

s.19(1)

s.24(1)



Employment and Social Development Canada / Emploi et Développement social Canada

Labour Program / Federal Contractors Program

<b>OFFICIAL USE ONLY</b>
<b>Agreement N°:</b>

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization General Dynamics Canada Ltd	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 54151	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 975 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.) 1941 Robertson Road	City Ottawa	Province ON	Postal Code K2H 5B7
	Telephone Number 613-596-7000	Fax Number 613-596-7637	

EMPLOYMENT EQUITY CONTACT	
Name (print) Jane McVeigh	Title Vice President, Human Resources
Telephone Number 613-596-7070	E-mail Address jane.mcveigh@gdcanada.com

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> <p>Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a></p> <p><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.</p>

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) Ian Brennan	Title Chief Counsel
Telephone Number 613-[REDACTED]	E-mail Address ian.brennan@gdcanada.com
Signature [REDACTED]	Date November 12, 2014

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) 953-8768 or by e-mail at: ee-eme@hrsdcc-rhdc.gc.ca</li> </ul>



s.19(1)

**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-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

I, the undersigned, on behalf of **General Dynamics Mission Systems–Canada (AIEE: 060111)**

(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 General Dynamics Mission Systems–Canada 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 January 15, 2018 because of:**

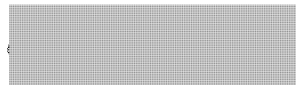
*As part of our ongoing employment equity efforts, and to ensure the Company maintains accurate data on our current workforce, we recently launched a new questionnaire to our employees. Our due date for submission of the new questionnaire is mid-December. Therefore, we are requesting additional time to ensure all questionnaires have been submitted and to have time to analyze and upload the new data.*

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: **11/23/2017**

Name: **Jane McVeigh**

Signature:



Title: **Vice President, Human Resources** Telephone Number: **(613) 596-7070**

Email address: [Jane.McVeigh@gd-ms.ca](mailto:Jane.McVeigh@gd-ms.ca)

Address: **1941 Robertson Road  
Ottawa, Ontario  
Canada K2H5B7**

**From:** Yakibonge, Maurice [NC] **On Behalf Of** EE-EME  
**Sent:** November 27, 2017 7:46 AM  
**To:** 'Jane.McVeigh@gd-ms.ca' <Jane.McVeigh@gd-ms.ca>  
**Cc:** 'kristen.morris@gd-ms.ca' <kristen.morris@gd-ms.ca>; Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>  
**Subject:** Request for Extension to Submit Federal Contractors Program Compliance Assessment Information

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **January 15, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program  
Employment and Social Development Canada / Government of Canada  
[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) / Tel: 819-654-6099

**From:** Morris, Kristen [<mailto:Kristen.Morris@gd-ms.ca>]  
**Sent:** 2017-11-24 1:31 PM  
**To:** EE-EME  
**Cc:** Normandin, Ward W [NC]  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

Thank you again for the information you provided yesterday! Please find attached our Extension Form.

Should you have any questions, please let me know.

Kind Regards,  
Kristen

**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Thursday, November 23, 2017 1:51 PM  
**To:** Morris, Kristen; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Kristen,

It was nice speaking with you on the telephone today! It was really good to hear about all the great things you are doing with regards to employment equity.

As promised, please find attached a Request for Extension Form. I suggest that you complete it per the re-surveying of the employees.

If you have any questions at all throughout the process, please do not hesitate to contact me.

All the best!  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

**From:** Morris, Kristen [<mailto:Kristen.Morris@gd-ms.ca>]

**Sent:** 2017-11-23 1:09 PM

**To:** EE-EME

**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

I left a message but in case you're not at your desk you can contact me at 613-596-7632 ☺

Thanks again,  
Kristen

**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf**

**Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

**Sent:** Thursday, November 23, 2017 8:23 AM

**To:** Morris, Kristen; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Good morning Kristen,

Yes, 1pm is perfect. Talk then!

Cheers,  
Ward

Ward Normandin

Agent de programmes, Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

**From:** Morris, Kristen [<mailto:Kristen.Morris@gd-ms.ca>]  
**Sent:** 2017-11-22 9:16 AM  
**To:** EE-EME  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Tomorrow afternoon is perfect! Does 1pm work?

Thanks again,  
Kristen

**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Wednesday, November 22, 2017 9:13 AM  
**To:** Morris, Kristen; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Cc:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Kristen,

I would be happy to speak with you. I have some time tomorrow afternoon and again on Friday. Would either of those dates work for you? Have 2pm available today, and anytime tomorrow between 9am and 4pm EST.

I look forward to hearing from you.

Kind regards,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334

**From:** Morris, Kristen [<mailto:Kristen.Morris@gd-ms.ca>]  
**Sent:** 2017-11-22 9:10 AM  
**To:** Normandin, Ward W [NC]; EE-EME  
**Cc:** Yakibonge, Maurice [NC]  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

Just wanted to follow up on the below. Would I be able to schedule a call with you sometime this week?

Many thanks,  
Kristen Morris

**From:** Morris, Kristen  
**Sent:** Friday, November 17, 2017 1:54 PM  
**To:** 'ward.normandin@labour-travail.gc.ca'  
**Cc:** 'maurice.yakibonge@labour-travail.gc.ca'  
**Subject:** RE: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

I hope all is well. Would it be possible for me to schedule a call with you regarding the below?

Thank you Maurice for forwarding the email! Appreciated 😊

Kind Regards,  
Kristen Morris

**From:** maurice.yakibonge@labour-travail.gc.ca [mailto:maurice.yakibonge@labour-travail.gc.ca] **On Behalf Of** ee-eme@hrsdc-rhdcc.gc.ca  
**Sent:** Friday, November 17, 2017 8:09 AM  
**To:** Morris, Kristen  
**Subject:** FW: Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Good morning Kristen,

Please be advised that the delivery of the email below has failed to the following recipients :  
[jane.mcveigh@gdcanada.com](mailto:jane.mcveigh@gdcanada.com), [ian.brennan@gdcanada.com](mailto:ian.brennan@gdcanada.com), [Leanne.Patterson@gdcanada.com](mailto:Leanne.Patterson@gdcanada.com)

Your organization is required to submit the second compliance assessment to the Labour Program by **December 18<sup>th</sup>, 2017**.

In order to facilitate timely future communications with your organisation, we ask that you notify the Labour Program of any change in contact information pertaining to either the Chief Executive Officer (CEO) and/or the person responsible for employment equity. Updates can be made in the Workplace Equity Information Management System ([WEIMS](#)) by selecting *Update your employer information* from the Main Menu, then by entering the new information under the *Contact* tab.

Thank you,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)

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)

**From:** Yakibonge, Maurice [NC] **On Behalf Of** EE-EME  
**Sent:** November-16-17 2:13 PM  
**To:** 'ian.brennan@gdcanada.com'  
**Cc:** 'jane.mcveigh@gdcanada.com'; 'Leanne.Patterson@gdcanada.com'  
**Subject:** Government of Canada Agreement 060111 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Good afternoon,

Further to your initial compliance assessment which was concluded on November 24, 2015, General Dynamics Canada Ltd. is now subject to a subsequent compliance assessment under the Federal Contractors Program (FCP). The goal of this subsequent assessment is to evaluate your organization's progress and/or effort to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within your workforce.

For this subsequent assessment, your organization is required to submit the following information to the Labour Program by **December 18<sup>th</sup>, 2017** :

- a current workforce analysis including the Summary Report and Detailed Report;
- Forms 1 to 6 covering your 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);
- a completed Achievement Table in Excel format that includes any new short-term and long-term goals; and
- a completed Reasonable Efforts for the Subsequent Compliance Assessment form signed by a senior officer of your organization.

### **Tools and Resources**

In order to assist your organization in meeting its obligations, we encourage you to continue using the Workplace Equity Information Management System (WEIMS). Through this application you can:

- store and maintain your organization's employment equity data;
- create backup files of your data;
- generate and submit your Forms 1 to 6 and workforce analysis using the latest available Census data (you may also grant Labour Program officers access to view this information in WEIMS); and
- access various tools and resources under the Help page including the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program* and the Achievement Table.

Should you have any questions, please contact your program officer, Ward Normandin, at [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca).

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)





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

Reporting Period 2015-06-17 to 2018-01-01

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	775	2	0	777	Calgary	268	3	0	271
Nova Scotia	51	0	0	51	Halifax	51	0	0	51
Alberta	268	3	0	271	Ottawa - Gatineau	775	2	0	777
Total Employees in Canada				1099	Total Employees in Canada				1099



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-06-17 to 2018-01-01

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	11	9	2				1	1				
	<b>Total</b>	11	9	2				1	1				
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	201	162	39	1	1		9	8	1	18	14	4
	<b>Total</b>	201	162	39	1	1		9	8	1	18	14	4
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	629	482	147	5	4	1	16	15	1	121	85	36
	<b>Total</b>	629	482	147	5	4	1	16	15	1	121	85	36
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	128	113	15	2	2		6	5	1	20	14	6
	<b>Total</b>	128	113	15	2	2		6	5	1	20	14	6

General Dynamics Mission Systems—Canada (GDMS-C) (certificate # 060111)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2015-06-17 to 2018-01-01

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>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>		30	8	22	1	1	1	1	1	1	1	1	2	1	1
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>		3	3	3											
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>		21	10	11	1	1	1	1	1	1	1	1	2	1	1
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>		71	31	40	2	2	2	2	2	2	2	2	18	5	13
<b>Total</b>		71	31	40	2	2	2	2	2	2	2	2	18	5	13	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**

Full-Time / National

Reporting Period 2015-06-17 to 2018-01-01

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>Total Number of Employees</b>		<b>1094</b>	<b>818</b>	<b>276</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>34</b>	<b>30</b>	<b>4</b>	<b>179</b>	<b>119</b>	<b>60</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Part-Time / National

Reporting Period 2015-06-17 to 2018-01-01

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>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	3	1									
	<b>Total</b>	4	3	1									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Total Number of Employees</b>		5	4	1									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-06-17 to 2018-01-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>1094</b>	<b>818</b>	<b>276</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>34</b>	<b>30</b>	<b>4</b>	<b>179</b>	<b>119</b>	<b>60</b>
<b>Total Number of Employees</b>	<b>1094</b>	<b>818</b>	<b>276</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>34</b>	<b>30</b>	<b>4</b>	<b>179</b>	<b>119</b>	<b>60</b>



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / National  
 Reporting Period 2015-06-17 to 2018-01-01

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



**General Dynamics Mission Systems—Canada (GDMS-C) (certificate # 060111)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / National**

**Reporting Period 2015-06-17 to 2018-01-01**

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
<b>Senior Managers</b>	1		1									
<b>Middle and Other Managers</b>	18	11	7	1	1		1	1		2	1	1
<b>Professionals</b>	224	168	56	1	1		4	2	2	57	40	17
<b>Semi-Professionals and Technicians</b>	34	28	6	1	1		2	1	1	6	5	1
<b>Administrative and Senior Clerical Personnel</b>	7	4	3				1		1			
<b>Clerical Personnel</b>	7	4	3	1	1							
<b>Semi-Skilled Manual Workers</b>	18	8	10							3	1	2
<b>Total Number of Employees Hired</b>	<b>309</b>	<b>223</b>	<b>86</b>	<b>4</b>	<b>4</b>		<b>8</b>	<b>4</b>	<b>4</b>	<b>68</b>	<b>47</b>	<b>21</b>





**General Dynamics Mission Systems--Canada (GDMS-C) (certificate # 060111)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Part-Time / National

Reporting Period 2015-06-17 to 2018-01-01

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									
Administrative and Senior Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>2</b>		<b>2</b>									



**General Dynamics Mission Systems–Canada (GDMS-C) (certificate # 060111)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / National**

