



s.19(1)

s.24(1)

Labour Program
Federal Contractors Program

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization UNIVERSITÉ DE MONTRÉAL	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 611310	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 7,000 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 2900 BOUL. ÉDOUARD-MONTPETIT MONTRÉAL QC H3C 3J7	City MONTRÉAL	Province QUÉ.	Postal Code H3C 3J7
	Telephone Number 514-343-6111	Fax Number 514-343-2354	

EMPLOYMENT EQUITY CONTACT	
Name (print) MARYSE DARSIGNY	Title TALENT ACQUISITION CONSULTANT
Telephone Number 514-343-6441, #35874	E-mail Address MARYSE.DARSIGNY@UMONTREAL.CA

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

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) PIERRE LEMIEUX	Title DIRECTOR GENERAL, HR
Telephone Number 514-343 [REDACTED]	E-mail Address P.LEMIEUX.L@UMONTREAL.CA
Signature [REDACTED]	Date 2013-08-20

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **l’université de Montréal** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **050437**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) June 8, 2018 for the following reason(s):

(Please describe) **I certify that l’université de Montréal cannot submit the documentation required for the compliance assessment within the deadline required by the Federal Contracts Program. I am requesting that this deadline be postponed to June 8, 2018, for these reasons:**

-Too tight deadlines to gather the data:

- need to inform employees of the request in order to increase the response rate to the self-identification questionnaire – awareness raising campaign

- need to work in our information processing system in order to retrieve the data

- collaboration to be solicited: university directorates, employees, managers and union partners.

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

Name: **Isabelle Dufour**

Position Title: **Director / HRD**

Email address: **Isabelle.dufour.2@umontreal.ca**

Telephone number: **514-343-6441, Extension 7788**

Business address: **Pav. 7077, Park Avenue, 5th floor**

s.19(1)

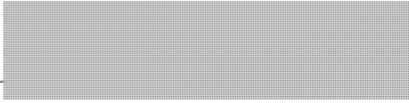


Employment and
Social Development Canada

Emploi et
Développement social Canada

Montreal, Quebec H3N 1X7

Signature: _____



Date: **November 13**



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Université de Montréal** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **050437**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) July 23, 2018 for the following reason(s):

(Please describe) **Delays for producing documentation to complete the conformity assessment**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Julie Lnaglois**

Position Title: **Director, Solutions and Workforce Management**

Email address: **j.langlois@umontreal.ca**

Telephone number: **514-343-6441 ex.49027**

Business address: **P.O box 6128, Succ. Centre-Ville, Montreal, H3C 3J7**

Signature: _____

Date: **13/06/2018**

Nyirasafari, Angel AN

[NC]

From: Yakibonge, Mauritius [NC] on behalf of EE-
Sent: EME November 17, 2017 12:44 PM
To: 'isabelle.dufour.2@umontreal.ca'
Cc: Darsigny Maryse
Subject: Additional Time - Conformity Assessment - Federal Contractors Program

Madam,

You have sent us a form requesting an extension for the submission of the documentation required to complete the conformity assessment as part of the Université de Montréal's obligations to the Federal Contractors Program.

As requested, we grant the Université de Montréal an extension until **January 31, 2018**.

If you have any questions regarding conformity assessment, please email ee-eme@hrsdc-rhdsc.gc.ca.

Sincerely, Maurice

Yakibonge

A/Manager of Operations, Workplace Equity Directorate, Labour Program Employment and Social Development Canada / Government of Canada Maurice.Yakibonge@labour-travail.gc.ca /
Tel: 819-654-6099

A/Manager, Program Operations, Workplace Equity Division, Labour Program Employment and Social Development Canada / Government of Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Nyirasafari, Angel AN

[NC]

From: Yakibonge, Maurice [NC] on behalf of EE-EME

Sent: June 14, 2018 7:41 AM

To: j.langlois@umontreal.ca'

Cc: 'Darsigny Maryse'

Subject: 'j.langlois@umontreal.ca'

'Darsigny Maryse'

'j.langlois@umontreal.ca

Hello,
Extension of time to submit documentation to complete the conformity assessment under the Federal Contractors Program

You have requested an extension of time to submit documentation to complete your organization's conformity assessment beyond the original deadline set by the Labour Program under the Federal Contractors Program.

As requested, we grant you an extension until **July 23, 2018**.

If you have any questions regarding your employment equity report, please contact us at ee-eme@hrsdc-rhdcc.gc.ca.

Employment Equity Team / Workplace Equity Team

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

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



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

From: Darsigny Maryse [<mailto:maryse.darsigny@umontreal.ca>]

Sent: June-13-18 12:22 PM

To: Yakibonge, Mauritius [NC]

Subject: IR: Fairness - Federal Contractors Program

Importance: High

Hello Mr. Yakibonge,

As agreed, here is the extension request form. Thank you and we look forward to working with you again!

MARYSE DARSIGNY

Talent Acquisition and Diversity Consultant

T 514 343-6441, ext. 35874
7077 avenue du Parc, 5th floor

Ressources humaines

Université  de Montréal et du monde.





EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Exp. Certificate # 050437 / 2018-01-01

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area	
	Permanent full time	Permanent part-time	Temporary	Total number of employees		
Quebec	4450	440	0	4890	Montreal	4118416 0 4534
					Saguenay	10 0 1
					Qc minus RMRs	33124 0 355
Total number of employees in Canada				4890	Total number of employees as of Canada	4890



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Management Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	79	48	31	1	1		1	1		3	1	2
	Total	79	48	31	1	1		1	1		3	1	2
Middle management and other directors Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	299	122	177				8	2	6	11	3	8
	Total	299	122	177				8	2	6	11	3	8
Professionals Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	2385	1285	1100	5	2	3	21	11	10	222	123	99
	Total	2385	1285	1100	5	2	3	21	11	10	222	123	99
Semi-professional and technical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	303	150	153							29	22	7
	Total	303	150	153							29	22	7



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	22	8	14				1	1		2		2
	Total	22	8	14				1	1		2		2
Foremen Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	15	13	2									
	Total	15	13	2									
Administrative and main office staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	851	102	749	3		3	10	3	7	114	11	103
	Total	851	102	749	3		3	10	3	7	114	11	103
Specialized sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	12	8	4							2	2	
	Total	12	8	4							2	2	



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled workers and artisans Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	62	62		1	1					12	12	
	Total	62	62		1	1					12	12	
Clerical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	116	40	76				1	1		15	7	8
	Total	116	40	76				1	1		15	7	8
Intermediate sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	176	84	92				6		6	23	12	11
	Total	176	84	92				6		6	23	12	11
Skilled Manual Workers Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	14	9	5									
	Total	14	9	5									



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	60	42	18				1	1		1	1	
	Total	60	42	18				1	1		1	1	
Other manual workers Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	56	46	10							3	2	1
	Total	56	46	10							3	2	1
Total number of employees		4450	2019	2431	10	4	6	49	20	29	437	196	241



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle management and other directors Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	4	3	1									
	Total	4	3	1									
Professionals Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	298	164	134				6	3	3	22	12	10
	Total	298	164	134				6	3	3	22	12	10
Semi-professional and technical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	33	18	15				2		2	3	3	
	Total	33	18	15				2		2	3	3	
Supervisors Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and main office staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	52	3	49				2		2	7	1	6
	Total	52	3	49				2		2	7	1	6
Specialized sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Clerical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	30	14	16				3	1	2	3		3
	Total	30	14	16				3	1	2	3		3
Intermediate sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	12	3	9							2		2
	Total	12	3	9							2		2



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	9	1	8				1		1	1		1
	Total	9	1	8				1		1	1		1
Total number of employees		440	207	233				14	4	10	38	16	22



FEDERAL CONTRACT PROGRAMS: SALARY PROFILE

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Salary Range	All employees			Aboriginal			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
Less than \$15,000	4450	2019	2431	10	4	6	49	20	29	437	196	241
Total number of employees	4450	2019	2431	10	4	6	49	20	29	437	196	241



FEDERAL CONTRACT PROGRAMS: SALARY PROFILE

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Salary Range	All employees			Aboriginal			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
Less than \$5,000	440	207	233				14	4	10	38	16	22
Total number of employees	440	207	233				14	4	10	38	16	22



FEDERAL CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category	All employees			Aboriginal			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 Management	5		5									
Middle management and other directors	43	14	29							1		1
Professionals	457	240	217	1		1	4	3	1	48	26	22
Semi-professional and technical staff	29	10	19							3	1	2
Supervisors	6	2	4							1		1
Foremen	6	5	1									
Administrative and main office staff	150	22	128							31	5	26
Specialized sales and service personnel	3	2	1									
Skilled workers and artisans	9	9								2	2	
Clerical staff	16	4	12				1		1	2	1	1
Intermediate sales and service personnel	36	19	17				2		2	6	4	2
Skilled Manual Workers	1	1										
Other sales and service personnel	7	5	2							1	1	
Other manual workers	15	11	4							3	2	1
Total number of employees hired	783	344	439	1		1	7	3	4	98	42	56



FEDERAL CONTRACT PROGRAMS: RECRUITMENTS

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category	All employees			Aboriginal			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 Management	1	1										
Middle management and other directors	3	2	1									
Professionals	97	47	50							9	5	4
Semi-professional and technical staff	16	9	7				2		2	1	1	
Administrative and main office staff	18	4	14				1		1	3		3
Specialized sales and service personnel	2	2										
Clerical staff	7	3	4				1		1	1		1
Intermediate sales and service personnel	8	2	6							1		1
Other sales and service personnel	6		6				1		1	2		2
Total number of employees hired	158	70	88				5		5	17	6	11



University of Montreal (Certificate # 050437)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / National

Reporting period 2015-01-28 to 2016-01-01

Occupational Category	Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.)											
	All employees			Aboriginal			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 Management	17	7	10							1		1
Middle management and other directors	79	36	43				1	1		4	1	3
Professionals	381	191	190	1		1	5	2	3	32	21	11
Semi-professional and technical staff	122	27	95							5	2	3
Supervisors	5	2	3									
Administrative and main office staff	118	13	105				3		3	23	3	20
Specialized sales and service personnel	8	4	4									
Skilled workers and artisans	1	1										
Clerical staff	49	12	37							5	2	3
Intermediate sales and service personnel	86	38	48				3	1	2	12	7	5
Skilled Manual Workers	5	4	1									
Other sales and service personnel	22	8	14				1	1				
Other manual workers	8	6	2							1		1
Total number of employees promoted	901	349	552	1		1	13	5	8	83	36	47
Total number of promotions	979	372	607	1		1	13	5	8	88	37	51



University of Montreal (Certificate # 050437)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Part-time / National

Reporting period 2015-01-28 to 2016-01-01

Occupational Category	Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.)											
	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	1	1										
Professionals	23	5	18				1		1	2		2
Semi-professional and technical staff	16	5	11				1		1			
Administrative and main office staff	8	1	7							1	1	
Clerical staff	9	5	4							1		1
Intermediate sales and service personnel	7		7							1		1
Other sales and service personnel	8	1	7				1		1			
Total number of employees promoted	72	18	54				3		3	5	1	4
Total number of promotions	78	21	57				3		3	5	1	4



CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Full time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category	All employees			Aboriginal			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 Management	7	4	3									
Middle management and other directors	46	16	30	1		1	1		1	1	1	
Professionals	340	164	176				5	1	4	29	16	13
Semi-professional and technical staff	33	14	19							2	1	1
Supervisors	7	3	4									
Foremen	6	6										
Administrative and main office staff	158	16	142				2	1	1	9	2	7
Specialized sales and service personnel	3	2	1							1	1	
Skilled workers and artisans	13	12	1							2	2	
Clerical staff	28	6	22				2		2	1	1	
Intermediate sales and service personnel	30	14	16				1	1		2	2	
Skilled Manual Workers	2	2										
Other sales and service personnel	19	16	3							1	1	
Other manual workers	7	7								1	1	
Total number of employees whose employment was terminated	699	282	417	1		1	11	3	8	49	28	21



CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Part-time / National

Reporting period 2015-01-28 to 2018-01-01

Occupational Category	All employees			Aboriginal			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 Management	1	1										
Middle management and other directors	1	1										
Professionals	107	68	39				3	2	1	8	5	3
Semi-professional and technical staff	25	10	15				1		1	1	1	
Administrative and main office staff	8	2	6									
Specialized sales and service personnel	1	1										
Clerical staff	5	1	4									
Intermediate sales and service personnel	4		4									
Other sales and service personnel	4		4							1		1
Total number of employees whose employment was terminated	156	84	72				4	2	2	10	6	4

