



OFFICIAL USE ONLY
Agreement N°: 090217

Agreement to Implement Employment Equity

New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <i>S.i. Systems Ltd.</i>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number
Organization's North American Industry Classification System (NAICS) Code N° <i>5613: Employment Services</i>	Total number of employees in Canada (Full-Time/Part-Time/Temporary) <i>104</i> To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm

Official use only (If information above is incorrect)	
Number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) <i>Suite 1210, 335 8th Ave SW</i>	City <i>Calgary</i>	Province <i>AB</i>	Postal Code <i>T2P 1C9</i>
	Telephone Number <i>(403) 450-8174</i>	Fax Number <i>(403) 806-2476</i>	

EMPLOYMENT EQUITY CONTACT	
Name (print) <i>Brenda Lynne Hazelwood</i>	Title <i>Payroll and Human Resources Administrator</i>
Telephone Number <i>(403) 450-8166</i>	E-mail Address <i>brenda.lynne.hazelwood@sisystems.com</i>

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) <i>Derek Bullen</i>	Title <i>President</i>
Telephone Number <i>(403) 630-0163</i>	E-mail Address <i>derek.bullen@sisystems.com</i>
Signature 	Date <i>July 31, 2013</i>

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



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

Reporting Period 2013-09-01 to 2017-10-10

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	80	1	0	81	Calgary	68	4	0	72
British Columbia	8	0	0	8	Edmonton	7	0	0	7
Alberta	75	4	0	79	Toronto	34	0	0	34
Total Employees in Canada				168	Vancouver	8	0	0	8
					Ottawa - Gatineau	41	1	0	42
					Ont. less CMAs	5	0	0	5
					Total Employees in Canada				168



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	3	2	1									
	3	2	2										
	2	1	1										
	1	2	1	1									
	Total	8	6	2									
Administrative and Senior Clerical Personnel Top Range: \$ 80,000 - \$84,999 Bottom Range: Under \$5,000	4	2	1	1	1	1							
	3	3	1	2	1		1						
	2	10	5	5				2	1	1	2	1	1
	1	15	5	10							6	2	4
	Total	30	12	18	2	1	1	2	1	1	8	3	5
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	3	3										
	3	1		1									
	2	27	12	15	2	2		1		1	10	4	6
	1	11	7	4				1	1		5	4	1
	Total	42	22	20	2	2		2	1	1	15	8	7
Total Number of Employees		80	40	40	4	3	1	4	2	2	23	11	12



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / Ontario
 Reporting Period 2013-09-01 to 2017-10-10

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: Under \$5,000	4	2		2									
	3												
	2												
	1	1	1										
	Total		3	1	2								
Intermediate Sales and Service Personnel Top Range: \$ 70,000 - \$74,999 Bottom Range: Under \$5,000	4	1		1									
	3	3	2	1	1		1						
	2												
	1	1		1									
	Total		5	2	3	1		1					
Total Number of Employees		8	3	5	1		1						



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / Alberta
 Reporting Period 2013-09-01 to 2017-10-10

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities							
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13					
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	2	2															
	3																	
	2																	
	1	1		1														
	Total	3	2	1	1								1	1				
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	2	1	1														
	3																	
	2	5	1	4														
	1	4	3	1														
	Total	11	5	6	6								2	1	1			
Professionals Top Range: \$95,000 - \$99,999 Bottom Range: \$45,000 - \$49,999	4	1	1															
	3	1	1															
	2	1		1														
	1	1	1															
	Total	4	3	1	1								1	1				
Administrative and Senior Clerical Personnel Top Range: \$75,000 - \$79,999 Bottom Range: Under \$5,000	4	1		1														
	3	7	1	6														
	2																	
	1	6	2	4														
	Total	14	3	11	11								5	2	2			



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: Under \$5,000	4	6		6							1		1
	3	1		1									
	2												
	1	11	4	7				1		1	3		3
	Total	18	4	14				1		1	4		4
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	1		1									
	3	1		1									
	2	3	1	2									
	1	20	11	9							1	1	
	Total	25	12	13							1	1	
Total Number of Employees		75	29	46				1		1	14	6	8



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / Alberta
 Reporting Period 2013-09-01 to 2017-10-10

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Administrative and Senior Clerical Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: Under \$5,000	4	1		1										
	3													
	2													
	1	2		2										
	Total	3		3										
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	1		1										
	Total	1		1										
Total Number of Employees		4		4										



S.I. Systems Ltd. (certificate # 090217)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2013-09-01 to 2017-10-10

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	28	13	15				1	1		11	6	5
\$ 35,000 - \$37,499	3	1	2									
\$ 40,000 - \$44,999	29	14	15	1	1		3	1	2	10	4	6
\$ 45,000 - \$49,999	2	1	1									
\$ 50,000 - \$59,999	6	2	4	2	1	1				2	1	1
\$ 60,000 - \$69,999	1	1		1	1							
\$ 70,000 - \$84,999	2		2									
\$ 85,000 - \$99,999	2	2										
\$100,000 and over	7	6	1									
Total Number of Employees	80	40	40	4	3	1	4	2	2	23	11	12



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / Ontario
 Reporting Period 2013-09-01 to 2017-10-10

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



S.I. Systems Ltd. (certificate # 090217)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2013-09-01 to 2017-10-10

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2	1	1									
\$ 40,000 - \$44,999	5	2	3	1		1						
\$ 70,000 - \$84,999	1		1									
Total Number of Employees	8	3	5	1		1						



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Full-Time / Alberta
 Reporting Period 2013-09-01 to 2017-10-10

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities		Members of Visible Minorities			
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	26	14	12				1		1	7	2	5
\$ 37,500 - \$39,999	1											
\$ 40,000 - \$44,999	18	7	11							4	1	3
\$ 45,000 - \$49,999	5	1	4									
\$ 50,000 - \$59,999	4		4									
\$ 60,000 - \$69,999	3		3									
\$ 70,000 - \$84,999	3	1	2							1	1	
\$ 85,000 - \$99,999	3	1	2									
\$100,000 and over	12	5	7							2	2	
Total Number of Employees	75	29	46				1		1	14	6	8



S.I. Systems Ltd. (certificate # 090217)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Alberta
Reporting Period 2013-09-01 to 2017-10-10

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	3		3									
\$ 40,000 - \$49,999	1		1									
Total Number of Employees	4		4									



