



OFFICIAL USE ONLY  
 Agreement No.  
 020031

### Agreement to Implement Employment Equity

New Agreement  
 Revised Agreement

| ORGANIZATION  |   |
|---|---|
| Legal Name of Organization<br>Inverclyde Community College                            | Parent company is located outside Canada<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Operating Name (if different from Legal Name of Organization)                         | Procurement Business Number<br>[REDACTED]   |
| Organization's North American Industry Classification System (NAICS) Code No.<br>8112 | Total number of employees in Canada (Full-time/part-time/seasonal)<br>1711<br>To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.ca/tables/english/standards/nomenclature/naics2007/index.cfm">http://www.statcan.ca/tables/english/standards/nomenclature/naics2007/index.cfm</a> |

Official use only (if information above is incorrect)

|                             |                                     |                                       |
|-----------------------------|-------------------------------------|---------------------------------------|
| Procurement Business Number | Total number of employees in Canada | Organization's NAICS Code No.<br>8112 |
|-----------------------------|-------------------------------------|---------------------------------------|

| HEAD OFFICE  |                                    |                            |                        |
|--|------------------------------------|----------------------------|------------------------|
| Address (Building number, street, suite, etc.)<br>3495 Lakeshore Dr. East<br>W. York, Ont. M2H 3L5 | City<br>Richmond Hill              | Province<br>ON             | Postal Code<br>R1J 0X1 |
|  | Telephone Number<br>(905) 491-7300 | Fax Number<br>905-491-7356 |                        |

| EMPLOYMENT EQUITY CONTACT        |  |
|----------------------------------|--|
| Name (print)<br>Kathryn Hunt     | Title<br>HR/HR Information Analyst           |
| Telephone Number<br>905-491-7311 | E-mail Address<br>kathryn.hunt@inverclyde.ca |

| CERTIFICATION  |
|--|
| I, the above-named organization:<br><ul style="list-style-type: none"> <li>having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada; AND</li> <li>intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement valued at \$1,000,000 or more (including applicable taxes)</li> </ul> hereby certify 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.bccsa.gc.ca/eng/contracts/procurement/contractor.asp">http://www.bccsa.gc.ca/eng/contracts/procurement/contractor.asp</a><br>Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated. |

| SIGNATORY   |  |
|---|--|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. |  |
| Name (print)<br>D. J. [Signature]   | Title<br>President                       |
| Telephone Number<br>905-491-4140  | E-mail Address<br>d.j.hunt@inverclyde.ca |
| Signature<br>   | Date<br>07/31/11                         |

| RETURN INSTRUCTIONS   |
|---|
| IMPORTANT:<br>The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax at: (877) 963-9796 or by e-mail at: <a href="mailto:ca_eme@trade-embco.gc.ca">ca_eme@trade-embco.gc.ca</a> |

**FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA**  
 Reporting Period 2016-09-15 to 2019-10-15

**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 |      |
| Nova Scotia               | 1597                | 41                  | 0         | 1638                      | Halifax                   | 826                 | 9         | 0                         | 835  |
| Total Employees in Canada |                     |                     |           | 1638                      | N.S. less CMA             | 771                 | 32        | 0                         | 803  |
|                           |                     |                     |           |                           | Total Employees in Canada |                     |           |                           | 1638 |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group<br>Salary Range<br>Col. 1   | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|  |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Senior Managers</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000                    | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 8               | 2             | 6               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
|  | <b>Total</b> | 8               | 2             | 6               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
| <b>Middle and Other Managers</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000          | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 187             | 98            | 89              | 4                  | 2             | 2               | 14                        | 6             | 8                | 9                             | 5              | 4                |
|  | <b>Total</b> | 187             | 98            | 89              | 4                  | 2             | 2               | 14                        | 6             | 8                | 9                             | 5              | 4                |
| <b>Professionals</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000                      | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 938             | 476           | 462             | 52                 | 30            | 22              | 78                        | 36            | 42               | 36                            | 25             | 11               |
|  | <b>Total</b> | 938             | 476           | 462             | 52                 | 30            | 22              | 78                        | 36            | 42               | 36                            | 25             | 11               |
| <b>Semi-Professionals and Technicians</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000 | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 76              | 38            | 38              | 2                  | 1             | 1               | 6                         | 1             | 5                | 2                             | 1              | 1                |
|  | <b>Total</b> | 76              | 38            | 38              | 2                  | 1             | 1               | 6                         | 1             | 5                | 2                             | 1              | 1                |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group<br>Salary Range<br>Col. 1   | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|  |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Supervisors</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b>                                  | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 25              | 15            | 10              | 2                  | 2             |                 | 4                         | 4             |                  | 1                             | 1              |                  |
|  | <b>Total</b> | 25              | 15            | 10              | 2                  | 2             |                 | 4                         | 4             |                  | 1                             | 1              |                  |
| <b>Administrative and Senior Clerical Personnel</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b> | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 182             | 15            | 167             | 10                 | 1             | 9               | 20                        |               | 20               | 11                            | 1              | 10               |
|  | <b>Total</b> | 182             | 15            | 167             | 10                 | 1             | 9               | 20                        |               | 20               | 11                            | 1              | 10               |
| <b>Skilled Sales and Service Personnel</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b>          | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 10              | 8             | 2               | 1                  | 1             |                 |                           |               |                  | 1                             | 1              |                  |
|  | <b>Total</b> | 10              | 8             | 2               | 1                  | 1             |                 |                           |               |                  | 1                             | 1              |                  |
| <b>Skilled Crafts and Trades Workers</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b>            | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 10              | 10            |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | <b>Total</b> | 10              | 10            |                 |                    |               |                 |                           |               |                  |                               |                |                  |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group<br>Salary Range<br>Col. 1  | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|---|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|   |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Clerical Personnel</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b>                | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 1            | 50              | 14            | 36              | 4                  | 2             | 2               | 8                         | 3             | 5                | 5                             | 1              | 4                |
|   | <b>Total</b> | 50              | 14            | 36              | 4                  | 2             | 2               | 8                         | 3             | 5                | 5                             | 1              | 4                |
| <b>Other Sales and Service Personnel</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b> | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 1            | 110             | 62            | 48              | 4                  | 1             | 3               | 8                         | 4             | 4                | 9                             | 4              | 5                |
|   | <b>Total</b> | 110             | 62            | 48              | 4                  | 1             | 3               | 8                         | 4             | 4                | 9                             | 4              | 5                |
| <b>Other Manual Workers</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b>              | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 1            | 1               | 1             |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | <b>Total</b> | 1               | 1             |                 |                    |               |                 |                           |               |                  |                               |                |                  |
| <b>Total Number of Employees</b>  |              | <b>1597</b>     | <b>739</b>    | <b>858</b>      | <b>79</b>          | <b>40</b>     | <b>39</b>       | <b>139</b>                | <b>54</b>     | <b>85</b>        | <b>74</b>                     | <b>39</b>      | <b>35</b>        |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group<br>Salary Range<br>Col. 1   | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|  |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Professionals</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000                                | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 19              | 5             | 14              |                    |               |                 | 2                         | 1             | 1                |                               |                |                  |
|  | <b>Total</b> | 19              | 5             | 14              |                    |               |                 | 2                         | 1             | 1                |                               |                |                  |
| <b>Semi-Professionals and Technicians</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000           | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 2               |               | 2               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
|  | <b>Total</b> | 2               |               | 2               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
| <b>Administrative and Senior Clerical Personnel</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000 | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 12              |               | 12              | 1                  |               | 1               | 2                         |               | 2                |                               |                |                  |
|  | <b>Total</b> | 12              |               | 12              | 1                  |               | 1               | 2                         |               | 2                |                               |                |                  |
| <b>Clerical Personnel</b><br><br>Top Range: Under \$5,000<br><br>Bottom Range: Under \$5,000                           | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 4               |               | 4               |                    |               |                 |                           |               |                  |                               |                |                  |
|  | <b>Total</b> | 4               |               | 4               |                    |               |                 |                           |               |                  |                               |                |                  |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group<br>Salary Range<br>Col. 1  | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|---|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|   |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Other Sales and Service Personnel</b><br><br><b>Top Range: Under \$5,000</b><br><br><b>Bottom Range: Under \$5,000</b> | 4            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 1            | 4               |               | 4               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
|   | <b>Total</b> | 4               |               | 4               |                    |               |                 | 1                         |               | 1                |                               |                |                  |
| <b>Total Number of Employees</b>  |              | 41              | 5             | 36              | 1                  |               | 1               | 6                         | 1             | 5                |                               |                |                  |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Salary Range                     | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|----------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|                                  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| <b>Under \$15,000</b>            | 1597            | 739           | 858             | 79                 | 40            | 39              | 139                       | 54            | 85              | 74                            | 39             | 35               |
| <b>Total Number of Employees</b> | 1597            | 739           | 858             | 79                 | 40            | 39              | 139                       | 54            | 85              | 74                            | 39             | 35               |



**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Salary Range                     | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|----------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|                                  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| <b>Under \$5,000</b>             | 41              | 5             | 36              | 1                  |               | 1               | 6                         | 1             | 5               |                               |                |                  |
| <b>Total Number of Employees</b> | 41              | 5             | 36              | 1                  |               | 1               | 6                         | 1             | 5               |                               |                |                  |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group                           | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|--|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| Senior Managers                              | 1               |               | 1               |                    |               |                 |                           |               |                 |                               |                |                  |
| Middle and Other Managers                    | 25              | 9             | 16              | 1                  |               | 1               | 1                         |               | 1               | 2                             |                | 2                |
| Professionals                                | 184             | 81            | 103             | 13                 | 6             | 7               | 14                        | 7             | 7               | 9                             | 5              | 4                |
| Semi-Professionals and Technicians           | 18              | 13            | 5               | 1                  | 1             |                 | 2                         | 1             | 1               | 1                             | 1              |                  |
| Supervisors                                  | 2               | 2             |                 |                    |               |                 |                           |               |                 | 1                             | 1              |                  |
| Administrative and Senior Clerical Personnel | 44              | 2             | 42              | 2                  |               | 2               | 5                         |               | 5               | 5                             |                | 5                |
| Skilled Sales and Service Personnel          | 1               | 1             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| Skilled Crafts and Trades Workers            | 2               | 2             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| Clerical Personnel                           | 13              | 3             | 10              | 1                  | 1             |                 | 2                         | 1             | 1               | 2                             | 1              | 1                |
| Other Sales and Service Personnel            | 32              | 22            | 10              |                    |               |                 | 1                         | 1             |                 | 4                             | 2              | 2                |
| <b>Total Number of Employees Hired</b>       | <b>322</b>      | <b>135</b>    | <b>187</b>      | <b>18</b>          | <b>8</b>      | <b>10</b>       | <b>25</b>                 | <b>10</b>     | <b>15</b>       | <b>24</b>                     | <b>10</b>      | <b>14</b>        |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group                           | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|--|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| Professionals                                | 7               | 2             | 5               |                    |               |                 |                           |               |                 |                               |                |                  |
| Administrative and Senior Clerical Personnel | 6               |               | 6               | 1                  |               | 1               |                           |               |                 |                               |                |                  |
| Clerical Personnel                           | 3               |               | 3               |                    |               |                 |                           |               |                 | 1                             |                | 1                |
| <b>Total Number of Employees Hired</b>       | <b>16</b>       | <b>2</b>      | <b>14</b>       | <b>1</b>           |               | <b>1</b>        |                           |               |                 | <b>1</b>                      |                | <b>1</b>         |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group                           | Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.) |               |                 |                    |               |                 |                           |               |                 |                               |                |                  |
|--|---|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|  | Total<br>Col. 1   | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| Senior Managers                              | 1   |               | 1               |                    |               |                 |                           |               |                 |                               |                |                  |
| Middle and Other Managers                    | 43  | 19            | 24              | 1                  |               | 1               | 5                         | 1             | 4               | 1                             |                | 1                |
| Professionals                                | 72  | 32            | 40              | 2                  |               | 2               | 3                         | 1             | 2               | 3                             | 1              | 2                |
| Semi-Professionals and Technicians           | 17  | 8             | 9               | 1                  | 1             |                 | 1                         |               | 1               | 1                             |                | 1                |
| Supervisors                                  | 10  | 5             | 5               |                    |               |                 | 1                         | 1             |                 |                               |                |                  |
| Administrative and Senior Clerical Personnel | 25  | 2             | 23              | 1                  |               | 1               | 4                         |               | 4               |                               |                |                  |
| Clerical Personnel                           | 12  | 1             | 11              |                    |               |                 | 3                         |               | 3               | 1                             |                | 1                |
| Other Sales and Service Personnel            | 2   |               | 2               |                    |               |                 |                           |               |                 |                               |                |                  |
| <b>Total Number of Employees Promoted</b>    | <b>182</b>  | <b>67</b>     | <b>115</b>      | <b>5</b>           | <b>1</b>      | <b>4</b>        | <b>17</b>                 | <b>3</b>      | <b>14</b>       | <b>6</b>                      | <b>1</b>       | <b>5</b>         |
| <b>Total Number of Promotions</b>            | <b>202</b>  | <b>71</b>     | <b>131</b>      | <b>7</b>           | <b>1</b>      | <b>6</b>        | <b>17</b>                 | <b>3</b>      | <b>14</b>       | <b>8</b>                      | <b>1</b>       | <b>7</b>         |



**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

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

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group                           | All Employees |            |              | Aboriginal Peoples |            |              | Persons with Disabilities |            |              | Members of Visible Minorities |             |               |
|--|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
|  | Total Col. 1  | Men Col. 2 | Women Col. 3 | Total Col. 4       | Men Col. 5 | Women Col. 6 | Total Col. 7              | Men Col. 8 | Women Col. 9 | Total Col. 10                 | Men Col. 11 | Women Col. 12 |
| Senior Managers                              | 1             |            | 1            |                    |            |              |                           |            |              |                               |             |               |
| Middle and Other Managers                    | 25            | 10         | 15           |                    |            |              | 2                         |            | 2            | 2                             |             | 2             |
| Professionals                                | 168           | 85         | 83           | 9                  | 5          | 4            | 14                        | 4          | 10           | 7                             | 6           | 1             |
| Semi-Professionals and Technicians           | 6             | 1          | 5            |                    |            |              |                           |            |              |                               |             |               |
| Supervisors                                  | 10            | 8          | 2            | 1                  | 1          |              |                           |            |              |                               |             |               |
| Administrative and Senior Clerical Personnel | 42            | 2          | 40           | 1                  |            | 1            | 6                         |            | 6            | 3                             |             | 3             |
| Skilled Crafts and Trades Workers            | 1             | 1          |              |                    |            |              |                           |            |              |                               |             |               |
| Clerical Personnel                           | 15            | 4          | 11           |                    |            |              | 1                         |            | 1            |                               |             |               |
| Intermediate Sales and Service Personnel     | 1             | 1          |              |                    |            |              |                           |            |              | 1                             | 1           |               |
| Other Sales and Service Personnel            | 13            | 10         | 3            |                    |            |              |                           |            |              |                               |             |               |
| <b>Total Number of Employees Terminated</b>  | <b>282</b>    | <b>122</b> | <b>160</b>   | <b>11</b>          | <b>6</b>   | <b>5</b>     | <b>23</b>                 | <b>4</b>   | <b>19</b>    | <b>13</b>                     | <b>7</b>    | <b>6</b>      |

**Nova Scotia Community College (certificate # 020071)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / National**  
**Reporting Period 2016-09-15 to 2019-10-15**

| Occupational Group                          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|---|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|   | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| <b>Professionals</b>                        | 3               | 3             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| <b>Semi-Professionals and Technicians</b>   | 1               | 1             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| <b>Clerical Personnel</b>                   | 3               |               | 3               |                    |               |                 |                           |               |                 | 1                             |                | 1                |
| <b>Total Number of Employees Terminated</b> | 7               | 4             | 3               |                    |               |                 |                           |               |                 | 1                             |                | 1                |

Workplace Equity Information Management System - Nova Scotia Community College

Workforce Analysis - Detailed Report

Date: 2019-11-25

Women

| Employment Equity Occupational Group   | Internal Location | All Employees<br># | Representation |         | Women<br>Availability |     | Gap<br># | Recruitment Area |
|--|-------------------|--------------------|----------------|---------|-----------------------|-----|----------|------------------|
|  |                   |                    | #              | %       | %                     | #   |          |                  |
| <b>01 : Senior Managers</b>  |                   | 8                  | 6              | 75.0 %  | 56.6 %                | 5   | 1        |                  |
| 0014 : Senior managers - health, education, social and community services and membership organizations | National          | 8                  | 6              | 75.0 %  | 56.6 %                | 5   | 1        | National         |
| <b>02 : Middle and Other Managers</b>  |                   | 187                | 89             | 47.6 %  | 55.4 %                | 104 | 15       |                  |
| 0111 : Financial managers  | National          | 18                 | 11             | 61.1 %  | 57.9 %                | 10  | 1        | National         |
| 0112 : Human resources managers  | National          | 12                 | 9              | 75.0 %  | 67.2 %                | 8   | 1        | National         |
| 0113 : Purchasing managers   | National          | 1                  | 0              | 0.0 %   | 35.7 %                | 0   | 0        | National         |
| 0114 : Other administrative services managers  | National          | 4                  | 3              | 75.0 %  | 51.1 %                | 2   | 1        | National         |
| 0124 : Advertising, marketing and public relations managers  | National          | 6                  | 3              | 50.0 %  | 56.6 %                | 3   | 0        | National         |
| 0211 : Engineering managers  | National          | 2                  | 0              | 0.0 %   | 14.3 %                | 0   | 0        | National         |
| 0213 : Computer and information systems managers   | National          | 9                  | 3              | 33.3 %  | 24.2 %                | 2   | 1        | National         |
| 0312 : NOC 2006 - Administrators - Post Secondary Education and Vocational Training                    | National          | 1                  | 0              | 0.0 %   | 39.4 %                | 0   | 0        | National         |
| 0421 : Administrators - post-secondary education and vocational training                               | National          | 98                 | 55             | 56.1 %  | 64.1 %                | 63  | 8        | National         |
| 0422 : School principals and administrators of elementary and secondary education                      | National          | 12                 | 2              | 16.7 %  | 58.0 %                | 7   | 5        | National         |
| 0511 : Library, archive, museum and art gallery managers   | National          | 2                  | 2              | 100.0 % | 72.8 %                | 1   | 1        | National         |
| 0632 : Accommodation service managers  | National          | 1                  | 0              | 0.0 %   | 54.8 %                | 1   | 1        | National         |
| 0714 : Facility operation and maintenance managers   | National          | 20                 | 1              | 5.0 %   | 22.5 %                | 5   | 4        | National         |
| 0911 : Manufacturing managers  | National          | 1                  | 0              | 0.0 %   | 19.5 %                | 0   | 0        | National         |
| <b>03 : Professionals</b>  |                   | 956                | 475            | 49.7 %  | 55.9 %                | 534 | 66       |                  |
| 1121 : Human resources professionals   | National          | 15                 | 13             | 86.7 %  | 73.2 %                | 11  | 2        | National         |
| 1123 : Professional occupations in advertising, marketing and public relations                         | National          | 6                  | 6              | 100.0 % | 66.6 %                | 4   | 2        | National         |
| 2111 : Physicists and astronomers  | National          | 4                  | 0              | 0.0 %   | 18.2 %                | 1   | 3        | National         |
| 2171 : Information systems analysts and consultants  | National          | 47                 | 17             | 36.2 %  | 27.7 %                | 13  | 4        | National         |
| 2172 : Database analysts and data administrators   | National          | 5                  | 1              | 20.0 %  | 33.0 %                | 2   | 3        | National         |
| 2175 : Web designers and developers  | National          | 8                  | 7              | 87.5 %  | 30.8 %                | 2   | 5        | National         |



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Women

| Employment Equity Occupational Group  | Internal Location | All Employees<br># | Representation |         | Women<br>Availability |     | Gap<br># | Recruitment Area |
|---|-------------------|--------------------|----------------|---------|-----------------------|-----|----------|------------------|
|   |                   |                    | #              | %       | %                     | #   |          |                  |
| 4012 : Post-secondary teaching and research assistants                                  | National          | 27                 | 15             | 55.6 %  | 54.3 %                | 15  | 0        | National         |
| 4021 : College and other vocational instructors   | National          | 695                | 290            | 41.7 %  | 53.8 %                | 374 | 84       | National         |
| 4033 : Educational counsellors  | National          | 72                 | 60             | 83.3 %  | 77.7 %                | 56  | 4        | National         |
| 4156 : Employment counsellors   | National          | 13                 | 12             | 92.3 %  | 76.3 %                | 10  | 2        | National         |
| 4161 : Natural and applied science policy researchers, consultants and program officers | National          | 1                  | 0              | 0.0 %   | 45.4 %                | 0   | 0        | National         |
| 4166 : Education policy researchers, consultants and program officers                   | National          | 49                 | 40             | 81.6 %  | 71.8 %                | 35  | 5        | National         |
| 5111 : Librarians   | National          | 13                 | 13             | 100.0 % | 81.4 %                | 11  | 2        | National         |
| 5125 : Translators, terminologists and interpreters                                     | National          | 1                  | 1              | 100.0 % | 69.7 %                | 1   | 0        | National         |
| <b>04 : Semi-Professionals and Technicians</b>  |                   | 78                 | 40             | 51.3 %  | 45.5 %                | 35  | 5        |                  |
| 2225 : Landscape and horticulture technicians and specialists                           | Nova Scotia       | 1                  | 1              | 100.0 % | 32.9 %                | 0   | 1        | Nova Scotia      |
| 2241 : Electrical and electronics engineering technologists and technicians             | Nova Scotia       | 8                  | 1              | 12.5 %  | 7.6 %                 | 1   | 0        | Nova Scotia      |
| 2253 : Drafting technologists and technicians   | Nova Scotia       | 1                  | 1              | 100.0 % | 22.3 %                | 0   | 1        | Nova Scotia      |
| 2255 : Technical occupations in geomatics and meteorology                               | Nova Scotia       | 2                  | 1              | 50.0 %  | 30.2 %                | 1   | 0        | Nova Scotia      |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Nova Scotia       | 9                  | 1              | 11.1 %  | 31.9 %                | 3   | 2        | Nova Scotia      |
| 2281 : Computer network technicians   | Nova Scotia       | 3                  | 2              | 66.7 %  | 17.7 %                | 1   | 1        | Nova Scotia      |
| 2282 : User support technicians   | Nova Scotia       | 24                 | 8              | 33.3 %  | 29.7 %                | 7   | 1        | Nova Scotia      |
| 4213 : NOC 2006 - Employment Counsellors  | Nova Scotia       | 1                  | 1              | 100.0 % | 49.5 %                | 0   | 1        | Nova Scotia      |
| 4214 : Early childhood educators and assistants   | Nova Scotia       | 3                  | 3              | 100.0 % | 96.4 %                | 3   | 0        | Nova Scotia      |
| 5211 : Library and public archive technicians   | Nova Scotia       | 16                 | 14             | 87.5 %  | 91.4 %                | 15  | 1        | Nova Scotia      |
| 5241 : Graphic designers and illustrators   | Nova Scotia       | 8                  | 5              | 62.5 %  | 49.3 %                | 4   | 1        | Nova Scotia      |
| 5254 : Program leaders and instructors in recreation, sport and fitness                 | Nova Scotia       | 2                  | 2              | 100.0 % | 62.5 %                | 1   | 1        | Nova Scotia      |
| <b>05 : Supervisors</b>   |                   | 25                 | 10             | 40.0 %  | 63.4 %                | 16  | 6        |                  |
| <b>Employment Equity Occupational Group</b>   | Halifax           | 8                  | 5              | 62.5 %  | 59.4 %                | 5   | 0        | Halifax          |
| <b>Employment Equity Occupational Group</b>   | N.S. less CMA     | 17                 | 5              | 29.4 %  | 65.3 %                | 11  | 6        | N.S. less CMA    |

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Women

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Representation |        | Women<br>Availability |     | Gap<br># | Recruitment Area |
|--|-------------------|--------------------|----------------|--------|-----------------------|-----|----------|------------------|
|  |                   |                    | #              | %      | %                     | #   |          |                  |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 194                | 179            | 92.3 % | 83.7 %                | 162 | 17       |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 103                | 93             | 90.3 % | 80.9 %                | 83  | 10       | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 91                 | 86             | 94.5 % | 86.8 %                | 79  | 7        | N.S. less CMA    |
| <b>08 : Skilled Sales and Service Personnel</b>          |                   | 10                 | 2              | 20.0 % | 49.0 %                | 5   | 3        |                  |
| 6322 : Cooks   | Nova Scotia       | 10                 | 2              | 20.0 % | 49.0 %                | 5   | 3        | Nova Scotia      |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 10                 | 0              | 0.0 %  | 4.1 %                 | 0   | 0        |                  |
| 7241 : Electricians (except industrial and power system) | Nova Scotia       | 4                  | 0              | 0.0 %  | 2.0 %                 | 0   | 0        | Nova Scotia      |
| 7271 : Carpenters  | Nova Scotia       | 3                  | 0              | 0.0 %  | 1.6 %                 | 0   | 0        | Nova Scotia      |
| 7333 : Electrical mechanics                              | Nova Scotia       | 3                  | 0              | 0.0 %  | 9.5 %                 | 0   | 0        | Nova Scotia      |
| <b>10 : Clerical Personnel</b>                           |                   | 54                 | 40             | 74.1 % | 70.6 %                | 38  | 2        |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 36                 | 25             | 69.4 % | 69.7 %                | 25  | 0        | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 18                 | 15             | 83.3 % | 72.3 %                | 13  | 2        | N.S. less CMA    |
| <b>13 : Other Sales and Service Personnel</b>            |                   | 114                | 52             | 45.6 % | 60.8 %                | 69  | 12       |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 40                 | 15             | 37.5 % | 55.8 %                | 22  | 7        | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 74                 | 37             | 50.0 % | 63.5 %                | 47  | 10       | N.S. less CMA    |
| <b>14 : Other Manual Workers</b>                         |                   | 1                  | 0              | 0.0 %  | 12.0 %                | 0   | 0        |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 1                  | 0              | 0.0 %  | 12.0 %                | 0   | 0        | Halifax          |
| <b>Total</b>   |                   | 1637               | 893            | 54.6 % | 59.2 %                | 968 | 175      |                  |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - Nova Scotia Community College

