



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

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Irving Shipbuilding Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Halifax Shipyard / Shelburne Ship Repair / Woodside Industries / East Isle Shipyard	Procurement Business Number [REDACTED] PG Total number of employees in Canada (Full-Time/Part-Time/Temporary)    1175
Organization's North American Industry Classification System (NAICS) Code N° 336611	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.) 300 Union Street	City Saint John	Province NB	Postal Code E2L 4M3
	Telephone Number 902-423-9271	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Brian McCarthy	Title Vice President, Human Resources
Telephone Number 902-484-8125	E-mail Address mccarthy.brian@irvingshipbuilding.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> 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>
<b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Kevin McCoy	Title President
Telephone Number 902-423-9271	E-mail Address McCoy.Kevin@irvingshipbuilding.com
Signature 	Date 2014-04-08

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@hrsdc-rhdcc.gc.ca</li> </ul>



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

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I, the undersigned, on behalf of (legal name of organization) **Irving Shipbuilding** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **030001**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) **Monday, April 2<sup>nd</sup>, 2018** for the following reason(s):

(Please describe) **We require additional time to review the data as we are unfamiliar with the process. Our business is going through an extremely busy time at the moment and we would truly appreciate an extension to ensure proper completion.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: [REDACTED] Position Title: **Manager, Human Resources**

Email address: [REDACTED] **@irvingshipbuilding.com**

Telephone number: **902-484-2476**

Business address: **3099 Barrington Street, Halifax, NS**

Signature: [REDACTED]



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: March 23rd, 2018

**From:** Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>  
**Sent:** December 22, 2017 6:03 PM  
**To:** [REDACTED]@irvingshipbuilding.com' <[REDACTED]@irvingshipbuilding.com>; EE-EME <ee-eme@hrsdcc-rhdcc.gc.ca>  
**Cc:** Fortin, Sylvie SY [NC] <sylvie.g.fortin@labour-travail.gc.ca>; [REDACTED]@irvingshipbuilding.com'  
[REDACTED]@irvingshipbuilding.com>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information

Good afternoon,

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 12<sup>th</sup>, 2018**.

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



Rejoignez-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!

**From:** [REDACTED]@irvingshipbuilding.com]  
**Sent:** 20 décembre 2017 10:25  
**To:** EE-EME  
**Subject:** RE: extension form

Please see attached

[REDACTED] Human Resources Business Partner | Irving Shipbuilding Inc. | Mobile: 902-225-5381

**From:** [sylvie.g.fortin@labour-travail.gc.ca](mailto:sylvie.g.fortin@labour-travail.gc.ca) [<mailto:sylvie.g.fortin@labour-travail.gc.ca>] **On Behalf Of** [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)  
**Sent:** Wednesday, December 20, 2017 11:08 AM  
**To:** [REDACTED]  
**Subject:** extension form

EXTERNAL EMAIL

Good morning [REDACTED]

As discussed, please find attached the extension form to be fill out. Can you please complete it and send it to us as soon as possible.

Thanks for your great cooperation !

Sylvie

**From:** [redacted] [mailto:[redacted]@irvingshipbuilding.com]  
**Sent:** 20 decembre 2017 08:15  
**To:** Fortin, Sylvie SY [NC]  
**Subject:** RE: WEIMS Employee Import Log

Please see attached. Thanks!

[redacted] Human Resources Business Partner | Irving Shipbuilding Inc. | Mobile: 902-225-5381

**From:** sylvie.g.fortin@labour-travail.gc.ca [mailto:sylvie.g.fortin@labour-travail.gc.ca]  
**Sent:** Wednesday, December 20, 2017 9:14 AM  
**To:** [redacted]  
**Subject:** RE: WEIMS Employee Import Log

EXTERNAL EMAIL

Nicole, can you please send me your document and I will call you after. Thanks

**From:** [redacted] [mailto:[redacted]@irvingshipbuilding.com]  
**Sent:** 20 decembre 2017 08:11  
**To:** Fortin, Sylvie SY [NC]  
**Subject:** FW: WEIMS Employee Import Log

Hi Sylvie – I am receiving the below error. Should I be re-uploading the previously submitted file as well?

## Import Employee Data

### Import Log as of 2017-12-20 09:10:16 EST

2017-12-20 09:10:14 Info : Import Process Started  
2017-12-20 09:10:14 Error : The system could not find the 'employee.txt' file.  
Please upload this file to the server before importing.  
2017-12-20 09:10:14 Error : Import has been aborted.

The import process is now complete.  
[Go to the Main Menu page.](#)

[Report a problem or mistake on this page](#)

[redacted] Human Resources Business Partner | Irving Shipbuilding Inc. | Mobile: 902-225-5381

**From:** ee-eme@hrsdcc.gc.ca [mailto:ee-eme@hrsdcc.gc.ca]  
**Sent:** Wednesday, December 20, 2017 9:10 AM  
**To:** [REDACTED]  
**Subject:** WEIMS Employee Import Log

EXTERNAL EMAIL

(Le message français suit)

### English Message

The import process you started is now complete.

If you have been sent this in error, please contact the Administrator at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

## Confidentiality Warning:

This message and any associated files are intended only for the use of the intended recipient(s), are confidential, and may be privileged. If you are not the intended recipient, you are hereby notified that any review, retransmission, conversion to hard copy, copying, dissemination or other use of this message and any attachments is strictly prohibited. If you are not the intended recipient, please notify the sender immediately by return e-mail, and delete this message and any attachments from your system. Thank you.

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### Message français

Le processus d'importation que vous avez commencé est maintenant complet.

Si vous avez reçu ce courriel par erreur, s'il vous plaît, communiquer avec l'administrateur à l'adresse suivante : [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Registre d'importation

Info : Import Process Started

Error : The system could not find the 'employee.txt' file.

Please upload this file to the server before importing.

Error : Import has been aborted.

2017-12-20 09:10:15 Info :

## Information confidentielle:

Le présent message, ainsi que tout fichier qui y est joint, est envoyé à l'intention exclusive de son ou de ses destinataires; il est de nature confidentielle et peut constituer une information privilégiée. Nous avertissons toute personne autre que le destinataire prévu que tout examen, réacheminement, impression, copie, distribution ou autre utilisation de ce message et de tout fichier qui y est joint est strictement interdit. Si vous n'êtes pas le

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Workplace Equity Information Management System - Irving Shipbuilding Inc./Les chantiers maritime Irving

Workforce Analysis - Detailed Report

Date: 2018-01-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	24	3	12.5 %	27.4 %	7	-4	National
<b>02 : Middle and Other Managers</b>	National	171	13	7.6 %	38.9 %	67	-54	National
<b>03 : Professionals</b>		132	31	23.5 %	29.8 %	39	-8	
1112 : Financial and investment analysts	National	5	2	40.0 %	50.1 %	3	-1	National
1121 : Human resources professionals	National	12	10	83.3 %	71.1 %	9	1	National
1122 : Professional occupations in business management consulting	National	10	4	40.0 %	42.0 %	4	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
2131 : Civil engineers	National	1	0	0.0 %	15.3 %	0	0	National
2132 : Mechanical engineers	National	9	0	0.0 %	9.0 %	1	-1	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	11.3 %	0	0	National
2141 : Industrial and manufacturing engineers	National	6	2	33.3 %	17.0 %	1	1	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	14.6 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	63	8	12.7 %	15.8 %	10	-2	National
2172 : Database analysts and data administrators	National	3	1	33.3 %	35.2 %	1	0	National
3012 : Registered nurses and registered psychiatric nurses	National	1	1	100.0 %	92.9 %	1	0	National
3144 : Other professional occupations in therapy and assessment	National	1	1	100.0 %	76.5 %	1	0	National
4021 : College and other vocational instructors	National	11	1	9.1 %	53.8 %	6	-5	National
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	42.5 %	3	-3	National
<b>04 : Semi-Professionals and Technicians</b>		66	15	22.7 %	11.7 %	8	7	
2232 : Mechanical engineering technologists and technicians	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	17	4	23.5 %	14.5 %	2	2	Nova Scotia
2234 : Construction estimators	Nova Scotia	5	0	0.0 %	8.7 %	0	0	Nova Scotia
2252 : Industrial designers	Nova Scotia	23	5	21.7 %	0.0 %	0	5	Nova Scotia
2253 : Drafting technologists and technicians	Nova Scotia	4	1	25.0 %	19.3 %	1	0	Nova Scotia

Workforce Analysis - Detailed Report

Date: 2018-01-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation #	Representation %	Women		Gap #	Recruitment Area
					Availability #	Availability %		
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	11	4	36.4 %	3	28.1 %	1	Nova Scotia
4211 : Paralegal and related occupations	Nova Scotia	1	1	100.0 %	1	93.9 %	0	Nova Scotia
<b>05 : Supervisors</b>		11	1	9.1 %	6	57.5 %	-5	
<b>Employment Equity Occupational Group</b>	Halifax	10	1	10.0 %	6	55.9 %	-5	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	1	73.2 %	-1	N.S. less CMA
<b>06 : Supervisors: Crafts and Trades</b>		77	2	2.6 %	2	2.3 %	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Nova Scotia	29	1	3.4 %	0	0.0 %	1	Nova Scotia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Nova Scotia	11	0	0.0 %	1	7.9 %	-1	Nova Scotia
7203 : Contractors and supervisors, pipefitting trades	Nova Scotia	7	0	0.0 %	1	9.5 %	-1	Nova Scotia
7204 : Contractors and supervisors, carpentry trades	Nova Scotia	2	0	0.0 %	0	0.0 %	0	Nova Scotia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Nova Scotia	5	0	0.0 %	0	5.4 %	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	7	0	0.0 %	0	0.0 %	0	Nova Scotia
9226 : Supervisors, other mechanical and metal products manufacturing	Nova Scotia	1	0	0.0 %	0	0.0 %	0	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	15	1	6.7 %	0	0.0 %	1	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	36	87.8 %	33	81.6 %	3	
<b>Employment Equity Occupational Group</b>	Halifax	40	35	87.5 %	33	81.4 %	2	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	1	100.0 %	1	87.0 %	0	N.S. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		855	51	6.0 %	16	1.9 %	35	
7231 : Machinists and machining and tooling inspectors	Nova Scotia	5	0	0.0 %	0	5.1 %	0	Nova Scotia
7233 : Sheet metal workers	Nova Scotia	2	0	0.0 %	0	0.0 %	0	Nova Scotia
7236 : Ironworkers	Nova Scotia	197	11	5.6 %	0	0.0 %	11	Nova Scotia
7237 : Welders and related machine operators	Nova Scotia	213	23	10.8 %	12	5.4 %	11	Nova Scotia
7241 : Electricians (except industrial and power system)	Nova Scotia	165	12	7.3 %	3	1.6 %	9	Nova Scotia
7252 : Steamfitters, pipefitters and sprinkler system installers	Nova Scotia	221	4	1.8 %	0	0.0 %	4	Nova Scotia

Workforce Analysis - Detailed Report

Date: 2018-01-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	%			
7271 : Carpenters	Nova Scotia	28	0	0.0 %	0	0	Nova Scotia
7294 : Painters and decorators (except interior decorators)	Nova Scotia	11	1	9.1 %	1	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Nova Scotia	2	0	0.0 %	0	0	Nova Scotia
7331 : Oil and solid fuel heating mechanics	Nova Scotia	3	0	0.0 %	0	0	Nova Scotia
7371 : Crane operators	Nova Scotia	8	0	0.0 %	0	0	Nova Scotia
10 : Clerical Personnel		35	21	60.0 %	24	-3	
Employment Equity Occupational Group	Halifax	34	20	58.8 %	23	-3	Halifax
Employment Equity Occupational Group	N.S. less CMA	1	1	100.0 %	1	0	N.S. less CMA
11 : Intermediate Sales and Service Personnel		8	6	75.0 %	5	1	
Employment Equity Occupational Group	Halifax	8	6	75.0 %	5	1	Halifax
12 : Semi-Skilled Manual Workers		44	2	4.5 %	5	-3	
Employment Equity Occupational Group	Halifax	42	2	4.8 %	5	-3	Halifax
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	0	0	N.S. less CMA
13 : Other Sales and Service Personnel		2	0	0.0 %	1	-1	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	1	-1	Halifax
14 : Other Manual Workers		139	4	2.9 %	21	-17	
Employment Equity Occupational Group	Halifax	130	4	3.1 %	18	-14	Halifax
Employment Equity Occupational Group	N.S. less CMA	9	0	0.0 %	2	-2	N.S. less CMA
Total		1605	185	11.5 %	234	-49	