S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	6	4	2									
Professionals	1	1								1	1	
Administrative and Senior Clerical Personnel	69	28	41	1		1	2	1	1	20	9	11
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	54	28	26	1	1		2	1	1	19	11	8
Total Number of Employees Hired	131	62	69	2	1	1	4	2	2	40	21	19



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / Ontario
 Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Administrative and Senior Clerical Personnel	1		1							1		1
Total Number of Employees Hired	1		1							1		1



S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Administrative and Senior Clerical Personnel	8	5	3							1	1	
Intermediate Sales and Service Personnel	9	4	5	1		1				2		2
Total Number of Employees Hired	17	9	8	1		1				3	1	2

S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	12	8	4							3	2	1
Professionals	8	6	2							4	3	1
Administrative and Senior Clerical Personnel	24	4	20							6	2	4
Clerical Personnel	31	8	23				1		1	11	2	9
Intermediate Sales and Service Personnel	22	13	9							2	1	1
Total Number of Employees Hired	97	39	58				1		1	26	10	16



S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Alberta

Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Administrative and Senior Clerical Personnel	3		3									
Clerical Personnel	1		1									
Total Number of Employees Hired	4		4									



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1									
Administrative and Senior Clerical Personnel	11	4	7	1	1		1	1		3	1	2
Intermediate Sales and Service Personnel	55	26	29	1	1		2	1	1	20	11	9
Total Number of Employees Promoted	69	32	37	2	2		3	2	1	23	12	11
Total Number of Promotions	73	34	39	3	3		3	2	1	24	13	11

**S.I. Systems Ltd. (certificate # 090217)
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Full-Time / British Columbia
 Reporting Period 2013-09-01 to 2017-10-10**

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



S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	7	4	3							2	1	1
Professionals	3	2	1							1	1	
Administrative and Senior Clerical Personnel	6	1	5				1	1		2		2
Clerical Personnel	8	1	7							3		3
Intermediate Sales and Service Personnel	29	14	15							3	2	1
Total Number of Employees Promoted	53	22	31				1	1		11	4	7
Total Number of Promotions	61	24	37				1	1		13	4	9



**S.I. Systems Ltd. (certificate # 090217)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / Alberta**

Reporting Period 2013-09-01 to 2017-10-10

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



S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	4	3	1									
Professionals	1	1								1	1	
Administrative and Senior Clerical Personnel	59	24	35	1		1				18	9	9
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	34	17	17							11	6	5
Total Number of Employees Terminated	99	46	53	1		1				30	16	14

S.I. Systems Ltd. (certificate # 090217)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1		1									
Administrative and Senior Clerical Personnel	6	4	2							1	1	
Intermediate Sales and Service Personnel	10	3	7							4	1	3
Total Number of Employees Terminated	17	7	10							5	2	3

S.I. Systems Ltd. (certificate # 090217)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta
Reporting Period 2013-09-01 to 2017-10-10

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	10	6	4							2	2	
Professionals	9	7	2							6	4	2
Administrative and Senior Clerical Personnel	19	4	15				1	1		3		3
Clerical Personnel	21	4	17							8	2	6
Intermediate Sales and Service Personnel	15	4	11							3	1	2
Total Number of Employees Terminated	74	25	49				1	1		22	9	13



Workplace Equity Information Management System - S.I. Systems Ltd.

Workforce Analysis - Detailed Report

Date: 2017-10-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	3	1	33.3 %	27.4 %	1	0	National
02 : Middle and Other Managers	National	19	8	42.1 %	38.9 %	7	1	National
03 : Professionals		4	1	25.0 %	28.3 %	1	0	
2171 : Information systems analysts and consultants	National	4	1	25.0 %	28.3 %	1	0	National
07 : Administrative and Senior Clerical Personnel		51	35	68.6 %	79.1 %	40	-5	
Employment Equity Occupational Group	Calgary	16	13	81.3 %	80.5 %	13	0	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	84.6 %	1	0	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	87.1 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22	14	63.6 %	77.2 %	17	-3	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	4	50.0 %	80.1 %	6	-2	Toronto
Employment Equity Occupational Group	Vancouver	3	2	66.7 %	79.0 %	2	0	Vancouver
10 : Clerical Personnel		19	15	78.9 %	70.2 %	13	2	
Employment Equity Occupational Group	Calgary	19	15	78.9 %	70.2 %	13	2	Calgary
11 : Intermediate Sales and Service Personnel		72	36	50.0 %	64.8 %	47	-11	
Employment Equity Occupational Group	Calgary	19	11	57.9 %	66.1 %	13	-2	Calgary
Employment Equity Occupational Group	Edmonton	6	2	33.3 %	67.0 %	4	-2	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	4	2	50.0 %	72.4 %	3	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	16	8	50.0 %	61.8 %	10	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	10	45.5 %	63.9 %	14	-4	Toronto
Employment Equity Occupational Group	Vancouver	5	3	60.0 %	64.2 %	3	0	Vancouver
Total		168	96	57.1 %	65.3 %	109	-13	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
01 : Senior Managers	National	3	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	19	0	0.0 %	2.2 %	0	0	National
03 : Professionals		4	0	0.0 %	1.1 %	0	0	
2171 : Information systems analysts and consultants	National	4	0	0.0 %	1.1 %	0	0	National
07 : Administrative and Senior Clerical Personnel		51	2	3.9 %	2.6 %	1	1	
Employment Equity Occupational Group	Calgary	16	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22	2	9.1 %	3.2 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.1 %	0	0	Vancouver
10 : Clerical Personnel		19	0	0.0 %	3.0 %	1	-1	
Employment Equity Occupational Group	Calgary	19	0	0.0 %	3.0 %	1	-1	Calgary
11 : Intermediate Sales and Service Personnel		72	3	4.2 %	2.3 %	2	1	
Employment Equity Occupational Group	Calgary	19	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	4.8 %	0	0	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	4.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	16	2	12.5 %	3.0 %	0	2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	5	1	20.0 %	2.3 %	0	1	Vancouver
Total		168	5	3.0 %	2.4 %	4	1	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - S.I. Systems Ltd.