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Aboriginal Peoples

| Employment Equity Occupational Group   | Internal Location | Aboriginal Peoples |                |        |              |    |          | Recruitment Area |
|--|-------------------|--------------------|----------------|--------|--------------|----|----------|------------------|
|  |                   | All Employees<br># | Representation |        | Availability |    | Gap<br># |                  |
|  |                   |                    | #              | %      | %            | #  |          |                  |
| <b>01 : Senior Managers</b>  |                   | 8                  | 0              | 0.0 %  | 3.8 %        | 0  | 0        |                  |
| 0014 : Senior managers - health, education, social and community services and membership organizations | National          | 8                  | 0              | 0.0 %  | 3.8 %        | 0  | 0        | National         |
| <b>02 : Middle and Other Managers</b>  |                   | 187                | 4              | 2.1 %  | 3.0 %        | 6  | 2        |                  |
| 0111 : Financial managers  | National          | 18                 | 0              | 0.0 %  | 2.2 %        | 0  | 0        | National         |
| 0112 : Human resources managers  | National          | 12                 | 0              | 0.0 %  | 3.0 %        | 0  | 0        | National         |
| 0113 : Purchasing managers   | National          | 1                  | 0              | 0.0 %  | 1.6 %        | 0  | 0        | National         |
| 0114 : Other administrative services managers  | National          | 4                  | 0              | 0.0 %  | 3.1 %        | 0  | 0        | National         |
| 0124 : Advertising, marketing and public relations managers  | National          | 6                  | 0              | 0.0 %  | 1.7 %        | 0  | 0        | National         |
| 0211 : Engineering managers  | National          | 2                  | 0              | 0.0 %  | 1.1 %        | 0  | 0        | National         |
| 0213 : Computer and information systems managers   | National          | 9                  | 1              | 11.1 % | 1.2 %        | 0  | 1        | National         |
| 0312 : NOC 2006 - Administrators - Post Secondary Education and Vocational Training                    | National          | 1                  | 0              | 0.0 %  | 2.7 %        | 0  | 0        | National         |
| 0421 : Administrators - post-secondary education and vocational training                               | National          | 98                 | 3              | 3.1 %  | 3.1 %        | 3  | 0        | National         |
| 0422 : School principals and administrators of elementary and secondary education                      | National          | 12                 | 0              | 0.0 %  | 4.1 %        | 0  | 0        | National         |
| 0511 : Library, archive, museum and art gallery managers   | National          | 2                  | 0              | 0.0 %  | 3.6 %        | 0  | 0        | National         |
| 0632 : Accommodation service managers  | National          | 1                  | 0              | 0.0 %  | 4.2 %        | 0  | 0        | National         |
| 0714 : Facility operation and maintenance managers   | National          | 20                 | 0              | 0.0 %  | 3.7 %        | 1  | 1        | National         |
| 0911 : Manufacturing managers  | National          | 1                  | 0              | 0.0 %  | 1.8 %        | 0  | 0        | National         |
| <b>03 : Professionals</b>  |                   | 958                | 52             | 5.4 %  | 3.3 %        | 32 | 20       |                  |
| 1121 : Human resources professionals   | National          | 15                 | 2              | 13.3 % | 3.1 %        | 0  | 2        | National         |
| 1123 : Professional occupations in advertising, marketing and public relations                         | National          | 6                  | 1              | 16.7 % | 2.1 %        | 0  | 1        | National         |
| 2111 : Physicists and astronomers  | National          | 4                  | 0              | 0.0 %  | 0.5 %        | 0  | 0        | National         |
| 2171 : Information systems analysts and consultants  | National          | 47                 | 3              | 6.4 %  | 1.3 %        | 1  | 2        | National         |
| 2172 : Database analysts and data administrators   | National          | 5                  | 0              | 0.0 %  | 1.5 %        | 0  | 0        | National         |
| 2175 : Web designers and developers  | National          | 8                  | 0              | 0.0 %  | 1.6 %        | 0  | 0        | National         |

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Aboriginal Peoples

| Employment Equity Occupational Group  | Internal Location | All Employees<br># | Aboriginal Peoples  |                     | Availability<br>% | Gap<br># | Recruitment Area |               |
|---|-------------------|--------------------|---------------------|---------------------|-------------------|----------|------------------|---------------|
|   |                   |                    | Representation<br># | Representation<br>% |                   |          |                  |               |
| 4012 : Post-secondary teaching and research assistants                                  | National          | 27                 | 1                   | 3.7 %               | 1.8 %             | 0        | 1                | National      |
| 4021 : College and other vocational instructors   | National          | 695                | 37                  | 5.3 %               | 3.0 %             | 21       | 16               | National      |
| 4033 : Educational counsellors  | National          | 72                 | 6                   | 8.3 %               | 6.7 %             | 5        | 1                | National      |
| 4156 : Employment counsellors   | National          | 13                 | 1                   | 7.7 %               | 8.2 %             | 1        | 0                | National      |
| 4161 : Natural and applied science policy researchers, consultants and program officers | National          | 1                  | 0                   | 0.0 %               | 2.9 %             | 0        | 0                | National      |
| 4166 : Education policy researchers, consultants and program officers                   | National          | 49                 | 0                   | 0.0 %               | 5.3 %             | 3        | 3                | National      |
| 5111 : Librarians   | National          | 13                 | 1                   | 7.7 %               | 2.4 %             | 0        | 1                | National      |
| 5125 : Translators, terminologists and interpreters                                     | National          | 1                  | 0                   | 0.0 %               | 3.5 %             | 0        | 0                | National      |
| <b>04 : Semi-Professionals and Technicians</b>  |                   | <b>78</b>          | <b>2</b>            | <b>2.6 %</b>        | <b>5.1 %</b>      | <b>4</b> | <b>3</b>         |               |
| 2225 : Landscape and horticulture technicians and specialists                           | Nova Scotia       | 1                  | 0                   | 0.0 %               | 2.4 %             | 0        | 0                | Nova Scotia   |
| 2241 : Electrical and electronics engineering technologists and technicians             | Nova Scotia       | 8                  | 0                   | 0.0 %               | 4.2 %             | 0        | 0                | Nova Scotia   |
| 2253 : Drafting technologists and technicians   | Nova Scotia       | 1                  | 1                   | 100.0 %             | 2.5 %             | 0        | 1                | Nova Scotia   |
| 2255 : Technical occupations in geomatics and meteorology                               | Nova Scotia       | 2                  | 0                   | 0.0 %               | 6.3 %             | 0        | 0                | Nova Scotia   |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Nova Scotia       | 9                  | 1                   | 11.1 %              | 3.8 %             | 0        | 1                | Nova Scotia   |
| 2281 : Computer network technicians   | Nova Scotia       | 3                  | 0                   | 0.0 %               | 4.3 %             | 0        | 0                | Nova Scotia   |
| 2282 : User support technicians   | Nova Scotia       | 24                 | 0                   | 0.0 %               | 7.2 %             | 2        | 2                | Nova Scotia   |
| 4213 : NOC 2006 - Employment Counsellors  | Nova Scotia       | 1                  | 0                   | 0.0 %               | 5.7 %             | 0        | 0                | Nova Scotia   |
| 4214 : Early childhood educators and assistants   | Nova Scotia       | 3                  | 0                   | 0.0 %               | 6.8 %             | 0        | 0                | Nova Scotia   |
| 5211 : Library and public archive technicians   | Nova Scotia       | 16                 | 0                   | 0.0 %               | 2.9 %             | 0        | 0                | Nova Scotia   |
| 5241 : Graphic designers and illustrators   | Nova Scotia       | 8                  | 0                   | 0.0 %               | 5.3 %             | 0        | 0                | Nova Scotia   |
| 5254 : Program leaders and instructors in recreation, sport and fitness                 | Nova Scotia       | 2                  | 0                   | 0.0 %               | 6.0 %             | 0        | 0                | Nova Scotia   |
| <b>05 : Supervisors</b>   |                   | <b>25</b>          | <b>2</b>            | <b>8.0 %</b>        | <b>4.7 %</b>      | <b>1</b> | <b>1</b>         |               |
| <b>Employment Equity Occupational Group</b>   | Halifax           | 8                  | 0                   | 0.0 %               | 3.6 %             | 0        | 0                | Halifax       |
| <b>Employment Equity Occupational Group</b>   | N.S. less CMA     | 17                 | 2                   | 11.8 %              | 5.2 %             | 1        | 1                | N.S. less CMA |

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Aboriginal Peoples

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Aboriginal Peoples  |                     | Availability<br>% | Gap<br># | Recruitment Area |               |
|--|-------------------|--------------------|---------------------|---------------------|-------------------|----------|------------------|---------------|
|  |                   |                    | Representation<br># | Representation<br>% |                   |          |                  |               |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 194                | 11                  | 5.7 %               | 4.5 %             | 9        | 2                |               |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 103                | 5                   | 4.9 %               | 4.0 %             | 4        | 1                | Halifax       |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 91                 | 6                   | 6.6 %               | 5.0 %             | 5        | 1                | N.S. less CMA |
| <b>08 : Skilled Sales and Service Personnel</b>          |                   | 10                 | 1                   | 10.0 %              | 6.6 %             | 1        | 0                |               |
| 6322 : Cooks   | Nova Scotia       | 10                 | 1                   | 10.0 %              | 6.6 %             | 1        | 0                | Nova Scotia   |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 10                 | 0                   | 0.0 %               | 6.9 %             | 1        | 1                |               |
| 7241 : Electricians (except industrial and power system) | Nova Scotia       | 4                  | 0                   | 0.0 %               | 4.9 %             | 0        | 0                | Nova Scotia   |
| 7271 : Carpenters  | Nova Scotia       | 3                  | 0                   | 0.0 %               | 6.9 %             | 0        | 0                | Nova Scotia   |
| 7333 : Electrical mechanics                              | Nova Scotia       | 3                  | 0                   | 0.0 %               | 9.5 %             | 0        | 0                | Nova Scotia   |
| <b>10 : Clerical Personnel</b>                           |                   | 54                 | 4                   | 7.4 %               | 4.5 %             | 2        | 2                |               |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 36                 | 3                   | 8.3 %               | 3.9 %             | 1        | 2                | Halifax       |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 18                 | 1                   | 5.6 %               | 5.6 %             | 1        | 0                | N.S. less CMA |
| <b>13 : Other Sales and Service Personnel</b>            |                   | 114                | 4                   | 3.5 %               | 6.7 %             | 8        | 4                |               |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 40                 | 1                   | 2.5 %               | 4.7 %             | 2        | 3                | Halifax       |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 74                 | 3                   | 4.1 %               | 7.7 %             | 6        | 3                | N.S. less CMA |
| <b>14 : Other Manual Workers</b>                         |                   | 1                  | 0                   | 0.0 %               | 5.0 %             | 0        | 0                |               |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 1                  | 0                   | 0.0 %               | 5.0 %             | 0        | 0                | Halifax       |
| <b>Total</b>   |                   | 1637               | 80                  | 4.9 %               | 3.8 %             | 64       | 16               |               |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

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Members of Visible Minorities

| Employment Equity Occupational Group   | Internal Location | Members of Visible Minorities |                |        |              |     |          | Recruitment Area |
|--|-------------------|-------------------------------|----------------|--------|--------------|-----|----------|------------------|
|  |                   | All Employees<br>#            | Representation |        | Availability |     | Gap<br># |                  |
|  |                   |                               | #              | %      | %            | #   |          |                  |
| <b>01 : Senior Managers</b>  |                   | 8                             | 0              | 0.0 %  | 9.0 %        | 1   | 3        |                  |
| 0014 : Senior managers - health, education, social and community services and membership organizations | National          | 8                             | 0              | 0.0 %  | 9.0 %        | 1   | 3        | National         |
| <b>02 : Middle and Other Managers</b>  |                   | 187                           | 9              | 4.8 %  | 15.4 %       | 29  | 20       |                  |
| 0111 : Financial managers  | National          | 18                            | 0              | 0.0 %  | 23.1 %       | 4   | 4        | National         |
| 0112 : Human resources managers  | National          | 12                            | 0              | 0.0 %  | 14.6 %       | 2   | 3        | National         |
| 0113 : Purchasing managers   | National          | 1                             | 0              | 0.0 %  | 18.0 %       | 0   | 0        | National         |
| 0114 : Other administrative services managers  | National          | 4                             | 1              | 25.0 % | 15.9 %       | 1   | 0        | National         |
| 0124 : Advertising, marketing and public relations managers  | National          | 6                             | 0              | 0.0 %  | 19.5 %       | 1   | 4        | National         |
| 0211 : Engineering managers  | National          | 2                             | 0              | 0.0 %  | 22.0 %       | 0   | 0        | National         |
| 0213 : Computer and information systems managers   | National          | 9                             | 0              | 0.0 %  | 25.5 %       | 2   | 3        | National         |
| 0312 : NOC 2006 - Administrators - Post Secondary Education and Vocational Training                    | National          | 1                             | 0              | 0.0 %  | 17.6 %       | 0   | 0        | National         |
| 0421 : Administrators - post-secondary education and vocational training                               | National          | 98                            | 7              | 7.1 %  | 14.3 %       | 14  | 3        | National         |
| 0422 : School principals and administrators of elementary and secondary education                      | National          | 12                            | 0              | 0.0 %  | 8.4 %        | 1   | 1        | National         |
| 0511 : Library, archive, museum and art gallery managers   | National          | 2                             | 0              | 0.0 %  | 8.5 %        | 0   | 0        | National         |
| 0632 : Accommodation service managers  | National          | 1                             | 0              | 0.0 %  | 17.5 %       | 0   | 0        | National         |
| 0714 : Facility operation and maintenance managers   | National          | 20                            | 1              | 5.0 %  | 13.0 %       | 3   | 3        | National         |
| 0911 : Manufacturing managers  | National          | 1                             | 0              | 0.0 %  | 15.7 %       | 0   | 0        | National         |
| <b>03 : Professionals</b>  |                   | 958                           | 36             | 3.8 %  | 17.1 %       | 163 | 127      |                  |
| 1121 : Human resources professionals   | National          | 15                            | 1              | 6.7 %  | 16.7 %       | 3   | 2        | National         |
| 1123 : Professional occupations in advertising, marketing and public relations                         | National          | 6                             | 1              | 16.7 % | 18.8 %       | 1   | 0        | National         |
| 2111 : Physicists and astronomers  | National          | 4                             | 1              | 25.0 % | 20.7 %       | 1   | 0        | National         |
| 2171 : Information systems analysts and consultants  | National          | 47                            | 3              | 6.4 %  | 38.6 %       | 18  | 15       | National         |
| 2172 : Database analysts and data administrators   | National          | 5                             | 0              | 0.0 %  | 35.5 %       | 2   | 3        | National         |
| 2175 : Web designers and developers  | National          | 8                             | 0              | 0.0 %  | 27.5 %       | 2   | 4        | National         |

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Members of Visible Minorities

| Employment Equity Occupational Group  | Internal Location | All Employees<br># | Members of Visible Minorities<br>Representation |              | Availability |          | Gap<br># | Recruitment Area |
|---|-------------------|--------------------|---|--------------|--------------|----------|----------|------------------|
|   |                   |                    | #   | %            | %            | #        |          |                  |
| 4012 : Post-secondary teaching and research assistants                                  | National          | 27                 | 3   | 11.1 %       | 36.2 %       | 10       | 7        | National         |
| 4021 : College and other vocational instructors   | National          | 695                | 20  | 2.9 %        | 14.9 %       | 104      | 84       | National         |
| 4033 : Educational counsellors  | National          | 72                 | 7   | 9.7 %        | 16.2 %       | 12       | 5        | National         |
| 4156 : Employment counsellors   | National          | 13                 | 0   | 0.0 %        | 18.1 %       | 2        | 2        | National         |
| 4161 : Natural and applied science policy researchers, consultants and program officers | National          | 1                  | 0   | 0.0 %        | 15.0 %       | 0        | 0        | National         |
| 4166 : Education policy researchers, consultants and program officers                   | National          | 49                 | 0   | 0.0 %        | 16.1 %       | 8        | 8        | National         |
| 5111 : Librarians   | National          | 13                 | 0   | 0.0 %        | 11.4 %       | 1        | 1        | National         |
| 5125 : Translators, terminologists and interpreters                                     | National          | 1                  | 0   | 0.0 %        | 25.8 %       | 0        | 0        | National         |
| <b>04 : Semi-Professionals and Technicians</b>  |                   | <b>78</b>          | <b>2</b>  | <b>2.6 %</b> | <b>4.8 %</b> | <b>4</b> | <b>3</b> |                  |
| 2225 : Landscape and horticulture technicians and specialists                           | Nova Scotia       | 1                  | 0   | 0.0 %        | 4.7 %        | 0        | 0        | Nova Scotia      |
| 2241 : Electrical and electronics engineering technologists and technicians             | Nova Scotia       | 8                  | 0   | 0.0 %        | 2.4 %        | 0        | 0        | Nova Scotia      |
| 2253 : Drafting technologists and technicians   | Nova Scotia       | 1                  | 0   | 0.0 %        | 5.8 %        | 0        | 0        | Nova Scotia      |
| 2255 : Technical occupations in geomatics and meteorology                               | Nova Scotia       | 2                  | 0   | 0.0 %        | 3.2 %        | 0        | 0        | Nova Scotia      |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Nova Scotia       | 9                  | 0   | 0.0 %        | 5.5 %        | 0        | 0        | Nova Scotia      |
| 2281 : Computer network technicians   | Nova Scotia       | 3                  | 0   | 0.0 %        | 8.7 %        | 0        | 0        | Nova Scotia      |
| 2282 : User support technicians   | Nova Scotia       | 24                 | 2   | 8.3 %        | 5.4 %        | 1        | 1        | Nova Scotia      |
| 4213 : NOC 2006 - Employment Counsellors  | Nova Scotia       | 1                  | 0   | 0.0 %        | 5.1 %        | 0        | 0        | Nova Scotia      |
| 4214 : Early childhood educators and assistants   | Nova Scotia       | 3                  | 0   | 0.0 %        | 7.5 %        | 0        | 0        | Nova Scotia      |
| 5211 : Library and public archive technicians   | Nova Scotia       | 16                 | 0   | 0.0 %        | 2.9 %        | 0        | 0        | Nova Scotia      |
| 5241 : Graphic designers and illustrators   | Nova Scotia       | 8                  | 0   | 0.0 %        | 5.3 %        | 0        | 0        | Nova Scotia      |
| 5254 : Program leaders and instructors in recreation, sport and fitness                 | Nova Scotia       | 2                  | 0   | 0.0 %        | 6.9 %        | 0        | 0        | Nova Scotia      |
| <b>05 : Supervisors</b>   |                   | <b>25</b>          | <b>1</b>  | <b>4.0 %</b> | <b>4.7 %</b> | <b>1</b> | <b>0</b> |                  |
| <b>Employment Equity Occupational Group</b>   | Halifax           | 8                  | 1   | 12.5 %       | 6.9 %        | 1        | 0        | Halifax          |
| <b>Employment Equity Occupational Group</b>   | N.S. less CMA     | 17                 | 0   | 0.0 %        | 3.7 %        | 1        | 1        | N.S. less CMA    |

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Members of Visible Minorities

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Members of Visible Minorities<br>Representation |              | Availability  |            | Gap<br>#   | Recruitment Area |
|--|-------------------|--------------------|---|--------------|---------------|------------|------------|------------------|
|  |                   |                    | #   | %            | %             | #          |            |                  |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 194                | 11  | 5.7 %        | 4.3 %         | 8          | 3          |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 103                | 6   | 5.8 %        | 6.7 %         | 7          | 3          | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 91                 | 5   | 5.5 %        | 1.5 %         | 1          | 4          | N.S. less CMA    |
| <b>08 : Skilled Sales and Service Personnel</b>          |                   | 10                 | 1   | 10.0 %       | 12.8 %        | 1          | 0          |                  |
| 6322 : Cooks   | Nova Scotia       | 10                 | 1   | 10.0 %       | 12.8 %        | 1          | 0          | Nova Scotia      |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 10                 | 0   | 0.0 %        | 3.8 %         | 0          | 0          |                  |
| 7241 : Electricians (except industrial and power system) | Nova Scotia       | 4                  | 0   | 0.0 %        | 0.7 %         | 0          | 0          | Nova Scotia      |
| 7271 : Carpenters  | Nova Scotia       | 3                  | 0   | 0.0 %        | 2.1 %         | 0          | 0          | Nova Scotia      |
| 7333 : Electrical mechanics                              | Nova Scotia       | 3                  | 0   | 0.0 %        | 9.5 %         | 0          | 0          | Nova Scotia      |
| <b>10 : Clerical Personnel</b>                           |                   | 54                 | 5   | 9.3 %        | 6.0 %         | 3          | 2          |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 36                 | 3   | 8.3 %        | 8.1 %         | 3          | 0          | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 18                 | 2   | 11.1 %       | 1.9 %         | 0          | 2          | N.S. less CMA    |
| <b>13 : Other Sales and Service Personnel</b>            |                   | 114                | 9   | 7.9 %        | 7.3 %         | 8          | 1          |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 40                 | 5   | 12.5 %       | 14.8 %        | 6          | 3          | Halifax          |
| <b>Employment Equity Occupational Group</b>              | N.S. less CMA     | 74                 | 4   | 5.4 %        | 3.3 %         | 2          | 2          | N.S. less CMA    |
| <b>14 : Other Manual Workers</b>                         |                   | 1                  | 0   | 0.0 %        | 8.5 %         | 0          | 0          |                  |
| <b>Employment Equity Occupational Group</b>              | Halifax           | 1                  | 0   | 0.0 %        | 8.5 %         | 0          | 0          | Halifax          |
| <b>Total</b>   |                   | <b>1637</b>        | <b>74</b>                                       | <b>4.5 %</b> | <b>13.4 %</b> | <b>218</b> | <b>144</b> |                  |

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Date: 2019-11-25

**Persons with Disabilities**

| Employment Equity Occupational Group              | Internal Location | All Employees<br># | Persons with Disabilities |              |                   |            | Recruitment Area |          |
|---|-------------------|--------------------|---------------------------|--------------|-------------------|------------|------------------|----------|
|   |                   |                    | Representation<br>#       | %            | Availability<br>% | Gap<br>#   |                  |          |
| 01/02 : Managers                                  | National          | 195                | 15                        | 7.7 %        | 5.0 %             | 10         | 5                | National |
| 03 : Professionals                                | National          | 956                | 80                        | 8.4 %        | 8.9 %             | 25         | 5                | National |
| 04 : Semi-Professionals and Technicians           | National          | 78                 | 7                         | 9.0 %        | 7.6 %             | 6          | 1                | National |
| 05 : Supervisors                                  | National          | 25                 | 4                         | 16.0 %       | 27.5 %            | 7          | 3                | National |
| 07 : Administrative and Senior Clerical Personnel | National          | 194                | 22                        | 11.3 %       | 10.0 %            | 19         | 3                | National |
| 08 : Skilled Sales and Service Personnel          | National          | 10                 | 0                         | 0.0 %        | 8.0 %             | 1          | 1                | National |
| 09 : Skilled Crafts and Trades Workers            | National          | 10                 | 0                         | 0.0 %        | 7.8 %             | 1          | 1                | National |
| 10 : Clerical Personnel                           | National          | 54                 | 8                         | 14.8 %       | 9.3 %             | 5          | 3                | National |
| 13 : Other Sales and Service Personnel            | National          | 114                | 9                         | 7.9 %        | 10.7 %            | 12         | 3                | National |
| 14 : Other Manual Workers                         | National          | 1                  | 0                         | 0.0 %        | 6.8 %             | 0          | 0                | National |
| <b>Total</b>                                      |                   | <b>1637</b>        | <b>145</b>                | <b>8.9 %</b> | <b>8.9 %</b>      | <b>146</b> | <b>11</b>        |          |

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



### Workforce Analysis - Detailed Report

Date: 2019-11-25

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

The college has 13 campuses across Nova Scotia. CMA would not be accurate to recruit for the areas outside of Halifax (HRM) and because we post/advertise all positions on CareerBeacon, an Atlantic Canada jobsite which offers a "by province" sort - everything is therefore set to Provincial. Senior Managers would be the only group that we actively and consistently recruit Nationally for.

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

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

## Workforce Analysis - Detailed Report

Date: 2019-11-25

### WFA Defaults - Persons with Disabilities

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

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Date: 2019-10-15

**Women**

| Employment Equity Occupational Group              | Women         |            |                |               |              |           |     |
|---|---------------|------------|----------------|---------------|--------------|-----------|-----|
|   | All Employees |            | Representation |               | Availability |           | Gap |
|   | #             | #          | %              | %             | #            | #         |     |
| 01 : Senior Managers                              | 8             | 6          | 75.0 %         | 56.6 %        | 5            | 1         |     |
| 02 : Middle and Other Managers                    | 187           | 89         | 47.6 %         | 55.4 %        | 104          | 15        |     |
| 03 : Professionals                                | 957           | 476        | 49.7 %         | 55.9 %        | 535          | 58        |     |
| 04 : Semi-Professionals and Technicians           | 78            | 40         | 51.3 %         | 45.5 %        | 35           | 5         |     |
| 05 : Supervisors                                  | 25            | 10         | 40.0 %         | 63.4 %        | 16           | 6         |     |
| 07 : Administrative and Senior Clerical Personnel | 194           | 179        | 92.3 %         | 83.7 %        | 162          | 17        |     |
| 08 : Skilled Sales and Service Personnel          | 10            | 2          | 20.0 %         | 49.0 %        | 5            | 3         |     |
| 09 : Skilled Crafts and Trades Workers            | 10            | 0          | 0.0 %          | 4.1 %         | 0            | 0         |     |
| 10 : Clerical Personnel                           | 54            | 40         | 74.1 %         | 70.6 %        | 38           | 2         |     |
| 13 : Other Sales and Service Personnel            | 114           | 52         | 45.6 %         | 60.8 %        | 69           | 13        |     |
| 14 : Other Manual Workers                         | 1             | 0          | 0.0 %          | 12.0 %        | 0            | 0         |     |
| <b>Total</b>                                      | <b>1638</b>   | <b>894</b> | <b>54.6 %</b>  | <b>59.2 %</b> | <b>969</b>   | <b>75</b> |     |

Total may not equal sum of components due to rounding.

