s.24(1)

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

✓ New Agreement					
Revised Agreement					
	ODCANIZATION				
10-11	ORGANIZATION	4	Parent company is	located outside	- Canada
Legal Name of Organization Oueen's University			a arent company is	located batalet	Soundad
Success of ourserpands				Yes	✓ No
Operating Name (if different from Legal Name of Organiza	tion)		Procurement Busi	ness Number	
			Total number of em		nada 5200
Organization's North American Industry Classification Syst	tem (NAICS) Code No		(Full-Time/Part-Time		Code Number please
611310	ion (wilds) date it			tcan.gc.ca/sul	ojects-sujets/standard-
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.)	City			Province	Postal Code
99 University Ave.	Kingsto	n		ON	K7L2N6
	Telephone I	Number		Fax Number	
	613-533	-2563	:		
	MPLOYMENT EQUITY	CONTA	CT		
Name (print)	Title				
Jill Christie	'	ator,	Data Manage	ment and	Administration
Telephone Number	E-mail Addre	ess			
613-533-6000 x78940	jjc@que	ensu.	ca		
	CERTIFICATION	1			
The above-named organization:					
 having a combined workforce of 100 or more per 12 weeks or more in Canada, AND 					
 intending to bid on, or being in receipt of, a fede Supply Arrangement, valued at \$1,000,000 or m 	ore (including applicable tax	kes).			
Hereby certifies its commitment to implement or ma instrument, in keeping with the Federal Contractors please refer to: http://www.esdc.gc.ca/eng/labour/ec	Program requirements. For	an on- more i	going basis, beyou nformation on how	nd the period to implemer	of the procurement of employment equity
Important note: If an audit of the Agreement to Imp the procurement instrument(s) with the Government	lement Employment Equity of Canada may be terminat	uncove led.	rs misrepresentati	on on the pa	rt of the organization,
	SIGNATORY				
NOTE: The signatory must be the Chief Executive contract on behalf of the organization.	Officer OR an authorized pe	erson in	an executive posi	tion with lega	al authority to sign a
Name (print)	Title				
Dr. Daniel Woolf			d Vice-Chanc	ellor	
Telephone Number	E-mail Addr				
613-533-2200 Signature	Date	атеди	eensu.ca		~
MM1		Jan J	(17)	2014	*
	RETURN INSTRUCT	IONS	} ``/		
IMPORTANT			<i>T</i>		
*	- Included Fundames-4	E	form must be as	nt to the I al	our Program fav
 The original copy of the signed Agreement to at: (819) 953-8768 or by e-mail at: ee-eme@f 		⊏quity	iorm must be se	nt to the Lat	Jour Frogram lax,

Queen's University (certificate # V060428)

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

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

GEOGR	APHICAL	AREAS
--------------	---------	-------

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

			Province				Cens	us Metropolitan	Areas	
		nanent II-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 i	in Canada)			3454	Total Emplo	oyees 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		F	All Employee:	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6											
	Total	6											
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	146	60	86				10			8		
	Total	146	60	86				10			8		
Professionals	4]	I					
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1389	770	619	20	10	10	58	30	28	163	101	62
	Total	1389	770	619	20	10	10	58	30	28	163	101	62
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	199	97	102				9	7		23	15	8
	Total	199	97	102				9	7		23	15	8

Canada Page 1 of 7

007570

Form 2 A

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		F	All Employee	s	Ab	original Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	54	17	37									
	Total	54	17	37									
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
Bottom Kange. Glider \$5,000	1	17	15										
	Total	17	15										
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	681	108	573	16		14	45	9	36	45	15	30
	Total	681	108	573	16		14	45	9	36	45	15	30
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	66	66										
	Total	66	66										

Canada Page 2 of 7

007571

Form 2 A

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		F	All Employees	3	Ab	original Peo	ples	Perso	ns with Disa	bilities	Members	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	319	43	276	9		6	28	4	24	13		12
	Total	319	43	276	9		6	28	4	24	13		12
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	12		7									
	Total	12		7									
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1												
	Total												
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	170	114	56	7			9	8				
	Total	170	114	56	7			9	8				

Canada Page 3 of 7

007572

Form 2 A

Queen's University (certificate # V060428)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		,	All Employee:	s	Ab	original Peop	les	Perso	ns with Disal	oilities	Member	s of Visible M	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	10										
	Total	10	10										
Total Number of Employees		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		ļ	All Employee:	s	Ab	original Peo _l	ples	Perso	ns with Disa	bilities	Member	s of Visible N	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1												
	Total												
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	261	123	138		•		20	14	6	23	8	15
	Total	261	123	138				20	14	6	23	8	15
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	20		15									
	Total	20		15									
Supervisors	4												•
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1												
	Total												

Canada Page 5 of 7

007574

Form 2 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		F	All Employee:	3	Ab	original Peo	ples	Perso	ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	48	6	42									
	Total	48	6	42									
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1												
	Total												
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	26		22									
	Total	26		22									
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22		20									
	Total	22		20									

Canada Page 6 of 7

Form 2 B



Queen's University (certificate # V060428)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Ontario

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

Occupational Group		,	All Employee	s	Ak	ooriginal Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		382	142	240				32	17	15	30	9	21

Canada

Form 3 A

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 Total Men Womer Col. 1 Col. 2 Col. 3			Ab	original Peopl	es	Perso	ons with Disab	ilities	Members of Visible Minorities			
Salary Range		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Under \$15,000	3072	1313	1759	63	23	40	169	71	98	262	144	118	
Total Number of Employees	3072	1313	1759	63	23	40	169	71	98	262	144	118	

Canada

Queen's University (certificate # V060428)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	382	142	240				32	17	15	30	9	21
Total Number of Employees	382	142	240				32	17	15	30	9	21

Form 4 A

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

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

		All Employees		А	boriginal Peop	es	Perso	ons with Disab	oilities	Membe	rs of Visible Mir	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
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			1									
Semi-Skilled Manual Workers												
Other Sales and Service Personnel	64	40	24				6					
Total Number of Employees Hired	792	306	486	13		12	47	18	29	100	47	53

Canada

Queen's University (certificate # V060428)

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	ers of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	60	21	39							7		1
Semi-Professionals and Technicians												
Administrative and Senior Clerical Personnel	14		12									
Skilled Crafts and Trades Workers												
Clerical Personnel												
Total Number of Employees Hired	85	24	61				6			10		
			·									

Form 5 A

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

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

	Employ	ees promoted (Employees pro	moted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		А	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
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												
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

Canada



Form 5 B

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / Ontario

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

	Employe	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.							moted.)			
Occupational Croup		All Employees	i	Al	Aboriginal Peoples			ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers												
Professionals												
Semi-Professionals and Technicians												
Administrative and Senior Clerical Personnel												
Clerical Personnel												
Total Number of Employees Promoted	8		6									
Total Number of Promotions	8		6									

Form 6 A

Queen's University (certificate # V060428)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

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

		All Employees		Al	ooriginal Peop	les	Perso	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers												
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							M0000				
Semi-Skilled Manual Workers												
Other Sales and Service Personnel	17	12										
Total Number of Employees Terminated	545	232	313	8			33	13	20	48	23	25

Canada

Queen's University (certificate # V060428)

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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											
Total Number of Employees Terminated	107	29	78									

s.19(1)

Workforce Analysis - Summary Report

Date: 2018-09-25

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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	
Total	3454	1999	57.9 %	57.5 %	1987	12	

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

s.19(1)

Date: 2018-09-25

Aboriginal Peoples

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

Total may not equal sum of components due to rounding.

14: Other Manual Workers

Total



10

3454

0

64

0.0 %

1.9 %

2.6 %

2.1 %

0

70

0

s.19(1)

Workforce Analysis - Summary Report

Date: 2018-09-25

Members of Visible Minorities

		I	Members o	f Visible Mir	orities	
Employment Equity Occupational Group	All Employees	Repres	entation		ilability 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 %	U	
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	
Total	3454	292	8.5 %	13.6 %	470 -178	

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-09-25

Persons with Disabilities

		Per	sons with Disab	ilities		
Employment Equity Occupational Group	All Employees	Representati	on Av	ailability	Gap	
	#	#	% %	#	#	
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	
Total	3454	201 5.8	% 4.4 %	155	46	

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	СМА



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



Part 1: Workforce Analysis

Queen's University

2018-11-07

Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curre Analysis	nt Workforce
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Data from Fir	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	07

Data from Subse	equent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	09	25

			Гable 1: Women	l
		First/Previous Workforce Analysis		
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Wor	men
Embio	yment Equity Occupational Group (EEOG)		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
Total		2,596	1,427	55.8

Table 5: Women Subsequent/Current Workforce Analysis		
	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
	o	11.2
192	76	56.3
10	0	8.5
3,454	1,999	57.5

* Source:				
2011 Natio	nal House	hold Surv	'ey	

* Source:			
2011 Nation	al Household Sur	rvey	

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

Data from Firs	t/Previous Wor	kforce Analysis
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Data from Su	bsequent/Curr Analysis	ent Workforce
\	1	\

