



s.24(1)

Labour Program  
Federal Contractors Program

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Queen's University	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 611310	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 5200 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.) 99 University Ave.	City Kingston	Province ON	Postal Code K7L2N6
	Telephone Number 613-533-2563	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Jill Christie	Title Coordinator, Data Management and Administration
Telephone Number 613-533-6000 x78940	E-mail Address jjc@queensu.ca

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Dr. Daniel Woolf	Title Principal and Vice-Chancellor
Telephone Number 613-533-2200	E-mail Address principal@queensu.ca
Signature 	Date Aug 19 / 2014

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



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

Reporting Period 2015-11-07 to 2018-09-27

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	3072	382	0	3454	Kingston	3072	382	0	3454
Total Employees in Canada				3454	Total Employees in Canada				3454

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6											
	<b>Total</b>	6											
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	146	60	86				10			8		
	<b>Total</b>	146	60	86				10			8		
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1389	770	619	20	10	10	58	30	28	163	101	62
	<b>Total</b>	1389	770	619	20	10	10	58	30	28	163	101	62
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	199	97	102				9	7		23	15	8
	<b>Total</b>	199	97	102				9	7		23	15	8

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities				
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13		
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4														
	3														
	2														
	1	54	17	37											
	<b>Total</b>	54	17	37											
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4														
	3														
	2														
	1	17	15												
	<b>Total</b>	17	15												
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4														
	3														
	2														
	1	681	108	573	16										
	<b>Total</b>	681	108	573	16										
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4														
	3														
	2														
	1	66	66												
	<b>Total</b>	66	66												



**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	319	43	276	9		6	28	4	24	13		12
	<b>Total</b>	319	43	276	9		6	28	4	24	13		12
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12		7									
	<b>Total</b>	12		7									
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1												
	<b>Total</b>												
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	170	114	56	7			9	8				
	<b>Total</b>	170	114	56	7			9	8				

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	10										
	<b>Total</b>	10	10										
<b>Total Number of Employees</b>		3072	1313	1759	63	23	40	169	71	98	262	144	118

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1												
	<b>Total</b>												
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	261	123	138				20	14	6	23	8	15
	<b>Total</b>	261	123	138				20	14	6	23	8	15
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	20		15									
	<b>Total</b>	20		15									
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1												
	<b>Total</b>												

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	48	6	42									
	<b>Total</b>	48	6	42									
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1												
	<b>Total</b>												
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26		22									
	<b>Total</b>	26		22									
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22		20									
	<b>Total</b>	22		20									

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>382</b>	<b>142</b>	<b>240</b>				<b>32</b>	<b>17</b>	<b>15</b>	<b>30</b>	<b>9</b>	<b>21</b>



**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>3072</b>	<b>1313</b>	<b>1759</b>	<b>63</b>	<b>23</b>	<b>40</b>	<b>169</b>	<b>71</b>	<b>98</b>	<b>262</b>	<b>144</b>	<b>118</b>
<b>Total Number of Employees</b>	<b>3072</b>	<b>1313</b>	<b>1759</b>	<b>63</b>	<b>23</b>	<b>40</b>	<b>169</b>	<b>71</b>	<b>98</b>	<b>262</b>	<b>144</b>	<b>118</b>

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>382</b>	<b>142</b>	<b>240</b>				<b>32</b>	<b>17</b>	<b>15</b>	<b>30</b>	<b>9</b>	<b>21</b>
<b>Total Number of Employees</b>	<b>382</b>	<b>142</b>	<b>240</b>				<b>32</b>	<b>17</b>	<b>15</b>	<b>30</b>	<b>9</b>	<b>21</b>

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
Middle and Other Managers	40	12	28									
Professionals	319	150	169				9		6	55	30	25
Semi-Professionals and Technicians	35	17	18							7		
Supervisors	19	7	12									
Supervisors: Crafts and Trades												
Administrative and Senior Clerical Personnel	203	38	165				18		14	25	8	17
Skilled Crafts and Trades Workers	21	21										
Clerical Personnel	80	12	68				7					
Intermediate Sales and Service Personnel												
Semi-Skilled Manual Workers												
Other Sales and Service Personnel	64	40	24				6					
<b>Total Number of Employees Hired</b>	<b>792</b>	<b>306</b>	<b>486</b>	<b>13</b>		<b>12</b>	<b>47</b>	<b>18</b>	<b>29</b>	<b>100</b>	<b>47</b>	<b>53</b>



s.19(1)

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	60	21	39							7		
Semi-Professionals and Technicians												
Administrative and Senior Clerical Personnel	14		12									
Skilled Crafts and Trades Workers												
Clerical Personnel												
<b>Total Number of Employees Hired</b>	<b>85</b>	<b>24</b>	<b>61</b>				<b>6</b>			<b>10</b>		<b>7</b>

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
Middle and Other Managers	28	6	22									
Professionals	92	44	48				6					
Semi-Professionals and Technicians	10	6										
Supervisors	10											
Administrative and Senior Clerical Personnel	158	28	130				14		12	11		8
Skilled Crafts and Trades Workers												
Clerical Personnel	61	6	55									
Semi-Skilled Manual Workers												
Other Sales and Service Personnel												
Other Manual Workers												
<b>Total Number of Employees Promoted</b>	<b>370</b>	<b>105</b>	<b>265</b>	<b>9</b>			<b>28</b>	<b>7</b>	<b>21</b>	<b>22</b>	<b>8</b>	<b>14</b>
<b>Total Number of Promotions</b>	<b>382</b>	<b>106</b>	<b>276</b>	<b>9</b>			<b>28</b>	<b>7</b>	<b>21</b>	<b>23</b>	<b>8</b>	<b>15</b>

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers												
Professionals												
Semi-Professionals and Technicians												
Administrative and Senior Clerical Personnel												
Clerical Personnel												
<b>Total Number of Employees Promoted</b>	<b>8</b>		<b>6</b>									
<b>Total Number of Promotions</b>	<b>8</b>		<b>6</b>									

**Queen's University (certificate # V060428)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-07 to 2018-09-27**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
Middle and Other Managers	44	23	21									
Professionals	254	132	122	6			14	7	7	32	18	14
Semi-Professionals and Technicians	23	15	8									
Supervisors	8											
Supervisors: Crafts and Trades												
Administrative and Senior Clerical Personnel	113	11	102				10		8	9		7
Skilled Sales and Service Personnel												
Skilled Crafts and Trades Workers	18	18										
Clerical Personnel	51	6	45									
Intermediate Sales and Service Personnel	8											
Semi-Skilled Manual Workers												
Other Sales and Service Personnel	17	12										
<b>Total Number of Employees Terminated</b>	<b>545</b>	<b>232</b>	<b>313</b>	<b>8</b>			<b>33</b>	<b>13</b>	<b>20</b>	<b>48</b>	<b>23</b>	<b>25</b>

Queen's University (certificate # V060428)

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

Reporting Period 2015-11-07 to 2018-09-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers												
Professionals	65	27	38									
Semi-Professionals and Technicians	13		12									
Administrative and Senior Clerical Personnel	16		16									
Clerical Personnel												
Other Sales and Service Personnel	6											
<b>Total Number of Employees Terminated</b>	<b>107</b>	<b>29</b>	<b>78</b>									



Workplace Equity Information Management System - Queen's University

s.19(1)

**Workforce Analysis - Summary Report**

Date: 2018-09-25

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	6	16.7 %	27.4 %	-1		
02 : Middle and Other Managers	149	88	59.1 %	38.9 %	58	30
03 : Professionals	1650	757	45.9 %	49.1 %	810	-53
04 : Semi-Professionals and Technicians	219	117	53.4 %	53.6 %	117	0
05 : Supervisors	55	38	69.1 %	52.9 %	29	9
06 : Supervisors: Crafts and Trades	17	11.8 %	16.3 %	-1		
07 : Administrative and Senior Clerical Personnel	729	615	84.4 %	83.5 %	609	6
09 : Skilled Crafts and Trades Workers	67	0	0.0 %	2.2 %	-1	
10 : Clerical Personnel	345	298	86.4 %	69.8 %	241	57
11 : Intermediate Sales and Service Personnel	12	7	58.3 %	62.9 %	8	-1
12 : Semi-Skilled Manual Workers		0	0.0 %	11.2 %	0	0
13 : Other Sales and Service Personnel	192	76	39.6 %	56.3 %	108	-32
14 : Other Manual Workers	10	0	0.0 %	8.5 %	-1	
<b>Total</b>	<b>3454</b>	<b>1999</b>	<b>57.9 %</b>	<b>57.5 %</b>	<b>1987</b>	<b>12</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Queen's University

Workforce Analysis - Summary Report

Date: 2018-09-25

s.19(1)

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	6	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	149		2.0 %	2.2 %		0
03 : Professionals	1650	21	1.3 %	1.9 %	31	-10
04 : Semi-Professionals and Technicians	219		2.3 %	1.5 %		
05 : Supervisors	55		3.6 %	2.2 %		
06 : Supervisors: Crafts and Trades	17	0	0.0 %	2.5 %	0	0
07 : Administrative and Senior Clerical Personnel	729	16	2.2 %	1.2 %	9	7
09 : Skilled Crafts and Trades Workers	67		1.5 %	2.4 %		-1
10 : Clerical Personnel	345	9	2.6 %	3.4 %	12	-3
11 : Intermediate Sales and Service Personnel	12	0	0.0 %	3.1 %	0	0
12 : Semi-Skilled Manual Workers	3	0	0.0 %	3.4 %	0	0
13 : Other Sales and Service Personnel	192	7	3.6 %	4.6 %	9	-2
14 : Other Manual Workers	10	0	0.0 %	2.6 %	0	0
<b>Total</b>	<b>3454</b>	<b>64</b>	<b>1.9 %</b>	<b>2.1 %</b>	<b>70</b>	<b>-6</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Queen's University

Workforce Analysis - Summary Report

Date: 2018-09-25

s.19(1)

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	6		16.7 %	10.1 %		0
02 : Middle and Other Managers	149	8	5.4 %	15.0 %	22	-14
03 : Professionals	1650	186	11.3 %	20.2 %	333	-147
04 : Semi-Professionals and Technicians	219	25	11.4 %	23.8 %	52	-27
05 : Supervisors	55		3.6 %	3.3 %		0
06 : Supervisors: Crafts and Trades	17		11.8 %	12.7 %		0
07 : Administrative and Senior Clerical Personnel	729	47	6.4 %	3.4 %	25	22
09 : Skilled Crafts and Trades Workers	67		1.5 %	13.0 %	9	-8
10 : Clerical Personnel	345	15	4.3 %	3.0 %	10	
11 : Intermediate Sales and Service Personnel	12		8.3 %	6.3 %		0
12 : Semi-Skilled Manual Workers		0	0.0 %	3.5 %	0	0
13 : Other Sales and Service Personnel	192		2.1 %	6.8 %	13	-9
14 : Other Manual Workers	10	0	0.0 %	3.1 %	0	0
<b>Total</b>	<b>3454</b>	<b>292</b>	<b>8.5 %</b>	<b>13.6 %</b>	<b>470</b>	<b>-178</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - Queen's University

Workforce Analysis - Summary Report

Date: 2018-09-25

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	155	11	7.1 %	4.3 %	7	
03 : Professionals	1650	78	4.7 %	3.8 %	63	15
04 : Semi-Professionals and Technicians	219	11	5.0 %	4.6 %	10	
05 : Supervisors	55		3.6 %	13.9 %	8	-6
06 : Supervisors: Crafts and Trades	17		11.8 %	7.8 %		
07 : Administrative and Senior Clerical Personnel	729	50	6.9 %	3.4 %	25	25
09 : Skilled Crafts and Trades Workers	67		7.5 %	3.8 %		
10 : Clerical Personnel	345	31	9.0 %	7.0 %	24	7
11 : Intermediate Sales and Service Personnel	12		8.3 %	5.6 %		0
12 : Semi-Skilled Manual Workers		0	0.0 %	4.8 %	0	0
13 : Other Sales and Service Personnel	192	9	4.7 %	6.3 %	12	-3
14 : Other Manual Workers	10		10.0 %	5.3 %		0
<b>Total</b>	<b>3454</b>	<b>201</b>	<b>5.8 %</b>	<b>4.4 %</b>	<b>155</b>	<b>46</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-09-25

