



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization DATA Group Ltd	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) DATA Group Ltd	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 323119	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 1645  To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 9195 Torbram Rd	City Brampton	Province ON	Postal Code L6S 6H2
	Telephone Number 905-791-3151	Fax Number 905-494-4207	

EMPLOYMENT EQUITY CONTACT	
Name (print) Elaine Deramo	Title Vice President, Human Resources
Telephone Number 905-494-4060	E-mail Address ederamo@datagroup.ca

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Michael Suksi	Title President & Chief Executive Officer
Telephone Number 905-494-4006	E-mail Address msuksi@datagroup.ca
Signature [REDACTED]	Date Aug. 1/13

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 963-8768 or by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a></li> </ul>



**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**

1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. 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-cme@hrsdc-rhdcc.gc.ca](mailto:ee-cme@hrsdc-rhdcc.gc.ca)

I, the undersigned, on behalf of \_DATA Communication Management (formerly The DATA Group Ltd.)\_  
\_V060776\_

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

1. 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.

**I am making the claim that \_Data Communications Management\_ is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until \_December 22, 2017\_ because of:**

**\_We are undergoing a period of significant change. We are setting up our organization for future success. Our strategy involves moving out of certain businesses and focusing on currently and future demanded business offerings. In addition to several right sizing activities which have directly impacted our workforce, we are investing in our business in many ways. All of these investments have a demand on the resources of our human resources team. This team is operating at 25% capacity due to downsizing activities. Spread thinly, we are doing our utmost to prioritize many important demands. The focus for these organizational initiatives include: changing providers for our employee benefits program effective November 1, 2017; launching a new People Management System go live date is December 17, 2017; implementing an Enterprise Resource Planning system "ERP"; currently undergoing a full sales restructuring; and reviewing acquisition potential. All of these changes are enhancing our business for the long term. With the human resource commitment to execution of this list of changes we respectfully ask for an extension to complete our Compliance Assessment so that we can give the review our full attention.\_**

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\_

Address: \_9195 Torbram Road, Brampton, Ontario

**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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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				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	663	0	0	663	Calgary	177	2	0	179
Québec	270	0	0	270	Edmonton	27	0	0	27
New Brunswick	1	0	0	1	Montréal	61	0	0	61
Manitoba	3	0	0	3	Regina	3	0	0	3
British Columbia	3	0	0	3	Toronto	634	0	0	634
Saskatchewan	4	0	0	4	Vancouver	3	0	0	3
Alberta	207	2	0	209	Winnipeg	3	0	0	3
Total Employees in Canada				1153	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 CMAs	3	0	0	3
					N.B. less CMA	1	0	0	1
					Ont. less CMAs	1	0	0	1



The Data Group Limited (certificate # V060776)

Form 1

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

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

	Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CMAs	196	0	0	196
Total Employees in Canada		▶		1153



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	6	1	1	1							
	<b>Total</b>	7	6	1	1	1							
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	41	26	15	1	1					3	2	1
	<b>Total</b>	41	26	15	1	1					3	2	1
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	121	38	83	1		1				23	7	16
	<b>Total</b>	121	38	83	1		1				23	7	16
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	49	24	25	2		2	1		1	11	6	5
	<b>Total</b>	49	24	25	2		2	1		1	11	6	5



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	10	17				1		1	6	2	4
	<b>Total</b>	27	10	17				1		1	6	2	4
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	48	40	8				1	1		4	2	2
	<b>Total</b>	48	40	8				1	1		4	2	2
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	6	20	1		1	2	2		4	1	3
	<b>Total</b>	26	6	20	1		1	2	2		4	1	3
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	92	50	42	1	1		7	6	1	7	3	4
	<b>Total</b>	92	50	42	1	1		7	6	1	7	3	4



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-04-01 to 2017-11-16**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	181	173	8	2	2		7	7		17	11	6
	<b>Total</b>	181	173	8	2	2		7	7		17	11	6
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	145	53	92	1		1	1	1		33	8	25
	<b>Total</b>	145	53	92	1		1	1	1		33	8	25
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	65	14	51				2		2	15	3	12
	<b>Total</b>	65	14	51				2		2	15	3	12
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	304	168	136	6	4	2	4	3	1	65	26	39
	<b>Total</b>	304	168	136	6	4	2	4	3	1	65	26	39





**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-04-01 to 2017-11-16**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	45	33	12	2	2		4	3	1	14	11	3
	<b>Total</b>	45	33	12	2	2		4	3	1	14	11	3
<b>Total Number of Employees</b>		1151	641	510	18	11	7	30	23	7	202	82	120



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2					1	1				
	<b>Total</b>	2	2					1	1				
<b>Total Number of Employees</b>		2	2				1	1					



The Data Group Limited (certificate # V060776)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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
<b>Total Number of Employees Hired</b>	<b>258</b>	<b>140</b>	<b>118</b>	<b>3</b>	<b>3</b>		<b>4</b>	<b>4</b>		<b>50</b>	<b>20</b>	<b>30</b>



**The Data Group Limited (certificate # V060776)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-04-01 to 2017-11-16**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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	
<b>Total Number of Employees Promoted</b>	<b>89</b>	<b>35</b>	<b>54</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>2</b>	<b>18</b>	<b>7</b>	<b>11</b>
<b>Total Number of Promotions</b>	<b>93</b>	<b>35</b>	<b>58</b>	<b>1</b>	<b>1</b>		<b>2</b>		<b>2</b>	<b>18</b>	<b>7</b>	<b>11</b>



The Data Group Limited (certificate # V060776)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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
<b>Total Number of Employees Terminated</b>	<b>429</b>	<b>238</b>	<b>191</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>98</b>	<b>57</b>	<b>41</b>



The Data Group Limited (certificate # V060776)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>1</b>		<b>1</b>									