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**Workforce Analysis - Summary Report**

Date: 2019-10-15

**Aboriginal Peoples**

| Employment Equity Occupational Group              | Aboriginal Peoples |                |              |              |           |           |
|---|--------------------|----------------|--------------|--------------|-----------|-----------|
|   | All Employees      | Representation |              | Availability |           | Gap       |
|   |                    | #              | #            | %            | %         |           |
| 01 : Senior Managers                              | 8                  | 0              | 0.0 %        | 3.8 %        | 0         | 0         |
| 02 : Middle and Other Managers                    | 187                | 4              | 2.1 %        | 3.0 %        | 6         | 2         |
| 03 : Professionals                                | 957                | 52             | 5.4 %        | 3.3 %        | 32        | 20        |
| 04 : Semi-Professionals and Technicians           | 78                 | 2              | 2.6 %        | 5.1 %        | 4         | 2         |
| 05 : Supervisors                                  | 25                 | 2              | 8.0 %        | 4.7 %        | 1         | 1         |
| 07 : Administrative and Senior Clerical Personnel | 194                | 11             | 5.7 %        | 4.5 %        | 9         | 2         |
| 08 : Skilled Sales and Service Personnel          | 10                 | 1              | 10.0 %       | 6.6 %        | 1         | 0         |
| 09 : Skilled Crafts and Trades Workers            | 10                 | 0              | 0.0 %        | 6.9 %        | 1         | 1         |
| 10 : Clerical Personnel                           | 54                 | 4              | 7.4 %        | 4.5 %        | 2         | 2         |
| 13 : Other Sales and Service Personnel            | 114                | 4              | 3.5 %        | 6.7 %        | 8         | 4         |
| 14 : Other Manual Workers                         | 1                  | 0              | 0.0 %        | 5.0 %        | 0         | 0         |
| <b>Total</b>                                      | <b>1638</b>        | <b>80</b>      | <b>4.9 %</b> | <b>3.8 %</b> | <b>64</b> | <b>16</b> |

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Nova Scotia Community College

**Workforce Analysis - Summary Report**

Date: 2019-10-15

**Members of Visible Minorities**

| Employment Equity Occupational Group              | Members of Visible Minorities |                |              |               |            |            |
|---|-------------------------------|----------------|--------------|---------------|------------|------------|
|   | All Employees                 | Representation |              | Availability  |            | Gap        |
|   |                               | #              | #            | %             | %          |            |
| 01 : Senior Managers                              | 8                             | 0              | 0.0 %        | 9.0 %         | 1          | 3          |
| 02 : Middle and Other Managers                    | 187                           | 9              | 4.8 %        | 15.4 %        | 29         | 20         |
| 03 : Professionals                                | 957                           | 36             | 3.8 %        | 17.1 %        | 164        | 128        |
| 04 : Semi-Professionals and Technicians           | 78                            | 2              | 2.6 %        | 4.8 %         | 4          | 2          |
| 05 : Supervisors                                  | 25                            | 1              | 4.0 %        | 4.7 %         | 1          | 0          |
| 07 : Administrative and Senior Clerical Personnel | 194                           | 11             | 5.7 %        | 4.3 %         | 8          | 3          |
| 08 : Skilled Sales and Service Personnel          | 10                            | 1              | 10.0 %       | 12.8 %        | 1          | 0          |
| 09 : Skilled Crafts and Trades Workers            | 10                            | 0              | 0.0 %        | 3.8 %         | 0          | 0          |
| 10 : Clerical Personnel                           | 54                            | 5              | 9.3 %        | 6.0 %         | 3          | 2          |
| 13 : Other Sales and Service Personnel            | 114                           | 9              | 7.9 %        | 7.3 %         | 8          | 1          |
| 14 : Other Manual Workers                         | 1                             | 0              | 0.0 %        | 8.5 %         | 0          | 0          |
| <b>Total</b>                                      | <b>1638</b>                   | <b>74</b>      | <b>4.5 %</b> | <b>13.4 %</b> | <b>219</b> | <b>145</b> |

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Nova Scotia Community College

**Workforce Analysis - Summary Report**

Date: 2019-10-15

**Persons with Disabilities**

| Employment Equity Occupational Group              | All Employees<br># | Persons with Disabilities |              |              |            | Gap<br># |
|---|--------------------|---------------------------|--------------|--------------|------------|----------|
|   |                    | Representation            |              | Availability |            |          |
|   |                    | #                         | %            | %            | #          |          |
| 01/02 : Managers                                  | 195                | 15                        | 7.7 %        | 5.0 %        | 10         | 5        |
| 03 : Professionals                                | 957                | 80                        | 8.4 %        | 8.9 %        | 85         | 3        |
| 04 : Semi-Professionals and Technicians           | 78                 | 7                         | 9.0 %        | 7.6 %        | 6          | 1        |
| 05 : Supervisors                                  | 25                 | 4                         | 16.0 %       | 27.5 %       | 7          | 3        |
| 07 : Administrative and Senior Clerical Personnel | 194                | 22                        | 11.3 %       | 10.0 %       | 19         | 3        |
| 08 : Skilled Sales and Service Personnel          | 10                 | 0                         | 0.0 %        | 8.0 %        | 1          | 3        |
| 09 : Skilled Crafts and Trades Workers            | 10                 | 0                         | 0.0 %        | 7.8 %        | 1          | 3        |
| 10 : Clerical Personnel                           | 54                 | 8                         | 14.8 %       | 9.3 %        | 5          | 3        |
| 13 : Other Sales and Service Personnel            | 114                | 9                         | 7.9 %        | 10.7 %       | 12         | 3        |
| 14 : Other Manual Workers                         | 1                  | 0                         | 0.0 %        | 6.8 %        | 0          | 0        |
| <b>Total</b>                                      | <b>1638</b>        | <b>145</b>                | <b>8.9 %</b> | <b>8.9 %</b> | <b>146</b> | <b>4</b> |

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2019-10-15

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

NSCC uses NOC codes for senior and middle management as most of these roles are quite specific and require specialized skills, degrees and are mainly "one of" jobs with little in the way of transferable skills.

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

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



## Workforce Analysis - Summary Report

Date: 2019-10-15

### 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         |
| 07 : Administrative and Senior Clerical Personnel | EEOG                | National         |
| 08 : Skilled Sales and Service Personnel          | EEOG                | National         |
| 09 : Skilled Crafts and Trades Workers            | EEOG                | National         |
| 10 : Clerical Personnel                           | EEOG                | National         |
| 11 : Intermediate Sales and Service Personnel     | EEOG                | National         |
| 13 : Other Sales and Service Personnel            | EEOG                | National         |
| 14 : Other Manual Workers                         | EEOG                | National         |



# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

Nova Scotia Community College

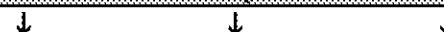
[Date: 2019-10-15]

### Data from First/Previous Workforce Analysis



| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 10 | 25 |

### Data from Subsequent/Current Workforce Analysis



| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2019  | 10 | 15 |

**Table 2: Aboriginal Peoples**

#### First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) |  | All Employees | Aboriginal Peoples |               |
|---|--|---------------|--------------------|---------------|
|   |  |               | Representation     | Availability* |
|   |  | #             | #                  | %             |
| 01  | Senior Managers                            | 8             | 0                  | 3.20          |
| 02  | Middle & Other Managers                    | 168           | 3                  | 0.90          |
| 03  | Professionals                              | 904           | 37                 | 2.30          |
| 04  | Semi-Professionals & Technicians           | 72            | 0                  | 2.80          |
| 05  | Supervisors                                | 24            | 2                  | 6.40          |
| 06  | Supervisors: Crafts & Trades               | 1             | 0                  | 0.00          |
| 07  | Administrative & Senior Clerical Personnel | 202           | 7                  | 2.80          |
| 08  | Skilled Sales & Service Personnel          | 10            | 1                  | 3.80          |
| 09  | Skilled Crafts & Trades Workers            | 8             | 0                  | 2.70          |
| 10  | Clerical Personnel                         | 51            | 1                  | 3.10          |
| 11  | Intermediate Sales & Service Personnel     | 1             | 0                  | 3.60          |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                  | 0.00          |
| 13  | Other Sales & Service Personnel            | 94            | 3                  | 4.60          |
| 14  | Other Manual Workers                       | 1             | 0                  | 4.40          |
| <b>Total</b>                                |  | <b>1,544</b>  | <b>54</b>          | <b>2.5</b>    |

\* Source:  
2006 Census of Canada

**Table 6: Aboriginal Peoples**

#### Subsequent/Current Workforce Analysis

| Employment Equity Occupational Group (EEOG) |  | All Employees | Aboriginal Peoples |               |
|---|--|---------------|--------------------|---------------|
|   |  |               | Representation     | Availability* |
|   |  | #             | #                  | %             |
|   |  | 8             | 0                  | 3.8           |
|   |  | 187           | 4                  | 3.0           |
|   |  | 957           | 52                 | 3.3           |
|   |  | 78            | 2                  | 5.1           |
|   |  | 25            | 2                  | 4.7           |
|   |  | 0             | 0                  | 0.0           |
|   |  | 194           | 11                 | 4.5           |
|   |  | 10            | 1                  | 6.6           |
|   |  | 10            | 0                  | 6.9           |
|   |  | 54            | 4                  | 4.5           |
|   |  | 0             | 0                  | 0.0           |
|   |  | 0             | 0                  | 0.0           |
|   |  | 114           | 4                  | 6.7           |
|   |  | 1             | 0                  | 5.0           |
| <b>Total</b>                                |  | <b>1,638</b>  | <b>80</b>          | <b>3.8</b>    |

\* Source:  
2016 Census

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Nova Scotia Community College**

**[Date: 2019-10-15]**

**Data from First/Previous Workforce Analysis**



| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 10 | 25 |

**Data from Subsequent/Current Workforce Analysis**



| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2019  | 10 | 15 |

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | First/Previous Workforce Analysis |                               |               |
|---|--|-----------------------------------|-------------------------------|---------------|
|   |  | All Employees                     | Members of Visible Minorities |               |
|   |  |                                   | Representation                | Availability* |
| #   | #  | %                                 |                               |               |
| 01  | Senior Managers                            | 8                                 | 0                             | 7.80          |
| 02  | Middle & Other Managers                    | 168                               | 9                             | 6.60          |
| 03  | Professionals                              | 904                               | 28                            | 5.10          |
| 04  | Semi-Professionals & Technicians           | 72                                | 0                             | 4.90          |
| 05  | Supervisors                                | 24                                | 0                             | 0.10          |
| 06  | Supervisors: Crafts & Trades               | 1                                 | 0                             | 0.00          |
| 07  | Administrative & Senior Clerical Personnel | 202                               | 8                             | 3.70          |
| 08  | Skilled Sales & Service Personnel          | 10                                | 0                             | 6.30          |
| 09  | Skilled Crafts & Trades Workers            | 8                                 | 0                             | 1.20          |
| 10  | Clerical Personnel                         | 51                                | 2                             | 4.60          |
| 11  | Intermediate Sales & Service Personnel     | 1                                 | 1                             | 5.30          |
| 12  | Semi-Skilled Manual Workers                | 0                                 | 0                             | 0.00          |
| 13  | Other Sales & Service Personnel            | 94                                | 4                             | 6.10          |
| 14  | Other Manual Workers                       | 1                                 | 0                             | 3.70          |
| <b>Total</b>                                |  | <b>1,544</b>                      | <b>52</b>                     | <b>5.0</b>    |

\* Source:  
2006 Census of Canada

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |     | Subsequent/Current Workforce Analysis |                               |               |
|---|-----|---------------------------------------|-------------------------------|---------------|
|   |     | All Employees                         | Members of Visible Minorities |               |
|   |     |                                       | Representation                | Availability* |
| #   | #   | %                                     |                               |               |
|   | 8   | 0                                     | 9.0                           |               |
|   | 187 | 9                                     | 15.4                          |               |
|   | 957 | 36                                    | 17.1                          |               |
|   | 78  | 2                                     | 4.8                           |               |
|   | 25  | 1                                     | 4.7                           |               |
|   | 0   | 0                                     | 0.0                           |               |
|   | 194 | 11                                    | 4.3                           |               |
|   | 10  | 1                                     | 12.8                          |               |
|   | 10  | 0                                     | 3.8                           |               |
|   | 54  | 5                                     | 6.0                           |               |
|   | 0   | 0                                     | 0.0                           |               |
|   | 0   | 0                                     | 0.0                           |               |
|   | 114 | 9                                     | 7.9                           |               |
|   | 1   | 0                                     | 8.5                           |               |
| <b>Total</b>                                |     | <b>1,638</b>                          | <b>74</b>                     | <b>13.4</b>   |

\* Source:  
2016 Census

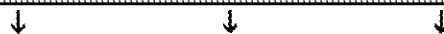
**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Nova Scotia Community College**

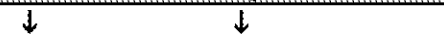
[Date: 2019-10-15]

**Data from First/Previous Workforce Analysis**



| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 10 | 25 |

**Data from Subsequent/Current Workforce Analysis**



| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2019  | 10 | 15 |

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Persons with Disabilities |               |
|---|--|---------------|---------------------------|---------------|
|   |  |               | Representation            | Availability* |
|   |  | #             | #                         | %             |
| 01/02                                       | Managers                                   | 176           | 8                         | 4.30          |
| 03  | Professionals                              | 904           | 55                        | 3.80          |
| 04  | Semi-Professionals & Technicians           | 72            | 5                         | 4.60          |
| 05  | Supervisors                                | 24            | 1                         | 13.90         |
| 06  | Supervisors: Crafts & Trades               | 1             | 0                         | 7.80          |
| 07  | Administrative & Senior Clerical Personnel | 202           | 14                        | 3.40          |
| 08  | Skilled Sales & Service Personnel          | 10            | 0                         | 3.50          |
| 09  | Skilled Crafts & Trades Workers            | 8             | 0                         | 3.80          |
| 10  | Clerical Personnel                         | 51            | 5                         | 7.00          |
| 11  | Intermediate Sales & Service Personnel     | 1             | 0                         | 5.60          |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                         | 0.00          |
| 13  | Other Sales & Service Personnel            | 94            | 7                         | 6.30          |
| 14  | Other Manual Workers                       | 1             | 0                         | 5.30          |
| <b>Total</b>                                |  | <b>1,544</b>  | <b>95</b>                 | <b>4.3</b>    |

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Persons with Disabilities |               |
|---|--|---------------|---------------------------|---------------|
|   |  |               | Representation            | Availability* |
|   |  | #             | #                         | %             |
|   |  | 195           | 15                        | 5.0           |
|   |  | 957           | 80                        | 8.9           |
|   |  | 78            | 7                         | 7.6           |
|   |  | 25            | 4                         | 27.5          |
|   |  | 0             | 0                         | 0.0           |
|   |  | 194           | 22                        | 10.0          |
|   |  | 10            | 0                         | 8.0           |
|   |  | 10            | 0                         | 7.8           |
|   |  | 54            | 8                         | 9.3           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 114           | 9                         | 10.7          |
|   |  | 1             | 0                         | 6.8           |
| <b>Total</b>                                |  | <b>1,638</b>  | <b>145</b>                | <b>8.9</b>    |

\* Source:  
2012 Canadian Survey on Disability

\* Source:  
2017 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

Nova Scotia Community College

[Date: 2019-10-15]

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 10 | 25 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2019                  | 10 | 15 |

**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                            | 1                    | 1           | 0                    | 0           | 1                      | 1              | 0                      | 0              | 1                        | 1                | 0                        | 0                |
| 02  | Middle & Other Managers                    | 25                   | 16          | 0                    | 0           | 43                     | 24             | 0                      | 0              | 25                       | 15               | 0                        | 0                |
| 03  | Professionals                              | 184                  | 103         | 7                    | 5           | 72                     | 40             | 3                      | 0              | 168                      | 83               | 3                        | 0                |
| 04  | Semi-Professionals & Technicians           | 18                   | 5           | 0                    | 0           | 17                     | 9              | 1                      | 0              | 6                        | 5                | 1                        | 0                |
| 05  | Supervisors                                | 2                    | 0           | 0                    | 0           | 10                     | 5              | 0                      | 0              | 10                       | 2                | 0                        | 0                |
| 06  | Supervisors: Crafts & Trades               | 0                    | 0           | 0                    | 0           | 0                      | 0              | 0                      | 0              | 0                        | 0                | 0                        | 0                |
| 07  | Administrative & Senior Clerical Personnel | 44                   | 42          | 6                    | 6           | 25                     | 23             | 2                      | 0              | 42                       | 40               | 0                        | 0                |
| 08  | Skilled Sales & Service Personnel          | 1                    | 0           | 0                    | 0           | 0                      | 0              | 0                      | 0              | 0                        | 0                | 0                        | 0                |
| 09  | Skilled Crafts & Trades Workers            | 2                    | 0           | 0                    | 0           | 0                      | 0              | 0                      | 0              | 1                        | 0                | 0                        | 0                |
| 10  | Clerical Personnel                         | 13                   | 10          | 3                    | 3           | 12                     | 11             | 0                      | 0              | 15                       | 11               | 3                        | 3                |
| 11  | Intermediate Sales & Service Personnel     | 0                    | 0           | 0                    | 0           | 0                      | 0              | 0                      | 0              | 1                        | 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            | 32                   | 10          | 0                    | 0           | 2                      | 2              | 1                      | 0              | 13                       | 3                | 0                        | 0                |
| 14  | Other Manual Workers                       | 0                    | 0           | 0                    | 0           | 0                      | 0              | 0                      | 0              | 0                        | 0                | 0                        | 0                |
| <b>Total</b>                                |  | <b>322</b>           | <b>187</b>  | <b>16</b>            | <b>14</b>   | <b>182</b>             | <b>115</b>     | <b>7</b>               | <b>0</b>       | <b>282</b>               | <b>160</b>       | <b>7</b>                 | <b>3</b>         |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

Nova Scotia Community College

[Date: 2019-10-15]

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 10 | 25 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2019                  | 10 | 15 |

**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**

| Full-time / National |                          | Part-time / National |                          |
|----------------------|--------------------------|----------------------|--------------------------|
| All Employees Hired  | Aboriginal Peoples Hired | All Employees Hired  | Aboriginal Peoples Hired |
| #                    | #                        | #                    | #                        |

↓ ↓ ↓ ↓

**Table 6: Aboriginal Peoples**

| Full-time / National   |                             | Part-time / National   |                             |
|------------------------|-----------------------------|------------------------|-----------------------------|
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| #                      | #                           | #                      | #                           |

↓ ↓ ↓ ↓

**Table 10: Aboriginal Peoples**

| Full-time / National     |                               | Part-time / National     |                               |
|--------------------------|-------------------------------|--------------------------|-------------------------------|
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| #                        | #                             | #                        | #                             |

|              |  |            |           |           |          |
|--------------|--|------------|-----------|-----------|----------|
| 01           | Senior Managers                            | 1          | 0         | 0         | 0        |
| 02           | Middle & Other Managers                    | 25         | 1         | 0         | 0        |
| 03           | Professionals                              | 184        | 13        | 7         | 0        |
| 04           | Semi-Professionals & Technicians           | 18         | 1         | 0         | 0        |
| 05           | Supervisors                                | 2          | 0         | 0         | 0        |
| 06           | Supervisors: Crafts & Trades               | 0          | 0         | 0         | 0        |
| 07           | Administrative & Senior Clerical Personnel | 44         | 2         | 6         | 1        |
| 08           | Skilled Sales & Service Personnel          | 1          | 0         | 0         | 0        |
| 09           | Skilled Crafts & Trades Workers            | 2          | 0         | 0         | 0        |
| 10           | Clerical Personnel                         | 13         | 1         | 3         | 0        |
| 11           | Intermediate Sales & Service Personnel     | 0          | 0         | 0         | 0        |
| 12           | Semi-Skilled Manual Workers                | 0          | 0         | 0         | 0        |
| 13           | Other Sales & Service Personnel            | 32         | 0         | 0         | 0        |
| 14           | Other Manual Workers                       | 0          | 0         | 0         | 0        |
| <b>Total</b> |  | <b>322</b> | <b>18</b> | <b>16</b> | <b>1</b> |

|              |  |            |          |          |          |
|--------------|--|------------|----------|----------|----------|
|              |  | 1          | 0        | 0        | 0        |
|              |  | 43         | 1        | 0        | 0        |
|              |  | 72         | 2        | 3        | 0        |
|              |  | 17         | 1        | 1        | 0        |
|              |  | 10         | 0        | 0        | 0        |
|              |  | 0          | 0        | 0        | 0        |
|              |  | 25         | 1        | 2        | 0        |
|              |  | 0          | 0        | 0        | 0        |
|              |  | 0          | 0        | 0        | 0        |
|              |  | 12         | 0        | 0        | 0        |
|              |  | 0          | 0        | 0        | 0        |
|              |  | 0          | 0        | 0        | 0        |
|              |  | 2          | 0        | 1        | 0        |
|              |  | 0          | 0        | 0        | 0        |
| <b>Total</b> |  | <b>182</b> | <b>5</b> | <b>7</b> | <b>0</b> |

|              |  |            |           |          |          |
|--------------|--|------------|-----------|----------|----------|
|              |  | 1          | 0         | 0        | 0        |
|              |  | 25         | 0         | 0        | 0        |
|              |  | 168        | 9         | 3        | 0        |
|              |  | 6          | 0         | 1        | 0        |
|              |  | 10         | 1         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 42         | 1         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 1          | 0         | 0        | 0        |
|              |  | 15         | 0         | 3        | 0        |
|              |  | 1          | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 13         | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
| <b>Total</b> |  | <b>282</b> | <b>11</b> | <b>7</b> | <b>0</b> |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

Nova Scotia Community College

[Date: 2019-10-15]

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 10 | 25 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2019                  | 10 | 15 |

**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**

| Full-time / National |                                 | Part-time / National |                                 |
|----------------------|---------------------------------|----------------------|---------------------------------|
| All Employees Hired  | Persons with Disabilities Hired | All Employees Hired  | Persons with Disabilities Hired |
| #                    | #                               | #                    | #                               |

↓ ↓ ↓ ↓

**Table 7: Persons with Disabilities**

| Full-time / National   |                                    | Part-time / National   |                                    |
|------------------------|------------------------------------|------------------------|------------------------------------|
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| #                      | #                                  | #                      | #                                  |

↓ ↓ ↓ ↓

**Table 11: Persons with Disabilities**

| Full-time / National     |                                      | Part-time / National     |                                      |
|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| #                        | #                                    | #                        | #                                    |

|              |  |            |           |           |          |
|--------------|--|------------|-----------|-----------|----------|
| 01           | Senior Managers                            | 1          | 0         | 0         | 0        |
| 02           | Middle & Other Managers                    | 25         | 1         | 0         | 0        |
| 03           | Professionals                              | 184        | 14        | 7         | 0        |
| 04           | Semi-Professionals & Technicians           | 18         | 2         | 0         | 0        |
| 05           | Supervisors                                | 2          | 0         | 0         | 0        |
| 06           | Supervisors: Crafts & Trades               | 0          | 0         | 0         | 0        |
| 07           | Administrative & Senior Clerical Personnel | 44         | 5         | 6         | 0        |
| 08           | Skilled Sales & Service Personnel          | 1          | 0         | 0         | 0        |
| 09           | Skilled Crafts & Trades Workers            | 2          | 0         | 0         | 0        |
| 10           | Clerical Personnel                         | 13         | 2         | 3         | 0        |
| 11           | Intermediate Sales & Service Personnel     | 0          | 0         | 0         | 0        |
| 12           | Semi-Skilled Manual Workers                | 0          | 0         | 0         | 0        |
| 13           | Other Sales & Service Personnel            | 32         | 1         | 0         | 0        |
| 14           | Other Manual Workers                       | 0          | 0         | 0         | 0        |
| <b>Total</b> |  | <b>322</b> | <b>25</b> | <b>16</b> | <b>0</b> |

|              |  |            |           |          |          |
|--------------|--|------------|-----------|----------|----------|
|              |  | 1          | 0         | 0        | 0        |
|              |  | 43         | 5         | 0        | 0        |
|              |  | 72         | 3         | 3        | 0        |
|              |  | 17         | 1         | 1        | 0        |
|              |  | 10         | 1         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 25         | 4         | 2        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 12         | 3         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 2          | 0         | 1        | 0        |
|              |  | 0          | 0         | 0        | 0        |
| <b>Total</b> |  | <b>182</b> | <b>17</b> | <b>7</b> | <b>0</b> |

|              |  |            |           |          |          |
|--------------|--|------------|-----------|----------|----------|
|              |  | 1          | 0         | 0        | 0        |
|              |  | 25         | 2         | 0        | 0        |
|              |  | 168        | 14        | 3        | 0        |
|              |  | 6          | 0         | 1        | 0        |
|              |  | 10         | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 42         | 6         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 1          | 0         | 0        | 0        |
|              |  | 15         | 1         | 3        | 0        |
|              |  | 1          | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
|              |  | 13         | 0         | 0        | 0        |
|              |  | 0          | 0         | 0        | 0        |
| <b>Total</b> |  | <b>282</b> | <b>23</b> | <b>7</b> | <b>0</b> |



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

Nova Scotia Community College

[Date: 2019-10-15]

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 10 | 25 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2019                  | 10 | 15 |