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: 2018-01-23

#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
<b>01 : Senior Managers</b>	National	24	0	0.0 %	2.9 %	1	National	
<b>02 : Middle and Other Managers</b>	National	171	4	2.3 %	2.2 %	4	National	
<b>03 : Professionals</b>		132	2	1.5 %	1.4 %	2	0	
1112 : Financial and investment analysts	National	5	0	0.0 %	0.9 %	0	National	
1121 : Human resources professionals	National	12	0	0.0 %	2.7 %	0	National	
1122 : Professional occupations in business management consulting	National	10	1	10.0 %	1.6 %	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	National	
2131 : Civil engineers	National	1	0	0.0 %	1.0 %	0	National	
2132 : Mechanical engineers	National	9	0	0.0 %	0.7 %	0	National	
2133 : Electrical and electronics engineers	National	2	0	0.0 %	0.7 %	0	National	
2141 : Industrial and manufacturing engineers	National	6	0	0.0 %	0.8 %	0	National	
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	3.3 %	0	National	
2148 : Other professional engineers, n.e.c.	National	63	1	1.6 %	1.0 %	1	National	
2172 : Database analysts and data administrators	National	3	0	0.0 %	1.3 %	0	National	
3012 : Registered nurses and registered psychiatric nurses	National	1	0	0.0 %	2.3 %	0	National	
3144 : Other professional occupations in therapy and assessment	National	1	0	0.0 %	2.1 %	0	National	
4021 : College and other vocational instructors	National	11	0	0.0 %	2.4 %	0	National	
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	1.6 %	0	National	
<b>04 : Semi-Professionals and Technicians</b>		66	2	3.0 %	1.1 %	1	1	
2232 : Mechanical engineering technologists and technicians	Nova Scotia	5	0	0.0 %	0.0 %	0	Nova Scotia	
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	17	0	0.0 %	0.0 %	0	Nova Scotia	
2234 : Construction estimators	Nova Scotia	5	0	0.0 %	7.2 %	0	Nova Scotia	
2252 : Industrial designers	Nova Scotia	23	2	8.7 %	0.0 %	0	Nova Scotia	
2253 : Drafting technologists and technicians	Nova Scotia	4	0	0.0 %	0.0 %	0	Nova Scotia	

### Workforce Analysis - Detailed Report

Date: 2018-01-23

#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	11	0	0.0 %	3.1 %	0	0	Nova Scotia
4211 : Paralegal and related occupations	Nova Scotia	1	0	0.0 %	3.3 %	0	0	Nova Scotia
<b>05 : Supervisors</b>		11	1	9.1 %	2.4 %	0	1	
<b>Employment Equity Occupational Group</b>	Halifax	10	1	10.0 %	2.2 %	0	1	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	4.6 %	0	0	N.S. less CMA
<b>06 : Supervisors: Crafts and Trades</b>		77	1	1.3 %	4.0 %	3	-2	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Nova Scotia	29	1	3.4 %	8.8 %	3	-2	Nova Scotia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Nova Scotia	11	0	0.0 %	0.0 %	0	0	Nova Scotia
7203 : Contractors and supervisors, pipefitting trades	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
7204 : Contractors and supervisors, carpentry trades	Nova Scotia	2	0	0.0 %	9.6 %	0	0	Nova Scotia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Nova Scotia	5	0	0.0 %	6.9 %	0	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
9226 : Supervisors, other mechanical and metal products manufacturing	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	15	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	1	2.4 %	2.3 %	1	0	
<b>Employment Equity Occupational Group</b>	Halifax	40	1	2.5 %	2.2 %	1	0	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	3.3 %	0	0	N.S. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		855	33	3.9 %	2.4 %	21	12	
7231 : Machinists and machining and tooling inspectors	Nova Scotia	5	0	0.0 %	6.3 %	0	0	Nova Scotia
7233 : Sheet metal workers	Nova Scotia	2	0	0.0 %	2.7 %	0	0	Nova Scotia
7236 : Ironworkers	Nova Scotia	197	9	4.6 %	0.0 %	0	9	Nova Scotia
7237 : Welders and related machine operators	Nova Scotia	213	15	7.0 %	3.4 %	7	8	Nova Scotia
7241 : Electricians (except industrial and power system)	Nova Scotia	165	1	0.6 %	5.1 %	8	-7	Nova Scotia
7252 : Steamfitters, pipefitters and sprinkler system installers	Nova Scotia	221	8	3.6 %	1.2 %	3	5	Nova Scotia

### Workforce Analysis - Detailed Report

Date: 2018-01-23

#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
7271 : Carpenters	Nova Scotia	28	0	0.0 %	3.8 %	1	Nova Scotia	
7294 : Painters and decorators (except interior decorators)	Nova Scotia	11	0	0.0 %	3.4 %	0	Nova Scotia	
7311 : Construction millwrights and industrial mechanics	Nova Scotia	2	0	0.0 %	2.9 %	0	Nova Scotia	
7331 : Oil and solid fuel heating mechanics	Nova Scotia	3	0	0.0 %	2.5 %	0	Nova Scotia	
7371 : Crane operators	Nova Scotia	8	0	0.0 %	0.0 %	0	Nova Scotia	
10 : Clerical Personnel		35	0	0.0 %	2.8 %	1		
Employment Equity Occupational Group	Halifax	34	0	0.0 %	2.7 %	1	Halifax	
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	3.5 %	0	N.S. less CMA	
11 : Intermediate Sales and Service Personnel		8	0	0.0 %	3.2 %	0		
Employment Equity Occupational Group	Halifax	8	0	0.0 %	3.2 %	0	Halifax	
12 : Semi-Skilled Manual Workers		44	1	2.3 %	2.9 %	1		
Employment Equity Occupational Group	Halifax	42	1	2.4 %	2.9 %	1	Halifax	
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	3.7 %	0	N.S. less CMA	
13 : Other Sales and Service Personnel		2	0	0.0 %	4.4 %	0		
Employment Equity Occupational Group	Halifax	2	0	0.0 %	4.4 %	0	Halifax	
14 : Other Manual Workers		139	3	2.2 %	2.7 %	4		
Employment Equity Occupational Group	Halifax	130	3	2.3 %	2.5 %	3	Halifax	
Employment Equity Occupational Group	N.S. less CMA	9	0	0.0 %	5.0 %	0	N.S. less CMA	
<b>Total</b>		<b>1605</b>	<b>48</b>	<b>3.0 %</b>	<b>2.4 %</b>	<b>39</b>	<b>9</b>	

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: 2018-01-23

#### 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	24	0	0.0 %	10.1 %	2	-2	National
<b>02 : Middle and Other Managers</b>	National	171	5	2.9 %	15.0 %	26	-21	National
<b>03 : Professionals</b>		132	7	5.3 %	24.4 %	32	-25	
1112 : Financial and investment analysts	National	5	0	0.0 %	35.4 %	2	-2	National
1121 : Human resources professionals	National	12	0	0.0 %	14.1 %	2	-2	National
1122 : Professional occupations in business management consulting	National	10	0	0.0 %	21.6 %	2	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2131 : Civil engineers	National	1	0	0.0 %	26.0 %	0	0	National
2132 : Mechanical engineers	National	9	1	11.1 %	28.6 %	3	-2	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	34.9 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	6	1	16.7 %	31.5 %	2	-1	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	25.3 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	63	5	7.9 %	27.3 %	17	-12	National
2172 : Database analysts and data administrators	National	3	0	0.0 %	32.3 %	1	-1	National
3012 : Registered nurses and registered psychiatric nurses	National	1	0	0.0 %	18.3 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	1	0	0.0 %	12.4 %	0	0	National
4021 : College and other vocational instructors	National	11	0	0.0 %	13.4 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	12.5 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		66	2	3.0 %	0.0 %	0	2	
2232 : Mechanical engineering technologists and technicians	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	17	1	5.9 %	0.0 %	0	1	Nova Scotia
2234 : Construction estimators	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
2252 : Industrial designers	Nova Scotia	23	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Nova Scotia	4	1	25.0 %	0.0 %	0	1	Nova Scotia

## Workforce Analysis - Detailed Report

Date: 2018-01-23

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	11	0	0.0 %	0.0 %	0	0	Nova Scotia
4211 : Paralegal and related occupations	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
<b>05 : Supervisors</b>		11	2	18.2 %	4.4 %	0	2	
<b>Employment Equity Occupational Group</b>	Halifax	10	2	20.0 %	4.6 %	0	2	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	2.2 %	0	0	N.S. less CMA
<b>06 : Supervisors: Crafts and Trades</b>		77	1	1.3 %	0.1 %	0	1	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Nova Scotia	29	0	0.0 %	0.0 %	0	0	Nova Scotia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Nova Scotia	11	0	0.0 %	0.0 %	0	0	Nova Scotia
7203 : Contractors and supervisors, pipefitting trades	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
7204 : Contractors and supervisors, carpentry trades	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Nova Scotia	5	0	0.0 %	2.3 %	0	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	7	1	14.3 %	0.0 %	0	1	Nova Scotia
9226 : Supervisors, other mechanical and metal products manufacturing	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	15	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		41	2	4.9 %	5.7 %	2	0	
<b>Employment Equity Occupational Group</b>	Halifax	40	2	5.0 %	5.8 %	2	0	Halifax
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	1.2 %	0	0	N.S. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		855	40	4.7 %	1.4 %	12	28	
7231 : Machinists and machining and tooling inspectors	Nova Scotia	5	0	0.0 %	4.5 %	0	0	Nova Scotia
7233 : Sheet metal workers	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
7236 : Ironworkers	Nova Scotia	197	13	6.6 %	0.0 %	0	13	Nova Scotia
7237 : Welders and related machine operators	Nova Scotia	213	16	7.5 %	1.5 %	3	13	Nova Scotia
7241 : Electricians (except industrial and power system)	Nova Scotia	165	2	1.2 %	1.3 %	2	0	Nova Scotia
7252 : Steamfitters, pipefitters and sprinkler system installers	Nova Scotia	221	7	3.2 %	2.5 %	6	1	Nova Scotia



### Workforce Analysis - Detailed Report

Date: 2018-01-23

#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
7271 : Carpenters	Nova Scotia	28	1	3.6 %	0	1	Nova Scotia
7294 : Painters and decorators (except interior decorators)	Nova Scotia	11	1	9.1 %	1	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Nova Scotia	2	0	0.0 %	0	0	Nova Scotia
7331 : Oil and solid fuel heating mechanics	Nova Scotia	3	0	0.0 %	0	0	Nova Scotia
7371 : Crane operators	Nova Scotia	8	0	0.0 %	0	0	Nova Scotia
10 : Clerical Personnel		35	0	0.0 %	3	-3	
Employment Equity Occupational Group	Halifax	34	0	0.0 %	2	-2	Halifax
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	0	0	N.S. less CMA
11 : Intermediate Sales and Service Personnel		8	0	0.0 %	1	-1	
Employment Equity Occupational Group	Halifax	8	0	0.0 %	1	-1	Halifax
12 : Semi-Skilled Manual Workers		44	1	2.3 %	3	-2	
Employment Equity Occupational Group	Halifax	42	1	2.4 %	3	-2	Halifax
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	0	0	N.S. less CMA
13 : Other Sales and Service Personnel		2	0	0.0 %	0	0	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	0	0	Halifax
14 : Other Manual Workers		139	14	10.1 %	11	3	
Employment Equity Occupational Group	Halifax	130	10	7.7 %	10	0	Halifax
Employment Equity Occupational Group	N.S. less CMA	9	4	44.4 %	0	4	N.S. less CMA
<b>Total</b>		<b>1605</b>	<b>74</b>	<b>4.6 %</b>	<b>92</b>	<b>-18</b>	