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
01: Senior Management	National	79	31	39.2 %	27.4 %	22	9	National
02: Middle management and other directors	National	303	178	58.7 %	38.9 %	118	60	National
03: Professionals		2683	1234	46.0 %	50.7 %	1360	-126	
1111: Auditors and Accountants	National	8	5	62.5 %	55.1 %	4	1	National
1112: Financial and investment analysts	National	14	8	57.1 %	50.1 %	7	1	National
1114: Other financial agents	National	44	30	68.2 %	44.1 %	19	11	National
1121: Human Resources Professionals	National	37	32	86.5 %	71.1 %	26	6	National
1122: Business Management Consulting Professionals	National	46	27	58.7 %	42.0 %	19	8	National
1123: Advertising, marketing and public relations professionals	National	78	50	64.1 %	66.4 %	52	-2	National
2111 : Physicists and astronomers	National	5	2	40.0 %	16.0 %	1	1	National
2112 : Chemists	National	5	1	20.0 %	40.6 %	2	-1	National
2115: Other Physical Science Professionals	National	18	7	38.9 %	16.8 %	3	4	National
2121 : Biologists and related scientific personnel	National	3	1	33.3 %	50.9 %	2	-1	National
2148: Other engineers, n.e.c.	National	4	0	0.0 %	15.8 %	1	-1	National
2151: Architects	National	1	0	0.0 %	28.9 %	0	0	National
2161: Mathematicians, Statisticians and Actuaries	National	6	2	33.3 %	46.7 %	3	-1	National
2171 : IT Analysts and Consultants	National	180	53	29.4 %	28.3 %	51	2	National
2173 : Engineers and software designers	National	1	0	0.0 %	17.4 %	0	0	National
2174: Programmers and Interactive Media Developers	National	11	5	45.5 %	17.9 %	2	3	National
2175 : Web Designers and Developers	National	2	0	0.0 %	32.9 %	1	-1	National
3114 : Veterinarians	National	1	0	0.0 %	55.7 %	1	-1	National
3121 : Optometrists	National	3	3	100.0 %	49.2 %	1	2	National
3132: Dietitians and Nutritionists	National	2	2	100.0 %	93.8 %	2	0	National
3141 : Audiologists and speech therapists	National	1	1	100.0 %	93.7 %	1	0	National

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
3142 : PhysiotherapistsNational		5	4	80.0 %	78.6 %	4	0	National
4011 : Professors and lecturers at the university levelNational		1505	583	38.7 %	43.3 %	652	-69	National
4021 : College teachers and other vocational instructorsNational		1	1	100.0 %	53.8 %	1	0	National
4033 : School Information ConsultantsNational		115	81	70.4 %	76.3 %	88	-7	National
4112 : Lawyers (across Canada) and notaries (in Quebec)National		8	5	62.5 %	42.5 %	3	2	National
4151 : PsychologistsNational		11	7	63.6 %	74.4 %	8	-1	National
4163 : Economic Development Officers, Marketing Researchers and Consultants National		19	16	84.2 %	50.7 %	10	6	National
4166 : National Education Policy Researchers, Consultants and Program Officers		453	253	55.8 %	71.2 %	323	-70	National
4167 : Researchers, Consultants and Program Officers in Sports, Recreation and National Fitness		22	6	27.3 %	70.2 %	15	-9	National
5111 : National Librarian		64	45	70.3 %	83.1 %	53	-8	National
5113 : ArchivistsNational		3	2	66.7 %	64.5 %	2	0	National
5121 : Authors, Writers and EditorsNational		4	1	25.0 %	54.9 %	2	-1	National
5122 : Reviewers, Editors and News DirectorsNational		1	1	100.0 %	62.7 %	1	0	National
5131 : Producers, directors, choreographers and related occupations National		2	0	0.0 %	32.9 %	1	-1	National
04: Semi-professional and technical staff		336	168	50.0 %	52.7 %	177	-9	
2211 : Chemical technologists and techniciansQuébec		7	1	14.3 %	54.6 %	4	-3	Quebec
2221 : Biology technologists and techniciansQuébec		42	37	88.1 %	57.2 %	24	13	Quebec
2232 : Mechanical Engineering Technologists and TechniciansQuébec		9	0	0.0 %	9.4 %	1	-1	Quebec
2241 : Technologists and technicians in electronic and electrical engineering Quebec City		23	0	0.0 %	9.1 %	2	-2	Quebec
2251 : Architectural Technologists and TechniciansQuébec		4	2	50.0 %	39.9 %	2	0	Quebec
2263 : Inspectors of Public Health, Environment and Occupational Health and Safety Québec au travail		2	1	50.0 %	40.2 %	1	0	Quebec
2281 : Computer Network TechniciansQuébec		52	6	11.5 %	18.5 %	10	-4	Quebec
2282 : User support agents-Quebec		27	4	14.8 %	19.6 %	5	-1	Quebec
3211 : Medical Laboratory TechnologistsQuébec		7	7	100.0 %	81.3 %	6	1	Quebec

Workplace Equity Information Management System - Université de Montréal

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
3212 : Medical Laboratory Technicians and Pathology Assistants	Québec	26	23	88.5 %	78.3 %	20	3	Quebec
3213 : Animal Health Technologists and Veterinary Technicians	Québec	62	49	79.0 %	92.3 %	57	-8	Quebec
3219 : Other Health Science Technologists and Technicians (Except Dental)	Quebec	9	7	77.8 %	87.2 %	8	-1	Quebec
3223 : Dental technologists and technicians and assistants in dental laboratories	Québec	3	2	66.7 %	54.4 %	2	0	Quebec
3233: Auxiliary Nurses	Québec	2	1	50.0 %	89.4 %	2	-1	Quebec
5211 : Technicians in public libraries and archives services	Québec	14	12	85.7 %	80.1 %	11	1	Quebec
5212 : Technical Staff of Museums and Art Galleries	Québec	1	0	0.0 %	58.4 %	1	-1	Quebec
5221 : Photographers-Quebec		1	1	100.0 %	38.8 %	0	1	Quebec
5223 : Graphic Design Technicians	Québec	3	1	33.3 %	43.5 %	1	0	Quebec
5225 : Audio and Video Recording Technicians	Quebec City	6	2	33.3 %	17.6 %	1	1	Quebec
5226: Other Technical and Coordinating Occupations in Motion Pictures, Quebec Broadcasting and the Performing Arts		4	1	25.0 %	43.5 %	2	-1	Quebec
5241 : Graphic Designers and Illustrators	Québec	8	6	75.0 %	47.2 %	4	2	Quebec
5254 : Sports, recreation and fitness program leaders and instructors		24	5	20.8 %	60.4 %	14	-9	Quebec
05: Supervisors		23	15	65.2 %	51.8 %	12	3	
Employment Equity Occupational Category	Montreal	20	12	60.0 %	50.8 %	10	2	Montreal
Employment Equity Occupational Category	Qc minus CMAs	3	3	100.0 %	58.8 %	2	1	Qc minus CMAs
06 : Foremen		15	2	13.3 %	7.8 %	1	1	
7202 : Contractors and Supervisors, Electrical Contractors and Telecommunications	Québec	1	1	100.0 %	11.4 %	0	1	Quebec
7205: Contractors and supervisors in other construction trades and in repair and installation services in Quebec		14	1	7.1 %	7.6 %	1	0	Quebec
07: Administrative and Senior Clerical Staff		903	798	88.4 %	81.2 %	733	65	
Employment Equity Occupational Category	Montreal	851	749	88.0 %	80.8 %	688	61	Montreal
Employment Equity Occupational Category	Qc minus CMAs	52	49	94.2 %	87.5 %	46	3	Qc minus CMAs
08: Specialized sales and service personnel		13	4	30.8 %	41.7 %	5	-1	
6321 : Chefs	Québec	2	1	50.0 %	25.1 %	1	0	Quebec

Workplace Equity Information Management System - Université de Montréal

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Date: 2018-01-01

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Differ. encc. #	Place of recruitment
			#	%	%	#		
6322: Cooks	Quebec	10	3	30.0 %	43.9 %	4	-1	Quebec
6332 : Bakers and pastry cooks	Quebec	1	0	0.0 %	52.9 %	1	-1	Quebec
09: Skilled workers and artisans		62	0	0.0 %	3.0 %	2	-2	
7233 : Sheet metal workers	Quebec	5	0	0.0 %	3.4 %	0	0	Quebec
7241: Electricians (except industrial and power system electricians)	Quebec	5	0	0.0 %	1.5 %	0	0	Quebec
7251 : Plumbers	Quebec	4	0	0.0 %	1.3 %	0	0	Quebec
7271 : Carpenters	Quebec	12	0	0.0 %	1.4 %	0	0	Quebec
7281: Bricklayers	Quebec	1	0	0.0 %	1.5 %	0	0	Quebec
7294 : Painters and decorators (except interior decorators)	Quebec	6	0	0.0 %	10.9 %	1	-1	Quebec
7311: Construction millwrights and industrial mechanics	Quebec	23	0	0.0 %	1.7 %	0	0	Quebec
7313: Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0 %	0.5 %	0	0	Quebec
7381: Printing Press Operators	Quebec	1	0	0.0 %	15.6 %	0	0	Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	4	0	0.0 %	5.1 %	0	0	Quebec
10 : Office staff		146	92	63.0 %	63.0 %	92	0	
Employment Equity Occupational Group	Montreal	131	77	58.8 %	62.5 %	82	-5	Montreal
Employment Equity Occupational Group	Qc minus CMAs	15	15	100.0 %	66.8 %	10	5	Qc minus CMAs
11: Intermediate sales and service personnel		188	101	53.7 %	63.4 %	119	-18	
Employment Equity Occupational Group	Montreal	152	88	57.9 %	61.8 %	94	-6	Montreal
Employment Equity Occupational Group	Qc minus CMAs	36	13	36.1 %	70.2 %	25	-12	Qc minus CMAs
12: Skilled Manual Workers		14	5	35.7 %	18.4 %	3	2	
Employment Equity Occupational Group	Montreal	14	5	35.7 %	18.4 %	3	2	Montreal
13: Other sales and service personnel		69	26	37.7 %	51.7 %	36	-10	
Employment Equity Occupational Group	Montreal	63	24	38.1 %	51.1 %	32	-8	Montreal
Employment Equity Occupational Group	Qc minus CMAs	6	2	33.3 %	58.8 %	4	-2	Qc minus CMAs

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Date: 2018-01-01

Women

Employment Equity Occupational Group	Location internal	All employees #	Representation		Women Availability		Differenc e #	Place of recruitment
			#	%	%	#		
14: Other manual workers		56	10	17.9 %	23.8 %	13	-3	
Employment Equity Occupational Group	Montreal	56	10	17.9 %	23.8 %	13	-3	Montreal
Total		4890	2664	54.5 %	55.1 %	2693	-29	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Differ-ence #	Place of recruitment
			Representation #	%			
01: Senior Management	National	79	1	1.3 %	2.9 %	2	National
02: Middle management and other directors	National	303	0	0.0 %	2.2 %	7	National
03: Professionals		2683	5	0.2 %	2.1 %	56	
1111: Auditors and Accountants	National	8	0	0.0 %	1.3 %	0	National
1112: Financial and investment analysts	National	14	0	0.0 %	0.9 %	0	National
1114: Other financial agents	National	44	0	0.0 %	1.3 %	1	National
1121: Human Resources Professionals	National	37	0	0.0 %	2.7 %	1	National
1122: Business Management Consulting Professionals	National	46	0	0.0 %	1.6 %	1	National
1123: Advertising, marketing and public relations professionals	National	78	1	1.3 %	2.1 %	2	National
2111 : Physicists and astronomers	National	5	0	0.0 %	0.0 %	0	National
2112 : Chemists	National	5	0	0.0 %	0.6 %	0	National
2115: Other Physical Science Professionals	National	18	0	0.0 %	0.7 %	0	National
2121 : Biologists and related scientific personnel	National	3	0	0.0 %	1.7 %	0	National
2148: Other engineers, n.e.c.	National	4	0	0.0 %	1.0 %	0	National
2151: Architects	National	1	0	0.0 %	0.6 %	0	National
2161: Mathematicians, Statisticians and Actuaries	National	6	0	0.0 %	1.0 %	0	National
2171 : IT Analysts and Consultants	National	180	0	0.0 %	1.1 %	2	National
2173 : Engineers and software designers	National	1	0	0.0 %	0.6 %	0	National
2174: Programmers and Interactive Media Developers	National	11	0	0.0 %	1.0 %	0	National
2175 : Web Designers and Developers	National	2	0	0.0 %	1.5 %	0	National
3114 : Veterinarians	National	1	0	0.0 %	1.6 %	0	National
3121 : Optometrists	National	3	0	0.0 %	0.6 %	0	National
3132: Dietitians and Nutritionists	National	2	0	0.0 %	1.9 %	0	National
3141 : Audiologists and speech therapists	National	1	0	0.0 %	1.9 %	0	National

