOG: -09- Skilled Crafts and Trades Personnel Persons with Disabilities
- Progress is underway in EEOGs: 05- Supervisors | 09- Skilled Crafts and Trades Personnel | and
   11- Intermediate Sales and Service Personnel

#### **Visible Minorities**

- Progress is being made in these EEOGs: 02- Middle and Other Managers | 04- Semi-Professionals and Technicians | 06-Supervisors- Crafts and Trades | 09-Skilled Crafts and Trades Workers.
- The goal has been achieved in EEOG: 07 Administrative and Senior Clerical Personnel

#### 6.0 Reasonable Efforts

DATA Communications continues to make reasonable efforts to ensure that it achieves its employment equity, diversity and inclusion outcomes. It continues to:

- Ensure new employees are given the opportunity to self-identify and to adjust survey results accordingly.
- Provide a self-identification questionnaire to employees who wish to change information previously submitted and to those who requested it, and to adjust survey results accordingly
- Adjust survey results to reflect hires, promotions and terminations
- Update 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.
- Ensure that any new gaps identified are addressed accordingly, and to,
- Maintain appropriate records in all required areas

In addition to maintaining its employment equity infrastructure, will launch a Career Development Program for Skilled Labour where it will partner with colleges and universities across Canada that have programs related to the Print and Digital Print industry.

In addition to the Women's Network that is already established, in 2018 DCM will develop and implement a Diversity and Inclusion Initiative. The Initiative will identify barriers to inclusion faced by the designated groups. It will then establish accountability mechanisms to ensure the implementation of measures and strategies to achieve full representation, to ensure a barrier free workplace and to promote diversity, equity and inclusion in the DCM workforce.

DATA Communications Management will continue to monitor the impact of its organizational changes on the designated groups in its workforce and consider strategies to provide its workforce with opportunities to acquire the skills to meet the new demands of changing technology.

Submitted: December 19, 2017

**DATA Communications Management** 

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