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: 2018-01-23

#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
01/02 : Managers	National	195	1	0.5 %	8	4.3 %	-7	National
03 : Professionals	National	132	2	1.5 %	5	3.8 %	-3	National
04 : Semi-Professionals and Technicians	National	66	0	0.0 %	3	4.6 %	-3	National
05 : Supervisors	National	11	2	18.2 %	2	13.9 %	0	National
06 : Supervisors: Crafts and Trades	National	77	0	0.0 %	6	7.8 %	-6	National
07 : Administrative and Senior Clerical Personnel	National	41	1	2.4 %	1	3.4 %	0	National
09 : Skilled Crafts and Trades Workers	National	855	23	2.7 %	32	3.8 %	-9	National
10 : Clerical Personnel	National	35	0	0.0 %	2	7.0 %	-2	National
11 : Intermediate Sales and Service Personnel	National	8	0	0.0 %	0	5.6 %	0	National
12 : Semi-Skilled Manual Workers	National	44	5	11.4 %	2	4.8 %	3	National
13 : Other Sales and Service Personnel	National	2	0	0.0 %	0	6.3 %	0	National
14 : Other Manual Workers	National	139	1	0.7 %	7	5.3 %	-6	National
<b>Total</b>		<b>1605</b>	<b>35</b>	<b>2.2 %</b>	<b>68</b>	<b>4.4 %</b>	<b>-33</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: 2018-01-23

005436

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

EEOG 10, 12, and 14 are roles that are easily filled more locally with a larger local labour market.

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



**Workforce Analysis - Detailed Report**

Date: 2018-01-23

**WFA Defaults - Persons with Disabilities**

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



### Workforce Analysis - Summary Report

Date: 2018-01-23

#### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	24	3	12.5 %	27.4 %	7	-4
02 : Middle and Other Managers	171	13	7.6 %	38.9 %	67	-54
03 : Professionals	132	31	23.5 %	29.8 %	39	-8
04 : Semi-Professionals and Technicians	66	15	22.7 %	11.7 %	8	7
05 : Supervisors	11	1	9.1 %	57.5 %	6	-5
06 : Supervisors: Crafts and Trades	77	2	2.6 %	2.3 %	2	0
07 : Administrative and Senior Clerical Personnel	41	36	87.8 %	81.6 %	33	3
09 : Skilled Crafts and Trades Workers	855	51	6.0 %	1.9 %	16	35
10 : Clerical Personnel	35	21	60.0 %	67.8 %	24	-3
11 : Intermediate Sales and Service Personnel	8	6	75.0 %	65.5 %	5	1
12 : Semi-Skilled Manual Workers	44	2	4.5 %	12.3 %	5	-3
13 : Other Sales and Service Personnel	2	0	0.0 %	57.4 %	1	-1
14 : Other Manual Workers	139	4	2.9 %	14.8 %	21	-17
<b>Total</b>	<b>1605</b>	<b>185</b>	<b>11.5 %</b>	<b>14.6 %</b>	<b>234</b>	<b>-49</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-01-23

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees		Aboriginal Peoples				Gap #
	#	Representation %	#	Availability %	Availability #		
01 : Senior Managers	24	0.0 %	0	2.9 %	1	-1	
02 : Middle and Other Managers	171	2.3 %	4	2.2 %	4	0	
03 : Professionals	132	1.5 %	2	1.4 %	2	0	
04 : Semi-Professionals and Technicians	66	3.0 %	2	1.1 %	1	1	
05 : Supervisors	11	9.1 %	1	2.4 %	0	1	
06 : Supervisors: Crafts and Trades	77	1.3 %	1	4.0 %	3	-2	
07 : Administrative and Senior Clerical Personnel	41	2.4 %	1	2.3 %	1	0	
09 : Skilled Crafts and Trades Workers	855	3.9 %	33	2.4 %	21	12	
10 : Clerical Personnel	35	0.0 %	0	2.8 %	1	-1	
11 : Intermediate Sales and Service Personnel	8	0.0 %	0	3.2 %	0	0	
12 : Semi-Skilled Manual Workers	44	2.3 %	1	2.9 %	1	0	
13 : Other Sales and Service Personnel	2	0.0 %	0	4.4 %	0	0	
14 : Other Manual Workers	139	2.2 %	3	2.7 %	4	-1	
<b>Total</b>	<b>1605</b>	<b>3.0 %</b>	<b>48</b>	<b>2.4 %</b>	<b>39</b>	<b>9</b>	

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-01-23

#### Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Availability	Gap
	#	%	Representation #	%		
01 : Senior Managers	24	0.0 %	0	0.0 %	2	-2
02 : Middle and Other Managers	171	2.9 %	5	2.9 %	26	-21
03 : Professionals	132	5.3 %	7	5.3 %	32	-25
04 : Semi-Professionals and Technicians	66	3.0 %	2	3.0 %	0	2
05 : Supervisors	11	18.2 %	2	18.2 %	0	2
06 : Supervisors: Crafts and Trades	77	1.3 %	1	1.3 %	0	1
07 : Administrative and Senior Clerical Personnel	41	4.9 %	2	4.9 %	2	0
09 : Skilled Crafts and Trades Workers	855	4.7 %	40	4.7 %	12	28
10 : Clerical Personnel	35	0.0 %	0	0.0 %	3	-3
11 : Intermediate Sales and Service Personnel	8	0.0 %	0	0.0 %	1	-1
12 : Semi-Skilled Manual Workers	44	2.3 %	1	2.3 %	3	-2
13 : Other Sales and Service Personnel	2	0.0 %	0	0.0 %	0	0
14 : Other Manual Workers	139	10.1 %	14	10.1 %	11	3
<b>Total</b>	<b>1605</b>	<b>4.6 %</b>	<b>74</b>	<b>5.7 %</b>	<b>92</b>	<b>-18</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-01-23

Employment Equity Occupational Group	All Employees		Persons with Disabilities				Gap #
	#	Representation %	Representation #	Availability %	Availability #		
01/02 : Managers	195	0.5 %	1	4.3 %	8	-7	
03 : Professionals	132	1.5 %	2	3.8 %	5	-3	
04 : Semi-Professionals and Technicians	66	0.0 %	0	4.6 %	3	-3	
05 : Supervisors	11	18.2 %	2	13.9 %	2	0	
06 : Supervisors: Crafts and Trades	77	0.0 %	0	7.8 %	6	-6	
07 : Administrative and Senior Clerical Personnel	41	2.4 %	1	3.4 %	1	0	
09 : Skilled Crafts and Trades Workers	855	2.7 %	23	3.8 %	32	-9	
10 : Clerical Personnel	35	0.0 %	0	7.0 %	2	-2	
11 : Intermediate Sales and Service Personnel	8	0.0 %	0	5.6 %	0	0	
12 : Semi-Skilled Manual Workers	44	11.4 %	5	4.8 %	2	3	
13 : Other Sales and Service Personnel	2	0.0 %	0	6.3 %	0	0	
14 : Other Manual Workers	139	0.7 %	1	5.3 %	7	-6	
<b>Total</b>	<b>1605</b>	<b>2.2 %</b>	<b>35</b>	<b>4.4 %</b>	<b>68</b>	<b>-33</b>	

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-01-23

005442

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

EEOG 10, 12, and 14 are roles that are easily filled more locally with a larger local labour market.

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



**Workforce Analysis - Summary Report**

Date: 2018-01-23

**WFA Defaults - Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
[Date: YYYY-MM-DD]

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	02

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	23

Employment Equity Occupational Group (EEOG)		<b>Table 1: Women</b>		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	6	0	24.20
02	Middle & Other Managers	65	7	39.10
03	Professionals	37	10	33.20
04	Semi-Professionals & Technicians	40	5	17.90
05	Supervisors	6	1	58.00
06	Supervisors: Crafts & Trades	49	0	5.80
07	Administrative & Senior Clerical Personnel	35	29	82.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	750	26	1.70
10	Clerical Personnel	29	17	72.50
11	Intermediate Sales & Service Personnel	6	3	59.70
12	Semi-Skilled Manual Workers	20	0	14.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	143	6	17.90
<b>Total</b>		<b>1,186</b>	<b>104</b>	<b>12.4</b>

		<b>Table 5: Women</b>		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	24	3	27.40	
	171	13	38.90	
	132	31	29.80	
	66	15	11.70	
	11	1	57.50	
	77	2	2.30	
	41	36	81.60	
	0	0	0.00	
	855	51	1.90	
	35	21	67.80	
	8	6	65.50	
	44	2	12.30	
	2	0	57.40	
	139	4	14.80	
	<b>1,605</b>	<b>185</b>	<b>0.0</b>	

\* Source:

\* Source:

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	02

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	23

**Employment Equity Occupational Group (EEOG)**

	Table 2: Aboriginal Peoples		
	All Employees	Subsequent/Current Workforce Analysis	
		Representation	Aboriginal Peoples
#	#	%	%
01 Senior Managers	6	0	2.40
02 Middle & Other Managers	65	2	1.90
03 Professionals	37	0	1.10
04 Semi-Professionals & Technicians	40	0	2.50
05 Supervisors	6	0	2.60
06 Supervisors: Crafts & Trades	49	0	0.20
07 Administrative & Senior Clerical Personnel	35	0	1.40
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	750	14	2.20
10 Clerical Personnel	29	1	1.60
11 Intermediate Sales & Service Personnel	6	0	1.60
12 Semi-Skilled Manual Workers	20	1	2.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	143	2	1.70
<b>Total</b>	<b>1,186</b>	<b>20</b>	<b>2.0</b>

\* Source:

0

	Table 6: Aboriginal Peoples		
	All Employees	Subsequent/Current Workforce Analysis	
		Representation	Aboriginal Peoples
#	#	%	%
24	0	2.9	
171	4	2.2	
132	2	1.4	
66	2	1.1	
11	1	2.4	
77	1	4.0	
41	1	2.3	
0	0	0.0	
855	33	2.4	
35	0	2.8	
8	0	3.2	
44	1	2.9	
2	0	4.4	
139	3	2.7	
<b>1,605</b>	<b>48</b>	<b>0.0</b>	

\* Source:

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# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

### Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]

#### Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	02

#### Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	23

**Table 3: Members of Visible Minorities**

	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	6	0	8.70
02 Middle & Other Managers	65	2	14.00
03 Professionals	37	3	17.40
04 Semi-Professionals & Technicians	40	0	1.00
05 Supervisors	6	1	3.80
06 Supervisors: Crafts & Trades	49	1	0.20
07 Administrative & Senior Clerical Personnel	35	1	4.00
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	750	31	1.00
10 Clerical Personnel	29	1	6.30
11 Intermediate Sales & Service Personnel	6	0	6.20
12 Semi-Skilled Manual Workers	20	2	4.50
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	143	11	9.80
<b>Total</b>	<b>1,186</b>	<b>53</b>	<b>3.6</b>

**Table 7: Members of Visible Minorities**

	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
	24	0	10.1
	171	5	15.0
	132	7	24.4
	66	2	0.0
	11	2	4.4
	77	1	0.1
	41	2	5.7
	0	0	0.0
	855	40	1.4
	35	0	7.2
	8	0	8.5
	44	1	5.9
	2	0	10.6
	139	14	7.6
<b>Total</b>	<b>1,605</b>	<b>74</b>	<b>0.0</b>

\* Source:

0

\* Source:

0

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis			
YYYY	MM	DD	
2014	10	02	