2015	11	07
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2018	09	25
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			2: Aboriginal Po	-
F1	ermont Faults Occupational Cusus (FFOC)	All Employees	Aborigina	l Peoples
emba	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	⁰ / ₀
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		o	1.0
09	Skilled Crafts & Trades Workers	58		2.4
10	Clerical Personnel	299	Π	3.4
11	Intermediate Sales & Service Personnel	18	o	3.1
12	Semi-Skilled Manual Workers	6	o	3.4
13	Other Sales & Service Personnel	155		4.6
14	Other Manual Workers	9	0	2.6
Total	•	2,596	48	2.0

Table 6: Aboriginal Peoples				
Subsequent	Subsequent/Current Workforce Analysis			
All Employees	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		
3,454	64	2.1		

* Source	e:		
2011 Na	tional House	ehold Survey	

20	11 Na	itiona	l Hous	ehold S	Survey		
* !	Sourc	e:					

Federal Contractors Program Achievement Report Part 1: Workforce Analysis Queen's University

Data from First/Previous Workforce Analysis

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2018-11-07

Data from S	ubsequent/Curre Analysis	ent Workforce
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2015	11	07
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2018	09	25
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Me	embers of Visible	e Minorities		
		First/Previous Workforce Analysis				
Emplo	symont Equity Occupational Croup (FEOC)	All Employees	Members of Vis	Members of Visible Minorities		
embio	yment Equity Occupational Group (EEOG)		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		
Total		2,596	160	13.2		

Table 7: Members of Visible Minorities				
Subsequent	Subsequent/Current Workforce Analysis			
All Employees	Members of Visi	ble 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		
3,454	292	13.6		

* Source:	
2011 National Household Survey	

2011 National Household Survey
* Source:

Part 1: Workforce Analysis

Queen's University

2018-11-07

Data from Fi	rst/Previous Wor	kforce Analysis
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Data from Su	bsequent/Curro Analysis	ent Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	07

2018	09	25
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 4:	Persons with Di	sabilities	
		First/Previous Workforce Analysis			
Emalo	rument Equity Occupational Crown (EEOC)	All Employees	Persons with	Disabilities	
rmbio	yment Equity Occupational Group (EEOG)		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	
Total		2,596	148	4.5	

Table 8: Persons with Disabilities				
Subsequent/Current Workforce Analysis				
All Employees	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		
3,454	201	4.4		

* Source:		
2012 Canad	Survey on Disability	

* Source:			
2012 Canadia	n Survey on Disabi	lity	

Part 2: Flow Data Analysis

Queen's University

43411

Start	Date of Flow	Data
YYYY	MM	DD
2015	11	07

End I	Date of Flov	v Data
YYYY	MM	DD
2018	09	25

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Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

	Table 1: Women			
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	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		o	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
Total	792	486	85	61

Full-time /	Table 5:	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
370	265	8	6

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	
545	313	107	78	

Part 2: Flow Data Analysis

Queen's University

43411

2015	11	07
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Start	Date of Flov	v Data

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End I	Date of Flow	Data
YYYY	MM	DD
2018	09	25

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

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																																																	ì																											

		Tab	le 2: Abor	<mark>iginal Pe</mark> o	ples
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers		0	0	0
02	Middle & Other Managers	40		0	0
03	Professionals	319		60	
04	Semi-Professionals & Technicians	35			U
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
Tot	al	792	13	85	

Tab	le 6: Abor	iginal Peo	ples
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
370	9	8	0

Tabl	e 10: Abo	riginal Pe	oples
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	U	0
	0	0	0
17	0	6	0
0	0	0	0
545	8	107	

Part 2: Flow Data Analysis

Queen's University

43411

2015	11	07
YYYY	MM	DD
Start	Date of Flov	v Data

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End I	Date of Flow	Data
YYYY	MM	DD
2018	09	25

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Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

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Data from Form 6 - Employees Terminated

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		Table	3: Persons	with Disa	bilities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
		#	#	#	#
01	Senior Managers		0	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
Tot	al	792	47	85	6

Table '	7: Persons	with Disa	bilities
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	o	0	0
	0	0	0
		0	0
370	28	8	0

Table 1	1: Persons	s with Disa	abilities
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	U	0
	0	0	0
17		6	0
0	0	0	_0
545	33	107	

Part 2: Flow Data Analysis

Queen's University

43411

Start	Date of Flow	Data
YYYY	MM	DD
2015	11	07

2018	09	25
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

		l																																			
																	i																				

Data from Form 6 - Employees Terminated $\overline{\downarrow}$

	Table 4:	Members o	f Visible N	<u> Ainorities</u>	
	Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	
	#	#	#	#	
01 Senior Managers			0	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	
Total	792	100	85	10	

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				
611			0				
	0	0	0				
0	0	0	0				
	0	0	0				
	0	0	0				
370	22	8	0				

Table 12:	Members	of Visible I	Minorities					
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					
545	48	107						

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

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									Data 1	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	↓	1	↓	V	1	\	↓	\		↓	1	V	↓	\	\	. ↓	↓	↓
									****	Table 1:									
				AUC	iployees				First/	Previous Sh	iort-term (ioals		- 11	omen				
				AHER	, .					I			3 Van	r Goals	omen	T	ı		1
	Number	Grow	th (New Posit	ions)	Turnover (Re	eplacement of Employees)	1 erminated	Anticipated	Number		eplacement of	Hires		n - To					
Employment Equity	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Projected Representation in 3
Occupational Group (EEOG)	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2015-11-07	Annually	Over 3 Years	Years	2015	2018	Avanaomty		Gap	Representation	Years
	#	%	%	#	%	9/0	#	#	#	%	#	#	#	%	%	#	#	%	%
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		7.9%	28	46	53		13		18	38.9%	38.9%	7		45.3%	
03 Professionals	1,232	10.2%	5.2%	192		6.8%	251	443	519		106	258	209		47.1%	-61		42.1%	
04 Semi-Professionals & Tech	123	21.2%	2.3%	8	21.1%	12.2%	45	53	52		19	28	25		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	0.070	2.2%		214	0	2.2%	0		0	16.8%	16.8%	-2	_	0.0%	0.0%
07 Administrative & Sr Clerical 08 Skilled Sales & Service	514	12.4% -100.0%	4.7% 0.0%	72	20.8% 100.0%	9.2% 0.0%	142	214	443	9.2%	122	168	179	83.5% 28.7%	83.5% 28.7%	14	11	86.2% 50.0%	85.3% 50.0%
09 Skilled Crafts & Trades	58	-100.0% 4.9%	4.4%	l v	28.8%	5.4%	٥	17		0.0% 5.4%	"	. 0		3.1%	3.1%	-2	1	0.0%	1.5%
10 Clerical Personnel	299	4.9%	4.5%	40	1	5.8%	52	92	260	5.8%	45	221	64	69.8%	69.8%	51	-	87.0%	
11 Intermediate Sales & Service	18	-12.6%	2.1%	10	53.3%	3.3%	32		I ²⁰⁰	3.3%	13	1 22		62.9%	62.9%	-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		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)^{1/3} - 1) x 100.

Calculated by using the following formula: (Terminated full-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
F 1 (F)		Wome	en		
Employment Equity Occupational Group (EEOG)	Short-term	ı Goals	Long-teri	m Goals	Comments
	#	%	#	%	
01 Senior Managers		27.4	-1	27.4	
02 Middle & Other Managers	181	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	23]	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	007599

				I	Federal Con	ntractors Progran	m Achieveme	ent Report				
						Part 3: Go	oals					
						Queen's Univ	versity					
						43411						
14 Other Manual Workers	0 412	8.5 55.8 53	8.5 9 55.8									

Total

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

									43411										
	Data for First/Previous Goals																		
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	1	↓	↓	↓	1	<u> </u>	↓	<u> </u>	<u> </u>	<u> </u>	\	↓	↓	↓	↓	↓	<u> </u>	↓
										3: Abori									
				AHE	ıployees				First/	Previous St	iort-term C	oals		A boulet	nal Peoples				
				An en	i i					1		Г	1 Var	r Goals	nai r copies		1	1	
	Number	Grov	vth (New Posi	tions)	Turnover (Re	placement of Employees)	lerminated		Number		eplacement of	Hires		n - To					
Employment Equity	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2015-11-07	Annually	Over 3 Years	Over 3 Years	2015	2018	Availability		Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	10	-15.7%	4.2%		37.5%	9.5%			0	9.5%	0	0	C	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	18	6.8%		9	Ī ,	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	7	2.2%	2.2%			7.7%	4.9%
06 Supervisors: Crafts & Trades	14	6.7%	0.0%	0	6.5%	2.2%			0	2.2%	0	0	C	2.5%	2.5%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	514	12.4%	4.7%	72	1	9.2%	142	214	9	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%	70	I 0	1 0	1.0%	1.0%	0	T 0	0.0%	0.0%
09 Skilled Crafts & Trades	58		4.4%	8	28.8%	5.4%	9	17		5.4%	0		C	2.4%	2.4%	0) -1 ■ -2	1.7%	1.5%
10 Clerical Personnel	299	4.9%	4.5%	40		5.8%	52	92	11	5.8%				3.4%	3.4%	1	0	3.7%	3.5%
11 Intermediate Sales & Service 12 Semi-Skilled Manual	18		2.1%		53.3%	3.3%			0	3.3%				3.1%	3.1%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual 13 Other Sales & Service	155	-20.6% 7.4%	0.0% 1.7%	"	88.9% 13.3%	22.2% 3.2%	151	22	1	22.2% 3.2%	"	"	'	3.4%	3.4% 4.6%]	0.0% 1.3%	0.0%
14 Other Manual Workers	155	3.6%	0.0%		0.0%	3.2%	15	23	I	3.2%	"		(4.6% 0 2.6%	2.6%	-3	1 -4	0.0%	0.0%