**Reporting Period 2015-06-17 to 2018-01-01**

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
<b>Middle and Other Managers</b>	49	39	10				2	2		6	4	2
<b>Professionals</b>	141	107	34				2	1	1	27	17	10
<b>Semi-Professionals and Technicians</b>	15	12	3							3	1	2
<b>Administrative and Senior Clerical Personnel</b>	5	1	4									
<b>Clerical Personnel</b>	8	4	4							1	1	
<b>Semi-Skilled Manual Workers</b>	17	9	8							5	1	4
<b>Total Number of Employees Promoted</b>	235	172	63				4	3	1	42	24	18
<b>Total Number of Promotions</b>	240	177	63				4	3	1	43	25	18

**General Dynamics Mission Systems—Canada (GDMS-C) (certificate # 060111)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / National**

**Reporting Period 2015-06-17 to 2018-01-01**

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
<b>Middle and Other Managers</b>	27	22	5									
<b>Professionals</b>	103	76	27	1	1		1		1	10	6	4
<b>Semi-Professionals and Technicians</b>	16	13	3				1	1				
<b>Supervisors: Crafts and Trades</b>	1	1										
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Clerical Personnel</b>	4	2	2									
<b>Semi-Skilled Manual Workers</b>	2		2							1		1
<b>Total Number of Employees Terminated</b>	<b>154</b>	<b>114</b>	<b>40</b>	<b>1</b>	<b>1</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>5</b>



**General Dynamics Mission Systems—Canada (GDMS-C) (certificate # 060111)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED  
Part-Time / National**

**Reporting Period 2015-06-17 to 2018-01-01**

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
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Terminated</b>	1		1									



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	11	2	18.2 %	27.4 %	3	-1	National
<b>02 : Middle and Other Managers</b>		201	39	19.4 %	21.9 %	44	-5	
0111 : Financial managers	Ottawa - Gatineau	3	0	0.0 %	57.3 %	2	-2	Ottawa - Gatineau
0112 : Human resources managers	Ottawa - Gatineau	4	4	100.0 %	70.8 %	3	1	Ottawa - Gatineau
0113 : Purchasing managers	Calgary	1	0	0.0 %	28.9 %	0	0	Calgary
0114 : Other administrative services managers	Calgary	5	2	40.0 %	47.8 %	2	0	Calgary
0114 : Other administrative services managers	Ottawa - Gatineau	14	6	42.9 %	52.6 %	7	-1	Ottawa - Gatineau
0124 : Advertising, marketing and public relations managers	Ottawa - Gatineau	2	2	100.0 %	53.7 %	1	1	Ottawa - Gatineau
0125 : Other business services managers	Calgary	1	0	0.0 %	48.5 %	0	0	Calgary
0125 : Other business services managers	Ottawa - Gatineau	2	0	0.0 %	43.2 %	1	-1	Ottawa - Gatineau
0211 : Engineering managers	Calgary	46	8	17.4 %	17.9 %	8	0	Calgary
0211 : Engineering managers	Halifax	7	0	0.0 %	9.1 %	1	-1	Halifax
0211 : Engineering managers	Ottawa - Gatineau	90	10	11.1 %	11.6 %	10	0	Ottawa - Gatineau
0213 : Computer and information systems managers	Ottawa - Gatineau	5	2	40.0 %	29.9 %	1	1	Ottawa - Gatineau
0311 : Managers in health care	Ottawa - Gatineau	1	0	0.0 %	75.1 %	1	-1	Ottawa - Gatineau
0601 : Corporate sales managers	Halifax	1	0	0.0 %	22.1 %	0	0	Halifax
0601 : Corporate sales managers	Ottawa - Gatineau	12	1	8.3 %	31.3 %	4	-3	Ottawa - Gatineau
0911 : Manufacturing managers	Ottawa - Gatineau	7	4	57.1 %	19.6 %	1	3	Ottawa - Gatineau
<b>03 : Professionals</b>		633	148	23.4 %	18.4 %	116	32	
1112 : Financial and investment analysts	Calgary	2	0	0.0 %	42.4 %	1	-1	Calgary
1112 : Financial and investment analysts	Ottawa - Gatineau	4	4	100.0 %	55.0 %	2	2	Ottawa - Gatineau
1121 : Human resources professionals	Calgary	1	1	100.0 %	75.5 %	1	0	Calgary
1121 : Human resources professionals	Ottawa - Gatineau	8	7	87.5 %	72.7 %	6	1	Ottawa - Gatineau
1122 : Professional occupations in business management consulting	Calgary	11	8	72.7 %	47.2 %	5	3	Calgary

Workforce Analysis - Detailed Report

Date: 2018-01-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	#	%		
1122 : Professional occupations in business management consulting	Halifax	4	0	0.0 %	2	46.1 %	-2	Halifax
1122 : Professional occupations in business management consulting	Ottawa - Gatineau	61	36	59.0 %	26	42.9 %	10	Ottawa - Gatineau
2132 : Mechanical engineers	Calgary	3	1	33.3 %	0	12.4 %	1	Calgary
2132 : Mechanical engineers	Ottawa - Gatineau	6	1	16.7 %	1	15.6 %	0	Ottawa - Gatineau
2133 : Electrical and electronics engineers	Calgary	143	24	16.8 %	21	14.6 %	3	Calgary
2133 : Electrical and electronics engineers	Halifax	23	3	13.0 %	1	6.1 %	2	Halifax
2133 : Electrical and electronics engineers	Ottawa - Gatineau	296	46	15.5 %	31	10.6 %	15	Ottawa - Gatineau
2141 : Industrial and manufacturing engineers	Calgary	3	2	66.7 %	1	20.7 %	1	Calgary
2141 : Industrial and manufacturing engineers	Ottawa - Gatineau	21	4	19.0 %	2	11.7 %	2	Ottawa - Gatineau
2148 : Other professional engineers, n.e.c.	Ottawa - Gatineau	6	0	0.0 %	1	24.0 %	-1	Ottawa - Gatineau
2171 : Information systems analysts and consultants	Calgary	3	0	0.0 %	1	27.9 %	-1	Calgary
2171 : Information systems analysts and consultants	Ottawa - Gatineau	25	2	8.0 %	7	29.5 %	-5	Ottawa - Gatineau
2172 : Database analysts and data administrators	Ottawa - Gatineau	3	3	100.0 %	1	35.9 %	2	Ottawa - Gatineau
2174 : Computer programmers and interactive media developers	Ottawa - Gatineau	3	1	33.3 %	1	22.6 %	0	Ottawa - Gatineau
5121 : Authors and writers	Calgary	1	0	0.0 %	1	66.1 %	-1	Calgary
5121 : Authors and writers	Ottawa - Gatineau	4	3	75.0 %	2	50.0 %	1	Ottawa - Gatineau
5122 : Editors	Calgary	1	1	100.0 %	1	64.0 %	0	Calgary
5122 : Editors	Ottawa - Gatineau	1	1	100.0 %	1	70.6 %	0	Ottawa - Gatineau
<b>04 : Semi-Professionals and Technicians</b>		129	15	11.6 %	19	14.7 %	-4	
2241 : Electrical and electronics engineering technologists and technicians	Calgary	35	2	5.7 %	4	10.3 %	-2	Calgary
2241 : Electrical and electronics engineering technologists and technicians	Halifax	12	1	8.3 %	1	4.2 %	0	Halifax
2241 : Electrical and electronics engineering technologists and technicians	Ottawa - Gatineau	53	7	13.2 %	7	13.1 %	0	Ottawa - Gatineau
2251 : Architectural technologists and technicians	Ottawa - Gatineau	1	1	100.0 %	0	31.1 %	1	Ottawa - Gatineau
2253 : Drafting technologists and technicians	Ottawa - Gatineau	12	0	0.0 %	3	25.9 %	-3	Ottawa - Gatineau



Workplace Equity Information Management System - General Dynamics Mission Systems–Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Calgary	2	0	0.0 %	26.1 %	1	-1	Calgary
2282 : User support technicians	Halifax	1	0	0.0 %	22.9 %	0	0	Halifax
2282 : User support technicians	Ottawa - Gatineau	10	2	20.0 %	21.4 %	2	0	Ottawa - Gatineau
4211 : Paralegal and related occupations	Ottawa - Gatineau	1	1	100.0 %	80.6 %	1	0	Ottawa - Gatineau
5223 : Graphic arts technicians	Ottawa - Gatineau	1	1	100.0 %	27.6 %	0	1	Ottawa - Gatineau
5241 : Graphic designers and illustrators	Calgary	1	0	0.0 %	48.0 %	0	0	Calgary
<b>07 : Administrative and Senior Clerical Personnel</b>		31	22	71.0 %	76.2 %	24	-2	
1221 : Administrative officers	Calgary	5	4	80.0 %	84.3 %	4	0	Calgary
1221 : Administrative officers	Halifax	2	2	100.0 %	82.2 %	2	0	Halifax
1221 : Administrative officers	Ottawa - Gatineau	17	12	70.6 %	76.8 %	13	-1	Ottawa - Gatineau
1225 : Purchasing agents and officers	Ottawa - Gatineau	2	1	50.0 %	46.4 %	1	0	Ottawa - Gatineau
1241 : Administrative assistants	Calgary	1	1	100.0 %	95.9 %	1	0	Calgary
1241 : Administrative assistants	Ottawa - Gatineau	2	2	100.0 %	91.0 %	2	0	Ottawa - Gatineau
1315 : Customs, ship and other brokers	Ottawa - Gatineau	2	0	0.0 %	50.0 %	1	-1	Ottawa - Gatineau
<b>09 : Skilled Crafts and Trades Workers</b>		3	0	0.0 %	0.7 %	0	0	
7271 : Carpenters	Ottawa - Gatineau	1	0	0.0 %	2.0 %	0	0	Ottawa - Gatineau
7313 : Refrigeration and air conditioning mechanics	Ottawa - Gatineau	2	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
<b>10 : Clerical Personnel</b>		21	11	52.4 %	49.3 %	10	1	
1432 : Payroll clerks	Ottawa - Gatineau	1	1	100.0 %	81.6 %	1	0	Ottawa - Gatineau
1511 : Mail, postal and related workers	Calgary	1	1	100.0 %	53.6 %	1	0	Calgary
1521 : Shippers and receivers	Ottawa - Gatineau	2	0	0.0 %	16.3 %	0	0	Ottawa - Gatineau
1523 : Production logistics co-ordinators	Calgary	1	0	0.0 %	50.0 %	1	-1	Calgary
1523 : Production logistics co-ordinators	Halifax	1	1	100.0 %	64.1 %	1	0	Halifax
1523 : Production logistics co-ordinators	Ottawa - Gatineau	13	7	53.8 %	50.0 %	7	0	Ottawa - Gatineau