Workforce Analysis - Detailed Report

Date: 2017-10-11

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	3	1	33.3 %	10.1 %	0	1	National
02 : Middle and Other Managers	National	19	2	10.5 %	15.0 %	3	-1	National
03 : Professionals		4	1	25.0 %	31.4 %	1	0	
2171 : Information systems analysts and consultants	National	4	1	25.0 %	31.4 %	1	0	National
07 : Administrative and Senior Clerical Personnel		51	14	27.5 %	18.6 %	9	5	
Employment Equity Occupational Group	Calgary	16	5	31.3 %	16.5 %	3	2	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	13.4 %	0	0	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	1.6 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22	3	13.6 %	12.2 %	3	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	5	62.5 %	37.3 %	3	2	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	35.3 %	1	-1	Vancouver
10 : Clerical Personnel		19	4	21.1 %	24.3 %	5	-1	
Employment Equity Occupational Group	Calgary	19	4	21.1 %	24.3 %	5	-1	Calgary
11 : Intermediate Sales and Service Personnel		72	16	22.2 %	33.2 %	24	-8	
Employment Equity Occupational Group	Calgary	19	1	5.3 %	29.7 %	6	-5	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	24.8 %	1	-1	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	2.3 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	16	3	18.8 %	22.0 %	4	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	12	54.5 %	48.9 %	11	1	Toronto
Employment Equity Occupational Group	Vancouver	5	0	0.0 %	47.5 %	2	-2	Vancouver
Total		168	38	22.6 %	25.2 %	42	-4	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-11

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	22	0	0.0 %	1	-1	National
03 : Professionals	National	4	0	0.0 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	51	2	3.9 %	2	0	National
10 : Clerical Personnel	National	19	1	5.3 %	1	0	National
11 : Intermediate Sales and Service Personnel	National	72	2	2.8 %	4	-2	National
Total		168	5	3.0 %	8	-3	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-10-11

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2017-10-11

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - S.I. Systems Ltd.

Workforce Analysis - Summary Report

Date: 2017-10-11

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	#	%	
01 : Senior Managers	3	1	33.3 %	27.4 %	1	0
02 : Middle and Other Managers	19	8	42.1 %	38.9 %	7	1
03 : Professionals	4	1	25.0 %	28.3 %	1	0
07 : Administrative and Senior Clerical Personnel	51	35	68.6 %	79.1 %	40	-5
10 : Clerical Personnel	19	15	78.9 %	70.2 %	13	2
11 : Intermediate Sales and Service Personnel	72	36	50.0 %	64.8 %	47	-11
Total	168	96	57.1 %	65.3 %	109	-13

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-11

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	3	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	19	0	0.0 %	2.2 %	0	0
03 : Professionals	4	0	0.0 %	1.1 %	0	0
07 : Administrative and Senior Clerical Personnel	51	2	3.9 %	2.6 %	1	1
10 : Clerical Personnel	19	0	0.0 %	3.0 %	1	-1
11 : Intermediate Sales and Service Personnel	72	3	4.2 %	2.3 %	2	1
Total	168	5	3.0 %	2.4 %	4	1

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-11

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	Representation #	%	Availability #	%	
01 : Senior Managers	3	33.3 %	1	10.1 %	0	0 %	1
02 : Middle and Other Managers	19	10.5 %	2	15.0 %	3	15.8 %	-1
03 : Professionals	4	25.0 %	1	31.4 %	1	25.0 %	0
07 : Administrative and Senior Clerical Personnel	51	27.5 %	14	18.6 %	9	17.6 %	5
10 : Clerical Personnel	19	21.1 %	4	24.3 %	5	26.3 %	-1
11 : Intermediate Sales and Service Personnel	72	22.2 %	16	33.2 %	24	33.2 %	-8
Total	168	22.6 %	38	25.2 %	42	25.2 %	-4

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-11

Persons with Disabilities

Employment Equity Occupational Group	All Employees		Persons with Disabilities		Persons with Disabilities		Gap #
	#	%	#	%	Availability #	Gap #	
01/02 : Managers	22	0.0 %	0	4.3 %	1	-1	
03 : Professionals	4	0.0 %	0	3.8 %	0	0	
07 : Administrative and Senior Clerical Personnel	51	3.9 %	2	3.4 %	2	0	
10 : Clerical Personnel	19	5.3 %	1	7.0 %	1	0	
11 : Intermediate Sales and Service Personnel	72	2.8 %	2	5.6 %	4	-2	
Total	168	3.0 %	5	4.9 %	8	-3	

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-10-11

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2017-10-11

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
S.i. Systems
2017-10-19

Data from Previous Workforce Analysis
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↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	11	18

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	11

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	4	1	27.4
02	Middle & Other Managers	12	6	38.9
03	Professionals	8	2	35.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	2	1	55.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	67	40	79.6
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	11	9	70.2
11	Intermediate Sales & Service Personnel	39	21	64.4
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		143	80	0.0

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	Senior Managers	3	1	27.4
	Middle & Other Managers	19	8	38.9
	Professionals	4	1	28.3
	Semi-Professionals & Technicians	0	0	0.0
	Supervisors	0	0	0.0
	Supervisors: Crafts & Trades	0	0	0.0
	Administrative & Senior Clerical Personnel	51	35	79.1
	Skilled Sales & Service Personnel	0	0	0.0
	Skilled Crafts & Trades Workers	0	0	0.0
	Clerical Personnel	19	15	70.2
	Intermediate Sales & Service Personnel	72	36	64.8
	Semi-Skilled Manual Workers	0	0	0.0
	Other Sales & Service Personnel	0	0	0.0
	Other Manual Workers	0	0	0.0
Total		168	96	0.0

* Source:
2011 National Household Survey

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Table	
Part 1: Workforce Analysis	
S.i. Systems	
2017-10-19	

Data from Previous Workforce Analysis

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Data from Current Workforce Analysis

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Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	11	18

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	11

Table 2: Aboriginal Peoples
Previous Workforce Analysis

Table 6: Aboriginal Peoples
Current Workforce Analysis

	All Employees #	Aboriginal Peoples		Availability*
		Representation #	Availability*	
01 Senior Managers	4	0	0	2.9
02 Middle & Other Managers	12	0	0	2.2
03 Professionals	8	0	0	1.2
04 Semi-Professionals & Technicians	0	0	0	0.0
05 Supervisors	2	0	0	3.1
06 Supervisors: Crafts & Trades	0	0	0	0.0
07 Administrative & Senior Clerical Personnel	67	2	2	2.2
08 Skilled Sales & Service Personnel	0	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0	0.0
10 Clerical Personnel	11	0	0	3.0
11 Intermediate Sales & Service Personnel	39	1	1	2.1
12 Semi-Skilled Manual Workers	0	0	0	0.0
13 Other Sales & Service Personnel	0	0	0	0.0
14 Other Manual Workers	0	0	0	0.0
Total	143	3	3	0.0

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
S.i. Systems
2017-10-19

Data from Previous Workforce Analysis
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↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	11	18