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Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
3142 : PhysiotherapistsNational		5	0	0.0 %	0.9 %	0	0	National
4011 : Professors and lecturers at the university levelNational		1505	2	0.1 %	1.3 %	20	-18	National
4021: College teachers and other vocational instructorsNational		1	0	0.0 %	2.4 %	0	0	National
4033: School Information ConsultantsNational		115	1	0.9 %	6.0 %	7	-6	National
4112: Lawyers (across Canada) and notaries (in Quebec)National		8	0	0.0 %	1.6 %	0	0	National
4151 : PsychologistsNational		11	0	0.0 %	1.4 %	0	0	National
4163: Economic Development Officers, Marketing Researchers and Consultants National		19	0	0.0 %	2.0 %	0	0	National
4166: National Education Policy Researchers, Consultants and Program Officers		453	1	0.2 %	4.3 %	19	-18	National
4167: Researchers, Consultants and Program Officers in Sports, Recreation and National Fitness		22	0	0.0 %	4.8 %	1	-1	National
5111: National Librarian		64	0	0.0 %	2.0 %	1	-1	National
5113: ArchivistsNational		3	0	0.0 %	3.1 %	0	0	National
5121: Authors, Writers and EditorsNational		4	0	0.0 %	1.9 %	0	0	National
5122: Reviewers, Editors and News DirectorsNational		1	0	0.0 %	1.6 %	0	0	National
5131: Producers, directors, choreographers and related occupations National		2	0	0.0 %	2.2 %	0	0	National
04: Semi-professional and technical staff		336	0	0.0 %	1.4 %	5	-5	
2211 : Chemical technologists and techniciansQuébec		7	0	0.0 %	0.8 %	0	0	Quebec
2221 : Biology technologists and techniciansQuébec		42	0	0.0 %	2.7 %	1	-1	Quebec
2232 : Mechanical Engineering Technologists and TechniciansQuébec		9	0	0.0 %	0.4 %	0	0	Quebec
2241 : Technologists and technicians in electronic and electrical engineering Quebec City		23	0	0.0 %	0.8 %	0	0	Quebec
2251 : Architectural Technologists and TechniciansQuébec		4	0	0.0 %	0.6 %	0	0	Quebec
2263 : Inspectors of Public Health, Environment and Occupational Health and Safety Québec au travail		2	0	0.0 %	1.6 %	0	0	Quebec
2281 : Computer Network TechniciansQuébec		52	0	0.0 %	1.1 %	1	-1	Quebec
2282 : User support agents-Quebec		27	0	0.0 %	1.3 %	0	0	Quebec
3211 : Medical Laboratory TechnologistsQuébec		7	0	0.0 %	1.0 %	0	0	Quebec

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Differ ence #	Place of recruitment	
			Representation #	%				
3212 : Medical Laboratory Technicians and Pathology Assistants	Québec	26	0	0.0 %	0.7 %	0	0	Quebec
3213 : Animal Health Technologists and Veterinary Technicians	Québec	62	0	0.0 %	1.5 %	1	-1	Quebec
3219 : Other Health Science Technologists and Technicians (Except Dental)	Quebec	9	0	0.0 %	1.6 %	0	0	Quebec
3223 : Dental technologists and technicians and assistants in dental laboratories	Québec	3	0	0.0 %	0.0 %	0	0	Quebec
3233 : Auxiliary Nurses	Québec	2	0	0.0 %	1.6 %	0	0	Quebec
5211 : Technicians in public libraries and archives services	Québec	14	0	0.0 %	1.9 %	0	0	Quebec
5212 : Technical Staff of Museums and Art Galleries	Québec	1	0	0.0 %	4.4 %	0	0	Quebec
5221 : Photographers	Quebec	1	0	0.0 %	0.9 %	0	0	Quebec
5223 : Graphic Design Technicians	Québec	3	0	0.0 %	0.4 %	0	0	Quebec
5225 : Audio and Video Recording Technicians	Quebec City	6	0	0.0 %	0.5 %	0	0	Quebec
5226 : Other Technical and Coordinating Occupations in Motion Pictures, Quebec Broadcasting and the Performing Arts		4	0	0.0 %	0.9 %	0	0	Quebec
5241 : Graphic Designers and Illustrators	Québec	8	0	0.0 %	1.2 %	0	0	Quebec
5254 : Sports, recreation and fitness program leaders and instructors		24	0	0.0 %	2.2 %	1	-1	Quebec
05: Supervisors		23	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Category	Montreal	20	0	0.0 %	0.8 %	0	0	Montreal
Employment Equity Occupational Category	Qc minus CMAs	3	0	0.0 %	2.8 %	0	0	Qc minus CMAs
06 : Foremen		15	0	0.0 %	2.2 %	0	0	
7202 : Contractors and Supervisors, Electrical Contractors and Telecommunications	Québec	1	0	0.0 %	1.6 %	0	0	Quebec
7205 : Contractors and supervisors in other construction trades and in repair and installation services in Quebec		14	0	0.0 %	2.3 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		903	3	0.3 %	0.8 %	7	-4	
Employment Equity Occupational Category	Montreal	851	3	0.4 %	0.7 %	6	-3	Montreal
Employment Equity Occupational Category	Qc minus CMAs	52	0	0.0 %	2.9 %	2	-2	Qc minus CMAs
08: Specialized sales and service personnel		13	0	0.0 %	1.9 %	0	0	
6321 : Chefs	Québec	2	0	0.0 %	1.0 %	0	0	Quebec

Workplace Equity Information Management System - Université de Montréal

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Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
6322: Cooks	Quebec	10	0	0.0%	2.1%	0	0	Quebec
6332: Bakers and pastry cooks	Quebec	1	0	0.0%	1.6%	0	0	Quebec
09: Skilled workers and artisans		62	1	1.6%	2.0%	1	0	
7233: Sheet metal workers	Quebec	5	0	0.0%	2.6%	0	0	Quebec
7241: Electricians (except industrial and power system electricians)	Quebec	5	0	0.0%	1.5%	0	0	Quebec
7251: Plumbers	Quebec	4	0	0.0%	2.1%	0	0	Quebec
7271: Carpenters	Quebec	12	0	0.0%	3.5%	0	0	Quebec
7281: Bricklayers	Quebec	1	0	0.0%	1.7%	0	0	Quebec
7294: Painters and decorators (except interior decorators)	Quebec	6	0	0.0%	1.3%	0	0	Quebec
7311: Construction millwrights and industrial mechanics	Quebec	23	1	4.3%	1.4%	0	1	Quebec
7313: Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0%	0.8%	0	0	Quebec
7381: Printing Press Operators	Quebec	1	0	0.0%	0.6%	0	0	Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	4	0	0.0%	3.0%	0	0	Quebec
10: Office staff		146	0	0.0%	1.0%	1	-1	
Employment Equity Occupational Group	Montreal	131	0	0.0%	0.8%	1	-1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	15	0	0.0%	3.2%	0	0	Qc minus CMAs
11: Intermediate sales and service personnel		188	0	0.0%	1.3%	2	-2	
Employment Equity Occupational Group	Montreal	152	0	0.0%	0.9%	1	-1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	36	0	0.0%	3.1%	1	-1	Qc minus CMAs
12: Skilled Manual Workers		14	0	0.0%	0.9%	0	0	
Employment Equity Occupational Group	Montreal	14	0	0.0%	0.9%	0	0	Montreal
13: Other sales and service personnel		69	0	0.0%	1.1%	1	-1	
Employment Equity Occupational Group	Montreal	63	0	0.0%	0.8%	1	-1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	6	0	0.0%	4.5%	0	0	Qc minus CMAs



Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	Location internal	All employees #	Aboriginal		Difference #	Place of recruitment
			Representation #	Availability %		
14: Other manual workers		56	0	0.0 %	0	0
Employment Equity Occupational Group	Montreal	56	0	0.0 %	0	0
Total		4890	10	0.2 %	82	-72

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01: Senior Management	National	79	3	3.8 %	10.1 %	8	-5	National
02: Middle management and other directors	National	303	11	3.6 %	15.0 %	45	-34	National
03: Professionals		2683	244	9.1 %	18.4 %	494	-250	
1111: Auditors and Accountants	National	8	0	0.0 %	27.5 %	2	-2	National
1112: Financial and investment analysts	National	14	3	21.4 %	35.4 %	5	-2	National
1114: Other financial agents	National	44	8	18.2 %	21.7 %	10	-2	National
1121: Human Resources Professionals	National	37	3	8.1 %	14.1 %	5	-2	National
1122: Business Management Consulting Professionals	National	46	7	15.2 %	21.6 %	10	-3	National
1123: Advertising, marketing and public relations professionals	National	78	4	5.1 %	16.9 %	13	-9	National
2111 : Physicists and astronomers	National	5	1	20.0 %	22.9 %	1	0	National
2112 : Chemists	National	5	1	20.0 %	37.3 %	2	-1	National
2115: Other Physical Science Professionals	National	18	3	16.7 %	19.3 %	3	0	National
2121 : Biologists and related scientific personnel	National	3	1	33.3 %	17.2 %	1	0	National
2148: Other engineers, n.e.c.	National	4	1	25.0 %	27.3 %	1	0	National
2151: Architects	National	1	0	0.0 %	23.6 %	0	0	National
2161: Mathematicians, Statisticians and Actuaries	National	6	1	16.7 %	27.7 %	2	-1	National
2171 : IT Analysts and Consultants	National	180	38	21.1 %	31.4 %	57	-19	National
2173 : Engineers and software designers	National	1	0	0.0 %	40.5 %	0	0	National
2174: Programmers and Interactive Media Developers	National	11	1	9.1 %	31.5 %	3	-2	National
2175 : Web Designers and Developers	National	2	0	0.0 %	22.8 %	0	0	National
3114 : Veterinarians	National	1	0	0.0 %	11.3 %	0	0	National
3121 : Optometrists	National	3	0	0.0 %	24.0 %	1	-1	National
3132: Dietitians and Nutritionists	National	2	0	0.0 %	16.3 %	0	0	National
3141 : Audiologists and speech therapists	National	1	0	0.0 %	8.9 %	0	0	National

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ-ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability %		
3142 : Physiotherapists	National	5	0	0.0 %	15.4 %	1	-1	National
4011 : Professors and lecturers at university level	National	1505	116	7.7 %	19.1 %	287	-171	National
4021: College teachers and other vocational instructors	National	1	0	0.0 %	13.4 %	0	0	National
4033: School Information Counsellors	National	115	8	7.0 %	14.7 %	17	-9	National
4112: Lawyers (across Canada) and notaries (in Quebec)	National	8	0	0.0 %	12.5 %	1	-1	National
4151 : Psychologists	National	11	1	9.1 %	8.5 %	1	0	National
4163: Economic Development Officers, Marketing Researchers and Consultants	National	19	1	5.3 %	21.9 %	4	-3	National
4166: Educational Policy Researchers, Consultants and Program Officers	National	453	37	8.2 %	12.4 %	56	-19	National
4167: Researchers, Consultants and Program Officers in Recreation, Sports and Fitness	National	22	3	13.6 %	10.6 %	2	1	National
5111: Librarians	National	64	6	9.4 %	11.9 %	8	-2	National
5113: Archivists	National	3	0	0.0 %	6.4 %	0	0	National
5121: Authors, writers and editors	National	4	0	0.0 %	10.7 %	0	0	National
5122: Editors, copy editors and news managers	National	1	0	0.0 %	13.2 %	0	0	National
5131: Producers, directors, choreographers and related occupations	National	2	0	0.0 %	12.4 %	0	0	National
04: Semi-professional and technical staff		336	32	9.5 %	9.8 %	33	-1	
2211 : Chemical technologists and technicians	Quebec	7	0	0.0 %	15.3 %	1	-1	Quebec
2221 : Biological technologists and technicians	Quebec	42	3	7.1 %	6.9 %	3	0	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	9	0	0.0 %	7.3 %	1	-1	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	23	3	13.0 %	9.5 %	2	1	Quebec
2251 : Architectural Technologists and Technicians	Quebec	4	0	0.0 %	7.3 %	0	0	Quebec
2263: Public Health, Environmental and Occupational Health and Safety Inspectors	Quebec	2	0	0.0 %	4.8 %	0	0	Quebec
2281 : Computer Network Technicians	Quebec	52	13	25.0 %	13.1 %	7	6	Quebec
2282: User Support Agents	Quebec	27	4	14.8 %	18.2 %	5	-1	Quebec
3211 : Medical Laboratory Technologists	Quebec	7	1	14.3 %	10.9 %	1	0	Quebec