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

| Employment Equity Occupational Group (EEOG)   | Table 4: Members of Visible Minorities |                                     |                      |                                     | Table 8: Members of Visible Minorities |  |                        |  | Table 12: Members of Visible Minorities |  |                          |  |
|---|--|-------------------------------------|----------------------|-------------------------------------|--|--|------------------------|--|---|--|--------------------------|--|
|   | Full-time / National                   |                                     | Part-time / National |                                     | Full-time / National                   |  | Part-time / National   |  | Full-time / National                    |  | Part-time / National     |  |
|   | All Employees Hired                    | Members of Visible Minorities Hired | All Employees Hired  | Members of Visible Minorities Hired | All Employees Promoted                 | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated                | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
|   | #                                      | #                                   | #                    | #                                   | #                                      | #                                      | #                      | #                                      | #                                       | #  | #                        | #  |
| 01 Senior Managers                            | 1                                      | 0                                   | 0                    | 0                                   | 1                                      | 0                                      | 0                      | 0                                      | 1                                       | 0  | 0                        | 0  |
| 02 Middle & Other Managers                    | 25                                     | 2                                   | 0                    | 0                                   | 43                                     | 1                                      | 0                      | 0                                      | 25                                      | 2  | 0                        | 0  |
| 03 Professionals                              | 184                                    | 9                                   | 7                    | 0                                   | 72                                     | 3                                      | 3                      | 0                                      | 168                                     | 7  | 3                        | 0  |
| 04 Semi-Professionals & Technicians           | 18                                     | 1                                   | 0                    | 0                                   | 17                                     | 1                                      | 1                      | 0                                      | 6                                       | 0  | 1                        | 0  |
| 05 Supervisors                                | 2                                      | 1                                   | 0                    | 0                                   | 10                                     | 0                                      | 0                      | 0                                      | 10                                      | 0  | 0                        | 0  |
| 06 Supervisors: Crafts & Trades               | 0                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 0                                       | 0  | 0                        | 0  |
| 07 Administrative & Senior Clerical Personnel | 44                                     | 5                                   | 6                    | 0                                   | 25                                     | 0                                      | 2                      | 0                                      | 42                                      | 3  | 0                        | 0  |
| 08 Skilled Sales & Service Personnel          | 1                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 0                                       | 0  | 0                        | 0  |
| 09 Skilled Crafts & Trades Workers            | 2                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 1                                       | 0  | 0                        | 0  |
| 10 Clerical Personnel                         | 13                                     | 2                                   | 3                    | 0                                   | 12                                     | 1                                      | 0                      | 0                                      | 15                                      | 0  | 3                        | 1  |
| 11 Intermediate Sales & Service Personnel     | 0                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 1                                       | 1  | 0                        | 0  |
| 12 Semi-Skilled Manual Workers                | 0                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 0                                       | 0  | 0                        | 0  |
| 13 Other Sales & Service Personnel            | 32                                     | 4                                   | 0                    | 0                                   | 2                                      | 0                                      | 1                      | 0                                      | 13                                      | 0  | 0                        | 0  |
| 14 Other Manual Workers                       | 0                                      | 0                                   | 0                    | 0                                   | 0                                      | 0                                      | 0                      | 0                                      | 0                                       | 0  | 0                        | 0  |
| <b>Total</b>                                  | <b>322</b>                             | <b>24</b>                           | <b>16</b>            | <b>0</b>                            | <b>182</b>                             | <b>6</b>                               | <b>7</b>               | <b>0</b>                               | <b>282</b>                              | <b>13</b>                                | <b>7</b>                 | <b>1</b>                                 |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Nova Scotia Community College

[Date: 2019-10-15]

**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 <sup>1</sup> | Data Entry <sup>2</sup> | C x E x 3 | From Flow Data Analysis & Workforce Analysis <sup>2</sup> | Data Entry <sup>2</sup> | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x Q) - R + M | F x P | Data Entry <sup>2</sup> | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |

**Table 1: Women**

| Employment Equity Occupational Group (EEOG) | 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 |          | Percent Scalability | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |          |
|   |               | Actual                 | Projected   | Over 3 Years | Actual   | Projected | Over 3 Years |                                |            | Annually                                       | Over 3 Years |                             | From - To    | 2016     |                     |             |               |                        |                                     | 2019     |
|   | 2016-10-25    | Annually               | Annually    | Annually     | Annually                                       | Annually  | Annually     | Annually                       | Annually   | Annually                                       | Annually     | Annually                    | Annually     | Annually | Annually            | Annually    | Annually      | Annually               | Annually                            | Annually |
|   | #             | %                      | %           | #            | %  | %         | #            | #                              | %          | %  | #            | #                           | %            | %        | %                   | #           | #             | %                      | %                                   |          |
| 01  | 8             | 0.0%                   | 0.0%        | 0            | 12.5%  | 10.0%     | 2            | 2                              | 6          | 10.0%  | 2            | 1                           | 0            | 0.0%     | 56.4%               | 1           | -1            | 75.0%                  | 50.0%                               |          |
| 02  | 168           | 3.6%                   | 0.0%        | 0            | 14.1%  | 15.0%     | 76           | 76                             | 77         | 15.0%  | 35           | 45                          | 38           | 50.0%    | 51.7%               | -10         | -7            | 45.6%                  | 47.6%                               |          |
| 03  | 904           | 1.9%                   | 0.0%        | 0            | 18.4%  | 13.2%     | 366          | 366                            | 434        | 13.5%  | 176          | 239                         | 183          | 50.0%    | 55.0%               | -63         | -56           | 48.0%                  | 48.8%                               |          |
| 04  | 72            | 2.7%                   | 0.0%        | 0            | 9.7%   | 18.6%     | 40           | 40                             | 38         | 18.6%  | 21           | 17                          | 40           | 0.0%     | 47.3%               | 4           | -17           | 52.8%                  | 23.6%                               |          |
| 05  | 24            | 1.4%                   | 0.0%        | 0            | 40.8%  | 15.0%     | 11           | 11                             | 7          | 15.0%  | 3            | 6                           | 5            | 41.2%    | 41.2%               | -3          | -3            | 29.2%                  | 37.5%                               |          |
| 06  | 1             | -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%                                |          |
| 07  | 202           | -1.3%                  | 0.0%        | 0            | 21.2%  | 17.9%     | 108          | 108                            | 164        | 17.9%  | 99           | 85                          | 54           | 50.0%    | 84.4%               | 14          | -31           | 91.1%                  | 68.8%                               |          |
| 08  | 10            | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%      | 0            | 0                              | 3          | 0.0%   | 0            | 2                           | 0            | 50.0%    | 52.8%               | -2          | -2            | 30.0%                  | 30.0%                               |          |
| 09  | 8             | 7.7%                   | 0.0%        | 0            | 11.1%  | 0.0%      | 0            | 0                              | 0          | 0.0%   | 0            | 0                           | 0            | 0.0%     | 2.1%                | 0           | 0             | 0.0%                   | 0.0%                                |          |
| 10  | 51            | 1.3%                   | 0.0%        | 0            | 34.3%  | 13.3%     | 20           | 20                             | 38         | 13.3%  | 15           | 12                          | 0            | 0.0%     | 69.5%               | 3           | -12           | 74.5%                  | 45.1%                               |          |
| 11  | 1             | -100.0%                | 0.0%        | 0            | 200.0%   | 0.0%      | 0            | 0                              | 0          | 0.0%   | 0            | 1                           | 0            | 0.0%     | 69.3%               | -1          | -1            | 0.0%                   | 0.0%                                |          |
| 12  | 0             | 0.0%                   | 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  | 94            | 6.6%                   | 0.0%        | 0            | 12.5%  | 17.2%     | 49           | 49                             | 47         | 17.2%  | 24           | 36                          | 25           | 50.0%    | 62.6%               | -12         | -31           | 56.0%                  | 51.1%                               |          |
| 14  | 1             | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0          | 0.0%   | 0            | 0                           | 0            | 0.0%     | 21.3%               | 0           | 0             | 0.0%                   | 0.0%                                |          |
| <b>Total</b>                                | <b>1,544</b>  | <b>2.0%</b>            | <b>0.0%</b> | <b>0</b>     | <b>18.2%</b>                                   |           | <b>0</b>     | <b>0</b>                       | <b>834</b> | <b>0.0%</b>                                    | <b>0</b>     | <b>69</b>                   | <b>0</b>     |          | <b>58.3%</b>        | <b>-69</b>  | <b>-69</b>    | <b>54.0%</b>           | <b>54.0%</b>                        |          |

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

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

**Table 2: Women**

| Employment Equity Occupational Group (EEOG) | Women            |      |                 |     | Comments |
|---|------------------|------|-----------------|-----|----------|
|   | Short-term Goals |      | Long-term Goals |     |          |
|   | #                | %    | #               | %   |          |
| 01 Senior Managers                          | 0                | 0.0  | 0               | 0.0 |          |
| 02 Middle & Other Managers                  | 36               | 50.0 | 0               | 3.3 |          |
| 03 Professionals                            | 183              | 50.0 | 0               | 4.2 |          |
| 04 Semi-Professionals & Tech                | 0                | 0.0  | 0               | 0.0 |          |
| 05 Supervisors                              | 5                | 41.2 | 0               | 3.7 |          |
| 06 Supervisors, Crafts & Trades             | 0                | 0.0  | 0               | 0.0 |          |
| 07 Administrative & Sr Clerical             | 54               | 50.0 | 0               | 0.0 |          |
| 08 Skilled Sales & Service                  | 0                | 50.0 | 0               | 0.0 |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Nova Scotia Community College**

**{Date: 2019-10-15}**

|              |                              |            |      |          |     |
|--------------|------------------------------|------------|------|----------|-----|
| 09           | Skilled Crafts & Trades      | 0          | 0.0  | 0        | 0.0 |
| 10           | Clerical Personnel           | 0          | 0.0  | 0        | 0.0 |
| 11           | Intermediate Sales & Service | 0          | 0.0  | 1        | 0.0 |
| 12           | Semi-Skilled Manual          | 0          | 0.0  | 0        | 0.0 |
| 13           | Other Sales & Service        | 25         | 30.0 | 0        | 5.2 |
| 14           | Other Manual Workers         | 0          | 0.0  | 0        | 0.0 |
| <b>Total</b> |                              | <b>390</b> |      | <b>1</b> |     |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Nova Scotia Community College

[Date: 2019-10-15]

**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 <sup>1</sup> | Data Entry <sup>2</sup> | C x E x 3 | From Flow Data Analysis & Workforce Analysis <sup>2</sup> | Data Entry <sup>2</sup> | 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 <sup>2</sup> | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |   |
|               | ↓                       | ↓                                    | ↓                       | ↓         | ↓   | ↓                       | ↓         | ↓     | ↓                       | ↓               | ↓         | ↓               | ↓     | ↓                       | ↓                       | ↓                       | ↓                           | ↓     | ↓                     | ↓ |

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |             |              |  |          |              |                                | Aboriginal Peoples |  |          |              |                             |              |             |                     |             |               |                        |                                     |
|---|---------------|------------------------|-------------|--------------|--|----------|--------------|--------------------------------|--------------------|--|----------|--------------|-----------------------------|--------------|-------------|---------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |             |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number             | Turnover (Replacement of Terminated Employees) |          |              | Hires Required Over 3 Years | 3 Year Goals |             | Percent Scalability | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |
|   |               | 2016-10-25             | Annually    | Over 3 Years | Annually                                       | Annually | Over 3 Years |                                |                    | 2016-10-25                                     | Annually | Over 3 Years |                             | 2016         | 2019        |                     |             |               |                        |                                     |
|   | #             | %                      | %           | #            | %  | %        | #            | #                              | %                  | %  | #        | %            | %                           | #            | %           | %                   | #           | %             | %                      |                                     |
|   | 01            | 8                      | 0.0%        | 0.0%         | 0  | 12.5%    | 10.0%        | 2                              | 2                  | 0  | 10.0%    | 0            | 0                           | 0            | 3.2%        | 3.2%                | 0           | 0             | 0.0%                   | 0.0%                                |
| 02  | 168           | 3.6%                   | 0.0%        | 0            | 14.1%  | 15.0%    | 76           | 76                             | 3                  | 15.0%  | 1        | 0            | 1                           | 0.3%         | 0.9%        | 1                   | 1           | 1.8%          | 1.8%                   |                                     |
| 03  | 904           | 1.9%                   | 0.0%        | 0            | 18.4%  | 13.2%    | 366          | 366                            | 57                 | 13.5%  | 15       | -1           | 8                           | 2.3%         | 2.3%        | 16                  | 9           | 4.1%          | 3.3%                   |                                     |
| 04  | 72            | 2.7%                   | 0.0%        | 0            | 9.7%   | 18.6%    | 40           | 40                             | 0                  | 18.6%  | 0        | 2            | 1                           | 2.8%         | 2.8%        | -2                  | -1          | 0.0%          | 1.4%                   |                                     |
| 05  | 24            | 1.4%                   | 0.0%        | 0            | 40.8%  | 15.0%    | 11           | 11                             | 2                  | 15.0%  | 1        | 1            | 1                           | 6.4%         | 6.4%        | 0                   | 0           | 8.3%          | 8.3%                   |                                     |
| 06  | 1             | -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%                   |                                     |
| 07  | 202           | -1.3%                  | 0.0%        | 0            | 21.2%  | 17.9%    | 108          | 108                            | 7                  | 17.9%  | 4        | 3            | 3                           | 2.8%         | 2.8%        | 1                   | 0           | 3.5%          | 3.0%                   |                                     |
| 08  | 10            | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%     | 0            | 0                              | 1                  | 0.0%   | 0        | -1           | 0                           | 3.8%         | 3.8%        | 1                   | 1           | 10.0%         | 10.0%                  |                                     |
| 09  | 8             | 7.7%                   | 0.0%        | 0            | 11.1%  | 0.0%     | 0            | 0                              | 0                  | 0.0%   | 0        | 0            | 0                           | 2.7%         | 2.7%        | 0                   | 0           | 0.0%          | 0.0%                   |                                     |
| 10  | 51            | 1.3%                   | 0.0%        | 0            | 34.3%  | 13.3%    | 20           | 20                             | 1                  | 13.3%  | 0        | 1            | 1                           | 3.1%         | 3.1%        | -1                  | 0           | 2.0%          | 3.9%                   |                                     |
| 11  | 1             | -100.0%                | 0.0%        | 0            | 200.0%   | 0.0%     | 0            | 0                              | 0                  | 0.0%   | 0        | 0            | 0                           | 3.6%         | 3.6%        | 0                   | 0           | 0.0%          | 0.0%                   |                                     |
| 12  | 0             | 0.0%                   | 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  | 94            | 6.6%                   | 0.0%        | 0            | 12.5%  | 17.2%    | 49           | 49                             | 3                  | 17.2%  | 2        | 3            | 2                           | 4.6%         | 4.6%        | -1                  | -1          | 3.2%          | 3.2%                   |                                     |
| 14  | 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%                   |                                     |
| <b>Total</b>                                | <b>1,544</b>  | <b>2.0%</b>            | <b>0.0%</b> | <b>0</b>     | <b>18.2%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>54</b>          | <b>0.0%</b>                                    | <b>0</b> | <b>-15</b>   | <b>0</b>                    | <b>2.3%</b>  | <b>2.3%</b> | <b>15</b>           | <b>15</b>   | <b>3.5%</b>   | <b>3.5%</b>            |                                     |

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

<sup>2</sup> 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) x 2) x 100.

**Table 4: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples |     |                 |     | Comments |
|---|--------------------|-----|-----------------|-----|----------|
|   | Short-term Goals   |     | Long-term Goals |     |          |
|   | #                  | %   | #               | %   |          |
| 01 Senior Managers                          | 0                  | 3.2 | 0               | 0.0 |          |
| 02 Middle & Other Managers                  | 3                  | 0.9 | 0               | 0.0 |          |
| 03 Professionals                            | 8                  | 2.3 | 0               | 0.0 |          |
| 04 Semi-Professionals & Tech                | 3                  | 2.8 | 0               | 1.4 |          |
| 05 Supervisors                              | 3                  | 6.4 | 0               | 0.0 |          |
| 06 Supervisors: Crafts & Trades             | 0                  | 0.0 | 0               | 0.0 |          |
| 07 Administrative & Sr Clerical             | 3                  | 2.8 | 0               | 0.0 |          |
| 08 Skilled Sales & Service                  | 0                  | 3.8 | 0               | 0.0 |          |

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|              |                              |           |            |          |          |
|--------------|------------------------------|-----------|------------|----------|----------|
| 09           | Skilled Crafts & Trades      | 0         | 2.7        | 0        | 0.0      |
| 10           | Clerical Personnel           | 1         | 3.1        | 0        | 0.0      |
| 11           | Intermediate Sales & Service | 0         | 3.6        | 0        | 0.0      |
| 12           | Semi-Skilled Manual          | 0         | 0.0        | 0        | 0.0      |
| 13           | Other Sales & Service        | 2         | 4.6        | 0        | 1.4      |
| 14           | Other Manual Workers         | 0         | 0.0        | 0        | 0.0      |
| <b>Total</b> |                              | <b>10</b> | <b>0.0</b> | <b>0</b> | <b>0</b> |

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[Date: 2019-10-15]

**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 | I 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  |                        |          |          |  |          |          |                                |        |  | 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 |       | Percent Available | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |
|   |                | 2016-10-25             | Annually | Annually | Over 3 Years                                   | Annually | Annually |                                |        | Over 3 Years                                   | 2016-10-25                | Annually |                             | Over 3 Years | 2016  |                   |             |               |                        |                                     |
|   | #              | %                      | %        | #        | %  | %        | #        | #                              | %      | %  | #                         | #        | %                           | %            | %     | #                 | #           | %             | %                      |                                     |
|   | 01/02 Managers | 176                    | 1.8%     | 0.0%     | 0  | 13.1%    | 17.0%    | 79                             | 79     | 3  | 15.0%                     | 4        | 4                           | 3            | 4.3%  | 4.3%              | 0           | -1            | 4.5%                   | 4.0%                                |
| 03 Professionals                            | 904            | 1.9%                   | 0.0%     | 0        | 18.4%  | 13.5%    | 366      | 366                            | 55     | 13.5%  | 22                        | 1        | 14                          | 3.8%         | 3.8%  | 21                | 13          | 6.1%          | 5.2%                   |                                     |
| 04 Semi-Professionals & Tech                | 72             | 2.7%                   | 0.0%     | 0        | 9.3%   | 18.0%    | 40       | 40                             | 5      | 18.6%  | 3                         | 1        | 2                           | 4.0%         | 4.6%  | 2                 | 1           | 6.9%          | 5.6%                   |                                     |
| 05 Supervisors                              | 24             | 1.4%                   | 0.0%     | 0        | 40.8%  | 18.0%    | 11       | 11                             | 1      | 15.0%  | 0                         | 2        | 2                           | 13.9%        | 13.9% | -2                | 0           | 4.2%          | 12.5%                  |                                     |
| 06 Supervisors: Crafts & Trades             | 1              | -100.0%                | 0.0%     | 0        | 0.0%   | 0.0%     | 0        | 0                              | 0      | 0.0%   | 0                         | 0        | 0                           | 7.8%         | 7.8%  | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| 07 Administrative & Sr Clerical             | 202            | -1.3%                  | 0.0%     | 0        | 21.2%  | 17.9%    | 108      | 108                            | 14     | 17.9%  | 8                         | 1        | 4                           | 3.4%         | 3.4%  | 7                 | 3           | 6.9%          | 5.0%                   |                                     |
| 08 Skilled Sales & Service                  | 10             | 0.0%                   | 0.0%     | 0        | 0.0%   | 0.0%     | 0        | 0                              | 0      | 0.0%   | 0                         | 0        | 0                           | 5.5%         | 3.5%  | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| 09 Skilled Crafts & Trades                  | 8              | 7.7%                   | 0.0%     | 0        | 11.1%  | 0.0%     | 0        | 0                              | 0      | 0.0%   | 0                         | 0        | 0                           | 3.8%         | 3.8%  | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 51             | 1.9%                   | 0.0%     | 0        | 34.3%  | 13.3%    | 20       | 20                             | 5      | 13.3%  | 2                         | 1        | 1                           | 7.0%         | 7.0%  | 1                 | 0           | 9.8%          | 7.8%                   |                                     |
| 11 Intermediate Sales & Service             | 1              | -100.0%                | 0.0%     | 0        | 200.0%   | 9.0%     | 0        | 0                              | 0      | 9.0%   | 0                         | 0        | 0                           | 5.6%         | 5.6%  | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| 12 Semi-Skilled Manual                      | 0              | 0.0%                   | 0.0%     | 0        | 0.0%   | 0.0%     | 0        | 0                              | 0      | 0.0%   | 0                         | 0        | 0                           | 0.0%         | 0.0%  | 0                 | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 94             | 6.6%                   | 0.0%     | 0        | 12.5%  | 17.2%    | 49       | 49                             | 7      | 17.2%  | 4                         | 3        | 3                           | 6.3%         | 6.3%  | 1                 | 0           | 7.4%          | 6.4%                   |                                     |
| 14 Other Manual Workers                     | 1              | 0.0%                   | 0.0%     | 0        | 0.0%   | 0.0%     | 0        | 0                              | 0      | 0.0%   | 0                         | 0        | 0                           | 5.3%         | 5.3%  | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| Total                                       | 1,544          | 2.0%                   | 0.0%     | 0        | 18.2%  |          | 9        | 0                              | 95     | 0.0%   | 0                         | -29      | 0                           | 4.3%         |       | 29                | 29          | 6.2%          | 6.2%                   |                                     |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis) / (Previous number of employees from Workforce Analysis)) 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) x 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                              | 3                         | 4.3  | 0               | 0.0 |          |
| 03 Professionals                            | 14                        | 3.8  | 0               | 0.0 |          |
| 04 Semi-Professionals & Tech                | 2                         | 4.6  | 0               | 0.0 |          |
| 05 Supervisors                              | 2                         | 13.9 | 0               | 3.4 |          |
| 06 Supervisors: Crafts & Trades             | 0                         | 7.8  | 0               | 0.0 |          |
| 07 Administrative & Sr Clerical             | 4                         | 3.4  | 0               | 0.0 |          |
| 08 Skilled Sales & Service                  | 0                         | 5.5  | 0               | 0.0 |          |
| 09 Skilled Crafts & Trades                  | 0                         | 3.8  | 0               | 0.0 |          |
| 10 Clerical Personnel                       | 1                         | 7.0  | 0               | 0.0 |          |

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|              |                              |           |     |          |     |
|--------------|------------------------------|-----------|-----|----------|-----|
| 11           | Intermediate Sales & Service | 0         | 5.6 | 0        | 0.0 |
| 12           | Semi-Skilled Manual          | 0         | 0.0 | 0        | 0.0 |
| 13           | Other Sales & Service        | 3         | 6.3 | 0        | 0.0 |
| 14           | Other Manual Workers         | 0         | 5.5 | 0        | 0.0 |
| <b>Total</b> |                              | <b>18</b> |     | <b>0</b> |     |

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**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 | F x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |   |

**Table 7: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |             |              |  |             |              |                                |           |  | Members of Visible Minorities |           |                             |              |             |                      |             |               |                        |                                     |
|---|---------------|------------------------|-------------|--------------|--|-------------|--------------|--------------------------------|-----------|--|-------------------------------|-----------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |             |              | Turnover (Replacement of Terminated Employees) |             |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |                               |           | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |               | XXXX-XXXX-00           | Actual      | Projected    | Actual   | Projected   | Actual       |                                |           | Projected                                      | XXXX-XXXX-00                  | Actual    |                             | Projected    | Actual      |                      |             |               |                        |                                     |
|   | 2016-10-25    | Annually               | Annually    | Over 3 Years | Annually                                       | Annually    | Over 3 Years | 2016-10-25                     | Annually  | Over 3 Years                                   | Over 3 Years                  | %         | %                           |              |             |                      |             |               |                        |                                     |
|   | #             | %                      | %           | #            | %  | %           | #            | #                              | %         | %  | #                             | %         | #                           | %            |             |                      |             |               |                        |                                     |
| 01 Senior Managers                          | 8             | 0.0%                   | 0.0%        | 0            | 12.5%  | 10.0%       | 2            | 2                              | 0         | 10.0%  | 0                             | 1         | 0                           | 7.8%         | 7.8%        | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 02 Middle & Other Managers                  | 168           | 3.6%                   | 0.0%        | 0            | 14.1%  | 15.0%       | 76           | 76                             | 9         | 15.0%  | 4                             | 6         | 5                           | 6.6%         | 6.6%        | -2                   | -1          | 5.4%          | 6.0%                   |                                     |
| 03 Professionals                            | 904           | 1.9%                   | 0.0%        | 0            | 18.4%  | 13.2%       | 366          | 366                            | 28        | 13.5%  | 11                            | 29        | 19                          | 5.1%         | 5.1%        | -18                  | -10         | 3.1%          | 4.0%                   |                                     |
| 04 Semi-Professionals & Tech                | 72            | 2.7%                   | 0.0%        | 0            | 9.7%   | 18.6%       | 40           | 40                             | 0         | 18.6%  | 0                             | 4         | 2                           | 4.9%         | 4.9%        | -4                   | -2          | 0.0%          | 2.8%                   |                                     |
| 05 Supervisors                              | 24            | 1.4%                   | 0.0%        | 0            | 40.8%  | 15.0%       | 11           | 11                             | 0         | 15.0%  | 0                             | 0         | 0                           | 0.1%         | 0.1%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors, Crafts & Trades             | 1             | -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%                   |                                     |
| 07 Administrative & Sr Clerical             | 202           | -1.3%                  | 0.0%        | 0            | 21.2%  | 17.9%       | 108          | 108                            | 8         | 17.9%  | 4                             | 3         | 4                           | 3.7%         | 3.7%        | 1                    | 1           | 4.0%          | 4.4%                   |                                     |
| 08 Skilled Sales & Service                  | 10            | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%        | 0            | 0                              | 0         | 0.0%   | 0                             | 1         | 0                           | 6.3%         | 6.3%        | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 09 Skilled Crafts & Trades                  | 8             | 7.7%                   | 0.0%        | 0            | 11.1%  | 0.0%        | 0            | 0                              | 0         | 0.0%   | 0                             | 0         | 0                           | 1.2%         | 1.2%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 51            | 1.3%                   | 0.0%        | 0            | 34.3%  | 13.3%       | 20           | 20                             | 2         | 13.3%  | 1                             | 1         | 1                           | 4.8%         | 4.6%        | 0                    | 0           | 3.9%          | 3.9%                   |                                     |
| 11 Intermediate Sales & Service             | 1             | -100.0%                | 0.0%        | 0            | 200.0%   | 0.0%        | 0            | 0                              | 1         | 9.0%   | 0                             | -1        | 0                           | 0.0%         | 5.3%        | 1                    | 1           | 100.0%        | 100.0%                 |                                     |
| 12 Semi-Skilled Manual                      | 0             | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%        | 0            | 0                              | 0         | 0.0%   | 0                             | 0         | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 94            | 6.6%                   | 0.0%        | 0            | 12.5%  | 17.2%       | 49           | 49                             | 4         | 17.2%  | 2                             | 4         | 3                           | 6.1%         | 6.1%        | -2                   | -1          | 4.3%          | 5.3%                   |                                     |
| 14 Other Manual Workers                     | 1             | 0.0%                   | 0.0%        | 0            | 0.0%   | 0.0%        | 0            | 0                              | 0         | 0.0%   | 0                             | 0         | 0                           | 3.7%         | 3.7%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| <b>Total</b>                                | <b>1,544</b>  | <b>2.0%</b>            | <b>0.0%</b> | <b>0</b>     | <b>18.2%</b>                                   | <b>0.0%</b> | <b>0</b>     | <b>0</b>                       | <b>52</b> | <b>0.0%</b>                                    | <b>0</b>                      | <b>25</b> | <b>0</b>                    | <b>6.0%</b>  | <b>6.0%</b> | <b>-25</b>           | <b>-25</b>  | <b>3.4%</b>   | <b>3.4%</b>            |                                     |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis) / (Previous number of employees from Workforce Analysis)) x 100.