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis			
YYYY	MM	DD	
2018	01	23	

**Table 4: Persons with Disabilities**

	Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	#	%	
01/02	Managers	71	0	3.20
03	Professionals	37	0	4.50
04	Semi-Professionals & Technicians	40	1	4.80
05	Supervisors	6	0	9.50
06	Supervisors: Crafts & Trades	49	1	4.60
07	Administrative & Senior Clerical Personnel	35	1	2.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	750	18	5.30
10	Clerical Personnel	29	1	4.40
11	Intermediate Sales & Service Personnel	6	1	5.30
12	Semi-Skilled Manual Workers	20	4	5.50
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	143	4	5.20
Total		1,186	31	5.0

\* Source:

**Table 8: Persons with Disabilities**

	All Employees	Subsequent/Current Workforce Analysis	
		Persons with Disabilities	Availability*
#	#	%	
195	1	4.3	
132	2	3.8	
66	0	4.6	
11	2	13.9	
77	0	7.8	
41	1	3.4	
0	0	0.0	
855	23	3.8	
35	0	7.0	
8	0	5.6	
44	5	4.8	
2	0	6.3	
139	1	5.3	
Total	1,605	35	0.0

\* Source:

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005448

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Women Hired #	All Employees Hired #	Women Hired #
01 Senior Managers	15	2	0	0
02 Middle & Other Managers	81	7	0	0
03 Professionals	86	21	0	0
04 Semi-Professionals & Technicians	38	10	0	0
05 Supervisors	5	0	0	0
06 Supervisors: Crafts & Trades	21	0	0	0
07 Administrative & Senior Clerical Personnel	16	13	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	262	27	0	0
10 Clerical Personnel	21	13	0	0
11 Intermediate Sales & Service Personnel	2	2	0	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	37	2	0	0
<b>Total</b>	<b>593</b>	<b>97</b>	<b>0</b>	<b>0</b>

**Table 5: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Women Promoted #	All Employees Promoted #	Women Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	36	1	0	0
03 Professionals	22	8	0	0
04 Semi-Professionals & Technicians	13	5	0	0
05 Supervisors	3	1	0	0
06 Supervisors: Crafts & Trades	28	3	0	0
07 Administrative & Senior Clerical Personnel	4	4	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	84	6	0	0
10 Clerical Personnel	6	5	0	0
11 Intermediate Sales & Service Personnel	4	3	0	0
12 Semi-Skilled Manual Workers	4	2	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	15	1	0	0
<b>Total</b>	<b>219</b>	<b>39</b>	<b>0</b>	<b>0</b>

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Women Terminated #	All Employees Terminated #	Women Terminated #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	3	0	0
03 Professionals	11	6	0	0
04 Semi-Professionals & Technicians	10	1	0	0
05 Supervisors	2	1	0	0
06 Supervisors: Crafts & Trades	15	1	0	0
07 Administrative & Senior Clerical Personnel	8	6	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	129	2	0	0
10 Clerical Personnel	7	6	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	45	2	0	0
<b>Total</b>	<b>247</b>	<b>28</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005449

Start Date of Flow Data			
YYYY	MM	DD	
0	0	0	

End Date of Flow Data			
YYYY	MM	DD	
0	0	0	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
01 Senior Managers	15	0	0	0
02 Middle & Other Managers	81	2	0	0
03 Professionals	86	1	0	0
04 Semi-Professionals & Technicians	38	2	0	0
05 Supervisors	5	0	0	0
06 Supervisors: Crafts & Trades	21	0	0	0
07 Administrative & Senior Clerical Personnel	16	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	262	18	0	0
10 Clerical Personnel	21	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	37	2	0	0
<b>Total</b>	<b>593</b>	<b>26</b>	<b>0</b>	<b>0</b>

**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	36	0	0	0
03 Professionals	22	1	0	0
04 Semi-Professionals & Technicians	13	0	0	0
05 Supervisors	3	1	0	0
06 Supervisors: Crafts & Trades	28	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	84	4	0	0
10 Clerical Personnel	6	0	0	0
11 Intermediate Sales & Service Personnel	4	0	0	0
12 Semi-Skilled Manual Workers	4	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	15	1	0	0
<b>Total</b>	<b>219</b>	<b>7</b>	<b>0</b>	<b>0</b>

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	0	0	0
03 Professionals	11	0	0	0
04 Semi-Professionals & Technicians	10	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	15	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	129	4	0	0
10 Clerical Personnel	7	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	45	1	0	0
<b>Total</b>	<b>247</b>	<b>5</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005450

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
01 Senior Managers	15	0	0	0
02 Middle & Other Managers	81	0	0	0
03 Professionals	86	1	0	0
04 Semi-Professionals & Technicians	38	0	0	0
05 Supervisors	5	0	0	0
06 Supervisors: Crafts & Trades	21	0	0	0
07 Administrative & Senior Clerical Personnel	16	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	262	5	0	0
10 Clerical Personnel	21	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	37	0	0	0
<b>Total</b>	<b>593</b>	<b>6</b>	<b>0</b>	<b>0</b>

**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	36	1	0	0
03 Professionals	22	0	0	0
04 Semi-Professionals & Technicians	13	0	0	0
05 Supervisors	3	2	0	0
06 Supervisors: Crafts & Trades	28	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	84	4	0	0
10 Clerical Personnel	6	0	0	0
11 Intermediate Sales & Service Personnel	4	0	0	0
12 Semi-Skilled Manual Workers	4	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	15	0	0	0
<b>Total</b>	<b>219</b>	<b>7</b>	<b>0</b>	<b>0</b>

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	0	0	0
03 Professionals	11	0	0	0
04 Semi-Professionals & Technicians	10	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	15	1	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	129	3	0	0
10 Clerical Personnel	7	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	3	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	45	2	0	0
<b>Total</b>	<b>247</b>	<b>7</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

01 Senior Managers	15	0	0	0
02 Middle & Other Managers	81	3	0	0
03 Professionals	86	6	0	0
04 Semi-Professionals & Technicians	38	2	0	0
05 Supervisors	5	0	0	0
06 Supervisors: Crafts & Trades	21	0	0	0
07 Administrative & Senior Clerical Personnel	16	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	262	13	0	0
10 Clerical Personnel	21	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	37	4	0	0
<b>Total</b>	<b>593</b>	<b>28</b>	<b>0</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

	0	0	0	0
	36	1	0	0
	22	1	0	0
	13	1	0	0
	3	1	0	0
	28	0	0	0
	4	0	0	0
	0	0	0	0
	84	2	0	0
	6	0	0	0
	4	0	0	0
	4	0	0	0
	0	0	0	0
	15	0	0	0
<b>Total</b>	<b>219</b>	<b>6</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

	0	0	0	0
	15	0	0	0
	11	1	0	0
	10	0	0	0
	2	0	0	0
	15	0	0	0
	8	1	0	0
	0	0	0	0
	129	5	0	0
	7	0	0	0
	2	0	0	0
	3	1	0	0
	0	0	0	0
	45	4	0	0
<b>Total</b>	<b>247</b>	<b>12</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
**[Date: YYYY-MM-DD]**

005452

**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 & 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 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous 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				
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	%									
01 Senior Managers	6	58.7%	0	0	0.0%	0	0	0	0.0%	0	1	0	0	24.2%	-1	-1	0.0%	0.0%						
02 Middle & Other Managers	65	38.0%	0	0	12.7%	0	7	0	0.0%	0	18	0	0	39.1%	-18	-18	10.8%	10.8%						
03 Professionals	37	52.8%	0	0	13.0%	0	10	0	0.0%	0	2	0	0	33.2%	-2	-2	27.0%	27.0%						
04 Semi-Professionals & Tech	40	18.2%	0	0	18.9%	0	5	0	0.0%	0	2	0	0	17.9%	-2	-2	12.5%	12.5%						
05 Supervisors	6	22.4%	0	0	23.5%	0	1	0	0.0%	0	2	0	0	58.0%	-2	-2	16.7%	16.7%						
06 Supervisors: Crafts & Trades	49	16.3%	0	0	23.8%	0	0	0	0.0%	0	3	0	0	5.8%	-3	-3	0.0%	0.0%						
07 Administrative & Sr Clerical	35	5.4%	0	0	21.1%	0	29	0	0.0%	0	0	0	0	82.0%	0	0	82.9%	82.9%						
08 Skilled Sales & Service	750	4.5%	0	0	16.1%	0	26	0	0.0%	0	0	0	0	0.0%	0	0	0	0						
09 Skilled Crafts & Trades	29	6.5%	0	0	21.9%	0	17	0	0.0%	0	4	0	0	72.5%	-4	-4	58.6%	58.6%						
10 Clerical Personnel	6	10.1%	0	0	28.6%	0	3	0	0.0%	0	1	0	0	59.7%	-1	-1	50.0%	50.0%						
11 Intermediate Sales & Service	20	30.1%	0	0	9.4%	0	0	0	0.0%	0	3	0	0	14.1%	-3	-3	0.0%	0.0%						
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0						
13 Other Sales & Service	143	-0.9%	0	0	31.9%	0	6	0	0.0%	0	20	0	0	17.9%	-20	-20	4.2%	4.2%						
14 Other Manual Workers	1,186	10.6%	0	0	17.7%	0	104	0	0.0%	0	43	0	0	12.4%	-43	-43	8.8%	8.8%						
Total																								

† 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	Short-term Goals	Long-term Goals	
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	3	0.0	6	0.0	
03 Professionals	2	0.0	3	0.0	
04 Semi-Professionals & Tech	2	0.0	3	0.0	
05 Supervisors	0	0.0	1	0.0	
06 Supervisors: Crafts & Trades	1	0.0	1	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	3	0.0	8	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	1	0.0	2	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

14	Other Manual Workers	5	0.0	8	0.0
Total		17		32	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
**[Date: YYYY-MM-DD]**

005454

**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 & 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 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Occupational Group (EOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	%					
		2014-10-02	2014-10-02	2014-10-02	2014-10-02	2014-10-02	2014-10-02			2014	2017	%		#	#					
01 Senior Managers	6	58.7%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	2.4%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	65	38.0%	0	0	12.7%	0	0	2	0.0%	0	0	-1	0	1.9%	1	1	1	3.1%	3.1%	
03 Professionals	37	52.8%	0	0	13.0%	0	0	0	0.0%	0	0	0	0	1.1%	0	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	40	18.2%	0	0	18.9%	0	0	0	0.0%	0	1	0	0	2.5%	-1	-1	-1	0.0%	0.0%	
05 Supervisors	6	22.4%	0	0	23.5%	0	0	0	0.0%	0	0	0	0	2.6%	0	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	49	16.3%	0	0	23.8%	0	0	0	0.0%	0	0	0	0	0.2%	0	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	35	5.4%	0	0	21.1%	0	0	0	0.0%	0	0	0	0	1.4%	0	0	0	0.0%	0.0%	
08 Skilled Sales & Service	750	4.5%	0	0	16.1%	0	0	14	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	29	6.5%	0	0	21.9%	0	0	1	0.0%	0	0	-1	0	1.6%	1	1	1	3.4%	3.4%	
10 Clerical Personnel	6	10.1%	0	0	28.6%	0	0	0	0.0%	0	0	0	0	1.6%	0	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	20	30.1%	0	0	9.4%	0	0	1	0.0%	0	-1	0	0	2.0%	1	1	1	5.0%	5.0%	
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	
13 Other Sales & Service	143	-0.9%	0	0	31.9%	0	0	2	0.0%	0	0	0	0	1.7%	0	0	0	1.4%	1.4%	
14 Other Manual Workers	1,186	10.6%	0	0	17.7%	0	0	20	0.0%	0	0	4	0	2.0%	-4	-4	-4	1.7%	1.7%	
Total																				