Workforce Analysis - Detailed Report

Date: 2018-01-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	Availability %			
1524 : Purchasing and inventory control workers	Calgary	1	0	0.0 %	1	-1	Calgary
1524 : Purchasing and inventory control workers	Ottawa - Gatineau	1	1	100.0 %	1	0	Ottawa - Gatineau
<b>12 : Semi-Skilled Manual Workers</b>		71	40	56.3 %	27	13	
7445 : Other repairers and servicers	Calgary	1	0	0.0 %	0	0	Calgary
7445 : Other repairers and servicers	Ottawa - Gatineau	5	0	0.0 %	0	0	Ottawa - Gatineau
7452 : Material handlers	Calgary	1	0	0.0 %	0	0	Calgary
7452 : Material handlers	Ottawa - Gatineau	7	4	57.1 %	1	3	Ottawa - Gatineau
9523 : Electronics assemblers, fabricators, inspectors and testers	Ottawa - Gatineau	57	36	63.2 %	26	10	Ottawa - Gatineau
<b>Total</b>		1100	277	25.2 %	243	34	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability %	Gap #	
<b>01 : Senior Managers</b>	National	11	0	0.0 %	2.9 %	0	National
<b>02 : Middle and Other Managers</b>		201	1	0.5 %	1.1 %	2	
0111 : Financial managers	Ottawa - Gatineau	3	0	0.0 %	2.9 %	0	Ottawa - Gatineau
0112 : Human resources managers	Ottawa - Gatineau	4	0	0.0 %	3.4 %	0	Ottawa - Gatineau
0113 : Purchasing managers	Calgary	1	0	0.0 %	2.5 %	0	Calgary
0114 : Other administrative services managers	Calgary	5	0	0.0 %	3.4 %	0	Calgary
0114 : Other administrative services managers	Ottawa - Gatineau	14	0	0.0 %	5.0 %	1	Ottawa - Gatineau
0124 : Advertising, marketing and public relations managers	Ottawa - Gatineau	2	0	0.0 %	1.3 %	0	Ottawa - Gatineau
0125 : Other business services managers	Calgary	1	0	0.0 %	0.0 %	0	Calgary
0125 : Other business services managers	Ottawa - Gatineau	2	0	0.0 %	0.0 %	0	Ottawa - Gatineau
0211 : Engineering managers	Calgary	46	0	0.0 %	1.2 %	1	Calgary
0211 : Engineering managers	Halifax	7	0	0.0 %	0.0 %	0	Halifax
0211 : Engineering managers	Ottawa - Gatineau	90	0	0.0 %	0.0 %	0	Ottawa - Gatineau
0213 : Computer and information systems managers	Ottawa - Gatineau	5	0	0.0 %	1.3 %	0	Ottawa - Gatineau
0311 : Managers in health care	Ottawa - Gatineau	1	0	0.0 %	0.0 %	0	Ottawa - Gatineau
0601 : Corporate sales managers	Halifax	1	0	0.0 %	1.3 %	0	Halifax
0601 : Corporate sales managers	Ottawa - Gatineau	12	1	8.3 %	3.0 %	0	Ottawa - Gatineau
0911 : Manufacturing managers	Ottawa - Gatineau	7	0	0.0 %	2.3 %	0	Ottawa - Gatineau
<b>03 : Professionals</b>		633	5	0.8 %	0.8 %	5	
1112 : Financial and investment analysis	Calgary	2	0	0.0 %	0.0 %	0	Calgary
1112 : Financial and investment analysis	Ottawa - Gatineau	4	0	0.0 %	2.6 %	0	Ottawa - Gatineau
1121 : Human resources professionals	Calgary	1	0	0.0 %	2.7 %	0	Calgary
1121 : Human resources professionals	Ottawa - Gatineau	8	0	0.0 %	3.5 %	0	Ottawa - Gatineau
1122 : Professional occupations in business management consulting	Calgary	11	1	9.1 %	2.3 %	0	Calgary



Workplace Equity Information Management System - General Dynamics Mission Systems–Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
1122 : Professional occupations in business management consulting	Halifax	4	0	0.0 %	0.0 %	0	0	Halifax
1122 : Professional occupations in business management consulting	Ottawa - Gatineau	61	0	0.0 %	1.3 %	1	-1	Ottawa - Gatineau
2132 : Mechanical engineers	Calgary	3	0	0.0 %	0.5 %	0	0	Calgary
2132 : Mechanical engineers	Ottawa - Gatineau	6	0	0.0 %	0.8 %	0	0	Ottawa - Gatineau
2133 : Electrical and electronics engineers	Calgary	143	1	0.7 %	0.0 %	0	1	Calgary
2133 : Electrical and electronics engineers	Halifax	23	0	0.0 %	0.0 %	0	0	Halifax
2133 : Electrical and electronics engineers	Ottawa - Gatineau	296	1	0.3 %	0.9 %	3	-2	Ottawa - Gatineau
2141 : Industrial and manufacturing engineers	Calgary	3	0	0.0 %	0.0 %	0	0	Calgary
2141 : Industrial and manufacturing engineers	Ottawa - Gatineau	21	1	4.8 %	0.0 %	0	1	Ottawa - Gatineau
2148 : Other professional engineers, n.e.c.	Ottawa - Gatineau	6	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
2171 : Information systems analysts and consultants	Calgary	3	0	0.0 %	1.1 %	0	0	Calgary
2171 : Information systems analysts and consultants	Ottawa - Gatineau	25	0	0.0 %	1.9 %	0	0	Ottawa - Gatineau
2172 : Database analysts and data administrators	Ottawa - Gatineau	3	0	0.0 %	2.0 %	0	0	Ottawa - Gatineau
2174 : Computer programmers and interactive media developers	Ottawa - Gatineau	3	0	0.0 %	1.5 %	0	0	Ottawa - Gatineau
5121 : Authors and writers	Calgary	1	1	100.0 %	1.8 %	0	1	Calgary
5121 : Authors and writers	Ottawa - Gatineau	4	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
5122 : Editors	Calgary	1	0	0.0 %	3.7 %	0	0	Calgary
5122 : Editors	Ottawa - Gatineau	1	0	0.0 %	1.7 %	0	0	Ottawa - Gatineau
<b>04 : Semi-Professionals and Technicians</b>		<b>129</b>	<b>2</b>	<b>1.6 %</b>	<b>2.2 %</b>	<b>3</b>	<b>-1</b>	
2241 : Electrical and electronics engineering technologists and technicians	Calgary	35	0	0.0 %	1.3 %	0	0	Calgary
2241 : Electrical and electronics engineering technologists and technicians	Halifax	12	0	0.0 %	1.4 %	0	0	Halifax
2241 : Electrical and electronics engineering technologists and technicians	Ottawa - Gatineau	53	1	1.9 %	2.6 %	1	0	Ottawa - Gatineau
2251 : Architectural technologists and technicians	Ottawa - Gatineau	1	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
2253 : Drafting technologists and technicians	Ottawa - Gatineau	12	0	0.0 %	2.2 %	0	0	Ottawa - Gatineau

Workforce Analysis - Detailed Report

Date: 2018-01-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2282 : User support technicians	Calgary	2	0	0.0 %	3.4 %	0	Calgary	
2282 : User support technicians	Halifax	1	0	0.0 %	2.4 %	0	Halifax	
2282 : User support technicians	Ottawa - Gatineau	10	1	10.0 %	4.2 %	0	Ottawa - Gatineau	
4211 : Paralegal and related occupations	Ottawa - Gatineau	1	0	0.0 %	4.1 %	0	Ottawa - Gatineau	
5223 : Graphic arts technicians	Ottawa - Gatineau	1	0	0.0 %	6.9 %	0	Ottawa - Gatineau	
5241 : Graphic designers and illustrators	Calgary	1	0	0.0 %	2.1 %	0	Calgary	
<b>07 : Administrative and Senior Clerical Personnel</b>		31	1	3.2 %	2.5 %	1	0	
1221 : Administrative officers	Calgary	5	0	0.0 %	2.3 %	0	Calgary	
1221 : Administrative officers	Halifax	2	0	0.0 %	1.7 %	0	Halifax	
1221 : Administrative officers	Ottawa - Gatineau	17	0	0.0 %	2.7 %	0	Ottawa - Gatineau	
1225 : Purchasing agents and officers	Ottawa - Gatineau	2	0	0.0 %	1.9 %	0	Ottawa - Gatineau	
1241 : Administrative assistants	Calgary	1	0	0.0 %	3.2 %	0	Calgary	
1241 : Administrative assistants	Ottawa - Gatineau	2	1	50.0 %	4.0 %	0	Ottawa - Gatineau	
1315 : Customs, ship and other brokers	Ottawa - Gatineau	2	0	0.0 %	0.0 %	0	Ottawa - Gatineau	
<b>09 : Skilled Crafts and Trades Workers</b>		3	0	0.0 %	0.9 %	0	0	
7271 : Carpenters	Ottawa - Gatineau	1	0	0.0 %	2.8 %	0	Ottawa - Gatineau	
7313 : Refrigeration and air conditioning mechanics	Ottawa - Gatineau	2	0	0.0 %	0.0 %	0	Ottawa - Gatineau	
<b>10 : Clerical Personnel</b>		21	1	4.8 %	1.1 %	0	1	
1432 : Payroll clerks	Ottawa - Gatineau	1	0	0.0 %	5.6 %	0	Ottawa - Gatineau	
1511 : Mail, postal and related workers	Calgary	1	0	0.0 %	4.3 %	0	Calgary	
1521 : Shippers and receivers	Ottawa - Gatineau	2	0	0.0 %	1.2 %	0	Ottawa - Gatineau	
1523 : Production logistics co-ordinators	Calgary	1	0	0.0 %	3.4 %	0	Calgary	
1523 : Production logistics co-ordinators	Halifax	1	0	0.0 %	0.0 %	0	Halifax	
1523 : Production logistics co-ordinators	Ottawa - Gatineau	13	1	7.7 %	0.0 %	0	Ottawa - Gatineau	



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
1524 : Purchasing and inventory control workers	Calgary	1	0	0.0 %	5.6 %	0	0	Calgary
1524 : Purchasing and inventory control workers	Ottawa - Gatineau	1	0	0.0 %	1.5 %	0	0	Ottawa - Gatineau
<b>12 : Semi-Skilled Manual Workers</b>		71	2	2.8 %	1.4 %	1	1	
7445 : Other repairers and servicers	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
7445 : Other repairers and servicers	Ottawa - Gatineau	5	0	0.0 %	0.0 %	0	0	Ottawa - Gatineau
7452 : Material handlers	Calgary	1	0	0.0 %	4.5 %	0	0	Calgary
7452 : Material handlers	Ottawa - Gatineau	7	1	14.3 %	3.5 %	0	1	Ottawa - Gatineau
9523 : Electronics assemblers, fabricators, inspectors and testers	Ottawa - Gatineau	57	1	1.8 %	1.1 %	1	0	Ottawa - Gatineau
<b>Total</b>		1100	12	1.1 %	1.1 %	12	0	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-01-10

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
<b>01 : Senior Managers</b>	National	11	0	0.0 %	1	-1	National
<b>02 : Middle and Other Managers</b>		201	18	9.0 %	29	-11	
0111 : Financial managers	Ottawa - Gatineau	3	0	0.0 %	0	0	Ottawa - Gatineau
0112 : Human resources managers	Ottawa - Gatineau	4	0	0.0 %	0	0	Ottawa - Gatineau
0113 : Purchasing managers	Calgary	1	0	0.0 %	0	0	Calgary
0114 : Other administrative services managers	Calgary	5	0	0.0 %	1	-1	Calgary
0114 : Other administrative services managers	Ottawa - Gatineau	14	1	7.1 %	1	0	Ottawa - Gatineau
0124 : Advertising, marketing and public relations managers	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
0125 : Other business services managers	Calgary	1	0	0.0 %	0	0	Calgary
0125 : Other business services managers	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
0211 : Engineering managers	Calgary	46	8	17.4 %	9	-1	Calgary
0211 : Engineering managers	Halifax	7	0	0.0 %	0	0	Halifax
0211 : Engineering managers	Ottawa - Gatineau	90	7	7.8 %	13	-6	Ottawa - Gatineau
0213 : Computer and information systems managers	Ottawa - Gatineau	5	0	0.0 %	1	-1	Ottawa - Gatineau
0311 : Managers in health care	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
0601 : Corporate sales managers	Halifax	1	0	0.0 %	0	0	Halifax
0601 : Corporate sales managers	Ottawa - Gatineau	12	1	8.3 %	1	0	Ottawa - Gatineau
0911 : Manufacturing managers	Ottawa - Gatineau	7	1	14.3 %	1	0	Ottawa - Gatineau
<b>03 : Professionals</b>		633	121	19.1 %	184	-63	
1112 : Financial and investment analysis	Calgary	2	2	100.0 %	1	1	Calgary
1112 : Financial and investment analysis	Ottawa - Gatineau	4	3	75.0 %	1	2	Ottawa - Gatineau
1121 : Human resources professionals	Calgary	1	1	100.0 %	0	1	Calgary
1121 : Human resources professionals	Ottawa - Gatineau	8	0	0.0 %	1	-1	Ottawa - Gatineau
1122 : Professional occupations in business management consulting	Calgary	11	3	27.3 %	2	1	Calgary