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	11

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
01	Senior Managers	4	1	10.1
02	Middle & Other Managers	12	0	15.0
03	Professionals	8	3	30.4
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	2	0	27.4
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	67	11	23.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	11	3	24.3
11	Intermediate Sales & Service Personnel	39	7	35.5
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		143	25	0.0

Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		3	1	10.1
		19	2	15.0
		4	1	31.4
		0	0	0.0
		0	0	0.0
		0	0	0.0
		51	14	18.6
		0	0	0.0
		0	0	0.0
		19	4	24.3
		72	16	33.2
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		168	38	0.0

* Source:
2011 National Household Survey

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

S.i. Systems

43027

Start Date of Flow Data		
YYYY	MM	DD
2014	11	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	11

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	18	6	0	0
03 Professionals	9	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	64	4	4
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	32	23	1	1
11 Intermediate Sales & Service Personnel	85	40	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	245	135	5	5

Employment Equity Occupational Group (EEOG)	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	11	5	0	0
03 Professionals	3	1	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	17	12	1	1
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	7	0	0
11 Intermediate Sales & Service Personnel	95	51	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	134	76	1	1

Employment Equity Occupational Group (EEOG)	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	6	0	0
03 Professionals	10	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	84	52	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	17	0	0
11 Intermediate Sales & Service Personnel	59	35	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	190	112	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

S.i. Systems

43027

008324

Start Date of Flow Data		
YYYY	MM	DD
2014	11	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	11

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	0	4	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	32	0	1	0
11 Intermediate Sales & Service Personnel	85	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	245	0	5	0

Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Promoted #	Aboriginal Peoples Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	11	0	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	17	1	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	0	0	0
11 Intermediate Sales & Service Personnel	95	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	134	3	1	0

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	0	0	0
03 Professionals	10	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	84	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	0	0	0
11 Intermediate Sales & Service Personnel	59	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	190	1	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

S.i. Systems

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Start Date of Flow Data		
YYYY	MM	DD
2014	11	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	11

Data from Form 4 - Employees Hired



Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	0	4	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	32	0	1	0
11 Intermediate Sales & Service Personnel	85	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	245	0	5	0

Data from Form 5 - Employees Promoted



Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	11	0	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	17	2	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	0	0	0
11 Intermediate Sales & Service Personnel	95	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	134	4	1	0

Data from Form 6 - Employees Terminated



Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	15	0	0	0
03 Professionals	10	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	84	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	0	0	0
11 Intermediate Sales & Service Personnel	59	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	190	1	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

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008326

Start Date of Flow Data		
YYYY	MM	DD
2014	11	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	11

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	18	0	0	0	11	2	0	0	15	2	0	0
03 Professionals	9	0	0	0	3	1	0	0	10	7	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	0	4	0	17	2	1	0	84	22	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	32	0	1	0	8	3	0	0	22	8	0	0
11 Intermediate Sales & Service Personnel	85	0	0	0	95	26	0	0	59	18	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	245	0	5	0	134	34	1	0	190	57	0	0

Federal Contractors Program Achievement Table
Part 3: Goals
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Data from Previous Goals



Data from Current Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2015	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2018	2017	2020

Employment Equity Occupational Group (EOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	2	7.0	2	7.0
03	Professionals	1	7.0	1	7.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	19	7.0	19	7.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	3	7.0	3	7.0
11	Intermediate Sales & Service Personnel	9	7.0	9	7.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		34	7.0	34	7.0

		Table 5: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		1	38.9	1	38.9
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		10	79.1	10	79.1
		0	0.0	0	0.0
		0	0.0	0	0.0
		4	70.2	4	70.2
		14	64.8	14	64.8
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
Total		40	5.0	40	5.0

Federal Contractors Program Achievement Table
Part 3: Goals
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Data from Previous Goals

↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2015	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2018	2017	2020

Table 2: Aboriginal Peoples

	Aboriginal Peoples			
	Short-term Goals		Long-term Goals	
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	1	7.0	1	7.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	7.0	1	7.0

Table 6: Aboriginal Peoples

	Aboriginal Peoples			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	3.0	0	3.0
11 Intermediate Sales & Service Personnel	1	2.3	1	2.3
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	5.0	1	5.0

Federal Contractors Program Achievement Table
Part 3: Goals
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Data from Previous Goals



Data from Current Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2015	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2018	2017	2020

Employment Equity Occupational Group (EOG)		Table 3: Persons with Disabilities			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01/02	Managers	0	0.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	1	7.0	1	7.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	1	7.0	1	7.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		2	7.0	2	7.0

		Table 7: Persons with Disabilities			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	4.3	0	4.3
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		1	5.6	1	5.6
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		1	5.0	1	5.0

Federal Contractors Program Achievement Table
Part 3: Goals
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Data from Previous Goals
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Data from Current Goals
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Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2015	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2018	2017	2020

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

	Members of Visible Minorities		Members of Visible Minorities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	1	7.0	1	7.0
03 Professionals	1	7.0	1	7.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	6	7.0	6	7.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	1	7.0	1	7.0
11 Intermediate Sales & Service Personnel	5	7.0	5	7.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	14	7.0	14	7.0

	Members of Visible Minorities		Members of Visible Minorities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
0	0	10.1	0	10.1
0	0	15.0	0	15.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
2	2	18.6	2	18.6
0	0	0.0	0	0.0
0	0	0.0	0	0.0
1	1	24.3	1	24.3
7	7	33.2	7	33.2
0	0	0.0	0	0.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
16	16	5.0	16	5.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	%	#	%							
01 Senior Managers	2014	4	1	25.0	27.4	1	0	91.2																	
	2017	3	1	33.3	27.4	1	0	121.7	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
02 Middle & Other Managers	2014	12	6	50.0	38.9	5	1	128.5																	
	2017	19	8	42.1	38.9	7	1	108.2	18	6	33.3	7	-1	11	5	45.5	6	-1	15	6	40.0	8	-2	96.8	
03 Professionals	2014	8	2	25.0	35.0	3	-1	71.4																	
	2017	4	1	25.0	28.3	1	0	88.3	9	2	22.2	3	-1	3	1	33.3	1	0	10	2	20.0	3	-1	166.7	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women		Women		Women		
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	%	%	%	%	%	%	%	%			
01 Senior Managers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2017	29	11	37.9	2	550.0	7.0	541.9	2	550.0	7.0	541.9		
	2020	29	11	37.9	1	1100.0	38.9	97.5	1	1100.0	38.9	97.5		
03 Professionals	2017	12	3	25.0	1	300.0	7.0	357.1	1	300.0	7.0	357.1		
	2020	12	3	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 4: Results - Women