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
3212 : Medical laboratory technicians and pathology assistants	Quebec	26	1	3.8 %	14.1 %	4	-3	Quebec
3213: Animal Health Technologists and Veterinary Technicians	Quebec	62	3	4.8 %	4.7 %	3	0	Quebec
3219: Other Health Science Technologists and Technicians (except Dental)	Quebec	9	0	0.0 %	8.3 %	1	-1	Quebec
3223 : Dental technologists and technicians and assistants in dental laboratories	Quebec	3	1	33.3 %	19.0 %	1	0	Quebec
3233: Auxiliary nurses	Quebec	2	1	50.0 %	17.1 %	0	1	Quebec
5211: Technicians in Library and Archives Services	Quebec	14	0	0.0 %	6.9 %	1	-1	Quebec
5212: Technical Occupations in Museums and Art Galleries	Quebec	1	0	0.0 %	5.0 %	0	0	Quebec
5221 : Photographers	Quebec	1	0	0.0 %	7.7 %	0	0	Quebec
5223 : Graphic Design Technicians	Quebec	3	0	0.0 %	7.3 %	0	0	Quebec
5225 : Audio and Video Recording Technicians	Quebec	6	1	16.7 %	7.0 %	0	1	Quebec
5226: Other Technical and Coordinating Occupations in Motion Pictures, Broadcasting and the Performing Arts	Quebec	4	0	0.0 %	4.1 %	0	0	Quebec
5241 : Graphic designers and illustrators	Quebec	8	0	0.0 %	11.2 %	1	-1	Quebec
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	24	1	4.2 %	8.5 %	2	-1	Quebec
05: Supervisors		23	2	8.7 %	14.6 %	3	-1	
Employment Equity Occupational Group	Montreal	20	2	10.0 %	16.7 %	3	-1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	3	0	0.0 %	0.7 %	0	0	Qc minus CMAs
06 : Foremen		15	0	0.0 %	5.0 %	1	-1	
7202: Electrical and Telecommunications Contractors and Supervisors	Quebec	1	0	0.0 %	5.2 %	0	0	Quebec
7205: Contractors and Supervisors, Other Construction Trades, Repair and Installation Services	Quebec	14	0	0.0 %	5.0 %	1	-1	Quebec
07: Administrative and Senior Clerical Staff		903	121	13.4 %	11.6 %	105	16	
Employment Equity Occupational Group	Montreal	851	121	14.2 %	12.2 %	104	17	Montreal
Employment Equity Occupational Group	Qc minus CMAs	52	0	0.0 %	0.6 %	0	0	Qc minus CMAs
08: Specialized sales and service personnel		13	2	15.4 %	17.8 %	2	0	
6321 : Chefs	Quebec	2	1	50.0 %	24.5 %	0	1	Quebec

Workplace Equity Information Management System - Université de Montréal

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability %		
6322: Cooks	Quebec	10	1	10.0 %	16.4 %	2	-1	Quebec
6332 : Bakers and pastry cooks	Quebec	1	0	0.0 %	18.0 %	0	0	Quebec
09: Skilled workers and artisans		62	12	19.4 %	3.1 %	2	10	
7233 : Sheet metal workers	Quebec	5	1	20.0 %	2.5 %	0	1	Quebec
7241: Electricians (except industrial and power system electricians)	Quebec	5	1	20.0 %	4.1 %	0	1	Quebec
7251 : Plumbers	Quebec	4	1	25.0 %	2.7 %	0	1	Quebec
7271 : Carpenters	Quebec	12	0	0.0 %	1.7 %	0	0	Quebec
7281: Bricklayers	Quebec	1	0	0.0 %	3.7 %	0	0	Quebec
7294 : Painters and decorators (except interior decorators)	Quebec	6	0	0.0 %	6.0 %	0	0	Quebec
7311: Construction millwrights and industrial mechanics	Quebec	23	9	39.1 %	2.9 %	1	8	Quebec
7313: Refrigeration and Air Conditioning Mechanics	Quebec	1	0	0.0 %	8.1 %	0	0	Quebec
7381: Printing Press Operators	Quebec	1	0	0.0 %	5.9 %	0	0	Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	4	0	0.0 %	2.3 %	0	0	Quebec
10 : Office staff		146	18	12.3 %	15.7 %	23	-5	
Employment Equity Occupational Group	Montreal	131	18	13.7 %	17.4 %	23	-5	Montreal
Employment Equity Occupational Group	Qc minus CMAs	15	0	0.0 %	0.6 %	0	0	Qc minus CMAs
11: Intermediate sales and service personnel		188	25	13.3 %	18.1 %	34	-9	
Employment Equity Occupational Group	Montreal	152	25	16.4 %	22.2 %	34	-9	Montreal
Employment Equity Occupational Group	Qc minus CMAs	36	0	0.0 %	0.9 %	0	0	Qc minus CMAs
12: Skilled Manual Workers		14	0	0.0 %	22.7 %	3	-3	
Employment Equity Occupational Group	Montreal	14	0	0.0 %	22.7 %	3	-3	Montreal
13: Other sales and service personnel		69	2	2.9 %	22.3 %	15	-13	
Employment Equity Occupational Group	Montreal	63	2	3.2 %	24.3 %	15	-13	Montreal
Employment Equity Occupational Group	Qc minus CMAs	6	0	0.0 %	1.1 %	0	0	Qc minus CMAs

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ-ence #	Place of recruitment
			Representation #	Availability %	Availability %	#		
14: Other manual workers		56	3	5.4 %	22.1 %	12	-9	
Employment Equity Occupational Group	Montreal	56	3	5.4 %	22.1 %	12	-9	Montreal
Total		4890	475	9.7 %	16.0 %	780	-305	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability %		
01/02 : Executives	National	382	9	2.4 %	4.3 %	16	-7	National
03: Professionals	National	2683	27	1.0 %	3.8 %	102	-75	National
04: Semi-professional and technical staff	National	336	2	0.6 %	4.6 %	15	-13	National
05: Supervisors	National	23	1	4.3 %	13.9 %	3	-2	National
06 : Foremen	National	15	0	0.0 %	7.8 %	1	-1	National
07: Administrative and Senior Clerical Staff	National	903	12	1.3 %	3.4 %	31	-19	National
08: Specialized sales and service personnel	National	13	0	0.0 %	3.5 %	0	0	National
09: Skilled workers and artisans	National	62	0	0.0 %	3.8 %	2	-2	National
10 : Office staff	National	146	4	2.7 %	7.0 %	10	-6	National
11: Intermediate sales and service personnel	National	188	6	3.2 %	5.6 %	11	-5	National
12: Skilled Manual Workers	National	14	0	0.0 %	4.8 %	1	-1	National
13: Other sales and service personnel	National	69	2	2.9 %	6.3 %	4	-2	National
14: Other manual workers	National	56	0	0.0 %	5.3 %	3	-3	National
Total		4890	63	1.3 %	4.1 %	199	-136	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2012 Canadian Disability Survey and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2018-01-01

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
05: Supervisors	EEOG	CMA
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA
14: Other manual workers	EEOG	CMA

Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Women

Employment Equity Occupational Group	Women					
	All employees	Representation		Availability		Difference
		#	#	%	%	
01: Senior Management	79	31	39.2 %	27.4 %	22	9
02: Middle management and other directors	303	178	58.7 %	38.9 %	118	60
03: Professionals	2683	1234	46.0 %	50.7 %	1360	-126
04: Semi-professional and technical staff	336	168	50.0 %	52.7 %	177	-9
05: Supervisors	23	15	65.2 %	51.8 %	12	3
06 : Foremen	15	2	13.3 %	7.8 %	1	1
07: Administrative and Senior Clerical Staff	903	798	88.4 %	81.2 %	733	65
08: Specialized sales and service personnel	13	4	30.8 %	41.7 %	5	-1
09: Skilled workers and artisans	62	0	0.0 %	3.0 %	2	-2
10 : Office staff	146	92	63.0 %	63.0 %	92	0
11: Intermediate sales and service personnel	188	101	53.7 %	63.4 %	119	-18
12: Skilled Manual Workers	14	5	35.7 %	18.4 %	3	2
13: Other sales and service personnel	69	26	37.7 %	51.7 %	36	-10
14: Other manual workers	56	10	17.9 %	23.8 %	13	-3
Total	4890	2664	54.5 %	55.1 %	2693	-29

The total does not necessarily equal the sum of the components due to rounding.

Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Differ ence #
		#	%	%	#	
01: Senior Management	79	1	1.3 %	2.9 %	2	-1
02: Middle management and other directors	303	0	0.0 %	2.2 %	7	-7
03: Professionals	2683	5	0.2 %	2.1 %	56	-51
04: Semi-professional and technical staff	336	0	0.0 %	1.4 %	5	-5
05: Supervisors	23	0	0.0 %	1.0 %	0	0
06 : Foremen	15	0	0.0 %	2.2 %	0	0
07: Administrative and Senior Clerical Staff	903	3	0.3 %	0.8 %	7	-4
08: Specialized sales and service personnel	13	0	0.0 %	1.9 %	0	0
09: Skilled workers and artisans	62	1	1.6 %	2.0 %	1	0
10 : Office staff	146	0	0.0 %	1.0 %	1	-1
11: Intermediate sales and service personnel	188	0	0.0 %	1.3 %	2	-2
12: Skilled Manual Workers	14	0	0.0 %	0.9 %	0	0
13: Other sales and service personnel	69	0	0.0 %	1.1 %	1	-1
14: Other manual workers	56	0	0.0 %	0.8 %	0	0
Total	4890	10	0.2 %	1.7 %	82	-72

The total does not necessarily equal the sum of the components due to rounding.

Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All employees	Representation/Availability				Difference
		#	#	%	%	
01: Senior Management	79	3	3.8 %	10.1 %	8	-5
02: Middle management and other directors	303	11	3.6 %	15.0 %	45	-34
03: Professionals	2683	244	9.1 %	18.4 %	494	-250
04: Semi-professional and technical staff	336	32	9.5 %	9.8 %	33	-1
05: Supervisors	23	2	8.7 %	14.6 %	3	-1
06 : Foremen	15	0	0.0 %	5.0 %	1	-1
07: Administrative and Senior Clerical Staff	903	121	13.4 %	11.6 %	105	16
08: Specialized sales and service personnel	13	2	15.4 %	17.8 %	2	0
09: Skilled workers and artisans	62	12	19.4 %	3.1 %	2	10
10 : Office staff	146	18	12.3 %	15.7 %	23	-5
11: Intermediate sales and service personnel	188	25	13.3 %	18.1 %	34	-9
12: Skilled Manual Workers	14	0	0.0 %	22.7 %	3	-3
13: Other sales and service personnel	69	2	2.9 %	22.3 %	15	-13
14: Other manual workers	56	3	5.4 %	22.1 %	12	-9
Total	4890	475	9.7 %	16.0 %	780	-305

The total does not necessarily equal the sum of the components due to rounding.

Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities				Differ ence #
		Representation #	Availability %	Representation %	Availability %	
01/02 : Executives	382	9	2.4 %	4.3 %	16	-7
03: Professionals	2683	27	1.0 %	3.8 %	102	-75
04: Semi-professional and technical staff	336	2	0.6 %	4.6 %	15	-13
05: Supervisors	23	1	4.3 %	13.9 %	3	-2
06 : Foremen	15	0	0.0 %	7.8 %	1	-1
07: Administrative and Senior Clerical Staff	903	12	1.3 %	3.4 %	31	-19
08: Specialized sales and service personnel	13	0	0.0 %	3.5 %	0	0
09: Skilled workers and artisans	62	0	0.0 %	3.8 %	2	-2
10 : Office staff	146	4	2.7 %	7.0 %	10	-6
11: Intermediate sales and service personnel	188	6	3.2 %	5.6 %	11	-5
12: Skilled Manual Workers	14	0	0.0 %	4.8 %	1	-1
13: Other sales and service personnel	69	2	2.9 %	6.3 %	4	-2
14: Other manual workers	56	0	0.0 %	5.3 %	3	-3
Total	4890	63	1.3 %	4.1 %	199	-136

The total does not necessarily equal the sum of the components due to rounding.



Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
05: Supervisors	EEOG	CMA
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA
14: Other manual workers	EEOG	CMA



Default Workforce Analysis System - Summary Report

Date: 2018-01-01

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 05 : Supervisors	CPEME	National
6. Foremen	CPEME	National
7.08: Specialized sales and service personnel 09: Skilled workers and craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12: Skilled manual workers	CPEME	National
13: Other sales and service personnel 14: Other manual workers	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

University of Montreal

2018-07-18

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	01	28

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	76	22	27.4
02	Middle & Other Managers	280	162	38.9
03	Professionals	2,395	1,110	50.6
04	Semi-Professionals & Technicians	351	173	52.9
05	Supervisors	24	13	50.8
06	Supervisors: Crafts & Trades	16	2	7.8
07	Administrative & Senior Clerical Personnel	905	814	80.8
08	Skilled Sales & Service Personnel	13	4	43.1
09	Skilled Crafts & Trades Workers	63	1	3.2
10	Clerical Personnel	134	86	62.5
11	Intermediate Sales & Service Personnel	194	110	61.8
12	Semi-Skilled Manual Workers	13	5	18.4
13	Other Sales & Service Personnel	77	31	51.1
14	Other Manual Workers	55	4	23.8
Total		4,596	2,537	55.2

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		79	31	27.0
		303	178	38.9
		2,683	1,234	50.7
		336	168	52.7
		23	15	51.8
		15	2	7.8
		903	798	81.2
		13	4	41.7
		62	0	3.0
		146	92	63.0
		188	101	63.4
		14	5	18.4
		69	26	51.7
		56	10	23.8
Total		4,890	2,664	55.1

*** Source:**
2011 National Household Survey

*** Source:**

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
University of Montreal
2018-07-18

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	01	28

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

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	76	1	10.1
02	Middle & Other Managers	280	10	15.0
03	Professionals	2,395	213	18.4
04	Semi-Professionals & Technicians	351	36	10.1
05	Supervisors	24	2	16.7
06	Supervisors: Crafts & Trades	16	1	5.0
07	Administrative & Senior Clerical Personnel	905	95	12.2
08	Skilled Sales & Service Personnel	13	3	17.2
09	Skilled Crafts & Trades Workers	63	13	3.4
10	Clerical Personnel	134	13	17.4
11	Intermediate Sales & Service Personnel	194	21	22.2
12	Semi-Skilled Manual Workers	13	0	22.7
13	Other Sales & Service Personnel	77	1	24.3
14	Other Manual Workers	55	0	22.1
Total		4,596	409	16.2

*** Source:**
2011 National Household Survey

Table 7: Members of Visible Minorities
Subsequent/Current Workforce Analysis

		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	79	3	10.1	
	303	11	15.0	
	2,683	244	18.4	
	336	32	9.8	
	23	2	14.6	
	15	0	5.0	
	903	121	11.6	
	13	2	17.8	
	62	12	3.1	
	146	18	15.7	
	188	25	18.1	
	14	0	22.7	
	69	2	22.3	
	56	3	22.1	
	4,890	475	16.0	

*** Source:**
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

University of Montreal

2018-07-18

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	01	28

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		
			Representation	Availability*
	#	#	%	
01/02	Managers	356	8	4.3
03	Professionals	2,395	21	3.8
04	Semi-Professionals & Technicians	351	0	4.6
05	Supervisors	24	0	13.9
06	Supervisors: Crafts & Trades	16	0	7.8
07	Administrative & Senior Clerical Personnel	905	8	3.4
08	Skilled Sales & Service Personnel	13	0	3.5
09	Skilled Crafts & Trades Workers	63	0	3.8
10	Clerical Personnel	134	4	7.0
11	Intermediate Sales & Service Personnel	194	3	5.6
12	Semi-Skilled Manual Workers	13	0	4.8
13	Other Sales & Service Personnel	77	0	6.3
14	Other Manual Workers	55	0	5.3
Total		4,596	44	4.1

*** Source:**
2012 Canadian Survey on Disability

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		Persons with Disabilities		
			Representation	Availability*
	#	#	%	
		382	9	4.3
		2,683	27	3.8
		336	2	4.6
		23	1	13.9
		15	0	7.8
		903	12	3.4
		13	0	3.5
		62	0	3.8
		146	4	7.0
		188	6	5.6
		14	0	4.8
		69	2	6.3
		56	0	5.3
Total		4,890	63	4.1

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Montreal

2018-07-18

Start Date of Flow Data		
YYYY	MM	DD
2015	01	28

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	5	5	1
02 Middle & Other Managers	43	29	3	1
03 Professionals	457	217	97	50
04 Semi-Professionals & Technicians	29	19	16	7
05 Supervisors	6	4	0	0
06 Supervisors: Crafts & Trades	6	1	0	0
07 Administrative & Senior Clerical Personnel	150	128	18	14
08 Skilled Sales & Service Personnel	3	1	2	0
09 Skilled Crafts & Trades Workers	9	0	0	0
10 Clerical Personnel	16	12	7	4
11 Intermediate Sales & Service Personnel	36	17	8	6
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	7	2	6	6
14 Other Manual Workers	15	4	0	0
Total	783	439	158	88

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
17	10	0	0
79	43	1	0
381	190	23	18
122	95	16	11
5	3	0	0
0	0	0	0
118	105	8	7
8	4	0	0
1	0	0	0
49	37	9	4
86	48	7	7
5	1	0	0
22	14	8	7
8	2	0	0
901	552	72	54

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
7	3	1	0
46	30	1	0
340	176	107	39
33	19	25	15
7	4	0	0
6	0	0	0
158	142	8	6
3	1	1	0
13	1	0	0
28	22	5	4
30	16	4	4
2	0	0	0
19	3	4	4
7	0	0	0
699	417	156	72

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Montreal

2018-07-18

Start Date of Flow Data		
YYYY	MM	DD
2015	01	28

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	5	0	1
02 Middle & Other Managers	43	0	3	0
03 Professionals	457	1	97	0
04 Semi-Professionals & Technicians	29	0	16	0
05 Supervisors	6	0	0	0
06 Supervisors: Crafts & Trades	6	0	0	0
07 Administrative & Senior Clerical Personnel	150	0	18	0
08 Skilled Sales & Service Personnel	3	0	2	0
09 Skilled Crafts & Trades Workers	9	0	0	0
10 Clerical Personnel	16	0	7	0
11 Intermediate Sales & Service Personnel	36	0	8	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	7	0	6	0
14 Other Manual Workers	15	0	0	0
Total	783	1	158	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
17	0	0	0
79	0	1	0
381	1	23	0
122	0	16	0
5	0	0	0
0	0	0	0
118	0	8	0
8	0	0	0
1	0	0	0
49	0	9	0
86	0	7	0
5	0	0	0
22	0	8	0
8	0	0	0
901	1	72	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
7	0	1	0
46	1	1	0
340	0	107	0
33	0	25	0
7	0	0	0
6	0	0	0
158	0	8	0
3	0	1	0
13	0	0	0
28	0	5	0
30	0	4	0
2	0	0	0
19	0	4	0
7	0	0	0
699	1	156	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Montreal

2018-07-18

Start Date of Flow Data		
YYYY	MM	DD
2015	01	0

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	5	0	1
02 Middle & Other Managers	43	0	3	0
03 Professionals	457	4	97	0
04 Semi-Professionals & Technicians	29	0	16	2
05 Supervisors	6	0	0	0
06 Supervisors: Crafts & Trades	6	0	0	0
07 Administrative & Senior Clerical Personnel	150	0	18	1
08 Skilled Sales & Service Personnel	3	0	2	0
09 Skilled Crafts & Trades Workers	9	0	0	0
10 Clerical Personnel	16	1	7	1
11 Intermediate Sales & Service Personnel	36	2	8	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	7	0	6	1
14 Other Manual Workers	15	0	0	0
Total	783	7	158	5

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
17	0	0	0
79	1	1	0
381	5	23	1
122	0	16	1
5	0	0	0
0	0	0	0
118	3	8	0
8	0	0	0
1	0	0	0
49	3	9	0
86	0	7	0
5	0	0	0
22	1	8	1
8	0	0	0
901	13	72	3

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
7	0	1	0
46	1	1	0
340	5	107	3
33	0	25	1
7	0	0	0
6	0	0	0
158	2	8	0
3	0	1	0
13	0	0	0
28	2	5	0
30	1	4	0
2	0	0	0
19	0	4	0
7	0	0	0
699	11	156	4

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Montreal

2018-07-18

Start Date of Flow Data		
YYYY	MM	DD
2015	01	0

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	5	0	1
02 Middle & Other Managers	43	1	3	0
03 Professionals	457	48	97	9
04 Semi-Professionals & Technicians	29	3	16	1
05 Supervisors	6	1	0	0
06 Supervisors: Crafts & Trades	6	0	0	0
07 Administrative & Senior Clerical Personnel	150	31	18	3
08 Skilled Sales & Service Personnel	3	0	2	0
09 Skilled Crafts & Trades Workers	9	2	0	0
10 Clerical Personnel	16	2	7	1
11 Intermediate Sales & Service Personnel	36	6	8	1
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	7	1	6	2
14 Other Manual Workers	15	3	0	0
Total	783	98	158	17

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
17	1	0	0
79	4	1	0
381	32	23	2
122	5	16	0
5	0	0	0
0	0	0	0
118	23	8	1
8	0	0	0
1	0	0	0
49	5	9	1
86	12	7	1
5	0	0	0
22	0	8	0
8	1	0	0
901	83	72	5

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
7	0	1	0
46	1	1	0
340	29	107	8
33	2	25	1
7	0	0	0
6	0	0	0
158	9	8	0
3	1	1	0
13	2	0	0
28	1	5	0
30	2	4	0
2	0	0	0
19	1	4	1
7	1	0	0
699	49	156	10

Federal Contractors Program Achievement Report

Part 3: Goals

University of Montreal

2018-07-18

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees																	First/Previous Short-term Goals				Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY												
	2015-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-01-28	Annually	Over 3 Years	2015	2018													
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%							
01 Senior Managers	76	1.3%		0	10.3%		0	0	22	0.0%	0	-1	0	27.4%	1	1	28.9%	28.9%							
02 Middle & Other Managers	280	2.7%		0	16.1%		0	0	162	0.0%	0	-53	0	38.9%	53	53	57.9%	57.9%							
03 Professionals	2,395	3.9%		0	17.6%		0	0	1,110	0.0%	0	102	0	50.6%	-102	-102	46.3%	46.3%							
04 Semi-Professionals & Tech	351	-1.4%		0	16.9%		0	0	173	0.0%	0	13	0	52.9%	-13	-13	49.3%	49.3%							
05 Supervisors	24	-1.4%		0	29.8%		0	0	13	0.0%	0	-1	0	50.8%	1	1	54.2%	54.2%							
06 Supervisors: Crafts & Trades	16	-2.1%		0	38.7%		0	0	2	0.0%	0	-1	0	7.8%	1	1	12.5%	12.5%							
07 Administrative & Sr Clerical	905	-0.1%		0	18.4%		0	0	814	0.0%	0	-83	0	80.8%	83	83	89.9%	89.9%							
08 Skilled Sales & Service	13	0.0%		0	30.8%		0	0	4	0.0%	0	2	0	43.1%	-2	-2	30.8%	30.8%							
09 Skilled Crafts & Trades	63	-0.5%		0	20.8%		0	0	1	0.0%	0	1	0	3.2%	-1	-1	1.6%	1.6%							
10 Clerical Personnel	134	2.9%		0	23.6%		0	0	86	0.0%	0	-2	0	62.5%	2	2	64.2%	64.2%							
11 Intermediate Sales & Service	194	-1.0%		0	17.8%		0	0	110	0.0%	0	10	0	61.8%	-10	-10	56.7%	56.7%							
12 Semi-Skilled Manual	13	2.5%		0	14.8%		0	0	5	0.0%	0	-3	0	18.4%	3	3	38.5%	38.5%							
13 Other Sales & Service	77	-3.6%		0	31.5%		0	0	31	0.0%	0	8	0	51.1%	-8	-8	40.3%	40.3%							
14 Other Manual Workers	55	0.6%		0	12.6%		0	0	4	0.0%	0	9	0	23.8%	-9	-9	7.3%	7.3%							
Total	4,596	2.1%		0	18.0%		0	0	2,537	0.0%	0	0	0	55.2%	0	0	55.2%	55.2%							

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	1	0.0	101	0.0	
04 Semi-Professionals & Tech	3	0.0	10	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	9	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	1	0.0	7	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

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2018-07-18

14	Other Manual Workers	1	0.0	8	0.0
Total		7		135	

Federal Contractors Program Achievement Report

Part 3: Goals

University of Montreal

2018-07-18

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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
	2015-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-01-28	Annually	Over 3 Years	Years	2015	2018						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	76	1.3%		0	10.3%		0	0	1	0.0%	0	1	0	2.9%	-1	-1	1.3%	1.3%	
02 Middle & Other Managers	280	2.7%		0	16.1%		0	0	1	0.0%	0	5	0	2.2%	-5	-5	0.4%	0.4%	
03 Professionals	2,395	3.9%		0	17.6%		0	0	4	0.0%	0	44	0	2.0%	-44	-44	0.2%	0.2%	
04 Semi-Professionals & Tech	351	-1.4%		0	16.9%		0	0	0	0.0%	0	5	0	1.4%	-5	-5	0.0%	0.0%	
05 Supervisors	24	-1.4%		0	29.8%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	16	-2.1%		0	38.7%		0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	905	-0.1%		0	18.4%		0	0	4	0.0%	0	2	0	0.7%	-2	-2	0.4%	0.4%	
08 Skilled Sales & Service	13	0.0%		0	30.8%		0	0	0	0.0%	0	0	0	2.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	63	-0.5%		0	20.8%		0	0	1	0.0%	0	0	0	2.0%	0	0	1.6%	1.6%	
10 Clerical Personnel	134	2.9%		0	23.6%		0	0	1	0.0%	0	0	0	0.8%	0	0	0.7%	0.7%	
11 Intermediate Sales & Service	194	-1.0%		0	17.8%		0	0	0	0.0%	0	2	0	0.9%	-2	-2	0.0%	0.0%	
12 Semi-Skilled Manual	13	2.5%		0	14.8%		0	0	0	0.0%	0	0	0	0.9%	0	0	0.0%	0.0%	
13 Other Sales & Service	77	-3.6%		0	31.5%		0	0	0	0.0%	0	1	0	0.8%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	55	0.6%		0	12.6%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
Total	4,596	2.1%		0	18.0%		0	0	12	0.0%	0	62	0	1.6%	-62	-62	0.3%	0.3%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	1	0.0	43	0.0	
04 Semi-Professionals & Tech	0	0.0	5	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	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	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		1		48	