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities						Recruitment Area
		All Employees	Representation		Availability		Gap	
		#	#	%	%	#	#	
1122 : Professional occupations in business management consulting	Halifax	4	0	0.0 %	5.5 %	0	0	Halifax
1122 : Professional occupations in business management consulting	Ottawa - Gatineau	61	7	11.5 %	14.0 %	9	-2	Ottawa - Gatineau
2132 : Mechanical engineers	Calgary	3	2	66.7 %	41.4 %	1	1	Calgary
2132 : Mechanical engineers	Ottawa - Gatineau	6	0	0.0 %	18.7 %	1	-1	Ottawa - Gatineau
2133 : Electrical and electronics engineers	Calgary	143	40	28.0 %	45.8 %	65	-25	Calgary
2133 : Electrical and electronics engineers	Halifax	23	1	4.3 %	11.4 %	3	-2	Halifax
2133 : Electrical and electronics engineers	Ottawa - Gatineau	296	57	19.3 %	27.6 %	82	-25	Ottawa - Gatineau
2141 : Industrial and manufacturing engineers	Calgary	3	0	0.0 %	45.2 %	1	-1	Calgary
2141 : Industrial and manufacturing engineers	Ottawa - Gatineau	21	3	14.3 %	30.0 %	6	-3	Ottawa - Gatineau
2148 : Other professional engineers, n.e.c.	Ottawa - Gatineau	6	0	0.0 %	32.0 %	2	-2	Ottawa - Gatineau
2171 : Information systems analysts and consultants	Calgary	3	0	0.0 %	31.3 %	1	-1	Calgary
2171 : Information systems analysts and consultants	Ottawa - Gatineau	25	2	8.0 %	20.9 %	5	-3	Ottawa - Gatineau
2172 : Database analysts and data administrators	Ottawa - Gatineau	3	0	0.0 %	23.4 %	1	-1	Ottawa - Gatineau
2174 : Computer programmers and interactive media developers	Ottawa - Gatineau	3	0	0.0 %	27.6 %	1	-1	Ottawa - Gatineau
5121 : Authors and writers	Calgary	1	0	0.0 %	8.9 %	0	0	Calgary
5121 : Authors and writers	Ottawa - Gatineau	4	0	0.0 %	6.7 %	0	0	Ottawa - Gatineau
5122 : Editors	Calgary	1	0	0.0 %	19.1 %	0	0	Calgary
5122 : Editors	Ottawa - Gatineau	1	0	0.0 %	11.2 %	0	0	Ottawa - Gatineau
<b>04 : Semi-Professionals and Technicians</b>		<b>129</b>	<b>21</b>	<b>16.3 %</b>	<b>22.5 %</b>	<b>29</b>	<b>-8</b>	
2241 : Electrical and electronics engineering technologists and technicians	Calgary	35	4	11.4 %	32.9 %	12	-8	Calgary
2241 : Electrical and electronics engineering technologists and technicians	Halifax	12	0	0.0 %	2.3 %	0	0	Halifax
2241 : Electrical and electronics engineering technologists and technicians	Ottawa - Gatineau	53	14	26.4 %	23.5 %	12	2	Ottawa - Gatineau
2251 : Architectural technologists and technicians	Ottawa - Gatineau	1	0	0.0 %	10.7 %	0	0	Ottawa - Gatineau
2253 : Drafting technologists and technicians	Ottawa - Gatineau	12	0	0.0 %	11.5 %	1	-1	Ottawa - Gatineau

Workforce Analysis - Detailed Report

Date: 2018-01-10

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2282 : User support technicians	Calgary	2	1	50.0 %	1	0	Calgary
2282 : User support technicians	Halifax	1	0	0.0 %	0	0	Halifax
2282 : User support technicians	Ottawa - Gatineau	10	2	20.0 %	2	0	Ottawa - Gatineau
4211 : Paralegal and related occupations	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
5223 : Graphic arts technicians	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
5241 : Graphic designers and illustrators	Calgary	1	0	0.0 %	0	0	Calgary
<b>07 : Administrative and Senior Clerical Personnel</b>		31	0	0.0 %	3	-3	
1221 : Administrative officers	Calgary	5	0	0.0 %	1	-1	Calgary
1221 : Administrative officers	Halifax	2	0	0.0 %	0	0	Halifax
1221 : Administrative officers	Ottawa - Gatineau	17	0	0.0 %	2	-2	Ottawa - Gatineau
1225 : Purchasing agents and officers	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
1241 : Administrative assistants	Calgary	1	0	0.0 %	0	0	Calgary
1241 : Administrative assistants	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
1315 : Customs, ship and other brokers	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
<b>09 : Skilled Crafts and Trades Workers</b>		3	0	0.0 %	0	0	
7271 : Carpenters	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
7313 : Refrigeration and air conditioning mechanics	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
<b>10 : Clerical Personnel</b>		21	2	9.5 %	3	-1	
1432 : Payroll clerks	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
1511 : Mail, postal and related workers	Calgary	1	0	0.0 %	0	0	Calgary
1521 : Shippers and receivers	Ottawa - Gatineau	2	1	50.0 %	0	1	Ottawa - Gatineau
1523 : Production logistics co-ordinators	Calgary	1	0	0.0 %	0	0	Calgary
1523 : Production logistics co-ordinators	Halifax	1	0	0.0 %	0	0	Halifax
1523 : Production logistics co-ordinators	Ottawa - Gatineau	13	1	7.7 %	2	-1	Ottawa - Gatineau



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

Workforce Analysis - Detailed Report

Date: 2018-01-10

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
1524 : Purchasing and inventory control workers	Calgary	1	0	0.0 %	29.0 %	0	0	Calgary
1524 : Purchasing and inventory control workers	Ottawa - Gatineau	1	0	0.0 %	11.8 %	0	0	Ottawa - Gatineau
<b>12 : Semi-Skilled Manual Workers</b>		71	18	25.4 %	55.7 %	40	-22	
7445 : Other repairers and servicers	Calgary	1	0	0.0 %	19.3 %	0	0	Calgary
7445 : Other repairers and servicers	Ottawa - Gatineau	5	1	20.0 %	9.2 %	0	1	Ottawa - Gatineau
7452 : Material handlers	Calgary	1	0	0.0 %	33.4 %	0	0	Calgary
7452 : Material handlers	Ottawa - Gatineau	7	3	42.9 %	19.9 %	1	2	Ottawa - Gatineau
9523 : Electronics assemblers, fabricators, inspectors and testers	Ottawa - Gatineau	57	14	24.6 %	65.3 %	37	-23	Ottawa - Gatineau
<b>Total</b>		1100	180	16.4 %	26.2 %	289	-109	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-10

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	212	10	4.7 %	9	1	National
03 : Professionals	National	633	16	2.5 %	24	-8	National
04 : Semi-Professionals and Technicians	National	129	6	4.7 %	6	0	National
07 : Administrative and Senior Clerical Personnel	National	31	1	3.2 %	1	0	National
09 : Skilled Crafts and Trades Workers	National	3	0	0.0 %	0	0	National
10 : Clerical Personnel	National	21	0	0.0 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	71	1	1.4 %	3	-2	National
<b>Total</b>		<b>1100</b>	<b>34</b>	<b>3.1 %</b>	<b>44</b>	<b>-10</b>	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-01-10

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

We are focused on recruiting in our local markets and not at the national level as the workforce supply is available and does not cost us to relocate individuals. Only at the management level would we consider recruiting from across the country.

### 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	NOC (default EEOG)	CMA (default National)
03 : Professionals	NOC	CMA (default National)
04 : Semi-Professionals and Technicians	NOC	CMA (default Provincial)
06 : Supervisors: Crafts and Trades	NOC	CMA (default Provincial)
07 : Administrative and Senior Clerical Personnel	NOC (default EEOG)	CMA
09 : Skilled Crafts and Trades Workers	NOC	CMA (default Provincial)
10 : Clerical Personnel	NOC (default EEOG)	CMA
12 : Semi-Skilled Manual Workers	NOC (default EEOG)	CMA



## Workforce Analysis - Detailed Report

Date: 2018-01-10

### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

**Workforce Analysis - Summary Report**

Date: 2018-01-10

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	11	2	18.2 %	27.4 %	3	-1
02 : Middle and Other Managers	201	39	19.4 %	21.9 %	44	-5
03 : Professionals	633	148	23.4 %	18.4 %	116	32
04 : Semi-Professionals and Technicians	129	15	11.6 %	14.7 %	19	-4
07 : Administrative and Senior Clerical Personnel	31	22	71.0 %	76.2 %	24	-2
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	0.7 %	0	0
10 : Clerical Personnel	21	11	52.4 %	49.3 %	10	1
12 : Semi-Skilled Manual Workers	71	40	56.3 %	38.4 %	27	13
<b>Total</b>	<b>1100</b>	<b>277</b>	<b>25.2 %</b>	<b>22.2 %</b>	<b>243</b>	<b>34</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-01-10

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Representation %	Availability #	Gap #	
01 : Senior Managers	11	0.0%	2.9%	0	0	
02 : Middle and Other Managers	201	0.5%	1.1%	2	-1	
03 : Professionals	633	0.8%	0.8%	5	0	
04 : Semi-Professionals and Technicians	129	1.6%	2.2%	3	-1	
07 : Administrative and Senior Clerical Personnel	31	3.2%	2.5%	1	0	
09 : Skilled Crafts and Trades Workers	3	0.0%	0.9%	0	0	
10 : Clerical Personnel	21	4.8%	1.1%	0	1	
12 : Semi-Skilled Manual Workers	71	2.8%	1.4%	1	1	
<b>Total</b>	<b>1100</b>	<b>1.1%</b>	<b>1.1%</b>	<b>12</b>	<b>0</b>	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - General Dynamics Mission Systems-Canada (GDMS-C)

**Workforce Analysis - Summary Report**

Date: 2018-01-10

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	11	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	201	18	9.0 %	14.2 %	29	-11
03 : Professionals	633	121	19.1 %	29.0 %	184	-63
04 : Semi-Professionals and Technicians	129	21	16.3 %	22.5 %	29	-8
07 : Administrative and Senior Clerical Personnel	31	0	0.0 %	11.0 %	3	-3
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	9.2 %	0	0
10 : Clerical Personnel	21	2	9.5 %	14.2 %	3	-1
12 : Semi-Skilled Manual Workers	71	18	25.4 %	55.7 %	40	-22
<b>Total</b>	<b>1100</b>	<b>180</b>	<b>16.4 %</b>	<b>26.2 %</b>	<b>289</b>	<b>-109</b>

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-01-10

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees #	Representation #	Representation %	Persons with Disabilities Availability %	Availability #	Gap #
01/02 : Managers	212	10	4.7 %	4.3 %	9	1
03 : Professionals	633	16	2.5 %	3.8 %	24	-8
04 : Semi-Professionals and Technicians	129	6	4.7 %	4.6 %	6	0
07 : Administrative and Senior Clerical Personnel	31	1	3.2 %	3.4 %	1	0
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	3.8 %	0	0
10 : Clerical Personnel	21	0	0.0 %	7.0 %	1	-1
12 : Semi-Skilled Manual Workers	71	1	1.4 %	4.8 %	3	-2
<b>Total</b>	<b>1100</b>	<b>34</b>	<b>3.1 %</b>	<b>4.1 %</b>	<b>44</b>	<b>-10</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-01-10

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

We are focused on recruiting in our local markets and not at the national level as the workforce supply is available and does not cost us to relocate individuals. Only at the management level would we consider recruiting from across the country.