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	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 E + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x E + 100	V - X	U + (DYcar1 + DYcar2) / 2 x 100			
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Promotions						Terminations						Turnover Rate %
		All Employees				Women				All Employees				Women				All Employees				Women				All Employees				Women								
		#	%	Representation	Availability	#	%	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference									
04 Semi-Professionals & Technicians	2014	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0						
	2017	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0						
05 Supervisors	2014	2	50.0	55.0	1	0	90.9	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0						
	2017	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0						
06 Supervisors, Crafts & Trades	2014	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0						
	2017	0	0.0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0							

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
04 Semi-Professionals & Technicians	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
05 Supervisors	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
06 Supervisors, Crafts & Trades	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0		

Federal Contractors Program Achievement Table

Part 4: Results - Women

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2014	67	40	59.7	79.6	53	-13	75.0																	
	2017	51	35	68.6	79.1	40	-5	86.8	105	68	64.8	83	-15	18	13	72.2	11	2	84	52	61.9	50	2	142.4	
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women		Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%					
07 Administrative & Senior Clerical	2017	123	81	65.9	19	426.3	7.0	940.8	19	426.3	7.0	940.8		
	2020	123	81	65.9	10	810.0	79.1	83.3	10	810.0	79.1	83.3		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 4: Results - Women

S.I. Systems

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %		
		All Employees				Women				All Employees				Women				All Employees				Women				All Employees				Women				
		#	%	Representation	Availability	#	%	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference					
10 Clerical Personnel	2014	11	81.8	70.2	8	1	116.6	33	24	72.7	23	1	8	7	87.5	7	0	22	17	77.3	18	-1	146.7											
	2017	19	78.9	70.2	13	2	112.5	33	24	72.7	23	1	8	7	87.5	7	0	22	17	77.3	18	-1	146.7											
11 Intermediate Sales & Service Personnel	2014	39	53.8	64.4	25	-4	83.6	85	40	47.1	55	-15	95	51	53.7	51	0	59	35	59.3	32	3	106.3											
	2017	72	50.0	64.8	47	-11	77.2	85	40	47.1	55	-15	95	51	53.7	51	0	59	35	59.3	32	3	106.3											
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0										
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0										

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
10 Clerical Personnel	2017	41	75.6	31	3	1033.3	7.0	1080.1	3	1033.3	7.0	1080.1		
	2020	41	75.6	31	4	775.0	70.2	107.7	4	775.0	70.2	107.7		
11 Intermediate Sales & Service Personnel	2017	180	50.6	91	9	1011.1	7.0	722.2	9	1011.1	7.0	722.2		
	2020	180	50.6	91	14	650.0	64.8	78.0	14	650.0	64.8	78.0		
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 4: Results - Women

S.i. Systems

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2014	143	80	55.9	0.0	0	80	0.0																	
	2017	168	96	57.1	0.0	0	96	0.0	250	140	56.0	0	140	135	77	57.0	76	1	190	112	58.9	106	6	122.2	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women		Women				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	#	%	#				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	385	217	56.4	34	638.2	7.0	805.2	34	638.2	7.0	805.2		
	2020	385	217	56.4	40	542.5	5.0	1127.3	40	542.5	5.0	1127.3		

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis															
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples									
		#	Representation %	Availability %	Gap #	EE Result %	Turnover Rate %	#	Actual %	Expected %	Difference #	#	Actual %	Expected %	Difference #	#	Actual %	Expected %	Difference #	#	Actual %	Expected %	Difference #	#	Actual %	Expected %	Difference #	Turnover Rate %	
01 Senior Managers	2014	4	0.0	2.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	3	0.0	2.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
02 Middle & Other Managers	2014	12	0.0	2.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	19	0.0	2.2	0	0.0	0	0.0	0	0.0	18	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
03 Professionals	2014	8	0.0	1.2	0	0.0	0	0.0	0	0.0	9	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	4	0.0	1.1	0	0.0	0	0.0	0	0.0	9	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 Senior Managers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	29	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2017	12	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	12	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

S.i. Systems

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis															
		Workforce									Hires				Promotions				Terminations					Turnover Rate		
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability		Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%				
04 Semi-Professionals & Technicians	2014	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2014	2	0	0.0	3.1	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations				Turnover Rate		
		All Employees	Aboriginal Peoples			EE Result				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected		Difference	
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#		%	
10 Clerical Personnel	2014	11	0	0.0	3.0	0	0	0.0																
	2017	19	0	0.0	3.0	1	-1	0.0	33	0	0.0	1	-1	8	0	0.0	0	0	22	0	0.0	0	0	146.7
11 Intermediate Sales & Service Personnel	2014	39	1	2.6	2.1	1	0	122.1																
	2017	72	3	4.2	2.3	2	1	181.2	85	0	0.0	2	-2	95	2	2.1	2	0	59	0	0.0	2	-2	106.3
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	#	#	%	%					
10 Clerical Personnel	2017	41	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	41	0	0.0	0	0.0	3.0	0.0	0	0.0	3.0	0.0		
11 Intermediate Sales & Service Personnel	2017	180	2	1.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	180	2	1.1	1	200.0	2.3	48.3	1	200.0	2.3	48.3		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

S.I. Systems

43027

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis														
		Workforce						Hires						Promotions						Terminations						Turnover Rate %		
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #	All Employees	Actual #	Expected %	Difference #						
13	Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0		0	0.0
14	Other Manual Workers	2014	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0
Total		2017	168	3	2.1	3.0	5	0.0	0	5	0.0	250	0	0	0.0	0	0.0	3	2.2	3	0	0	190	1	0.5	4	-3	122.2

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments	
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples			
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %		
13	Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total		2020	385	3	0.8	1	300.0	7.0	11.1	1	300.0	7.0	11.1		
		2020	385	3	0.8	1	300.0	5.0	15.6	1	300.0	5.0	15.6		

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.i. Systems

43027

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	#	%				
01 & 02 Managers	2014	16	0	0.0	4.3	1	-1	0.0																	
	2017	22	0	0.0	4.3	1	-1	0.0	18	0	0.0	1	-1	11	0	0.0	0	0	15	0	0.0	0	0	0	78.9
03 Professionals	2014	8	0	0.0	3.8	0	0	0.0																	
	2017	4	0	0.0	3.8	0	0	0.0	9	0	0.0	0	0	3	0	0.0	0	0	10	0	0.0	0	0	0	166.7