^{21.6%} † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

6.9%

539

200

2,596

10.0%

2.6%

6.9%

2.0%

7391

					Table 4: Aboriginal Peoples
		Aboriginal	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	Long-te	erm Goals	Comments
Secupational Group (EEOG)	#	%	#	%	
01 Senior Managers	0	2.9	(2.9	
02 Middle & Other Managers		2.2		2.2	
03 Professionals	1	1.6	9	1.6	
04 Semi-Professionals & Tech		1.6	(1.6	
05 Supervisors	0	2.2	-1	1 2.2	
06 Supervisors: Crafts & Trades	0	2.5	(2.5	
07 Administrative & Sr Clerical		1.2	(1.2	
08 Skilled Sales & Service	0	1.0	(1.0	
09 Skilled Crafts & Trades	0	2.4	(2.4	
10 Clerical Personnel		3.4		3.4	
11 Intermediate Sales & Service	U	3.1		3.1	
12 Semi-Skilled Manual	0	3.4		л 3.4	
13 Other Sales & Service		4.6		4.6	007601

1.8%

1.9%

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.

Federal Contractors Program Achievement Report	
Part 3: Goals	
Queen's University	
43411	
0 2.6 0 2.6 15 2.0 18 2.0	
	Part 3: Goals Queen's University 43411 0 2.6 0 2.6

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

									70711											
									Data f	or First/I	Previous (Goals								
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)	
	↓	↓	J	\	<u> </u>	1	\	1	\	\	1	1	\	↓	1	1	1	↓	1	
	Table 5: Persons with Disabilities																			
									First/	Previous Sh	iort-term G	ioals								
		All Employees												Persons with Disabilities						
Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated				Number	Turnover (Replacement of		Hires		ear Goals				1		
					Employees)			Anticipated			ninated Employees) Required			From - To Present		L	Projected	Present	Projected Representation in 3	
	YYYY-MM-DD	Actual Projected			Actual Projected			Hires Over 3 Y Years	YYYY-MM-DD	 		Over 3	1111	-	Availability	Availability Present Gap	Gap	Representation	Vears	
	2015-11-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-11-07	Annually	Over 3 Years	Years	2015	2018						
	¥	%	%	#	%	%	#	#	Ħ	%	#	Н	н	%	%	#	Н	%	%	
01/02 Managers	127	-3.6%	4.7%	18		8.7%	33	51		8.7%			"	4.3%	4.3%	0	0	3.9%		
03 Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	70	6.8%	14	-2	17		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	1 1	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	38	4.9%	4.4%	8	28.8%	5.4%	9	17		5.4%	0			3.8%	3.8%		1 0	3.4%	4.5%	
10 Clerical Personnel	299	4.9%	4.5%	40	1	5.8%	52	92	24	5.8%		1	v	7.0%	7.0%			8.0%	7.7%	
11 Intermediate Sales & Service	18 6	-12.6% -20.6%	2.1% 0.0%		53.3% 88.9%	3.3%			0	3.3% 22.2%	0		0	5.6% 4.8%	5.6% 4.8%		-1	0.0%	0.0%	
12 Semi-Skilled Manual 13 Other Sales & Service	155	-20.6% 7.4%	0.0% 1.7%		13.3%	22.2% 3.2%	15	22		3.2%	0	0		4.8% 6.3%	4.8% 6.3%		0	0.0% 2.6%	3.1%	
14 Other Manual Workers	133			l °	1		13	23			l "					'l -º]			
	9	3.6%	0.0%	0	0.0%	3.3%				3.3%	1 0	1 0	1 0	5.3%	5.3%	.1 ()	1 0	0.0%	0.0%	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

Calculated by using the following formula: (Terminated full-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.

Workforce Analysis) · 2) x 1					Table 6: Persons with Disabilities
Employment Equity	P Short-ter	ersons with m Goals		es erm Goals	Comments
Occupational Group (EEOG)	#	%	#	%	
01/02 Managers		4.3		4.3	
03 Professionals	17	3.8	7	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 4.5	007603

Federal Contractors Program Achievement Report	
Part 3: Goals	
Queen's University	
43411	

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

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									Data for First/Previous Goals											
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	О	Р	Q	R	S	Т	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	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)	
	<u> </u>	<u> </u>	<u> </u>	. ↓	<u></u>	1	<u> </u>	<u> </u>	<u> </u>	↓	↓	↓	↓	<u> </u>	\	. ↓	<u> </u>	.	1	
									Table 7: M				S							
		First/Previous Short-term Goals All Employees Members of Visible Minorities																		
		1		All En	r i					1		1			isible Minor	ities	1			
Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Turnover (Replacement of Hires											r Goals									
Employment Equity	YYYY-MM-DD	Actual	l n			Anticip			YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)			Over 3 Over 3		Over 3	Years			Over 3	Over 3 Years		Availability		1 resent Gap	Gap	Representation	Years			
	2015-11-07	Annually	Annually	Years	Annually	Annually	Years		2015-11-07	Annually	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		7.9%	28	46		7.9%		16	7	15.0%	15.0%	-13		4.3%	8.1%	
03 Professionals	1,232	10.2%	5.2%	192	22.1%	6.8%	251	443	105		21	T 199	88	19.9%	19.9%	-140		8.5%	12.1%	
04 Semi-Professionals & Tech	123	1	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		1.7%		17.0%	5.9%	7	9		5.9%	0	0	I 0	3.3%	3.3%	0	0	2.6%	2.4%	
06 Supervisors: Crafts & Trades	14	011.70	0.0%	1 7	6.5%	2.2%			0	2.2%	0		0	12.7%	12.7%	-2	:1 -2	0.0%	0.0%	
07 Administrative & Sr Clerical	514	12.4%	4.7%	72	1	9.2%	142	214	I 22	1	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	T 0	0.0%	0.0%	
09 Skilled Crafts & Trades	58		4.4%	8	28.8%	5.4%	9	17	0	5.4%	0	I 9		14.0%	14.0%	-8	·] -7	0.0%	3.0%	
10 Clerical Personnel	299		4.5%	40		5.8%	52	92	L 13	5.8%		-l	_	3.0%	3.0%			4.3%	4.1%	
11 Intermediate Sales & Service	18		2.1%		53.3%	3.3%				3.3%		-1		6.3%	6.3%			11.1%	10.5%	
12 Semi-Skilled Manual	6	20.070		1 5	88.9%	22.2%			1	22.2%				3.5%	3.5%	0		0.0%	0.0%	
13 Other Sales & Service 14 Other Manual Workers	155	1	1.7% 0.0%	1 8	13.3% 0.0%	3.2% 3.3%	15	23	1	3.2% 3.3%		8		6.8% 3.1%	6.8% 3.1%	-8	-6	1.9% 0.0%	3.1% 0.0%	
14 Other Manual Workers	ı 9	3.6%	U.0%	g U	T 0.0%	3.5%			0	3.5%	1 0	1 0	1 0	9.1%	3.1%	ı U	ט וי	J 0.0%	J 0.0%	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

21.6%

6.9%

539

200

2,596

10.0%

2.6%

Laculated by using the following formula: (Terminated full-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.

