



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement


ORGANIZATION	
Legal Name of Organization McElhanney Consulting Services Ltd.	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° 541330	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 580
	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 100 - 780 Beatty Street	City Vancouver	Province BC	Postal Code V6R1J5
	Telephone Number 604-683-8521	Fax Number 604-683-4350	

EMPLOYMENT EQUITY CONTACT	
Name (print) Victoria Kilpatrick	Title Human Resources Manager
Telephone Number 604-424-4871	E-mail Address vkilpatrick@mcelhanney.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Allan Russell	Title President & CEO
Telephone Number 604-683-8521	E-mail Address arusell@mcelhanney.com
Signature 	Date Dec 1, 2014

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

# Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
  - Self-identification questionnaire used to collect workforce information;
  - Initial WFA; and
  - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
  - Updated WFA;
  - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
  - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>

# Questions and Answers

## Subsidiary vs. Division/Branch

**Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?**

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

**Division:** A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

**Branch:** A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

**Subsidiary:** A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

**Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?**

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

**Q3 When should a new Agreement be completed and signed?**

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

## Employment Status

**Q1 Who is considered to be a permanent full-time employee under the FCP?**

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

**Q2 Who is considered to be a permanent part-time employee under the FCP?**

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

### **Q3 Who is considered to be a temporary employee under the FCP?**

- A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

### **Q4 How are students counted under the FCP?**

- A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

### **Q5 How are casual or other employees counted under the FCP?**

- A5 Casual employees are employed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

---

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

---

I, the undersigned, on behalf of (legal name of organization) **McElhanney Consulting Services Ltd.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **V100003**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) July 13, 2019 for the following reason(s):

(Please describe) **McElhanney Consulting Services Ltd. is Amalgamating with McElhanney Geomatics Engineering Ltd and The McElhanney Group Ltd. on April 1, 2019. As our first audit is due in early April, there won't be enough time to survey all employees and update WEIMS in this timeframe.**

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

Name: **Allan Russell, P.Eng, ICD.D**

Position Title: **President and CEO**

Email address: **arussell@mcelhanney.com**

Telephone number: **604 424 4888**

Business address: **200 - 858 Beatty Street | Vancouver BC V6B 1C1**

Signature: \_\_\_\_\_





Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: February 14, 2019

## Nyirasafari, Ange AN [NC]

---

**From:** Yakibonge, Ntambwe N [NC] on behalf of EE-EME  
**Sent:** February 15, 2019 11:40 AM  
**To:** 'arussell@mcelhanney.com'  
**Cc:** Victoria Kilpatrick; 'Layna Dove'; EE-EME  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information - V100003  
**Attachments:** McElhanney Consulting Services Ltd.\_Application for Extension to Submit Compliance Assessment\_2019\_02\_14.pdf

Good morning,

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

As requested, we hereby grant you an extension until **July 15, 2019**.

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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!

---

**From:** Layna Dove <hdove@mcelhanney.com>  
**Sent:** February-14-19 2:46 PM  
**To:** EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>  
**Cc:** Victoria Kilpatrick <vkilpatrick@mcelhanney.com>  
**Subject:** RE: V100003 – Application for Extension to Submit Compliance Assessment\_2019\_02\_05

Hi Maurice,

Please find attached our revised extension request.

Given that July 13, 2019 is a Saturday, can you please advise what day the assessment will actually be completed?

Please don't hesitate to circle back with any questions.

Thanks,  
Layna

Layna Dove CPHR  
HR Generalist  
The McElhanney Group Ltd.  
[www.mcelhanney.com](http://www.mcelhanney.com)  
200 - 858 Beatty Street | Vancouver BC V6B 1C1  
D 604 424 4717 | T 604 683 4350  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

---

**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) <[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)> **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

**Sent:** February 8, 2019 5:13 AM

**To:** Victoria Kilpatrick <[vkilpatrick@mcelhanney.com](mailto:vkilpatrick@mcelhanney.com)>; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca); Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>

**Subject:** RE: V100003 – Application for Extension to Submit Compliance Assessment\_2019\_02\_05

Good morning Victoria,

Considering the total number of employees in your organization, three-month extension is appropriate to get over 80% response rate. If the response rate is not reached after the extension, your organisation still has the opportunity to request another short extension to submit the information.

We will await receipt of your updated extension form showing the date of July 13<sup>th</sup>, 2018.

Thank you for your understanding.

Kind regards,

Maurice Ntambwe Yakibonge

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099



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!

---

**From:** Victoria Kilpatrick <[vkilpatrick@mcelhanney.com](mailto:vkilpatrick@mcelhanney.com)>

**Sent:** February-07-19 11:53 AM

**To:** EE-EME <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)>; Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>

**Subject:** RE: V100003 – Application for Extension to Submit Compliance Assessment\_2019\_02\_05

Hi there.

We're really hoping to keep the extension if possible as we are amalgamating the following number of employees



Current Employment Equity Company has 748 employees

And the two companies amalgamating have 290 and 37 respectively.

With the volume of change that is going on and our wish to do this audit correctly, I'm worried if we try to resurvey our employees too early, we'll get a poor response.

I'm hoping to take some time to let our employees know the purpose of the survey and why it is important that we demonstrate our true equity as we've made great strides in our goals in the last few years.

Thank you very much for your consideration.