### 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	NOC (default EEOG)	CMA (default National)
03 : Professionals	NOC	CMA (default National)
04 : Semi-Professionals and Technicians	NOC	CMA (default Provincial)
06 : Supervisors: Crafts and Trades	NOC	CMA (default Provincial)
07 : Administrative and Senior Clerical Personnel	NOC (default EEOG)	CMA
09 : Skilled Crafts and Trades Workers	NOC	CMA (default Provincial)
10 : Clerical Personnel	NOC (default EEOG)	CMA
12 : Semi-Skilled Manual Workers	NOC (default EEOG)	CMA





## Workforce Analysis - Summary Report

Date: 2018-01-10

### 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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National

# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

### General Dynamics Mission Systems-Canada

[Date: 2018-01-09]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	06	17

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

#### Table 1: Women

##### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	13	1	27.40
02	Middle & Other Managers	177	31	20.70
03	Professionals	526	121	18.50
04	Semi-Professionals & Technicians	108	16	14.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	1	0	0.00
07	Administrative & Senior Clerical Personnel	28	24	78.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	2	0	1.00
10	Clerical Personnel	25	13	53.50
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	56	35	38.20
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	0.00
<b>Total</b>		<b>937</b>	<b>241</b>	<b>22.4</b>

#### Table 5: Women

##### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		11	2	27.40
		201	39	21.90
		633	148	18.40
		129	15	14.70
		0	0	0.00
		0	0	0.00
		31	22	76.20
		0	0	0.00
		3	0	0.70
		21	11	49.30
		0	0	0.00
		71	40	38.40
		0	0	0.00
		0	0	0.00
<b>Total</b>		<b>1,100</b>	<b>277</b>	<b>22.2</b>

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	06	17

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

**Table 2: Aboriginal Peoples**

	First/Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
01 Senior Managers	13	0	2.90
02 Middle & Other Managers	177	1	1.00
03 Professionals	526	2	0.80
04 Semi-Professionals & Technicians	108	1	1.90
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	1	0	0.00
07 Administrative & Senior Clerical Personnel	28	1	2.50
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	2	0	1.40
10 Clerical Personnel	25	0	1.90
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	56	0	1.40
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	1	0	0.00
<b>Total</b>	<b>937</b>	<b>5</b>	<b>1.1</b>

**Table 6: Aboriginal Peoples**

	Subsequent/Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
11	0	2.9	
201	1	1.1	
633	5	0.8	
129	2	2.2	
0	0	0.0	
0	0	0.0	
31	1	2.5	
0	0	0.0	
3	0	0.9	
21	1	1.1	
0	0	0.0	
71	2	1.4	
0	0	0.0	
0	0	0.0	
<b>1,100</b>	<b>12</b>	<b>1.1</b>	

\* Source:

2011 National Household Survey

\* Source:

2011 National Household Survey

# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

### General Dynamics Mission Systems-Canada

[Date: 2018-01-09]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	06	17

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

**Table 3: Members of Visible Minorities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Members of Visible Minorities		
		Representation		Availability*
		#	#	%
01	Senior Managers	13	1	10.10
02	Middle & Other Managers	177	4	14.50
03	Professionals	526	76	29.60
04	Semi-Professionals & Technicians	108	3	24.40
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	1	0	17.60
07	Administrative & Senior Clerical Personnel	28	0	11.50
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	2	0	8.30
10	Clerical Personnel	25	0	15.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	56	8	55.20
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	1	19.40
<b>Total</b>		<b>937</b>	<b>93</b>	<b>26.4</b>

**Table 7: Members of Visible Minorities**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Members of Visible Minorities		
		Representation		Availability*
		#	#	%
		11	0	10.1
		201	18	14.2
		633	121	29.0
		129	21	22.5
		0	0	0.0
		0	0	0.0
		31	0	11.0
		0	0	0.0
		3	0	9.2
		21	2	14.2
		0	0	0.0
		71	18	55.7
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>1,100</b>	<b>180</b>	<b>26.2</b>

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

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

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	06	17

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

**Employment Equity Occupational Group (EEOG)**

01/02	Managers
03	Professionals
04	Semi-Professionals & Technicians
05	Supervisors
06	Supervisors: Crafts & Trades
07	Administrative & Senior Clerical Personnel
08	Skilled Sales & Service Personnel
09	Skilled Crafts & Trades Workers
10	Clerical Personnel
11	Intermediate Sales & Service Personnel
12	Semi-Skilled Manual Workers
13	Other Sales & Service Personnel
14	Other Manual Workers
Total	

**Table 4: Persons with Disabilities**

All Employees	First/Previous Workforce Analysis		Persons with Disabilities	
	#	Representation	#	Availability*
190	0	0	4.30	
526	3	3	3.80	
108	1	1	4.60	
0	0	0	0.00	
1	0	0	7.80	
28	0	0	3.40	
0	0	0	0.00	
2	0	0	3.80	
25	1	1	7.00	
0	0	0	0.00	
56	1	1	4.80	
0	0	0	0.00	
1	0	0	5.30	
937	6	6	4.1	

**Table 8: Persons with Disabilities**

All Employees	Subsequent/Current Workforce Analysis		Persons with Disabilities	
	#	Representation	#	Availability*
212	10	10	4.3	
633	16	16	3.8	
129	6	6	4.6	
0	0	0	0.0	
0	0	0	0.0	
31	1	1	3.4	
0	0	0	0.0	
3	0	0	3.8	
21	0	0	7.0	
0	0	0	0.0	
71	1	1	4.8	
0	0	0	0.0	
0	0	0	0.0	
1,100	34	34	4.1	

\* Source:  
2012 Canadian Survey on Disability

\* Source:  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

**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				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		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	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	1	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	18	7	0	0	49	10	0	0	27	5	0	0
03 Professionals	224	56	1	1	141	34	0	0	103	27	0	0
04 Semi-Professionals & Technicians	34	6	0	0	15	3	0	0	16	3	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	7	3	1	1	5	4	0	0	1	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	7	3	0	0	8	4	0	0	4	2	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	18	10	0	0	17	8	0	0	2	2	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>309</b>	<b>86</b>	<b>2</b>	<b>2</b>	<b>235</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>40</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

Start Date of Flow Data			
YYYY	MM	DD	
2015	06	17	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	01	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples Hired				Table 6: Aboriginal Peoples Promoted				Table 10: Aboriginal Peoples Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	1	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	18	1	0	0	49	0	0	0	27	0	0	0
03 Professionals	224	1	0	0	141	0	0	0	103	1	0	0
04 Semi-Professionals & Technicians	34	1	0	0	15	0	0	0	16	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0	5	0	0	0	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	7	1	0	0	8	0	0	0	4	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	18	0	0	0	17	0	0	0	2	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>309</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>1</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

**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			
	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	18	1	0	0
03 Professionals	224	4	0	0
04 Semi-Professionals & Technicians	34	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	18	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>309</b>	<b>8</b>	<b>0</b>	<b>0</b>

	Table 7: Persons with Disabilities			
	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	49	2	0	0
03 Professionals	141	2	0	0
04 Semi-Professionals & Technicians	15	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	17	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>235</b>	<b>4</b>	<b>0</b>	<b>0</b>

	Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	27	0	0	0
03 Professionals	103	1	0	0
04 Semi-Professionals & Technicians	16	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	2	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>154</b>	<b>2</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

Start Date of Flow Data			
YYYY	MM	DD	
2015	06	17	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	01	

**Data from Form 4 - Employees Hired**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities			
	Full-time / National	Part-time / National	All Employees Hired	Members of Visible Minorities Hired
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	18	2	0	0
03 Professionals	224	57	0	0
04 Semi-Professionals & Technicians	34	6	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	18	3	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>309</b>	<b>68</b>	<b>0</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	Full-time / National	Part-time / National	All Employees Promoted	Members of Visible Minorities Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	49	6	0	0
03 Professionals	141	27	0	0
04 Semi-Professionals & Technicians	15	3	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	17	5	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>235</b>	<b>42</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	Full-time / National	Part-time / National	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	27	0	0	0
03 Professionals	103	10	0	0
04 Semi-Professionals & Technicians	16	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	2	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>154</b>	<b>11</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		All Employees																	First/Previous Short-term Goals									
		All Employees							Women																			
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY							
		2015-06-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-06-17	Annually	Over 3 Years	#	2015	2018	%	%	#	#	%	%							
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%									
01	Senior Managers	13	-5.4%	0.0%	0	0.0%	8.0%	3	3	1	8.0%	0	3	1	27.4%	27.4%	-3	-2	7.7%	15.4%								
02	Middle & Other Managers	177	4.3%	2.7%	14	14.3%	11.3%	60	74	31	11.3%	11	20	15	20.7%	20.7%	-6	-5	17.5%	18.3%								
03	Professionals	526	6.4%	0	0	17.8%	0	0	0	121	0.0%	0	-24	0	18.5%	18.5%	24	24	23.0%	23.0%								
04	Semi-Professionals & Tech	108	6.1%	0	0	13.5%	0	0	0	16	0.0%	0	-1	0	14.2%	14.2%	1	1	14.8%	14.8%								
05	Supervisors	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
06	Supervisors: Crafts & Trades	1	-100.0%	0	0	200.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%								
07	Administrative & Sr Clerical	28	3.5%	0	0	3.4%	0	0	0	24	0.0%	0	-2	0	78.6%	78.6%	2	2	85.7%	85.7%								
08	Skilled Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
09	Skilled Crafts & Trades	2	14.5%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%								
10	Clerical Personnel	25	-5.6%	0	0	17.4%	0	0	0	13	0.0%	0	0	0	53.5%	53.5%	0	0	52.0%	52.0%								
11	Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
12	Semi-Skilled Manual	56	8.2%	0	0	3.1%	0	0	0	35	0.0%	0	-14	0	38.2%	38.2%	14	14	62.5%	62.5%								
13	Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
14	Other Manual Workers	1	-100.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%								
<b>Total</b>		937	5.5%	0	0	15.1%	0	0	0	241	0.0%	0	-31	0	22.4%	22.4%	31	31	25.7%	25.7%								

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	1	0.0	1	0.0	
02	Middle & Other Managers	15	0.0	5	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		16		6		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**General Dynamics Mission Systems-Canada**  
**[Date: 2018-01-09]**

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Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals		Data for First/Previous Goals	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	
		From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - (C + F) x O	K ÷ C	(K - M + O) ÷ (C + F)		
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

**Table 3: Aboriginal Peoples**  
**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	Number XXXX-MM-DD 2015-06-17	Growth (New Positions)						Turnover (Replacement of Terminated Employees)						Anticipated Hires Over 3 Years XXXX-MM-DD 2015-06-17	Number XXXX-MM-DD 2015-06-17	Turnover (Replacement of Terminated Employees)						3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Actual		Projected		Actual		Projected		Actual		Projected				Over 3 Years	Over 3 Years	Over 3 Years	2015	2018											
		Annually	%	Annually	%	Annually	%	Annually	%	Annually	%	Annually	%																		
		#	%	#	%	#	%	#	%	#	%	#	%			#	%	#	%	#	%										
01 Senior Managers	13	-5.4%	2.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02 Middle & Other Managers	177	4.3%	14	14.3%	60	11.3%	74	11.3%	1	11.3%	0	0	1	1.0%	1	2.9%	0	-1	0	0.6%	-1	0	0	0.6%	1	0.6%	0	0.6%	1	0.6%	
03 Professionals	526	6.4%	155	17.8%	156	9.9%	311	9.9%	2	9.9%	1	4	3	1.0%	3	0.8%	-2	-1	0	0.4%	-1	0	0	0.4%	-1	0	0.4%	0	0.4%		
04 Semi-Professionals & Tech Supervisors	108	6.1%	37	11.4%	16	5.0%	53	5.0%	1	5.0%	0	2	1	1.9%	1	1.9%	-1	-1	0	0.9%	-1	0	0	0.9%	-1	0	0.9%	0	0.9%		
05 Supervisors	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
06 Supervisors: Crafts & Trades	1	-100.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
07 Administrative & Sr-Clerical	28	3.5%	0	0.0%	0	3.4%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
08 Skilled Crafts & Service	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
09 Skilled Crafts & Trades	2	14.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
10 Clerical Personnel	25	-5.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
11 Intermediate Sales & Service	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
12 Semi-Skilled Manual	56	8.2%	3	1.5%	3	5.0%	11	5.0%	0	0.0%	0	1	0	1.4%	0	1.4%	-1	-1	0	0.9%	-1	0	0	0.9%	-1	0	0.9%	0	0.9%		
13 Other Sales & Service	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
14 Other Manual Workers	1	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Total	937	5.5%	0	0.0%	0	15.1%	0	0.0%	5	0.0%	0	5	0	1.1%	0	1.1%	-5	-5	0	0.5%	-5	0	0	0.5%	-5	0	0.5%	0	0.5%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	1	0.0	0	0.0	
03 Professionals	3	0.0	1	0.0	
04 Semi-Professionals & Tech Supervisors	1	0.0	1	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr-Clerical	0	0.0	0	0.0	
08 Skilled Crafts & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	1	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	5	0.0	3	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