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	#	%	#			
01 & 02 Managers	2017	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	29	0	0.0	0	0.0	4.3	0.0	0	0.0	4.3	0.0		
03 Professionals	2017	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.I. Systems

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

Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %		
		All Employees				Persons with Disabilities				All Employees				Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities								
		#	%	Availability	Gap	EE Result	#	%	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference			
04 Semi-Professionals & Technicians	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2014	2	0.0	13.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments	
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
04 Semi-Professionals & Technicians	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.i. Systems

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Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.I. Systems

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x E + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x E + 100	V - X	U + (DYcar1 + DYcar2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EEOG)	Year	Workforce Analysis														Flow Data Analysis									
		All Employees		Persons with Disabilities				Hires				Promotions				Terminations				Turnover Rate %					
		#	%	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #						
07 Administrative & Senior Clerical	2014	67	0.0	3.4	2	-2	0.0	105	0	4	-4	18	2	11.1	0	2	84	1	1.2	0	1	142.4			
08 Skilled Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0			
09 Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments		
		All Employees		Persons with Disabilities	Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
07 Administrative & Senior Clerical	2017	123	1.6	2	1	200.0	7.0	23.2	1	200.0	7.0	23.2	
08 Skilled Sales & Service Personnel	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	123	1.6	2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.i. Systems

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Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.i. Systems

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Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
S.I. Systems
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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times E + 100$	V - X	$U + (DY \text{ part} 2) \div 2 \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires					Promotions					Terminations					Turnover Rate %
		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities					
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2014	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2014	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
Total	2014	143	1	0.7	0.0	0	1	0.0	0	1	0.0	0	0.0	0	1	0.0	3.0	1	3	190	1	0.5	1	0	0	122.2	
	2017	168	5	3.0	0.0	0	5	0.0	0	5	0.0	0	0.0	0	5	0.0	3.0	1	3	190	1	0.5	1	0	122.2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		All Employees		Persons with Disabilities	Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0.0	
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0	0.0	0	0.0	0	0.0	0.0	
	2020	0	0.0	0	0	0.0	0	0.0	0	0.0	0.0	
Total	2017	385	4	1.0	2	200.0	7.0	14.8	2	200.0	7.0	14.8
	2020	385	4	1.0	1	400.0	5.0	20.8	1	400.0	5.0	20.8

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

S.i. Systems

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Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

S.I. Systems

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Promotions				Terminations				Turnover Rate %
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities						
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2014	4	25.0	1	10.1	0	0	1	247.5	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0.0			
	2017	3	33.3	1	10.1	0	0	1	330.0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				
02 Middle & Other Managers	2014	12	0.0	0	15.0	2	2	-2	0.0	18	0	0	0	-3	11	2	18.2	0	0	2	15	2	13.3	0	2	2	15.0	0	0	96.8				
	2017	19	10.5	2	15.0	3	3	-1	70.2	18	0	0	0	-3	11	2	18.2	0	0	2	15	2	13.3	0	2	2	15.0	0	0	96.8				
03 Professionals	2014	8	37.5	3	30.4	2	2	1	123.4	9	0	0	0	-3	3	1	33.3	1	0	10	7	70.0	4	3	3	3	3	3	166.7					
	2017	4	25.0	1	10.1	0	0	1	247.5	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	10.1	0.0	0	0.0	10.1	0.0	0	0.0	
02 Middle & Other Managers	2017	29	6.9	1	200.0	7.0	98.5	1	200.0	7.0	98.5	0	0.0	
	2020	29	6.9	2	200.0	15.0	46.0	0	0.0	15.0	46.0	0	0.0	
03 Professionals	2017	12	8.3	1	100.0	7.0	119.0	1	100.0	7.0	119.0	0	0.0	
	2020	12	8.3	1	100.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

S.i. Systems

43027

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations					Turnover Rate	
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
		#	Representation	Availability		Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference		
#	#	%	%	#	#	%	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%		
04 Semi-Professionals & Technicians	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2014	2	0	0.0	27.4	1	-1	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%	%				
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

S.I. Systems

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DYcar1 + DYcar2) \div 2 \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations				Turnover Rate %
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities						
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
07 Administrative & Senior Clerical	2014	67	16.4	11	23.3	16	-5	70.5	105	0	0.0	20	-20	18	2	11.1	3	-1	84	22	26.2	14	8	142.4						
	2017	51	27.5	14	18.6	9	5	147.6	105	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	14	8	0.0						
08 Skilled Sales & Service Personnel	2014	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						
	2017	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						
09 Skilled Crafts & Trades Workers	2014	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						
	2017	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2017	123	1.6	6	33.3	7.0	23.2	6	33.3	7.0	23.2			
	2020	123	1.6	2	100.0	18.6	8.7	2	100.0	18.6	8.7			
08 Skilled Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

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Part 7: Results - Members of Visible Minorities

S.i. Systems

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate			
		Workforce										Hires			Promotions			Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities											
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%						
10 Clerical Personnel	2014	11	3	27.3	24.3	3	0	112.2																	
	2017	19	4	21.1	24.3	5	-1	86.6	33	0	0.0	8	-8	8	3	37.5	2	1	22	8	36.4	6	2	146.7	
11 Intermediate Sales & Service Personnel	2014	39	7	17.9	35.5	14	-7	50.6																	
	2017	72	16	22.2	33.2	24	-8	66.9	85	0	0.0	28	-28	95	26	27.4	17	9	59	18	30.5	11	7	106.3	
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%					
10 Clerical Personnel	2017	41	3	7.3	1	300.0	7.0	104.5	1	300.0	7.0	104.5		
	2020	41	3	7.3	1	300.0	24.3	30.1	1	300.0	24.3	30.1		
11 Intermediate Sales & Service Personnel	2017	180	26	14.4	5	520.0	7.0	206.3	5	520.0	7.0	206.3		
	2020	180	26	14.4	7	371.4	33.2	43.5	7	371.4	33.2	43.5		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

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Part 7: Results - Members of Visible Minorities
S.I. Systems
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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DY \text{ year} 2) \div 2 \times 100$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Turnover Rate %							
		Workforce						Hires						Promotions							Terminations						
		All Employees	Representation %	Visible Minorities Availability %	Gap #	EE Result %	All Employees	Actual #	Visible Minorities Expected #	Difference #	All Employees	Actual #	Visible Minorities Expected #	Difference #	All Employees	Actual #	Visible Minorities Expected #	Difference #									
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
14 Other Manual Workers	2014	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
Total	2014	143	25	17.5	0.0	0.0	0	0.0	0	25	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	168	38	22.6	0.0	0.0	0	0.0	0	38	0.0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments		
		All Employees		Visible Minorities Actual		Visible Minorities Goal		Visible Minorities Percent of Goal Met		All Employees		Visible Minorities Goal			Visible Minorities Percent of Goal Met	
		#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
Total	2017	385	34	8.8	14	242.9	7.0	126.2	14	242.9	7.0	126.2				
	2020	385	34	8.8	16	212.5	5.0	176.6	16	212.5	5.0	176.6				