160

242

13.2%

-183

-144

739

Workforce Finallysis) * 2) x 10					Table 8: Members of Visible Minorities
	Mem	bers of Visil	ble Minori	ties	
Employment Equity Occupational Group (EEOG)	Short-term Goals Long-term Goals		m Goals	Comments	
Occupational Group (EEOG)	#	%	#	%	
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	007605

6.2%

8.0%

	Federal Contractors Program Achievement Report										
				Part 3: Goals							
				Queen's University							
				43411							
	Other Manual Workers	0 3.1	0 3.1								
Total		98 13.2	262 13.2	2							

3,454

10.0%

2.6%

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

									43411													
											Data for Subsequent/Current Goals											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U			
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)			
	<u> </u>	↓	\	\	<u> </u>	1	\	↓	\	↓	<u> </u>	↓	1	↓ ↓	↓	\	1	↓	. ↓			
	Table 9: Women																					
									Subsequent/Current Short-term Goals													
				All En	ployees				Women 3 Year Goals													
	Number	Grow	vth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires										
Employment Equity	YYYY-MM-DD	YY-MM-DD Actual Projected				Actual Projected Hires Over				Terminated	l Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3			
Occupational Group (EEOG)	1111-WW-DD	Actual	1103	Over 3	Actual	1101	Over 3	Years	YYYY-MM-DD		Over 3	Over 3 Years			Availability	l'icanic Gap	Gap	Representation	Years			
	2018-09-25	Annually	Annually	Years	Annually	Annually	Years		2018-09-25	Annually	Years	1	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		7.9%	21		0		38.9%	30		59.1%	39.0%			
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	757		154		292	49.1%		1		45.9%	46.9%			
04 Semi-Professionals & Tech	219	21.2%	2.3%	15	1 1	12.2%	80	95	117	12.2%	43	51	. 0		53.6%	1	-51		31.6%			
05 Supervisors	55	12.1%	1.7%		17.0%	5.9%	10	13	38		7	0	0		52.9%	1	0	69.1%	53.4%			
06 Supervisors: Crafts & Trades	17	6.7%	0.0%	0		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		170	250	T = 0		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%		0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%	11	20	200	5.4%	0	20	U	2.2%	2.2%	-	_	0.0%	0.0%			
10 Clerical Personnel	345	4.9%	4.5%	47	17.4%	5.8%	60	107	298		52	28	0		69.8%	57			62.8%			
11 Intermediate Sales & Service 12 Semi-Skilled Manual	12	-12.6% -20.6%	2.1% 0.0%		53.3% 88.9%	3.3% 22.2%			/	3.3% 22.2%			. 0		62.9% 11.2%	-1	-2	58.3% 0.0%	46.2% 0.0%			
12 Semi-Skilled Manual 13 Other Sales & Service	192	-20.6% 7.4%	1.7%	10	13.3%	3.2%	18	28	1 76	3.2%	"	45	1 14	50.0%	56.3%	-32	-31	39.6%	41.1%			
14 Other Manual Workers	192	3.6%	0.0%	10 A	0.0%	3.3%	10	1 20	1 /0 n	3.2%	/ /	43	1 14 1 A	8.5%	8.5%	-32		0.0%	0.0%			
14 Other Manual Workers	10	3.076	0.076	U	0.070	3.376				3.370	u v		ų v	0.370	0.370	, -1	-1	0.076	0.076			

^{21.6%} † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

6.9%

717

266

1,999

6.9%

415

555

492

50.0%

57.5%

13

-63

983

				Table 10: Women								
Employment Equity		Women										
Occupational Group (FEOG) Short-term Goals Long-term		-term Goals	Comments									
		%	%									
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 represenation is over 50%								
12 Semi-Skilled Manual		0.0										
13 Other Sales & Service		50.0	50.0	If you are at 50% or above for representation, do not need to set goal. If Goal from wm	007607							
14 Other Manual Workers		8.5	8.5									

57.9%

55.8%

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.

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Queen's University
	43411
Total	50.0 50.0

Federal Contractors Program Achievemen	nt Report
Part 3: Goals	
Queen's University	
43411	

L																			
		Data for Subsequent/Current Goals																	
A B	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(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)
		↓	↓	↓	↓	↓	↓		<u> </u>			↓	↓	↓	↓		↓	↓	
										11: Abor									
									Subsequ	ent/Current	t Short-teri	n Goals							
		ı		All En	aployees				Aboriginal Peoples 3 Year Goals										
	Number	Grow	th (New Posit	ions)	Turnover (Replacement of Terminated Employees)				Number Turnover (Replacement of			Hires							
Employment Equity								Anticipated Hires Over 3		Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD			Years				YYYY-MM-DD		T	Over 3 Years	1111	- 1111	Availability	r resent Gap	Gap	Representation	Years	
	2018-09-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-25	Annually	Over 3 Years	rears	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	6	-15.7%	4.2%		37.5%	9.5%			0	9.5%	0	0	0		2.9%	1	0	0.0%	
02 Middle & Other Managers	149	8.4%	5.2%	23		7.9%	35	58		7.9%			0		2.2%		-2	2.0%	
03 Professionals	1,650	10.2%	5.2%	257		6.8%	337	594	21			19	[]]	1.9%	1.9%	-10	-8	1.3%	
04 Semi-Professionals & Tech	219	21.2%	2.3%	15		12.2%	8 .	95		12.2%			0		1.5%		-1	2.3%	
05 Supervisors	55		1.7%		17.0%	5.9%	10	13		5.9%	0	-1	0		2.2%			3.6%	
06 Supervisors: Crafts & Trades	17		0.0%	0	0.070	2.2%			0	2.2%	0	0	0		2.5%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	729		4.7%	103		9.2%	201	304	16	9.2%		-2	0		1.2%	7		2.2%	
08 Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	1 0		1.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	67	4.9%	4.4%	9	28.8%	5.4%		20		5.4%	0	l ,		2.4%	2.4%	-1	-1	1.5%	I I
10 Clerical Personnel	345		4.5%	47		5.8%	60	107	9	5.8%		6		3.4%	3.4%		-2	2.6%	
11 Intermediate Sales & Service	12	-12.6%	2.1% 0.0%		53.3%	3.3%			0	3.3%	0	0			3.1%	1	0	0.0%	0.0%
12 Semi-Skilled Manual	192	-20.6%		0	00.570	22.2%		20	1 -	22.2%	0	l 0	0	4.60/	3.4%	0	0	0.0%	0.0%
13 Other Sales & Service			1.7% 0.0%	10	7.7.7.	3.2%		28	1 /	3.2%				4.6%	4.6%	-2	-2	3.6%	3.5%
14 Other Manual Workers	3,454	3.6% 10.0%	2.6%	266	0.0%	3.3% 6.9%	717	983	0	3.3% 6.9%	13	27	21	2.1%	2.6% 2.1%	-9	-6	0.0% 1.9%	0.0%
Total	3,454	10.0%	2.6%	266	21.6%	6.9%	/1/	983	64	6.9%	13	27		2.1%	2.1%	<u>1 -9</u>	-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)^{1/3} - 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 Family		Aboriginal Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals Long-	-term Goals	Comments
		%	%	
01 Senior Managers		0.0		
02 Middle & Other Managers		0.0		
03 Professionals		1.9	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	Γ	
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	007609
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

									70711										
									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	¥	↓	↓	↓	↓	1	\	\	\	↓	↓	↓	1	↓	1	↓	1	↓	↓
											with Disa								
									Subsequ	ent/Curren	Short-tern	n Goals							
				All Em	ployees										th Disabilitie	8			1
mployment Equity	Number	Grow	rth (New Posit	tions)	Turnover (Re		Terminated		Number	Turnover (R	eplacement of			r Goals					
			Υ			Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected I	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-09-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-25	Annually	Over 3 Years	Years	2018	2021					
	Ħ	%	%	1 tears	%	9/0	#	#	#	%	#	n	#	%	%	4	- 4	%	%
01/02 Managers	155	-3.6%	4.7%	22	36.0%	8.7%	40	# 62	. 		17	0	0	70	4.3%	π	0	7.1%	4.5%
03 Professionals	1,650	10.2%	5.2%	257	22.1%	6.8%	337	594	78	1	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				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	de la companya della companya della companya de la companya della			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%			0	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)^{1/3} - 1) x 100.

Calculated by using the following formula: (Terminated full-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.

workforce Analysis) · 2) x 10	·.			Table 14: Persons with Disabilities
Employment Equity	Po Short-ter	ersons with Disabil	lities g-term Goals	Comments
Occupational Group (EEOG)		%	9%	
01/02 Managers		0.0	202	
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	007611

Federal Contractors Program Achievement Report
Part 3: Goals
Queen's University
43411