**Data for First/Previous Goals**

<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>
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2015-06-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-06-17	Annually	Over 3 Years	2015	2018	2015	2018					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	190	-0.5%	2.7%	15	7.1%	11.3%	64	79	0	11.3%	0	9	3	4.3%	3.8%	-8	-5	0.0%	1.5%
03	Professionals	526	6.4%	9.8%	155	17.8%	9.9%	156	311	3	9.9%	1	25	12	3.8%	4.6%	-17	-17	0.6%	2.1%
04	Semi-Professionals & Tech	108	6.1%	11.4%	37	13.5%	5.0%	16	53	1	5.0%	0	4	2	4.6%	0.0%	-4	3	0.9%	2.1%
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.8%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	1	-100.0%		0	200.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	28	3.5%	3.0%	3	3.4%	5.0%	4	7	0	5.0%	0	1	0	3.4%	0.0%	-1	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	2	14.5%		0	0.0%		0	0	0	0.0%	0	0	0		7.0%	0	0	0.0%	0.0%
10	Clerical Personnel	25	-5.6%	5.0%	4	17.4%	4.0%	3	7	1	4.0%	0	1	0	4.0%	0.0%	-1	1	4.0%	3.4%
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		4.8%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	56	8.2%	1.5%	3	3.1%	5.0%	8	11	1	5.0%	0	2	1	4.8%	0.0%	-2	2	1.8%	3.4%
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		5.3%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		4.1%	0	0	0.0%	0.0%
<b>Total</b>		<b>937</b>	<b>5.5%</b>		<b>0</b>	<b>15.1%</b>		<b>0</b>	<b>0</b>	<b>6</b>	<b>0.0%</b>	<b>0</b>	<b>#REF!</b>	<b>0</b>		<b>#REF!</b>	<b>-32</b>	<b>#REF!</b>	<b>0.6%</b>	<b>0.6%</b>

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	3	0.0	6	0.0	
03	Professionals	12	0.0	12	0.0	
04	Semi-Professionals & Tech	2	0.0	4	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	1	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	1	0.0	1	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>18</b>		<b>24</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

**Data for First/Previous Goals**

<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>
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2015-06-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-06-17	Annually	Over 3 Years	Annually	Over 3 Years	2015	2018							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	13	-5.4%		0	0.0%		0	0	0	0.0%	0	0	0	10.1%	0	0	7.7%	7.7%			
02	Middle & Other Managers	177	4.3%	2.7%	14	14.3%	11.3%	60	74	4	11.3%	1	25	11	14.5%	-22	-14	2.3%	7.3%			
03	Professionals	526	6.4%	9.8%	155	17.8%	9.9%	156	311	76	9.9%	23	149	92	29.6%	-80	-57	14.4%	21.3%			
04	Semi-Professionals & Tech	108	6.1%	11.4%	37	13.5%	5.0%	16	53	3	5.0%	0	32	13	24.4%	-23	-19	2.8%	11.0%			
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
06	Supervisors: Crafts & Trades	1	-100.0%		0	200.0%		0	0	0	0.0%	0	0	0	17.6%	0	0	0.0%	0.0%			
07	Administrative & Sr Clerical	28	3.5%	3.0%	3	3.4%	5.0%	4	7	0	5.0%	0	4	1	11.5%	-3	-3	0.0%	3.2%			
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	2	14.5%		0	0.0%		0	0	0	0.0%	0	0	0	8.3%	0	0	0.0%	0.0%			
10	Clerical Personnel	25	-5.6%	5.0%	4	17.4%	4.0%	3	7	0	4.0%	0	5	1	15.7%	-4	-4	0.0%	3.4%			
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	56	8.2%	1.5%	3	3.1%	5.0%	8	11	8	5.0%	1	26	6	55.2%	-23	-20	14.3%	22.0%			
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	1	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	19.4%	1	1	100.0%	100.0%			
<b>Total</b>		<b>937</b>	<b>5.5%</b>		<b>0</b>	<b>15.1%</b>		<b>0</b>	<b>0</b>	<b>93</b>	<b>0.0%</b>	<b>0</b>	<b>154</b>	<b>0</b>	<b>26.4%</b>	<b>-154</b>	<b>-154</b>	<b>9.9%</b>	<b>9.9%</b>			

<sup>†</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	11	0.0	14	0.0	
03	Professionals	92	0.0	57	0.0	
04	Semi-Professionals & Tech	13	0.0	19	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	3	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	1	0.0	4	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	6	0.0	20	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>124</b>		<b>117</b>		

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women								
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	2018-01-01	#	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2018-01-01	#	Actual	Projected	Over 3 Years	2018	2021	%	%	#	#	%	%	#	#	%	%	#	%		
01 Senior Managers	11	-5.4%	0.0%	0	0	0.0%	0	0	2	0.0%	0	0	1	0	27.4%	27.4%	27.4%	-1	-1	18.2%	18.2%	0	0	18.2%	18.2%	0	0	18.2%	
02 Middle & Other Managers	201	4.3%	4.3%	26	0	14.3%	86	112	39	14.3%	17	28	25	0	21.9%	21.9%	21.9%	-5	-3	19.4%	20.7%	32	32	23.4%	23.4%	32	32	23.4%	
03 Professionals	633	6.4%	6.1%	0	0	17.8%	0	0	148	0.0%	0	-32	0	0	18.4%	18.4%	18.4%	32	32	23.4%	23.4%	0	0	23.4%	23.4%	0	0	23.4%	
04 Semi-Professionals & Tech Supervisors	129	6.1%	6.1%	24	0	13.5%	52	76	15	13.5%	6	13	11	0	14.7%	14.7%	14.7%	-4	-2	11.6%	13.1%	0	0	13.1%	13.1%	0	0	13.1%	
05 Supervisors	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
06 Supervisors: Crafts & Trades	-100.0%	-100.0%	3.5%	3	0	3.4%	3	6	22	3.4%	2	6	5	0	76.2%	76.2%	76.2%	-2	-1	71.0%	73.5%	0	0	73.5%	73.5%	0	0	73.5%	
07 Administrative & Sr-Clerical	31	3.5%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
08 Skilled Crafts & Service	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
09 Skilled Crafts & Trades	3	14.5%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
10 Clerical Personnel	21	-5.6%	0.0%	0	0	17.4%	0	0	11	0.0%	0	-1	0	0	49.3%	49.3%	49.3%	0	1	52.4%	52.4%	1	1	52.4%	52.4%	1	1	52.4%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
12 Semi-Skilled Manual	71	8.2%	3.1%	0	0	3.1%	0	0	40	0.0%	0	-13	0	0	38.4%	38.4%	38.4%	13	13	56.3%	56.3%	0	0	56.3%	56.3%	0	0	56.3%	
13 Other Sales & Service	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
14 Other Manual Workers	0	-100.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	
Total	1,100	5.5%	3.5%	3	0	3.4%	3	6	227	0.0%	0	-33	0	0	22.2%	22.2%	22.2%	33	33	25.2%	25.2%	0	0	25.2%	25.2%	0	0	25.2%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2 x 100

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	%	%	%	%	
01 Senior Managers	27.4%	27.4%	27.4%	27.4%	
02 Middle & Other Managers	21.9%	21.9%	21.9%	21.9%	
03 Professionals	18.4%	18.4%	18.4%	18.4%	
04 Semi-Professionals & Tech Supervisors	14.7%	14.7%	14.7%	14.7%	
05 Supervisors					
06 Supervisors: Crafts & Trades	76.2%	76.2%	76.2%	76.2%	
07 Administrative & Sr-Clerical					
08 Skilled Crafts & Service					
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service					
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					
Total					

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**General Dynamics Mission Systems-Canada**  
**[Date: 2018-01-09]**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

**Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Number XXXX-MM-DD 2018-01-01	Growth (New Positions)						Turnover (Replacement of Terminated Employees)						Turnover (Replacement of Terminated Employees)						3 Year Goals				Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
		Actual		Projected		Over 3 Years		Actual		Projected		Over 3 Years		Required Over 3 Years		From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years									
		Annuals	%	Annuals	%	#	%	Annuals	%	Annuals	%	#	%	2018	2021																
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%										
01 Senior Managers	11	-5.4%	4.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
02 Middle & Other Managers	201	4.3%	4.3%	26	14.3%	86	14.3%	112	14.3%	1	1.1%	1	1.1%	1	1.1%	0	-1	0	0	0.5%	-1	0	0	0.9%	-1	0	0.9%	0	0.9%		
03 Professionals	633	6.4%	6.1%	0	0.0%	0	0.0%	0	0.0%	5	0.8%	0	0.0%	0	0.0%	0	0	0	0	0.8%	0	0	0	0.8%	0	0.8%	0	0.8%	0	0.8%	
04 Semi-Professionals & Tech	129	6.1%	6.1%	24	13.5%	52	13.5%	76	13.5%	2	2.2%	2	2.2%	2	2.2%	0	-1	0	0	1.6%	-1	0	0	2.0%	-1	0	2.0%	0	2.0%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
06 Supervisors: Crafts & Trades	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
07 Administrative & Sr-Clerical	31	3.5%	3.4%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0	0	0	2.5%	0	0	0	0	0	0	3.2%	0	3.2%		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0.0%	0	0.0%	
09 Skilled Crafts & Trades	3	14.5%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.9%	0	0	0	0	0	0	0.9%	0	0.9%		
10 Clerical Personnel	21	-5.6%	17.4%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0	0	0	1.1%	0	-1	0	0	0	1.1%	0	4.8%	1	4.8%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0.0%	0	0.0%	
12 Semi-Skilled Manual	71	8.2%	3.1%	0	0.0%	0	0.0%	0	0.0%	2	0.0%	0	0.0%	0	0.0%	0	0	0	0	1.4%	0	-1	0	0	0	1.4%	0	2.8%	1	2.8%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0.0%	0	0.0%	
14 Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0.0%	0	0.0%	
Total	1,100	5.5%	5.5%	0	0.0%	0	0.0%	0	0.0%	12	0.0%	0	0.0%	0	0.0%	0	0	0	0	1.1%	0	0	0	0	0	0	1.1%	0	1.1%	0	1.1%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	%	%	%	%	
01 Senior Managers	1.1%	2.9%	1.9%	2.9%	
02 Middle & Other Managers	1.1%	1.9%	0.8%	1.9%	
03 Professionals	2.2%	0.8%	2.2%	0.8%	
04 Semi-Professionals & Tech	2.2%	2.2%	2.2%	2.2%	
05 Supervisors					
06 Supervisors: Crafts & Trades					
07 Administrative & Sr-Clerical					
08 Skilled Sales & Service					
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service					
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					
Total					

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

**Data for Subsequent/Current Goals**

<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>
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-01	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%
01/02 Managers	212	-0.5%		0	7.1%		0	0	10	0.0%	0	-1	0		4.3%	1	1	4.7%	4.7%
03 Professionals	633	6.4%	6.4%	122	17.8%	17.8%	338	460	16	17.8%	9	22	17	3.8%	3.8%	-8	-5	2.5%	3.2%
04 Semi-Professionals & Tech	129	6.1%		0	13.5%		0	0	6	0.0%	0	0	0		4.6%	0	0	4.7%	4.7%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	200.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	31	3.5%		0	3.4%		0	0	1	0.0%	0	0	0		3.4%	0	0	3.2%	3.2%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	3	14.5%		0	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
10 Clerical Personnel	21	-5.6%	0.0%	0	17.4%	17.4%	11	11	0	17.4%	0	1	1	7.0%	7.0%	-1	0	0.0%	4.8%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	71	8.2%	8.2%	17	3.1%	3.1%	7	24	1	3.1%	0	3	1	4.8%	4.8%	-2	-2	1.4%	2.3%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>1,100</b>	<b>5.5%</b>		<b>0</b>	<b>15.1%</b>		<b>0</b>	<b>0</b>	<b>34</b>	<b>0.0%</b>	<b>0</b>	<b>11</b>	<b>0</b>		<b>4.1%</b>	<b>-11</b>	<b>-11</b>	<b>3.1%</b>	<b>3.1%</b>