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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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																		
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Persons with Disabilities								
		Number	Actual			Projected			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
2015-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	#	%	%	#	#	%	%	
01/02	Managers	356	2.0%	0	13.2%	0	0	8	0.0%	0	7	0	4.3%	-7	-7	2.2%	2.2%			
03	Professionals	2,395	3.9%	0	17.6%	0	0	21	0.0%	0	70	0	3.8%	-70	-70	0.9%	0.9%			
04	Semi-Professionals & Tech	351	-1.4%	0	16.9%	0	0	0	0.0%	0	16	0	4.6%	-16	-16	0.0%	0.0%			
05	Supervisors	24	-1.4%	0	29.8%	0	0	0	0.0%	0	3	0	13.9%	-3	-3	0.0%	0.0%			
06	Supervisors: Crafts & Trades	16	-2.1%	0	38.7%	0	0	0	0.0%	0	1	0	7.8%	-1	-1	0.0%	0.0%			
07	Administrative & Sr Clerical	905	-0.1%	0	18.4%	0	0	8	0.0%	0	23	0	3.4%	-23	-23	0.9%	0.9%			
08	Skilled Sales & Service	13	0.0%	0	30.8%	0	0	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%			
09	Skilled Crafts & Trades	63	-0.5%	0	20.8%	0	0	0	0.0%	0	2	0	3.8%	-2	-2	0.0%	0.0%			
10	Clerical Personnel	134	2.9%	0	23.6%	0	0	4	0.0%	0	5	0	7.0%	-5	-5	3.0%	3.0%			
11	Intermediate Sales & Service	194	-1.0%	0	17.8%	0	0	3	0.0%	0	8	0	5.6%	-8	-8	1.5%	1.5%			
12	Semi-Skilled Manual	13	2.5%	0	14.8%	0	0	0	0.0%	0	1	0	4.8%	-1	-1	0.0%	0.0%			
13	Other Sales & Service	77	-3.6%	0	31.5%	0	0	0	0.0%	0	5	0	6.3%	-5	-5	0.0%	0.0%			
14	Other Manual Workers	55	0.6%	0	12.6%	0	0	0	0.0%	0	3	0	5.3%	-3	-3	0.0%	0.0%			
Total		4,596	2.1%	0	18.0%	0	0	44	0.0%	0	144	0	4.1%	-144	-144	1.0%	1.0%			

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	0	0.0	
03	Professionals	2	0.0	68	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	22	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	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	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		3		90		

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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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
	2015-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-01-28	Annually	Over 3 Years	2015	2018	%	%	%	%	%	%	
#	%	%	#	%	%	#	#	%	#	#	%	%	%	%	#	#	%	%	
01 Senior Managers	76	1.3%		0	10.3%		0	0	1	0.0%	0	7	0		10.1%	-7	-7	1.3%	1.3%
02 Middle & Other Managers	280	2.7%		0	16.1%		0	0	10	0.0%	0	32	0		15.0%	-32	-32	3.6%	3.6%
03 Professionals	2,395	3.9%		0	17.6%		0	0	213	0.0%	0	228	0		18.4%	-228	-228	8.9%	8.9%
04 Semi-Professionals & Tech	351	-1.4%		0	16.9%		0	0	36	0.0%	0	-1	0		10.1%	1	1	10.3%	10.3%
05 Supervisors	24	-1.4%		0	29.8%		0	0	2	0.0%	0	2	0		16.7%	-2	-2	8.3%	8.3%
06 Supervisors: Crafts & Trades	16	-2.1%		0	38.7%		0	0	1	0.0%	0	0	0		5.0%	0	0	6.3%	6.3%
07 Administrative & Sr Clerical	905	-0.1%		0	18.4%		0	0	95	0.0%	0	15	0		12.2%	-15	-15	10.5%	10.5%
08 Skilled Sales & Service	13	0.0%		0	30.8%		0	0	3	0.0%	0	-1	0		17.2%	1	1	23.1%	23.1%
09 Skilled Crafts & Trades	63	-0.5%		0	20.8%		0	0	13	0.0%	0	-11	0		3.4%	11	11	20.6%	20.6%
10 Clerical Personnel	134	2.9%		0	23.6%		0	0	13	0.0%	0	10	0		17.4%	-10	-10	9.7%	9.7%
11 Intermediate Sales & Service	194	-1.0%		0	17.8%		0	0	21	0.0%	0	22	0		22.2%	-22	-22	10.8%	10.8%
12 Semi-Skilled Manual	13	2.5%		0	14.8%		0	0	0	0.0%	0	3	0		22.7%	-3	-3	0.0%	0.0%
13 Other Sales & Service	77	-3.6%		0	31.5%		0	0	1	0.0%	0	18	0		24.3%	-18	-18	1.3%	1.3%
14 Other Manual Workers	55	0.6%		0	12.6%		0	0	0	0.0%	0	12	0		22.1%	-12	-12	0.0%	0.0%
Total	4,596	2.1%		0	18.0%		0	0	409	0.0%	0	336	0		16.2%	-336	-336	8.9%	8.9%

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	1	0.0	0	0.0	
03 Professionals	4	0.0	43	0.0	
04 Semi-Professionals & Tech	0	0.0	5	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	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	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		5		48	

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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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees							Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	79	1.3%		0	10.3%		0	0	31	0.0%	0	-10	0		27.0%	10	10	39.2%	39.2%
02 Middle & Other Managers	303	2.7%		0	16.1%		0	0	178	0.0%	0	-60	0		38.9%	60	60	58.7%	58.7%
03 Professionals	2,683	3.9%	3.9%	314	17.6%	17.6%	1,417	1,731	1,234	17.6%	652	937	866	50.0%	50.7%	-126	-71	46.0%	48.3%
04 Semi-Professionals & Tech	336	-1.4%		0	16.9%		0	0	168	0.0%	0	9	0		52.7%	-9	-9	50.0%	50.0%
05 Supervisors	23	-1.4%		0	29.8%		0	0	15	0.0%	0	-3	0		51.8%	3	3	65.2%	65.2%
06 Supervisors: Crafts & Trades	15	-2.1%		0	38.7%		0	0	2	0.0%	0	-1	0		7.8%	1	1	13.3%	13.3%
07 Administrative & Sr Clerical	903	-0.1%		0	18.4%		0	0	798	0.0%	0	-65	0		81.2%	65	65	88.4%	88.4%
08 Skilled Sales & Service	13	0.0%		0	30.8%		0	0	4	0.0%	0	1	0	41.7%	41.7%	-1	-1	30.8%	30.8%
09 Skilled Crafts & Trades	62	-0.5%	-5.0%	-9	20.8%	20.8%	39	30	0	20.8%	0	2	1	3.0%	3.0%	-2	-1	0.0%	1.9%
10 Clerical Personnel	146	2.9%		0	23.6%		0	0	92	0.0%	0	0	0		63.0%	0	0	63.0%	63.0%
11 Intermediate Sales & Service	188	-1.0%		0	17.8%		0	0	101	0.0%	0	18	0		63.4%	-18	-18	53.7%	53.7%
12 Semi-Skilled Manual	14	2.5%		0	14.8%		0	0	5	0.0%	0	-2	0		18.4%	2	2	35.7%	35.7%
13 Other Sales & Service	69	-3.6%	-3.6%	-7	31.5%	31.5%	65	58	26	31.5%	25	31	29	50.0%	51.7%	-10	-2	37.7%	48.4%
14 Other Manual Workers	56	0.6%	0.6%	1	12.6%	12.6%	21	22	10	12.6%	4	8	5	23.8%	23.8%	-3	-3	17.9%	19.3%
Total	4,890	2.1%		0	18.0%		0	0	2,664	0.0%	0	30	0		55.1%	-30	-30	54.5%	54.5%

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

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	50.0	50.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	41.7	41.7	
09 Skilled Crafts & Trades	3.0	3.0	
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	23.8	23.8	

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Total		0.0	0.0
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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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-01	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	79	1.3%	1.3%	3	10.3%	10.3%	24	27	1	10.3%	0	1	1	2.9%	2.9%	-1	0	1.3%	2.4%
02 Middle & Other Managers	303	2.7%	2.7%	25	16.1%	16.1%	146	171	0	16.1%	0	7	4	2.2%	2.2%	-7	-3	0.0%	1.2%
03 Professionals	2,683	3.9%	3.9%	314	17.6%	17.6%	1,417	1,731	5	17.6%	3	61	36	2.1%	2.1%	-51	-25	0.2%	1.3%
04 Semi-Professionals & Tech	336	-1.4%	-1.4%	-14	16.9%	16.9%	170	156	0	16.9%	0	5	2	1.4%	1.4%	-5	-3	0.0%	0.6%
05 Supervisors	23	-1.4%	0	0	29.8%	0	0	0	0	0.0%	0	0	0	1.0%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	15	-2.1%	0	0	38.7%	0	0	0	0	0.0%	0	0	0	2.2%	0	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	903	-0.1%	-0.1%	-3	18.4%	18.4%	498	495	3	18.4%	2	6	4	0.8%	0.8%	-4	-2	0.3%	0.6%
08 Skilled Sales & Service	13	0.0%	0	0	30.8%	0	0	0	0	0.0%	0	0	0	1.9%	0	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	62	-0.5%	0	0	20.8%	0	0	0	1	0.0%	0	0	0	2.0%	0	0	0	1.6%	1.6%
10 Clerical Personnel	146	2.9%	2.9%	13	23.6%	23.6%	103	116	0	23.6%	0	2	1	1.0%	1.0%	-1	-1	0.0%	0.6%
11 Intermediate Sales & Service	188	-1.0%	-1.0%	-6	17.8%	17.8%	100	94	0	17.8%	0	2	1	1.3%	1.3%	-2	-1	0.0%	0.5%
12 Semi-Skilled Manual	14	2.5%	0	0	14.8%	0	0	0	0	0.0%	0	0	0	0.9%	0	0	0	0.0%	0.0%
13 Other Sales & Service	69	-3.6%	-3.6%	-7	31.5%	31.5%	65	58	0	31.5%	0	1	1	1.1%	1.1%	-1	0	0.0%	1.6%
14 Other Manual Workers	56	0.6%	0	0	12.6%	0	0	0	0	0.0%	0	0	0	0.8%	0	0	0	0.0%	0.0%
Total	4,890	2.1%	0	0	18.0%	0	0	0	10	0.0%	0	73	0	1.7%	1.7%	-73	-73	0.2%	0.2%

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	2.9	2.9	
02 Middle & Other Managers	2.2	2.2	
03 Professionals	2.1	2.1	
04 Semi-Professionals & Tech	1.4	1.4	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.8	0.8	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	1.0	1.0	
11 Intermediate Sales & Service	1.3	1.3	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	1.1	1.1	
14 Other Manual Workers	0.0	0.0	