**Vicki Kilpatrick**, CPHR  
Corporate Human Resources Manager  
**The McElhanney Group Ltd.**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
200 - 858 Beatty Street | Vancouver BC V6B 1C1 (New)  
D 604 424 4871 | C 778 288 3406  
[vkilpatrick@mcelhanney.com](mailto:vkilpatrick@mcelhanney.com)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

---

**From:** <[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)> **On Behalf Of** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Sent:** Thursday, February 7, 2019 8:37 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>; [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)  
**Cc:** Victoria Kilpatrick <[vkilpatrick@mcelhanney.com](mailto:vkilpatrick@mcelhanney.com)>  
**Subject:** RE: V100003 – Application for Extension to Submit Compliance Assessment\_2019\_02\_05

Good morning Layna,

Thank you for submitting the signed extension form.

We need the total number of employees that will be added to your workforce after the amalgamation to review your request for more than five months extension. Could you provide us with this information?

Your organisations can be granted an extension of a maximum of three months to survey the workforce and submit the required information. If you amend your form to show the date of July 13<sup>th</sup>, 2019, we would be happy to grant that extension. We will await receipt of your updated extension form showing the date of July 13<sup>th</sup>, 2018.

If you have any questions, please do not hesitate to contact us.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team

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

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



---

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** February-06-19 12:18 PM  
**To:** EE-EME <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)>  
**Cc:** Victoria Kilpatrick <[vkilpatrick@mcelhanney.com](mailto:vkilpatrick@mcelhanney.com)>; Yakibonge, Ntambwe N [NC] <[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)>  
**Subject:** V100003 – Application for Extension to Submit Compliance Assessment\_2019\_02\_05

Hello,

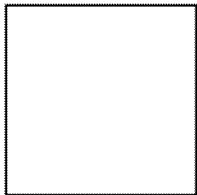
Please find attached a request for extension to submit compliance assessment form signed by the President & CEO of McElhanney Consulting Services Ltd.

Feel free to circle back with any questions.

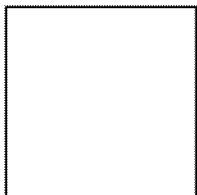
Thank you,  
Layna

**Layna Dove** CPHR  
HR Generalist  
**The McElhanney Group Ltd.**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
200 - 858 Beatty Street | Vancouver BC V6B 1C1  
D 604 424 4717 | T 604 683 4350  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error, do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error, do not disseminate or copy this communication, and destroy all copies.*



**McElhanney**



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error, do not disseminate or copy this communication, and destroy all copies.*



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

Reporting Period 2019-09-24 to 2019-09-24

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	4	0	0	4	Calgary	89	28	0	117
Nova Scotia	1	1	0	2	Edmonton	54	42	0	96
New Brunswick	2	0	0	2	Regina	8	3	0	11
British Columbia	510	135	0	645	Vancouver	161	41	0	202
Saskatchewan	9	3	0	12	St. John's	9	1	0	10
Alberta	195	107	0	302	Saskatoon	1	0	0	1
Newfoundland and Labrador	9	1	0	10	Victoria	38	8	0	46
Yukon	1	0	0	1	Alta. less CMAs	52	37	0	89
<b>Total Employees in Canada</b>				<b>978</b>	B.C. less CMAs	311	86	0	397
					N.B. less CMA	2	0	0	2
					N.S. less CMA	1	1	0	2
					Ont. less CMAs	4	0	0	4
					Y.T.	1	0	0	1
					<b>Total Employees in Canada</b>				<b>978</b>



Workplace Equity Information Management System - McElhanney Consulting Services Ltd

**Workforce Analysis - Summary Report**

Date: 2019-09-24

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	1	8.3 %	27.6 %	3	-2
02 : Middle and Other Managers	67	9	13.4 %	39.4 %	26	-17
03 : Professionals	340	84	24.7 %	23.7 %	81	3
04 : Semi-Professionals and Technicians	463	78	16.8 %	19.1 %	88	-10
05 : Supervisors	33	31	93.9 %	57.8 %	19	12
10 : Clerical Personnel	63	61	96.8 %	74.0 %	47	14
<b>Total</b>	<b>978</b>	<b>264</b>	<b>27.0 %</b>	<b>27.0 %</b>	<b>264</b>	<b>0</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - McElhanney Consulting Services Ltd

**Workforce Analysis - Summary Report**

Date: 2019-09-24

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	67	1	1.5 %	2.7 %	2	-1
03 : Professionals	340	6	1.8 %	2.0 %	7	-1
04 : Semi-Professionals and Technicians	463	16	3.5 %	4.7 %	22	-6
05 : Supervisors	33	2	6.1 %	6.3 %	2	0
10 : Clerical Personnel	63	3	4.8 %	6.6 %	4	-1
<b>Total</b>	<b>978</b>	<b>28</b>	<b>2.9 %</b>	<b>3.8 %</b>	<b>37</b>	<b>-9</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - McElhanney Consulting Services Ltd