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

**Table 8: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities |     |                 |     | Comments |
|---|-------------------------------|-----|-----------------|-----|----------|
|   | Short-term Goals              |     | Long-term Goals |     |          |
|   | #                             | %   | #               | %   |          |
| 01 Senior Managers                          | 0                             | 7.8 | 0               | 0.0 |          |
| 02 Middle & Other Managers                  | 3                             | 6.6 | 0               | 0.6 |          |
| 03 Professionals                            | 19                            | 5.1 | 0               | 1.1 |          |
| 04 Semi-Professionals & Tech                | 2                             | 4.9 | 0               | 2.1 |          |
| 05 Supervisors                              | 0                             | 0.1 | 0               | 0.0 |          |
| 06 Supervisors, Crafts & Trades             | 0                             | 0.0 | 0               | 0.0 |          |
| 07 Administrative & Sr Clerical             | 4                             | 3.7 | 0               | 0.8 |          |
| 08 Skilled Sales & Service                  | 0                             | 6.3 | 0               | 0.0 |          |



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|              |                              |           |     |          |     |
|--------------|------------------------------|-----------|-----|----------|-----|
| 09           | Skilled Crafts & Trades      | 0         | 1.2 | 0        | 0.0 |
| 10           | Clerical Personnel           | 1         | 4.4 | 0        | 0.0 |
| 11           | Intermediate Sales & Service | 0         | 0.0 | 0        | 0.0 |
| 12           | Semi-Skilled Manual          | 0         | 0.0 | 0        | 0.0 |
| 13           | Other Sales & Service        | 2         | 6.1 | 0        | 0.0 |
| 14           | Other Manual Workers         | 0         | 3.7 | 0        | 0.8 |
| <b>Total</b> |                              | <b>13</b> |     | <b>0</b> |     |

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**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 | F x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |

**Table 9: Women**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |           |  |          |           |                                |            | Women  |              |                             |              |              |                     |             |               |                        |                                     |      |
|---|---------------|------------------------|----------|-----------|--|----------|-----------|--------------------------------|------------|--|--------------|-----------------------------|--------------|--------------|---------------------|-------------|---------------|------------------------|-------------------------------------|------|
|   | Number        | Growth (New Positions) |          |           | Turnover (Replacement of Terminated Employees) |          |           | Anticipated Hires/Over 3 Years | Number     | Turnover (Replacement of Terminated Employees) |              | Hires Required Over 3 Years | 3 Year Goals |              | Percent Scalability | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |      |
|   |               | XXXX-XXXX-00           | Actual   | Projected | Over 3 Years                                   | Actual   | Projected |                                |            | Over 3 Years                                   | XXXX-XXXX-00 |                             | Annually     | Over 3 Years |                     |             |               |                        |                                     | 2019 |
|   | 2019-10-15    | Annually               | Annually | %         | Annually                                       | Annually | %         | 2019-10-15                     | %          | %  | %            | %                           | %            |              |                     |             |               |                        |                                     |      |
|   | #             | %                      | %        | #         | %  | %        | #         | #                              | #          | #  | #            | #                           | #            | %            | #                   | #           | %             | %                      |                                     |      |
| 01 Senior Managers                          | 8             | 0.0%                   | 2.0%     | 0         | 12.5%  | 4.0%     | 1         | 1                              | 6          | 4.0%   | 1            | 0                           | 0            | 0.0%         | 56.6%               | 1           | 0             | 75.0%                  | 62.5%                               |      |
| 02 Middle & Other Managers                  | 187           | 3.6%                   | 2.0%     | 11        | 14.1%  | 4.7%     | 26        | 37                             | 89         | 4.7%   | 13           | 34                          | 19           | 50.0%        | 55.4%               | -15         | -15           | 47.6%                  | 48.0%                               |      |
| 03 Professionals                            | 957           | 1.9%                   | 2.0%     | 57        | 18.4%  | 6.1%     | 175       | 232                            | 476        | 6.1%   | 87           | 178                         | 116          | 50.0%        | 55.9%               | -59         | -62           | 49.7%                  | 49.8%                               |      |
| 04 Semi-Professionals & Tech                | 78            | 2.7%                   | 2.0%     | 5         | 9.7%   | 3.1%     | 7         | 12                             | 40         | 3.1%   | 4            | 2                           | 0            | 0.0%         | 45.3%               | 5           | -2            | 51.3%                  | 43.4%                               |      |
| 05 Supervisors                              | 25            | 1.4%                   | 2.0%     | 2         | 40.8%  | 13.6%    | 10        | 12                             | 10         | 13.6%  | 4            | 11                          | 6            | 30.0%        | 63.4%               | -6          | -5            | 40.0%                  | 44.4%                               |      |
| 06 Supervisors: Crafts & Trades             | 0             | -100.0%                | 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             | 194           | -1.3%                  | 2.0%     | 12        | 21.2%  | 7.0%     | 41        | 53                             | 179        | 7.0%   | 58           | 53                          | 0            | 0.0%         | 83.7%               | 17          | -31           | 92.3%                  | 68.4%                               |      |
| 08 Skilled Sales & Service                  | 10            | 0.0%                   | 2.0%     | 1         | 0.0%   | 0.0%     | 0         | 1                              | 2          | 0.0%   | 0            | 3                           | 0            | 49.0%        | 49.0%               | -3          | -3            | 20.0%                  | 18.2%                               |      |
| 09 Skilled Crafts & Trades                  | 10            | 7.7%                   | 2.0%     | 1         | 11.1%  | 3.7%     | 1         | 2                              | 0          | 3.7%   | 0            | 0                           | 0            | 0.0%         | 4.1%                | 0           | 0             | 0.0%                   | 0.0%                                |      |
| 10 Clerical Personnel                       | 54            | 1.9%                   | 2.0%     | 3         | 34.3%  | 11.4%    | 18        | 21                             | 40         | 11.4%  | 14           | 14                          | 0            | 0.0%         | 70.6%               | 2           | -14           | 74.1%                  | 45.6%                               |      |
| 11 Intermediate Sales & Service             | 0             | -100.0%                | 0.0%     | 0         | 200.0%   | 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%         | 0.0%                | 0           | 0             | #DIV/0!                | #DIV/0!                             |      |
| 13 Other Sales & Service                    | 114           | 6.6%                   | 2.0%     | 7         | 12.5%  | 4.1%     | 14        | 21                             | 52         | 4.1%   | 6            | 28                          | 11           | 50.0%        | 66.8%               | -17         | -17           | 45.6%                  | 47.1%                               |      |
| 14 Other Manual Workers                     | 1             | 0.0%                   | 0.0%     | 0         | 0.0%   | 0.0%     | 0         | 0                              | 0          | 0.0%   | 0            | 0                           | 0            | 0.0%         | 12.0%               | 0           | 0             | 0.0%                   | 0.0%                                |      |
| <b>Total</b>                                | <b>1,638</b>  | <b>2.0%</b>            |          | <b>0</b>  | <b>18.2%</b>                                   |          |           | <b>0</b>                       | <b>894</b> | <b>0.0%</b>                                    | <b>0</b>     | <b>76</b>                   | <b>0</b>     |              | <b>59.2%</b>        | <b>-76</b>  |               | <b>54.6%</b>           | <b>54.6%</b>                        |      |

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

**Table 10: Women**

| Employment Equity Occupational Group (EEOG) | Women            |                 | Comments  |
|---|------------------|-----------------|---|
|   | Short-term Goals | Long-term Goals |   |
| 01 Senior Managers                          | 0.0              | 0.0             |   |
| 02 Middle & Other Managers                  | 50.0             | 30.0            |   |
| 03 Professionals                            | 50.0             | 30.0            |   |
| 04 Semi-Professionals & Tech                | 0.0              | 0.0             |   |
| 05 Supervisors                              | 50.0             | 20.0            |   |
| 06 Supervisors: Crafts & Trades             | 0.0              | 0.0             |   |
| 07 Administrative & Sr Clerical             | 0.0              | 20.0            |   |
| 08 Skilled Sales & Service                  | 49.0             | 49.0            | only 14 employees in role - even with turnover and growth considered, the opportunity to close the gap is minimal |

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|              |                              |  |            |  |      |
|--------------|------------------------------|--|------------|--|------|
| 09           | Skilled Crafts & Trades      |  | 0.0        |  | 0.0  |
| 10           | Clerical Personnel           |  | 0.0        |  | 0.0  |
| 11           | Intermediate Sales & Service |  | 0.0        |  | 0.0  |
| 12           | Semi-Skilled Manual          |  | 0.0        |  | 0.0  |
| 13           | Other Sales & Service        |  | 50.0       |  | 50.0 |
| 14           | Other Manual Workers         |  | 0.0        |  |      |
| <b>Total</b> |                              |  | <b>0.0</b> |  |      |

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**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 | F x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |

**Table 11: Aboriginal Peoples**

Subsequent/Current/Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |           |              |                                |           | Aboriginal Peoples                             |              |            |                             |              |             |                     |             |               |                        |                                     |
|---|---------------|------------------------|----------|--------------|--|-----------|--------------|--------------------------------|-----------|--|--------------|------------|-----------------------------|--------------|-------------|---------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |              |            | Hires Required Over 3 Years | 3 Year Goals |             | Percent Scalability | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |
|   |               | XXXX-XXXX-00           | Actual   | Projected    | Actual   | Projected | Actual       |                                |           | XXXX-XXXX-00                                   | Actual       | Projected  |                             | Actual       | From - To   |                     |             |               |                        |                                     |
|   | 2019-10-15    | Annually               | Annually | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2019-10-15                     | Annually  | Over 3 Years                                   | Over 3 Years | 2019       | 2022                        |              |             |                     |             |               |                        |                                     |
|   | #             | %                      | %        | #            | %  | %         | #            | #                              | %         | #  | #            | #          | %                           | %            |             |                     |             |               |                        |                                     |
| 01 Senior Managers                          | 8             | 0.0%                   | 2.0%     | 0            | 12.5%  | 4.0%      | 1            | 1                              | 0         | 4.0%   | 0            | 0          | 0                           | 0.0%         | 3.8%        | 0                   | 0           | 0.0%          | 0.0%                   |                                     |
| 02 Middle & Other Managers                  | 187           | 3.6%                   | 2.0%     | 11           | 14.1%  | 4.7%      | 26           | 37                             | 4         | 4.7%   | 1            | 3          | 1                           | 3.0%         | 3.0%        | -2                  | -2          | 2.1%          | 2.0%                   |                                     |
| 03 Professionals                            | 957           | 1.9%                   | 2.0%     | 57           | 18.4%  | 6.1%      | 175          | 232                            | 52        | 6.1%   | 10           | -9         | 0                           | 0.0%         | 3.3%        | 20                  | 9           | 5.4%          | 4.1%                   |                                     |
| 04 Semi-Professionals & Tech                | 78            | 2.7%                   | 2.0%     | 5            | 9.7%   | 3.1%      | 7            | 12                             | 2         | 3.1%   | 0            | 2          | 1                           | 5.1%         | 5.1%        | -2                  | -1          | 2.6%          | 3.6%                   |                                     |
| 05 Supervisors                              | 25            | 1.4%                   | 2.0%     | 2            | 40.8%  | 13.6%     | 10           | 12                             | 2         | 13.6%  | 1            | 0          | 0                           | 0.0%         | 4.7%        | 1                   | 0           | 8.0%          | 3.7%                   |                                     |
| 06 Supervisors: Crafts & Trades             | 0             | -100.0%                | 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 & St Clerical             | 194           | -1.3%                  | 2.0%     | 12           | 21.2%  | 7.0%      | 41           | 53                             | 11        | 7.0%   | 2            | 0          | 0                           | 0.0%         | 4.5%        | 2                   | 0           | 5.7%          | 4.4%                   |                                     |
| 08 Skilled Sales & Service                  | 10            | 0.0%                   | 2.0%     | 1            | 0.0%   | 0.0%      | 0            | 1                              | 1         | 0.0%   | 0            | 0          | 0                           | 0.0%         | 6.0%        | 0                   | 0           | 10.0%         | 9.1%                   |                                     |
| 09 Skilled Crafts & Trades                  | 10            | 7.7%                   | 2.0%     | 1            | 11.1%  | 3.7%      | 1            | 2                              | 0         | 3.7%   | 0            | 1          | 0                           | 6.0%         | 6.9%        | -1                  | -1          | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 54            | 1.9%                   | 2.0%     | 3            | 34.3%  | 11.4%     | 18           | 21                             | 4         | 11.4%  | 1            | 0          | 0                           | 0.0%         | 4.5%        | 2                   | 0           | 7.4%          | 5.3%                   |                                     |
| 11 Intermediate Sales & Service             | 0             | -100.0%                | 0.0%     | 0            | 200.0%   | 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%         | 0.0%        | 0                   | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 114           | 6.6%                   | 2.0%     | 7            | 12.5%  | 4.1%      | 14           | 21                             | 4         | 4.1%   | 0            | 4          | 1                           | 6.7%         | 6.7%        | -4                  | -3          | 3.5%          | 4.1%                   |                                     |
| 14 Other Manual Workers                     | 1             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0         | 0.0%   | 0            | 0          | 0                           | 0.0%         | 5.0%        | 0                   | 0           | 0.0%          | 0.0%                   |                                     |
| <b>Total</b>                                | <b>1,638</b>  | <b>2.0%</b>            |          | <b>0</b>     | <b>18.2%</b>                                   |           | <b>0</b>     | <b>0</b>                       | <b>80</b> | <b>0.0%</b>                                    | <b>0</b>     | <b>-18</b> | <b>0</b>                    |              | <b>3.8%</b> | <b>18</b>           | <b>18</b>   | <b>3.9%</b>   | <b>4.9%</b>            |                                     |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis)<sup>15</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) × 100

**Table 12: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples |                 | Comments |
|---|--------------------|-----------------|----------|
|   | Short-term Goals   | Long-term Goals |          |
| 01 Senior Managers                          | 0.0                |                 |          |
| 02 Middle & Other Managers                  | 3.0                | 3.0             |          |
| 03 Professionals                            | 0.0                |                 |          |
| 04 Semi-Professionals & Tech                | 5.1                | 5.1             |          |
| 05 Supervisors                              | 0.0                |                 |          |
| 06 Supervisors: Crafts & Trades             | 0.0                |                 |          |
| 07 Administrative & St Clerical             | 0.0                |                 |          |
| 08 Skilled Sales & Service                  | 0.0                |                 |          |

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|              |                              |  |            |  |     |
|--------------|------------------------------|--|------------|--|-----|
| 09           | Skilled Crafts & Trades      |  | 6.9        |  | 6.9 |
| 10           | Clerical Personnel           |  | 0.0        |  |     |
| 11           | Intermediate Sales & Service |  | 0.0        |  |     |
| 12           | Semi-Skilled Manual          |  | 0.0        |  |     |
| 13           | Other Sales & Service        |  | 6.7        |  | 6.7 |
| 14           | Other Manual Workers         |  | 0.0        |  |     |
| <b>Total</b> |                              |  | <b>0.0</b> |  |     |

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**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 | I x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K + C | (K - M + O) - (C + F) |

**Table 13: Persons with Disabilities**

**Subsequent/Current/Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |           |  |          |           |                                |            | Persons with Disabilities                      |      |          |                             |              |             |                   |             |               |                        |                                     |
|---|---------------|------------------------|----------|-----------|--|----------|-----------|--------------------------------|------------|--|------|----------|-----------------------------|--------------|-------------|-------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |          |           | Turnover (Replacement of Terminated Employees) |          |           | Anticipated Hires Over 3 Years | Number     | Turnover (Replacement of Terminated Employees) |      |          | Hires Required Over 3 Years | 3 Year Goals |             | Percent Available | Percent Gap | Projected Gap | Percent Representation | Projected Representation in 3 Years |
|   |               | Actual                 |          | Projected | Actual   |          | Projected |                                |            | From - To                                      |      |          |                             |              |             |                   |             |               |                        |                                     |
|   |               | 2019-10-15             | Annually | Annually  | Over 3 Years                                   | Annually | Annually  |                                |            | Over 3 Years                                   | 2019 | 2022     |                             |              |             |                   |             |               |                        |                                     |
| #   | %             | %                      | #        | %         | %  | #        | #         | %                              | %          | #  | %    | %        | #                           | #            | %           | %                 |             |               |                        |                                     |
| 01/02 Managers                              | 195           | 1.8%                   | 2.0%     | 12        | 13.1%  | 4.7%     | 27        | 39                             | 15         | 4.7%   | 2    | -3       | 0                           | 0.0%         | 5.0%        | 5                 | 3           | 7.7%          | 6.3%                   |                                     |
| 03 Professionals                            | 957           | 1.9%                   | 2.0%     | 57        | 18.4%  | 6.1%     | 175       | 232                            | 80         | 6.1%   | 15   | 25       | 21                          | 8.9%         | 8.9%        | -5                | -4          | 8.4%          | 8.5%                   |                                     |
| 04 Semi-Professionals & Tech                | 78            | 2.7%                   | 3.0%     | 5         | 9.3%   | 3.1%     | 7         | 12                             | 7          | 3.1%   | 1    | 0        | 0                           | 0.0%         | 7.6%        | 1                 | 0           | 9.0%          | 7.2%                   |                                     |
| 05 Supervisors                              | 25            | 1.4%                   | 2.0%     | 2         | 40.8%  | 13.6%    | 10        | 12                             | 4          | 13.6%  | 2    | 3        | 3                           | 27.3%        | 27.3%       | -3                | -2          | 16.0%         | 18.5%                  |                                     |
| 06 Supervisors: Crafts & Trades             | 0             | -100.0%                | 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             | 194           | -1.3%                  | 2.0%     | 12        | 21.2%  | 7.0%     | 41        | 53                             | 22         | 7.0%   | 5    | 4        | 4                           | 0.0%         | 10.0%       | 5                 | 4           | 11.2%         | 8.3%                   |                                     |
| 08 Skilled Sales & Service                  | 10            | 0.0%                   | 2.0%     | 1         | 0.0%   | 0.0%     | 0         | 1                              | 0          | 0.0%   | 0    | 3        | 4                           | 8.0%         | 8.0%        | -1                | -3          | 0.0%          | 0.0%                   |                                     |
| 09 Skilled Crafts & Trades                  | 10            | 7.7%                   | 2.0%     | 1         | 11.1%  | 3.7%     | 1         | 2                              | 0          | 3.7%   | 0    | 1        | 0                           | 7.8%         | 7.8%        | -1                | -1          | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 54            | 1.9%                   | 2.0%     | 3         | 34.3%  | 11.4%    | 18        | 21                             | 8          | 11.4%  | 3    | 0        | 0                           | 0.0%         | 9.3%        | 3                 | 0           | 14.8%         | 8.8%                   |                                     |
| 11 Intermediate Sales & Service             | 0             | -100.0%                | 0.0%     | 0         | 200.0%   | 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%         | 0.0%        | 0                 | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 114           | 6.6%                   | 2.0%     | 7         | 12.5%  | 4.1%     | 14        | 21                             | 9          | 4.1%   | 1    | 5        | 2                           | 10.7%        | 10.7%       | -3                | -3          | 7.9%          | 8.3%                   |                                     |
| 14 Other Manual Workers                     | 1             | 0.0%                   | 0.0%     | 0         | 0.0%   | 0.0%     | 0         | 0                              | 0          | 0.0%   | 0    | 0        | 0                           | 0.0%         | 6.8%        | 0                 | 0           | 0.0%          | 0.0%                   |                                     |
| <b>Total</b>                                | <b>1,638</b>  | <b>2.0%</b>            |          | <b>0</b>  | <b>18.2%</b>                                   |          | <b>0</b>  | <b>0</b>                       | <b>145</b> | <b>0.0%</b>                                    |      | <b>1</b> | <b>0</b>                    |              | <b>8.9%</b> | <b>-1</b>         | <b>-1</b>   | <b>8.9%</b>   | <b>8.9%</b>            |                                     |

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

**Table 14: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities |                 | Comments |
|---|---------------------------|-----------------|----------|
|   | Short-term Goals          | Long-term Goals |          |
|   | %                         | %               |          |
| 01/02 Managers                              | 0.0                       | 0.0             |          |
| 03 Professionals                            | 8.9                       | 8.9             |          |
| 04 Semi-Professionals & Tech                | 0.0                       | 0.0             |          |
| 05 Supervisors                              | 27.3                      | 27.3            |          |
| 06 Supervisors: Crafts & Trades             | 0.0                       | 0.0             |          |
| 07 Administrative & Sr Clerical             | 0.0                       | 0.0             |          |
| 08 Skilled Sales & Service                  | 8.0                       | 8.0             |          |
| 09 Skilled Crafts & Trades                  | 7.8                       | 7.8             |          |
| 10 Clerical Personnel                       | 0.0                       | 0.0             |          |

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|              |                              |  |            |  |            |
|--------------|------------------------------|--|------------|--|------------|
| 11           | Intermediate Sales & Service |  | 0.0        |  | 0.0        |
| 12           | Semi-Skilled Manual          |  | 0.0        |  | 0.0        |
| 13           | Other Sales & Service        |  | 10.7       |  | 10.7       |
| 14           | Other Manual Workers         |  | 0.0        |  | 0.0        |
| <b>Total</b> |                              |  | <b>0.0</b> |  | <b>0.0</b> |

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**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 | F 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 (EEOG) | All Employees |                        |          |           |  |           |              |                                |           |  | Members of Visible Minorities |                             |              |              |                      |             |               |                        |                                     |      |
|---|---------------|------------------------|----------|-----------|--|-----------|--------------|--------------------------------|-----------|--|-------------------------------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|------|
|   | Number        | Growth (New Positions) |          |           | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |                               | Hires Required Over 3 Years | 3 Year Goals |              | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |      |
|   |               | XXXX-XXXX-00           | Actual   | Projected | Actual   | Projected | Over 3 Years |                                |           | XXXX-XXXX-00                                   | Annually                      |                             | Over 3 Years | 2019         |                      |             |               |                        |                                     | 2022 |
|   | 2019-10-15    | Annually               | Annually | Annually  | Annually                                       | Annually  | Annually     | Annually                       | Annually  | Annually                                       | Annually                      | Annually                    | Annually     | Annually     | Annually             | Annually    | Annually      | Annually               | Annually                            |      |
|   | #             | %                      | %        | %         | %  | %         | %            | %                              | %         | %  | %                             | %                           | %            | %            | %                    | %           | %             | %                      | %                                   |      |
| 01  | 8             | 0.0%                   | 0.0%     | 0         | 12.5%  | 4.0%      | 1            | 1                              | 0         | 4.0%   | 0                             | 1                           | 0            | 9.0%         | 9.0%                 | -1          | -1            | 0.0%                   | 0.0%                                |      |
| 02  | 187           | 3.6%                   | 3.0%     | 11        | 14.1%  | 4.7%      | 26           | 37                             | 9         | 4.7%   | 1                             | 22                          | 6            | 15.4%        | 15.4%                | -20         | -16           | 4.5%                   | 7.1%                                |      |
| 03  | 957           | 1.9%                   | 3.0%     | 57        | 18.4%  | 6.1%      | 175          | 232                            | 56        | 6.1%   | 7                             | 144                         | 40           | 17.1%        | 17.1%                | -128        | -104          | 3.8%                   | 6.8%                                |      |
| 04  | 78            | 2.7%                   | 2.0%     | 5         | 9.7%   | 3.1%      | 7            | 12                             | 2         | 3.1%   | 0                             | 2                           | 1            | 4.8%         | 4.8%                 | -2          | -1            | 2.6%                   | 3.6%                                |      |
| 05  | 25            | 1.4%                   | 2.0%     | 2         | 40.8%  | 13.6%     | 10           | 12                             | 1         | 13.6%  | 0                             | 0                           | 0            | 0.0%         | 4.7%                 | 0           | 0             | 4.0%                   | 3.7%                                |      |
| 06  | 0             | -100.0%                | 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  | 194           | -1.3%                  | 2.0%     | 12        | 21.2%  | 7.0%      | 41           | 53                             | 11        | 7.0%   | 2                             | 0                           | 0            | 0.0%         | 4.3%                 | 0           | 0             | 5.7%                   | 4.4%                                |      |
| 08  | 10            | 0.0%                   | 2.0%     | 1         | 0.0%   | 0.0%      | 0            | 1                              | 1         | 0.0%   | 0                             | 0                           | 0            | 0.0%         | 12.8%                | 0           | 0             | 10.0%                  | 9.1%                                |      |
| 09  | 10            | 7.7%                   | 2.0%     | 1         | 11.1%  | 3.7%      | 1            | 2                              | 0         | 3.7%   | 0                             | 0                           | 0            | 0.0%         | 3.8%                 | 0           | 0             | 0.0%                   | 0.0%                                |      |
| 10  | 54            | 1.3%                   | 2.0%     | 3         | 34.3%  | 11.4%     | 18           | 21                             | 5         | 11.4%  | 2                             | 0                           | 0            | 0.0%         | 6.0%                 | 2           | 0             | 9.3%                   | 5.3%                                |      |
| 11  | 0             | -100.0%                | 0.0%     | 0         | 200.0%   | 0.0%      | 0            | 0                              | 0         | 0.0%   | 0                             | 0                           | 0            | 0.0%         | 0.0%                 | 0           | 0             | #DIV/0!                | #DIV/0!                             |      |
| 12  | 0             | 0.0%                   | 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  | 114           | 6.6%                   | 2.0%     | 7         | 12.5%  | 4.1%      | 14           | 21                             | 9         | 4.1%   | 1                             | 2                           | 0            | 0.0%         | 7.9%                 | 0           | -2            | 7.9%                   | 6.6%                                |      |
| 14  | 1             | 0.0%                   | 0.0%     | 0         | 0.0%   | 0.0%      | 0            | 0                              | 0         | 0.0%   | 0                             | 0                           | 0            | 0.0%         | 8.5%                 | 0           | 0             | 0.0%                   | 0.0%                                |      |
| <b>Total</b>                                | <b>1,638</b>  | <b>2.0%</b>            |          | <b>0</b>  | <b>18.2%</b>                                   |           | <b>0</b>     | <b>0</b>                       | <b>74</b> | <b>0.0%</b>                                    | <b>0</b>                      | <b>145</b>                  | <b>0</b>     | <b>13.4%</b> |                      | <b>-145</b> | <b>-145</b>   | <b>3.5%</b>            | <b>4.5%</b>                         |      |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis) / (Previous number of employees from Workforce Analysis)) x 100.