† 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)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	#	%	
01 Senior Managers	0	0.0	0
02 Middle & Other Managers	0	0.0	0
03 Professionals	0	0.0	0
04 Semi-Professionals & Tech	0	0.0	1
05 Supervisors	0	0.0	0
06 Supervisors: Crafts & Trades	0	0.0	0
07 Administrative & Sr Clerical	0	0.0	0
08 Skilled Sales & Service	0	0.0	0
09 Skilled Crafts & Trades	2	0.0	8
10 Clerical Personnel	0	0.0	0
11 Intermediate Sales & Service	0	0.0	0
12 Semi-Skilled Manual	0	0.0	0
13 Other Sales & Service	0	0.0	0

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**Part 3: Goals**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

14	Other Manual Workers	0	0.0	0	0.0
Total		2		9	

Federal Contractors Program Achievement Report  
Part 3: Goals

Irving Shipbuilding Inc./Les charters maritime Irving  
[Date: YYYY-MM-DD]

005456

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 & 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 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2014						2017
		Annual %	Annual %	%	Annual %	Annual %	%			Annual %	Annual %	%		%	%						%
01/02 Managers	71	48.4%		0	6.4%	0	0	0	0	0.0%	0	2	0	0	4.5%	-2	-3	0.0%	0.0%		
03 Professionals	37	52.8%		0	13.0%	0	0	0	0	0.0%	0	2	0	0	4.8%	-2	-2	0.0%	0.0%		
04 Semi-Professionals & Tech	40	18.2%		0	18.9%	0	0	1	0	0.0%	0	1	0	0	9.5%	-1	-3	2.5%	2.5%		
05 Supervisors	6	22.4%		0	23.5%	0	0	0	0	0.0%	0	1	0	0	4.6%	-1	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	49	16.3%		0	23.8%	0	0	0	1	0.0%	0	1	0	0	2.6%	-1	0	2.0%	2.0%		
07 Administrative & Sr Clerical	35	5.4%		0	21.1%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	2.9%	2.9%		
08 Skilled Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0.0%	0	0	0	0	5.3%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	750	4.5%		0	16.1%	0	0	18	0	0.0%	0	22	0	0	4.4%	-22	-15	2.4%	2.4%		
10 Clerical Personnel	29	6.5%		0	21.9%	0	0	1	0	0.0%	0	0	0	0	5.3%	0	-1	3.4%	3.4%		
11 Intermediate Sales & Service	6	10.1%		0	28.6%	0	0	1	0	0.0%	0	-1	0	0	5.5%	1	1	16.7%	16.7%		
12 Semi-Skilled Manual	20	30.1%		0	9.4%	0	0	4	0	0.0%	0	-3	0	0	0.0%	3	4	20.0%	20.0%		
13 Other Sales & Service	0	0.0%		0	0.0%	0	0	0	0	0.0%	0	0	0	0	5.2%	0	0	0.0%	0.0%		
14 Other Manual Workers	143	-0.9%		0	31.9%	0	0	4	0	0.0%	0	3	0	0	5.0%	-3	-3	2.8%	2.8%		
Total	1,186	10.6%		0	17.7%	0	0	31	0	0.0%	0	3	0	0	5.0%	-28	-3	2.6%	2.6%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>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	Short-term Goals	Long-term Goals	
	#	%	#	%	
01/02 Managers	0	0.0	1	0.0	
03 Professionals	0	0.0	1	0.0	
04 Semi-Professionals & Tech	1	0.0	1	0.0	
05 Supervisors	0	0.0	1	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	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	2	0.0	8	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	1	0.0	
Total	3		14		

Federal Contractors Program Achievement Report

Part 3: Goals

Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x 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 (EOG)	All Employees																	Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY		
	2014-10-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-10-02	Annually	Over 3 Years	Years	2014	2017									
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%				
01	Senior Managers	6	58.7%		0	0.0%		0	0	0.0%	0	1	0		8.7%	-1	-1	0.0%	0.0%			
02	Middle & Other Managers	65	38.0%		0	12.7%		0	2	0.0%	0	7	0		14.0%	-7	-7	3.1%	3.1%			
03	Professionals	37	52.8%		0	13.0%		0	3	0.0%	0	3	0		17.4%	-3	-3	8.1%	8.1%			
04	Semi-Professionals & Tech	40	18.2%		0	18.9%		0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%			
05	Supervisors	6	22.4%		0	23.5%		0	1	0.0%	0	-1	0		3.8%	1	1	16.7%	16.7%			
06	Supervisors: Crafts & Trades	49	16.3%		0	23.8%		0	1	0.0%	0	-1	0		0.2%	1	1	2.0%	2.0%			
07	Administrative & Sr Clerical	35	5.4%		0	21.1%		0	1	0.0%	0	0	0		4.0%	0	0	2.9%	2.9%			
08	Skilled Sales & Service	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	750	4.5%		0	16.1%		0	31	0.0%	0	-24	0		1.0%	24	24	4.1%	4.1%			
10	Clerical Personnel	29	6.5%		0	21.9%		0	1	0.0%	0	1	0		6.3%	-1	-1	3.4%	3.4%			
11	Intermediate Sales & Service	6	10.1%		0	28.6%		0	0	0.0%	0	0	0		6.2%	0	0	0.0%	0.0%			
12	Semi-Skilled Manual	20	30.1%		0	9.4%		0	2	0.0%	0	-1	0		4.5%	1	1	10.0%	10.0%			
13	Other Sales & Service	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	143	-0.9%		0	31.9%		0	11	0.0%	0	3	0		9.8%	-3	-3	7.7%	7.7%			
Total		1,186	10.6%		0	17.7%		0	53	0.0%	0	-10	0		3.6%	10	10	4.5%	4.5%			

† 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 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	2	0.0	3	0.0	
03	Professionals	3	0.0	3	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	1	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	

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005459

Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]

I4	Other Manual Workers	2	0.0	1	0.0
Total		8		7	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
 [Date: YYYY-MM-DD]

005460

**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 & 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			
	2018-01-23	Actual	Annual %	Projected	Annual %	Actual	Annual %	Projected	Annual %	2018-01-23	Annual %	Projected	Annual %	2018	2021	%	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	24	58.7%		0	0.0%	0	0.0%	0	3	0.0%	0	0.0%	4	0	0	27.4%	-4	12.5%	-4	12.5%								
02 Middle & Other Managers	171	38.0%		0	12.7%	0	0.0%	0	13	0.0%	0	0.0%	54	0	0	38.9%	-54	7.6%	-54	7.6%								
03 Professionals	132	52.8%		0	13.0%	0	0.0%	0	31	0.0%	0	0.0%	8	0	0	29.8%	-8	23.5%	-8	23.5%								
04 Semi-Professionals & Tech	66	18.2%		0	18.9%	0	0.0%	0	15	0.0%	0	0.0%	-7	0	0	11.7%	7	22.7%	7	22.7%								
05 Supervisors	11	22.4%		0	23.5%	0	0.0%	0	1	0.0%	0	0.0%	5	0	0	57.5%	-5	9.1%	-5	9.1%								
06 Supervisors: Crafts & Trades	77	16.3%		0	23.8%	0	0.0%	0	2	0.0%	0	0.0%	0	0	0	2.3%	0	2.6%	0	2.6%								
07 Administrative & Sr Clerical	41	5.4%		0	21.1%	0	0.0%	0	36	0.0%	0	0.0%	-3	0	0	81.6%	3	87.8%	3	87.8%								
08 Skilled Sales & Service	855	4.5%		0	16.1%	0	0.0%	0	51	0.0%	0	0.0%	0	0	0	0.0%	0	6.0%	0	6.0%								
09 Skilled Crafts & Trades	35	6.5%		0	21.9%	0	0.0%	0	21	0.0%	0	0.0%	3	0	0	67.8%	-3	60.0%	-3	60.0%								
10 Clerical Personnel	8	10.1%		0	28.6%	0	0.0%	0	6	0.0%	0	0.0%	-1	0	0	65.5%	1	75.0%	1	75.0%								
11 Intermediate Sales & Service	44	30.1%		0	9.4%	0	0.0%	0	2	0.0%	0	0.0%	3	0	0	12.3%	-3	4.5%	-3	4.5%								
12 Semi-Skilled Manual	2	0.0%		0	0.0%	0	0.0%	0	0	0.0%	0	0.0%	1	0	0	57.4%	-1	0.0%	-1	0.0%								
13 Other Sales & Service	139	-0.9%		0	31.9%	0	0.0%	0	4	0.0%	0	0.0%	17	0	0	14.8%	-17	2.9%	-17	2.9%								
14 Other Manual Workers	1,605	10.6%		0	17.7%	0	0.0%	0	185	0.0%	0	0.0%	-185	0	0	0.0%	185	11.5%	185	11.5%								
Total																												

† 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 10: Women**

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

Federal Contractors Program Achievement Report

005461

Part 3: Goals

Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]

Total		0.0	0.0
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**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x 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 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	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					
	2018-01-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-23	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	24	58.7%		0	0.0%		0	0	0	0.0%	0	1	0	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	171	38.0%		0	12.7%		0	0	4	0.0%	0	0	0	2.2%	0	0	2.3%	2.3%	
03 Professionals	132	52.8%		0	13.0%		0	0	2	0.0%	0	0	0	1.4%	0	0	1.5%	1.5%	
04 Semi-Professionals & Tech	66	18.2%		0	18.9%		0	0	2	0.0%	0	-1	0	1.1%	1	1	3.0%	3.0%	
05 Supervisors	11	22.4%		0	23.5%		0	0	1	0.0%	0	-1	0	2.4%	1	1	9.1%	9.1%	
06 Supervisors: Crafts & Trades	77	16.3%		0	23.8%		0	0	1	0.0%	0	2	0	4.0%	-2	-2	1.3%	1.3%	
07 Administrative & Sr Clerical	41	5.4%		0	21.1%		0	0	1	0.0%	0	0	0	2.3%	0	0	2.4%	2.4%	
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	855	4.5%		0	16.1%		0	0	33	0.0%	0	-12	0	2.4%	12	12	3.9%	3.9%	
10 Clerical Personnel	35	6.5%		0	21.9%		0	0	0	0.0%	0	1	0	2.8%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	8	10.1%		0	28.6%		0	0	0	0.0%	0	0	0	3.2%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	44	30.1%		0	9.4%		0	0	1	0.0%	0	0	0	2.9%	0	0	2.3%	2.3%	
13 Other Sales & Service	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.4%	0	0	0.0%	0.0%	
14 Other Manual Workers	139	-0.9%		0	31.9%		0	0	3	0.0%	0	1	0	2.7%	-1	-1	2.2%	2.2%	
<b>Total</b>	<b>1,605</b>	<b>10.6%</b>		<b>0</b>	<b>17.7%</b>		<b>0</b>	<b>0</b>	<b>48</b>	<b>0.0%</b>	<b>0</b>	<b>-48</b>	<b>0</b>	<b>0.0%</b>	<b>48</b>	<b>48</b>	<b>3.0%</b>	<b>3.0%</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 12: Aboriginal Peoples**

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

Federal Contractors Program Achievement Report

Part 3: Goals

Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]

Total

0.0

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
 [Date: YYYY-MM-DD]

005464

**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 & 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 13: Persons with Disabilities**