**Workforce Analysis - Summary Report**

Date: 2019-09-24

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01 : Senior Managers	12	0	0.0 %	11.5 %	1	-1
02 : Middle and Other Managers	67	11	16.4 %	17.6 %	12	-1
03 : Professionals	340	59	17.4 %	23.4 %	80	-21
04 : Semi-Professionals and Technicians	463	48	10.4 %	20.5 %	95	-47
05 : Supervisors	33	7	21.2 %	26.6 %	9	-2
10 : Clerical Personnel	63	10	15.9 %	21.1 %	13	-3
<b>Total</b>	<b>978</b>	<b>135</b>	<b>13.8 %</b>	<b>21.4 %</b>	<b>210</b>	<b>-75</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - McElhanney Consulting Services Ltd

**Workforce Analysis - Summary Report**

Date: 2019-09-24

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	79	4	5.1 %	5.0 %	4	0
03 : Professionals	340	6	1.8 %	8.9 %	30	-24
04 : Semi-Professionals and Technicians	463	18	3.9 %	7.6 %	35	-17
05 : Supervisors	33	0	0.0 %	27.5 %	9	-9
10 : Clerical Personnel	63	2	3.2 %	9.3 %	6	-4
<b>Total</b>	<b>978</b>	<b>30</b>	<b>3.1 %</b>	<b>8.6 %</b>	<b>84</b>	<b>-54</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2019-09-24

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

Due to specialized nature of positions

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

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA





## Workforce Analysis - Summary Report

Date: 2019-09-24

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
10 : Clerical Personnel	EEOG	National

# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

**McElhanney Ltd.**

[Date: 2019-09-24]

### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	09	24

### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	12	1	27.6
02	Middle & Other Managers	67	9	39.4
03	Professionals	340	84	23.7
04	Semi-Professionals & Technicians	463	78	19.1
05	Supervisors	33	31	57.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	63	61	74.0
11	Intermediate Sales & Service Personnel	0	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
<b>Total</b>		<b>978</b>	<b>264</b>	<b>27.0</b>

**Table 5: Women**

Subsequent/Current Workforce Analysis		
All Employees	Women	
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
<b>0</b>	<b>0</b>	<b>0.0</b>

**\* Source:**  
2006 Census of Canada

**\* Source:**

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**McElhanney Ltd.**

**[Date: 2019-09-24]**







**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	2019		2022						
		2019-09-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-24	Annually	Over 3 Years	2019	2022									
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01	Senior Managers	12	-100.0%		0	0.0%		0	0	0	1	0.0%	0	2	0	27.6%	27.6%	-2	-2	8.3%	8.3%	
02	Middle & Other Managers	67	-100.0%		0	0.0%		0	0	0	9	0.0%	0	17	0	39.4%	39.4%	-17	-17	13.4%	13.4%	
03	Professionals	340	-100.0%		0	0.0%		0	0	0	84	0.0%	0	-3	0	0.0%	23.7%	3	3	24.7%	24.7%	
04	Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	0	0	78	0.0%	0	10	0	19.2%	19.1%	-10	-10	16.8%	16.8%	
05	Supervisors	33	-100.0%		0	0.0%		0	0	0	31	0.0%	0	-12	0	0.0%	57.8%	12	12	93.9%	93.9%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	63	-100.0%		0	0.0%		0	0	0	61	0.0%	0	-14	0	0.0%	74.0%	14	14	96.8%	96.8%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		978	-100.0%		0	0.0%		0	0	0	264	0.0%	0	0	0		27.0%	0	0	27.0%	27.0%	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	27.6	0	28.0	
02	Middle & Other Managers	0	39.4	0	40.0	
03	Professionals	0	0.0	0	30.0	No gap
04	Semi-Professionals & Tech	0	19.2	0	30.0	
05	Supervisors	0	0.0	1	50.0	No gap
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	50.0	No gap

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

McElhanney Ltd.

[Date: 2019-09-24]

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	From - To		2019	2022					
		2019-09-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-24	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.2%	3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	67	-100.0%		0	0.0%		0	1	0	0.0%	0	1	0	2.7%	2.7%	-1	-1	1.5%	1.5%	
03	Professionals	340	-100.0%		0	0.0%		0	6	0	0.0%	0	1	0	2.0%	2.0%	-1	-1	1.8%	1.8%	
04	Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	16	0	0.0%	0	6	0	4.7%	4.7%	-6	-6	3.5%	3.5%	
05	Supervisors	33	-100.0%		0	0.0%		0	2	0	0.0%	0	0	0	6.3%	6.3%	0	0	6.1%	6.1%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	63	-100.0%		0	0.0%		0	3	0	0.0%	0	1	0	6.7%	6.6%	-1	-1	4.8%	4.8%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		978	-100.0%		0	0.0%		0	0	28	0.0%	0	9	0		3.8%	-9	-9	2.9%	2.9%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	3.2	0	3.5	No gap
02	Middle & Other Managers	0	2.7	0	3.0	
03	Professionals	0	2.0	0	2.5	
04	Semi-Professionals & Tech	0	4.7	0	5.0	
05	Supervisors	0	6.3	0	7.0	No gap
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	6.7	0	7.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		All Employees																		
		First/Previous Short-term Goals																		
		All Employees							Persons with Disabilities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
2019-09-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-09-24	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	79	-100.0%		0	0.0%		0	0	4	0.0%	0	0	0	5.0%	5.0%	0	0	5.1%	5.1%
03	Professionals	340	-100.0%		0	0.0%		0	0	6	0.0%	0	24	0	8.9%	8.9%	-24	-24	1.8%	1.8%
04	Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	0	18	0.0%	0	17	0	7.6%	7.6%	-17	-17	3.9%	3.9%
05	Supervisors	33	-100.0%		0	0.0%		0	0	0	0.0%	0	9	0	27.5%	27.5%	-9	-9	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	63	-100.0%		0	0.0%		0	0	2	0.0%	0	4	0	9.3%	9.3%	-4	-4	3.2%	3.2%
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		978	-100.0%		0	0.0%		0	0	30	0.0%	0	0	0		3.1%	0	0	3.1%	3.1%