										43411										
										Data for S	Subseque	nt/Currei	nt Goals							
Α	В	С	D	E	F	G	Н	I	J	K	L	М	N	O	Р	Q	R	s	Т	U
Data s	ources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	$\mathrm{E}+\mathrm{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(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)
		↓ ↓	Ţ	↓	↓	\	. ↓	<u> </u>	↓	\	<u></u>	<u> </u>		1	. ↓	1	<u> </u>	. ↓	\	<u> </u>
									i i	able 15: M				S						
										Subseque	nt/Current	Short-tern	n Goals	•		** ** * ***				
					All En	ployees		-								isible Minor	rities	1		1
	imployment Equity	Number	Grov	vth (New Posit	ions)		eplacement of	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Empl							Employees)		Anticipated		Terminated		Required		m - To	Present		Projected	Present	Projected
Occur		YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		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	()	10.1%	0	0	16.7%	14.3%
02	Middle & Other Managers	149	8.4%	5.2%	23		7.9%	35	58	8	7.9%		20	Ç	15.0%	15.0%	-14		5.4%	
	Professionals	1,650	10.2%	5.2%	257		6.8%	337	594	186	6.8%	38		120		20.2%	-147		11.3%	
	Semi-Professionals & Tech	219	21.2%	2.3%	15		12.2%	80	95	25	tong:	9	40	23	23.8%	23.8%	-27	-17	11.4%	
	Supervisors	55	12.1%	1.7%		17.0%	5.9%	101	13		5.9%	0	0	()	3.3%	0	0	3.6%	3.4%
1 1	Supervisors: Crafts & Trades	17	6.7%	0.0%	0	6.5%	2.2%				2.2%	0	0	()	12.7%		0	11.8%	11.8%
07	Administrative & Sr Clerical	729	12.4%	4.7%	103	I	9.2%	201	304	47	9.2%	13	-6	()	3.4%	22	6	6.4%	
	Skilled Sales & Service	0	-100.0%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	(12.00/	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	1 9		13.0%	13.0%	-8	-6	1.5%	5.3%
10	Clerical Personnel	345	4.9%	4.5% 2.1%	47	17.4%	5.8%	60	107	15	5.8%			('[3.0%		1 0	4.3%	3.1% 7.7%
1 1	Intermediate Sales & Service Semi-Skilled Manual	12	-12.6% -20.6%	0.0%	_	53.3% 88.9%	3.3% 22.2%				3.3% 1 22.2%			(6.3% 3.5%			8.3% 0.0%	0.0%
	Other Sales & Service	192	-20.6% 7.4%	1.7%	10	13.3%	3.2%	18	28	I U	3.2%	J 0	10	(6.8%	6.8%] "		2.1%	
	Other Manual Workers	192	3.6%	0.0%	10	0.0%	3.2%	10]	20	l n	3.2%	0	10	(U.876	3.1%	<u>-</u> 9	-8	0.0%	0.0%
1 14 1	Other Manual Workers	3,454	10.0%	2.6%	266		6.9%	7171	983	0 292		61	275	134	13.6%	13.6%	-178	-141		

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

taclulated by using the following formula: (Terminated full-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)	Mem Short-teri	bers of Visible Min m Goals Long-	orities term Goals	Comments
Occupational Group (EEOG)		%	%	
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	007612
14 Other Manual Workers		0.0	0.0	

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Queen's University
	43411
Total	13.6

	3.13(1)																							
									Feder	al Contr	actors	Progra	m Achie	vement	Report									
										P	art 4: I	Results	- Wome	en										
											Quee	n's Uni	versity											
												43411												
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	Р	0	R	s	Т	U	v	W	X	Y
			Part 1:	Part 1:		Part 1:				<u> </u>	Part 2:		1		······································	Part 2:		<u></u>	<u></u>		Part 2:			
Data so	urces:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			,	↓ ↓		;		↓ ↓	1	, \		\		·	·	······································	\	·	; ↓	,		1		·
				V	Vorkfa	rce An	alysis									Flow I)ata A	nalysis						
	loyment Equity	Year			W	orkforce						Hires				Pı	omotio				Tei	minatio		
(EEC	pational Group		All Employees			Wor				All			omen		All			/omen		All			omen	
(LLC)	70)	#	£mpoyees #	Represen	tation %	Availa %	ibility #	Gap #	EE Result	Employees	Act	tual %	Expected #	Difference #	Employees #	Acti	ıal %	Expected #	Difference #	Employees #	Acto	ual %	Expected #	Difference #
		10		50.0	27.4		<u>"</u> I	182.5	#		/0	#	7	-		/0	#	#	,		70	,	#	
01 S	Senior Managers	2015 2018	6		16.7	27.4		-1	60.8		0	0.0		-1			50.0		C			33.3		-1
1 02 1	Middle & Other	2015	117	53	45.3	38.9	46	7	116.5															
N	Managers	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 F	Professionals	2015 2018	1,232 1,650	519 757	42.1 45.9	47.1 49.1	580 810	-61 -53	89.4 93.4	379	208	54.9	186	22	93	48	51.6	39		319	160	50.2	134	26
a. S	Semi-Professionals &	2015	123	52	42.3	46.3	57	-55	91.3	317	200	34.7	100	22	, ,,,	70	31.0	37		317	100	30.2	154	20
	Technicians	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 S	Supervisors	2015	39	26	66.7	52.9	21		126.0															
	Supervisors: Crafts &	2018 2015	55 14	38	69.1 0.0	52.9 16.8	29	-2	130.6	19	12	63.2	10		10		50.0	7	-2	2 8		62.5		0
	Trades	2013	17		11.8	16.3		-1	72.2		0	0.0		-1	0	0	0.0	0	C		0	0.0	0	0
				-							·				•			•						
Data so	nitces.		Part 2: Flow	Part 2: Flow Data	E ÷ D x	Part 3:	E ÷ G x	Part 3:	F ÷ Lv 100	Part 3: Goals	E÷Kx	Part 3:	F ÷ M x 100											
	an ees.		Data Analysis	Analysis	100	Goals	100	Goals		T unt or Gound	100	Goals												
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				Entran	ts				G	oals														
	loyment Equity	Year	Fl	ow Data				m Goals			Long-ter													
Occu (EEC	pational Group		All	Wom			Wor Percent of	1	Percent of		Won Percent of		Percent of					(Commen	its				
(122)	73)		Employees	Actu		Goal	Goal Met		Goal Met	Goal	Goal Met	Goal	Goal Met											
		#	#	#]	% 25.0	#	%	% 27.4	%	# 1	100.0	%	% 01.2											
01 S	Senior Managers	2018 2021			25.0 25.0		100.0	27.4 27.4	91.2 91.2	-1	-100.0	27.4 27.4	91.2 91.2											
	Middle & Other	2018	69	51	73.9	18	283.3	38.9	190.0	13	392.3	38.9												
02 N	Managers	2021	69	51	73.9			0.0	0.0			0.0	0.0											
03 F	Professionals	2018	472	256	54.2	209	122.5	47.1	115.2	258	99.2	47.1												
	Semi-Professionals &	2021 2018	472 51	256 27	54.2 52.9	25	108.0	49.1 46.3	110.5 114.3	28	96.4	49.1 46.3	110.5 114.3											
04 T	Fechnicians	2018	51	27	52.9	23	100.0	0.0	0.0		70.4	50.0												
\vdash	Supervisors	2018	29	17	58.6		340.0	52.9	110.8		1700.0	52.9												
		2021	29	17	58.6			0.0	0.0	00001000001000001000001		0.0												
	Supervisors: Crafts &	2018		0	0.0	0	0.0	16.8	0.0		0.0													
1 [1	Trades	2021		0	0.0			16.3	0.0			16.3	0.0	I										

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.A.	В	С	D	Е	F	G	Н	I	J	K	<u>L</u>	M	N	О	Р	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	$\begin{array}{c} Q \div P \ x \\ 100 \end{array}$	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
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				١	Workfo	orce An	alysis									Flow I	ata A	nalysis						
	ployment Equity cupational Group	Year			W	orkforce						Hires				Pr	omotio				Tei	minatio		
	EOG)		All Employees	Represei	ntation	Wor Avails		Gap	EE Result	All Employees	Ac	tual	/omen Expected	Difference	All Employees	Actu		omen Expected	Difference	All Employees	Acti		omen Expected	Difference
		#	#	#	%	%	¥	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2015	514	443	86.2	83.5		14	103.2	215		01.6	101		1.0	124	02.5	140		120	110	01.5		
	Skilled Sales &	2018	729	615	84.4 50.0	83.5 28.7		6	101.0 174.2	217	177	81.6	181	-4	162	134	82.7	140	-6	129	118	91.5	111	7
08	Service Personnel	2018	0	V _i	0.0	28.7		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0			100.0		
09	Skilled Crafts & Trades Workers	2015	58 67	0	0.0	3.1		-2	0.0	22		0.0					0.0			10		0.0		
10		2018 2015	299	0 260	0.0 87.0	2.2 69.8		-1 51	0.0	22	0	0.0	0	0) <u> </u>	0	0.0	0		18	0	0.0	0	
10	Clerical Personnel	2018	345	298	86.4	69.8		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 2018	18 12	8 7	44.4 58.3	62.9 62.9		-3 -1	70.7 92.7			50.0		-1		0	0.0		-1	8	ļ	37.5		-1
12	Semi-Skilled Manual	2015	6	0	0.0	11.2		-1	0.0			30.0	_				0.0					37.5	_	
12	Workers	2018		0	0.0	11.2	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	(
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:		 !	E÷Kx	Part 3:												
Data	sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Goals	F ÷ M x 100											
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				Entran	ıts				G	oals														
	ployment Equity	Year	FI	ow Data Won			Short-tei Woi	m Goals			Long-ter Won							-						
	cupational Group EOG)		All Employees	Acti		Goal	Percent of	Coal	Percent of	Goal	Percent of	Goal	Percent of					C	ommen	ts				
		#	#	4	%	goai #	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	2018	379	311	82.1	179	173.7	83.5	98.3	168	185.1	83.5	98.3											
	Senior Clerical	2021	379	311	82.1		_	0.0	0.0		-	50.0												
08	Skilled Sales & Service Personnel	2018 2021	0	0	0.0	0	0.0	28.7 0.0	0.0		0.0	28.7 0.0												
00	Skilled Crafts &	2018	24	0	0.0		0.0	3.1	0.0	3300 10300 10300 10300 10300	0.0	3.1	0.0											
L"	Trades Workers	2021	24	0	0.0		201.6	2.2	0.0	22	5000	2.2												
10	Clerical Personnel	2018 2021	147 147	129 129	87.8 87.8	64	201.6	69.8	125.7	23	560.9	69.8 0.0												
	Intermediate Sales &	2018	6	127	33.3		100.0	62.9	53.0		40.0	62.9	53.0											
	Service Personnel	2021	6		33.3			0.0	0.0	***************************************		50.0												
	Semi-Skilled Manual Workers	2018 2021		0	0.0	0	0.0	11.2 0.0	0.0		0.0	11.2	<u> </u>											