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%	%	%	
01/02 Managers				4.3%	
03 Professionals		3.8%		3.8%	
04 Semi-Professionals & Tech				4.6%	
05 Supervisors					
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical				3.4%	
08 Skilled Sales & Service					
09 Skilled Crafts & Trades				3.8%	
10 Clerical Personnel		7.0%		7.0%	
11 Intermediate Sales & Service					
12 Semi-Skilled Manual		4.8%		4.8%	
13 Other Sales & Service					
14 Other Manual Workers					
<b>Total</b>					



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**General Dynamics Mission Systems-Canada**  
 [Date: 2018-01-09]

004544

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities									
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			3 Year Goals			Present Availability		Present Gap		Present Representation		Projected Representation in 3 Years	
	XXXX-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	XXXX-MM-DD	Actual	Projected	Over 3 Years	From - '10	XXXX - YYYY	2021	Present	Present Gap	Projected Gap	Present	Present	Projected	Present	
	2018-01-01	#	%	#	%	%	#	#	%	%	#	#	%	%	#	#	#	%	%	#	%	
01 Senior Managers	11	-5.4%	0.0%	0	0.0%	0.0%	0	0	0.0%	0.0%	1	0	10.1%	10.1%	-1	-1	-1	0.0%	0.0%	0.0%	0.0%	
02 Middle & Other Managers	201	4.3%	4.3%	26	14.3%	14.3%	112	18	14.3%	8	16	14.2%	14.2%	14.2%	-11	-6	-6	9.0%	9.0%	9.0%	11.5%	
03 Professionals	633	6.4%	6.4%	122	17.8%	17.8%	338	460	17.8%	65	133	29.0%	29.0%	29.0%	-63	-30	-30	19.1%	19.1%	19.1%	25.0%	
04 Semi-Professionals & Tech Supervisors	129	6.1%	6.1%	24	13.5%	13.5%	52	76	13.5%	9	17	22.5%	22.5%	22.5%	-8	-5	-5	16.3%	16.3%	16.3%	19.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	-100.0%	0.0%	0	200.0%	0.0%	0	0	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
07 Administrative & Sr-Clerical	31	3.5%	3.5%	3	3.4%	3.4%	3	6	3.4%	0	4	1	11.0%	11.0%	-3	-3	-3	0.0%	0.0%	0.0%	2.9%	
08 Skilled Crafts & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
09 Skilled Crafts & Trades	3	14.5%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
10 Clerical Personnel	21	-5.6%	0.0%	0	17.4%	17.4%	11	11	17.4%	1	2	14.2%	14.2%	14.2%	-1	0	0	9.5%	9.5%	9.5%	14.3%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
12 Semi-Skilled Manual	71	8.2%	8.2%	17	3.1%	3.1%	7	24	3.1%	2	13	55.7%	55.7%	55.7%	-22	-20	-20	25.4%	25.4%	25.4%	33.0%	
13 Other Sales & Service	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	
Total	1,100	5.5%	5.5%	0	15.1%	15.1%	0	180	0.0%	0	108	0	26.2%	26.2%	-108	-108	-108	16.4%	16.4%	16.4%	16.4%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	10.1%	10.1%	
02 Middle & Other Managers	14.2%	14.2%	
03 Professionals	29.0%	29.0%	
04 Semi-Professionals & Tech Supervisors	22.5%	22.5%	
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr-Clerical	11.0%	11.0%	
08 Skilled Crafts & Service			
09 Skilled Crafts & Trades	14.2%	9.2%	
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual	55.7%	55.7%	
13 Other Sales & Service			
14 Other Manual Workers			
Total			

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**General Dynamics Mission Systems-Canada**

**[Date: 2018-01-09]**

<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>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	%	#	%	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference
01 Senior Managers	2015	13	1	7.7	27.4	4	-3	28.1																	
	2018	11	2	18.2	27.4	3	-1	66.4	1	1	100.0	0	1	0	0	0.0	0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	177	31	17.5	20.7	37	-6	84.6																	
	2018	201	39	19.4	21.9	44	-5	88.6	18	7	38.9	4	3	49	10	20.4	9	1	27	5	18.5	5	0	0	
03 Professionals	2015	526	121	23.0	18.5	97	24	124.3																	
	2018	633	148	23.4	18.4	116	32	127.1	225	57	25.3	41	16	141	34	24.1	32	2	103	27	26.2	24	3	0	
04 Semi-Professionals & Technicians	2015	108	16	14.8	14.2	15	1	104.3																	
	2018	129	15	11.6	14.7	19	-4	79.1	34	6	17.6	5	1	15	3	20.0	2	1	16	3	18.8	2	1	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	1	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	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 (EOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Women	Women		Women		Women				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 Senior Managers	2018	1	100.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0	
	2021	1	100.0			0.3	36496.4			0.3	36496.4	
02 Middle & Other Managers	2018	40	30.0	15	80.0	0.0	0.0	5	240.0	0.0	0.0	
	2021	40	30.0			0.2	13698.6			0.2	13698.6	
03 Professionals	2018	263	24.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	263	24.3			0.0	0.0			0.2	13225.3	
04 Semi-Professionals & Technicians	2018	33	18.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	33	18.2			0.1	12368.6			0.1	12368.6	
05 Supervisors	2018	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2018	-1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	-1	0.0			0.0	0.0			0.0	0.0	



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

<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>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	#	%	%	#	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	1	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0
Total	2015	937	241	25.7	22.4	210	31	114.8																	
	2018	1,100	277	25.2	22.2	244	33	113.4	311	88	28.3	69	19	235	63	26.8	60	3	154	40	26.0	40	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	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		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	392	111	28.3	16	693.8	0.0	0.0	6	1850.0	0.0	0.0	
	2021	392	111	28.3			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
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
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis																	
		All Employees					Aboriginal Peoples					All Employees					Aboriginal Peoples												
		#	%	Availability	Gap	EE Result	#	%	Availability	Gap	EE Result	#	%	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference			
01 Senior Managers	2015	13	0.0	2.9	0	0.0																							
	2018	11	0.0	2.9	0	0.0					1	0.0																	
02 Middle & Other Managers	2015	177	1.0	1.0	2	-1	45.2				18	1	5.6																
	2018	201	0.5	1.1	2	-1	47.5				18	1	5.6																
03 Professionals	2015	526	2	0.4	0.8	5	0	98.7			225	1	0.4																
	2018	633	0.8	0.8	5	0	98.7				225	1	0.4																
04 Semi-Professionals & Technicians	2015	108	1	0.9	1.9	2	-1	48.7			34	1	2.9																
	2018	129	1.6	2.2	3	-1	70.5				34	1	2.9																
05 Supervisors	2015	0	0.0	0.0	0	0	0.0																						
	2018	0	0.0	0.0	0	0	0.0																						
06 Supervisors: Crafts & Trades	2015	1	0	0.0	0	0	0.0																						
	2018	0	0.0	0.0	0	0	0.0																						

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals				Comments
		Flow Data		Short-term Goals		Long-term Goals				
		All Employees	Aboriginal Peoples	Aboriginal Peoples	Percent of Goal Met	Aboriginal Peoples	Percent of Goal Met			
01 Senior Managers	2018	1	0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2018	40	1	2.5	1	100.0	0	0.0		
	2021	40	1	2.5	1	100.0	0	0.0		
03 Professionals	2018	263	0	0.0	3	0.0	0.0	0.0		
	2021	263	0	0.0	3	0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2018	33	1	3.0	1	100.0	0	0.0		
	2021	33	1	3.0	1	100.0	0	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	-1	0	0.0	0	0.0	0.0	0.0		
	2021	-1	0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

<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>
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	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				Hires				Promotions				Terminations										
			Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	%	#	#							
07 Administrative & Senior Clerical	2015	28	1	3.6	2.5	1	0	142.9																	
	2018	31	1	3.2	2.5	1	0	129.0	8	0	0.0	0	0	5	0	0.0	0	0	1	0	0.0	0	0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2015	2	0	0.0	1.4	0	0	0.0																	
	2018	3	0	0.0	0.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
10 Clerical Personnel	2015	25	0	0.0	1.9	0	0	0.0																	
	2018	21	1	4.8	1.1	0	1	432.9	7	1	14.3	0	1	8	0	0.0	0	0	4	0	0.0	0	0	0	0
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
12 Semi-Skilled Manual Workers	2015	56	0	0.0	1.4	1	-1	0.0																	
	2018	71	2	2.8	1.4	1	1	201.2	18	0	0.0	0	0	17	0	0.0	0	0	2	0	0.0	0	0	0	0

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		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%				
07 Administrative & Senior Clerical	2018	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	12	0	0.0									
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0									
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0									
10 Clerical Personnel	2018	11	1	9.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	1	9.1								82644.6	
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0									
12 Semi-Skilled Manual Workers	2018	33	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2021	33	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

<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>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				Gap	EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2015	1	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
Total	2015	937	5	0.5	1.1	10	-5	48.5																	
	2018	1,100	12	1.1	1.1	12	0	99.2	311	4	1.3	3	1	235	0	0.0	1	-1	154	1	0.6	1	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	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				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0				0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0				0.0	0.0			0.0	0.0	
Total	2018	392	3	0.8	5	60.0	0.0	0.0	3	100.0	0.0	0.0		
	2021	392	3	0.8			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
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V = U \times 100$	$U \times F + 100$	$V - X$
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees			Persons with Disabilities			Hires			Promotions			Terminations											
		#	%	Availability	#	%	Gap	EE Result	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference					
01 & Managers	2015	190	0.0	4.3	8	-8	0.0																		
	2018	212	10	4.7	4.3	9	1	109.7	19	1	5.3	1	1	49	2	4.1	0	2	27	0	0.0	0	0	0	
03 Professionals	2015	526	3	0.6	3.8	20	-17	15.0																	
	2018	633	16	2.5	3.8	24	-8	66.5	225	4	1.8	9	-5	141	2	1.4	1	1	103	1	1.0	1	0	0	
04 Semi-Professionals & Technicians	2015	108	1	0.9	4.6	5	-4	20.1																	
	2018	129	6	4.7	4.6	6	0	101.1	34	2	5.9	2	0	15	0	0.0	0	0	16	1	6.3	0	0	1	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0																	
06 Supervisors: Crafts & Trades	2015	1	0	0.0	7.8	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0																	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 & Managers	2018	41	7.3	3	100.0	0.0	0.0	6	50.0	0.0	0.0			
	2021	41	7.3			0.0	0.0			0.0	17016.4			
03 Professionals	2018	263	5	1.9	12	41.7	0.0	0.0	12	41.7	0.0	0.0		
	2021	263	5	1.9							5003.0			
04 Semi-Professionals & Technicians	2018	33	1	3.0	2	50.0	0.0	0.0	4	25.0	0.0	0.0		
	2021	33	1	3.0							6587.6			
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0							0.0	0.0		
06 Supervisors: Crafts & Trades	2018	-1	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0		
	2021	-1	0	0.0							0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**General Dynamics Mission Systems-Canada**