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	5.0	0	6.0	No gap
03	Professionals	0	8.9	0	15.0	
04	Semi-Professionals & Tech	0	7.6	0	8.0	
05	Supervisors	0	27.5	0	28.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	9.3	0	10.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		All Employees																	Members of Visible Minorities																
		First/Previous Short-term Goals																	3 Year Goals																
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years												
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	2019		2022																		
		#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%																
01	Senior Managers	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%														
02	Middle & Other Managers	67	-100.0%		0	0.0%		0	0	11	0.0%	0	1	0	17.6%	17.6%	-1	-1	16.4%	16.4%															
03	Professionals	340	-100.0%		0	0.0%		0	0	59	0.0%	0	21	0	23.4%	23.4%	-21	-21	17.4%	17.4%															
04	Semi-Professionals & Tech	463	-100.0%		0	0.0%		0	0	48	0.0%	0	47	0	20.5%	20.5%	-47	-47	10.4%	10.4%															
05	Supervisors	33	-100.0%		0	0.0%		0	0	7	0.0%	0	2	0	26.6%	26.6%	-2	-2	21.2%	21.2%															
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
10	Clerical Personnel	63	-100.0%		0	0.0%		0	0	10	0.0%	0	3	0	20.9%	21.1%	-3	-3	15.9%	15.9%															
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!															
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	8.0%	0	0	#DIV/0!	#DIV/0!															
Total		978	-100.0%		0	0.0%		0	0	135	0.0%	0	74	0		21.4%	-74	-74	13.8%	13.8%															

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	11.5	0	12.0	
02	Middle & Other Managers	0	17.6	0	18.0	
03	Professionals	0	23.4	0	24.0	
04	Semi-Professionals & Tech	0	20.5	0	21.0	
05	Supervisors	0	26.6	0	27.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	20.9	0	21.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees							Women											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%		
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

**Table 10: Women**

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

Federal Contractors Program Achievement Report

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD			From - To								
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years	0	3								
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

**Table 12: Aboriginal Peoples**

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

Federal Contractors Program Achievement Report

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						0
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

**Table 14: Persons with Disabilities**

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

Federal Contractors Program Achievement Report

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**McElhanney Ltd.**

[Date: 2019-09-24]

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees							Members of Visible Minorities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities			Comments
		Short-term Goals	Long-term Goals		
			%	%	
01	Senior Managers		0.0	0.0	
02	Middle & Other Managers		0.0	0.0	
03	Professionals		0.0	0.0	
04	Semi-Professionals & Tech		0.0	0.0	
05	Supervisors		0.0	0.0	
06	Supervisors: Crafts & Trades		0.0	0.0	
07	Administrative & Sr Clerical		0.0	0.0	
08	Skilled Sales & Service		0.0	0.0	
09	Skilled Crafts & Trades		0.0	0.0	
10	Clerical Personnel		0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

McElhanney Ltd.

[Date: 2019-09-24]

11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	#	%	#	#			
01 Senior Managers	2019	12	1	8.3	27.6	3	-2	30.2																
	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
02 Middle & Other Managers	2019	67	9	13.4	39.4	26	-17	34.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	340	84	24.7	23.7	81	3	104.2																
	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
04 Semi-Professionals & Technicians	2019	463	78	16.8	19.1	88	-10	88.2																
	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
05 Supervisors	2019	33	31	93.9	57.8	19	12	162.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	27.6	0.0	0	0.0	28.0	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	39.4	0.0	0	0.0	40.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	30.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	19.2	0.0	0	0.0	30.0	0.0		
	3	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	1	0.0	50.0	0.0		
	3	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	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	%	#	%	#	#	#	%	#	#			
07	Administrative & Senior Clerical	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	63	61	96.8	74.0	47	14	130.8															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		AH 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								
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total		2019	978	264	27.0	27.0	264	0	100.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		AH Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2019	12	0	0.0	3.2	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
02 Middle & Other Managers	2019	67	1	1.5	2.7	2	-1	55.3																
	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
03 Professionals	2019	340	6	1.8	2.0	7	-1	88.2																
	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
04 Semi-Professionals & Technicians	2019	463	16	3.5	4.7	22	-6	73.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	33	2	6.1	6.3	2	0	96.2																
	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
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	3.2	0.0	0	0.0	3.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.7	0.0	0	0.0	3.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	2.0	0.0	0	0.0	2.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	4.7	0.0	0	0.0	5.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	6.3	0.0	0	0.0	7.0	0.0		
	3	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	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
07	Administrative & Senior Clerical	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2019	63	3	4.8	6.6	4	-1	72.2																
		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
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
10	Clerical Personnel	0	0	0	0.0	0	0.0	6.7	0.0	0	0.0	7.0	0.0	
		3	0	0	0.0									
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		AH 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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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		2019	978	28	2.9	3.8	37	-9	75.3															
		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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		AH Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples				Goal	Aboriginal Peoples		
			Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met			Actual	Goal	Percent of Goal Met
#	#	#	%	#	%	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0		
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0		
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2019	79	4	5.1	5.0	4	0	101.3																
	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
03 Professionals	2019	340	6	1.8	8.9	30	-24	19.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	463	18	3.9	7.6	35	-17	51.2																
	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
05 Supervisors	2019	33	0	0.0	27.5	9	-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
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	6.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	15.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	7.6	0.0	0	0.0	8.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	27.5	0.0	0	0.0	28.0	0.0		
	3	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	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	63	2	3.2	9.3	6	-4	34.1															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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		
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				All Employees	Persons with Disabilities				
			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	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	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	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
10	Clerical Personnel	0	0	0	0.0	0	0.0	9.3	0.0	0	0.0	10.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