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A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	T	U	V	W	X	Y
Data sourc	ces:		Part 1: Workforce	Part 1: Workforce	$E \div \mathbf{D}$	Part 1: Workforce	DxG	E - H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L ÷ K	K x G ÷ 100	L - N	Part 2: Flow	Part 2: Flow Data	$Q \div P \; x$	P x F ÷ 100	Q - S	Part 2: Flow		÷ U x	U x F ÷ 100	V - X
			Analysis	Analysis	x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100			Data Analysis	Analysis	100			Data Analysis	Analysis	100		
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Employment Equity Year Workforce Malysis Flow Data Analysis Flow Data Analysis Terminatio																								
	ational Group	Year	All		· ·	orkforce Wor				All			omen		All	P		omen		All	1 erm		men	
(EEOC	3)		Employees	Represer	ntation	Availa	ubility	Gap	EE Result	Employees	Ac	ual	Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Actual		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	her Sales & Service rsonnel	2015 2018	155 192	60 76	38.7 39.6	56.3 56.3		-27 -32	68.8 70.3	64	24	37.5	36	-12		0	0.0	0	0	23	10	43.5	0	
\vdash	her Manual	2018	9	0				-32	0.0	04	24	37.3	30	-12			0.0	U	0	23	10	43.3	9	
	orkers	2018	10	0	0.0	8.5		-1	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
Total		2015 2018	2,596 3,454	1,427 1,999	55.0 57.9	55.8 57.5	1,449 1,986	-22 13	98.5 100.7	877	547	62.4	504	43	378	271	71.7	208	63	652	391	60.0	358	33
		2018	3,434	1,999	37.9	37.3	1,980	15	100.7	8//	34/	02.4	304	43	3/8	2/1	/1./	208	03	032	391	00.01	338	33
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:												
Data sourc	ces:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F ÷ 1 x 100	Part 3: Goals	100	Goals	F ÷ M x 100											
				<u> </u>	\	<u> </u>	↓	1	1	<u> </u>	<u> </u>	↓	<u> </u>											
			New	Entran	ıts				G	oals														
	yment Equity	Year	Fl	ow Data				rm Goals			Long-ter													
Occup (EEOC	ational Group		All Employees	Won			Wo Percent of		Percent of		Won Percent of		Percent of					C	ommen	ts				
(BEOC	,			Actu		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Otl	her Sales & Service	# 2018	# 65	24	% 36.9	# 13	% 184.6	% 56.3	% 65.6	# 38	63.2	% 56.3	% 65.6											
1 131	rsonnel	2021	65	24	36.9	10		50.0	73.8		55,2	50.0	73.8											
1 14 1	her Manual	2018		0		0	0.0	8.5	0.0		0.0	8.5	0.0											
	orkers	2021 2018	1,255	818	65.2	412	198.5	8.5 55.8	0.0	539	151.8	8.5 55.8	0.0 116.8											
Total		2021	1,255	818	65.2	,12	170.5	50.0	130.4	337	151.0	50.0	130.4											
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								Feder	al Contr	actors	Progra	m Achie	evement	Report									
									Part 5	Result	ts - Abo	riginal	Peoples										
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Data sources:		Part 1: Workforce	Part 1: Workforce	E÷D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
		Analysis	Analysis	x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100	<u> </u>	<u> </u>	Data Analysis	Anaiysis		<u> </u>		Data Analysis	Analysis	100		<u>.</u>
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Employment Equity					orkforce	-					Hires			T		omotio	•		Ι	Te	rminatio	ne	
Occupational Group	Year	All		**	Aborigina				All			inal Peoples		All			inal Peoples		All	10		nal Peoples	
(EEOG)		Employees	Represe		Availa	ıbility	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Acti		Expected	Difference	Employees	Act		Expected	Difference
	2015	# 10	# 0	0.0	% 2.9	# ()	# 0	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	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
02 Middle & Other	2015	117		0.9			-2																_
Managers	2018	149 1,232	18	2.0	2.2 1.6	20	-2	91.5 91.3	40		2.5	_	1	29		3.4	0	_	46	0	0.0	0	0
03 Professionals	2018	1,650	21	1.3	1.9	31	-10		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	40		2.5								26				
	2018	219 39		7.7	1.5 2.2			152.2 349.7	40		2.5		1	11	0	0.0	0	0	36		2.8		
05 Supervisors	2018	55		3.6	2.2			165.3	19	0	0.0	0	0	10	0	0.0		-1	8	0	0.0		-1
06 Supervisors: Crafts & Trades	2015	14 17	0	0.0 0.0	2.5 2.5		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	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)										
			Analysis		Coais					<u> </u>	<u></u>	<u></u>											
		↓ New	↓ Entrai	↓ nte				<u> </u>	↓ oals														
Employment Equity			low Data	11.5		Short-tei	m Goals			Long-ter	m Goals		-										
Occupational Group	Year	All	Aborigina	l Peoples		Aborigina				Aborigina							C	Commen	ts				
(EEOG)		Employees	Act	ual	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	0.0	2.9	0.0											
Middle & Other	2018	69		2.9		200.0	2.2			100.0													
02 Managers	2021	69		2.9	0.1.0000.1.0000.1.000		0.0			1	0.0	0.0											
03 Professionals	2018	472 472	6		980119980119980119980116	85.7	1.6 1.9		9	66.7	1.6												
04 Semi-Professionals &	2018	51	'	2.0		100.0	1.6	122.5	0	0.0	1.6	122.5											
Technicians	2021	51		2.0	O PROCESSION OF THE OWNERS OF		0.0		-		0.0												
05 Supervisors	2018	29 29	0		econocomeconocom	0.0	2.2 0.0		-1	0.0	0.0		_										
06 Supervisors: Crafts &	2018		0	0.0	0	0.0	2.5	0.0	0	0.0	2.5	0.0											
Trades	2021		0	0.0			0.0	0.0			0.0	0.0											