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

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



## Workforce Analysis - Summary Report

Date: 2018-09-25

### WFA Defaults - Persons with Disabilities

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

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Queen's University**

**2018-11-07**

**Data from First/Previous Workforce Analysis**



**Data from First/Previous Workforce Analysis**

YYYY	MM	DD
2015	11	07

**Data from Subsequent/Current Workforce Analysis**



**Data from Subsequent/Current Workforce Analysis**

YYYY	MM	DD
2018	09	25

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	10		27.4
02	Middle & Other Managers	117	53	38.9
03	Professionals	1,232	519	47.1
04	Semi-Professionals & Technicians	123	52	46.3
05	Supervisors	39	26	52.9
06	Supervisors: Crafts & Trades	14	0	16.8
07	Administrative & Senior Clerical Personnel	514	443	83.5
08	Skilled Sales & Service Personnel			28.7
09	Skilled Crafts & Trades Workers	58	0	3.1
10	Clerical Personnel	299	260	69.8
11	Intermediate Sales & Service Personnel	18	8	62.9
12	Semi-Skilled Manual Workers	6	0	11.2
13	Other Sales & Service Personnel	155	60	56.3
14	Other Manual Workers	9	0	8.5
<b>Total</b>		<b>2,596</b>	<b>1,427</b>	<b>55.8</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		6		27.4
		149	88	38.9
		1,650	757	49.1
		219	117	53.6
		55	38	52.9
		17		16.3
		729	615	83.5
		0	0	28.7
		67	0	2.2
		345	298	69.8
		12	7	62.9
			0	11.2
		192	76	56.3
		10	0	8.5
<b>Total</b>		<b>3,454</b>	<b>1,999</b>	<b>57.5</b>

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

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

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Queen's University</b>
<b>2018-11-07</b>

<b>Data from First/Previous Workforce Analysis</b>
--

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	07

<b>Data from Subsequent/Current Workforce Analysis</b>
--

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	25

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	10	0	2.9
02	Middle & Other Managers	117		2.2
03	Professionals	1,232	18	1.6
04	Semi-Professionals & Technicians	123		1.6
05	Supervisors	39		2.2
06	Supervisors: Crafts & Trades	14	0	2.5
07	Administrative & Senior Clerical Personnel	514	9	1.2
08	Skilled Sales & Service Personnel		0	1.0
09	Skilled Crafts & Trades Workers	58		2.4
10	Clerical Personnel	299	11	3.4
11	Intermediate Sales & Service Personnel	18	0	3.1
12	Semi-Skilled Manual Workers	6	0	3.4
13	Other Sales & Service Personnel	155		4.6
14	Other Manual Workers	9	0	2.6
<b>Total</b>		<b>2,596</b>	<b>48</b>	<b>2.0</b>

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

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	6	0	2.9	
	149		2.2	
	1,650	21	1.9	
	219		1.5	
	55		2.2	
	17	0	2.5	
	729	16	1.2	
	0	0	1.0	
	67		2.4	
	345	9	3.4	
	12	0	3.1	
		0	3.4	
	192	7	4.6	
	10	0	2.6	
	<b>3,454</b>	<b>64</b>	<b>2.1</b>	

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

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Queen's University</b>
<b>2018-11-07</b>

<b>Data from First/Previous Workforce Analysis</b>
--

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	07

<b>Data from Subsequent/Current Workforce Analysis</b>
--

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	25

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	10		10.1
02	Middle & Other Managers	117		15.0
03	Professionals	1,232	105	19.9
04	Semi-Professionals & Technicians	123	8	22.7
05	Supervisors	39		3.3
06	Supervisors: Crafts & Trades	14	0	12.7
07	Administrative & Senior Clerical Personnel	514	22	3.4
08	Skilled Sales & Service Personnel		0	20.8
09	Skilled Crafts & Trades Workers	58	0	14.0
10	Clerical Personnel	299	13	3.0
11	Intermediate Sales & Service Personnel	18		6.3
12	Semi-Skilled Manual Workers	6	0	3.5
13	Other Sales & Service Personnel	155		6.8
14	Other Manual Workers	9	0	3.1
<b>Total</b>		<b>2,596</b>	<b>160</b>	<b>13.2</b>

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

		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	6		10.1	
	149	8	15.0	
	1,650	186	20.2	
	219	25	23.8	
	55		3.3	
	17		12.7	
	729	47	3.4	
	0	0	0.0	
	67		13.0	
	345	15	3.0	
	12		6.3	
		0	3.5	
	192		6.8	
	10	0	3.1	
<b>Total</b>		<b>3,454</b>	<b>292</b>	<b>13.6</b>

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

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Queen's University**  
**2018-11-07**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	07

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	25

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
#	#	%		
01/02	Managers	127	■	4.3
03	Professionals	1,232	70	3.8
04	Semi-Professionals & Technicians	123	7	4.6
05	Supervisors	39	■	13.6
06	Supervisors: Crafts & Trades	14	0	7.8
07	Administrative & Senior Clerical Personnel	514	32	3.4
08	Skilled Sales & Service Personnel	■	■	3.5
09	Skilled Crafts & Trades Workers	58	■	3.8
10	Clerical Personnel	299	24	7.0
11	Intermediate Sales & Service Personnel	18	0	5.6
12	Semi-Skilled Manual Workers	6	0	4.8
13	Other Sales & Service Personnel	155	■	6.3
14	Other Manual Workers	9	0	5.3
<b>Total</b>		<b>2,596</b>	<b>148</b>	<b>4.5</b>

\* Source:  
2012 Canadian Survey on Disability

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
#	#	%		
		155	11	4.3
		1,650	78	3.8
		219	11	4.6
		55	■	13.9
		17	■	7.8
		729	50	3.4
		0	0	3.5
		67	■	3.8
		345	31	7.0
		12	■	5.6
		3	0	4.8
		192	9	6.3
		10	■	5.3
	<b>Total</b>	<b>3,454</b>	<b>201</b>	<b>4.4</b>

\* Source:  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Queen's University**

**43411**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	07

End Date of Flow Data		
YYYY	MM	DD
2018	09	25

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers		0	0	0
02 Middle & Other Managers	40	28	0	0
03 Professionals	319	169	60	39
04 Semi-Professionals & Technicians	35	18		
05 Supervisors	19	12	0	0
06 Supervisors: Crafts & Trades		0	0	0
07 Administrative & Senior Clerical Personnel	203	165	14	12
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	21	0		0
10 Clerical Personnel	80	68		
11 Intermediate Sales & Service Personnel			0	0
12 Semi-Skilled Manual Workers		0	0	0
13 Other Sales & Service Personnel	64	24	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>792</b>	<b>486</b>	<b>85</b>	<b>61</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
			0	0
	28	22		
	92	48		0
	10			0
	10		0	0
	0	0	0	0
	158	130		
	0	0	0	0
		0	0	0
	61	55		
		0	0	0
	0	0	0	0
		0	0	0
		0	0	0
	17		6	
	0	0	0	0
<b>Total</b>	<b>370</b>	<b>265</b>	<b>8</b>	<b>6</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
			0	0
	44	21		
	254	122	65	38
	23	8	13	12
	8		0	0
		0	0	0
	113	102	16	16
			0	0
	18	0	0	0
	51	45		
	8		0	0
		0	0	0
	17		6	
	0	0	0	0
<b>Total</b>	<b>545</b>	<b>313</b>	<b>107</b>	<b>78</b>



Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Queen's University

43411

Start Date of Flow Data		
YYYY	MM	DD
2015	11	07

End Date of Flow Data		
YYYY	MM	DD
2018	09	25

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: 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		0	0
02 Middle & Other Managers	40		0	0
03 Professionals	319		60	
04 Semi-Professionals & Technicians	35			0
05 Supervisors	19	0	0	0
06 Supervisors: Crafts & Trades		0	0	0
07 Administrative & Senior Clerical Personnel	203		14	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	21	0		0
10 Clerical Personnel	80			0
11 Intermediate Sales & Service Personnel		0	0	0
12 Semi-Skilled Manual Workers		0	0	0
13 Other Sales & Service Personnel	64		0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>792</b>	<b>13</b>	<b>85</b>	

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
	0	0	0
28			0
92			0
10	0		0
10	0	0	0
0	0	0	0
158			0
0	0	0	0
	0	0	0
61			0
	0	0	0
0	0	0	0
	0	0	0
	0	0	0
<b>370</b>	<b>9</b>	<b>8</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
	0	0	0
44	0		0
254	6	65	
23	0	13	
8	0	0	0
	0	0	0
113		16	0
	0	0	0
18	0	0	0
51	0		0
8	0	0	0
	0	0	0
17	0	6	0
0	0	0	0
<b>545</b>	<b>8</b>	<b>107</b>	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Queen's University

43411

Start Date of Flow Data		
YYYY	MM	DD
2015	11	07

End Date of Flow Data		
YYYY	MM	DD
2018	09	25

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: 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		0	0
02 Middle & Other Managers	40		0	0
03 Professionals	319	9	60	
04 Semi-Professionals & Technicians	35			0
05 Supervisors	19	0	0	0
06 Supervisors: Crafts & Trades			0	0
07 Administrative & Senior Clerical Personnel	203	18	14	
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	21	0		
10 Clerical Personnel	80	7		0
11 Intermediate Sales & Service Personnel			0	0
12 Semi-Skilled Manual Workers		0	0	0
13 Other Sales & Service Personnel	64	6	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>792</b>	<b>47</b>	<b>85</b>	<b>6</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
	0	0	0
28			0
92	6		0
10			0
10	0	0	0
0	0	0	0
158	14		0
0	0	0	0
	0	0	0
61			0
	0	0	0
0	0	0	0
	0	0	0
17		6	0
0	0	0	0
<b>370</b>	<b>28</b>	<b>8</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
	0	0	0
44			0
254	14	65	
23		13	0
8		0	0
	0	0	0
113	10	16	0
		0	0
18		0	0
51			0
8	0	0	0
	0	0	0
17		6	0
0	0	0	0
<b>545</b>	<b>33</b>	<b>107</b>	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Queen's University

43411

Start Date of Flow Data		
YYYY	MM	DD
2015	11	07

End Date of Flow Data		
YYYY	MM	DD
2018	09	25

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: 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			0
02 Middle & Other Managers	40		0	0
03 Professionals	319	55	60	7
04 Semi-Professionals & Technicians	35	7		
05 Supervisors	19		0	0
06 Supervisors: Crafts & Trades			0	0
07 Administrative & Senior Clerical Personnel	203	25	14	
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	21	0		
10 Clerical Personnel	80			0
11 Intermediate Sales & Service Personnel		0	0	0
12 Semi-Skilled Manual Workers		0	0	0
13 Other Sales & Service Personnel	64	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>792</b>	<b>100</b>	<b>85</b>	<b>10</b>

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
28			0
92			0
10	0		0
10	0	0	0
0	0	0	0
158	11		0
0	0	0	0
	0	0	0
61			0
	0	0	0
0	0	0	0
	0	0	0
	0	0	0
<b>370</b>	<b>22</b>	<b>8</b>	<b>0</b>

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
44			0
254	32	65	
23		13	
8	0	0	0
	0	0	0
113	9	16	
	0	0	0
18	0	0	0
51			0
8		0	0
	0	0	0
17		6	0
0	0	0	0
<b>545</b>	<b>48</b>	<b>107</b>	