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

**Table 16: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities |                 | Comments |
|---|-------------------------------|-----------------|----------|
|   | Short-term Goals              | Long-term Goals |          |
|   | %                             | %               |          |
| 01 Senior Managers                          | 9.0                           | 9.0             |          |
| 02 Middle & Other Managers                  | 15.4                          | 15.4            |          |
| 03 Professionals                            | 17.1                          | 17.1            |          |
| 04 Semi-Professionals & Tech                | 4.8                           | 4.8             |          |
| 05 Supervisors                              | 0.0                           | 0.0             |          |
| 06 Supervisors: Crafts & Trades             | 0.0                           | 0.0             |          |
| 07 Administrative & St Clerical             | 0.0                           | 0.0             |          |
| 08 Skilled Sales & Service                  | 0.0                           | 0.0             |          |



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|              |                              |  |            |  |            |
|--------------|------------------------------|--|------------|--|------------|
| 09           | Skilled Crafts & Trades      |  | 0.0        |  | 0.0        |
| 10           | Clerical Personnel           |  | 0.0        |  | 0.0        |
| 11           | Intermediate Sales & Service |  | 0.0        |  | 0.0        |
| 12           | Semi-Skilled Manual          |  | 0.0        |  | 0.0        |
| 13           | Other Sales & Service        |  | 0.0        |  | 0.0        |
| 14           | Other Manual Workers         |  | 0.0        |  | 0.0        |
| <b>Total</b> |                              |  | <b>0.0</b> |  | <b>0.0</b> |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Nova Scotia Community College

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |        |        |      |     |        |       |       |               |        | Flow Data Analysis |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|---|------|--------------------|--------|--------|------|-----|--------|-------|-------|---------------|--------|--------------------|----|--------|---------------|--------|------------|----|--------|---------------|--------|--------------|----|--|--|--|
|   |      | Workforce          |        |        |      |     |        |       |       |               |        | Hires              |    |        |               |        | Promotions |    |        |               |        | Terminations |    |  |  |  |
|   |      | All Employees      | Women  |        |      |     |        | Gap   | % Gap | All Employees | Women  |                    |    |        | All Employees | Women  |            |    |        | All Employees | Women  |              |    |  |  |  |
|   |      |                    | Actual | Target | %    | %   | Actual |       |       |               | Target | %                  | %  | Actual |               | Target | %          | %  | Actual |               | Target | %            | %  |  |  |  |
| 01 Senior Managers                          | 2016 | 8                  | 6      | 75.0   | 56.4 | 5   | 1      | 133.0 |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 2019 | 8                  | 6      | 75.0   | 56.6 | 5   | 1      | 132.5 | 1     | 1             | 100.0  | 1                  | 0  | 1      | 1             | 100.0  | 1          | 0  | 1      | 1             | 100.0  | 1            |    |  |  |  |
| 02 Middle & Other Managers                  | 2016 | 168                | 77     | 45.8   | 51.7 | 87  | -19    | 88.7  |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 2019 | 187                | 89     | 47.6   | 55.4 | 104 | -15    | 85.9  | 25    | 16            | 64.0   | 14                 | 2  | 43     | 24            | 55.8   | 20         | 4  | 25     | 15            | 60.0   | 11           | 4  |  |  |  |
| 03 Professionals                            | 2016 | 904                | 434    | 48.0   | 55.9 | 497 | -83    | 57.3  |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 2019 | 957                | 476    | 49.7   | 55.9 | 535 | -39    | 89.0  | 191   | 108           | 56.5   | 107                | 1  | 75     | 46            | 53.3   | 36         | 4  | 174    | 83            | 48.5   | 82           | 1  |  |  |  |
| 04 Semi-Professionals & Technicians         | 2016 | 77                 | 38     | 52.8   | 47.3 | 34  | 4      | 111.1 |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 2019 | 78                 | 40     | 51.3   | 45.3 | 35  | 5      | 112.7 | 18    | 5             | 27.8   | 8                  | -3 | 18     | 9             | 50.0   | 10         | -1 | 7      | 5             | 71.4   | 4            | 1  |  |  |  |
| 05 Supervisors                              | 2016 | 24                 | 7      | 29.2   | 41.2 | 10  | -3     | 76.8  |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 2019 | 25                 | 10     | 40.0   | 63.4 | 16  | -6     | 63.1  | 2     | 0             | 0.0    | 1                  | -1 | 10     | 5             | 50.0   | 3          | 2  | 10     | 2             | 20.0   | 3            | -1 |  |  |  |
| 06 Supervisors: Crafts & Trades             | 2016 | 1                  | 0      | 0.0    | 0.0  | 0   | 0      | 0.0   |       |               |        |                    |    |        |               |        |            |    |        |               |        |              |    |  |  |  |
|   | 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  |  |  |  |

|               |                            |                            |             |               |             |               |             |               |             |               |             |               |             |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | C + D x 100 | Part 2: Goals | D + G x 100 | Part 2: Goals | E + H x 100 | Part 2: Goals | F + I x 100 | Part 2: Goals | J + K x 100 | Part 2: Goals | L + M x 100 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |        |     |                  |        |        |   |                 |        |         |   | Comments |      |        |        |   |
|---|------|---------------|--------|--------|-----|------------------|--------|--------|---|-----------------|--------|---------|---|----------|------|--------|--------|---|
|   |      | Flow Data     |        |        |     | Short-term Goals |        |        |   | Long-term Goals |        |         |   |          |      |        |        |   |
|   |      | All Employees | Women  |        |     | Goal             | Women  |        |   | Goal            | Women  |         |   |          | Goal | Women  |        |   |
|   |      |               | Actual | Target | %   |                  | Actual | Target | % |                 | Actual | Target  | % |          |      | Actual | Target | % |
| 01 Senior Managers                          | 2019 | 2             | 2      | 100.0  | 0   | 0.0              | 0.0    | 0.0    | 0 | 0.0             | 0.0    | 0.0     |   |          |      |        |        |   |
|   | 2022 | 2             | 2      | 100.0  |     |                  | 0.0    | 0.0    |   |                 | 0.0    | 0.0     |   |          |      |        |        |   |
| 02 Middle & Other Managers                  | 2019 | 68            | 40     | 58.8   | 39  | 105.3            | 50.0   | 117.6  | 0 | 0.0             | 3.3    | 1,782.5 |   |          |      |        |        |   |
|   | 2022 | 68            | 40     | 58.8   |     |                  | 50.0   | 117.6  |   |                 | 30.0   | 117.6   |   |          |      |        |        |   |
| 03 Professionals                            | 2019 | 266           | 148    | 55.6   | 183 | 80.9             | 50.0   | 111.3  | 0 | 0.0             | 4.2    | 1,324.7 |   |          |      |        |        |   |
|   | 2022 | 268           | 148    | 55.6   |     |                  | 50.0   | 111.3  |   |                 | 50.0   | 111.3   |   |          |      |        |        |   |
| 04 Semi-Professionals & Technicians         | 2019 | 76            | 14     | 38.9   | 0   | 0.0              | 0.0    | 0.0    | 0 | 0.0             | 0.0    | 0.0     |   |          |      |        |        |   |
|   | 2022 | 36            | 14     | 38.9   |     |                  | 0.0    | 0.0    |   |                 | 0.0    | 0.0     |   |          |      |        |        |   |
| 05 Supervisors                              | 2019 | 12            | 5      | 41.7   | 5   | 100.0            | 41.2   | 101.1  | 0 | 0.0             | 3.7    | 1126.1  |   |          |      |        |        |   |
|   | 2022 | 12            | 5      | 41.7   |     |                  | 50.0   | 83.3   |   |                 | 50.0   | 83.3    |   |          |      |        |        |   |
| 06 Supervisors: Crafts & Trades             | 2019 | 0             | 0      | 0.0    | 0   | 0.0              | 0.0    | 0.0    | 0 | 0.0             | 0.0    | 0.0     |   |          |      |        |        |   |
|   | 2022 | 0             | 0      | 0.0    |     |                  | 0.0    | 0.0    |   |                 | 0.0    | 0.0     |   |          |      |        |        |   |

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Part 4: Results - Women

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |        |      |                     |        |      |       |      |      |               | Flow Data Analysis  |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|---|------|--------------------|--------|------|---------------------|--------|------|-------|------|------|---------------|---------------------|--------|------|---------------|---------------------|--------|------|---------------|---------------------|------|----|---|---|--|
|   |      | Workforce          |        |      |                     |        |      |       |      |      |               | Hires               |        |      |               | Promotions          |        |      |               | Terminations        |      |    |   |   |  |
|   |      | All Employees      | Women  |      |                     |        |      | Gap   | 2019 | 2022 | All Employees | Women               |        |      | All Employees | Women               |        |      | All Employees | Women               |      |    |   |   |  |
|   |      |                    | Actual | Goal | Percent of Goal Met | Actual | Goal |       |      |      |               | Percent of Goal Met | Actual | Goal |               | Percent of Goal Met | Actual | Goal |               | Percent of Goal Met |      |    |   |   |  |
| 07 Administrative & Senior Clerical         | 2016 | 202                | 184    | 91.4 | 84.4                | 170    | 14   | 107.9 |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 2019 | 194                | 179    | 92.3 | 83.7                | 162    | 17   | 110.2 | 50   | 45   | 90.0          | 42                  | 6      | 27   | 23            | 85.2                | 25     | -2   | 42            | 40                  | 95.2 | 39 | 2 |   |  |
| 08 Skilled Sales & Service Personnel        | 2016 | 10                 | 3      | 30.0 | 52.8                | 5      | -2   | 56.8  |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 2019 | 19                 | 2      | 20.0 | 49.0                | 5      | -3   | 40.8  | 1    | 0    | 0.0           | 0                   | 0      | 0    | 0.0           | 0                   | 0      | 0    | 0             | 0                   | 0.0  | 0  | 0 | 0 |  |
| 09 Skilled Crafts & Trades Workers          | 2016 | 8                  | 0      | 0.0  | 2.1                 | 0      | 0    | 0.0   |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 2019 | 10                 | 0      | 0.0  | 4.1                 | 0      | 0    | 0.0   | 2    | 0    | 0.0           | 0                   | 0      | 0    | 0.0           | 0                   | 0      | 0    | 1             | 0                   | 0.0  | 0  | 0 | 0 |  |
| 10 Clerical Personnel                       | 2016 | 51                 | 38     | 74.5 | 69.3                | 35     | 3    | 107.2 |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 2019 | 54                 | 40     | 74.1 | 70.6                | 38     | 2    | 104.9 | 16   | 13   | 81.3          | 11                  | 2      | 12   | 11            | 91.7                | 9      | 2    | 18            | 14                  | 77.8 | 13 | 1 |   |  |
| 11 Intermediate Sales & Service Personnel   | 2016 | 1                  | 0      | 0.0  | 69.3                | 1      | -1   | 0.0   |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 2019 | 0                  | 0      | 0.0  | 0.0                 | 0      | 0    | 0.0   | 0    | 0    | 0.0           | 0                   | 0      | 0    | 0.0           | 0                   | 0      | 0    | 1             | 0                   | 0.0  | 0  | 0 | 0 |  |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 0      | 0.0  | 0.0                 | 0      | 0    | 0.0   |      |      |               |                     |        |      |               |                     |        |      |               |                     |      |    |   |   |  |
|   | 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 |  |

|                |                            |                            |             |               |             |               |             |               |             |               |             |
|----------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Notes sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | C + D / 100 | Part 2: Goals | D - L x 100 | Part 2: Goals | L + K x 100 | Part 2: Goals | L - N x 100 | Part 2: Goals | P - M x 100 |
|----------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |      |                     |                  |        |      |                     |                 |        |      |                     | Comments |
|---|------|---------------|--------|------|---------------------|------------------|--------|------|---------------------|-----------------|--------|------|---------------------|----------|
|   |      | Flow Data     |        |      |                     | Short-term Goals |        |      |                     | Long-term Goals |        |      |                     |          |
|   |      | All Employees | Women  |      |                     | Goal             | Women  |      |                     | Goal            | Women  |      |                     |          |
|   |      |               | Actual | Goal | Percent of Goal Met |                  | Actual | Goal | Percent of Goal Met |                 | Actual | Goal | Percent of Goal Met |          |
| 07 Administrative & Senior Clerical         | 2019 | 77            | 71     | 92.2 | 54                  | 13               | 5      | 50.0 | 184.4               | 0               | 0.0    | 0.0  | 0.0                 |          |
|   | 2022 | 77            | 71     | 92.2 |                     |                  | 0.0    | 0.0  |                     |                 |        | 50.0 | 184.4               |          |
| 08 Skilled Sales & Service Personnel        | 2019 | 1             | 0      | 0.0  | 0                   | 0.0              | 0.0    | 50.0 | 0.0                 | 0               | 0.0    | 0.0  | 0.0                 |          |
|   | 2022 | 1             | 0      | 0.0  |                     |                  | 49.0   | 0.0  |                     |                 |        | 49.0 | 0.0                 |          |
| 09 Skilled Crafts & Trades Workers          | 2019 | 2             | 0      | 0.0  | 0                   | 0.0              | 0.0    | 0.0  | 0                   | 0.0             | 0.0    | 0.0  | 0.0                 |          |
|   | 2022 | 2             | 0      | 0.0  |                     |                  | 0.0    | 0.0  |                     |                 |        | 0.0  | 0.0                 |          |
| 10 Clerical Personnel                       | 2019 | 28            | 24     | 85.7 | 0                   | 0.0              | 0.0    | 0.0  | 0                   | 0.0             | 0.0    | 0.0  | 0.0                 |          |
|   | 2022 | 28            | 24     | 85.7 |                     |                  | 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  | 1                   | 0.0             | 0.0    | 0.0  | 0.0                 |          |
|   | 2022 | 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                 |          |
|   | 2022 | 0             | 0      | 0.0  |                     |                  | 0.0    | 0.0  |                     |                 |        | 0.0  | 0.0                 |          |

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |        |        |       |     |        |      |       |               |        | Flow Data Analysis |               |        |        |               |            |        |               |        |        |              |    |   |  |  |
|---|------|--------------------|--------|--------|-------|-----|--------|------|-------|---------------|--------|--------------------|---------------|--------|--------|---------------|------------|--------|---------------|--------|--------|--------------|----|---|--|--|
|   |      | Workforce          |        |        |       |     |        |      |       |               |        | Hires              |               |        |        |               | Promotions |        |               |        |        | Terminations |    |   |  |  |
|   |      | All Employees      | Women  |        |       |     |        | Gap  | % Gap | All Employees | Women  |                    | All Employees | Women  |        | All Employees | Women      |        | All Employees | Women  |        |              |    |   |  |  |
|   |      |                    | Actual | Target | %     | %   | Actual |      |       |               | Target | Actual             |               | Target | Actual |               | Target     | Actual |               | Target | Actual | Target       |    |   |  |  |
| 13 Other Sales & Service Personnel          | 2016 | 94                 | 47%    | 50.0   | 62.6% | 59  | -12    | 79.9 |       |               |        |                    |               |        |        |               |            |        |               |        |        |              |    |   |  |  |
|   | 2019 | 114                | 52%    | 45.6   | 60.8% | 69  | -17    | 75.0 | 22    | 19%           | 31.3   | 19                 | -9            | 3      | 2%     | 66.7          | 2          | 1      | 13            | 3%     | 23.1   | 7            | -4 |   |  |  |
| 14 Other Manual Workers                     | 2016 | 1                  | 0%     | 0.0    | 21.3% | 0   | 9      | 0.0  |       |               |        |                    |               |        |        |               |            |        |               |        |        |              |    |   |  |  |
|   | 2019 | 1                  | 0%     | 0.0    | 12.0% | 0   | 0      | 0.0  | 0     | 0%            | 0.0    | 0                  | 0             | 0      | 0%     | 0.0           | 0          | 0      | 0             | 0      | 0%     | 0.0          | 0  | 0 |  |  |
| Total                                       | 2016 | 1,544              | 834%   | 54.0   | 55.5% | 903 | -89    | 92.3 |       |               |        |                    |               |        |        |               |            |        |               |        |        |              |    |   |  |  |
|   | 2019 | 1,638              | 894%   | 54.8   | 59.2% | 970 | -76    | 92.2 | 33%   | 201%          | 59.5   | 206                | -             | 189    | 11%    | 60.8          | 102        | 13     | 289           | 16%    | 56.4   | 156          | -7 |   |  |  |

|               |                            |                            |                         |               |                       |               |                         |               |                         |               |                         |               |                         |
|---------------|----------------------------|----------------------------|-------------------------|---------------|-----------------------|---------------|-------------------------|---------------|-------------------------|---------------|-------------------------|---------------|-------------------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $(I \div K) \times 100$ | Part 2: Goals | $(L \div G) \div 100$ | Part 2: Goals | $(M \div L) \times 100$ | Part 2: Goals | $(N \div O) \times 100$ | Part 2: Goals | $(R \div P) \times 100$ | Part 2: Goals | $(S \div Q) \times 100$ |
|---------------|----------------------------|----------------------------|-------------------------|---------------|-----------------------|---------------|-------------------------|---------------|-------------------------|---------------|-------------------------|---------------|-------------------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |        |   |     |                        |                        |      |                     |         | Goals               |       |                     |  |  |  |  |  |  |  | Comments |
|---|------|---------------|--------|--------|---|-----|------------------------|------------------------|------|---------------------|---------|---------------------|-------|---------------------|--|--|--|--|--|--|--|----------|
|   |      | Flow Data     |        |        |   |     | Short-term Goals       |                        |      |                     |         | Long-term Goals     |       |                     |  |  |  |  |  |  |  |          |
|   |      | All Employees | Women  |        |   |     | Percent of Total Hires | Percent of Total Hires | Goal | Percent of Goal Met | Goal    | Percent of Goal Met | Goal  | Percent of Goal Met |  |  |  |  |  |  |  |          |
|   |      |               | Actual | Target | % | %   |                        |                        |      |                     |         |                     |       |                     |  |  |  |  |  |  |  |          |
| 13 Other Sales & Service Personnel          | 2019 | 35            | 12%    | 34.3   |   | 25  | 48.0                   | 59.9                   | 68.6 | 0                   | 0.0     | 5.2                 | 659.3 |                     |  |  |  |  |  |  |  |          |
|   | 2022 | 35            | 12%    | 34.3   |   |     |                        | 50.0                   | 68.6 |                     |         | 50.0                | 68.6  |                     |  |  |  |  |  |  |  |          |
| 14 Other Manual Workers                     | 2019 | 0             | 0%     | 0.0    |   | 0   | 0.0                    | 0.0                    | 0.0  | 0                   | 0.0     | 0.0                 | 0.0   |                     |  |  |  |  |  |  |  |          |
|   | 2022 | 0             | 0%     | 0.0    |   |     |                        | 0.0                    | 0.0  |                     |         | 0.0                 | 0.0   |                     |  |  |  |  |  |  |  |          |
| Total                                       | 2019 | 527           | 316%   | 60.0   |   | 390 | 81.0                   | 0.0                    | 0.0  | 1                   | 31600.0 | 0.0                 | 0.0   |                     |  |  |  |  |  |  |  |          |
|   | 2022 | 527           | 316%   | 60.0   |   |     |                        | 0.0                    | 0.0  |                     |         | 0.0                 | 0.0   |                     |  |  |  |  |  |  |  |          |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |        |     |      |    |     |       |               |        |        | Flow Data Analysis |               |        |        |                    |               |        |        |                    |      |   |   |  |
|---|------|--------------------|--------|-----|------|----|-----|-------|---------------|--------|--------|--------------------|---------------|--------|--------|--------------------|---------------|--------|--------|--------------------|------|---|---|--|
|   |      | Workforce          |        |     |      |    |     |       |               |        |        | Hires              |               |        |        | Promotions         |               |        |        | Terminations       |      |   |   |  |
|   |      | Aboriginal Peoples |        |     |      |    |     |       |               |        |        | Marginal Peoples   |               |        |        | Aboriginal Peoples |               |        |        | Aboriginal Peoples |      |   |   |  |
|   |      | All Employees      | Actual |     | Goal |    | Gap | % Gap | All Employees | Actual | Target | % Target           | All Employees | Actual | Target | % Target           | All Employees | Actual | Target | % Target           |      |   |   |  |
| 01 Senior Managers                          | 2016 | 8                  | 0%     | 0.0 | 3.2% | 0  | 0   | 0.0   |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 2019 | 8                  | 0%     | 0.0 | 3.8% | 0  | 0   | 0.0   | 1             | 0%     | 0.0    | 0                  |               |        |        |                    |               |        |        |                    |      |   |   |  |
| 02 Middle & Other Managers                  | 2016 | 168                | 3%     | 1.8 | 0.9% | 2  | 1   | 198.4 |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 2019 | 187                | 4%     | 2.1 | 3.0% | 6  | -2  | 71.3  | 25            | 3%     | 4.0    | 1                  | 0             | 43     | 1%     | 2.3                | 1             | 0      | 25     | 0%                 | 0.0  | 0 | 0 |  |
| 03 Professionals                            | 2016 | 904                | 37%    | 4.1 | 2.3% | 24 | 16  | 178.0 |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 2019 | 957                | 52%    | 5.4 | 3.3% | 32 | 20  | 164.7 | 191           | 13%    | 6.8    | 6                  | 7             | 75     | 2%     | 2.7                | 3             | -1     | 174    | 9%                 | 5.3  | 7 | 2 |  |
| 04 Semi-Professionals & Technicians         | 2016 | 77                 | 0%     | 0.0 | 2.9% | 2  | -2  | 0.0   |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 2019 | 78                 | 2%     | 2.6 | 3.1% | 4  | -2  | 50.3  | 18            | 1%     | 5.6    | 1                  | 0             | 18     | 1%     | 5.6                | 0             | 1      | 7      | 0%                 | 0.0  | 0 | 0 |  |
| 05 Supervisors                              | 2016 | 24                 | 2%     | 6.3 | 6.4% | 2  | 0   | 130.2 |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 2019 | 25                 | 2%     | 8.0 | 4.7% | 1  | 1   | 170.2 | 2             | 0%     | 6.0    | 0                  | 0             | 10     | 0%     | 0.0                | 1             | -1     | 10     | 1%                 | 10.0 | 1 | 0 |  |
| 06 Supervisors: Crafts & Trades             | 2016 | 1                  | 0%     | 0.0 | 0.0% | 0  | 0   | 0.0   |               |        |        |                    |               |        |        |                    |               |        |        |                    |      |   |   |  |
|   | 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 |  |

|               |                            |                            |             |               |             |               |             |               |             |               |             |               |             |               |             |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | C + D x 100 | Part 2: Goals | D + G x 100 | Part 2: Goals | E + H x 100 | Part 2: Goals | F + I x 100 | Part 2: Goals | J + K x 100 | Part 2: Goals | L + N x 100 | Part 2: Goals | P + M x 100 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants       |        |      |                     |                    |                     |        |                     |                    |                     |        |                     | Comments |
|---|------|--------------------|--------|------|---------------------|--------------------|---------------------|--------|---------------------|--------------------|---------------------|--------|---------------------|----------|
|   |      | Flow Data          |        |      |                     | Short-term Goals   |                     |        |                     | Long-term Goals    |                     |        |                     |          |
|   |      | Aboriginal Peoples |        |      |                     | Aboriginal Peoples |                     |        |                     | Aboriginal Peoples |                     |        |                     |          |
|   |      | All Employees      | Actual | Goal | Percent of Goal Met | Actual             | Percent of Goal Met | Actual | Percent of Goal Met | Actual             | Percent of Goal Met | Actual | Percent of Goal Met |          |
| 01 Senior Managers                          | 2019 | 2                  | 0%     | 0.0  | 0                   | 0.0                | 3.2                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 2                  | 0%     | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |
| 02 Middle & Other Managers                  | 2019 | 68                 | 2%     | 2.0  | 1                   | 200.0              | 0.9                 | 326.8  | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 68                 | 2%     | 2.9  |                     |                    | 3.0                 | 98.0   |                     |                    | 3.0                 | 98.0   |                     |          |
| 03 Professionals                            | 2019 | 266                | 15%    | 5.6  | 8                   | 187.5              | 2.3                 | 245.2  | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 268                | 15%    | 5.6  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |
| 04 Semi-Professionals & Technicians         | 2019 | 76                 | 2%     | 5.6  | 1                   | 200.0              | 2.8                 | 193.4  | 0                   | 0.0                | 1.4                 | 396.8  |                     |          |
|   | 2022 | 36                 | 2%     | 5.6  |                     |                    | 3.1                 | 108.9  |                     |                    | 3.1                 | 108.9  |                     |          |
| 05 Supervisors                              | 2019 | 12                 | 0%     | 0.0  | 1                   | 0.0                | 6.4                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 12                 | 0%     | 0.0  |                     |                    | 9.0                 | 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    |                     |          |
|   | 2022 | 0                  | 0%     | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |       |      |   |                        |       |     |       |               | Flow Data Analysis |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|---|------|--------------------|--------------------|-------|------|---|------------------------|-------|-----|-------|---------------|--------------------|---|--------|----|---------------|------------|--------|----|--------|---------------|--------------|--------|---|--------|---|------------|---|
|   |      | All Employees      | Aboriginal Peoples |       |      |   |                        |       |     |       | All Employees | Hires              |   |        |    | All Employees | Promotions |        |    |        | All Employees | Terminations |        |   |        |   |            |   |
|   |      |                    | Actual             |       | Goal |   | Percentage of Goal Met |       | Gap | % Gap |               | Actual             |   | Target |    |               | Difference | Actual |    | Target |               | Difference   | Actual |   | Target |   | Difference |   |
|   |      |                    | #                  | %     | #    | % | %                      | %     |     |       |               | #                  | % | #      | %  |               |            | #      | %  | #      |               |              | %      | # | %      | # |            | % |
| 07 Administrative & Senior Clerical         | 2016 | 202                | 7%                 | 3.5%  | 2.8% | 6 | 1                      | 123.6 |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 2019 | 194                | 11%                | 5.7%  | 4.5% | 9 | 2                      | 126.0 | 50  | 3%    | 6.0%          | 2                  | 1 | 27     | 1% | 3.7%          | 1          | 0      | 42 | 1%     | 2.4%          | 1            | 0      |   |        |   |            |   |
| 08 Skilled Sales & Service Personnel        | 2016 | 10                 | 1%                 | 10.0% | 3.8% | 0 | 1                      | 263.2 |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 2019 | 19                 | 1%                 | 10.0% | 6.6% | 1 | 0                      | 151.3 | 1   | 0%    | 0.0%          | 0                  | 0 | 0      | 0% | 0.0%          | 0          | 0      | 0  | 0%     | 0.0%          | 0            | 0      |   |        |   |            |   |
| 09 Skilled Crafts & Trades Workers          | 2016 | 8                  | 0%                 | 0.0%  | 2.7% | 0 | 0                      | 0.0   |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 2019 | 10                 | 0%                 | 0.0%  | 6.9% | 1 | -1                     | 0.0   | 2   | 0%    | 0.0%          | 0                  | 0 | 0      | 0% | 0.0%          | 0          | 0      | 1  | 0%     | 0.0%          | 0            | 0      |   |        |   |            |   |
| 10 Clerical Personnel                       | 2016 | 51                 | 1%                 | 2.9%  | 3.1% | 2 | -1                     | 63.3  |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 2019 | 54                 | 4%                 | 7.4%  | 4.3% | 2 | 2                      | 164.6 | 16  | 1%    | 6.3%          | 1                  | 0 | 12     | 0% | 0.0%          | 0          | 0      | 18 | 0%     | 0.0%          | 0            | 0      |   |        |   |            |   |
| 11 Intermediate Sales & Service Personnel   | 2016 | 1                  | 0%                 | 0.0%  | 3.6% | 0 | 0                      | 0.0   |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 2019 | 0                  | 0%                 | 0.0%  | 0.0% | 0 | 0                      | 0.0   | 0   | 0%    | 0.0%          | 0                  | 0 | 0      | 0% | 0.0%          | 0          | 0      | 1  | 0%     | 0.0%          | 0            | 0      |   |        |   |            |   |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 0%                 | 0.0%  | 0.0% | 0 | 0                      | 0.0   |     |       |               |                    |   |        |    |               |            |        |    |        |               |              |        |   |        |   |            |   |
|   | 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      |   |        |   |            |   |