								Feder	al Contr	actors	Progra	m Achie	evement	Report									
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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
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			1	Vorkf	orce An	alysis									Flow I	Data A	nalysis						
Employment Equity Occupational Group	Year			N	orkforce						Hires				P	romotio				Te	rminatio		
(EEOG)		All Employees	Represer	ntation	Aborigin: Avail:		Gap	EE Result	All Employees	Ac	Aberig	Expected	Difference	All Employees	Act		nal Peoples Expected	Difference	All Employees	Act	_	nal Peoples Expected	Difference
	#	#	#	%	9/0	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2015 2018	514 729	9 16	1.8 2.2	1.2 1.2		7	145.9 182.9	217		1.8			162		3.1			129		1.6		
Skilled Sales &	2015	129	0	0.0	1.0		0	0.0			1.8			102		3.1			129 I		1.0		
08 Service Personnel	2018	0	0.	0.0	1.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	58 67		1.7 1.5	2.4		-1	71.8 62.2	22	0	0.0		 -1		0	0.0	0	0	18	0	0.0	0	0
10 Clerical Personnel	2015	299	11	3.7	3.4			108.2	22		0.0		-1		1	0.0			18	0	0.0		
	2018	345	9	2.6	3.4				85		1.2		-2	62		1.6		-1	56	0	0.0		-2
Intermediate Sales & Service Personnel	2015	18 12	0	0.0	3.1		-1 0	0.0		0	0.0	0	0		0	0.0	0	0	8	0	0.0	0	0
Semi-Skilled Manual	2015	6	0	0.0	3.4	0	0	0.0															
Workers	2018		0	0.0	3.4	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	Entran	its				G	oals														
Employment Equity	Year	F	ow Data	n .		Short-te		S		Long-ter													
Occupational Group (EEOG)		All Employees	Aboriginal			Percent of	al Peoples	Percent of		Aborigina Percent of	1	Percent of					(Comment	ts				
(2200)	<u></u>	##	Actu	%	Goal #	Goal Met	Goal %	Goal Met	Goal	Goal Met	Goal %	Goal Met											
Administrative &	2018	379	9	2.4	#	300.0	1.2	70 197.9	0	0.0	1.2	7 6 197.9											
07 Senior Clerical	2021	379	9	2.4			0.0	0.0			0.0	0.0											
08 Skilled Sales & Service Personnel	2018	0	0	0.0	CHEUROMERRORENDE	0.0	1.0 0.0		UNIX TUDOX TUDOX TUDOX TUDOX	0.0	1.0 0.0												
Shillad Crafta &	2021	24	0	0.0	0	0.0	2.4			0.0													
09 Trades Workers	2021	24	0	0.0			2.4	0.0			2.4	0.0											
10 Clerical Personnel	2018	147 147		1.4	en augmangen augman,	66.7	3.4			100.0	3.4												
Intermediate Sales &	2018	6	0	0.0	0	0.0	3.1	0.0		0.0	*												
Service Personnel	2021	6	0	0.0		0.0	0.0	0.0		0.0	0.0 3.4												
12 Semi-Skilled Manual Workers	2018		0	0.0	0	0.0	3.4 0.0			0.0	0.0												
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(EEOG)		All Employees	Represer	ntation	Aborigina Availa	······	Gap	EE Result	All Employees	Ac	Aborigi	nal Peoples Expected	Difference	All Employees	Acti	,	nal Peoples Expected	Difference	All Employees	Actus		al Peoples Expected	Difference
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Other Sales & Service	2015	155		1.3	4.6	7	-5	28.1															
Personnel Other Manual	2018 2015	192	7	3.6 0.0	4.6 2.6	9	-2	79.3 0.0	64	_	3.1		-1			100.0	0		23	0	0.0	0	0
14 Workers	2013	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
Total	2015	2,596	48	1.8			-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											
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Other Manual	2018		U _i	0.0	0	0.0	2.6	0.0	0	0.0	2.6	0.0											
Workers	2021	1 2551	0	0.0	1.5	152.2	0.0	0.0	10	127.0	0.0	0.0											
Total	2018 2021	1,255 1,255	23 23	1.8	15	153.3	2.0	91.6 87.3	18	127.8	2.0	91.6 87.3											
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Managery 10 10 10 10 10 10 10 1		Year											at No. Chin			P					Te			_
Managers 1	(EEOG)			Represe		,		·	EE Result		Ac		·	,		Act		·	·,·····		Ac			
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10 Professionals 2018 1,650 78 47 3.8 63 15 124 379 12 3.2 14 -2 93 6 6.5 319 19 6.0 18										42		9.5			31		6.5			49		2.0		-1 I
Securionis 2018 219 11 50 46 10 10 10 2 40 2 2 5 40 40 2 2 5 40 40 40 40 40 40 40	03 Professionals									379	12	3.2	14	-2	2 93	8 6	6.5			319	19	6.0	18	
S Supervisors 2015 39 7,7 136 30 2,7 136 30 30 30 30 30 30 30	1 (1)/1 1		.																					
Supervisors Crafts & 2018 5.5 3.6 3.3 8 5.6 2.6 2.9 9 0 0.0 -3 10 0 0.0 -1 8 12.5 0	Technicians									40		2.5		1	11	<u> </u>	9.1			36		2.8		1
0 Supervisors: Crafts & 2015 14 0 0,0 7.8 1 0,0 1 0 0 0 0 0 0 0 0	05 Supervisors							III III III III III III III III III II		19	0	0.0		-3	3 10	0	0.0		-1	1 8		12.5		0
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Part 2. Five Part 2. Five Part 2. Five Part 3. Goals	Trades	2018	17		11.8	7.8			150.8			25.0	0			0	0.0	0	(<u> </u>	0	0.0	0	0
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Paris			New	•	nts	Ī	•	•	Ğ	oals	*	•	•											
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016 00 00 00 00 00 00 00 00 00 00 00 00 00	(EEOO)		Employees	Act	ual	Goal				Goal		Goal	Goal Met											
02 Managers 2021 73 6 8.2 0.0 <td< td=""><td>Т</td><td></td><td></td><td></td><td></td><td>#</td><td></td><td></td><td></td><td>#</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Т					#				#														
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04 Technicians 2021 51 3.9 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2018 29 0 0.0 13.6 0.0 13.6 0.0 06 Supervisors: Crafts & 2018 2018 25.0 0 0.0 7.8 320.5 100.0 7.8 320.5		_		18		110/0110/0110/0110/0110/0		183			1000	1												
05 Supervisors 2018 29 0 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0 0.0 13.6 0.0	1 ()/4 1						100.0				100.0													
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11/4/52 1 /1/11	06 Supervisors: Crafts Trades	& 2018 2021			25.0 25.0	0	0.0	7.8	320.5 0.0		100.0	7.8 0.0	320.5 0.0											

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\vdash	Skilled Sales &	2015	129		50.0	3.5			1,428.6	217	20	9.2		13	102	14:	8.0	10		129	10	7.0	0	_
	Service Personnel	2018	0	0	0.0	3.5		0		0	0	0.0	0	0	0	0	0.0	0	0			100.0		
	Skilled Crafts & Frades Workers	2015 2018	58 67		3.4 7.5	3.8 3.8		0	90.7 196.4	22		1.5		0		0	0.0	0	0	18		5.6		0
\vdash		2018	299	24	8.0	7.0			114.7	22		4.5		0	_	I 0	0.0	0	0	18		3.0		
10 0	Clerical Personnel	2018	345	31	9.0	7.0	24	7	128.4	85	7	8.2	6		62		6.5		-1	56		3.6		-2
	ntermediate Sales & Service Personnel	2015	18	0	0.0	5.6		-1				25.0												
\vdash	Semi-Skilled Manual	2018 2015	12		8.3 0.0	5.6 4.8		0	148.8			25.0	0			0	0.0	0	0	8	0	0.0	0	0
1 1/1	Workers	2018		0	0.0			0	0.0		0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0
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	ipational Group	1 cai	All	Disabi			Persons wit	n Disabilities		'	ersons with	Disabilities						(ommen	ts				
(EE	<i>J</i> G)		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
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1 (1)/ 1	Administrative & Senior Clerical	2018	379	34	9.0	0.100000.100000.100000.1000	485.7	3.4		-4	-850.0	3.4												
H.	Skilled Sales &	2021 2018	379 0	34	9.0	110000111000011100001110000	0.0	0.0 3.5			0.0	0.0 3.5												
	Service Personnel	2021	0	0	0.0	THE PROPERTY OF THE PROPERTY O		0.0		DETURDATION DESTRUMENTO		0.0												
	Skilled Crafts &	2018	24		4.2		100.0	3.8		0	0.0	3.8	-											
	Trades Workers	2021 2018	24 147	11	4.2 7.5		183.3	0.0 7.0			275.0	0.0 7.0												
10	Clerical Personnel	2018	147	11	7.5		103.3	0.0			273.0	0.0	0.0											
	ntermediate Sales &	2018	6		16.7	0	0.0	5.6	297.6		100.0	5.6	-											
\vdash	Service Personnel	2021	6	0	16.7		0.0	0.0		^	0.0	0.0												
	Semi-Skilled Manual Workers	2018 2021		0	0.0	0	0.0	4.8 0.0		"	0.0	4.8 0.0	-											
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(EEC			All Employees	Represer		Persons with Avails	Disabilities	Gap	EE Result	All Employees	Ac	Persons w	ith Disabilities Expected	Difference	All Employees	Ar	Persons w	ith Disabilitie Expected	S Difference	All Employees	Ac	Persons w	ith Disabilitie Expected	S Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
		2015	155		2.6	6.3	: 1	-6	41.0															
P	ersonnel	2018	192	9	4.7	6.3		-3	74.4	64	6	9.4				0	0.0	0	0	23		8.7	_	
	Other Manual Vorkers	2015 2018	9	0	0.0 10.0	5.3 5.3		0	0.0 188.7	0	0	0.0	0	0			25.0	0			0	0.0	0	0
Total		2015	2,596	148	5.7	4.5		31	126.7						_			_						
Total		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 so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		#	#	#	%	#	%	%	%	#	%	%	%											
		2018	65	6	9.2		600.0	6.3	146.5	7	85.7	6.3												
\vdash	ersonnel	2021	65	6	9.2		0.0	6.3	146.5		0.0	6.3												
	Other Manual Vorkers	2018 2021			25.0 25.0	0	0.0	5.3	471.7 0.0	0	0.0	5.3												
Total		2018	1,255	81	6.5	32	253.1	4.5	143.4	14	578.6	4.5	143.4											
Lotal		2021	1,255	81	6.5			4.4	146.7			5.8	111.3											