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 1: Women

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-11-07	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	10	-15.7%	4.2%		37.5%	9.5%				9.5%		-1		27.4%	27.4%			50.0%	45.5%
02 Middle & Other Managers	117	8.4%	5.2%	18	34.6%	7.9%	28	46	53	7.9%	13	13	18	38.9%	38.9%	7		45.3%	43.0%
03 Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	519	6.8%	106	258	209	47.1%	47.1%	-61	-49	42.1%	43.7%
04 Semi-Professionals & Tech	123	21.2%	2.3%	8	21.1%	12.2%	45	53	52	12.2%	19	28	25	46.3%	46.3%	-5	-3	42.3%	44.3%
05 Supervisors	39	12.1%	1.7%		17.0%	5.9%	7	9	26	5.9%				52.9%	52.9%			66.7%	63.4%
06 Supervisors: Crafts & Trades	14	6.7%	0.0%	0	6.5%	2.2%			0	2.2%	0		0	16.8%	16.8%	-2	-2	0.0%	0.0%
07 Administrative & Sr Clerical	514	12.4%	4.7%	72	20.8%	9.2%	142	214	443	9.2%	122	168	179	83.5%	83.5%	14	11	86.2%	85.3%
08 Skilled Sales & Service		-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	28.7%	28.7%	0	0	50.0%	50.0%
09 Skilled Crafts & Trades	58	4.9%	4.4%	8	28.8%	5.4%	9	17	0	5.4%	0			3.1%	3.1%	-2	-1	0.0%	1.5%
10 Clerical Personnel	299	4.9%	4.5%	40	17.4%	5.8%	52	92	260	5.8%	45	22	64	69.8%	69.8%	51	42	87.0%	82.3%
11 Intermediate Sales & Service	18	-12.6%	2.1%		53.3%	3.3%			8	3.3%				62.9%	62.9%	-3	-3	44.4%	47.4%
12 Semi-Skilled Manual	6	-20.6%	0.0%	0	88.9%	22.2%			0	22.2%	0		0	11.2%	11.2%	-1	-1	0.0%	0.0%
13 Other Sales & Service	155	7.4%	1.7%	8	13.3%	3.2%	15	23	60	3.2%	6	38	13	56.3%	56.3%	-27	-25	38.7%	41.1%
14 Other Manual Workers	9	3.6%	0.0%	0	0.0%	3.3%			0	3.3%	0		0	8.5%	8.5%	-1	-1	0.0%	0.0%
Total	2,596	10.0%	2.6%	200	21.6%	6.9%	539	739	1,427	6.9%	296	429	412	55.8%	55.8%	-22	-17	55.0%	55.2%

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers		27.4	-1	27.4	
02 Middle & Other Managers	18	38.9	13	38.9	
03 Professionals	209	47.1	258	47.1	
04 Semi-Professionals & Tech	25	46.3	28	46.3	
05 Supervisors		52.9		52.9	
06 Supervisors: Crafts & Trades	0	16.8		16.8	
07 Administrative & Sr Clerical	179	83.5	168	83.5	
08 Skilled Sales & Service	0	28.7	0	28.7	
09 Skilled Crafts & Trades		3.1		3.1	
10 Clerical Personnel	64	69.8	25	69.8	
11 Intermediate Sales & Service		62.9		62.9	
12 Semi-Skilled Manual	0	11.2		11.2	
13 Other Sales & Service	13	56.3	38	56.3	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

14	Other Manual Workers	0	8.5		8.5
Total		412	55.8	539	55.8

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 3: Aboriginal Peoples

First/Previous 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					
	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-07	Annually	Over 3 Years	Years	2015	2018						
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	10	-15.7%	4.2%		37.5%	9.5%		0	9.5%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	117	8.4%	5.2%	18	34.6%	7.9%	28	46	7.9%	0			2.2%	2.2%	-2	-1	0.9%	1.5%	
03 Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	6.8%		9	7	1.6%	1.6%	-2	-2	1.5%	1.5%	
04 Semi-Professionals & Tech	123	21.2%	2.3%	8	21.1%	12.2%	45	53	12.2%		0		1.6%	1.6%			2.4%	2.3%	
05 Supervisors	39	12.1%	1.7%		17.0%	5.9%	7	9	5.9%		-1	0	2.2%	2.2%			7.7%	4.9%	
06 Supervisors: Crafts & Trades	14	6.7%	0.0%	0	6.5%	2.2%			2.2%	0	0	0	2.5%	2.5%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	514	12.4%	4.7%	72	20.8%	9.2%	142	214	9.2%		0		1.2%	1.2%			1.8%	1.7%	
08 Skilled Sales & Service		-100.0%	0.0%	0	100.0%	0.0%	0	0	0.0%		0	0	1.0%	1.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	58	4.9%	4.4%	8	28.8%	5.4%	9	17	5.4%		0		2.4%	2.4%	0	-1	1.7%	1.5%	
10 Clerical Personnel	299	4.9%	4.5%	40	17.4%	5.8%	52	92	5.8%				3.4%	3.4%		0	3.7%	3.5%	
11 Intermediate Sales & Service	18	-12.6%	2.1%		53.3%	3.3%			3.3%	0	0	0	3.1%	3.1%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	6	-20.6%	0.0%	0	88.9%	22.2%			22.2%	0	0	0	3.4%	3.4%	0	0	0.0%	0.0%	
13 Other Sales & Service	155	7.4%	1.7%	8	13.3%	3.2%	15	23	3.2%		0		4.6%	4.6%	-5	-4	1.3%	1.8%	
14 Other Manual Workers	9	3.6%	0.0%	0	0.0%	3.3%			3.3%	0	0	0	2.6%	2.6%	0	0	0.0%	0.0%	
Total	2,596	10.0%	2.6%	200	21.6%	6.9%	539	759	6.9%	10	18	15	2.0%	2.0%	-4	-3	1.8%	1.9%	

† 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	2.9	0	2.9	
02 Middle & Other Managers		2.2		2.2	
03 Professionals	7	1.6	9	1.6	
04 Semi-Professionals & Tech		1.6		1.6	
05 Supervisors	0	2.2	-1	2.2	
06 Supervisors: Crafts & Trades	0	2.5	0	2.5	
07 Administrative & Sr Clerical		1.2		1.2	
08 Skilled Sales & Service	0	1.0	0	1.0	
09 Skilled Crafts & Trades	0	2.4	0	2.4	
10 Clerical Personnel		3.4		3.4	
11 Intermediate Sales & Service	0	3.1		3.1	
12 Semi-Skilled Manual	0	3.4	0	3.4	
13 Other Sales & Service		4.6		4.6	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

14	Other Manual Workers	0	2.6	0	2.6
Total		15	2.0	18	2.0



Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-11-07	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	127	-3.6%	4.7%	18	36.0%	8.7%	33	51		8.7%				4.3%	4.3%	0	0	3.9%	4.1%
03	Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	70	6.8%	14	-2	17	3.8%	3.8%	23	19	5.7%	5.1%
04	Semi-Professionals & Tech	123	21.2%	2.3%	8	21.1%	12.2%	45	53	7	12.2%				4.6%	4.6%		0	5.7%	4.6%
05	Supervisors	39	12.1%	1.7%		17.0%	5.9%	7	9		5.9%				13.6%	13.6%	-2	-3	7.7%	7.3%
06	Supervisors: Crafts & Trades	14	6.7%	0.0%	0	6.5%	2.2%			0	2.2%	0		0	7.8%	7.8%	-1	-1	0.0%	0.0%
07	Administrative & Sr Clerical	514	12.4%	4.7%	72	20.8%	9.2%	142	214	32	9.2%	9	-3	7	3.4%	3.4%	15	10	6.2%	5.1%
08	Skilled Sales & Service		-100.0%	0.0%	0	100.0%	0.0%	0	0		0.0%	0	-1	0	3.5%	3.5%			50.0%	50.0%
09	Skilled Crafts & Trades	58	4.9%	4.4%	8	28.8%	5.4%	9	17		5.4%				3.8%	3.8%	0	0	3.4%	4.5%
10	Clerical Personnel	299	4.9%	4.5%	40	17.4%	5.8%	52	92	24	5.8%				7.0%	7.0%			8.0%	7.7%
11	Intermediate Sales & Service	18	-12.6%	2.1%		53.3%	3.3%			0	3.3%	0		0	5.6%	5.6%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	6	-20.6%	0.0%	0	88.9%	22.2%	0	0		22.2%	0	0	0	4.8%	4.8%	0	0	0.0%	0.0%
13	Other Sales & Service	155	7.4%	1.7%	8	13.3%	3.2%	15	23		3.2%	0	6		6.3%	6.3%	-6	-5	2.6%	3.1%
14	Other Manual Workers	9	3.6%	0.0%	0	0.0%	3.3%			0	3.3%	0	0	0	5.3%	5.3%	0	0	0.0%	0.0%
Total		2,596	10.0%	2.4%	188	21.6%	6.8%	528	716	148	6.8%	30	7	32	4.5%	4.5%	31	25	5.7%	5.4%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers		4.3		4.3	
03	Professionals	17	3.8	-2	3.8	
04	Semi-Professionals & Tech		4.6		4.6	
05	Supervisors		13.6		13.6	
06	Supervisors: Crafts & Trades	0	7.8		7.8	
07	Administrative & Sr Clerical	7	3.4	-4	3.4	
08	Skilled Sales & Service	0	3.5	-1	3.5	
09	Skilled Crafts & Trades		3.8	0	3.8	
10	Clerical Personnel	6	7.0		7.0	
11	Intermediate Sales & Service	0	5.6		5.6	
12	Semi-Skilled Manual	0	4.8	0	4.8	
13	Other Sales & Service		6.3	7	6.3	
14	Other Manual Workers	0	5.3	0	5.3	
Total		32	4.5	14	4.5	



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 (EEOG)	All Employees										Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2015
	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-07	Annually	Over 3 Years	Annually	Over 3 Years	2015	2018	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	10	-15.7%	4.2%		37.5%	9.5%				9.5%	0	0	0	10.1%	10.1%	0	0	10.0%	9.1%	
02 Middle & Other Managers	117	8.4%	5.2%	18	34.6%	7.9%	28	46		7.9%		16	7	15.0%	15.0%	-13	-9	4.3%	8.1%	
03 Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	105	6.8%	21	199	88	19.9%	19.9%	-140	-111	8.5%	12.1%	
04 Semi-Professionals & Tech	123	21.2%	2.3%	8	21.1%	12.2%	45	53	8	12.2%	3	25	12	22.7%	22.7%	-20	-13	6.5%	13.0%	
05 Supervisors	39	12.1%	1.7%		17.0%	5.9%	7	9		5.9%	0	0	0	3.3%	3.3%	0	0	2.6%	2.4%	
06 Supervisors: Crafts & Trades	14	6.7%	0.0%	0	6.5%	2.2%				2.2%	0		0	12.7%	12.7%	-2	-2	0.0%	0.0%	
07 Administrative & Sr Clerical	514	12.4%	4.7%	72	20.8%	9.2%	142	214	22	9.2%	6		7	3.4%	3.4%			4.3%	3.9%	
08 Skilled Sales & Service		-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	20.8%	20.8%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	58	4.9%	4.4%	8	28.8%	5.4%	9	17	0	5.4%	0	9		14.0%	14.0%	-8	-7	0.0%	3.0%	
10 Clerical Personnel	299	4.9%	4.5%	40	17.4%	5.8%	52	92	13	5.8%		-1		3.0%	3.0%			4.3%	4.1%	
11 Intermediate Sales & Service	18	-12.6%	2.1%		53.3%	3.3%				3.3%	0	-1	0	6.3%	6.3%			11.1%	10.5%	
12 Semi-Skilled Manual	6	-20.6%	0.0%	0	88.9%	22.2%	0		0	22.2%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%	
13 Other Sales & Service	155	7.4%	1.7%	8	13.3%	3.2%	15	23		3.2%	0	8		6.8%	6.8%	-8	-6	1.9%	3.1%	
14 Other Manual Workers	9	3.6%	0.0%	0	0.0%	3.3%			0	3.3%	0	0	0	3.1%	3.1%	0	0	0.0%	0.0%	
Total	2,596	10.0%	2.6%	200	21.6%	6.9%	539	739	160	6.9%	33	242	98	13.2%	13.2%	-183	-144	6.2%	8.0%	