Occupational Group (EOG)	All Employees										Subsequent/Current Short-term Goals																
	Number		Growth (New Positions)				Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)				Hires		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	2018-01-23	#	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	#	%	2018-01-23	#	Actual Annually	Projected Annually	Over 3 Years	#	%	From - To	2018	2021							
01/02 Managers	195	48.4%			0	6.4%		0	0	0	1	0.0%	0	0	0	0	0	0	0	0	4.3%	-7	-7	0.5%	0.5%		
03 Professionals	132	52.8%			0	13.0%		0	0	0	2	0.0%	0	0	0	0	0	0	0	0	3.8%	-3	-3	1.5%	1.5%		
04 Semi-Professionals & Tech	66	18.2%			0	18.9%		0	0	0	0	0.0%	3	0	0	0	0	0	0	0	4.6%	-3	-3	0.0%	0.0%		
05 Supervisors	11	22.4%			0	23.5%		0	0	0	2	0.0%	0	0	0	0	0	0	0	0	13.9%	0	0	18.2%	18.2%		
06 Supervisors: Crafts & Trades	77	16.3%			0	23.8%		0	0	0	0	0.0%	6	0	0	0	0	0	0	0	7.8%	-6	-6	0.0%	0.0%		
07 Administrative & Sr Clerical	41	5.4%			0	21.1%		0	0	0	1	0.0%	0	0	0	0	0	0	0	0	3.4%	0	0	2.4%	2.4%		
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%		
09 Skilled Crafts & Trades	855	4.5%			0	16.1%		0	0	0	23	0.0%	9	0	0	0	0	0	0	0	3.8%	-9	-9	2.7%	2.7%		
10 Clerical Personnel	35	6.5%			0	21.9%		0	0	0	0	0.0%	2	0	0	0	0	0	0	0	7.0%	-2	-2	0.0%	0.0%		
11 Intermediate Sales & Service	8	10.1%			0	28.6%		0	0	0	0	0.0%	0	0	0	0	0	0	0	0	5.6%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	44	30.1%			0	9.4%		0	0	0	5	0.0%	-3	0	0	0	0	0	0	0	4.8%	3	3	11.4%	11.4%		
13 Other Sales & Service	2	0.0%			0	0.0%		0	0	0	0	0.0%	0	0	0	0	0	0	0	0	6.3%	0	0	0.0%	0.0%		
14 Other Manual Workers	139	-0.9%			0	31.9%		0	0	0	1	0.0%	6	0	0	0	0	0	0	0	5.3%	-6	-6	0.7%	0.7%		
Total	1,605	10.6%			0	17.7%		0	0	0	35	0.0%	-35	0	0	0	0	0	0	0	0.0%	35	35	2.2%	2.2%		

† 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 14: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x 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 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

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	From - To			YYYY - YYYY						
	2018-01-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-23	Annually	Over 3 Years	Years	2018	2021	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	%	#	#	%	%	
01 Senior Managers	24	58.7%		0	0.0%		0	0	0	0.0%	0	2	0		10.1%	-2	-2	0.0%	0.0%	
02 Middle & Other Managers	171	38.0%		0	12.7%		0	0	5	0.0%	0	21	0		15.0%	-21	-21	2.9%	2.9%	
03 Professionals	132	52.8%		0	13.0%		0	0	7	0.0%	0	25	0		24.4%	-25	-25	5.3%	5.3%	
04 Semi-Professionals & Tech	66	18.2%		0	18.9%		0	0	2	0.0%	0	-2	0		0.0%	2	2	3.0%	3.0%	
05 Supervisors	11	22.4%		0	23.5%		0	0	2	0.0%	0	-2	0		4.4%	2	2	18.2%	18.2%	
06 Supervisors: Crafts & Trades	77	16.3%		0	23.8%		0	0	1	0.0%	0	-1	0		0.1%	1	1	1.3%	1.3%	
07 Administrative & Sr Clerical	41	5.4%		0	21.1%		0	0	2	0.0%	0	0	0		5.7%	0	0	4.9%	4.9%	
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	855	4.5%		0	16.1%		0	0	40	0.0%	0	-28	0		1.4%	28	28	4.7%	4.7%	
10 Clerical Personnel	35	6.5%		0	21.9%		0	0	0	0.0%	0	3	0		7.2%	-3	-3	0.0%	0.0%	
11 Intermediate Sales & Service	8	10.1%		0	28.6%		0	0	0	0.0%	0	1	0		8.5%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	44	30.1%		0	9.4%		0	0	1	0.0%	0	2	0		5.9%	-2	-2	2.3%	2.3%	
13 Other Sales & Service	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		10.6%	0	0	0.0%	0.0%	
14 Other Manual Workers	139	-0.9%		0	31.9%		0	0	14	0.0%	0	-3	0		7.6%	3	3	10.1%	10.1%	
<b>Total</b>	<b>1,605</b>	<b>10.6%</b>		<b>0</b>	<b>17.7%</b>		<b>0</b>	<b>0</b>	<b>74</b>	<b>0.0%</b>	<b>0</b>	<b>-74</b>	<b>0</b>		<b>0.0%</b>	<b>74</b>	<b>74</b>	<b>4.6%</b>	<b>4.6%</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 16: 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		
02 Middle & Other Managers	0.0		0.0		
03 Professionals	0.0		0.0		
04 Semi-Professionals & Tech	0.0		0.0		
05 Supervisors	0.0		0.0		
06 Supervisors: Crafts & Trades	0.0		0.0		
07 Administrative & Sr Clerical	0.0		0.0		
08 Skilled Sales & Service	0.0		0.0		
09 Skilled Crafts & Trades	0.0		0.0		
10 Clerical Personnel	0.0		0.0		
11 Intermediate Sales & Service	0.0		0.0		
12 Semi-Skilled Manual	0.0		0.0		
13 Other Sales & Service	0.0		0.0		
14 Other Manual Workers	0.0		0.0		



Federal Contractors Program Achievement Report

005466

Part 3: Goals

Irving Shipbuilding Inc./Les chantiers maritime Irving

[Date: YYYY-MM-DD]

Total		0.0	0.0
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**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

005468

[Date: YYYY-MM-DD]

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 Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X					
																								<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>																	
												<b>Workforce</b>										<b>Hires</b>										<b>Promotions</b>										<b>Terminations</b>									
												<b>All</b>					<b>Women</b>					<b>All</b>					<b>Women</b>					<b>All</b>					<b>Women</b>														
												Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference															
												#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%															
												29	82.9	82.0	29	101.0	16	13	13	0	4	4	100.0	3	1	8	6	75.0	7	7	100.0	4	4	100.0	0	0															
												41	36	87.8	33	107.6	13	81.3	13	0	4	4	100.0	3	1	8	6	75.0	7	7	100.0	4	4	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	0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0															
												750	26	3.5	1.7	13	203.9	262	27	10.3	5	22	84	6	7.1	3	3	129	2	1.6	4	4	100.0	0	0																
												855	51	6.0	1.9	16	313.9	262	27	10.3	5	22	84	6	7.1	3	3	129	2	1.6	4	4	100.0	0	0																
												29	17	58.6	21	80.9	21	13	61.9	14	-1	6	5	83.3	4	4	100.0	1	1	100.0	7	6	85.7	4	2																
												35	21	60.0	24	88.5	21	13	61.9	14	-1	6	5	83.3	4	4	100.0	1	1	100.0	7	6	85.7	4	2																
												6	3	50.0	4	66.7	4	1	25.0	3	-3	4	3	75.0	2	2	50.0	1	1	100.0	2	0	0.0	1	-1																
												8	6	75.0	5	62.5	2	2	100.0	1	1	100.0	4	3	75.0	2	2	50.0	1	1	100.0	2	0	0.0	1	-1															
												20	0	0.0	14.1	70.5	2	2	100.0	1	1	100.0	4	3	75.0	2	2	50.0	1	1	100.0	2	0	0.0	1	-1															
												44	2	4.5	12.3	27.7	7	0	0.0	1	-1	4	2	50.0	0	0	0.0	2	2	100.0	3	0	0.0	0	0																

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

Occupational Group (EOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments
		All Employees	Women	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
Administrative & Senior Clerical	2018	12	11	91.7	0	0.0	0	0.0	0	0.0		
Administrative & Senior Clerical	2021	12	11	91.7	0	0.0	0	0.0	0	0.0		
Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0		
Skilled Sales & Service Personnel	2021	0	0	0.0	0	0.0	0	0.0	0	0.0		
Skilled Crafts & Trades Workers	2018	217	31	14.3	0	0.0	0	0.0	0	0.0		
Skilled Crafts & Trades Workers	2021	217	31	14.3	0	0.0	0	0.0	0	0.0		
Clerical Personnel	2018	20	12	60.0	3	400.0	0	0.0	8	150.0		
Clerical Personnel	2021	20	12	60.0	3	400.0	0	0.0	8	150.0		
Intermediate Sales & Service Personnel	2018	4	5	125.0	0	0.0	0	0.0	0	0.0		
Intermediate Sales & Service Personnel	2021	4	5	125.0	0	0.0	0	0.0	0	0.0		
Semi-Skilled Manual Workers	2018	8	2	25.0	1	200.0	2	100.0	2	100.0		
Semi-Skilled Manual Workers	2021	8	2	25.0	1	200.0	2	100.0	2	100.0		

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005469

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y							
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	Part 2: Flow Data Analysis
<b>Workforce Analysis</b>																								<b>Flow Data Analysis</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Year</b>	<b>Workforce</b>										<b>Hires</b>					<b>Promotions</b>					<b>Terminations</b>								
			<b>All</b>					<b>Women</b>					<b>All</b>		<b>Women</b>			<b>All</b>		<b>Women</b>											
			Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference								
		#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
13	Other Sales & Service Personnel	2018	0	0.0	0.0	0	0.0	2	0	0.0	1	-1	0	0.0	0	0.0	0	0	0	0	0	0.0	0								
		2021	2	0.0	57.4	1	-1	0	0.0	0	0	-1	0	0.0	0	0.0	0	0	0	0	0	0.0	0								
14	Other Manual Workers	2018	143	6	17.9	26	-20	23.4	37	2	5.4	5	-3	15	1	6.7	1	0	0	45	2	4.4	2								
		2021	139	4	14.8	21	-17	19.4	37	2	5.4	5	-3	15	1	6.7	1	0	0	45	2	4.4	2								
Total		2018	1,186	104	8.8	12.4	147	70.7	74	2	1.7	6	-2	219	39	17.8	19	20	20	247	28	11.3	22								
		2021	1,605	185	11.5	0.0	185	0.0	97	0	0.0	0	0	219	39	17.8	19	20	20	247	28	11.3	22								

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All		Women		All		Women		
		#	%	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	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
14	Other Manual Workers	2018	7	14.3	5	20.0	8	12.5	0	0.0	0	0.0	0	0.0
		2021	7	14.3	5	20.0	8	12.5	0	0.0	0	0.0	0	0.0
Total		2018	0	108	0.0	17	635.3	32	337.5	0	0.0	0	0.0	0
		2021	0	108	0.0	17	635.3	32	337.5	0	0.0	0	0.0	0

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

<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						All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2014	6	0	0.0	2.4	0	0	0.0	15	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	24	0	0.0	2.9	1	-1	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2014	65	2	3.1	1.9	1	1	161.9	81	2	2.5	2	0	36	0	0.0	1	-1	15	0	0.0	0	0	0
	2018	171	4	2.3	2.2	4	0	106.3		2	2.5	2	0	36	0	0.0	1	-1	15	0	0.0	0	0	0
03 Professionals	2014	37	0	0.0	1.1	0	0	0.0	86	1	1.2	1	0	22	1	4.5	0	1	11	0	0.0	0	0	0
	2018	132	2	1.5	1.4	2	0	108.2		1	1.2	1	0	22	1	4.5	0	1	11	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2014	40	0	0.0	2.5	1	-1	0.0	38	2	5.3	0	2	13	0	0.0	0	0	10	0	0.0	0	0	0
	2018	66	2	3.0	1.1	1	1	275.5		2	5.3	0	2	13	0	0.0	0	0	10	0	0.0	0	0	0
05 Supervisors	2014	6	0	0.0	2.6	0	0	0.0	5	0	0.0	0	0	3	1	33.3	0	1	2	0	0.0	0	0	0
	2018	11	1	9.1	2.4	0	1	378.8		0	0.0	0	0	3	1	33.3	0	1	2	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2014	49	0	0.0	0.2	0	0	0.0	21	0	0.0	1	-1	28	0	0.0	0	0	15	0	0.0	0	0	0
	2018	77	1	1.3	4.0	3	-2	32.5		0	0.0	1	-1	28	0	0.0	0	0	15	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2018	102	2	2.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	102	2	2.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2018	97	2	2.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	97	2	2.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2018	41	2	4.9	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2021	41	2	4.9	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
05 Supervisors	2018	6	1	16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	6	1	16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	34	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	34	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**  
**Part 5: Results - Aboriginal Peoples**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005471