McElhanney Ltd.

[Date: 2019-09-24]

Workers	3	0	0	0.0			0.0	0.0			0.0	0.0
---------	---	---	---	-----	--	--	-----	-----	--	--	-----	-----

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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		2019	978	30	3.1	3.1	30	0	99.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	



**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	#	%	#	#			
01 Senior Managers	2019	12	0	0.0	11.5	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2019	67	11	16.4	17.6	12	-1	93.3																
	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
03 Professionals	2019	340	59	17.4	23.4	80	-21	74.2																
	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
04 Semi-Professionals & Technicians	2019	463	48	10.4	20.5	95	-47	50.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	33	7	21.2	26.6	9	-2	79.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	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			
#	#	%	#	%	%	%	#	%	%	%				
01 Senior Managers	0	0	0	0.0	0	0.0	11.5	0.0		0	0.0	12.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	17.6	0.0		0	0.0	18.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	23.4	0.0		0	0.0	24.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	20.5	0.0		0	0.0	21.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	26.6	0.0		0	0.0	27.0	0.0	
	3	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		0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	63	10	15.9	21.1	13	-3	75.2															
		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
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	20.9	0.0	0	0.0	21.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

**Federal Contractors Program Achievement Report**

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

**McElhanney Ltd.**

**[Date: 2019-09-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	%	#	%	#	#		
13 Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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	2019	0	0	0.0	8.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2019	978	135	13.8	21.4	209	-74	64.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities				Goal	Visible Minorities		
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0						
	3	0	0	0.0			0.0	0.0				0.0						
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0						
	3	0	0	0.0			0.0	0.0				0.0						
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0						
	3	0	0	0.0			0.0	0.0				0.0						

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>McElhanney Ltd.</b>
<b>[Date: 2019-09-24]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

As we are at our first assessment and only just finalized our survey data, most of the above has been implemented, but there has not been enough time to pass for us to monitor results.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):



## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** McElhanney Consulting Services Ltd.

**Primary Location:** Vancouver, BC

**Number of Employees**                      **978**

British Columbia	645
Alberta	302
Saskatchewan	12
Newfoundland and Labrador	10
Ontario	4
Nova Scotia	2
New Brunswick	2
Yukon	1

**NAICS: 5413** (Architectural, Engineering, and Related Services)

**Organization Overview:**

Established in 1910, McElhanney is an employee-owned company that provides surveying, engineering, GIS & remote sensing, community planning, landscape architecture, and environmental services. The company have 30+ locations across Western Canada, and specialty satellite offices Newfoundland and Labrador and Florida (USA), to service cities, communities & parks, energy & resources, and transportation sectors.

### Key Dates – First Year Assessment

Initiated:                      2019-10-08

Received:                      2019-08-16

Workforce

Analysis:                      2018-09-24

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	968	100%
Number of questionnaires returned:	851	88%
Number of completed questionnaires returned:	841	87%

\* Partially completed surveys: 10

The questionnaire was not assessed as the company used a pre-approved questionnaire.

**Observations:**

McElhanney Consulting Services Ltd. (MCSL) amalgamated with their sister company McElhanney Geomatics Engineering Ltd. (MGEL) and the employees of The McElhanney Group Ltd. (TMGL) joined the MCSL on April 1, 2019.

The amalgamation that occurred in 2019 had a significant impact on the organization's data that made it difficult for the Labour Program of Employment and Social Development Canada to assess your organization's progress to achieve full representation of the four designated groups and to conduct a subsequent compliance assessment. Therefore, the current assessment of the file was treated as a first compliance assessment. McElhanney Ltd. Was required to survey the workforce and set short-term and long-term goals where gaps are revealed. Organization filed a FIRST assessment.

**WORKFORCE ANALYSIS & GOAL SETTING**

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

**Observations:**

The default settings suggested by HRSDC-Labour were used for the occupational and geographical levels of detail. The 2016 Census data were used for women, Aboriginal peoples and visible minorities.