† 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 (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	0	10.1	
02 Middle & Other Managers	7	15.0	17	15.0	
03 Professionals	88	19.9	199	19.9	
04 Semi-Professionals & Tech	12	22.7	25	22.7	
05 Supervisors	0	3.3	0	3.3	
06 Supervisors: Crafts & Trades	0	12.7		12.7	
07 Administrative & Sr Clerical	7	3.4		3.4	
08 Skilled Sales & Service	0	20.8	0	20.8	
09 Skilled Crafts & Trades		14.0	9	14.0	
10 Clerical Personnel		3.0	-1	3.0	
11 Intermediate Sales & Service	0	6.3	-1	6.3	
12 Semi-Skilled Manual	0	3.5	0	3.5	
13 Other Sales & Service		6.8	9	6.8	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

14	Other Manual Workers	0	3.1	0	3.1
Total		98	13.2	262	13.2

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		From - To						
	2018-09-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-25	Annually	Over 3 Years		2018	2021							
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	6	-15.7%	4.2%		37.5%	9.5%				9.5%	0			27.4%	27.4%	-1	0	16.7%	28.6%	
02 Middle & Other Managers	149	8.4%	5.2%	23	34.6%	7.9%	35	58	50	7.9%	21	0	0	38.9%	38.9%	30	0	59.1%	39.0%	
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	757	6.8%	154	333	292	49.1%	49.1%	-53	-41	45.9%	46.9%	
04 Semi-Professionals & Tech	219	21.2%	2.3%	15	21.1%	12.2%	80	95	117	12.2%	43	51	0	53.6%	53.6%	0	-51	53.4%	31.6%	
05 Supervisors	55	12.1%	1.7%		17.0%	5.9%	10	13	38	5.9%	7	0	0	52.9%	52.9%	9	0	69.1%	53.4%	
06 Supervisors: Crafts & Trades	17	6.7%	0.0%	0	6.5%	2.2%				2.2%	0		0	16.3%	16.3%	-1	-1	11.8%	11.8%	
07 Administrative & Sr Clerical	729	12.4%	4.7%	103	20.8%	9.2%	201	304	615	9.2%	170	250	0	83.5%	83.5%	6	-250	84.4%	53.5%	
08 Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	28.7%	28.7%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%	11	20	0	5.4%	0		0	2.2%	2.2%	-1	-2	0.0%	0.0%	
10 Clerical Personnel	345	4.9%	4.5%	47	17.4%	5.8%	60	107	298	5.8%	52	28	0	69.8%	69.8%	57	-28	86.4%	62.8%	
11 Intermediate Sales & Service	12	-12.6%	2.1%		53.3%	3.3%			7	3.3%			0	62.9%	62.9%	-1	-2	58.3%	46.2%	
12 Semi-Skilled Manual		-20.6%	0.0%	0	88.9%	22.2%			0	22.2%	0	0	0	11.2%	11.2%	0	0	0.0%	0.0%	
13 Other Sales & Service	192	7.4%	1.7%	10	13.3%	3.2%	18	28	76	3.2%	7	45	14	50.0%	56.3%	-32	-31	39.6%	41.1%	
14 Other Manual Workers	10	3.6%	0.0%	0	0.0%	3.3%			0	3.3%	0		0	8.5%	8.5%	-1	-1	0.0%	0.0%	
Total	3,454	10.0%	2.6%	266	21.6%	6.9%	717	983	1,999	6.9%	415	555	492	50.0%	57.5%	13	-63	57.9%	55.8%	

† 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	27.4	27.4	
02 Middle & Other Managers	0.0		
03 Professionals	49.1	49.1	
04 Semi-Professionals & Tech	0.0	50.0	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	16.3	16.3	
07 Administrative & Sr Clerical	0.0	50.0	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	2.2	2.2	
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0	50.0	Goal not required since representation is over 50%
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	50.0	50.0	
14 Other Manual Workers	8.5	8.5	

If you are at 50% or above for representation, do not need to set goal. If Goal from wm

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

<b>Total</b>		50.0	50.0
--------------	--	------	------

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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		2018	2021					
	2018-09-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	6	-15.7%	4.2%		37.5%	9.5%		0	9.5%	0	0	0		2.9%	0	0	0.0%	0.0%		
02 Middle & Other Managers	149	8.4%	5.2%	23	34.6%	7.9%	35	58	7.9%			0		2.2%	0	-2	2.0%	1.2%		
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	6.8%		19	11	1.9%	1.9%	-10	-8	1.3%	1.5%		
04 Semi-Professionals & Tech	219	21.2%	2.3%	15	21.1%	12.2%	80	95	12.2%			0		1.5%		-1	2.3%	1.3%		
05 Supervisors	55	12.1%	1.7%		17.0%	5.9%	10	13	5.9%	0	-1	0		2.2%			3.6%	3.4%		
06 Supervisors: Crafts & Trades	17	6.7%	0.0%	0	6.5%	2.2%			2.2%	0	0	0		2.5%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	729	12.4%	4.7%	103	20.8%	9.2%	201	304	9.2%		-2	0		1.2%	7		2.2%	1.4%		
08 Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0.0%	0	0	0		1.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%	11	20	5.4%			0	2.4%	2.4%	-1	-1	1.5%	1.3%		
10 Clerical Personnel	345	4.9%	4.5%	47	17.4%	5.8%	60	107	5.8%		6		3.4%	3.4%	-3	-2	2.6%	2.8%		
11 Intermediate Sales & Service	12	-12.6%	2.1%		53.3%	3.3%			3.3%	0	0	0		3.1%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual		-20.6%	0.0%	0	88.9%	22.2%			22.2%	0	0	0		3.4%	0	0	0.0%	0.0%		
13 Other Sales & Service	192	7.4%	1.7%	10	13.3%	3.2%	18	28	3.2%				4.6%	4.6%	-2	-2	3.6%	3.5%		
14 Other Manual Workers	10	3.6%	0.0%	0	0.0%	3.3%			3.3%	0	0	0		2.6%	0	0	0.0%	0.0%		
Total	3,454	10.0%	2.6%	266	21.6%	6.9%	717	983	6.9%	13	27	21	2.1%	2.1%	-9	-6	1.9%	1.9%		

† 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			
02 Middle & Other Managers		0.0			
03 Professionals		1.9			
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		2.4		2.4	
10 Clerical Personnel		3.4		3.4	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		4.6		4.6	
14 Other Manual Workers		0.0			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

Total		2.1	2.1
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																			
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	From - To									
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2018	2021	%	#	#	%	%			
		2018-09-25	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01/02 Managers	155	-3.6%	4.7%	22	36.0%	8.7%	40	62	11	8.7%		0	0		4.3%		0	7.1%	4.5%		
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	78	6.8%	16	10	0	3.8%	15	-10	4.7%	3.3%			
04 Semi-Professionals & Tech	219	21.2%	2.3%	15	21.1%	12.2%	80	95	11	12.2%		0	0	4.6%		-4	5.0%	3.0%			
05 Supervisors	55	12.1%	1.7%		17.0%	5.9%	10	13		5.9%	0	6	13.9%	13.9%	-6	-4	3.6%	6.9%			
06 Supervisors: Crafts & Trades	17	6.7%	0.0%	0	6.5%	2.2%				2.2%	0	-1	0	7.8%			11.8%	11.8%			
07 Administrative & Sr Clerical	729	12.4%	4.7%	103	20.8%	9.2%	201	304	50	9.2%	14	-8	0	3.4%	25	8	6.9%	4.3%			
08 Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	3.5%	0	0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%	11	20	5	5.4%		-1	0	3.8%			7.5%	5.3%			
10 Clerical Personnel	345	4.9%	4.5%	47	17.4%	5.8%	60	107	31	5.8%			0	7.0%	7	-1	9.0%	6.6%			
11 Intermediate Sales & Service	12	-12.6%	2.1%		53.3%	3.3%				3.3%	0	0	0	5.6%	0	0	8.3%	7.7%			
12 Semi-Skilled Manual		-20.6%	0.0%	0	88.9%	22.2%				22.2%	0	0	0	4.8%	0	0	0.0%	0.0%			
13 Other Sales & Service	192	7.4%	1.7%	10	13.3%	3.2%	18	28	9	3.2%			6.3%	6.3%	-3	-3	4.7%	5.0%			
14 Other Manual Workers	10	3.6%	0.0%	0	0.0%	3.3%				3.3%	0	0	0	5.3%	0	0	10.0%	10.0%			
Total	3,454	10.0%	2.4%	249	21.6%	6.8%	703	952	201	6.8%	41		42	4.4%	4.4%	49	39	5.8%	5.5%		

† 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01/02 Managers	0.0			
03 Professionals	0.0			
04 Semi-Professionals & Tech	0.0			
05 Supervisors	13.9		13.9	
06 Supervisors: Crafts & Trades	0.0			
07 Administrative & Sr Clerical	0.0			
08 Skilled Sales & Service	0.0			
09 Skilled Crafts & Trades	0.0			
10 Clerical Personnel	0.0			
11 Intermediate Sales & Service	0.0			
12 Semi-Skilled Manual	0.0			
13 Other Sales & Service	6.3		6.3	
14 Other Manual Workers	0.0			
Total	4.4		5.8	



Federal Contractors Program Achievement Report

Part 3: Goals

Queen's University

43411

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)			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	Hires Required Over 3 Years		From - To						
	2018-09-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-25	Annually	Over 3 Years	Years	2018	2021						
	#	%	%	#	%	%	#	#	%	%	#	#	%	%					
01 Senior Managers	6	-15.7%	4.2%		37.5%	9.5%				9.5%	0	0	0	10.1%	0	0	16.7%	14.3%	
02 Middle & Other Managers	149	8.4%	5.2%	23	34.6%	7.9%	35	58	8	7.9%		20	9	15.0%	15.0%	-14	-11	5.4%	8.7%
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	186	6.8%	38	237	120	20.2%	20.2%	-147	-117	11.3%	14.1%
04 Semi-Professionals & Tech	219	21.2%	2.3%	15	21.1%	12.2%	80	95	25	12.2%	9	40	23	23.8%	23.8%	-27	-17	11.4%	16.7%
05 Supervisors	55	12.1%	1.7%		17.0%	5.9%	10	13		5.9%	0	0	0	3.3%	0	0	3.6%	3.4%	
06 Supervisors: Crafts & Trades	17	6.7%	0.0%	0	6.5%	2.2%				2.2%	0	0	0	12.7%	0	0	11.8%	11.8%	
07 Administrative & Sr Clerical	729	12.4%	4.7%	103	20.8%	9.2%	201	304	47	9.2%	13	-6	0	3.4%	22	6	6.4%	4.1%	
08 Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%	11	20		5.4%	0	9		13.0%	13.0%	-8	-6	1.5%	5.3%
10 Clerical Personnel	345	4.9%	4.5%	47	17.4%	5.8%	60	107	13	5.8%		0	0	3.0%		0	4.3%	3.1%	
11 Intermediate Sales & Service	12	-12.6%	2.1%		53.3%	3.3%				3.3%	0	0	0	6.3%	0	0	8.3%	7.7%	
12 Semi-Skilled Manual		-20.6%	0.0%	0	88.9%	22.2%			0	22.2%	0	0	0	3.5%	0	0	0.0%	0.0%	
13 Other Sales & Service	192	7.4%	1.7%	10	13.3%	3.2%	18	28		3.2%	0	10		6.8%	6.8%	-9	-8	2.1%	3.0%
14 Other Manual Workers	10	3.6%	0.0%	0	0.0%	3.3%			0	3.3%	0	0	0	3.1%	0	0	0.0%	0.0%	
Total	3,454	10.0%	2.6%	266	21.6%	6.9%	717	983	292	6.9%	61	275	134	13.6%	13.6%	-178	-141	8.5%	9.8%