The Data Group Limited (certificate # V060776)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Temporary / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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									
<b>Total Number of Employees Terminated</b>	<b>27</b>	<b>8</b>	<b>19</b>	<b>2</b>		<b>2</b>				<b>1</b>		<b>1</b>



Workplace Equity Information Management System - Data Communications Management

**Workforce Analysis - Summary Report**

Date: 2017-10-31

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>1153</b>	<b>510</b>	<b>44.2 %</b>	<b>33.7 %</b>	<b>390</b>	<b>120</b>

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**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>1153</b>	<b>18</b>	<b>1.6 %</b>	<b>1.7 %</b>	<b>20</b>	<b>-2</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2017-10-31

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	#	%	Availability #	Availability %	
01 : Senior Managers	7	0.0 %	0	0.0 %	1	10.1 %	-1
02 : Middle and Other Managers	41	7.3 %	3	7.3 %	6	15.0 %	-3
03 : Professionals	121	19.0 %	23	19.0 %	29	24.3 %	-6
04 : Semi-Professionals and Technicians	49	22.4 %	11	22.4 %	11	22.8 %	0
05 : Supervisors	27	22.2 %	6	22.2 %	10	37.0 %	-4
06 : Supervisors: Crafts and Trades	48	8.3 %	4	8.3 %	7	14.5 %	-3
07 : Administrative and Senior Clerical Personnel	26	15.4 %	4	15.4 %	8	29.7 %	-4
08 : Skilled Sales and Service Personnel	92	7.6 %	7	7.6 %	15	15.8 %	-8
09 : Skilled Crafts and Trades Workers	181	9.4 %	17	9.4 %	25	13.9 %	-8
10 : Clerical Personnel	147	22.4 %	33	22.4 %	51	34.7 %	-18
11 : Intermediate Sales and Service Personnel	65	23.1 %	15	23.1 %	25	37.9 %	-10
12 : Semi-Skilled Manual Workers	304	21.4 %	65	21.4 %	106	34.9 %	-41
14 : Other Manual Workers	45	31.1 %	14	31.1 %	18	41.1 %	-4
<b>Total</b>	<b>1153</b>	<b>17.5 %</b>	<b>202</b>	<b>27.1 %</b>	<b>312</b>	<b>27.1 %</b>	<b>-110</b>

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

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
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
<b>Total</b>	<b>1153</b>	<b>31</b>	<b>2.7 %</b>	<b>5.1 %</b>	<b>59</b>	<b>-28</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2017-10-31

003014

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

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



**Workforce Analysis - Summary Report**

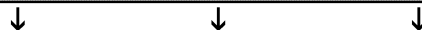
Date: 2017-10-31

**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

<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Data Communications Management</b>
<b>2017-10-31</b>

<b>Data from Previous Workforce Analysis</b>
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2016	04	14

<b>Data from Current Workforce Analysis</b>
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Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
		#	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
<b>Total</b>		<b>1,368</b>	<b>606</b>	<b>33.3</b>

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
		#	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
<b>Total</b>		<b>1,153</b>	<b>510</b>	<b>33.7</b>

<b>* Source:</b>
2011 National Household Survey

<b>* Source:</b>
2011 National Household Survey

**Federal Contractors Program Achievement Table**  
**Part 1: Workforce Analysis**  
**Data Communications Management**  
**2017-10-31**

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**Data from Previous Workforce Analysis**

Date of Previous Workforce Analysis	MM	DD
YYYY	04	14
2016		

↓      ↓      ↓

**Data from Current Workforce Analysis**

Date of Current Workforce Analysis	MM	DD
YYYY	10	31
2017		

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples		
	All Employees	Previous Workforce Analysis	
		Representation	Aboriginal Peoples Availability*
#	#	%	%
01 Senior Managers	7	1	1.3
02 Middle & Other Managers	48	1	1.8
03 Professionals	123	1	1.5
04 Semi-Professionals & Technicians	53	2	1.3
05 Supervisors	47	0	2.1
06 Supervisors: Crafts & Trades	54	0	0.5
07 Administrative & Senior Clerical Personnel	38	1	1.3
08 Skilled Sales & Service Personnel	94	1	1.5
09 Skilled Crafts & Trades Workers	224	2	2.4
10 Clerical Personnel	189	1	2.0
11 Intermediate Sales & Service Personnel	75	3	1.9
12 Semi-Skilled Manual Workers	354	12	2.4
14 Other Manual Workers	62	4	2.9
<b>Total</b>	<b>1,368</b>	<b>29</b>	<b>0.0</b>

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples		
	All Employees	Current Workforce Analysis	
		Representation	Aboriginal Peoples Availability*
#	#	%	%
01 Senior Managers	7	1	2.9
02 Middle & Other Managers	41	1	2.2
03 Professionals	121	1	1.5
04 Semi-Professionals & Technicians	49	2	1.5
05 Supervisors	27	0	1.5
06 Supervisors: Crafts & Trades	48	0	0.9
07 Administrative & Senior Clerical Personnel	26	1	1.2
08 Skilled Sales & Service Personnel	92	1	1.7
09 Skilled Crafts & Trades Workers	181	2	2.0
10 Clerical Personnel	147	1	1.6
11 Intermediate Sales & Service Personnel	65	0	1.5
12 Semi-Skilled Manual Workers	304	6	1.9
14 Other Manual Workers	45	2	1.8
<b>Total</b>	<b>1,153</b>	<b>18</b>	<b>0.0</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Table**  
**Part I: Workforce Analysis**  
**Data Communications Management**  
**2017-10-31**