Short-term Goal Setting Tool

**S.i. Systems
19-Oct-17**

A	B	C	D	E	F	G	H	I	J	K
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J

Employment Equity Occupational Group (EEOG)	All Employees 2017-10-11 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	Number #	Turnover (Replacement of Terminated Employees)		Hires Required #
		Annually %	Over 3 Years #	Annually %	Over 3 Years #			Annually %	Over 3 Years #	
Senior Managers			0		0	0		0.0%	0	0
Middle & Other Managers	19	2.0%	1	2.0%	1	2	8	2.0%	0	-1
Professionals			0		0	0		0.0%	0	0
Semi-Professionals & Technicians			0		0	0		0.0%	0	0
Supervisors			0		0	0		0.0%	0	0
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0
Administrative & Senior Clerical Personnel	51	3.0%	5	5.0%	8	13	35	5.0%	5	14
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0
Clerical Personnel	19	3.0%	2	5.0%	3	5	15	5.0%	2	1
Intermediate Sales & Service Personnel	72	5.0%	11	5.0%	11	22	36	5.0%	5	23
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0
Other Sales & Service Personnel			0		0	0		0.0%	0	0
Other Manual Workers			0		0	0		0.0%	0	0

L	M	N	O	P	Q	R
G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

WOMEN

3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
#	%					
0				0	#DIV/0!	#DIV/0!
1	38.9%	38.9%	1	1	42.1%	45.0%
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!
10	79.1%	79.1%	-5	-4	68.6%	71.4%
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!
4	70.2%	70.2%	2	2	78.9%	81.0%
14	64.8%	64.8%	-11	-9	50.0%	54.2%
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!
0				0	#DIV/0!	#DIV/0!

Short-term Goal Setting Tool

**S.i. Systems
19-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H = B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/11 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2018-2020		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Middle & Other Managers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Professionals			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Supervisors			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	51	3.0%	5	5.0%	8	13	2	5.0%	0	-1	0	2.6%	2.6%	1	1	3.9%	3.6%
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Clerical Personnel	19	3.0%	2	5.0%	3	5	0	5.0%	0	1	0	3.0%	3.0%	-1	-1	0.0%	0.0%
Intermediate Sales & Service Personnel	72	5.0%	11	5.0%	11	22	3	5.0%	0	-1	1	2.3%	2.3%	1	2	4.2%	4.8%
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!

Short-term Goal Setting Tool
S.I. Systems
19-Oct-17

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/11 #	Growth (New Positions) Annually %	Over 3 Years #	Turnover (Replacement of Terminated Employees) Annually %	Over 3 Years #	Anticipated Hires Over 3 Years #	Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	PERSONS WITH DISABILITIES		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		3 Year Goals 2018-2020 #	%					
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from Workplace Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from Workplace Analysis	Equivalent to E	H x I x 3	(D x N) - (O + J)	G x M	Data entry	Data entry from Workplace Analysis	Data entry from Workplace Analysis	-(H - J + L) - ((B + D) x N)	H + B	(H - J + L) + (B + D)
Senior Managers	222	1.0%	1	1.0%	1	2	0	1.0%	0	1	0	4.3%	4.3%	-1	-1	0.0%	0.0%
Middle & Other Managers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Professionals	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	72	5.0%	11	5.0%	11	22	2	5.0%	0	3	1	5.6%	5.6%	-2	-2	2.8%	3.6%
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!

Short-term Goal Setting Tool
S.I. Systems
19-Oct-17

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/11 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	MEMBERS OF VISIBLE MINORITIES		Hires Required #	3 Year Goals 2018-2020		Present Availability		Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees) Annually %		Over 3 Years #	#	%	#				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	-(H - J + L) - (B + D) x N	H + B	(H - J + L) + (B + D)
Senior Managers	3	1.0%	0	1.0%	0	0	1	1.0%	0	-1	0	10.1%	10.1%	1	1	33.3%	33.3%
Middle & Other Managers	19	2.0%	1	2.0%	1	2	2	2.0%	0	1	0	15.0%	15.0%	-1	-1	10.5%	10.0%
Professionals	0		0		0	0	0	0.0%	0	0	0			0	0		
Semi-Professionals & Technicians	0		0		0	0	0	0.0%	0	0	0			0	0		
Supervisors	0		0		0	0	0	0.0%	0	0	0			0	0		
Supervisors: Crafts & Trades	0		0		0	0	0	0.0%	0	0	0			0	0		
Administrative & Senior Clerical Personnel	51	3.0%	5	5.0%	8	13	14	5.0%	2	-2	2	18.6%	18.6%	5	4	27.5%	25.0%
Skilled Crafts & Trades Workers	0		0		0	0	0	0.0%	0	0	0			0	0		
Clerical Personnel	19	3.0%	2	5.0%	3	5	4	5.0%	1	2	0	24.3%	24.3%	-1	-1	21.1%	19.0%
Intermediate Sales & Service Personnel	72	5.0%	11	5.0%	11	22	16	0.0%	0	14	7	33.2%	33.2%	-8	-7	22.2%	25.3%
Semi-Skilled Manual Workers	0		0		0	0	0	0.0%	0	0	0			0	0		
Other Sales & Service Personnel	0		0		0	0	0	0.0%	0	0	0			0	0		
Other Manual Workers	0		0		0	0	0	0.0%	0	0	0			0	0		

Summary of Goals
S.i. Systems
October 19, 2017

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
02	Middle and Other Managers	1	38.9%	38.9%	
07	Administrative and Senior Clerical Personnel	-5	79.1%	79.1%	
10	Clerical Personnel	2	70.2%	70.2%	
11	Intermediate Sales and Service Personnel	-11	64.8%	64.8%	

Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
07	Administrative and Senior Clerical Personnel	1	2.6%	2.6%	
10	Clerical Personnel	-1	3.0%	3.0%	
11	Intermediate Sales and Service Personnel	1	2.3%	2.3%	

Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01/02	Managers	-1	4.3%	4.3%	
11	Intermediate Sales and Service Personnel	-2	5.6%	5.6%	

Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	1	10.1%	10.1%	
02	Middle and Other Managers	-1	15.0%	15.0%	
07	Administrative and Senior Clerical Personnel	5	18.6%	18.6%	
10	Clerical Personnel	-1	24.3%	24.3%	

11	Intermediate Sales and Service Personnel	-8	33.2%	33.2%	
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Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: S.I. Systems Ltd.