† 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			
02 Middle & Other Managers		15.0		15.0	
03 Professionals		20.2		20.2	
04 Semi-Professionals & Tech		23.8		23.8	
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		13.0		13.0	
10 Clerical Personnel		0.0			
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		6.8		6.8	
14 Other Manual Workers		0.0		0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Queen's University**

**43411**

Total		13.6	13.6
-------	--	------	------

Federal Contractors Program Achievement Report

Part 4: Results - Women

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			All Employees				Women			All Employees	Women			All Employees	Women						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	10	50.0	27.4				182.5																
	2018	6	16.7	27.4				60.8																
02 Middle & Other Managers	2015	117	53	45.3	38.9	46	7	116.5																
	2018	149	88	59.1	38.9	58	30	151.8	40	28	70.0	16	12	29	23	79.3	13	10	46	23	50.0	21		
03 Professionals	2015	1,232	519	42.1	47.1	580	-61	89.4																
	2018	1,650	757	45.9	49.1	810	-53	93.4	379	208	54.9	186	22	93	48	51.6	39	9	319	160	50.2	134	26	
04 Semi-Professionals & Technicians	2015	123	52	42.3	46.3	57	-5	91.3																
	2018	219	117	53.4	53.6	117	0	99.7	40	23	57.5	21		11		36.4		-1	36	20	55.6	15		
05 Supervisors	2015	39	26	66.7	52.9	21		126.0																
	2018	55	38	69.1	52.9	29	9	130.6	19	12	63.2	10		10		50.0	7	-2	8		62.5		0	
06 Supervisors: Crafts & Trades	2015	14	0	0.0	16.8			0.0																
	2018	17		11.8	16.3			72.2																

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	Women			Women				Women					
		#	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		
	#	%	%	#	%	%	%	#	%	%	%				
01 Senior Managers	2018				25.0		100.0	27.4	91.2		-1	-100.0	27.4	91.2	
	2021				25.0			27.4	91.2				27.4	91.2	
02 Middle & Other Managers	2018	69	51	73.9	18	283.3	38.9	190.0		13	392.3	38.9	190.0		
	2021	69	51	73.9			0.0	0.0				0.0	0.0		
03 Professionals	2018	472	256	54.2	209	122.5	47.1	115.2		258	99.2	47.1	115.2		
	2021	472	256	54.2			49.1	110.5				49.1	110.5		
04 Semi-Professionals & Technicians	2018	51	27	52.9	25	108.0	46.3	114.3		28	96.4	46.3	114.3		
	2021	51	27	52.9			0.0	0.0				50.0	105.9		
05 Supervisors	2018	29	17	58.6		340.0	52.9	110.8			1700.0	52.9	110.8		
	2021	29	17	58.6			0.0	0.0				0.0	0.0		
06 Supervisors: Crafts & Trades	2018		0	0.0	0	0.0	16.8	0.0			0.0	16.8	0.0		
	2021		0	0.0			16.3	0.0				16.3	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	Gap	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
07 Administrative & Senior Clerical	2015	514	443	86.2	83.5	429	14	103.2																
	2018	729	615	84.4	83.5	609	6	101.0	217	177	81.6	181	-4	162	134	82.7	140	-6	129	118	91.5	111	7	
08 Skilled Sales & Service Personnel	2015			50.0	28.7			174.2																
	2018	0	0	0.0	28.7	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0			100.0			
09 Skilled Crafts & Trades Workers	2015	58	0	0.0	3.1		-2	0.0																
	2018	67	0	0.0	2.2		-1	0.0	22	0	0.0	0	0						18	0	0.0	0	0	
10 Clerical Personnel	2015	299	260	87.0	69.8	209	51	124.6																
	2018	345	298	86.4	69.8	241	57	123.7	85	73	85.9	59	14	62	56	90.3	54		56	50	89.3	49		
11 Intermediate Sales & Service Personnel	2015	18	8	44.4	62.9	11	-3	70.7																
	2018	12	7	58.3	62.9	8	-1	92.7			50.0		-1			0.0		-1	8		37.5		-1	
12 Semi-Skilled Manual Workers	2015	6	0	0.0	11.2		-1	0.0																
	2018		0	0.0	11.2	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	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	Women			Women				Women				
		#	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	
07 Administrative & Senior Clerical	2018	379	311	82.1	179	173.7	83.5	98.3	168	185.1	83.5	98.3		
	2021	379	311	82.1			0.0	0.0			50.0	164.1		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	28.7	0.0	0	0.0	28.7	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	24	0	0.0		0.0	3.1	0.0		0.0	3.1	0.0		
	2021	24	0	0.0			2.2	0.0			2.2	0.0		
10 Clerical Personnel	2018	147	129	87.8	64	201.6	69.8	125.7	23	560.9	69.8	125.7		
	2021	147	129	87.8			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	6		33.3		100.0	62.9	53.0		40.0	62.9	53.0		
	2021	6		33.3			0.0	0.0			50.0	66.7		
12 Semi-Skilled Manual Workers	2018		0	0.0	0	0.0	11.2	0.0		0.0	11.2	0.0		
	2021		0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Queen's University

43411

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Availability				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	#	%	#	#	#	#	%	#	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	155	60	38.7	56.3	87	-27	68.8																
	2018	192	76	39.6	56.3	108	-32	70.3	64	24	37.5	36	-12											
14 Other Manual Workers	2015	9	0	0.0	8.5		-1	0.0																
	2018	10	0	0.0	8.5		-1	0.0	0	0	0.0	0	0											
Total	2015	2,596	1,427	55.0	55.8	1,449	-22	98.5																
	2018	3,454	1,999	57.9	57.5	1,986	13	100.7	877	547	62.4	504	43	378	271	71.7	208	63	652	391	60.0	358	33	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	65	24	36.9	13	184.6	56.3	65.6	38	63.2	56.3	65.6		
	2021	65	24	36.9			50.0	73.8			50.0	73.8		
14 Other Manual Workers	2018		0	0.0	0	0.0	8.5	0.0		0.0	8.5	0.0		
	2021		0	0.0			8.5	0.0			8.5	0.0		
Total	2018	1,255	818	65.2	412	198.5	55.8	116.8	539	151.8	55.8	116.8		
	2021	1,255	818	65.2			50.0	130.4			50.0	130.4		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
		#	Representation	Availability	Gap	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference								
	#	%	%	#	%	%	#	%	#	%	#	%	#	%	#	%									
01 Senior Managers	2015	10	0	0.0	2.9	0	0	0.0																	
	2018	6	0	0.0	2.9	0	0	0.0		0	0.0	0	0		0	0.0	0	0		0	0.0	0	0	0	
02 Middle & Other Managers	2015	117		0.9	2.2		-2	38.9																	
	2018	149		2.0	2.2		0	91.5	40		2.5		0	29		3.4	0		46		0.0		0	0	
03 Professionals	2015	1,232	18	1.5	1.6	20	-2	91.3																	
	2018	1,650	21	1.3	1.9	31	-10	67.0	379		1.3	7	-2	93		1.1		0	319		7	2.2			
04 Semi-Professionals & Technicians	2015	123		2.4	1.6			152.4																	
	2018	219		2.3	1.5			152.2	40		2.5		0	11		0.0	0	0	36		2.8			0	
05 Supervisors	2015	39		7.7	2.2			349.7																	
	2018	55		3.6	2.2			165.3	19		0.0	0	0	10		0.0		-1	8		0.0			-1	
06 Supervisors: Crafts & Trades	2015	14	0	0.0	2.5	0	0	0.0																	
	2018	17	0	0.0	2.5	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	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	Goal	Percent of Goal Met	
	#	%	%	%	%	%	%	%	%	%	%			
01 Senior Managers	2018		0	0.0	0	0.0	2.9	0.0		0.0	2.9	0.0		
	2021		0	0.0		0.0	0.0	0.0		0.0	0.0	0.0		
02 Middle & Other Managers	2018	69		2.9	200.0	2.2	131.8		100.0	2.2	131.8			
	2021	69		2.9		0.0	0.0		0.0	0.0	0.0			
03 Professionals	2018	472	6	1.3	7	85.7	1.6	79.4	9	66.7	1.6	79.4		
	2021	472	6	1.3			1.9	66.9			1.9	66.9		
04 Semi-Professionals & Technicians	2018	51		2.0	100.0	1.6	122.5	0	0.0	1.6	122.5			
	2021	51		2.0		0.0	0.0		0.0	0.0	0.0			
05 Supervisors	2018	29	0	0.0	0	0.0	2.2	0.0	-1	0.0	2.2	0.0		
	2021	29	0	0.0		0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	2018		0	0.0	0	0.0	2.5	0.0	0	0.0	2.5	0.0		
	2021		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

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
		#	Representation	Availability	Gap	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference								
07 Administrative & Senior Clerical	2015	514	9	1.8	6	145.9																			
	2018	729	16	2.2	9	182.9	217		1.8				162		3.1				129		1.6				0
08 Skilled Sales & Service Personnel	2015		0	0.0	0	0.0																			
	2018	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0		0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2015	58		1.7		71.8																			
	2018	67		1.5		62.2	22	0	0.0		-1			0	0.0	0	0	0	18	0	0.0	0	0	0	0
10 Clerical Personnel	2015	299	11	3.7	10	108.2																			
	2018	345	9	2.6	12	76.7	85		1.2		-2			62		1.6		-1	56	0	0.0				-2
11 Intermediate Sales & Service Personnel	2015	18	0	0.0		0.0																			
	2018	12	0	0.0	0	0.0			0.0	0	0	0	0		0.0	0	0	0	8	0	0.0	0	0	0	0
12 Semi-Skilled Manual Workers	2015	6	0	0.0		0.0																			
	2018		0	0.0		0.0			0.0	0	0	0	0	0	0.0	0	0	0		0	0.0	0	0	0	0

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	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2018	379	9	2.4		300.0	1.2	197.9		0.0	1.2	197.9		
	2021	379	9	2.4		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	1.0	0.0	0	0.0	1.0	0.0		
	2021	0	0	0.0		0.0	0.0		0.0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	24	0	0.0	0	0.0	2.4	0.0	0	0.0	2.4	0.0		
	2021	24	0	0.0		2.4	0.0		2.4	0.0	2.4	0.0		
10 Clerical Personnel	2018	147		1.4		66.7	3.4	40.0		100.0	3.4	40.0		
	2021	147		1.4		3.4	40.0		3.4	40.0	3.4	40.0		
11 Intermediate Sales & Service Personnel	2018	6	0	0.0	0	0.0	3.1	0.0		0.0	3.1	0.0		
	2021	6	0	0.0		0.0	0.0		0.0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2018		0	0.0	0	0.0	3.4	0.0	0	0.0	3.4	0.0		
	2021		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