**Data from Previous Workforce Analysis**

Date of Previous Workforce Analysis	MM	DD
YYYY	04	14
2016		

**Data from Current Workforce Analysis**

Date of Current Workforce Analysis	MM	DD
YYYY	10	31
2017		

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	Availability*
	#	Representation	%
01 Senior Managers	7	0	7.9
02 Middle & Other Managers	48	5	16.7
03 Professionals	123	30	24.2
04 Semi-Professionals & Technicians	53	9	23.8
05 Supervisors	47	5	26.9
06 Supervisors: Crafts & Trades	54	4	17.4
07 Administrative & Senior Clerical Personnel	38	5	28.4
08 Skilled Sales & Service Personnel	94	7	16.4
09 Skilled Crafts & Trades Workers	224	25	19.8
10 Clerical Personnel	189	37	31.8
11 Intermediate Sales & Service Personnel	75	17	38.0
12 Semi-Skilled Manual Workers	354	90	34.0
14 Other Manual Workers	62	21	33.7
<b>Total</b>	<b>1,368</b>	<b>255</b>	<b>27.3</b>

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Members of Visible Minorities	Availability*
	#	Representation	%
01 Senior Managers	7	0	10.1
02 Middle & Other Managers	41	3	15.0
03 Professionals	121	23	24.3
04 Semi-Professionals & Technicians	49	11	22.8
05 Supervisors	27	6	37.0
06 Supervisors: Crafts & Trades	48	4	14.5
07 Administrative & Senior Clerical Personnel	26	4	29.7
08 Skilled Sales & Service Personnel	92	7	15.8
09 Skilled Crafts & Trades Workers	181	17	13.9
10 Clerical Personnel	147	33	34.7
11 Intermediate Sales & Service Personnel	65	15	37.9
12 Semi-Skilled Manual Workers	304	65	34.9
14 Other Manual Workers	45	14	41.1
<b>Total</b>	<b>1,153</b>	<b>202</b>	<b>27.1</b>

**\* Source:**  
 2011 National Household Survey

**\* Source:**  
 2011 National Household Survey



**Federal Contractors Program Achievement Table**  
**Part 1: Workforce Analysis**  
**Data Communications Management**  
**2017-10-31**

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**Data from Previous Workforce Analysis**

Date of Previous Workforce Analysis	MM	DD
YYYY	04	14
2016		

↓      ↓      ↓  
**Data from Current Workforce Analysis**

Date of Current Workforce Analysis	MM	DD
YYYY	10	31
2017		

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities	
	#	Representation	Availability*
01/02 Managers	55	0	4.3
03 Professionals	123	5	3.8
04 Semi-Professionals & Technicians	53	0	4.6
05 Supervisors	47	1	13.9
06 Supervisors: Crafts & Trades	54	0	7.8
07 Administrative & Senior Clerical Personnel	38	2	3.4
08 Skilled Sales & Service Personnel	94	7	3.5
09 Skilled Crafts & Trades Workers	224	6	3.8
10 Clerical Personnel	189	5	7.0
11 Intermediate Sales & Service Personnel	75	2	5.6
12 Semi-Skilled Manual Workers	354	5	4.8
14 Other Manual Workers	62	4	5.3
<b>Total</b>	<b>1,368</b>	<b>37</b>	<b>5.2</b>

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities	
	#	Representation	Availability*
01/02 Managers	48	0	4.3
03 Professionals	121	0	3.8
04 Semi-Professionals & Technicians	49	1	4.6
05 Supervisors	27	1	13.9
06 Supervisors: Crafts & Trades	48	1	7.8
07 Administrative & Senior Clerical Personnel	26	2	3.4
08 Skilled Sales & Service Personnel	92	7	3.5
09 Skilled Crafts & Trades Workers	181	7	3.8
10 Clerical Personnel	147	2	7.0
11 Intermediate Sales & Service Personnel	65	2	5.6
12 Semi-Skilled Manual Workers	304	4	4.8
14 Other Manual Workers	45	4	5.3
<b>Total</b>	<b>1,153</b>	<b>31</b>	<b>5.1</b>

**\* Source:**  
 2012 Canadian Survey on Disability

**\* Source:**  
 2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**Data Communications Management**

2017-10-31

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	01	

End Date of Flow Data			
YYYY	MM	DD	
2017	10	31	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women												
	Full-time / National		Part-time / National		Full-time / National		Part-time / National						
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted					
01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0	0	0
02 Middle & Other Managers	16	8	0	0	8	5	0	0	20	7	0	0	0
03 Professionals	28	16	0	0	21	16	0	0	35	18	0	0	0
04 Semi-Professionals & Technicians	7	3	0	0	2	1	0	0	11	6	0	0	0
05 Supervisors	3	1	0	0	12	9	0	0	16	5	0	0	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	3	0	0	15	3	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	0	0	2	1	0	0	18	14	0	0	0
08 Skilled Sales & Service Personnel	19	9	0	0	6	6	0	0	31	15	0	0	0
09 Skilled Crafts & Trades Workers	29	3	0	0	5	0	0	0	50	3	0	0	0
10 Clerical Personnel	33	20	0	0	4	4	0	0	66	43	0	0	1
11 Intermediate Sales & Service Personnel	31	23	0	0	6	5	0	0	33	25	0	0	0
12 Semi-Skilled Manual Workers	53	23	0	0	11	4	0	0	102	48	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	25	4	0	0	1	0	0	0	30	4	0	0	0
<b>Total</b>	<b>258</b>	<b>118</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>191</b>	<b>0</b>	<b>0</b>	<b>1</b>

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Data Communications Management

2017-10-31

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	01	

End Date of Flow Data			
YYYY	MM	DD	
2017	10	31	

Data from Form 4 - Employees Hired

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	Full-time / National	Part-time / National	All Employees Hired	Aboriginal Peoples Hired
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	1	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
<b>Total</b>	<b>258</b>	<b>3</b>	<b>0</b>	<b>0</b>

Data from Form 5 - Employees Promoted

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples			
	Full-time / National	Part-time / National	All Employees Promoted	Aboriginal Peoples Promoted
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	8	0	0	0
03 Professionals	21	0	0	0
04 Semi-Professionals & Technicians	2	0	0	0
05 Supervisors	12	0	0	0
06 Supervisors: Crafts & Trades	10	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	6	0	0	0
09 Skilled Crafts & Trades Workers	5	1	0	0
10 Clerical Personnel	4	0	0	0
11 Intermediate Sales & Service Personnel	6	0	0	0
12 Semi-Skilled Manual Workers	11	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	1	0	0	0
<b>Total</b>	<b>89</b>	<b>1</b>	<b>0</b>	<b>0</b>