Primary Location: Calgary, Alberta

Number of Employees: 168

The company operates primarily in CMAs in Ontario and Alberta with a few employees in Vancouver, BC.

Organization Overview:

Sector 56 – Administrative and support, waste management and remediation

S.I. Systems is a staffing agency focussing on IT jobs.

Key Dates – First Year Assessment

Initiated:	2014-10-01
Received:	N/A
Closed:	2015-11-17
WFA:	2014-11-18

Key Dates – Subsequent Assessment

Initiated:	2017-10-19
Received:	2017-10-18
WFA:	2017-10-11

DATA VERIFICATION

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database with the exception of the short-term goals. Our records indicate goals that were seemingly set for designated groups in occupational groups where a gap was not found. Given this, the analysis was based on the previous goals included in the Achievement Table.
- 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

The organization established goals both in numbers and percentages. For consistency purposes, the percentage of goals met reflected in the analysis below is taken from the percentage goal.

Women

3.	Professionals	Goal met at 357%
7.	Administrative & Senior Clerical Personnel	Goal not required but met at 941%
10.	Clerical Personnel	Goal not required but met at 1080%
11.	Intermediate Sales & Service Personnel	Goal not required but met at 722%

Assessment/Observations

- For EEOG 03, the company had established a goal of 7% where availability was 25%. However, the company did in fact recruit women at levels equal to their availability.
- In EEOGs 07, 10 and 11, goals were not required given that representation levels exceeded the 50% benchmark. In all instances, goals were met at levels above 80%. In all cases, the organization had established a goal of 7%.

Aboriginal Peoples

- The organization had no gaps for Aboriginal peoples in the previous workforce analysis.

Person with Disabilities

1./2.	Managers	No goal was established
7.	Administrative & Senior Clerical Personnel	Goal met at 23.2%
10.	Clerical Personnel	No goal was established
11.	Intermediate Sales & Service Personnel	Goal not met (15.9%)

Assessment/Observations

- In the Managers EEOGs, no goal was set to address the gap of -1. This may have been accepted during the previous compliance assessment. Out of 29 new entrants in these EEOGs, none identified as persons with disabilities. At least one would have been expected given the availability of 4.3%.
- In EEOG 07, persons with disabilities were hired at a rate of 1.6%. This is below their availability of 3.4%. However, the gap in this EEOG was closed.
- In EEOG 10, no goal was set to address the gap of -1. However the gap was since closed likely due to an employee opting to self-identify where they had not previously done so.
- In EEOG 11, persons with disabilities were hired at a rate of 1.1%. This is well below their availability of 5.6%. Out of 180 new entrants in this EEOG, only two identified as having a disability.

Members of Visible Minorities

2.	Middle & Other Managers	Goal met at 99%
7.	Administrative & Senior Clerical Personnel	Goal not met (23%)
11.	Intermediate Sales & Service Personnel	Goal met at 206%

Assessment/Observations

- In EEOG 07, members of visible minorities were hired at a rate of 1.6%. This is well below their availability of 23.3%. Out of 123 new entrants in this occupational group, only two identified as being a member of a visible minority.
- In EEOG 11, the company had set a goal of 7% where the availability was 35.5%. This may have been accepted during the previous compliance assessment. The company did hire members of visible minorities at a rate of 14.4% which is well below their availability of 35.5%.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of nine goals set, seven were met at 80% or more.
 - In one instance (persons with disabilities in EEOG 07), although the goal was not met, the two new hires were sufficient to close the gap.
 - Of the goals met, many appear to have been set at levels well below availability. However, this appears to have been accepted during the previous compliance assessment.
 - With seven out of nine goals met at levels above 80% and an additional gap closed, it is reasonable to conclude that reasonable progress was made.

ASSESSMENT OF SHORT-TERM GOALS

- For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.
- For 8 out of 8 outstanding gaps, a short-term goal was not set and/or goals were not set at availability.

Women

- EEOG 07: A goal equal to availability (79.1%) was set. It is recommended that the organization be advised that a goal is not necessary in this EEOG given that representation levels exceed the 50% benchmark.
- EEOG 11: A goal equal to availability (64.8%) was set.

Aboriginal peoples

- EEOG 10: A goal equal to availability (3.0%) was set.

Persons with Disabilities

- EEOGs 01/02: A goal equal to availability (4.3%) was set.
- EEOG 11: A goal equal to availability (5.6%) was set.

Members of Visible Minorities

- EEOG 02: A goal equal to availability (15.0%) was set.
- EEOG 10: A goal equal to availability (24.3%) was set.
- EEOG 11: A goal equal to availability (33.2%) was set.

RECOMMENDATION

I recommend that the employer be found:

- in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances, I recommend that the closing letter include the following:

- Please note that a goal for women in EEOG 07 Administrative & Senior Clerical is not required given that current representation levels exceed the 50% benchmark for women. In these cases, a goal is not required, regardless of availability levels to avoid occupational segregation and to ensure that occupations in this group are welcoming of both men and women.

Name of Analyst: Annick Léger

Date: February 1, 2018

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME

Sent: February 6, 2018 6:46 PM

To: 'nathalie.pilon@ca.abb.com' <nathalie.pilon@ca.abb.com>

Cc: 'brenda-lynn.hazelwood@sisystems.com' <brenda-lynn.hazelwood@sisystems.com>;
'tracy.perri@sisystems.com' <tracy.perri@sisystems.com>

Subject: Government of Canada Agreement Number: 090217 – Notification of Compliance with the Federal Contractors Program

Dear Ms. Pilon:

I am writing to inform you that the subsequent compliance assessment initiated on October 19, 2017 has been completed. As a result of the assessment, S.I. Systems has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of S.I. Systems' employment equity program.

- Please note that a goal for women in occupational group 07 Administrative & Senior Clerical is not required given that current representation levels exceed the 50% benchmark. In these cases, a goal is not required, regardless of availability levels to avoid occupational segregation and to ensure that occupations in this group are welcoming of all genders.

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 October 19, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and

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

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

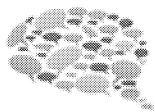
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish S.I. Systems continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc.gc.ca



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!