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	D x G + 100	E - H	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K	K x G + 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X		
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
<b>Employment Equity Occupational Group (EEOG)</b>																								<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>											
		<b>Year</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>									
		#		#		%		#		#		%		#		#		#		#		#		#		#		#		#		#		#		#									
07	Administrative & Senior Clerical	2018	12	1	8.3	0	0.0	0	0	0	0.0	16	1	6.3	0	1	4	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
09	Skilled Crafts & Trades Workers	2018	217	18	8.3	2	900.0	0	0	0	0.0	262	18	6.9	6	12	84	4	4.8	2	2	129	4	3.1	2	2	2	2	2	2	2	2	2	2	2	2	2								
10	Clerical Personnel	2018	20	0	0.0	0	0.0	0	0	0	0.0	0	0	0.0	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 Personnel	2018	4	0	0.0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
12	Semi-Skilled Manual Workers	2018	8	0	0.0	0	0.0	0	0	0	0.0	2	0	0.0	0	0	4	0	0.0	0	0	2	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0								
2021		2021	8	0	0.0	0	0.0	0	0	0	0.0	7	0	0.0	0	0	4	0	0.0	0	0	3	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0								

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; E - G x 100; Part 3: Goals; E + K x 100; Part 3: Goals; F + 1 x 100; Part 3: Goals; F + M x 100; Part 3: Goals

Occupational Group (EEOG)	Year	<b>New Entrants</b>			<b>Short-term Goals</b>			<b>Long-term Goals</b>			Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	12	1	8.3	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	217	18	8.3	2	900.0	8	225.0	0	0.0	
10	Clerical Personnel	20	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	4	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	8	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 5: Results - Aboriginal Peoples**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005472

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y			
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X			
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓			
<b>Employment Equity Occupational Group (EEOG)</b>																											
<b>Workforce Analysis</b>																											
			All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #
13	Other Sales & Service Personnel	2014	0	0.0	0.0	0	0.0	2	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
13	Other Sales & Service Personnel	2018	2	0	0.0	4.4	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2014	143	2	1.4	1.7	2	0	82.3			37	1	6.7	0	1	1	1	1	45	1	2.2	1	0	0	0	0
14	Other Manual Workers	2018	139	3	2.2	2.7	4	-1	79.9			2	5.4	1	15	1	6.7	0	1	45	1	2.2	1	0	0	0	0
Total		2014	1,186	20	1.7	2.0	24	-4	84.3			26	0.0	0	219	7	3.2	4	3	247	5	2.0	4	1	0	0	0
Total		2018	1,605	48	3.0	0.0	0	48	0.0			26	0.0	0	219	7	3.2	4	3	247	5	2.0	4	1	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; Part 3: Goals

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals		Long-term Goals		Comments
		All Employees	Aboriginal Peoples	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
13 Other Sales & Service Personnel	2018	2	0	0	0.0	0	0.0	
	2021	2	0	0	0.0	0	0.0	
14 Other Manual Workers	2018	7	2	28.6	0	0	0.0	
	2021	7	2	28.6	0	0	0.0	
Total	2018	0	28	0.0	2	1400.0	0.0	
Total	2021	0	28	0.0	2	1400.0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 6: Results - Persons with Disabilities**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

005473

[Date: YYYY-MM-DD]

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

Occupational Group (EEOG)	Year	All Employees	Workforce Analysis			Hires			Promotions			Terminations												
			Representation %	Availability #	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #									
01 & Managers	2014	71	0.0	3.2	2	-2	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 & Managers	2018	195	1	4.3	8	-7	11.9	96	0	0.0	4	-4	36	1	2.8	0	1	15	0	0.0	0	0	0	0
03 Professionals	2014	37	0	4.5	2	-2	0.0	86	1	1.2	3	-2	22	0	0.0	0	0	11	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2014	40	1	4.8	2	-1	52.1	38	0	0.0	2	-2	13	0	0.0	0	0	10	0	0.0	0	0	0	0
05 Supervisors	2014	6	0	9.5	1	-1	0.0	5	0	0.0	1	-1	3	2	66.7	0	2	2	2	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2014	49	1	2.0	4.6	-1	44.4	21	0	0.0	2	-2	28	0	0.0	1	-1	15	1	6.7	0	0	0	1

Employment Equity Occupational Group (EEOG)	Year	All Employees	New Entrants			Short-term Goals			Long-term Goals			Comments
			Persons with Disabilities Actual	Goal #	Percent of Goal Met %	Persons with Disabilities Goal	Percent of Goal Met %	Persons with Disabilities Goal	Percent of Goal Met %			
01 & Managers	2018	117	1	0.9	0	0.0	1	100.0	0.0	0.0		
02 & Managers	2021	117	1	0.9	0	0.0	1	100.0	0.0	0.0		
03 Professionals	2018	97	1	1.0	0	0.0	1	100.0	0.0	0.0		
04 Semi-Professionals & Technicians	2021	41	0	0.0	1	0.0	1	0.0	0.0	0.0		
05 Supervisors	2018	6	2	33.3	0	0.0	1	200.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2021	34	-1	-2.9	0	0.0	1	-100.0	0.0	0.0		
	2021	34	-1	-2.9	0	0.0	1	-100.0	0.0	0.0		



**Federal Contractors Program Achievement Report**  
**Part 6: Results - Persons with Disabilities**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005474

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																							
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
<b>Employment Equity Occupational Group (EEOG)</b>																								<b>Workforce Analysis</b>												<b>Flow Data Analysis</b>						<b>Terminations</b>					
		<b>Year</b>		<b>All Employees</b>		<b>Representation</b>		<b>Persons with Disabilities Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>All Employees</b>		<b>Hires</b>		<b>Persons with Disabilities</b>		<b>Difference</b>		<b>All Employees</b>		<b>Persons with Disabilities</b>		<b>Difference</b>		<b>All Employees</b>		<b>Persons with Disabilities</b>		<b>Difference</b>															
		#		#		%		#		#		%		#		#		#		#		#		#		#		#		#		#															
07	Administrative & Senior Clerical	2018	12	0	0.0	0	0.0	0	0.0	0	0.0	109.9	16	0	0.0	1	-1	4	0	0.0	0	0	8	0	0.0	0	0	0	0	0	0	0															
08	Skilled Sales & Service Personnel	2018	41	1	2.4	3.4	1	0	71.7	0	0.0	16	0	0.0	0	0.0	0	0	0.0	0	0	4	0	0.0	0	0	0	0	0	0	0	0	0														
09	Skilled Crafts & Trades Workers	2018	750	18	2.4	5.3	40	-22	45.3	0	0.0	262	5	1.9	10	-5	84	4	4.8	2	2	4	129	3	2.3	3	0	0	0	0	0	0	0														
10	Clerical Personnel	2018	29	1	3.4	4.4	1	0	78.4	0	0.0	21	0	0.0	1	-1	6	0	0.0	0	0	7	0	0.0	0	0	0	0	0	0	0	0	0														
11	Intermediate Sales & Service Personnel	2018	6	1	16.7	5.3	0	1	314.5	0	0.0	2	0	0.0	0	0	4	0	0.0	1	-1	2	2	0	0.0	0	0	0	0	0	0	0	0	0													
12	Semi-Skilled Manual Workers	2018	20	4	20.0	5.5	1	3	363.6	0	0.0	7	0	0.0	0	0	4	0	0.0	1	-1	3	3	1	33.3	1	0	0	0	0	0	0	0	0													

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

07	Administrative & Senior Clerical	2018	12	0	0.0 <th colspan="3"><b>New Entrants</b></th> <th colspan="3"><b>Short-term Goals</b></th> <th colspan="3"><b>Long-term Goals</b></th> <th rowspan="2">Comments</th>	<b>New Entrants</b>			<b>Short-term Goals</b>			<b>Long-term Goals</b>			Comments
						<b>Flow Data</b>		<b>Persons with Disabilities</b>		<b>Persons with Disabilities</b>		<b>Persons with Disabilities</b>			
		<b>Year</b>		<b>All Employees</b>		<b>Persons with Disabilities</b>		<b>Persons with Disabilities</b>		<b>Persons with Disabilities</b>		<b>Persons with Disabilities</b>			
		#		#		%		#		%		#			
		Actual		Goal		Percent of Goal Met		Goal		Percent of Goal Met		Goal			
07	Administrative & Senior Clerical	2018	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
08	Skilled Sales & Service Personnel	2018	41	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
09	Skilled Crafts & Trades Workers	2018	750	18	2.4	5.3	40	-22	45.3	0	0.0	262	5		
10	Clerical Personnel	2018	29	1	3.4	4.4	1	0	78.4	0	0.0	21	0		
11	Intermediate Sales & Service Personnel	2018	6	1	16.7	5.3	0	1	314.5	0	0.0	2	0		
12	Semi-Skilled Manual Workers	2018	20	4	20.0	5.5	1	3	363.6	0	0.0	7	0		

**Federal Contractors Program Achievement Report**

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

**Irving Shipbuilding Inc./Les chantiers maritime Irving**

**[Date: YYYY-MM-DD]**

<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					
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities					
		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	2014	0	0	0.0	0.0	0	0	0.0															
	2018	2	0	0.0	6.3	0	0	0.0	2	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2014	143	4	2.8	5.2	7	-3	53.8															
	2018	139	1	0.7	5.3	7	-6	13.6	37	0	0.0	2	-2	15	0	0.0	0	0	45	2	4.4	1	1
Total	2014	1,186	31	2.6	5.0	59	-28	52.3															
	2018	1,605	35	2.2	0.0	0	35	0.0	0	6	0.0	0	6	219	7	3.2	6	1	247	7	2.8	6	1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		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	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	0	0.0			0.0	0.0				0.0		
14 Other Manual Workers	2018	7	-2	-28.6	0	0.0	0.0	0.0	1	-200.0	0.0	0.0		
	2021	7	-2	-28.6			0.0	0.0				0.0		
Total	2018	0	6	0.0	3	200.0	0.0	0.0	14	42.9	0.0	0.0		
	2021	0	6	0.0			0.0	0.0				0.0		

**Federal Contractors Program Achievement Report**  
**Part 7: Results - Members of Visible Minorities**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**

005476

[Date: YYYY-MM-DD]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																							
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓		
<b>Employment Equity (EEOG)</b>																								<b>Workforce Analysis</b>												<b>Flow Data Analysis</b>						<b>Terminations</b>					
		<b>Year</b>		<b>All Employees</b>		<b>Representation</b>		<b>Visible Minorities Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>All Employees</b>		<b>Hires</b>		<b>Promotions</b>		<b>All Employees</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>		<b>All Employees</b>		<b>Actual</b>		<b>Expected</b>		<b>Difference</b>											
		#		#		%		%		#		%		#		#		#		#		#		#		#		#		#		#		#		#											
01	Senior Managers	2018	15	0	0.0	0	0.0	1	-1	0.0	15	0	0.0	2	-2	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
02	Middle & Other Managers	2018	15	0	0.0	0	0.0	2	-2	0.0	15	0	0.0	2	-2	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
03	Professionals	2018	15	0	0.0	0	0.0	9	-7	22.0	15	0	0.0	2	-2	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
04	Semi-Professionals & Technicians	2018	15	0	0.0	0	0.0	26	-21	19.5	15	0	0.0	2	-2	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
05	Supervisors	2018	15	0	0.0	0	0.0	6	-3	46.6	15	0	0.0	2	-2	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
06	Supervisors: Crafts & Trades	2018	15	0	0.0	0	0.0	21.7	-25	21.7	15	0	0.0	21	-15	22	1	4.5	2	-1	11	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1										
2021		2021	15	0	0.0	0	0.0	0	0	0.0	15	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									