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 10: Aboriginal Peoples			
	Full-time / National	Part-time / National	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	20	0	0	0
03 Professionals	35	1	0	0
04 Semi-Professionals & Technicians	11	0	0	0
05 Supervisors	16	0	0	0
06 Supervisors: Crafts & Trades	15	0	0	0
07 Administrative & Senior Clerical Personnel	18	0	0	0
08 Skilled Sales & Service Personnel	31	0	0	0
09 Skilled Crafts & Trades Workers	50	1	0	0
10 Clerical Personnel	66	0	0	0
11 Intermediate Sales & Service Personnel	33	1	0	0
12 Semi-Skilled Manual Workers	102	6	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	30	0	0	0
<b>Total</b>	<b>430</b>	<b>9</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**Data Communications Management**

2017-10-31

Start Date of Flow Data		
YYYY	MM	DD
2016	04	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0	0
02 Middle & Other Managers	16	0	0	0	8	0	0	0	20	0	0	0
03 Professionals	28	0	0	0	21	0	0	0	35	3	0	0
04 Semi-Professionals & Technicians	7	0	0	0	2	0	0	0	11	0	0	0
05 Supervisors	3	0	0	0	12	1	0	0	16	0	0	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	0	0	0	15	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	2	0	0	0	18	0	0	0
08 Skilled Sales & Service Personnel	19	0	0	0	6	0	0	0	31	0	0	0
09 Skilled Crafts & Trades Workers	29	1	0	0	5	0	0	0	50	0	0	0
10 Clerical Personnel	33	0	0	0	4	0	0	0	66	3	0	0
11 Intermediate Sales & Service Personnel	31	1	0	0	6	1	0	0	33	1	0	0
12 Semi-Skilled Manual Workers	53	1	0	0	11	0	0	0	102	2	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	25	1	0	0	1	0	0	0	30	0	0	0
<b>Total</b>	<b>258</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>9</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Data Communications Management

2017-10-31

Start Date of Flow Data		
YYYY	MM	DD
2016	04	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	2	0	0	0	1	0	0	0	3	0	0	0
02 Middle & Other Managers	16	2	0	0	8	1	0	0	20	4	0	0
03 Professionals	28	10	0	0	21	3	0	0	35	14	0	0
04 Semi-Professionals & Technicians	7	3	0	0	2	0	0	0	11	3	0	0
05 Supervisors	3	0	0	0	12	1	0	0	16	0	0	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	1	0	0	15	0	0	0
07 Administrative & Senior Clerical Personnel	9	3	0	0	2	1	0	0	18	3	0	0
08 Skilled Sales & Service Personnel	19	0	0	0	6	1	0	0	31	2	0	0
09 Skilled Crafts & Trades Workers	29	3	0	0	5	2	0	0	50	10	0	0
10 Clerical Personnel	33	7	0	0	4	1	0	0	66	12	0	0
11 Intermediate Sales & Service Personnel	31	10	0	0	6	4	0	0	33	11	0	0
12 Semi-Skilled Manual Workers	53	7	0	0	11	2	0	0	102	28	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	25	5	0	0	1	1	0	0	30	11	0	0
<b>Total</b>	<b>258</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>430</b>	<b>98</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Data Communications Management**  
**2017-10-31**

**Data from Previous Goals**  
 ↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

**Data from Current Goals**  
 ↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2019	2017	2019

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	3	38.0	18	37.6
06 Supervisors: Crafts & Trades	4	50.0	18	33.4
09 Skilled Crafts & Trades Workers	3	8.0	15	6.8
10 Clerical Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Table 5: Women**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	27.4	2	27.4
02 Middle & Other Managers	3	38.9	16	38.9
06 Supervisors: Crafts & Trades	3	37.0	18	37.0
09 Skilled Crafts & Trades Workers	4	10.9	20	10.9
10 Clerical Personnel	0	0.0	0	0.0
14 Other Manual Workers	8	27.8	13	27.8
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Data Communications Management**  
**2017-10-31**

**Data from Previous Goals**

↓   ↓   ↓   ↓   ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

**Data from Current Goals**

↓   ↓   ↓   ↓   ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2019	2017	2019

**Table 2: Aboriginal Peoples**

	Aboriginal Peoples		Aboriginal Peoples	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
<b>Employment Equity Occupational Group (EEOG)</b>				
03 Professionals	1	2.0	2	1.5
05 Supervisors	1	4.0	1	2.1
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	3	8.0	5	2.4
10 Clerical Personnel	2	3.0	4	2.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Table 6: Aboriginal Peoples**

	Aboriginal Peoples		Aboriginal Peoples	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
03 Professionals	1	4.0	2	1.5
05 Supervisors	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	1	4.0	2	1.7
09 Skilled Crafts & Trades Workers	1	2.0	4	2.0
10 Clerical Personnel	1	10.0	2	1.6
11 Intermediate Sales & Service Personnel	1	4.0	1	1.5
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Data Communications Management**  
**2017-10-31**

**Data from Previous Goals**

↓   ↓   ↓   ↓   ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

**Data from Current Goals**

↓   ↓   ↓   ↓   ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2019	2017	2019