Queen's University

43411

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
		#	Representation	Availability	Gap	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference			
	#	%	%	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2015	155	█	1.3	4.6	7	-5	28.1																
	2018	192	7	3.6	4.6	9	-2	79.3	64	█	3.1	█	-1		█	█	100.0	0	█	23	0	0.0	0	0
14 Other Manual Workers	2015	9	0	0.0	2.6	0	0	0.0																
	2018	10	0	0.0	2.6	0	0	0.0	0	0	0.0	0	0		0	0	0.0	0	0	0	0	0.0	0	0
Total	2015	2,596	48	1.8	2.0	52	-4	92.4																
	2018	3,454	64	1.9	2.1	73	-9	88.2	877	14	1.6	18	-4	378	9	2.4	7	█	652	10	1.5	12	-2	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples		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		
	#	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2018	65	█	4.6	█	300.0	4.6	100.3	█	60.0	4.6	100.3	
	2021	65	█	4.6	█	300.0	4.6	100.3	█	60.0	4.6	100.3	
14 Other Manual Workers	2018		0	0.0	0	0.0	2.6	0.0	0	0.0	2.6	0.0	
	2021		0	0.0	█	0.0	0.0	0.0	█	0.0	0.0	0.0	
Total	2018	1,255	23	1.8	15	153.3	2.0	91.6	18	127.8	2.0	91.6	
	2021	1,255	23	1.8	█	153.3	2.1	87.3	█	127.8	2.1	87.3	



Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities			EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
		#	Representation	Availability	Gap	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
01&02 Managers	2015	127	3.9	4.3	0	91.6																		
	2018	155	7.1	4.3	7	165.0	42	9.5			31	6.5			49	2.0								
03 Professionals	2015	1,232	70	5.7	23	149.5																		
	2018	1,650	78	4.7	63	124.4	379	12	3.2	14	-2	93	6	6.5					319	19	6.0	18		
04 Semi-Professionals & Technicians	2015	123	7	5.7	6	123.7																		
	2018	219	11	5.0	10	109.2	40	2.5		-1	11	9.1		0	36	2.8								
05 Supervisors	2015	39		7.7		56.6																		
	2018	55		3.6	8	26.2	19	0	0.0		-3	10	0	0.0					8		12.5		0	
06 Supervisors: Crafts & Trades	2015	14	0	0.0		0.0																		
	2018	17		11.8		150.8						25.0	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	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	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01&02 Managers	2018	73	6	8.2	300.0	4.3	191.1		200.0	4.3	191.1		
	2021	73	6	8.2		0.0	0.0		0.0	0.0	0.0		
03 Professionals	2018	472	18	3.8	17	105.9	3.8	100.4	-2	-900.0	3.8	100.4	
	2021	472	18	3.8		0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2018	51		3.9		100.0	4.6	85.3		100.0	4.6	85.3	
	2021	51		3.9		0.0	0.0			0.0	0.0		
05 Supervisors	2018	29	0	0.0		0.0	13.6	0.0		0.0	13.6	0.0	
	2021	29	0	0.0		13.9	0.0			13.9	0.0		
06 Supervisors: Crafts & Trades	2018			25.0	0	0.0	7.8	320.5		100.0	7.8	320.5	
	2021			25.0		0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Queen's University

43411

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference						
07 Administrative & Senior Clerical	2015	514	32	6.2	3.4	17	15	183.1																
	2018	729	50	6.9	3.4	25	25	201.7	217	20	9.2	7	13	162	14	8.6	10		129	10	7.8	8		
08 Skilled Sales & Service Personnel	2015			50.0	3.5	0		1,428.6																
	2018	0	0	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0			100.0			
09 Skilled Crafts & Trades Workers	2015	58		3.4	3.8		0	90.7																
	2018	67		7.5	3.8			196.4	22		4.5		0		0	0.0	0	0	18		5.6		0	
10 Clerical Personnel	2015	299	24	8.0	7.0	21		114.7																
	2018	345	31	9.0	7.0	24	7	128.4	85	7	8.2	6		62		6.5		-1	56		3.6		-2	
11 Intermediate Sales & Service Personnel	2015	18	0	0.0	5.6		-1	0.0																
	2018	12		8.3	5.6		0	148.8			25.0	0			0	0.0	0	0	8	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2015	6	0	0.0	4.8	0	0	0.0																
	2018		0	0.0	4.8	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	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2018	379	34	9.0	7	485.7	3.4	263.9	-4	-850.0	3.4	263.9		
	2021	379	34	9.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	3.5	0.0	-1	0.0	3.5	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	24		4.2		100.0	3.8	109.6	0	0.0	3.8	109.6		
	2021	24		4.2			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	147	11	7.5	6	183.3	7.0	106.9			275.0	7.0	106.9	
	2021	147	11	7.5			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	6		16.7	0	0.0	5.6	297.6			100.0	5.6	297.6	
	2021	6		16.7			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018		0	0.0	0	0.0	4.8	0.0	0	0.0	4.8	0.0		
	2021		0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Queen's University

43411

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	155	9	2.6	6.3	10	-6	41.0																
	2018	192	9	4.7	6.3	12	-3	74.4	64	6	9.4			0	0.0	0	0	0	23		8.7			
14 Other Manual Workers	2015	9	0	0.0	5.3	0	0	0.0																
	2018	10		10.0	5.3		0	188.7	0	0	0.0	0	0			25.0	0		0	0	0.0	0	0	
Total	2015	2,596	148	5.7	4.5	117	31	126.7																
	2018	3,454	201	5.8	4.4	152	49	132.3	877	53	6.0	39	14	378	28	7.4	22	6	652	38	5.8	37		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	65	6	9.2		600.0	6.3	146.5	7	85.7	6.3	146.5		
	2021	65	6	9.2			6.3	146.5			6.3	146.5		
14 Other Manual Workers	2018			25.0	0	0.0	5.3	471.7	0	0.0	5.3	471.7		
	2021			25.0			0.0	0.0			0.0	0.0		
Total	2018	1,255	81	6.5	32	253.1	4.5	143.4	14	578.6	4.5	143.4		
	2021	1,255	81	6.5			4.4	146.7			5.8	111.3		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
		#	Representation	Availability	Gap	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
	#	%	%	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	10		10.0	10.1		0	99.0															
	2018	6		16.7	10.1		0	165.0				50.0	0			0.0	0	0			0	0.0	0
02 Middle & Other Managers	2015	117		4.3	15.0	18	-13	28.5															
	2018	149		8.3	15.0	22	-14	35.8	40			10.0	6	-2	29		3.4		0	46		4.3	0
03 Professionals	2015	1,232		8.5	19.9	245	-140	42.8															
	2018	1,650		11.3	20.2	333	-147	55.8	379			16.4	77	-15	93		5.4	8	-3	319		11.0	27
04 Semi-Professionals & Technicians	2015	123		6.5	22.7	28	-20	28.7															
	2018	219		11.4	23.8	52	-27	48.0	40			20.0	10	-2	11		0.0		-1	36		5.6	0
05 Supervisors	2015	39		2.6	3.3		0	77.7															
	2018	55		3.6	3.3		0	110.2	19			5.3		0	10		0.0	0	0	8		0.0	0
06 Supervisors: Crafts & Trades	2015	14		0.0	12.7		-2	0.0															
	2018	17		11.8	12.7		0	92.6				50.0			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	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	Visible Minorities			Visible Minorities				Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
	#	%	%	%	%	%	%	%	%	%	%			
01 Senior Managers	2018			25.0	0	0.0	10.1	247.5	0	0.0	10.1	247.5		
	2021			25.0		0.0	0.0	0.0		0.0	0.0	0.0		
02 Middle & Other Managers	2018	69		7.2	7	71.4	15.0	48.3	17	29.4	15.0	48.3		
	2021	69		7.2		15.0	48.3			15.0	48.3			
03 Professionals	2018	472		14.2	88	76.1	19.9	71.3	199	33.7	19.9	71.3		
	2021	472		14.2		20.2	70.3			20.2	70.3			
04 Semi-Professionals & Technicians	2018	51		15.7	12	66.7	22.7	69.1	25	32.0	22.7	69.1		
	2021	51		15.7		23.8	65.9			23.8	65.9			
05 Supervisors	2018	29		3.4	0	0.0	3.3	104.5	0	0.0	3.3	104.5		
	2021	29		3.4		0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	2018			50.0	0	0.0	12.7	393.7		100.0	12.7	393.7		
	2021			50.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Queen's University

43411

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	514	22	4.3	3.4	17		125.9																
	2018	729	47	6.4	3.4	25	22	189.6	217	26	12.0	7	19	162	11	6.8	7	4	129	10	7.8	6		
08 Skilled Sales & Service Personnel	2015		0	0.0	20.8	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2015	58	0	0.0	14.0	8	-8	0.0																
	2018	67		1.5	13.0	9	-8	11.5	22		4.5		-2		0	0.0	0	0	18	0	0.0	0	0	0
10 Clerical Personnel	2015	299	13	4.3	3.0	9		144.9																
	2018	345	15	4.3	3.0	10		144.9	85		5.9			62		8.1			56		3.6			0
11 Intermediate Sales & Service Personnel	2015	18		11.1	6.3			176.4																
	2018	12		8.3	6.3		0	132.3		0	0.0	0	0		0	0.0	0	0	8		12.5			0
12 Semi-Skilled Manual Workers	2015	6	0	0.0	3.5	0	0	0.0																
	2018		0	0.0	3.5	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	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	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	379	37	9.8	7	528.6	3.4	287.1		1233.3	3.4	287.1		
	2021	379	37	9.8			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	20.8	0.0	0	0.0	20.8	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	24		4.2		50.0	14.0	29.8	9	11.1	14.0	29.8		
	2021	24		4.2			13.0	32.1			13.0	32.1		
10 Clerical Personnel	2018	147	10	6.8		333.3	3.0	226.8	-1	-1000.0	3.0	226.8		
	2021	147	10	6.8			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	6	0	0.0	0	0.0	6.3	0.0	-1	0.0	6.3	0.0		
	2021	6	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018		0	0.0	0	0.0	3.5	0.0	0	0.0	3.5	0.0		
	2021		0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Queen's University

43411

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	155		1.9	6.8	11	-8	28.5																
	2018	192		2.1	6.8	13	-9	30.6	64	0	0.0		-4		0	0.0	0	0	0	23		4.3	0	
14 Other Manual Workers	2015	9	0	0.0	3.1	0	0	0.0																
	2018	10	0	0.0	3.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	2,596	160	6.2	13.2	343	-183	46.7																
	2018	3,454	292	8.5	13.6	470	-178	62.2	877	110	12.5	119	-9	378	22	5.8	23	-1	652	53	8.1	40	13	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2018	65	0	0.0		0.0	6.8	0.0	9	0.0	6.8	0.0	
	2021	65	0	0.0		0.0	6.8	0.0		6.8	0.0		
14 Other Manual Workers	2018		0	0.0	0	0.0	3.1	0.0	0	0.0	3.1	0.0	
	2021		0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	
Total	2018	1,255	132	10.5	98	134.7	13.2	0.0	262	50.4	13.2	0.0	
	2021	1,255	132	10.5		13.6	77.3			13.6	77.3		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Queen's University</b>
<b>43411</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):

Queen's University has developed and implemented three initiatives to further our work in achieving compliance with the FCP.

1. The Diversity Equity Assessment Planning (DEAP) Tool is a self-audit tool for internal use for Units to:
  - o Understand the demographic profile of their staff, faculty, and students
  - o Assess how inclusive the Unit is
  - o Provide an opportunity to reflect on areas in need of improvement using the Diversity Score Card

## 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.

Economic and industrial conditions have remained the same during the period between first and subsequent compliance assessment.

- Any reorganization or other corporate structural changes.

No reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

No acquisitions, mergers or transfers of employees.

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

No significant layoffs.



[Redacted area]

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

No strikes.

- Other.