## SUMMARY OF GOALS

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-2	27.6	28.0	8.3	27.6
02	Middle & Other Managers	-17	39.4	40.0	13.4	39.4
04	Semi-Professionals and Technicians	-10	19.2	30.0	16.8	19.1

## Observations:

- The goals for women did not exceed 50%, as per requirements.
- All goals were set by meeting the requirements.
- Long term goals were set for EEOGs with no gaps. They were not analyzed.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-1	2.7	3.0	1.5	2.7
03	Professionals	-1	2.0	2.5	1.8	2.0
04	Semi-Professionals and Technicians	-6	4.7	5.0	3.5	4.7
10	Clerical Personnel	-1	6.7	7.0	4.8	6.6

## Observations

- All goals were set by meeting the requirements
- Short and long term goals were set for EEOGs with no gaps. They were not analyzed.

**Members of Visible Minorities**

Workforce Analysis Results	Goals	Representation	LMA
----------------------------	-------	----------------	-----

Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-1	17.6	17.6	16.4	17.6
03	Professionals	-21	23.4	23.4	17.4	23.4
04	Semi-Professionals & Technicians	-47	20.5	20.5	10.4	20.5
05	Supervisors	-2	26.6	26.6	21.2	26.6
10	Clerical Personnel	-3	21.1	21.1	15.9	21.1

## Observations:

- All goals were set by meeting the requirements

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
03	Professionals	-24	5.0	6.0	1.8	5.0
04	Semi-Professionals & Technicians	-17	8.9	15.0	3.9	8.9
05	Supervisors	-9	27.5	28.0	0.0	27.5
10	Clerical Personnel	-4	9.3	10.0	3.2	9.3

## Observations:

- All goals were set by meeting the requirements.
- Goals were set for EEOGs with no gaps. They were not analyzed.

**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:

- We have reviewed the workforce data submitted to us and we are pleased to inform you that your file is now closed. It is recommended that you continue to implement hiring practices that encourage recruitment in all four designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: December 23, 2019**

## Nyirasafari, Ange AN [NC]

---

**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** January 16, 2020 8:18 AM  
**To:** 'arussel@mcelhanney.com'  
**Cc:** 'vkilpatrick@mcelhanney.com'; 'hdove@mcelhanney.com'  
**Subject:** Government of Canada Agreement Number: V100003 – Notification of Compliance with the Federal Contractors Program

**Expires:** July 14, 2020 12:00 AM

**Subject: Government of Canada Agreement Number: V100003 – Notification of Compliance with the Federal Contractors Program**

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

Dear Allan Russell:

I am writing to inform you that the subsequent compliance assessment initiated on April 13, 2019 has been completed. As a result of the assessment, McElhanney Consulting Services Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- It is recommended that you continue to implement hiring practices that encourage recruitment in all four designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)

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 April 13, 2022. 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, McElhanney Consulting Services Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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

## Nyirasafari, Ange AN [NC]

---

**From:** Arnaoudova, Olga O [NC]  
**Sent:** December 19, 2019 9:01 AM  
**To:** 'Layna Dove'  
**Subject:** FCP assessment files  
**Attachments:** Form 1 - Report Summary.pdf; rep\_Wfa02\_73082\_20191001100945.pdf; Copy of OA\_FP-Tmp-WEDFCPAchievementReportEN-FINAL\_v2.xlsx

**Expires:** June 16, 2020 12:00 AM

Hello Layna

Sending you the latest versions of the files I have from your current assessment, so that you keep them for your records.

### Surveys

- Employees surveyed: **968** (we took out our part-time casuals as we originally included them)
- Surveys returned: **851**
- Partially completed surveys: **10**
- Fully completed surveys: **841**
- Total participation rate: **88%**

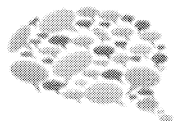
You should be receiving in a couple of weeks an official notification letter when this assessment is closed.

Please let me know if you have any questions.

Regards,  
Olga

*Olga Arnaoudova*

Program Officer | Agente de programme  
Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349  
Workplace Equity Division, Labour Program  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



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

---

**From:** Arnaoudova, Olga O [NC]  
**Sent:** October 8, 2019 1:46 PM  
**To:** 'Layna Dove' <hdove@mcelhanney.com>  
**Subject:** RE: Achievement report questions



Hi Layna

This could be in fact the case. Please let me know.

The report we run was from your WEIMS data. You can also run it. The one you sent me earlier today was generated in August, 2019 which explains why there were 8 employees less.

I will also need to start submitting something urgent, so I will be able to further investigate next week.

Please confirm in the meantime, if you accept the latest version of the Excel file I sent you (with 978 employees).

Olga

---

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-10-08 1:42 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

I understand what you mean now. I didn't realize you were referring to a discrepancy from a report you ran on your end. I thought you were using the reports I sent to you.

The 996 txt file is the most recent on our end. I have a major deadline at the moment, so I'll have to look into this further tomorrow. In the meantime, I'll see if our admin staff can confirm if they've been entering additional people into WEIMS. Perhaps that's part of the problem...

I'll circle back as soon as I can.

Thanks,  
Layna

---

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** October 8, 2019 11:26 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Hello Layna

The summary report will change based on the date you input on the system when you generate it. It will be also affected by the latest uploaded data.

This is what I meant in my previous email – we generated a summary report from the system (attached) with the same date as your Workforce analysis. It lists 978 employees.

Also, the Excel file, you just sent me is the previous version before I made the changes. I am attaching now the one matching the summary report with 978 employees that I sent you recently.

As for the employee.txt file, it appears that it has 996 entries. Are you sure this was the latest uploaded version?