|                |                            |                            |                              |               |                                   |               |                              |               |                              |               |                              |               |                              |
|----------------|----------------------------|----------------------------|------------------------------|---------------|-----------------------------------|---------------|------------------------------|---------------|------------------------------|---------------|------------------------------|---------------|------------------------------|
| Notes sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $\frac{C + D}{E} \times 100$ | Part 2: Goals | $\frac{D \times G}{H} \times 100$ | Part 2: Goals | $\frac{I + K}{L} \times 100$ | Part 2: Goals | $\frac{K + G}{M} \times 100$ | Part 2: Goals | $\frac{O + P}{Q} \times 100$ | Part 2: Goals | $\frac{P + R}{S} \times 100$ |
|----------------|----------------------------|----------------------------|------------------------------|---------------|-----------------------------------|---------------|------------------------------|---------------|------------------------------|---------------|------------------------------|---------------|------------------------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                    |                        |                    |                        |                    |                        |                    | Goals                  |               |                    |                        |                    |                        |                    |                        |                    |  | Comments |  |  |  |
|---|------|---------------|--------------------|------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|---------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|--|----------|--|--|--|
|   |      | All Employees | Flow Data          |      | Short-term Goals   |                        |                    |                        | Long-term Goals    |                        |                    |                        | All Employees | Flow Data          |                        | Short-term Goals   |                        |                    |                        | Long-term Goals    |  |          |  |  |  |
|   |      |               | Aboriginal Peoples |      | Aboriginal Peoples |                        | Aboriginal Peoples |                        | Aboriginal Peoples |                        | Aboriginal Peoples |                        |               | Aboriginal Peoples |                        | Aboriginal Peoples |                        | Aboriginal Peoples |                        | Aboriginal Peoples |  |          |  |  |  |
|   |      |               | Actual             | Goal | Actual             | Percentage of Goal Met | Actual             | Percentage of Goal Met | Actual             | Percentage of Goal Met | Actual             | Percentage of Goal Met |               | Actual             | Percentage of Goal Met | Actual             | Percentage of Goal Met | Actual             | Percentage of Goal Met |                    |  |          |  |  |  |
| 07 Administrative & Senior Clerical         | 2019 | 77            | 4%                 | 5.2% | 7                  | 132.3%                 | 2.8%               | 185.5%                 | 0                  | 0.0%                   | 0.0%               | 0.0%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 77            | 4%                 | 5.7% |                    |                        | 0.0%               | 0.0%                   |                    |                        |                    |                        |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
| 08 Skilled Sales & Service Personnel        | 2019 | 1             | 0%                 | 0.0% | 0                  | 0.0%                   | 3.8%               | 0.0%                   | 0                  | 0.0%                   | 0.0%               | 0.0%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 1             | 0%                 | 0.0% |                    |                        | 0.0%               | 0.0%                   |                    |                        |                    |                        |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
| 09 Skilled Crafts & Trades Workers          | 2019 | 2             | 0%                 | 0.0% | 0                  | 0.0%                   | 2.7%               | 0.0%                   | 0                  | 0.0%                   | 0.0%               | 0.0%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 2             | 0%                 | 0.0% |                    |                        | 6.9%               | 0.0%                   |                    |                        |                    |                        |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
| 10 Clerical Personnel                       | 2019 | 28            | 1%                 | 3.6% | 1                  | 100.0%                 | 3.1%               | 115.2%                 | 0                  | 0.0%                   | 0.0%               | 0.0%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 28            | 1%                 | 3.6% |                    |                        | 0.0%               | 0.0%                   |                    |                        |                    |                        |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
| 11 Intermediate Sales & Service Personnel   | 2019 | 0             | 0%                 | 0.0% | 0                  | 0.0%                   | 3.6%               | 0.0%                   | 0                  | 0.0%                   | 0.0%               | 0.0%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 0             | 0%                 | 0.0% |                    |                        | 9.9%               | 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%                   |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |
|   | 2022 | 0             | 0%                 | 0.0% |                    |                        | 0.0%               | 0.0%                   |                    |                        |                    |                        |               |                    |                        |                    |                        |                    |                        |                    |  |          |  |  |  |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |        |     |    |    |                  |        |     |     | Flow Data Analysis |               |                    |        |     |            |    |               |                    |        |              |     |   |   |  |
|---|------|--------------------|--------------------|--------|-----|----|----|------------------|--------|-----|-----|--------------------|---------------|--------------------|--------|-----|------------|----|---------------|--------------------|--------|--------------|-----|---|---|--|
|   |      | Workforce          |                    |        |     |    |    |                  |        |     |     | Hires              |               |                    |        |     | Promotions |    |               |                    |        | Terminations |     |   |   |  |
|   |      | All Employees      | Aboriginal Peoples |        |     |    |    | Marginal Peoples |        |     |     |                    | All Employees | Aboriginal Peoples |        |     |            |    | All Employees | Aboriginal Peoples |        |              |     |   |   |  |
|   |      |                    | Actual             | Target | Gap | %  | %  | Actual           | Target | Gap | %   | %                  |               | Actual             | Target | Gap | %          | %  |               | Actual             | Target | Gap          | %   | % |   |  |
| 13 Other Sales & Service Personnel          | 2016 | 94                 | 31                 | 3.2    | 4.6 | 4  | -1 | 69.4             |        |     |     |                    |               |                    |        |     |            |    |               |                    |        |              |     |   |   |  |
|   | 2019 | 114                | 41                 | 3.5    | 6.7 | 8  | -4 | 52.4             | 21     | 0   | 0.0 | 2                  | -2            | 3                  | 0      | 0.0 | 0          | 0  | 0             | 0                  | 13     | 0            | 0.0 | 0 | 0 |  |
| 14 Other Manual Workers                     | 2016 | 1                  | 0                  | 0.0    | 4.4 | 0  | 0  | 0.0              |        |     |     |                    |               |                    |        |     |            |    |               |                    |        |              |     |   |   |  |
|   | 2019 | 1                  | 0                  | 0.0    | 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 |  |
| Total                                       | 2016 | 1,544              | 54                 | 3.5    | 2.5 | 39 | 15 | 139.9            |        |     |     |                    |               |                    |        |     |            |    |               |                    |        |              |     |   |   |  |
|   | 2019 | 1,638              | 80                 | 4.9    | 3.8 | 62 | 18 | 128.5            | 33     | 19  | 5.6 | 13                 | 6             | 189                | 5      | 2.6 | 7          | -2 | 289           | 11                 | 3.8    | 10           | 1   |   |   |  |

|               |                            |                            |             |               |             |               |             |               |             |               |             |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | F ÷ G x 100 | Part 3: Goals | C ÷ H x 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | J ÷ K x 100 | Part 3: Goals | L ÷ M x 100 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    | Goals              |        |                     |      |                     |      |                     |      | Comments |  |
|---|------|---------------|--------------------|--------------------|--------|---------------------|------|---------------------|------|---------------------|------|----------|--|
|   |      | Flow Data     |                    | Short-term Goals   |        |                     |      | Long-term Goals     |      |                     |      |          |  |
|   |      | All Employees | Aboriginal Peoples | Aboriginal Peoples |        |                     |      | Aboriginal Peoples  |      |                     |      |          |  |
|   |      |               |                    | Actual             | Target | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal |          |  |
| 13 Other Sales & Service Personnel          | 2019 | 35            | 0                  | 0.0                | 2      | 0.0                 | 4.0  | 0.0                 | 0    | 0.0                 | 1.4  | 0.0      |  |
|   | 2022 | 35            | 0                  | 0.0                |        |                     | 6.7  | 0.0                 |      |                     | 6.7  | 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      |  |
|   | 2022 | 0             | 0                  | 0.0                |        |                     | 0.0  | 0.0                 |      |                     | 0.0  | 0.0      |  |
| Total                                       | 2019 | 527           | 24                 | 4.8                | 10     | 240.0               | 0.0  | 0.0                 | 0    | 0.0                 | 0.0  | 0.0      |  |
|   | 2022 | 527           | 34                 | 4.8                |        |                     | 0.0  | 0.0                 |      |                     | 0.0  | 0.0      |  |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |       |        |    |     |       |       |     |                           | Flow Data Analysis |          |    |                           |       |          |   |                           |     |          |    |   |  |
|---|------|--------------------|---------------------------|-------|--------|----|-----|-------|-------|-----|---------------------------|--------------------|----------|----|---------------------------|-------|----------|---|---------------------------|-----|----------|----|---|--|
|   |      | All Employees      | Workforce                 |       |        |    |     |       |       |     | Hires                     |                    |          |    | Promotions                |       |          |   | Terminations              |     |          |    |   |  |
|   |      |                    | Persons with Disabilities |       |        |    |     |       |       |     | Persons with Disabilities |                    |          |    | Persons with Disabilities |       |          |   | Persons with Disabilities |     |          |    |   |  |
|   |      |                    | Actual                    | %     | Actual | %  | Gap | %     | Ratio | %   | Actual                    | %                  | Expected | %  | Actual                    | %     | Expected | % | Actual                    | %   | Expected | %  |   |  |
| 01 & 02 Managers                            | 2016 | 176                | 9%                        | 4%    | 4.5%   | 8  | 9   | 105.7 |       |     |                           |                    |          |    |                           |       |          |   |                           |     |          |    |   |  |
|   | 2019 | 195                | 15%                       | 7.7%  | 5.0%   | 10 | 5   | 153.8 | 26    | 1%  | 3.8%                      | 1                  | 0        | 44 | 5%                        | 11.4% | 2        | 3 | 26                        | 2%  | 7.7%     | 1  | 1 |  |
| 03 Professionals                            | 2016 | 904                | 55%                       | 6.1%  | 3.8%   | 34 | 21  | 160.1 |       |     |                           |                    |          |    |                           |       |          |   |                           |     |          |    |   |  |
|   | 2019 | 957                | 80%                       | 8.4%  | 8.9%   | 85 | -5  | 93.9  | 191   | 14% | 7.3%                      | 17                 | -3       | 73 | 3%                        | 4.0%  | 5        | 2 | 171                       | 14% | 8.2%     | 19 | 4 |  |
| 04 Semi-Professionals & Technicians         | 2016 | 72                 | 5%                        | 6.9%  | 4.6%   | 3  | 2   | 151.0 |       |     |                           |                    |          |    |                           |       |          |   |                           |     |          |    |   |  |
|   | 2019 | 78                 | 7%                        | 9.0%  | 7.0%   | 6  | 1   | 118.1 | 18    | 2%  | 11.1%                     | 1                  | 1        | 18 | 1%                        | 5.6%  | 1        | 0 | 7                         | 0%  | 0.0%     | 0  | 0 |  |
| 05 Supervisors                              | 2016 | 24                 | 1%                        | 4.2%  | 13.9%  | 3  | -2  | 30.0  |       |     |                           |                    |          |    |                           |       |          |   |                           |     |          |    |   |  |
|   | 2019 | 25                 | 4%                        | 16.0% | 27.5%  | 7  | -3  | 58.2  | 2     | 0%  | 0.0%                      | 1                  | -1       | 10 | 1%                        | 10.0% | 0        | 1 | 10                        | 0%  | 0.0%     | 0  | 0 |  |
| 06 Supervisors: Crafts & Trades             | 2016 | 1                  | 0%                        | 0.0%  | 7.8%   | 0  | 0   | 0.0   |       |     |                           |                    |          |    |                           |       |          |   |                           |     |          |    |   |  |
|   | 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 |  |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                           | Goals                     |    |        |                     |                 |       |        |                     | Comments |
|---|------|---------------|---------------------------|---------------------------|----|--------|---------------------|-----------------|-------|--------|---------------------|----------|
|   |      | All Employees | Persons with Disabilities | Short-term Goals          |    |        |                     | Long-term Goals |       |        |                     |          |
|   |      |               |                           | Persons with Disabilities |    |        |                     |                 |       |        |                     |          |
|   |      |               |                           | Actual                    | %  | Goal   | Percent of Goal Met | Actual          | %     | Goal   | Percent of Goal Met |          |
| 01 & 02 Managers                            | 2019 | 70            | 6%                        | 8.6%                      | 3  | 200.0% | 4.3%                | 199.3%          | 0     | 0.0%   | 0.00%               | 0.0      |
|   | 2022 | 70            | 6%                        | 8.6%                      |    | 0.0%   | 0.0                 |                 | 0.00% | 0.00%  | 0.0                 |          |
| 03 Professionals                            | 2019 | 266           | 17%                       | 6.4%                      | 14 | 121.4% | 3.8%                | 168.2%          | 0     | 0.0%   | 0.00%               | 0.0      |
|   | 2022 | 266           | 17%                       | 6.4%                      |    | 0.0%   | 0.0                 |                 | 0.00% | 0.00%  | 0.0                 |          |
| 04 Semi-Professionals & Technicians         | 2019 | 76            | 3%                        | 8.3%                      | 2  | 150.0% | 4.6%                | 181.2%          | 0     | 0.0%   | 0.00%               | 0.0      |
|   | 2022 | 76            | 3%                        | 8.3%                      |    | 0.0%   | 0.0                 |                 | 0.00% | 0.00%  | 0.0                 |          |
| 05 Supervisors                              | 2019 | 12            | 1%                        | 8.3%                      | 2  | 50.0%  | 13.9%               | 60.0%           | 0     | 0.0%   | 1.40%               | 595.2%   |
|   | 2022 | 12            | 1%                        | 8.3%                      |    | 0.0%   | 0.0                 |                 | 0.00% | 27.50% | 70.3%               |          |
| 06 Supervisors: Crafts & Trades             | 2019 | 0             | 0%                        | 0.0%                      | 0  | 0.0%   | 7.8%                | 0.0%            | 0     | 0.0%   | 0.00%               | 0.0      |
|   | 2022 | 0             | 0%                        | 0.0%                      |    | 0.0%   | 0.0                 |                 | 0.00% | 0.00%  | 0.0                 |          |



Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Nova Scotia Community College

[Date: 2019-10-15]

|                |   |                            |                            |             |                            |             |       |             |                            |                            |             |             |       |                            |                            |             |             |       |                            |                            |             |             |       |   |  |
|----------------|---|----------------------------|----------------------------|-------------|----------------------------|-------------|-------|-------------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|---|--|
| A              | B | C                          | D                          | E           | F                          | G           | H     | I           | J                          | K                          | L           | M           | N     | O                          | P                          | Q           | R           | S     | T                          | U                          | V           | W           | X     | Y |  |
| Notes sources: |   | Part 1: Workforce Analysis | Part 1: Workforce Analysis | C + 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 x K x 100 | K + G = 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | O = P x 100 | P x T = 100 | Q x S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V = U x 100 | U x T = 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 |  |  |
|   |      | #                  | %   | Actual                    | %    | Gap | %  | Ratio | %  | Ratio | %    | Actual             | Expected | Ratio                     | Actual | Expected | Ratio         | Actual | Expected                  | Ratio | Actual | Expected      | Ratio |                           |  |  |
| 07 Administrative & Senior Clerical         | 2016 | 202                | 14% | 6.9                       | 3.4  | 7   | 7  | 203.6 |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 2019 | 194                | 22% | 11.3                      | 10.0 | 19  | 3  | 113.4 | 50 | 5     | 10.0 | 5                  | 0        | 27                        | 4      | 14.8     | 2             | 2      | 42                        | 6     | 14.3   | 3             | 3     |                           |  |  |
| 08 Skilled Sales & Service Personnel        | 2016 | 10                 | 0%  | 0.0                       | 3.5  | 0   | 0  | 0.0   |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 2019 | 19                 | 0%  | 0.0                       | 8.0  | 1   | -1 | 0.0   | 1  | 0     | 0.0  | 0                  | 0        | 0                         | 0.0    | 0        | 0             | 0      | 0                         | 0     | 0.0    | 0             | 0     | 0                         |  |  |
| 09 Skilled Crafts & Trades Workers          | 2016 | 8                  | 0%  | 0.0                       | 3.8  | 0   | 0  | 0.0   |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 2019 | 10                 | 0%  | 0.0                       | 7.8  | 1   | -1 | 0.0   | 2  | 0     | 0.0  | 0                  | 0        | 0                         | 0.0    | 0        | 0             | 0      | 0                         | 1     | 0.0    | 0             | 0     | 0                         |  |  |
| 10 Clerical Personnel                       | 2016 | 51                 | 5%  | 9.8                       | 7.0  | 4   | 1  | 140.1 |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 2019 | 54                 | 8%  | 14.8                      | 9.3  | 5   | 3  | 159.3 | 16 | 2     | 12.5 | 1                  | 1        | 12                        | 3      | 25.0     | 1             | 2      | 18                        | 1     | 5.6    | 2             | -1    |                           |  |  |
| 11 Intermediate Sales & Service Personnel   | 2016 | 1                  | 0%  | 0.0                       | 3.0  | 0   | 0  | 0.0   |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 2019 | 0                  | 0%  | 0.0                       | 0.0  | 0   | 0  | 0.0   | 0  | 0     | 0.0  | 0                  | 0        | 0                         | 0.0    | 0        | 0             | 0      | 0                         | 1     | 0.0    | 0             | 0     | 0                         |  |  |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 0%  | 0.0                       | 0.0  | 0   | 0  | 0.0   |    |       |      |                    |          |                           |        |          |               |        |                           |       |        |               |       |                           |  |  |
|   | 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                         |  |  |

|                |                            |                            |             |               |             |               |             |               |             |               |             |
|----------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Notes sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | C + D x 100 | Part 2: Goals | D = L x 100 | Part 2: Goals | T = L x 100 | Part 2: Goals | L = S x 100 | Part 2: 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                    | % | Gap   | Goal                      | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met       | Goal | Percent of Goal Met | Goal | Percent of Goal Met |  |  |  |  |  |          |  |  |
| 07 Administrative & Senior Clerical         | 2019 | 77            | 9% | 11.7                      | 4 | 225.0 | 3.4                       | 343.8               | 0    | 0.0                 | 0.0  | 0.0                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 77            | 9% | 11.7                      |   |       | 0.0                       | 0.0                 |      |                     |      | 0.0                       | 0.0  |                     |      |                     |  |  |  |  |  |          |  |  |
| 08 Skilled Sales & Service Personnel        | 2019 | 1             | 0% | 0.0                       | 0 | 0.0   | 3.5                       | 0.0                 | 0    | 0.0                 | 0.0  | 0.0                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 1             | 0% | 0.0                       |   |       | 8.0                       | 0.0                 |      |                     |      | 8.0                       | 0.0  |                     |      |                     |  |  |  |  |  |          |  |  |
| 09 Skilled Crafts & Trades Workers          | 2019 | 2             | 0% | 0.0                       | 0 | 0.0   | 3.8                       | 0.0                 | 0    | 0.0                 | 0.0  | 0.0                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 2             | 0% | 0.0                       |   |       | 7.8                       | 0.0                 |      |                     |      | 7.8                       | 0.0  |                     |      |                     |  |  |  |  |  |          |  |  |
| 10 Clerical Personnel                       | 2019 | 28            | 5% | 17.9                      | 1 | 800.0 | 7.0                       | 253.1               | 0    | 0.0                 | 0.0  | 0.0                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 28            | 5% | 17.9                      |   |       | 0.0                       | 0.0                 |      |                     |      | 0.0                       | 0.0  |                     |      |                     |  |  |  |  |  |          |  |  |
| 11 Intermediate Sales & Service Personnel   | 2019 | 0             | 0% | 0.0                       | 0 | 0.0   | 3.0                       | 0.0                 | 0    | 0.0                 | 0.0  | 0.0                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 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                       |      |                     |      |                     |  |  |  |  |  |          |  |  |
|   | 2022 | 0             | 0% | 0.0                       |   |       | 0.0                       | 0.0                 |      |                     |      | 0.0                       | 0.0  |                     |      |                     |  |  |  |  |  |          |  |  |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (FEEOG) | 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 |        |               |     |               |
|  |      | #                  | %    | Actual                    | Goal | % of Goal Met | Gap | % of Gap Met | Actual | % of Goal Met | Gap | % of Gap Met       | Actual | % of Goal Met             | Gap | % of Gap Met | Actual        | % of Goal Met | Gap                       | % of Goal Met | Actual | % of Goal Met | Gap | % of Goal Met             | Actual | % of Goal Met | Gap | % of Goal Met |
| 13 Other Sales & Service Personnel           | 2016 | 94                 | 7%   | 7.4                       | 6.3  | 6             | 1   | 118.2        |        |               |     |                    |        |                           |     |              |               |               |                           |               |        |               |     |                           |        |               |     |               |
|  | 2019 | 114                | 9%   | 7.9                       | 10.7 | 12            | -3  | 73.8         | 2%     | 1%            | 3.1 | 3                  | -2     | 3                         | 0%  | 0.0          | 0             | 0             | 0                         | 0             | 13     | 0%            | 0.0 | 1                         | -1     |               |     |               |
| 14 Other Manual Workers                      | 2016 | 1                  | 0%   | 0.0                       | 5.3  | 0             | 0   | 0.0          |        |               |     |                    |        |                           |     |              |               |               |                           |               |        |               |     |                           |        |               |     |               |
|  | 2019 | 1                  | 0%   | 0.0                       | 6.8  | 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   |               |
| Total  | 2016 | 1,544              | 95%  | 8.2                       | 4.3  | 66            | 29  | 143.1        |        |               |     |                    |        |                           |     |              |               |               |                           |               |        |               |     |                           |        |               |     |               |
|  | 2019 | 1,638              | 145% | 8.0                       | 8.9  | 146           | -1  | 89.5         | 33%    | 25%           | 7.4 | 30                 | -5     | 189                       | 17% | 9.0          | 12            | 5             | 5                         | 289           | 23%    | 8.0           | 18  | 5                         |        |               |     |               |