[Redacted area]

**Additional Details**

Please provide any additional information (optional):

[Redacted area]

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Queen's University

**Primary Location:** Kingston, Ontario

**Number of Employees:** 3454

**Organization Overview:**

NAICS # 6113 (Colleges, Universities and Professional Schools)

Queen's University offers Undergraduate, Graduate and Doctoral degree programs. Queen's is a full-spectrum, research-intensive university that conducts research in a variety of areas, such as Computational science and engineering, globalization studies, mental health, basic and clinical biomedical sciences, healthy environments and sustainable energy systems, and social issues such as surveillance, poverty and bullying.

**Key Dates – First Year Assessment**

Initiated: 2015-11-27  
 Received: 2015-12-02  
 Closed: 2015-12-02  
 Workforce Analysis: 2015-03-11

**Key Dates – Subsequent Assessment**

Initiated: 2018-11-29  
 Received: 2018-11-01  
 Workforce Analysis: 2018-09-25

**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

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

Yes  No

Comments: The period reported on the Achievement report is 2016-02-10 to 2018-09-24. The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

## ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in each designated group. In the previous assessment short and long-term goals were set in numbers and percentage format. For the purpose of this assessment only percentage format is used.

### Women

03	Professionals	Goal met (achieved 115.2%).
04	Semi-Professionals & Technicians	Goal met (achieved 108.0%).
06	Supervisors: Crafts & Trades	Goal not met (achieved 0.0%)
09	Skilled Crafts & Trades Workers	Goal not met (achieved 0.0%)
11	Intermediate Sales & Service Personnel	Goal not met (achieved 53.0%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)
13	Other Sales & Service Personnel	Goal not met (achieved 65.6%)
14	Other Manual Workers	Goal not met (achieved 0.0%)

### Assessment/Observations

- EEOG 03 - Out of 472 new entrants, 256 were women. The market availability is 47.1%. The company had set a goal of hiring / promoting 47.1% and they achieved 115.2% of the goal set.
- EEOG 04 - Out of 51 new entrants, 27 were women. The market availability is 46.3%. The company had set a goal of hiring / promoting 46.3% and they achieved 114.3% of the goal set.
- EEOG 06 – There were four new entrants, but none were women. The market availability is 16.8%. The company had set a goal of hiring / promoting 1.0% and did not hire or promote any women. Thus did not meet the goal.
- EEOG 09 - There were 24 new entrants, but none were women. The market availability is 3.1%. The company had set a goal of hiring / promoting 3.1% and did not hire or promote any women. Thus did not meet the goal.
- EEOG 11 - There were six new entrants, two were women. The market availability is 62.9%. The company had set a goal of hiring / promoting 62.9% and achieved 53.0% of the goal set. Thus did not meet the goal.
- EEOG 12 - There was one new entrant in this EEOG and it was not a woman. The market availability is 11.2%. The company had set a goal of hiring / promoting 11.2% and did not hire or promote any women. Thus did not meet the goal.
- EEOG 13 - There were 65 new entrants, 24 were from this designated group. The market availability is 56.3%. The company had set a goal of hiring / promoting 56.3% and achieved 65.6% of the goal set. Thus did not meet the goal.
- EEOG 14 - There were four new entrants, but none were women. The market availability is 8.5%. The company had set a goal of hiring / promoting 8.5% and did not hire or promote any women. Thus did not meet the goal.

**Aboriginal Peoples**

02	Middle & Other Managers	Goal met (achieved 131.8%)
03	Professionals	Goal met (achieved 80.0)
11	Intermediate Sales & Service Personnel	Goal not met (achieved 0.0%)
13	Other Sales & Service Personnel	Goal met (achieved 100.3)

**Assessment/Observations**

- EEOG 02 - Out of 69 new entrants, two were from this designated group. The market availability is 2.2%. The company had set a goal of hiring / promoting 2.2% and they achieved 131.8% of the goal set.
- EEOG 03 - Out of 472 new entrants, six were from this designated group. The market availability is 1.6%. The company had set a goal of hiring / promoting 1.6% and they achieved 122.5% of the goal set.
- EEOG 11 – There were six new entrants but none were from this designated group. The market availability is 3.1%. The company had set a goal of hiring / promoting 3.1% and did not hire or promote anyone from this designated group. Thus did not meet the goal.
- EEOG 13 - Out of 65 new entrants, three were from this designated group. The market availability is 4.6%. The company had set a goal of hiring / promoting 4.6% and they achieved 100.3% of the goal set.

**Persons with Disabilities**

05	Supervisors	Goal not met (achieved 0.0%)
06	Supervisors: Crafts & Trades	Goal met (achieved 320.5%)
11	Intermediate Sales & Service Personnel	Goal met (achieved 297.6%)
13	Other Sales & Service Personnel	Goal met (achieved 146.5%)

**Assessment/Observations**

- EEOG 05 – There were 29 new entrants but none were from this designated group. The market availability is 13.6%. The company had set a goal of hiring / promoting 13.6% and did not hire or promote anyone from this designated group. Thus did not meet the goal.
- EEOG 06 - Out of four new entrants, one was from this designated group in this EEOG. The market availability is 7.8%. The company had set a goal of hiring / promoting 7.8% and they achieved 320.5% of the goal set.
- EEOG 11 - Out of six new entrants, one was from this designated group in this EEOG. The market availability is 5.6%. The company had set a goal of hiring / promoting 5.6% and they achieved 297.6% of the goal set.
- EEOG 13 - Out of 65 new entrants, six were from this designated group in this EEOG. The market availability is 6.3%. The company had set a goal of hiring / promoting 6.3% and they achieved 146.5% of the goal set.

**Members of Visible Minorities**

02	Middle & Other Managers	Goal not met (achieved 48.3%)
03	Professionals	Goal not met (achieved 71.3%)
04	Semi-Professionals & Technicians	Goal not met (achieved 69.1%)
06	Supervisors: Crafts & Trades	Goal met (achieved 393.7%)
09	Skilled Crafts & Trades Workers	Goal not met (achieved 29.8%)
13	Other Sales & Service Personnel	Goal not met (achieved 0.0%)

**Assessment/Observations**

- EEOG 02 – There were 69 new entrants, five were from this designated group. The market availability is 15.0%. The company had set a goal of hiring / promoting 15.0% and achieved 48.3% of the goal set. Thus did not meet the goal.
- EEOG 03 – There were 472 new entrants, 67 were from this designated group. The market availability is 19.9%. The company had set a goal of hiring / promoting 19.9% and achieved 71.3% of the goal set. Thus did not meet the goal.
- EEOG 04 – There were 51 new entrants, eight were from this designated group. The market availability is 22.7%. The company had set a goal of hiring / promoting 22.7% and achieved 69.1% of the goal set. Thus did not meet the goal.
- EEOG 06 – Out of four new entrants, two were from this designated group in this EEOG. The market availability is 12.7%. The company had set a goal of hiring / promoting 12.7% and they achieved 393.7% of the goal set.
- EEOG 09 – There were 24 new entrants, one was from this designated group. The market availability is 14.0%. The company had set a goal of hiring / promoting 14.0% and achieved 29.8% of the goal set. Thus did not meet the goal.
- EEOG 13 - There were 65 new entrants in this EEOG but none were from this designated group. The market availability is 6.8%. The company had set a goal of hiring / promoting 6.8% and did not hire or promote anyone from this designated group. Thus did not meet the goal.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization had set 22 short-term and long-term goals in the previous assessment. Out of 22 goals set they were able to meet nine of them at over 80.0% while 13 were not met.
  - Queen's University has developed and implemented three initiatives –
    1. The Diversity Equity Assessment Planning (DEAP) Tool is a self-audit tool
    2. The Queen's Equity Appointments Process (QEAP) allows the university to collect, track and report on equity data as it pertains to faculty and staff applicants.
    3. The Comprehensive Strategic Framework for Employment Equity.

## ASSESSMENT OF GOALS

- All short and long-term goals are set in numerical and percentage format. For the purpose of this assessment only percentage format will be used.
- All short-term goals are set as per the labour market availability.

### Women

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	27.4	27.4	16.7	27.4
03	Professionals	-53	49.1	49.1	45.9	49.1
06	Supervisors: Crafts & Trades	-1	16.3	16.3	11.8	16.3
09	Skilled Crafts & Trades Workers	-1	2.2	2.2	0.0	2.2
11	Inter. Sales & Service Personnel	-1	NR	NR	58.3	62.9
13	Other Sales & Service Personnel	-32	50.0	50.0	39.6	56.3
14	Other Manual Workers	-1	8.5	8.5	0.0	8.5

#### Observations:

- EEOG 11 – No goal has been set even though the market availability is 62.9% and that is acceptable since the representation is over 50.0% (i.e. 58.3%).
- EEOG 13 – Goal has been set to 50.0% even though the market availability 56.3 %, on order to avoid segregation.

### Aboriginal Peoples

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-10	1.9	1.9	1.3	1.9
09	Skilled Crafts & Trades Workers	-1	2.4	2.4	1.5	2.4
10	Clerical Personnel	-3	3.4	3.4	2.6	3.4
13	Other Sales & Service Personnel	-2	4.6	4.6	3.6	3.6

Observations:

***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) # or %	(3+ years) # or %	%
05	Supervisors	-6	13.9	13.9	3.6	13.9
13	Other Sales & Service Personnel	-3	6.3	6.3	4.7	6.3

Observations:

***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) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-14	15.0	15.0	5.4	15.0
03	Professionals	-147	20.2	20.2	11.3	20.2
04	Semi-Professionals & Technicians	-27	23.8	23.8	11.4	23.8
09	Skilled Crafts & Trades Workers	-8	13.0	13.0	1.5	13.0
13	Other Sales & Service Personnel	-9	6.8	6.8	2.1	6.8

Observations:

**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:

- Queen's University may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. As a federal contractor under the Federal Contractors Program (FCP), the organization is encouraged to adopt measures best suited to them, in order to ensure reasonable progress towards achieving its goals.
- Queen's University has many gaps in all designated groups. As such, the organization may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals specially focussing on Women in EEOG 03 & EEOG 13, Aboriginal persons in EEOG 03 and Members of Visible Minorities in EEOG 02, EEOG 03 and EEOG 04.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

**Name of Analyst: Neena Sharan**

**Date: November 5, 2018**



**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** December 6, 2018 7:59 AM

**To:** 'principal@queensu.ca' <principal@queensu.ca>; 'jjc@queensu.ca' <jjc@queensu.ca>

**Subject:** Government of Canada Agreement Number: V060428 – Notification of Compliance with the Federal Contractors Program

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

Dear Daniel Woolf:

I am writing to inform you that the subsequent compliance assessment initiated on November 07, 2018 has been completed. As a result of the assessment, Queen's University 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 the Queen's University employment equity program.

- Queen's University may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. As a federal contractor under the Federal Contractors Program (FCP), the organization is encouraged to adopt measures best suited to them, in order to ensure reasonable progress towards achieving its goals.
- Queen's University has many gaps in all designated groups. As such, the organization may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals specially focussing on Women in EEOG 03 & EEOG 13, Aboriginal persons in EEOG 03 and Members of Visible Minorities in EEOG 02, EEOG 03 and EEOG 04.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

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 November 07, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Queen's University will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

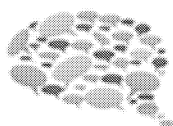
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Queen's University continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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

# Subsequent Compliance Assessment

## November 7, 2018

---

Submission under the Federal Contractors Program

CONFIDENTIAL

*This document is available in alternate formats upon request. Please contact the Equity Office by phone at 613-533-2563 or email at [equity@queensu.ca](mailto:equity@queensu.ca)*

## Table of Contents

Introduction .....	3
Workforce Analysis .....	4
Forms 1 to 6 Covering Workforce Data at the National Level .....	5
Form 1: Report Summary .....	5
Form 2: Occupational Groups (Full-time).....	5
Form 3: Salary.....	5
Form 4: Employees Hired .....	6
Form 5: Employees Promoted.....	7
Form 6: Employees Terminated .....	8
Summary of 2015 Goals and Results/Progress.....	9
Revised goals for any remaining gaps in representation .....	11
Achievement Table .....	13
Efforts .....	14

CONFIDENTIAL

## Introduction

On November 7th, 2014, Queen's University was awarded a Government of Canada contract W7714 145967 001 SV with a value of \$ 11,250,000. Further to the signed Agreement to Implement Employment Equity and to our initial compliance assessment, which was concluded on December 2nd, 2015, Queen's University is now subject to a subsequent compliance assessment under the Federal Contractors Program (FCP). During this subsequent assessment, the Labour Program is evaluating Queen's University to determine if reasonable progress and/or effort are being made towards full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within the workforce.