Thanks,  
Olga

---

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-10-08 1:02 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

Something isn't adding up here. I didn't notice it before but I think this is why our documents aren't matching:

- We had 966 in "employee" txt file uploaded into WEIMS (attached)
- 23 of those are on leave
- Which means we should have a total of 943, right?
- but the Workforce Analysis – Summary Report shows 970 (attached)
- and Form 1 shows 978 (attached).

Do you know why these numbers don't seem to be aligning properly? I assumed at a minimum, the Workforce Analysis – Summary Report and Form 1 should generate the same number of employees.

I'm hoping that once you and your team can confirm where the error is, the disconnect on the last achievement report we submitted (attached) may become more clear.

Thanks,  
Layna

**Layna Dove** CPHR  
HR Generalist  
**McElhanney**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
14315 118 Ave NW Unit 138 | Edmonton, AB T5L 4S6  
D 587 773 9087 | T 780 451 3420  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

---

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** October 8, 2019 8:31 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Hi Layna

Thank you for your email.

Please see my responses below in green. Can you please send the Excel file to me again, if you have any further revisions.

Thank you!

Olga

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-10-07 3:58 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

Apologies for the delay.

My questions/comments are in red below.

Thanks,  
Layna

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** October 1, 2019 7:58 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Good morning

Thank you for sending the file. I am attaching it to this message with some corrections highlighted in red:

--LMA rates were entered as on the Summary Report generated for 2019-09-24 for (see attached)—  
WorkforceAnalysis Tab

Can you elaborate on what the problem was? I looked at the achievement report I sent to you on September 30 (attached) and the data in the Workforce Analysis tab matches the "Workforce Analysis – Summary Report" (also attached).

I just wanted to make sure you are aware that I used the Summary Report with that date and made some revisions to the Workforce tab of the Excel file.

--number of employees were entered as on the Summary report for that date  
I'm not sure what this means. Can you elaborate?

On the Excel file you sent me on October 3rd you had 970 employees.

We use the Summary report generated for 2019-09-24.

--women's goals were reduced to 50% both for short term and long-term, where goals were entered above 50% - Goals Tab

Thanks for fixing this. I understood from one of your previous emails that goals had to be at a minimum of the projected representation and thought that 50% rule only applied to EEOG's that were already women-dominated roles, such as clerical.

The 50% rule applies to women in all EEOGs to ensure gender equilibrium.

In green on the tab "Goals" , I have highlighted goals that you entered but are not required given that there was no present gap. We can keep them, if this is your preference.

This wasn't our preference but in one of our recent conversations, you mentioned that we had to add a goal, even for those where there was no present gap so we did that. Once I have clarification from you on the items above, I'll remove the goals from there areas where there is no gap.

Yes, you can remove them, as they are only required where you have a present gap.

To allow you to project better and enter long-term goals by taking into account projected growth and turnover you may want to enter projections in columns E and H but this is optional and we can leave those columns blank.

We attempted to conduct this exercise but there are so many changes going on in our organization in the next few years that we had a difficult time accurately capturing what our growth and turnover was going to be, so we opted to leave it blank as it is not a mandatory field.

That is fine. In that case, it makes sense to remove the goals where there are no gaps as usually additional goals are entered when you have specific projections.

Thank you!

*Olga Arnaoudova*

Program Officer | Agente de programme  
Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349  
Workplace Equity Division, Labour Program  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



[Restez à jour!](#) Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.  
[Stay up to date!](#) Get overview to all the legislative and regulatory changes underway.

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-09-30 3:16 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

Unfortunately, I wasn't able to get to this on Friday but our revised goals are attached.

Please let me know if you have further questions.

Regards,  
Layna

**Layna Dove** CPHR  
HR Generalist  
**McElhanney**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
14315 118 Ave NW Unit 138 | Edmonton, AB T5L 4S6  
D 587 773 9087 | T 780 451 3420 \*New numbers  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** September 27, 2019 10:15 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Also, please check the Efforts tab (last one on the file) and fill it out. You may just want to check the fields. The text is optional.

Thank you,

Olga

**From:** Arnaoudova, Olga O [NC]  
**Sent:** 2019-09-27 12:14 PM  
**To:** 'Layna Dove' <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Hi Layna

Please note that all goals need to be set only as percentages this year as we are not looking for specific numbers. For women, they cannot exceed 50% (even if the LMA is hire).

Please note that goals can be set for any EEOG (even if there is no gap) but goals (long and short-term) are required for those, where there is current gap. They need to be at a minimum at the LMA rate.

If you think you cannot realistically meet them, you can add an explanation when your results are analyzed in 3 years, but you have to set the goals at the LMA rate for both short-term and long-term goals. Can you revise the WFA file today. You can also add comments in the Comments section now, if you wish.

Can you revise the Excel sheet today and resubmit it, please.

Thanks,

Olga

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-09-27 11:56 AM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

The following documents are attached:

Workforce Analysis – Summary Report
Form 1 – Report Summary
Form 2 - Occupational Groups
Form 3 - Salary
Form 4 – Employees Hired
Form 5 – Employees Promoted
Form 6 – Employees Terminated

I was not able to generate a PDF for forms 4, 5 & 6. I assume this is because we don't have data for these sections because this is our first assessment. I attached a screenshot of these two forms instead.