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Total		0.0	0.0
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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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees							Persons with Disabilities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021						
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01/02	Managers	382	2.0%	2.0%	23	13.2%	13.2%	151	174	9	13.2%	4	12	7	4.3%	4.3%	-7	-5	2.4%	3.0%
03	Professionals	2,683	3.9%	3.9%	314	17.6%	17.6%	1,417	1,731	27	17.6%	14	101	66	3.8%	3.8%	-75	-35	1.0%	2.6%
04	Semi-Professionals & Tech	336	-1.4%	-1.4%	-14	16.9%	16.9%	170	156	2	16.9%	1	14	7	4.6%	4.6%	-13	-7	0.6%	2.5%
05	Supervisors	23	-1.4%	-1.4%	-1	29.8%	29.8%	21	20	1	29.8%	1	3	3	13.9%	13.9%	-2	0	4.3%	13.6%
06	Supervisors: Crafts & Trades	15	-2.1%	-2.1%	-1	38.7%	38.7%	17	16	0	38.7%	0	1	1	7.8%	7.8%	-1	0	0.0%	7.1%
07	Administrative & Sr Clerical	903	-0.1%	-0.1%	-3	18.4%	18.4%	498	495	12	18.4%	7	26	17	3.4%	3.4%	-19	-9	1.3%	2.4%
08	Skilled Sales & Service	13	0.0%	0.0%	0	30.8%	30.8%	12	12	0	30.8%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	62	-0.5%	-0.5%	-1	20.8%	20.8%	39	38	0	20.8%	0	2	1	3.8%	3.8%	-2	-1	0.0%	1.6%
10	Clerical Personnel	146	2.9%	2.9%	13	23.6%	23.6%	103	116	4	23.6%	3	10	8	7.0%	7.0%	-6	-2	2.7%	5.7%
11	Intermediate Sales & Service	188	-1.0%	-1.0%	-6	17.8%	17.8%	100	94	6	17.8%	3	7	5	5.6%	5.6%	-5	-2	3.2%	4.4%
12	Semi-Skilled Manual	14	2.5%	2.5%	1	14.8%	14.8%	6	7	0	14.8%	0	1	0	4.8%	4.8%	-1	-1	0.0%	0.0%
13	Other Sales & Service	69	-3.6%	-3.6%	-7	31.5%	31.5%	65	58	2	31.5%	2	4	4	6.3%	6.3%	-2	0	2.9%	6.5%
14	Other Manual Workers	56	0.6%	0.6%	1	12.6%	12.6%	21	22	0	12.6%	0	3	1	5.3%	5.3%	-3	-2	0.0%	1.8%
Total		4,890	2.1%		0	18.0%		0	0	63	0.0%	0	137	0		4.1%	-137	-137	1.3%	1.3%

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	4.3		4.3		
03	Professionals	3.8		3.8		
04	Semi-Professionals & Tech	4.6		4.6		
05	Supervisors	13.9		13.9		
06	Supervisors: Crafts & Trades	7.8		7.8		
07	Administrative & Sr Clerical	3.4		3.4		
08	Skilled Sales & Service	0.0		0.0		
09	Skilled Crafts & Trades	3.8		3.8		
10	Clerical Personnel	7.0		7.0		
11	Intermediate Sales & Service	5.6		5.6		
12	Semi-Skilled Manual	4.8		4.8		
13	Other Sales & Service	6.3		6.3		
14	Other Manual Workers	5.3		5.3		
Total		0.0		0.0		

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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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-01-01	Annually	Over 3 Years	#	2018	2021	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	79	1.3%	1.3%	3	10.3%	10.3%	24	27	3	10.3%	1	6	3	10.1%	10.1%	-5	-3	3.8%	6.1%
02 Middle & Other Managers	303	2.7%	2.7%	25	16.1%	16.1%	146	171	11	16.1%	5	43	26	15.0%	15.0%	-34	-17	3.6%	9.8%
03 Professionals	2,683	3.9%	3.9%	314	17.6%	17.6%	1,417	1,731	244	17.6%	129	436	319	18.4%	18.4%	-250	-117	9.1%	14.5%
04 Semi-Professionals & Tech	336	-1.4%	-1.4%	-14	16.9%	16.9%	170	156	32	16.9%	16	16	15	9.8%	9.8%	-1	-1	9.5%	9.6%
05 Supervisors	23	-1.4%	-1.4%	-1	29.8%	29.8%	21	20	2	29.8%	2	3	3	14.6%	14.6%	-1	0	8.7%	13.6%
06 Supervisors: Crafts & Trades	15	-2.1%	-2.1%	-1	38.7%	38.7%	17	16	0	38.7%	0	1	1	5.0%	5.0%	-1	0	0.0%	7.1%
07 Administrative & Sr Clerical	903	-0.1%	0	0	18.4%	0	0	0	121	0.0%	0	-16	0	11.6%	16	16	13.4%	13.4%	
08 Skilled Sales & Service	13	0.0%	0	0	30.8%	0	0	0	2	0.0%	0	0	0	17.8%	0	0	15.4%	15.4%	
09 Skilled Crafts & Trades	62	-0.5%	0	0	20.8%	0	0	0	12	0.0%	0	-10	0	3.1%	10	10	19.4%	19.4%	
10 Clerical Personnel	146	2.9%	2.9%	13	23.6%	23.6%	103	116	18	23.6%	13	20	18	15.7%	15.7%	-5	-2	12.3%	14.5%
11 Intermediate Sales & Service	188	-1.0%	-1.0%	-6	17.8%	17.8%	100	94	25	17.8%	13	21	17	18.1%	18.1%	-9	-4	13.3%	15.9%
12 Semi-Skilled Manual	14	2.5%	2.5%	1	14.8%	14.8%	6	7	0	14.8%	0	3	2	22.7%	22.7%	-3	-1	0.0%	13.3%
13 Other Sales & Service	69	-3.6%	-3.6%	-7	31.5%	31.5%	65	58	2	31.5%	2	14	13	22.3%	22.3%	-13	-1	2.9%	21.0%
14 Other Manual Workers	56	0.6%	0.6%	1	12.6%	12.6%	21	22	3	12.6%	1	11	5	22.1%	22.1%	-9	-6	5.4%	12.3%
Total	4,890	2.1%	0	0	18.0%	0	0	0	475	0.0%	0	307	0	16.0%	-307	-307	9.7%	9.7%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	10.1	10.1	
02 Middle & Other Managers	15.0	15.0	
03 Professionals	18.4	18.4	
04 Semi-Professionals & Tech	9.8	9.8	
05 Supervisors	14.6	14.6	
06 Supervisors: Crafts & Trades	5.0	5.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	15.7	15.7	
11 Intermediate Sales & Service	18.1	18.1	
12 Semi-Skilled Manual	22.7	22.7	
13 Other Sales & Service	22.3	22.3	
14 Other Manual Workers	22.1	22.1	

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Total		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
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	76	22	28.9	27.4	21	1	105.6																	
	2018	79	31	39.2	27.0	21	10	145.3	6	5	83.3	2	3	17	10	58.8	5	5	8	3	37.5	2	1		
02 Middle & Other Managers	2015	280	162	57.9	38.9	109	53	148.7																	
	2018	303	178	58.7	38.9	118	60	151.0	46	30	65.2	18	12	80	43	53.8	46	-3	47	30	63.8	27	3		
03 Professionals	2015	2,395	1,110	46.3	50.6	1,212	-102	91.6																	
	2018	2,683	1,234	46.0	50.7	1,360	-126	90.7	554	267	48.2	281	-14	404	208	51.5	187	21	447	215	48.1	207	8		
04 Semi-Professionals & Technicians	2015	351	173	49.3	52.9	186	-13	93.2																	
	2018	336	168	50.0	52.7	177	-9	94.9	45	26	57.8	24	2	138	106	76.8	68	38	58	34	58.6	29	5		
05 Supervisors	2015	24	13	54.2	50.8	12	1	106.6																	
	2018	23	15	65.2	51.8	12	3	125.9	6	4	66.7	3	1	5	3	60.0	3	0	7	4	57.1	4	0		
06 Supervisors: Crafts & Trades	2015	16	2	12.5	7.8	1	1	160.3																	
	2018	15	2	13.3	7.8	1	1	170.9	6	1	16.7	0	1	0	0	0.0	0	0	6	0	0.0	1	-1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants												Goals												Comments
		Flow Data						Short-term Goals						Long-term Goals												
		All Employees	Women					All Employees	Women					All Employees	Women											
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met											
#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2018	15	15	100.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2021	15	15	100.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
02 Middle & Other Managers	2018	79	73	92.4	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2021	79	73	92.4	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
03 Professionals	2018	511	475	93.0	1	47,500.0	0.0	0.0	101	470.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2021	511	475	93.0	1	47,500.0	0.0	0.0	101	470.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
04 Semi-Professionals & Technicians	2018	125	132	105.6	3	4400.0	0.0	0.0	10	1320.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2021	125	132	105.6	3	4400.0	0.0	0.0	10	1320.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
05 Supervisors	2018	4	7	175.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2021	4	7	175.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
06 Supervisors: Crafts & Trades	2018	0	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0			
	2021	0	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0			

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	905	814	89.9	80.8	731	83	111.3																	
	2018	903	798	88.4	81.2	733	65	108.8	168	142	84.5	136	6	126	112	88.9	113	-1	166	148	89.2	149	-1		
08 Skilled Sales & Service Personnel	2015	13	4	30.8	43.1	6	-2	71.4																	
	2018	13	4	30.8	41.7	5	-1	73.8	5	1	20.0	2	-1	8	4	50.0	2	2	4	1	25.0	1	0		
09 Skilled Crafts & Trades Workers	2015	63	1	1.6	3.2	2	-1	49.6																	
	2018	62	0	0.0	3.0	2	-2	0.0	9	0	0.0	0	0	1	0	0.0	0	0	13	1	7.7	0	1		
10 Clerical Personnel	2015	134	86	64.2	62.5	84	2	102.7																	
	2018	146	92	63.0	63.0	92	0	100.0	23	16	69.6	14	2	58	41	70.7	37	4	33	26	78.8	21	5		
11 Intermediate Sales & Service Personnel	2015	194	110	56.7	61.8	120	-10	91.7																	
	2018	188	101	53.7	63.4	119	-18	84.7	44	23	52.3	28	-5	93	55	59.1	53	2	34	20	58.8	19	1		
12 Semi-Skilled Manual Workers	2015	13	5	38.5	18.4	2	3	209.0																	
	2018	14	5	35.7	18.4	3	2	194.1	1	0	0.0	0	0	5	1	20.0	2	-1	2	0	0.0	1	-1		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	128	254	198.4	0	0.0	0.0	0.0	0.0	9	2822.2	0.0	0.0	
	2021	128	254	198.4			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2018	9	5	55.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	9	5	55.6			41.7	133.2				41.7	133.2	
09 Skilled Crafts & Trades Workers	2018	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	-3	0	0.0			3.0	0.0				3.0	0.0	
10 Clerical Personnel	2018	48	57	118.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	48	57	118.8			0.0	0.0				0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	103	78	75.7	1	7800.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	103	78	75.7			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2018	4	1	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	4	1	25.0			0.0	0.0				0.0	0.0	

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#					
13 Other Sales & Service Personnel	2015	77	31	40.3	51.1	39	-8	78.8																
	2018	69	26	37.7	51.7	36	-10	72.9	13	8	61.5	7	1	30	21	70.0	12	9	23	7	30.4	9	-2	
14 Other Manual Workers	2015	55	4	7.3	23.8	13	-9	30.6																
	2018	56	10	17.9	23.8	13	-3	75.0	15	4	26.7	4	0	8	2	25.0	1	1	7	0	0.0	1	-1	
Total	2015	4,596	2,537	55.2	55.2	2,537	0	100.0																
	2018	4,890	2,664	54.5	55.1	2,694	-30	98.9	941	527	56.0	518	9	973	606	62.3	537	69	855	489	57.2	472	17	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	20	29	145.0	1	2900.0	0.0	0.0	7	414.3	0.0	0.0		
	2021	20	29	145.0			50.0	290.0			50.0	290.0		
14 Other Manual Workers	2018	16	6	37.5	1	600.0	0.0	0.0	8	75.0	0.0	0.0		
	2021	16	6	37.5			23.8	157.6			23.8	157.6		
Total	2018	1,059	1,133	107.0	7	16185.7	0.0	0.0	135	839.3	0.0	0.0		
	2021	1,059	1,133	107.0			0.0	0.0			0.0	0.0		