**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Persons with Disabilities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
01/02 Managers	1	10.0	2	4.3
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	2	10.0	2	4.6
05 Supervisors	2	14.0	7	13.9
06 Supervisors: Crafts & Trades	2	19.0	4	7.8
09 Skilled Crafts & Trades Workers	2	5.0	9	3.8
10 Clerical Personnel	5	8.0	13	7.0
11 Intermediate Sales & Service Personnel	2	7.0	4	5.6
12 Semi-Skilled Manual Workers	8	8.0	17	4.8
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Persons with Disabilities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
01/02 Managers	1	11.1	2	4.3
03 Professionals	1	3.8	5	3.8
04 Semi-Professionals & Technicians	1	10.0	2	4.6
05 Supervisors	1	13.9	4	13.9
06 Supervisors: Crafts & Trades	1	7.8	4	7.8
09 Skilled Crafts & Trades Workers	1	7.0	10	7.0
10 Clerical Personnel	1	5.6	4	5.6
11 Intermediate Sales & Service Personnel	2	4.8	15	4.8
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0



**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Data Communications Management**  
**2017-10-31**

**Data from Previous Goals**

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

**Data from Current Goals**

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2019	2017	2019

**Table 4: Members of Visible Minorities**

	Members of Visible Minorities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
<b>Employment Equity Occupational Group (EEOG)</b>				
01 Senior Managers	0	8.0	1	7.9
02 Middle & Other Managers	2	22.0	8	16.7
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	5	30.0	13	23.8
05 Supervisors	5	33.0	13	26.9
06 Supervisors: Crafts & Trades	2	19.0	9	17.4
07 Administrative & Senior Clerical Personnel	4	32.0	11	28.4
08 Skilled Sales & Service Personnel	6	20.0	15	16.4
09 Skilled Crafts & Trades Workers	11	31.0	44	19.8
10 Clerical Personnel	20	35.0	60	31.8
11 Intermediate Sales & Service Personnel	10	42.0	29	38.0
12 Semi-Skilled Manual Workers	41	39.0	120	34.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Table 8: Members of Visible Minorities**

	Members of Visible Minorities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	50.0	1	10.1
02 Middle & Other Managers	2	28.5	6	15.0
03 Professionals	6	24.3	29	24.3
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	1	37.0	10	37.0
06 Supervisors: Crafts & Trades	1	14.5	7	14.5
07 Administrative & Senior Clerical Personnel	3	29.7	8	29.7
08 Skilled Sales & Service Personnel	4	15.8	15	15.8
09 Skilled Crafts & Trades Workers	5	13.9	25	13.9
10 Clerical Personnel	3	34.7	51	34.7
11 Intermediate Sales & Service Personnel	9	37.9	25	37.9
12 Semi-Skilled Manual Workers	12	34.9	106	34.9
14 Other Manual Workers	12	41.1	18	41.1
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P × 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X	U ÷ (DY/ear1 + DY/ear2) × 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %
		All Employees	Women				All Employees	Women				All Employees	Women				All Employees	Women								
			Representation #	Availability %	Gap #	EE Result %		Actual #	Expected %	Difference #	Actual #		Expected %	Difference #	Actual #	Expected %		Difference #	Actual #	Expected %	Difference #					
02 Middle & Other Managers	2016	48	15	31.3	37.6	18	-3	83.1	16	8	50.0	6	2	8	5	62.5	3	3	20	7	35.0	6	1	44.9		
	2017	41	15	36.6	38.9	16	-1	94.0	16	8	50.0	6	2	8	5	62.5	3	3	20	7	35.0	6	1	44.9		
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100														

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		All Employees	Women		Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #		
			Hires and Promotions	Actual								Goal
02 Middle & Other Managers	2017	24	13	54.2	3	433.3	38.0	142.5	18	72.2	37.6	144.1
	2019	24	13	54.2	3	433.3	38.9	139.2	16	81.3	38.9	139.2

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	
																										Part 1: Workforce Analysis
<b>Workforce Analysis</b>																										
06 Supervisors: Crafts & Trades	Occupational Equity (EEOG)	Year	All		Women		All		Women		All		Women		All		Women		All		Women		All		Women	
			Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Terminations	Turnover Rate	
			#	%	%	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	%
2016	54	11	20.4	33.4	18	-7	61.0																			
2017	48	8	16.7	37.0	18	-10	45.0	3	0	0.0	1	-1	10	3	30.0	2	1	15	3	3	20.0	3	0	29.4		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Occupational Equity (EEOG)	Year	New Entrants		Short-term Goals		Long-term Goals		Comments					
		All Employees	Women Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met			
06 Supervisors: Crafts & Trades	2017	13	3	23.1	4	75.0	50.0	46.2	18	16.7	33.4	69.1	
	2019	13	3	23.1	3	100.0	37.0	62.4	18	16.7	37.0	62.4	

Federal Contractors Program Achievement Table

Part 4: Results - Women

Data Communications Management

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$	$U \div (D \text{Year} 1 + D \text{Year} 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					Terminations					Turnover Rate %									
		All Employees #	Representation #	%	Availability %	Gap #	EE Result %	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #		Difference #								
09 Skilled Crafts & Trades Workers	2016	224	7	3.1	6.8	15	-8	46.0																												
	2017	181	8	4.4	10.9	20	-12	40.5	29	3	10.3																									24.7

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees #	Women Actual #	Goal #	%	Percent of Goal Met %	Goal #	%	Percent of Goal Met %	Goal #	%	Percent of Goal Met %		
09 Skilled Crafts & Trades Workers	2017	34	3	8.8	3	100.0	8.0	110.3	15	20.0	6.8	129.8		
	2019	34	3	8.8	4	75.0	10.9	80.9	20	15.0	10.9	80.9		

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Data Communications Management**

**2017-10-31**





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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	E - H	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	V - X	$U \div (DY \text{ year} 1 + \text{DY} \text{ year} 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate %				
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #								
03 Professionals	2016	123	1	0.8	1.5	2	-1	54.2																		
	2017	121	1	0.8	1.5	2	-1	55.1	28	0	0.0	0	0	21	0	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	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
03 Professionals	2017	49	0	0.0	1	0.0	2.0	0.0	2	0.0	1.5	0.0		
	2019	49	0	0.0	1	0.0	4.0	0.0	2	0.0	1.5	0.0		





Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples  
Data Communications Management

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div (DY \text{ year} 1 + \text{DY} \text{ year} 2) \times 100$		

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate						
09 Skilled Crafts & Trades Workers	2016	224	2	0.9	2.4	5	-3	37.2							5	1	20.0	0		50	1	2.0	0		24.7
	2017	181	2	1.1	2.0	4	-2	55.2	29	1	3.4				1	1	20.0	0	1	50	1	2.0	0	1	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
09 Skilled Crafts & Trades Workers	2017	34	2	5.9	3	66.7	8.0	73.5	5	40.0	2.4	245.1
	2019	34	2	5.9	1	200.0	2.0	294.1	4	50.0	2.0	294.1

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

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times R \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times W \div 100$	$V - X$	$U \div V \times 100$

<b>Employment Equity Occupational Group (EEOG)</b>	<b>Year</b>	<b>All Employees</b>	<b>Representation</b>	<b>Availability</b>	<b>Gap</b>	<b>EE Result</b>	<b>All Employees</b>	<b>Actual</b>	<b>Expected</b>	<b>Difference</b>	<b>All Employees</b>	<b>Actual</b>	<b>Expected</b>	<b>Difference</b>	<b>All Employees</b>	<b>Actual</b>	<b>Expected</b>	<b>Difference</b>	<b>All Employees</b>	<b>Actual</b>	<b>Expected</b>	<b>Difference</b>	<b>Turnover Rate</b>	
10 Clerical Personnel	2016	189	1	0.5	2.0	4	-3	26.5			-1	4	0	0.0	0	0.0	0	0	66	0	0.0	0	0	39.3
	2017	147	1	0.7	1.6	2	-1	42.5			1	0	0.0	1	-1	4	0	0.0	0	66	0	0.0	0	39.3

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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<b>Employment Equity Occupational Group (EEOG)</b>	<b>Year</b>	<b>New Entrants</b>					<b>Short-term Goals</b>					<b>Long-term Goals</b>					<b>Comments</b>							
		<b>Hires and Promotions</b>					<b>Aboriginal Peoples</b>					<b>Aboriginal Peoples</b>												
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected		Difference						
		#	#	%	#	%	#	%	#	%	#	%	#	%	#	%		#	%					
10 Clerical Personnel	2017	37	0	0.0	2	0.0	3.0	0.0	4	0.0	2.0	0.0												
	2019	37	0	0.0	1	0.0	10.0	0.0	2	0.0	1.6	0.0												

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples  
Data Communications Management

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div (DY \text{ year} 1 + DY \text{ year} 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires										Flow Data Analysis										Terminations										Turnover Rate %
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #																
Total	2016	1,368	29	2.1	0.0	0	29	0.0	0	258	3	1.2	0	3	89	1	1.1	2	-1	430	9	2.1	9	0	34.1																	
Total	2017	1,153	18	1.6	0.0	0	18	0.0	0	258	3	1.2	0	3	89	1	1.1	2	-1	430	9	2.1	9	0	34.1																	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
Total	2017	347	4	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2019	347	4	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table  
 Part 6: Results - Persons with Disabilities  
 Data Communications Management  
 2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	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 x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 100	V - X	U + (DY car1 + DY car2) ÷ 2 x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)		Year	Workforce Analysis												Flow Data Analysis											
			Workforce						Hires						Promotions						Terminations					
		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		Turnover Rate
		#	#	%	Availability	#	Gap	%	#	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference	%	
01 &	Managers	2016	55	0	0.0	4.3	2	-2	0.0																	
02		2017	48	0	0.0	4.3	2	-2	0.0	18	0	0.0	1	-1	9	0	0.0	0	0	23	0	0.0	0	0	44.7	
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 + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100														
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Employment Equity Occupational Group (EEOG)		Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
			All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Percent of Goal Met	Goal	Percent of Goal Met	Percent of Goal Met		
01 &	Managers	2017	27	0	0.0	1	0.0	0.0	0.0	2	0.0	4.3	0.0
02		2019	27	0	0.0	1	0.0	0.0	0.0	2	0.0	4.3	0.0

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	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 x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 100	V - X	U + (DY car1 + DY car2) ÷ 2 x 100	





EEOG	Year	Employees	Representation			Availability			Gap			EE Result			Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Rate
			#	%	#	%	#	%	#	%	#	%	#	%													
09 Skilled Crafts & Trades Workers	2016	224	6	2.7	3.8	9	-3	70.5					29	1	3.4	1	0	5	0	0.0	0	50	0	0.0	1	-1	24.7
	2017	181	7	3.9	3.8	7	0	101.8																			

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

Employment Equity Occupational Group (EEOG)	Year	All Employees	New Entrants			Short-term Goals			Long-term Goals			Comments	
			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
			#	%	#	%	#	%	#	%			
09 Skilled Crafts & Trades Workers	2017	34	1	2.9	2	50.0	5.0	58.8	9	11.1	3.8	77.4	
	2019	34	1	2.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X (DYear1 + DYear2) x 100				