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Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	v i	W	X	Y
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(EEOO	• /	#	± #	Represe	ntation %	Availa %	ibility #	Gap #	EE Result	##	# Ac	tual %	Expected #	Difference	##	Act	ual %	Expected #	Difference #	Employees	Acti	ıal %	Expected #	Difference #
0.1		2015	10	7	10.0	10.1		0	99.0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	T	/0	,	, ,	*	-	/0	#	#	"		/0	п	#
01 Seni	ior Managers	2018	6		16.7	10.1		0	165.0			50.0	0			0	0.0	0	C		0	0.0	0	0
02 Mid	ldle & Other	2015	117		4.3	15.0		-13	28.5															
Mar	nagers	2018	149	8	5.4	15.0		-14	35.8	40		10.0	6	-2	29		3.4			46		4.3		0
03 Prof	fessionals	2015	1,232	105	8.5	19.9		-140	42.8								_							
		2018 2015	1,650 123	186 8	11.3 6.5	20.2 22.7	333 28	-147 -20	55.8 28.7	379	62	16.4	77	-15	93		5.4	8	-3	319	35	11.0	27	8
	ni-Professionals & hnicians	2013	219	25	11.4	23.8		-20	48.0	40	8	20.0	10	-2	11	0	0.0		-1	. 36		5.6		0
		2015	39		2.6	3.3	32	0	77.7	10		20.0	10			ľ	0.0			50		3.0		
05 Sup	pervisors	2018	55		3.6	3.3		0	110.2	19		5.3		0	10	0	0.0	0	C	8	0	0.0	0	0
	ervisors: Crafts &	2015	14	0	0.0	12.7		-2	0.0															
Trac	des	2018	17		11.8	12.7		0	92.6			50.0			0	0	0.0	0	C		0	0.0	0	0
Data source	es:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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	itional Group	Year	All	Visible M	inorities		Visible N	Imorities			Visible M	linorities						(Commen	its				
(EEOG	i)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01 6-	ior Monocass	2018	-		25.0	0	0.0	10.1	247.5	0	0.0	10.1	247.5											
	ior Managers	2021			25.0			0.0	0.0			0.0	0.0											
02 Mid	ldle & Other	2018	69		7.2	7	71.4	15.0	48.3	17	29.4	55	48.3											
Mar	nagers	2021	69		7.2	0.0	5 / •	15.0	48.3	100	22.5	15.0	48.3											
03 Prof	fessionals	2018 2021	472 472	67 67	14.2 14.2	88	76.1	19.9 20.2	71.3	199	33.7	19.9	71.3 70.3											
Sem	ni-Professionals &	2018	51	8	15.7	12	66.7	20.2	69.1	25	32.0	22	69.1											
04 Tech	hnicians	2021	51	8	15.7	.2	/	23.8	65.9	20	- 2.0	23.8												
05 Sup	pervisors	2018	29		3.4	0	0.0	3.3	104.5	0	0.0	3.3												
		2021	29		3.4			0.0	0.0		l	0.0												
		2018			50.0	0	0.0	12.7	393.7		100.0													
Trac	aes	2021			50.0			0.0	0.0		1	0.0	0.0	l										

									Feder	al Contr	actors	Progra	m Achie	vement	Report									
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	Administrative & Senior Clerical	2015 2018	514 729	22 47	•	3.4 3.4	•	22	125.9 189.6	l	26	12.0	7	19	162	11	6.8	7	4	1 129	9 1	0 7.	3 6	5
08	Skilled Sales & Service Personnel	2015 2018	0	0	:	20.8		0	0.0		0	0.0	0	0	0	0	0.0	0	C			0 0.0) (
09	Skilled Crafts & Trades Workers	2015 2018	58 67	0	0.0	14.0 13.0		-8 -8		22		4.5		-2		0	0.0	0	0	1:	3	0 0.0) ()
10	Clerical Personnel	2015 2018	299 345		4.3	3.0	9		144.9 144.9			5.9			62	<u> </u>	8.1			50	5	3.0		
	Intermediate Sales & Service Personnel	2015 2018	18		11.1	6.3			176.4 132.3	03					02	0				.		12.:		
12	Semi-Skilled Manual Workers	2015 2018	6	0	0.0	3.5	0	0	0.0		0		0	0		0		0				0 0.0		\
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	upational Group	Year	All	Visible N	Vinorities		Visible N	linorities			Visible M	inorities						C	Commen	its				
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07	Administrative & Senior Clerical	2018 2021	379 379	37 37		7	528.6	3.4 0.0	287.1 0.0		1233.3	3.4 0.0	287.1 0.0											
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_	Service Personnel	2021	0					0.0		336 1-336 1-336 1-336 1-336	111	0.0												
09	Skilled Crafts & Trades Workers	2018	24 24		4.2		50.0	14.0		***************************************	11.1	14.0 13.0												
10	Clerical Personnel	2018	147 147	10	6.8		333.3	3.0	226.8	-1	-1000.0	3.0	226.8											
	Intermediate Sales & Service Personnel	2018	6	0	0.0	0	0.0	6.3	0.0	-1	0.0	6.3	0.0											
12	Semi-Skilled Manual Workers	2021 2018 2021	6	0	0.0	0	0.0	0.0 3.5 0.0	0.0	0	0.0	0.0 3.5 0.0	0.0											

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Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Queen's University 43411

Efforts

Ple Co

Rea	uired	meas	ures:
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equity.

	check the appropriate boxes next to the efforts that your organization made to implement the Federal ectors Program.
Requi	red measures:
J	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
J	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.
\checkmark	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).
J	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
y	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.
J	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.
V	Consulted employee/union representatives on communication and implementation of employment

✓	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.
J	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
y	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
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
\checkmark	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.
V	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.

V	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	No strikes.
	Other.
Addit	tional Details
Please 1	provide any additional information (optional):

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 if 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:

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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				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
	-		years)	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				
			Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group		term	term	Representation	LIVIA
(EEOG)		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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				
Employment Equity Occupational Group (EEOG)		Present	Short- term	Long- term	Representation	LMA
		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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

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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

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

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the 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@hrsdc-rhdcc.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@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!





Subsequent Compliance Assessment November 7, 2018

Submission under the Federal Contractors Program

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



Equity Office



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	
Revised goals for any remaining gaps in representation	11
Achievement Table	13
Efforts	14





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 7th, 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.





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Workforce Analysis

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.

			Aboriginal				Persons with		
EEOG	VVOI	Women		peoples		minorities		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	
Overall gap (hiring goal)	-22	12	-4	-6	-183	-178	31	46	





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	4		0.00		origin			ons a					
Occupational Group (EEOG)								abiliti			Asible		
											Minorities		
	Total	M	F	Total	М	F	Total	М	F	Total	М	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





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Form 4: Employees Hired

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

EEOG	AUE				(ig) () (e)		Perso Disa	ins w bilitie		Men Visible	lbers Vinc	
	Total	М	F	Total	М	F	Total	М	F	Total	М	F
1. Senior Managers										4		
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		3			
11. Inter. Sales and Service												***************************************
12. Semi-Skilled Manual												
13. Other Sales and Service	64	40	24				6					
Total Number of Employees Hired	7 92	306	486	13		12	47	18	29	100	47	53





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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						Persons with Disabilities		Members of Visible Minorities			
	Total	М	F	Total	М	F	Total	М	F	Total	М	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												4
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





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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	AllE	All Employees			Aboriginal Peoples		Persons with Disabilities			Members of Visible Minorities		
	Total	М	F	Total	М	F	Total	М	F	Total	М	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										
Total Number of Employees Terminated	545	232	313	8			33	13	20	48	23	25





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 Resu	lts	Goals				
Em	ployment 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 Resu	lts	Goals				
Em	ployment 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					





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Persons with Disabilities

	Workforce Analysis Resul	ts	Goals				
Em	ployment 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 Resul	ts	Goals				
Em	ployment 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

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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 Resu	lts	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 Resu	lts	Goals				
Em	ployment Equity Occupational Group	Present Gap	Short-term	Long-term			
	(EEOG)		(1 to 3 years)	(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

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Workforce Analysis Results			Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)
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 underrepresentation.

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:

V 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. $\overline{\mathbf{v}}$ Adjusted survey results to reflect hires, promotions and terminations. \checkmark 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. $\overline{\mathbf{v}}$ 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). $\overline{\mathbf{v}}$ 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. \checkmark Maintained appropriate records in all required areas. Other measures: $\overline{\mathbf{v}}$ 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. \checkmark Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place. \checkmark Ensured ongoing senior-level support for employment equity and its implementation. Established accountability mechanisms to ensure that the short-term goals V would be met. Communicated the goals to relevant managers as well as monitored and V

recorded the results.

 \checkmark Devoted adequate resources (financial and human) to ensure that the shortterm goals would be met. \checkmark Consulted employee/union representatives on communication and implementation of employment equity. Kept all staff, including new employees and managers, informed of the \checkmark purpose of employment equity, the steps taken to implement it and the progress made in its implementation. \checkmark Put in place a strategy to ensure a barrier-free workplace. Undertook initiatives to increase representation where gaps in representation \checkmark were found. \checkmark 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.

V	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.			