**[Date: 2018-01-09]**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis																
		Workforce									Hires				Promotions					Terminations							
		All Employees	Persons with Disabilities						Gap	EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				All Employees	Persons with Disabilities						
		#	#	#	%	%	#	#	%	#	%	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference
07 Administrative & Senior Clerical	2015	28	0	0.0	3.4	1	-1	0.0																			
	2018	31	1	3.2	3.4	1	0	94.9	8	1	12.5	0	1	5	0	0.0	0	0	1	0	0.0	0	0	0	0	0	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																			
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	
09 Skilled Crafts & Trades Workers	2015	2	0	0.0	3.8	0	0	0.0																			
	2018	3	0	0.0	3.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	
10 Clerical Personnel	2015	25	1	4.0	7.0	2	-1	57.1																			
	2018	21	0	0.0	7.0	1	-1	0.0	7	0	0.0	0	0	8	0	0.0	0	0	4	0	0.0	0	0	0	0	0	
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																			
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	
12 Semi-Skilled Manual Workers	2015	56	1	1.8	4.8	3	-2	37.2																			
	2018	71	1	1.4	4.8	3	-2	29.3	18	0	0.0	1	-1	17	0	0.0	0	0	2	0	0.0	0	0	0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	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			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2018	12	1	8.3	0	0.0	0.0	0.0	1	100.0	0.0	0.0	
	2021	12	1	8.3			0.0	0.0			0.0	0.0	24509.8
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2018	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	0	0.0			0.1	0.0			0.1	0.0	
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2018	33	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2021	33	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
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V = U \times 100$	$U \times F + 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis										
		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						
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	1	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	937	6	0.6	4.1	38	-32	15.6	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	1,100	34	3.1	4.1	45	-11	75.4	311	8	2.6	13	-5	235	4	1.7	2	2	2	154	2	1.3	1	1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Persons with Disabilities		Persons with Disabilities		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	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total	2018	392	10	2.6	18	55.6	0	0.0	24	41.7	0	0.0		
	2021	392	10	2.6	0	0.0	0	0.0	0	0.0	0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**General Dynamics Mission Systems-Canada**

**[Date: 2018-01-09]**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				EE Result				All Employees	Visible Minorities			Difference			All Employees	Visible Minorities			Difference		
		#	#	%	%	#	#	%	%	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference
01 Senior Managers	2015	13	1	7.7	10.1	1	0	76.2																
	2018	11	0	0.0	10.1	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	177	4	2.3	14.5	26	-22	15.6																
	2018	201	18	9.0	14.2	29	-11	63.1	18	2	11.1	3	-1	49	6	12.2	1	5	27	0	0.0	1	-1	
03 Professionals	2015	526	76	14.4	29.6	156	-80	48.8																
	2018	633	121	19.1	29.0	184	-63	65.9	225	57	25.3	65	-8	141	27	19.1	20	7	103	10	9.7	15	-5	
04 Semi-Professionals & Technicians	2015	108	3	2.8	24.4	26	-23	11.4																
	2018	129	21	16.3	22.5	29	-8	72.4	34	6	17.6	8	-2	15	3	20.0	0	3	16	0	0.0	0	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	1	0	0.0	17.6	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	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 (EOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 Senior Managers	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	1	0	0.0			0.1	0.0			0.1	0.0
02 Middle & Other Managers	2018	40	8	20.0	11	72.7	0.0	0.0	14	57.1	0.0	0.0
	2021	40	8	20.0			0.1	14084.5			0.1	14084.5
03 Professionals	2018	263	74	28.1	92	80.4	0.0	0.0	57	129.8	0.0	0.0
	2021	263	74	28.1			0.3	9702.4			0.3	9702.4
04 Semi-Professionals & Technicians	2018	33	9	27.3	13	69.2	0.0	0.0	19	47.4	0.0	0.0
	2021	33	9	27.3			0.2	12121.2			0.2	12121.2
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0			0.0	0.0
06 Supervisors: Crafts & Trades	2018	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	-1	0	0.0			0.0	0.0			0.0	0.0



**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**General Dynamics Mission Systems-Canada**

[Date: 2018-01-09]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2015	1	1	100.0	19.4	0	1	515.5																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0
Total	2015	937	93	9.9	26.4	247	-154	37.6																	
	2018	1,100	180	16.4	26.2	288	-108	62.5	311	68	21.9	81	-13	235	42	17.9	23	19	154	11	7.1	15	-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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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	392	99	25.3	124	79.8	0.0	0.0	117	84.6	0.0	0.0	
	2021	392	99	25.3			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>General Dynamics Mission Systems-Canada</b>
<b>[Date: 2018-01-09]</b>

## Efforts

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

### Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

International Traffic in Arms (ITAR)  
 These are a set of regulations administered by the Department of State through the Directorate of Defense Trade Controls (DDTC) to control the export and temporary import of defense articles and defense services covered by the United States Munitions List (USML).  
 GD Canada is contractually obligated to this regulation through Canada's own export regulations as well as through the contracts we received from our IIS Customers.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

- Other.

**Additional Details**

Please provide any additional information (optional):



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

**Employer Name:** General Dynamics Canada Ltd.

**Primary Location:** Ottawa and Calgary

**Number of Employees:** 1100

**Organization Overview:**

General Dynamics Canada Ltd. provides technology-based electronic systems, systems integration, and in-service support to defence organizations and public security markets in Canada and abroad. They have been in business for more than 60 years.

**Key Dates – First Year Assessment**

Initiated: 2014-08-23  
Received: 2015-06-23  
Closed: 2015-11-24  
WFA: 2015-06-17

**Key Dates – Subsequent Assessment**

Initiated: 2017-08-23  
Received: 2018-01-12  
WFA: 2018-01-01

**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:

- *Prepopulated Achievement Report was provided to the employer and was used to complete their submission. The data matches what we have on file.*

**ASSESSMENT OF REASONABLE PROGRESS**

**Women**

1.	Senior Managers	Goal met at 100%	Goal was 1
2.	Middle & Other Managers	Goal met at (80%)	Goal was 15

Assessment/Observations

- Goals were met at 80% or more for Women.

**Aboriginal Peoples**

2.	Middle & Other Managers	Goal met at 100%	Goal was 1
3.	Professionals	Goal not met at 0%	Goal was 3
4.	Semi-Professionals & Technicians	Goal met at 100%	Goal was 1

## Assessment/Observations

- EEOG 3 – employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 3, Professionals, increased overall by 107 employees and representation went from 0.4 to 0.8 which also matches the Availability of 0.8%. Therefore, during a resurvey, 3 employees must have changed their survey response. So according to new movement in, the goal was not met, however, according to the gap closing, the goal was met.
- EEOGs 2 and 4 had their goals met at 100%.

**Person with Disabilities**

1./2.	Managers	Goal met at 100%	Goal was 3
3.	Professionals	Goal not met at 41.67%	Goal was 12
4.	Semi-Professionals & Technicians	Goal not met at 50%	Goal was 2
12.	Semi-Skilled Manual Workers	Goal not met at 0%	Goal was 1

## Assessment/Observations

- EEOG 3 – employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 3, Professionals, increased overall by 107 employees and representation went from 0.6 to 2.5 which equates to an increase of 13 Persons with Disabilities in the category. Therefore, during a resurvey, 8 employees must have changed their survey response. So according to new movement in, the goal was not met, however, according to the change in employee total in the EEOG, the goal was exceeded by 1. The gap went from -17 to -8.
- EEOG 4 – employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 4, Semi-Professionals & Technicians, increased overall by 21 employees and representation went from 0.9 to 4.7 which equates to an increase of 5 Persons with Disabilities in the category. Therefore, during a resurvey, 4 employees must have changed their survey response. So according to new movement in, the goal was not met, however, according to the change in employee total in the EEOG, the goal was exceeded by 2 – the gap went from -4 to 0.
- EEOG 12 - employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 12, Semi-Skilled Manual Workers, increased overall by 15 employees but there was no change to the number of Persons with Disabilities. Due to the overall increase in numbers, representation went down for Persons with Disabilities from 1.8 to 1.4 percent. The gap did not change and remained at -2.
- EEOG ½ - Managers, Middle and other Managers – Goal met at 100%

**Members of Visible Minorities**

2.	Middle & Other Managers	Goal not met at 72.27%	Goal was 11
3.	Professionals	Goal met at 80.43%	Goal was 92
4.	Semi-Professionals & Technicians	Goal not met at 69.23%	Goal was 13
7.	Administrative & Senior Clerical Personnel	Goal not met at 0%	Goal was 1
10.	Clerical Personnel	Goal met at 100%	Goal was 1
12.	Semi-Skilled Manual Workers	Goal met at 116.67%	Goal was 6

**Assessment/Observations**

- Although EEOG's 2 and 5 missed the goals, they reached approximately 70% of the goals.
- EEOG 2 – employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 2, Middle & Other Managers, increased overall by 24 employees and representation went from 2.3 to 9.0 which equates to an increase of 14 Visible Minorities in the category. Therefore, during a resurvey, 6 employees must have changed their survey response. So according to new movement in, the goal was not met, however, according to the change in employee total in the EEOG, **the goal was exceeded by 3**. The gap changed from -22 to -11.
- EEOG 4 – employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 4, Semi-Professionals & Technicians, increased overall by 21 employees and representation went from 2.8 to 16.6 which equates to an increase of 18 Visible Minorities in the category. Therefore, during a resurvey, 9 employees must have changed their survey response. So according to new movement in, the goal was not met, however, according to the change in employee total in the EEOG, **the goal was exceeded by 5** – the gap went from -23 to -8.
- EEOG 7 - employer provided no comments on not achieving the goal but completed the Efforts tab in the Achievement Report. EEOG 7, Administrative & Senior Clerical Personnel, increased overall by 3 employees. Based on Availability (11%) and the low turnover in the category, it is reasonable that the **goal was not achieved**.
- EEOGs 3, 10 and 12 – **Goals met or exceeded 80 to 116%**.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- *The employer completed the Efforts tab in the Achievement Report. They selected all checkboxes and provided the following information: International Traffic in Arms (ITAR) - These are a set of regulations administered by the Department of State through the Directorate of Defense Trade Controls (DDTC) to control the export and temporary import of defense articles and defense services covered by the United States Munitions List (USML).*

- *GD Canada is contractually obligated to this regulation through Canada's own export regulations as well as through the contracts we received from our US Customers.*
- *Security clearance requirements*
- *Majority of roles require Secret level clearance*

#### ASSESSMENT OF SHORT-TERM GOALS

- For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.
- For \_\_ out of \_\_ outstanding gaps, a short-term goal was not set and/or goals were not set at availability.
- *The employer set short term goals **equal to availability in all EEOGs where gaps exist.***
  - *The employer set long-term goals **equal to availability in all populated EEOGs***

#### 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:

- Please note that a goal for women in occupational group 07 Administrative & Senior Clerical is not required given that current representation levels exceed the 50% benchmark. In these cases, a goal is not required, regardless of availability levels to avoid occupational segregation and to ensure that occupations in this group are welcoming of all genders.
- If not done already, it may be beneficial for General Dynamics Canada Ltd. to develop relationships with colleges and universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

**Name of Analyst: Ward Normandin**

**Date: 2018-01-08**

**From:** Normandin, Ward W [NC]  
**Sent:** February 9, 2018 11:26 AM  
**To:** 'ian.brennan@gdcanada.com' <ian.brennan@gdcanada.com>  
**Cc:** 'jane.mcveigh@gdcanada.com' <jane.mcveigh@gdcanada.com>; 'Morris, Kristen' <Kristen.Morris@gd-ms.ca>  
**Subject:** Government of Canada Agreement Number: 060111 – Notification of Compliance with the Federal Contractors Program

Dear Ian Brennan:

I am writing to inform you that the subsequent compliance assessment initiated on August 23, 2017 has been completed. As a result of the assessment, General Dynamics Canada Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Please note that a goal for women in occupational group 07 - Administrative & Senior Clerical is not required given that current representation level exceed the 50% benchmark. In this case, a goal is not required, regardless of availability level to avoid occupational segregation and to ensure that occupations in this group are welcoming of all genders.
- If not done already, it may be beneficial for General Dynamics Canada Ltd. to develop relationships with colleges and universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

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 August 23, 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, General Dynamics Canada Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.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!