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

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Visible Minorities Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
04 Semi-Professionals & Technicians	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	2018	15	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	15	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report  
Part 7: Results - Members of Visible Minorities  
Irving Shipbuilding Inc./Les chantiers maritime Irving**

[Date: YYYY-MM-DD]

005477

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																						
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
Data sources:																							↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓		
<b>Employment Equity (EEOG)</b>																							<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>													
																							<b>Workforce</b>					<b>Hires</b>					<b>Promotions</b>					<b>Terminations</b>								
																							All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities	
																							#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
07	Administrative & Senior Clerical	2018	12	-1	-8.3	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																						
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0																						
09	Skilled Crafts & Trades Workers	2018	217	10	4.6	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																						
10	Clerical Personnel	2018	20	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	0.0	0.0	0.0																						
11	Intermediate Sales & Service Personnel	2018	4	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0																						
12	Semi-Skilled Manual Workers	2018	8	-1	-12.5	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																						
07	Administrative & Senior Clerical	2021	12	-1	-8.3	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																						
08	Skilled Sales & Service Personnel	2021	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0																						
09	Skilled Crafts & Trades Workers	2021	217	10	4.6	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																						
10	Clerical Personnel	2021	20	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	0.0	0.0	0.0																						
11	Intermediate Sales & Service Personnel	2021	4	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0																						
12	Semi-Skilled Manual Workers	2021	8	-1	-12.5	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																						

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; E + D x 100; Part 3: Goals; E - G x 100; Part 3: Goals; E + 1 x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100; Part 3: Goals

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Visible Minorities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	12	-1	-8.3	0	0.0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	217	10	4.6	0	0.0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	20	0	0.0	1	0.0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	4	0	0.0	0	0.0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	8	-1	-12.5	0	0.0	0.0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 7: Results - Members of Visible Minorities**  
**Irving Shipbuilding Inc./Les chantiers maritime Irving**  
**[Date: YYYY-MM-DD]**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y										
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X										
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓										
<b>Employment Equity Occupational Group (EEOG)</b>																																		
		<b>Year</b>	<b>Workforce Analysis</b>																				<b>Hires</b>				<b>Flow Data Analysis</b>				<b>Terminations</b>			
			All Employees	Workforce				Hires				Flow Data Analysis				Terminations																		
			#	#	Representation %	Visible Minorities Availability %	Gap #	EE Result %	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #										
13	Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0.0	2	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0										
		2021	2	0	0.0	10.6	0	0.0	2	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0										
14	Other Manual Workers	2018	143	11	7.7	9.8	14	-3	78.5	15	4	10.8	3	1	0.0	1	-1	45	4	8.9	3	1	1	1										
		2021	139	14	10.1	7.6	11	3	132.5	15	4	10.8	3	1	0.0	1	-1	45	4	8.9	3	1	1	1										
Total		2018	1,605	74	4.6	0.0	0	74	0.0	28	0.0	0	28	219	6	2.7	10	-4	247	12	4.9	11	1	1										
		2021	1,605	74	4.6	0.0	0	74	0.0	28	0.0	0	28	219	6	2.7	10	-4	247	12	4.9	11	1	1										

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

Employment Equity Occupational Group (EEOG)		Year	New Entrants				Short-term Goals				Long-term Goals				Comments
			All Employees	Visible Minorities Actual	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
13	Other Sales & Service Personnel	2018	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
14	Other Manual Workers	2018	7	0	0.0	2	0.0	0	0.0	1	0.0	0	0.0	0	0.0
		2021	7	0	0.0	2	0.0	0	0.0	1	0.0	0	0.0	0	0.0
Total		2018	0	22	0.0	8	275.0	0	0.0	7	314.3	0	0.0	0	0.0
		2021	0	22	0.0	8	275.0	0	0.0	7	314.3	0	0.0	0	0.0

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Irving Shipbuilding Inc./Les chantiers maritime Irving</b>
<b>[Date: YYYY-MM-DD]</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.

- 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:** Irving Shipbuilding Inc.

**Number of Employees by Location:**

<b>Halifax</b>	1543
<b>Ottawa - Gatineau</b>	1
<b>N.S. less CMA</b>	61
<b>Total</b>	1605

**Organization Overview:** 3366: Ship and Boat Building: Irving Shipbuilding is currently working with the Royal Canadian Navy to build sea vessels. This organization is a member of the J.D. Irving, Limited group of companies (some of which also report under the Federal Contractors Program). They are primarily located in Halifax, Nova Scotia.

**Key Dates – First Year Assessment**

Initiated: June 23, 2014  
 Received: January 14, 2015  
 Closed: January 12, 2016  
 WFA: February 10, 2014

This organization was given an extension until November 3<sup>rd</sup>, 2014 to submit the documents for their first assessment.

**Key Dates – Subsequent Assessment**

Initiated: July 2, 2017  
 Received: January 11, 2018  
 Revised Submission: May 14, 2018  
 Received:  
 WFA: January 23, 2018

There was an extension granted from July 2, 2017 to January 12, 2018 due to staff turnover and incorrect collection of workforce data.

**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

**ASSESSMENT OF REASONABLE PROGRESS**

*A goal is considered to have been “met” if at least 80% of the goal has been achieved.*

Note that this employer set numerical goals rather than percentage goals for their first assessment.

**Women**

EEOG	Title	Percentage of goal met*	Assessment Comments
01	Senior Managers	N/A	No goal set (gap of -1)
02	Middle & Other Managers	166%	Goal of 3 and there were 5 actual hires
03	Professionals	1,150%	Goal of 2 and there were 23 actual hires
04	Semi-Professionals & Technicians	700%	Goal of 3 and there were 14 actual hires
05	Supervisors	N/A	No goal set (gap of -2)
06	Supervisors: Crafts and Trades	200%	Goal of 1 and there were 2 actual hires
10	Clerical Personnel	400%	Goal of 3 and there were 12 actual hires
11	Intermediate Sales & Service Personnel	N/A	No goal set (gap -1)
12	Semi-Skilled Manual Workers	200%	Goal of 1 and there were 2 actual hires
14	Other Manual Workers	20%	A goal of 5 was set in this EEOG to fill a gap of -20. 1 woman was hired.

**Aboriginal Peoples**

EEOG	Title	Percentage of goal met*	Assessment Comments
04	Semi-Professionals & Technicians	N/A	No goal set (gap of -1)
09	Skilled Crafts & Trades Workers	900%	Goal of 2 and there were 18 actual hires

**Persons with Disabilities**

EEOG	Title	Percentage of goal met*	Assessment Comments
01/02	Senior Managers / Middle & Other Managers	N/A	No goal set (gap of -2)
03	Professionals	N/A	No goal set (gap -2)
04	Semi-Professionals & Technicians	0.0%	A goal of 1 was set to address the gap of -1. No Persons with disabilities were hired.
05	Supervisors		No goal set (gap -1)
06	Supervisors: Crafts and Trades		No goal set (gap -1)
09	Skilled Crafts & Trades Workers	300%	Goal of 2 and there were 6 actual hires
14	Other Manual Workers		No goal set (gap -3)

**Members of Visible Minorities**

EEOG	Title	Percentage of goal met*	Assessment Comments
01	Senior Managers	N/A	No goal set (gap of -1)
02	Middle & Other Managers	200%	Goal of 2 and there were 4 actual hires
03	Professionals	200%	Goal of 3 and there were 6 actual hires
14	Other Manual Workers	0.0	Goal of 2 set to cover the gap of -3. No new members of visible minorities hired, and total number of employees in this EEOG decreased from 143 to 139.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

**ASSESSMENT OF SHORT TERM GOALS****SUMMARY OF GOALS****Women**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	# or %	%	%
01	Senior Managers	-4	27.4	-	7.1	27.4
02	Middle & Other Managers	-54	38.9	-	7.6	38.9
03	Professionals	-8	29.8	-	23.5	29.8
05	Supervisors	-5	57.5	-	9.1	57.5
10	Clerical Personnel	-3	67.8	-	60.0	67.8
12	Semi-Skilled Manual Workers	-3	12.3	-	4.5%	12.3
13	Other Sales & Service Personnel	-1	57.4	-	0.0%	57.4
14	Other Manual Workers	-17	14.8	-	2.9%	14.8

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01	Senior Managers	-1	2.9	-	0.0	2.9
06	Supervisors: Crafts & Trades	-2	4.0	-	1.3	4.0
10	Clerical Personnel	-1	2.8	-	0.0	2.8
14	Other Manual Workers	-1	2.7	-	2.2	2.7

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01	Senior Managers	-2	10.1	-	0.0	10.1
02	Middle & Other Managers	-21	15.0	-	2.9	15.0
03	Professionals	-25	24.4	-	5.0	24.4
10	Clerical Personnel	-3	7.2	-	0.0	7.2
11	Intermediate Sales & Service Personnel	-1	8.5	-	0.0	8.5
12	Semi-Skilled Manual Workers	-2	5.9	-	2.3	5.9

**Person with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) %	(3 years or more) # or %	%
01	Senior Managers	-7	4.3	-	0.5	4.3
02	Middle & Other Managers	-3	3.8	-	1.5	3.8
03	Professionals	-3	4.6	-	0.0	4.6
05	Supervisors	-6	7.8	-	0.0	7.8
08	Skilled Sales & Service Personnel	-9	3.8	-	2.7	3.8
09	Skilled Crafts & Trades Workers	-2	7.0	-	0.0	7.0
13	Other Sales & Service Personnel	-6	5.3	-	0.7	5.3
14	Other Manual Workers	-7	4.3	-	0.5	4.3

**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:

- Irving Shipbuilding has demonstrated through their second compliance assessment that they have set appropriate goals based on current labour market availability. We recommend that this organization continue to further implement hiring practices that encourage recruitment in the four designated groups to assist them in meeting their goals.
- Irving Shipbuilding was able to meet 9 out of 12 of the goals set during their first compliance assessment. However, as some gaps are still present and a number of new gaps have emerged in various EEOG's across all four designated groups, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link:

<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf> . Completing an ESR should assist Irving Shipbuilding in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

**Name of Analyst: Alicia Dobney**

**Date: June 27, 2018**



**From:** Dobney, Alicia A **On Behalf Of** EE-EME

**Sent:** August 9, 2018 11:33 AM

**To:** 'mccokey.kevin@irvingshipbuilding.com' <mccokey.kevin@irvingshipbuilding.com>;  
[REDACTED]@irvingshipbuilding.com [REDACTED]@irvingshipbuilding.com>;  
'mccarthy.brian@irvingshipbuilding.com' <mccarthy.brian@irvingshipbuilding.com>

**Subject:** Government of Canada Agreement Number: 030001 – Notification of Compliance with the Federal Contractors Program

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

Dear Kevin McCoy:

I am writing to inform you that the subsequent compliance assessment initiated on July 2, 2017 has been completed. As a result of the assessment, Irving Shipbuilding Inc./Les chantiers maritime Irving 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 Irving Shipbuilding Inc./Les chantiers maritime Irving's employment equity program.

- Irving Shipbuilding has demonstrated through their second compliance assessment that they have set appropriate goals based on current labour market availability. We recommend that this organization continue to further implement hiring practices that encourage recruitment in the four designated groups to assist them in meeting their goals.
- Irving Shipbuilding was able to meet 9 out of 12 of the goals set during their first compliance assessment. However, as some gaps are still present and a number of new gaps have emerged in various EEOG's across all four designated groups, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>. Completing an ESR should assist Irving Shipbuilding in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 2, 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, Irving Shipbuilding Inc./Les chantiers maritime Irving 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@hrsgc-rhdcc.gc.ca](mailto:ee-eme@hrsgc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Irving Shipbuilding Inc./Les chantiers maritime Irving continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)** en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!  
Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!