Employment Equity Occupational Group (EEOG)	Year	All Employees	Workforce Analysis						Hires						Flow Data Analysis						Turnover Rate					
			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected		Difference				
10 Clerical Personnel	2016	189	5	2.6	7.0	13	-8	37.8																		39.3
	2017	147	2	1.4	7.0	10	-8	19.4	0	0.0	2	-2	4	0	0.0	0	0	0	0	66	3	4.5	2	1		
11 Intermediate Sales & Service Personnel	2016	75	2	2.7	5.6	4	-2	47.6																		47.1
	2017	65	2	3.1	5.6	4	-2	54.9	1	3.2	2	-1	6	1	16.7	0	1	33	1	3.0	1	0	0			
12 Semi-Skilled Manual Workers	2016	354	5	1.4	4.8	17	-12	29.4																		31.0
	2017	304	4	1.3	4.8	15	-11	27.4	53	1	1.9	3	-2	11	0	0.0	0	0	0	102	2	2.0	1	1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments		
		Persons with Disabilities			Persons with Disabilities			Persons with Disabilities					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met	
10 Clerical Personnel	2017	37	0	0.0	5	0.0	8.0	0.0	13	0.0	7.0	0.0	
	2019	37	0	0.0	1	0.0	7.0	0.0	10	0.0	7.0	0.0	
11 Intermediate Sales & Service Personnel	2017	37	2	5.4	2	100.0	7.0	5.6	4	50.0	5.6	96.5	
	2019	37	2	5.4	1	200.0	5.6	96.5	4	50.0	5.6	96.5	
12 Semi-Skilled Manual Workers	2017	64	1	1.6	8	12.5	8.0	19.5	17	5.9	4.8	32.6	
	2019	64	1	1.6	2	50.0	4.8	32.6	15	6.7	4.8	32.6	

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate %					
		Workforce					Hires					Promotions					Terminations										
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected		Difference				
Total	2016	1,368	37	2.7	5.2	71	-34	52.0		258	4	1.6	13		89	2	2.2	2	0	430	9	2.1	12		-3	34.1	
	2017	1,153	31	2.7	5.1	59	-28	52.7																			

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 + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments				
		Persons with Disabilities			Persons with Disabilities			Persons with Disabilities							
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met			
Total	2017	347	6	1.7	0	0.0	0.0	0.0	0	0.0	0.0	29	20.7	24.3	7.1
	2019	347	6	1.7	6	100.0	24.3	7.1							

**Federal Contractors Program Achievement Table**  
**Part 7: Results - Members of Visible Minorities**  
**Data Communications Management**  
**2017-10-31**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DY/Year <sup>2</sup> ) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations				Turnover Rate %
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities						
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2016	7	0.0	0	7.9	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	3	0	0	0.0	0	0	42.9			
	2017	7	0.0	0	10.1	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	3	0	0	0.0	0	0	42.9			
02 Middle & Other Managers	2016	48	10.4	5	16.7	8	-3	62.4	16	2	12.5	2	2	0	8	1	12.5	1	0	20	4	20.0	2	2	44.9					
	2017	41	7.3	3	15.0	6	-3	48.8	16	2	12.5	2	2	0	8	1	12.5	1	0	20	4	20.0	2	2	44.9					

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	#	%	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
01 Senior Managers	2017	3	0.0	0	0.0	8.0	0.0	1	0.0	7.9	0.0			
	2019	3	0.0	0	0.0	50.0	0.0	1	0.0	10.1	0.0			
02 Middle & Other Managers	2017	24	12.5	3	2	150.0	22.0	8	37.5	16.7	74.9			
	2019	24	12.5	3	2	150.0	28.5	6	50.0	15.0	83.3			



**Federal Contractors Program Achievement Table**  
**Part 7: Results - Members of Visible Minorities**  
**Data Communications Management**  
**2017-10-31**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																							
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
<b>Workforce Analysis</b>																																																
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Year</b>	All Employees		Representation		Availability		Gap		EE Result		All Employees		Actual		Expected		Difference		All Employees		Actual		Expected		Difference		All Employees		Actual		Expected		Difference		Turnover Rate %											
			#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%															
04	Semi-Professionals & Technicians	2016	53	9	17.0	23.8	13	-4	71.3	7	3	42.9	2	1	2	0	0.0	0	0	0	11	3	27.3	2	1	21.6																						
04	Semi-Professionals & Technicians	2017	49	11	22.4	22.8	11	0	98.5	7	3	42.9	2	1	2	0	0.0	0	0	0	11	3	27.3	2	1	21.6																						
05	Supervisors	2016	47	5	10.6	26.9	13	-8	39.5	3	0	0.0	1	-1	12	1	8.3	1	0	0	16	0	0.0	2	-2	43.2																						
05	Supervisors	2017	27	6	22.2	37.0	10	-4	60.1	3	0	0.0	1	-1	12	1	8.3	1	0	0	16	0	0.0	2	-2	43.2																						
06	Supervisors: Crafts & Trades	2016	54	4	7.4	17.4	9	-5	42.6	3	0	0.0	0	0	10	1	10.0	1	0	0	15	0	0.0	1	-1	29.4																						
06	Supervisors: Crafts & Trades	2017	48	4	8.3	14.5	7	-3	57.5	3	0	0.0	0	0	10	1	10.0	1	0	0	15	0	0.0	1	-1	29.4																						

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals 100	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Visible Minorities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
04	Semi-Professionals & Technicians	2017	9	3	33.3	5	60.0	30.0	111.1	13	23.1	23.8	140.1	
04	Semi-Professionals & Technicians	2019	9	3	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05	Supervisors	2017	15	1	6.7	5	20.0	33.0	20.2	13	7.7	26.9	24.8	
05	Supervisors	2019	15	1	6.7	1	100.0	37.0	18.0	10	10.0	37.0	18.0	
06	Supervisors: Crafts & Trades	2017	13	1	7.7	2	50.0	19.0	40.5	9	11.1	17.4	44.2	
06	Supervisors: Crafts & Trades	2019	13	1	7.7	1	100.0	14.5	53.1	7	14.3	14.5	53.1	

Federal Contractors Program Achievement Table  
Part 7: Results - Members of Visible Minorities  
Data Communications Management  
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + ((D)Year1 + D)Year2) x 100