|               |  |  |                            |                            |             |               |             |               |             |               |             |               |             |
|---------------|--|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: |  |  | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | I ÷ K x 100 | Part 3: Goals | C ÷ H x 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | J ÷ L x 100 | Part 3: Goals | E ÷ M x 100 |
|---------------|--|--|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (FEEOG) | Year | New Entrants  |               | Goals                     |                     |      |                     |                           |                     |      |                     | Comments |  |
|--|------|---------------|---------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|--|
|  |      | Flow Data     |               | Short-term Goals          |                     |      |                     | Long-term Goals           |                     |      |                     |          |  |
|  |      | All Employees |               | Persons with Disabilities |                     |      |                     | Persons with Disabilities |                     |      |                     |          |  |
|  |      | Actual        | % of Goal Met | Goal                      | Percent of Goal Met | Goal | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal | Percent of Goal Met |          |  |
| 13 Other Sales & Service Personnel           | 2019 | 35            | 1%            | 2.9                       | 2                   | 33.3 | 6.3                 | 45.4                      | 0                   | 0.0  | 0.0                 | 0.0      |  |
|  | 2022 | 35            | 1%            | 2.9                       |                     |      | 19.7                | 26.7                      |                     |      | 10.7                | 26.7     |  |
| 14 Other Manual Workers                      | 2019 | 0             | 0%            | 0.0                       | 0                   | 0.0  | 3.3                 | 0.0                       | 0                   | 0.0  | 0.0                 | 0.0      |  |
|  | 2022 | 0             | 0%            | 0.0                       |                     |      | 0.0                 | 0.0                       |                     |      | 0.0                 | 0.0      |  |
| Total  | 2019 | 527           | 42%           | 8.0                       | 1%                  | 23.3 | 0.0                 | 0.0                       | 0                   | 0.0  | 0.0                 | 0.0      |  |
|  | 2022 | 527           | 42%           | 8.0                       |                     |      | 0.0                 | 0.0                       |                     |      | 0.0                 | 0.0      |  |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |        |      |     |      |       |               |                    |        | Flow Data Analysis |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|---|------|--------------------|--------------------|--------|------|-----|------|-------|---------------|--------------------|--------|--------------------|-----|---------------|--------------------|--------|------------|-----|---------------|--------------------|--------|--------------|---|---|---|--|
|   |      | Workforce          |                    |        |      |     |      |       |               |                    |        | Hires              |     |               |                    |        | Promotions |     |               |                    |        | Terminations |   |   |   |  |
|   |      | All Employees      | Visible Minorities |        |      |     | Gap  | % Gap | All Employees | Visible Minorities |        |                    |     | All Employees | Visible Minorities |        |            |     | All Employees | Visible Minorities |        |              |   |   |   |  |
|   |      |                    | Actual             | Target | %    | %   |      |       |               | Actual             | Target | %                  | %   |               | Actual             | Target | %          | %   |               | Actual             | Target | %            | % |   |   |  |
| 01 Senior Managers                          | 2016 | 8                  | 0                  | 0.0    | 7.8  | 1   | -1   | 0.0   |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 2019 | 8                  | 0                  | 0.0    | 9.0  | 1   | -1   | 0.0   | 1             | 0                  | 0.0    | 0                  | 0   | 0             | 0                  | 0      | 0.0        | 0.0 | 0             | 0                  | 0      | 0            | 0 | 0 | 0 |  |
| 02 Middle & Other Managers                  | 2016 | 168                | 9                  | 5.4    | 6.6  | 11  | -2   | 81.2  |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 2019 | 187                | 9                  | 4.8    | 15.4 | 29  | -20  | 11.3  | 25            | 2                  | 8.0    | 4                  | -2  | 43            | 1                  | 2.3    | 2          | -1  | 25            | 2                  | 8.0    | 1            | 1 | 1 |   |  |
| 03 Professionals                            | 2016 | 904                | 28                 | 3.1    | 5.1  | 46  | -18  | 60.7  |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 2019 | 957                | 36                 | 3.8    | 17.1 | 164 | -128 | 22.0  | 191           | 9                  | 4.7    | 33                 | -24 | 75            | 3                  | 4.0    | 2          | 1   | 174           | 7                  | 4.1    | 5            | 2 | 2 |   |  |
| 04 Semi-Professionals & Technicians         | 2016 | 77                 | 0                  | 0.0    | 4.9  | 4   | -4   | 0.0   |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 2019 | 78                 | 2                  | 2.6    | 4.8  | 4   | -2   | 53.4  | 18            | 1                  | 5.6    | 1                  | 0   | 18            | 1                  | 5.6    | 0          | 1   | 7             | 0                  | 0.0    | 0            | 0 | 0 |   |  |
| 05 Supervisors                              | 2016 | 24                 | 0                  | 0.0    | 0.1  | 0   | 0    | 0.0   |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 2019 | 25                 | 1                  | 4.0    | 4.7  | 1   | 0    | 85.1  | 2             | 1                  | 50.0   | 0                  | 1   | 10            | 0                  | 0.0    | 0          | 0   | 10            | 0                  | 0.0    | 0            | 0 | 0 |   |  |
| 06 Supervisors: Crafts & Trades             | 2016 | 1                  | 0                  | 0.0    | 0.0  | 0   | 0    | 0.0   |               |                    |        |                    |     |               |                    |        |            |     |               |                    |        |              |   |   |   |  |
|   | 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 |  |

|               |                            |                            |             |               |             |               |             |               |             |               |             |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | C + D x 100 | Part 2: Goals | D x G x 100 | Part 2: Goals | E + H x 100 | Part 2: Goals | L x K x 100 | Part 2: Goals | P x T x 100 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | Goals         |        |        |    |                    |        |       |        |                    |      |        |        | Comments |                    |        |        |   |
|---|------|---------------|--------|--------|----|--------------------|--------|-------|--------|--------------------|------|--------|--------|----------|--------------------|--------|--------|---|
|   |      | New Entrants  |        |        |    | Short-term Goals   |        |       |        | Long-term Goals    |      |        |        |          |                    |        |        |   |
|   |      | Flow Data     |        |        |    | Visible Minorities |        |       |        | Visible Minorities |      |        |        |          | Visible Minorities |        |        |   |
|   |      | All Employees | Actual | Target | %  | Actual             | Target | %     | Actual | Target             | %    | Actual | Target |          | %                  | Actual | Target | % |
| 01 Senior Managers                          | 2019 | 2             | 0      | 0.0    | 0  | 0.0                | 7.8    | 0.0   | 0      | 0.0                | 0.0  | 0.0    |        |          |                    |        |        |   |
|   | 2022 | 2             | 0      | 0.0    |    |                    | 9.0    | 0.0   |        |                    | 9.0  | 0.0    |        |          |                    |        |        |   |
| 02 Middle & Other Managers                  | 2019 | 68            | 2      | 4.4    | 3  | 60.0               | 6.6    | 66.8  | 0      | 0.0                | 0.6  | 715.3  |        |          |                    |        |        |   |
|   | 2022 | 68            | 3      | 4.4    |    |                    | 15.4   | 28.6  |        |                    | 15.4 | 28.6   |        |          |                    |        |        |   |
| 03 Professionals                            | 2019 | 266           | 12     | 4.5    | 19 | 63.2               | 5.1    | 88.5  | 0      | 0.0                | 1.1  | 410.1  |        |          |                    |        |        |   |
|   | 2022 | 268           | 12     | 4.5    |    |                    | 17.1   | 26.4  |        |                    | 17.1 | 26.4   |        |          |                    |        |        |   |
| 04 Semi-Professionals & Technicians         | 2019 | 76            | 2      | 2.6    | 2  | 100.0              | 4.9    | 113.4 | 0      | 0.0                | 2.1  | 264.6  |        |          |                    |        |        |   |
|   | 2022 | 36            | 2      | 5.6    |    |                    | 4.8    | 115.7 |        |                    | 4.8  | 115.7  |        |          |                    |        |        |   |
| 05 Supervisors                              | 2019 | 12            | 1      | 8.3    | 0  | 0.0                | 0.1    | 833.3 | 0      | 0.0                | 0.0  | 0.0    |        |          |                    |        |        |   |
|   | 2022 | 12            | 1      | 8.3    |    |                    | 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    |        |          |                    |        |        |   |
|   | 2022 | 0             | 0      | 0.0    |    |                    | 0.0    | 0.0   |        |                    | 0.0  | 0.0    |        |          |                    |        |        |   |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |       |      |        |     |         |        |     |                    | Flow Data Analysis |     |    |                    |     |   |        |                    |    |        |     |   |  |
|---|------|--------------------|--------------------|-------|------|--------|-----|---------|--------|-----|--------------------|--------------------|-----|----|--------------------|-----|---|--------|--------------------|----|--------|-----|---|--|
|   |      | All Employees      | Workforce          |       |      |        |     |         |        |     | Hires              |                    |     |    | Promotions         |     |   |        | Terminations       |    |        |     |   |  |
|   |      |                    | Visible Minorities |       |      |        |     |         |        |     | Visible Minorities |                    |     |    | Visible Minorities |     |   |        | Visible Minorities |    |        |     |   |  |
|   |      |                    | Actual             | Gap   | %    | Actual | Gap | %       | Actual | Gap | %                  | Actual             | Gap | %  | Actual             | Gap | % | Actual | Gap                | %  | Actual | Gap | % |  |
| 07 Administrative & Senior Clerical         | 2016 | 202                | 5%                 | 4.0   | 3.7  | 7      | 1   | 107.0   |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 2019 | 194                | 11%                | 5.7   | 4.3  | 8      | 3   | 131.9   | 50     | 3%  | 10.0               | 2                  | 3   | 27 | 0%                 | 0.0 | 1 | -1     | 42                 | 3% | 7.1    | 2   | 1 |  |
| 08 Skilled Sales & Service Personnel        | 2016 | 10                 | 0%                 | 0.0   | 6.3  | 1      | -1  | 0.0     |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 2019 | 19                 | 1%                 | 10.0  | 12.8 | 1      | 0   | 78.1    | 1      | 0%  | 0.0                | 0                  | 0   | 0  | 0%                 | 0.0 | 0 | 0      | 0                  | 0% | 0.0    | 0   | 0 |  |
| 09 Skilled Crafts & Trades Workers          | 2016 | 8                  | 0%                 | 0.0   | 1.2  | 0      | 0   | 0.0     |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 2019 | 10                 | 0%                 | 0.0   | 3.8  | 0      | 0   | 0.0     | 2      | 0%  | 0.0                | 0                  | 0   | 0  | 0%                 | 0.0 | 0 | 0      | 1                  | 0% | 0.0    | 0   | 0 |  |
| 10 Clerical Personnel                       | 2016 | 51                 | 2%                 | 3.9   | 4.6  | 2      | 0   | 85.3    |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 2019 | 54                 | 5%                 | 9.3   | 6.0  | 3      | 2   | 154.3   | 16     | 2%  | 12.5               | 1                  | 1   | 12 | 1%                 | 8.3 | 0 | 1      | 18                 | 1% | 5.6    | 1   | 0 |  |
| 11 Intermediate Sales & Service Personnel   | 2016 | 1                  | 1%                 | 100.0 | 3.3  | 0      | 1   | 1,886.8 |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 2019 | 0                  | 0%                 | 0.0   | 0.0  | 0      | 0   | 0.0     | 0      | 0%  | 0.0                | 0                  | 0   | 0  | 0%                 | 0.0 | 0 | 0      | 1                  | 1% | 100.0  | 1   | 0 |  |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 0%                 | 0.0   | 0.0  | 0      | 0   | 0.0     |        |     |                    |                    |     |    |                    |     |   |        |                    |    |        |     |   |  |
|   | 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 |  |

|                |                            |                            |                       |               |                       |               |                       |               |                       |               |                       |
|----------------|----------------------------|----------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|
| Notes sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | Part 2: Goals | $I \div L \times 100$ | Part 2: Goals | $T \div L \times 100$ | Part 2: Goals | $E \div S \times 100$ | Part 2: Goals | $F \div M \times 100$ |
|----------------|----------------------------|----------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|---------------|-----------------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                     |                    |                     |        |                     |                    |                     |        |                     | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|--------|---------------------|--------------------|---------------------|--------|---------------------|----------|
|   |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |        |                     | Long-term Goals    |                     |        |                     |          |
|   |      | All Employees | Visible Minorities |      |                     | Visible Minorities |                     |        |                     | Visible Minorities |                     |        |                     |          |
|   |      |               | Actual             | Goal | Percent of Goal Met | Actual             | Percent of Goal Met | Actual | Percent of Goal Met | Actual             | Percent of Goal Met | Actual | Percent of Goal Met |          |
| 07 Administrative & Senior Clerical         | 2019 | 77            | 2%                 | 6.5  | 4                   | 127.0              | 3.7                 | 175.2  | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 77            | 5%                 | 6.5  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |
| 08 Skilled Sales & Service Personnel        | 2019 | 1             | 0%                 | 0.0  | 0                   | 0.0                | 6.3                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 1             | 0%                 | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |
| 09 Skilled Crafts & Trades Workers          | 2019 | 2             | 0%                 | 0.0  | 0                   | 0.0                | 1.2                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 2             | 0%                 | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |
| 10 Clerical Personnel                       | 2019 | 28            | 3%                 | 10.7 | 1                   | 200.0              | 4.5                 | 232.9  | 0                   | 0.0                | 0.0                 | 0.0    |                     |          |
|   | 2022 | 28            | 3%                 | 10.7 |                     |                    | 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    |                     |          |
|   | 2022 | 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    |                     |          |
|   | 2022 | 0             | 0%                 | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |                     |          |

**Federal Contractors Program Achievement Report**

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

Nova Scotia Community College

[Date: 2019-10-15]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |        |      |      |      |      |       |               |                    | Flow Data Analysis |     |      |               |                    |            |        |     |               |                    |              |        |        |   |      |
|---|------|--------------------|--------------------|--------|------|------|------|------|-------|---------------|--------------------|--------------------|-----|------|---------------|--------------------|------------|--------|-----|---------------|--------------------|--------------|--------|--------|---|------|
|   |      | Workforce          |                    |        |      |      |      |      |       |               |                    | Hires              |     |      |               |                    | Promotions |        |     |               |                    | Terminations |        |        |   |      |
|   |      | All Employees      | Visible Minorities |        |      |      |      | Gap  | % Gap | All Employees | Visible Minorities |                    |     |      | All Employees | Visible Minorities |            |        |     | All Employees | Visible Minorities |              |        |        |   |      |
|   |      |                    | Actual             | Target | %    | Diff | %    |      |       |               | Actual             | Target             | %   | Diff |               | %                  | Actual     | Target | %   |               | Diff               | %            | Actual | Target | % | Diff |
| 13 Other Sales & Service Personnel          | 2016 | 94                 | 4                  | 4.3    | 6.3  | 6    | -2   | 69.5 |       |               |                    |                    |     |      |               |                    |            |        |     |               |                    |              |        |        |   |      |
|   | 2019 | 114                | 9                  | 7.9    | 7.9  | 9    | 0    | 99.9 | 22    | 4             | 12.5               | 3                  | 1   | 3    | 0             | 0.0                | 0          | 0      | 13  | 0             | 0.0                | 1            | -1     |        |   |      |
| 14 Other Manual Workers                     | 2016 | 1                  | 0                  | 0.0    | 3.7  | 0    | 0    | 0.0  |       |               |                    |                    |     |      |               |                    |            |        |     |               |                    |              |        |        |   |      |
|   | 2019 | 1                  | 0                  | 0.0    | 8.5  | 0    | 0    | 0.0  | 0     | 0             | 0.0                | 0                  | 0   | 0    | 0             | 0.0                | 0          | 0      | 0   | 0             | 0.0                | 0            | 0      | 0      |   |      |
| Total                                       | 2016 | 1,544              | 52                 | 3.4    | 5.0  | 77   | -25  | 67.4 |       |               |                    |                    |     |      |               |                    |            |        |     |               |                    |              |        |        |   |      |
|   | 2019 | 1,638              | 74                 | 4.5    | 13.4 | 219  | -145 | 33.7 | 33%   | 24            | 7.1                | 45                 | -21 | 189  | 0             | 3.2                | 8          | 0      | 289 | 14            | 4.8                | 10           | -4     |        |   |      |

|               |                            |                            |                            |               |                            |               |                            |               |                            |               |                          |
|---------------|----------------------------|----------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|--------------------------|
| Data sources: | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $\frac{I+O}{N} \times 100$ | Part 3: Goals | $\frac{U+H}{W} \times 100$ | Part 3: Goals | $\frac{F-I}{J} \times 100$ | Part 3: Goals | $\frac{K+L}{M} \times 100$ | Part 3: Goals | $\frac{E}{M} \times 100$ |
|---------------|----------------------------|----------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|--------------------------|

| 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             | Target           | Percent of Goal Met | Goal  | Percent of Goal Met | Goal            | Percent of Goal Met | Goal | Percent of Goal Met |          |  |
| 13 Other Sales & Service Personnel          | 2019 | 35            | 4                  | 11.4             | 5                   | 175.3 | 0.1                 | 187.4           | 0                   | 0.0  | 0.0                 | 0.0      |  |
|   | 2022 | 35            | 4                  | 11.4             |                     |       | 0.0                 | 0.0             |                     |      |                     |          |  |
| 14 Other Manual Workers                     | 2019 | 0             | 0                  | 0.0              | 0                   | 0.0   | 3.7                 | 0.0             | 0                   | 0.0  | 0.8                 | 0.0      |  |
|   | 2022 | 0             | 0                  | 0.0              |                     |       | 0.0                 | 0.0             |                     |      | 0.0                 | 0.0      |  |
| Total                                       | 2019 | 527           | 30                 | 5.7              | 14                  | 214.3 | 0.0                 | 0.0             | 0                   | 0.0  | 0.0                 | 0.0      |  |
|   | 2022 | 527           | 30                 | 5.7              |                     |       | 0.0                 | 0.0             |                     |      | 0.0                 | 0.0      |  |

|   |
|---|
| <b>Federal Contractors Program Achievement Report</b> |
| <b>Part 8: Reasonable Efforts</b>                     |
| <b>Nova Scotia Community College</b>                  |
| <b>[Date: 2019-10-15]</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):

NSCC revised the job applicant screening process ensuring qualified designated group members are screened in and interviewed. HR personnel received training on recognizing Bias in the recruitment process. Interview panels receive online education about bias and the process prior to sitting on a panel. The interview question databank, posting templates and job descriptions were reviewed for potential barriers. A designated competition process was developed and implemented. Outreach lists and protocols were developed and implemented. Created a rubric

## 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).

|  |
|--|
|  |
|--|

[Redacted]

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

[Redacted]

Other.

[Redacted]

**Additional Details**

Please provide any additional information (optional):

The first Compliance Assessment in Feb. 2020, the default recruitment area was changed to "provincial" to reflect our recruitment area (we were told that was OK). For this Subsequent Compliance Assessment, NSCC was advised to maintain the defaults for recruitment area, which we did. As a result of this expanded market, which includes major urban areas with far greater diversity than that of NS, some of our results now show greater gaps than anticipated particularly visible minorities. It is hoped that this change in the recruitment area and the effort



## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Nova Scotia Community College

**Primary Location:** Halifax, Nova Scotia

**Number of Employees:** 1638

- Nova Scotia                      1638

**Organization Overview:** NAICS 6112 (Community colleges and C. E. G. E. P. s.)

The Nova Scotia Community College offers more than 130 programs in 14 campuses located in sixteen towns and cities across Nova Scotia, and hundreds of courses to nearly 20,000 students each year. The programs are in a variety of disciplines, including creative industries, technology, business, education, health, human services, trades, transportation, technology and environment.

### Key Dates – First Year Assessment

Initiated:            2017-02-15  
 Received:          2017-02-15  
 Closed:            2017-02-17  
 Workforce  
 Analysis:          2016-10-25

### Key Dates – Subsequent Assessment

Initiated:            2020-01-21  
 Received:          2020-01-21  
 Workforce  
 Analysis:          2019-10-15

### DATA VERIFICATION

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

Yes  No

Comments:

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

Yes  No

## ASSESSMENT OF REASONABLE PROGRESS

### *Women*

|    |                                   |                             |
|----|-----------------------------------|-----------------------------|
| 02 | Middle & Other Managers           | Goal met at 118%            |
| 03 | Professionals                     | Goal met at 111%            |
| 05 | Supervisors                       | Goal met at 101%            |
| 08 | Skilled Sales & Service Personnel | Goal not met (0% achieved)  |
| 11 | Inter. Sales & Service Personnel  | No goal set                 |
| 13 | Other Sales & Service Personnel   | Goal not met (69% achieved) |

#### Assessment/Observations

- EEOG 08: Out of one new hires, none was a woman. Goal was not attainable.
- EEOG 13: Out of thirty-five new hires, twelve were women; five more women should have been hired to achieve the goal.

### *Aboriginal Peoples*

|    |                                  |                            |
|----|----------------------------------|----------------------------|
| 04 | Semi-Professionals & Technicians | Goal met at 198%           |
| 10 | Clerical Personnel               | Goal met at 115%           |
| 13 | Other Sales & Service Personnel  | Goal not met (0% achieved) |

#### Assessment/Observations

- EEOG 13: Out of thirty-five new hires, none was an Aboriginal person. One Aboriginal person should have been hired to meet the goal.

### *Persons with Disabilities*

|    |             |                             |
|----|-------------|-----------------------------|
| 05 | Supervisors | Goal not met (60% achieved) |
|----|-------------|-----------------------------|

#### Assessment/Observations

- EEOG 05: Out of twelve new entrants, one person was a person with disabilities. To achieve the goal, three more persons with disabilities should have been hired.

### *Members of Visible Minorities*

|    |                                   |                             |
|----|-----------------------------------|-----------------------------|
| 01 | Senior Managers                   | Goal not met (0% achieved)  |
| 02 | Middle & Other Managers           | Goal not met (67% achieved) |
| 03 | Professionals                     | Goal met at 89%             |
| 04 | Semi-Professionals & Technicians  | Goal met at 113%            |
| 08 | Skilled Sales & Service Personnel | Goal not met (0% achieved)  |
| 13 | Other Sales & Service Personnel   | Goal met at 187%            |

### Assessment/Observations

- EEOG 01: Out of two new entrants, none was a member of visible minorities. The goal was unattainable given the LMA rate of 7.8%
- EEOG 02: Out of 68 new entrants, three were visible minorities. The employer should have hired three more members of visible minorities to meet the goal.
- EEOG 08: Out of one new entrants, none was a person of visible minorities. The goal was unattainable.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - Some goals were set where there was no gap. They were not analyzed.
  - Eight goals were met and seven goals were only partially achieved or not met.
  - The employer notes that they had for the second compliance assessment the default recruitment area changed to defaults. As a result of this expanded market that includes major urban areas with far greater diversity than that of NS, some of the results now show greater gaps than anticipated, particularly for visible minorities.
  - The efforts also include the following: NSCC revised the job applicant screening process ensuring qualified designated group members are screened in and interviewed. HR personnel received training on recognizing Bias in the recruitment process. Interview panels receive online education about bias and the process prior to sitting on a panel. The interview question databank, posting templates and job descriptions were reviewed for potential barriers. A designated competition process was developed and implemented. Outreach lists and protocols were developed and implemented. Created a rubric for auditing interview guides to ensure no bias or overinflating of qualifications occurred in process.



|    |                                    |    |     |  |      |     |
|----|------------------------------------|----|-----|--|------|-----|
| 03 | Professionals                      | 20 | -   |  | 5.4  | 3.3 |
| 04 | Semi-Professionals & Technicians   | -2 | 5.1 |  | 2.6  | 5.1 |
| 05 | Supervisors                        | 1  | -   |  | 8.0  | 4.7 |
| 07 | Admin. & Senior Clerical Personnel | 2  | -   |  | 5.7  | 4.5 |
| 08 | Skilled Sales & Service Personnel  | 0  | -   |  | 10.0 | 6.6 |
| 09 | Skilled Crafts & Trades Workers    | -1 | 6.9 |  | 0.0  | 6.9 |
| 10 | Clerical Personnel                 | 2  | -   |  | 7.4  | 4.5 |
| 13 | Other Sales & Service Personnel    | -4 | 6.7 |  | 3.5  | 6.7 |
| 14 | Other Manual Workers               | 0  | -   |  | 0.0  | 5.0 |

Observations: All goals are set according to instructions.

**Persons with Disabilities**

| Workforce Analysis Results                  |                                    | Goals       |                           | Representation | LMA  |                      |
|---|------------------------------------|-------------|---------------------------|----------------|------|----------------------|
| Employment Equity Occupational Group (EEOG) |                                    | Present Gap | Short-term (1 to 3 years) |                |      | Long-term (3+ years) |
| #   | Description                        | #           | # or %                    | # or %         | %    | %                    |
| 01/02                                       | Managers                           | 5           | -                         | -              | 7.7  | 5.0                  |
| 03  | Professionals                      | -5          | 8.9                       | 8.9            | 8.4  | 8.9                  |
| 04  | Semi-Professionals & Technicians   | 1           | -                         | -              | 9.0  | 7.6                  |
| 05  | Supervisors                        | -3          | 27.5                      | 27.5           | 16.0 | 27.5                 |
| 07  | Admin. & Senior Clerical Personnel | 3           | -                         | -              | 11.3 | 10.0                 |
| 08  | Skilled Sales & Service Personnel  | -1          | 8.0                       | 8.0            | 0.0  | 8.0                  |
| 09  | Skilled Crafts & Trades Workers    | -1          | 7.8                       | 7.8            | 0.0  | 7.8                  |
| 10  | Clerical Personnel                 | 3           | -                         | -              | 14.8 | 9.3                  |
| 13  | Other Sales & Service Personnel    | -3          | 10.7                      | 10.7           | 7.9  | 10.7                 |
| 14  | Other Manual Workers               | 0           | -                         | -              | 0.0  | 6.8                  |

Observations: All goals are set according to instructions.

**Members of Visible Minorities**

| Workforce Analysis Results                  |                                    |             | Goals                     |                      | Representation | LMA  |
|---|------------------------------------|-------------|---------------------------|----------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) |                                    | Present Gap | Short-term (1 to 3 years) | Long-term (3+ years) |                |      |
| #   | Description                        | #           | # or %                    | # or %               | %              | %    |
| 01  | Senior Managers                    | -1          | 9.0                       | 9.0                  | 0.0            | 9.0  |
| 02  | Middle & Other Managers            | -20         | 15.4                      | 15.4                 | 4.8            | 15.4 |
| 03  | Professionals                      | -128        | 17.1                      | 17.1                 | 3.8            | 17.1 |
| 04  | Semi-Professionals & Technicians   | -2          | 4.8                       | 4.8                  | 2.6            | 4.8  |
| 05  | Supervisors                        | 0           | -                         | -                    | 4.0            | 4.7  |
| 07  | Admin. & Senior Clerical Personnel | 3           | -                         | -                    | 5.7            | 4.3  |
| 08  | Skilled Sales & Service Personnel  | 0           | -                         | -                    | 10.0           | 12.8 |
| 09  | Skilled Crafts & Trades Workers    | 0           | -                         | -                    | 0.0            | 3.8  |
| 10  | Clerical Personnel                 | 2           | -                         | -                    | 9.3            | 6.0  |
| 13  | Other Sales & Service Personnel    | 1           | -                         | -                    | 7.9            | 7.3  |
| 14  | Other Manual Workers               | 0           | -                         | -                    | 0.0            | 8.5  |
|   |                                    |             |                           |                      |                |      |

Observations: All goals are set according to instructions.

**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:

- The employer has demonstrated through their second compliance assessment that progress has been made towards achieving employment equity in the workplace, especially with the persons with disabilities designated group.
- It is recommended that you continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It is recommended that an Employment Systems Review (ESR) be conducted as a tool to identify potential barriers to the future recruitment and retention of individuals in each



## Nyirasafari, Ange AN [NC]

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**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** March 23, 2020 2:53 PM  
**To:** 'don.bureaux@nsc.ca'  
**Cc:** 'Bernadette.Campbell@nsc.ca'; 'Weatherdon,Shakira'  
**Subject:** Government of Canada Agreement Number: 020071 – Notification of Compliance with the Federal Contractors Program

**Expires:** September 19, 2020 12:00 AM

### **Subject: Government of Canada Agreement Number: 020071 – Notification of Compliance with the Federal Contractors Program**

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

Dear Don Bureaux:

I am writing to inform you that the subsequent compliance assessment initiated on February 17, 2020 has been completed. As a result of the assessment, Nova Scotia Community College 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 Nova Scotia Community College's employment equity program.

- Through their second compliance assessment, the employer has demonstrated progress towards achieving employment equity in the workplace.
- It is recommended that the employer continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- 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/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on **February 17, 2023**. 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, Nova Scotia Community College 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 Nova Scotia Community College 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. 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!