On **November 7<sup>th</sup>, 2018**, Queen's University is required to submit the following information and undergo a subsequent FCP compliance assessment:

1. A current workforce analysis;
2. Forms 1 to 6 covering your workforce data at the national level;
3. Revised goals for any remaining gaps in representation;
4. A completed Achievement Table that includes any new short-term and long-term goals;
5. A completed Reasonable Efforts for the Subsequent Compliance Assessment form.

This report outlines the above requirements.

## Workforce Analysis

s.19(1)

Access has been granted to the Labour Program (ESDC) officers to access and view the workforce analysis results in the Workplace Equity Information Management System (WEIMS). Below are the results of the 2015 WFA and the 2018 WFA as produced by the WEIMS.

EEOG	Women		Aboriginal peoples		Visible minorities		Persons with disabilities	
	2015	2018	2015	2018	2015	2018	2015	2018
1. Senior Managers		-1	0	0	0	0	0	
2. Middle and Other Managers	7	30	-2	0	-13	-14	0	
3. Professionals	-61	-53	-2	-10	-140	-147	23	15
4. Semi-Professionals and Technicians	-5	0			-20	-27		
5. Supervisors		9			0	0	-2	-6
6. Supervisors - Crafts and Trades	-2	-1	0	0	-2	0	-1	
7. Administrative and Senior Clerical	14	6		7		22	15	25
8. Skilled Service	0	0	0	0	0	0		0
9. Skilled Crafts and Trades Workers	-2	-1	0	-1	-8	-8	0	
10. Clerical Personnel	51	57		-3				7
11. Intermediate Sales and Service	-3	-1	-1	0		0	-1	0
12. Semi-Skilled Manual Workers	-1	0	0	0	0	0	0	0
13. Other Sales and Service Personnel	-27	-32	-5	-2	-8	-9	-6	-3
14. Other Manual Workers	-1	-1	0	0	0	0	0	0
<b>Overall gap (hiring goal)</b>	<b>-22</b>	<b>12</b>	<b>-4</b>	<b>-6</b>	<b>-183</b>	<b>-178</b>	<b>31</b>	<b>46</b>

s.19(1)

## Forms 1 to 6 Covering Workforce Data at the National Level

### Form 1: Report Summary

As of September 2018 there were 3454 full/part time continuing (Regular) employees at Queen's University (Coded as 'Regular', 'Full-time' or 'Part-time' in PeopleSoft Human Resources).

CMA	Permanent Full-time	Permanent Part-time	Total Number of Employees
Kingston	3072	382	3454

### Form 2: Occupational Groups (Full-time)

Each employee is broken down by National Occupational Group and then categorized into 14 Employment Equity Occupational Groups (EEOGs).

Employment Equity Occupational Group (EEOG)	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	M	F	Total	M	F	Total	M	F	Total	M	F
1. Senior Managers	6			0	0	0	0	0	0			0
2. Middle Managers	146	60	86				10			8		
3. Professionals	1389	770	619	20	10	10	58	30	28	163	101	62
4. Semi-Prof. and Tech	199	97	102				9	7		23	15	8
5. Supervisors	54	17	37								0	
6. Supervisors: C&T	17	15		0	0	0			0			0
7. Admin. and Senior Clerical	681	108	573	16		14	45	9	36	45	15	30
9. Skilled C&T Workers	66	66	0			0			0	0	0	0
10. Clerical Personnel	319	43	276	9		6	28		24	13		12
11. Inter. Sales and Service	12		7	0	0	0		0				0
12. Semi-Skilled Manual			0	0	0	0	0	0	0	0	0	0
13. Other Sales and Service	170	114	56	7			9	8				
14. Other Manual Workers	10	10	0	0	0	0			0	0	0	0
Total Number of Employees	3072	1313	1759	63	23	40	169	71	98	262	144	118

\*Queen's does not have employees in EEOG 8: Skilled Sales and Service Personnel

### Form 3: Salary

FCP Contractors are not required to report on Salary

s.19(1)

## Form 4: Employees Hired

From November 7, 2015 (previous compliance assessment) to September 25, 2018 the following employees were hired within each EEOG.

EEOG	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	M	F	Total	M	F	Total	M	F	Total	M	F
1. Senior Managers												
2. Middle Managers	40	12	28									
3. Professionals	319	150	169				9		6	55	30	25
4. Semi-Prof. and Techs	35	17	18							7		
5. Supervisors	19	7	12									
6. Supervisors: C&T												
7. Admin. and Senior	203	38	165				18	4	14	25	8	17
9. Skilled C&T Workers	21	21										
10. Clerical Personnel	80	12	68				7					
11. Inter. Sales and Service												
12. Semi-Skilled Manual												
13. Other Sales and Service	64	40	24				6					
Total Number of Employees Hired	792	306	486	13		12	47	18	29	100	47	53



s.19(1)

## Form 5: Employees Promoted

From November 7, 2015 (previous compliance assessment) to September 25, 2018 the following employees were promoted within each EEOG.

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	M	F	Total	M	F	Total	M	F	Total	M	F
1. Senior Managers												
2. Middle Managers	28	6	22									
3. Professionals	92	44	48				6					
4. Semi-Prof. and Tech	10	6										
5. Supervisors	10											
6. Supervisors: C&T	158	28	130				14		12	11		8
7. Admin. and Senior Clerical												
9. Skilled C&T Workers	61	6	55									
10. Clerical Personnel												
11. Inter. Sales and Service												
12. Semi-Skilled Manual												
Total Number of Employees Promoted	370	105	265	9			28	7	21	22	8	14
Total Number of Promotions	382	106	276	9			28	7	21	23	8	15

s.19(1)

## Form 6: Employees Terminated

From November 7, 2015 (previous compliance assessment) to September 25, 2018 the following employees were terminated within each EEOG.

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total	M	F	Total	M	F	Total	M	F	Total	M	F
1. Senior Managers												
2. Middle Managers	44	23	21									
3. Professionals	254	132	122	6			14	7	7	32	18	14
4. Semi-Prof. and Techs.	23	15	8									
5. Supervisors	8	3										
6. Supervisors: C&T												
7. Admin. and Senior Clerical	113	11	102				10		8	9		7
8. Skilled Sales and Service												
9. Skilled C&T Workers	18	18										
10. Clerical Personnel	51	6	45									
11. Inter. Sales and Service	8											
12. Semi-Skilled Manual												
13. Other Sales and Service	17	12										
<b>Total Number of Employees Terminated</b>	<b>545</b>	<b>232</b>	<b>313</b>	<b>8</b>			<b>33</b>	<b>13</b>	<b>20</b>	<b>48</b>	<b>23</b>	<b>25</b>

### Summary of 2015 Goals and Results/Progress

s.19(1) Under the Federal Contractors Program, contractors must establish reasonable short-term and long-term numerical goals for the hiring and promotion of designated group members to close any gaps in representation in each EEOG where under-representation was identified in the workforce analysis.

#### Women

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		2015 Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
3	Professionals	-61	209	258
4	Semi-Professionals	-5	25	28
9	Skilled Crafts and Trades Workers	-2		
11	Intermediate Sales and Service	-3		
13	Other Sales and Service	-27	13	38

#### Aboriginal Peoples

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		2015 Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
2	Middle & Other Managers	-2		
3	Professionals	-2	/	7
13	Other Sales and Service	-5		

s.19(1)

Persons with Disabilities

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		2015 Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
5	Supervisors	-2		
13	Other Sales and Service	-6		7

Members of Visible Minorities

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		2015 Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
2	Middle & Other Managers	-13	7	17
3	Professionals	-140	88	199
4	Semi-Professionals & Technicians	-20	12	25
9	Skilled Crafts & Trades Workers	-8		9
13	Other Sales & Service Personnel	-8		9

### Revised goals for any remaining gaps in representation

s.19(1)

If the results of your subsequent/current compliance assessment's workforce analysis showed negative gaps in representation in certain EEOGs, then Queen's is required to establish new numerical short-term goals to increase representation or decrease these gaps. Below are the revised goals for any remaining gaps in representation.

#### Women

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
1	Senior Managers	-1		
3	Professionals	-53	292	333
6	Supervisors: Crafts and Trades	-1	0	
9	Skilled Crafts and Trades Workers	-1	0	
11	Intermediate Sales and Service	-1		
13	Other Sales and Service	-32	16	45
14	Other Manual Workers	-1	0	

#### Aboriginal Peoples

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
3	Professionals	-10	8	19
9	Skilled Crafts & Trades	-1	0	1
10	Clerical Personnel	-3		6
13	Other Sales and Service	-2		

## Persons with Disabilities

s.19(1)

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
5	Supervisors	-6	0	6
13	Other Sales and Service	-3		

## Members of Visible Minorities

Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
#	Description	#	#	#
2	Middle & Other Managers	-14		20
3	Professionals	-147	67	237
4	Semi-Professionals & Technicians	-27	11	40
12	Skilled Crafts & Trades Workers	-8	0	9
13	Other Sales & Service Personnel	-9		10

## Achievement Table

The Achievement Report is designed to assist organizations covered by the Federal Contractors Program track their progress toward achieving full representation of the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. It captures and summarizes the information that is submitted for compliance assessments in order to facilitate comparison of data over time. For example, the Achievement Report gathers the data that was submitted by your organization for the first/previous compliance assessment and compares it to the data being submitted for the subsequent/current compliance assessment to determine whether reasonable progress was made towards decreasing areas of under-representation.

The Achievement Report is a Microsoft Excel workbook consisting of the following eight worksheets:

- 1) Workforce Analysis
- 2) Flow Data Analysis
- 3) Goals
- 4) Results for Women
- 5) Results for Aboriginal Peoples
- 6) Results for Persons with Disabilities
- 7) Results for Members of Visible Minorities
- 8) Efforts

The Achievement Report has been submitted to the Labour Board with this report.

## Efforts

### 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):

Queen's University has developed and implemented three initiatives to further our work in achieving compliance with the FCP.

- 1) The Diversity Equity Assessment Planning (DEAP) Tool is a self-audit tool for internal use for Units to:
  - Understand the demographic profile of their staff, faculty, and students
  - Assess how inclusive the Unit is
  - Provide an opportunity to reflect on areas in need of improvement using the Diversity Score Card assessment template
  - Support requests for resources or modifications further commitments to equity and diversity
    - o Develop an action plan and timeline to enhance inclusion
2. The Queen's Equity Appointments Process (QEAP) allows the university to collect, track and report on equity data as it pertains to faculty and staff applicants.
3. Our Comprehensive Strategic Framework for Employment Equity serves the university in the following ways:
  - Develop plans to address employment equity in priority areas
  - Establish shared accountability and responsibility for the recruitment and retention of designated equity groups at Queen's University
  - Strategically prioritize measures to address the goals and requirements of FCP
  - Provide educational opportunities about employment equity to improve understanding of equity issues and the university obligations in federal contractors program compliance

### 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.

Economic and industrial conditions have remained the same during the period between first and subsequent compliance assessment.

- Any reorganization or other corporate structural changes.

No reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

No acquisitions, mergers or transfers of employees.

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

No significant layoffs.

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

No strikes.