As for the rule that goals need to be at the Labour Market Availability, I had forgotten that so thank you for the reminder. Is that rule applicable to the short-term goals or long-term goals? I'll make changes once I've heard back from you on that.

On that note, some of our gaps are quite significant and we know even with our best efforts, we're unlikely to close some of them in three years, so we put in what we thought was achievable.

Thanks,  
Layna

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** September 27, 2019 8:06 AM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Good morning Layna,

Thank you for your submission. It will be analyzed in the next few weeks.

Can you kindly attach also the following documentation to your message, so that they are all in one place. It is generated in WEIMS.

Workforce Analysis – Summary Report
Form 1 – Report Summary
Form 2 - Occupational Groups
Form 3 - Salary
Form 4 – Employees Hired
Form 5 – Employees Promoted
Form 6 – Employees Terminated
Achievement Report-submitted

I also had a quick look at the Goals tab on the Excel file you sent us.

The goals are entered in Column P (3yr goals 2022) on Table 1 (Women), Table 3 (Aboriginal peoples), Table 5 (Persons with Disabilities), Table 7 (Visible Minorities).

This method transfers them as percentages onto the next table automatically (Table 2, 4, 6, and 8 respectively). I think you were entering them manually so far.

Please respect also the rule that goals need to be at the Labour Market Availability at a minimum, given in Column Q.

You may want to eliminate the numerical goals from the table, if you wish.

If you have questions, please call me. I am in the office today.

Regards,  
Olga

*Olga Arnaoudova*

Program Officer | Agente de programme  
*Direction de l'équité en milieu de travail, Programme du travail*  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349  
*Workplace Equity Division, Labour Program*  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



[Restez à jour!](#) Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.  
[Stay up to date!](#) Get overview to all the legislative and regulatory changes underway.

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-09-26 4:41 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

Please find our achievement report attached. Let me know if you have any questions once you've reviewed it.

Thanks,  
Layna

**Layna Dove** CPHR  
HR Generalist  
**McElhanney**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
14315 118 Ave NW Unit 138 | Edmonton, AB T5L 4S6  
D 587 773 9087 | T 780 451 3420 \*New numbers  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** September 18, 2019 1:25 PM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Thanks for the update, Layna!

You are well on track! Please let me know if you have any questions, or you encounter any problems along the way.

Looking forward to receiving the updated achievement report then,

Regards,

Olga

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-09-18 3:22 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Achievement report questions

Hi Olga,

Now that I have confirmation on those NOC's, I'll be able to adjust our data, rerun our reports from WEIMS, and finalize the achievement report I'm aiming to have it done before the end of next week.

Do you still need to chat? If so, I'm back in the office from a conference tomorrow so can meet tomorrow or Friday.

Thanks,  
Layna

Get [Outlook for iOS](#)

---

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Tuesday, September 17, 2019 3:02:40 PM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Hello Layna

Are you available later this week or next week to discuss next steps on your assessment?

Thank you,

*Olga Arnaoudova*

Program Officer | Agente de programme  
Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349  
Workplace Equity Division, Labour Program  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



[Restez à jour!](#) Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.  
[Stay up to date!](#) Get overview to all the legislative and regulatory changes underway.

**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-08-22 4:32 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** RE: Achievement report questions

Hi Olga,

Our draft achievement report is attached. I've only completed up to the women section as I wanted to get clarity on a few things before I moved on to the next sections.

The first sheet of the spreadsheet has some of our broader questions.

Thanks,  
Layna

Layna Dove CPHR  
HR Generalist  
McElhanney  
[www.mcelhanney.com](http://www.mcelhanney.com)  
14315 118 Ave NW Unit 138 | Edmonton, AB T5L 4S6  
D 587 773 9087 | T 780 451 3420 \*New numbers  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)

**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** August 22, 2019 12:04 PM  
**To:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Subject:** RE: Achievement report questions

Yes, of course. Please send me a copy and we can discuss it tomorrow for example.

Olga



**From:** Layna Dove <[hdove@mcelhanney.com](mailto:hdove@mcelhanney.com)>  
**Sent:** 2019-08-22 2:02 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Achievement report questions

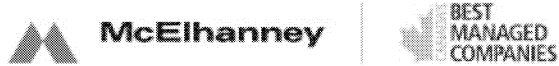
Hi Olga,

Are you around in the next day or so to answer some questions about the achievement report? There are a couple of areas I need some clarity on.

Thanks,  
Layna

**Layna Dove** CPHR  
HR Generalist  
**McElhanney**  
[www.mcelhanney.com](http://www.mcelhanney.com)  
14315 118 Ave NW Unit 138 | Edmonton, AB T5L 4S6  
D 587 773 9087 | T 780 451 3420 \*New numbers  
[LDove@mcelhanney.com](mailto:LDove@mcelhanney.com) | [My LinkedIn Profile](#)

Connect with McElhanney: [Facebook](#) | [Twitter](#) | [LinkedIn](#)



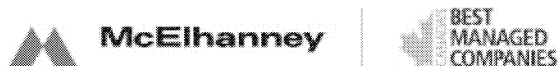
*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*



*This message and attachment may contain privileged and confidential information. If you are not the intended recipient, please notify us of our error; do not disseminate or copy this communication, and destroy all copies.*