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis														Flow Data Analysis									
		All Employees				Visible Minorities				Hires						Promotions				Terminations				Turnover Rate %	
		#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #							
07	Administrative & Senior Clerical	2016	38	5	13.2	28.4	11	-6	46.3	9	3	33.3	3	0	2	1	50.0	0	1	18	3	16.7	2	1	56.3
08	Skilled Sales & Service Personnel	2016	26	4	15.4	29.7	8	-4	51.8	9	3	33.3	3	0	2	1	50.0	0	1	18	3	16.7	2	1	56.3
08	Skilled Sales & Service Personnel	2017	94	7	7.4	16.4	15	-8	45.4	19	0	0.0	3	-3	1	16.7	0	1	31	2	6.5	2	0	33.3	
09	Skilled Crafts & Trades Workers	2016	224	25	11.2	19.8	44	-19	56.4	29	3	10.3	4	-1	5	2	40.0	1	1	50	10	20.0	6	4	24.7
09	Skilled Crafts & Trades Workers	2017	181	17	9.4	13.9	25	-8	67.6	29	3	10.3	4	-1	5	2	40.0	1	1	50	10	20.0	6	4	24.7

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	11	4	36.4	4	100.0	32.0	113.6	11	36.4	28.4	128.0	
07	Administrative & Senior Clerical	2019	11	4	36.4	3	133.3	29.7	122.4	8	50.0	29.7	122.4	
08	Skilled Sales & Service Personnel	2017	25	1	4.0	6	16.7	20.0	20.0	15	6.7	16.4	24.4	
08	Skilled Sales & Service Personnel	2019	25	1	4.0	4	25.0	15.8	25.3	15	6.7	15.8	25.3	
09	Skilled Crafts & Trades Workers	2017	34	5	14.7	11	45.5	31.0	47.4	44	11.4	19.8	74.3	
09	Skilled Crafts & Trades Workers	2019	34	5	14.7	5	100.0	13.9	105.8	25	20.0	13.9	105.8	

**Federal Contractors Program Achievement Table  
Part 7: Results - Members of Visible Minorities  
Data Communications Management**

**2017-10-31**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																																																																																																																												
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis																																																																																																		
<b>Employment Equity Occupational Group (EEOG)</b>																									<b>Workforce Analysis</b>																									<b>Hires</b>																									<b>Flow Data Analysis</b>																									<b>Terminations</b>																									<b>Turnover Rate</b>																								
Year	All Employees	Visible Minorities		All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate																																																																																																																									
		Representation	Availability																										Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result	Gap	EE Result																																																																																																	
10	Clerical Personnel	189	37	19.6	31.8	60	-23	61.6	33	7	21.2	11	-4	4	1	25.0	1	0	66	12	18.2	13	-1	39.3																																																																																																																													
11	Intermediate Sales & Service Personnel	147	33	22.4	34.7	51	-18	64.7	33	7	21.2	11	-4	4	1	25.0	1	0	66	12	18.2	13	-1	39.3																																																																																																																													
12	Semi-Skilled Manual Workers	2017	65	15	23.1	37.9	25	-10	60.9	31	10	32.3	12	-2	6	66.7	1	3	33	11	33.3	7	4	47.1																																																																																																																													
		2016	354	90	25.4	34.0	120	-30	74.8	53	7	13.2	18	-11	11	2	18.2	3	-1	102	28	27.5	26	2	31.0																																																																																																																												
		2017	304	65	21.4	34.9	106	-41	61.3	53	7	13.2	18	-11	11	2	18.2	3	-1	102	28	27.5	26	2	31.0																																																																																																																												

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments			
		All Employees	Actual	%	Goal	%	Goal	%	Goal	%		Goal	%	
10	Clerical Personnel	2017	37	8	21.6	20	40.0	35.0	61.8	60	13.3	31.8	68.0	
		2019	37	8	21.6	3	266.7	34.7	62.3	51	15.7	34.7	62.3	
11	Intermediate Sales & Service Personnel	2017	37	14	37.8	10	140.0	42.0	90.1	29	48.3	38.0	99.6	
		2019	37	14	37.8	9	155.6	37.9	99.8	25	56.0	37.9	99.8	
12	Semi-Skilled Manual Workers	2017	64	9	14.1	41	22.0	39.0	36.1	120	7.5	34.0	41.4	
		2019	64	9	14.1	12	75.0	34.9	40.3	106	8.5	34.9	40.3	

**Federal Contractors Program Achievement Table  
Part 7: Results - Members of Visible Minorities  
Data Communications Management  
2017-10-31**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	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 x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ (DY/Year <sup>2</sup> ) x 100			

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis													Flow Data Analysis										Turnover Rate									
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference												
Total	2016	1,368	255	18.6	27.3	373	-118	68.3		258					89																			34.1
	2017	1,153	202	17.5	27.1	312	-110	64.6		258	50	19.4	70	-20	89	18	20.2	17		1	430	98	22.8											

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
Total	2017	347	68	0	0.0	0.0	0.0	0.0	0.0		
	2019	347	68	0	0.0	0.0	0.0	0.0	0.0		

## 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, not-for-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:

Yes  No

Comments:

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

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

#### Visible Minorities

- EEOG 3, 13 the 49 new entrants were visible minorities (26.5%), which is above their availability of 24.2%.
- 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**

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

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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: <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.

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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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



# DATA

## COMMUNICATIONS

### MANAGEMENT

## 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 following:

- Workforce Analysis Summary and Detailed Tables

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
- EEOG: 03- Professionals
  - Aboriginal Peoples, Visible Minorities and Persons with Disabilities
- EEOG: 04- Semi-Professionals and Technicians
  - Persons with Disabilities
- EEOG: 05- Supervisors
  - Visible Minorities and Persons with Disabilities<sup>1</sup>
- EEOG: 06 – Supervisors: Crafts & Trades
  - Women, Visible Minorities and Persons with Disabilities
- EEOG: 07- Administrative & Senior Clerical Personnel
  - Visible Minorities
- EEOG: 08 – Skilled Sales & Service Personnel
  - Aboriginal Peoples and Visible Minorities
- EEOG: 09 – Skilled Crafts & Trades Workers
  - Women, Aboriginal Peoples and Visible Minorities
- EEOG: 10 – Clerical Personnel

- Aboriginal Peoples, Visible Minorities and Persons with Disabilities
- 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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