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2015	76	1	1.3	2.9	2	-1	45.4																
	2018	79	1	1.3	2.9	2	-1	43.6	6	0	0.0	0	0	0	17	0	0.0	0	0	8	0	0.0	0	0
02 Middle & Other Managers	2015	280	1	0.4	2.2	6	-5	16.2																
	2018	303	0	0.0	2.2	7	-7	0.0	46	0	0.0	1	-1	80	0	0.0	0	0	47	1	2.1	0	1	
03 Professionals	2015	2,395	4	0.2	2.0	48	-44	8.4																
	2018	2,683	5	0.2	2.1	56	-51	8.9	554	1	0.2	12	-11	404	1	0.2	1	0	447	0	0.0	1	-1	
04 Semi-Professionals & Technicians	2015	351	0	0.0	1.4	5	-5	0.0																
	2018	336	0	0.0	1.4	5	-5	0.0	45	0	0.0	1	-1	138	0	0.0	0	0	58	0	0.0	0	0	
05 Supervisors	2015	24	0	0.0	0.8	0	0	0.0																
	2018	23	0	0.0	1.0	0	0	0.0	6	0	0.0	0	0	5	0	0.0	0	0	7	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	16	0	0.0	2.2	0	0	0.0																
	2018	15	0	0.0	2.2	0	0	0.0	6	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2018	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	15	0	0.0			2.9	0.0			2.9	0.0		
02 Middle & Other Managers	2018	79	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	79	0	0.0			2.2	0.0			2.2	0.0		
03 Professionals	2018	511	2	0.4	1	200.0	0.0	0.0	43	4.7	0.0	0.0		
	2021	511	2	0.4			2.1	18.6			2.1	18.6		
04 Semi-Professionals & Technicians	2018	125	0	0.0	0	0.0	0.0	0.0	5	0.0	0.0	0.0		
	2021	125	0	0.0			1.4	0.0			1.4	0.0		
05 Supervisors	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	4	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		Aboriginal Peoples										Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#					
07 Administrative & Senior Clerical	2015	905	4	0.4	0.7	6	-2	63.1																
	2018	903	3	0.3	0.8	7	-4	41.5	168	0	0.0	1	-1	126	0	0.0	1	-1	166	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2015	13	0	0.0	2.0	0	0	0.0																
	2018	13	0	0.0	1.9	0	0	0.0	5	0	0.0	0	0	8	0	0.0	0	0	4	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	63	1	1.6	2.0	1	0	79.4																
	2018	62	1	1.6	2.0	1	0	80.6	9	0	0.0	0	0	1	0	0.0	0	0	13	0	0.0	0	0	
10 Clerical Personnel	2015	134	1	0.7	0.8	1	0	93.3																
	2018	146	0	0.0	1.0	1	-1	0.0	23	0	0.0	0	0	58	0	0.0	0	0	33	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	194	0	0.0	0.9	2	-2	0.0																
	2018	188	0	0.0	1.3	2	-2	0.0	44	0	0.0	1	-1	93	0	0.0	0	0	34	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	13	0	0.0	0.9	0	0	0.0																
	2018	14	0	0.0	0.9	0	0	0.0	1	0	0.0	0	0	5	0	0.0	0	0	2	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		Aboriginal Peoples					Aboriginal Peoples					Aboriginal Peoples										
		All Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
#	#	%	#	%	#	%	#	%	#	%	#	%										
07 Administrative & Senior Clerical	2018	128	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0									
	2021	128	0	0.0	0	0.0	0.8	0.0	0	0.0	0.8	0.0										
08 Skilled Sales & Service Personnel	2018	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
09 Skilled Crafts & Trades Workers	2018	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
10 Clerical Personnel	2018	48	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	48	0	0.0	0	0.0	1.0	0.0	0	0.0	1.0	0.0										
11 Intermediate Sales & Service Personnel	2018	103	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	103	0	0.0	0	0.0	1.3	0.0	0	0.0	1.3	0.0										
12 Semi-Skilled Manual Workers	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	77	0	0.0	0.8	1	-1	0.0																
	2018	69	0	0.0	1.1	1	-1	0.0	13	0	0.0	0	0	0	30	0	0.0	0	0	23	0	0.0	0	0
14 Other Manual Workers	2015	55	0	0.0	0.8	0	0	0.0																
	2018	56	0	0.0	0.8	0	0	0.0	15	0	0.0	0	0	8	0	0.0	0	0	7	0	0.0	0	0	0
Total	2015	4,596	12	0.3	1.6	74	-62	16.3																
	2018	4,890	10	0.2	1.7	83	-73	12.0	941	1	0.1	16	-15	973	1	0.1	3	-2	855	1	0.1	2	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2018	20	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	20	0	0.0			1.1	0.0			1.1	0.0		
14 Other Manual Workers	2018	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	16	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	1,059	2	0.2	1	200.0	0.0	0.0	48	4.2	0.0	0.0		
	2021	1,059	2	0.2			0.0	0.0			0.0	0.0		

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Part 6: Results - Persons with Disabilities

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01&02 Managers	2015	356	8	2.2	4.3	15	-7	52.3																	
	2018	382	9	2.4	4.3	16	-7	54.8	52	0	0.0	2	-2	97	1	1.0	2	-1	55	1	1.8	1		0	
03 Professionals	2015	2,395	21	0.9	3.8	91	-70	23.1																	
	2018	2,683	27	1.0	3.8	102	-75	26.5	554	4	0.7	21	-17	404	6	1.5	4	2	447	8	1.8	4		4	
04 Semi-Professionals & Technicians	2015	351	0	0.0	4.6	16	-16	0.0																	
	2018	336	2	0.6	4.6	15	-13	12.9	45	2	4.4	2	0	138	1	0.7	0	1	58	1	1.7	0		1	
05 Supervisors	2015	24	0	0.0	13.9	3	-3	0.0																	
	2018	23	1	4.3	13.9	3	-2	31.3	6	0	0.0	1	-1	5	0	0.0	0	0	7	0	0.0	0		0	
06 Supervisors: Crafts & Trades	2015	16	0	0.0	7.8	1	-1	0.0																	
	2018	15	0	0.0	7.8	1	-1	0.0	6	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	0		0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%			
01&02 Managers	2018	94	1	1.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	94	1	1.1			4.3	24.7			4.3	24.7		
03 Professionals	2018	511	10	2.0	2	500.0	0.0	0.0	68	14.7	0.0	0.0		
	2021	511	10	2.0			3.8	51.5			3.8	51.5		
04 Semi-Professionals & Technicians	2018	125	3	2.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	125	3	2.4			4.6	52.2			4.6	52.2		
05 Supervisors	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	4	0	0.0			13.9	0.0			13.9	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			7.8	0.0			7.8	0.0		

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference			
07 Administrative & Senior Clerical	2015	905	8	0.9	3.4	31	-23	26.0																	
	2018	903	12	1.3	3.4	31	-19	39.1	168	1	0.6	6	-5	126	3	2.4	1	2	166	2	1.2	1	1		
08 Skilled Sales & Service Personnel	2015	13	0	0.0	3.5	0	0	0.0																	
	2018	13	0	0.0	3.5	0	0	0.0	5	0	0.0	0	0	8	0	0.0	0	0	4	0	0.0	0	0		
09 Skilled Crafts & Trades Workers	2015	63	0	0.0	3.8	2	-2	0.0																	
	2018	62	0	0.0	3.8	2	-2	0.0	9	0	0.0	0	0	1	0	0.0	0	0	13	0	0.0	0	0		
10 Clerical Personnel	2015	134	4	3.0	7.0	9	-5	42.6																	
	2018	146	4	2.7	7.0	10	-6	39.1	23	2	8.7	2	0	58	3	5.2	2	1	33	2	6.1	1	1		
11 Intermediate Sales & Service Personnel	2015	194	3	1.5	5.6	11	-8	27.6																	
	2018	188	6	3.2	5.6	11	-5	57.0	44	2	4.5	2	0	93	0	0.0	1	-1	34	1	2.9	1	0		
12 Semi-Skilled Manual Workers	2015	13	0	0.0	4.8	1	-1	0.0																	
	2018	14	0	0.0	4.8	1	-1	0.0	1	0	0.0	0	0	5	0	0.0	0	0	2	0	0.0	0	0		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	128	4	3.1	1	400.0	0.0	0.0	22	18.2	0.0	0.0		
	2021	128	4	3.1		3.4	91.9		3.4	91.9				
08 Skilled Sales & Service Personnel	2018	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	9	0	0.0		0.0	0.0		0.0	0.0				
09 Skilled Crafts & Trades Workers	2018	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-3	0	0.0		3.8	0.0		3.8	0.0				
10 Clerical Personnel	2018	48	5	10.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	48	5	10.4		7.0	148.8		7.0	148.8				
11 Intermediate Sales & Service Personnel	2018	103	2	1.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	103	2	1.9		5.6	34.7		5.6	34.7				
12 Semi-Skilled Manual Workers	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	4	0	0.0		4.8	0.0		4.8	0.0				

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Part 6: Results - Persons with Disabilities

University of Montreal

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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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	77	0	0.0	6.3	5	-5	0.0																
	2018	69	2	2.9	6.3	4	-2	46.0	13	1	7.7	1	0	30	2	6.7	0	2	23	0	0.0	0	0	0
14 Other Manual Workers	2015	55	0	0.0	5.3	3	-3	0.0																
	2018	56	0	0.0	5.3	3	-3	0.0	15	0	0.0	1	-1	8	0	0.0	0	0	7	0	0.0	0	0	0
Total	2015	4,596	44	1.0	4.1	188	-144	23.4																
	2018	4,890	63	1.3	4.1	200	-137	31.4	941	12	1.3	39	-27	973	16	1.6	9	7	855	15	1.8	8	7	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	20	3	15.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	20	3	15.0			6.3	238.1			6.3	238.1		
14 Other Manual Workers	2018	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	16	0	0.0			5.3	0.0			5.3	0.0		
Total	2018	1,059	28	2.6	3	933.3	0.0	0.0	90	31.1	0.0	0.0		
	2021	1,059	28	2.6			0.0	0.0			0.0	0.0		

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Part 7: Results - Members of Visible Minorities

University of Montreal

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2015	76	1	1.3	10.1	8	-7	13.0																	
	2018	79	3	3.8	10.1	8	-5	37.6	6	0	0.0	1	-1	17	1	5.9	0	1	8	0	0.0	0	0	0	0
02 Middle & Other Managers	2015	280	10	3.6	15.0	42	-32	23.8																	
	2018	303	11	3.6	15.0	45	-34	24.2	46	1	2.2	7	-6	80	4	5.0	3	1	47	1	2.1	2	-1		
03 Professionals	2015	2,395	213	8.9	18.4	441	-228	48.3																	
	2018	2,683	244	9.1	18.4	494	-250	49.4	554	57	10.3	102	-45	404	34	8.4	36	-2	447	37	8.3	40	-3		
04 Semi-Professionals & Technicians	2015	351	36	10.3	10.1	35	1	101.5																	
	2018	336	32	9.5	9.8	33	-1	97.2	45	4	8.9	4	0	138	5	3.6	14	-9	58	3	5.2	6	-3		
05 Supervisors	2015	24	2	8.3	16.7	4	-2	49.9																	
	2018	23	2	8.7	14.6	3	-1	59.6	6	1	16.7	1	0	5	0	0.0	0	0	7	0	0.0	1	-1		
06 Supervisors: Crafts & Trades	2015	16	1	6.3	5.0	1	0	125.0																	
	2018	15	0	0.0	5.0	1	-1	0.0	6	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2018	15	1	6.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	15	1	6.7			10.1	66.0			10.1	66.0		
02 Middle & Other Managers	2018	79	5	6.3	1	500.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	79	5	6.3			15.0	42.2			15.0	42.2		
03 Professionals	2018	511	91	17.8	4	2,275.0	0.0	0.0	43	211.6	0.0	0.0		
	2021	511	91	17.8			18.4	96.8			18.4	96.8		
04 Semi-Professionals & Technicians	2018	125	9	7.2	0	0.0	0.0	0.0	5	180.0	0.0	0.0		
	2021	125	9	7.2			9.8	73.5			9.8	73.5		
05 Supervisors	2018	4	1	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	4	1	25.0			14.6	171.2			14.6	171.2		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			5.0	0.0			5.0	0.0		

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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	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	905	95	10.5	12.2	110	-15	86.0																
	2018	903	121	13.4	11.6	105	16	115.5	168	34	20.2	19	15	126	24	19.0	13	11	166	9	5.4	17	-8	
08 Skilled Sales & Service Personnel	2015	13	3	23.1	17.2	2	1	134.2																
	2018	13	2	15.4	17.8	2	0	86.4	5	0	0.0	1	-1	8	0	0.0	2	-2	4	1	25.0	1	0	
09 Skilled Crafts & Trades Workers	2015	63	13	20.6	3.4	2	11	606.9																
	2018	62	12	19.4	3.1	2	10	624.3	9	2	22.2	0	2	1	0	0.0	0	0	13	2	15.4	3	-1	
10 Clerical Personnel	2015	134	13	9.7	17.4	23	-10	55.8																
	2018	146	18	12.3	15.7	23	-5	78.5	23	3	13.0	4	-1	58	6	10.3	6	0	33	1	3.0	3	-2	
11 Intermediate Sales & Service Personnel	2015	194	21	10.8	22.2	43	-22	48.8																
	2018	188	25	13.3	18.1	34	-9	73.5	44	7	15.9	8	-1	93	13	14.0	10	3	34	2	5.9	4	-2	
12 Semi-Skilled Manual Workers	2015	13	0	0.0	22.7	3	-3	0.0																
	2018	14	0	0.0	22.7	3	-3	0.0	1	0	0.0	0	0	5	0	0.0	0	0	2	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	128	58	45.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	128	58	45.3			0.0	0.0			0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2018	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	9	0	0.0			0.0	0.0			0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	-3	2	-66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	-3	2	-66.7			0.0	0.0			0.0	0.0	0.0	
10 Clerical Personnel	2018	48	9	18.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	48	9	18.8			15.7	119.4			15.7	119.4	0.0	
11 Intermediate Sales & Service Personnel	2018	103	20	19.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	103	20	19.4			18.1	107.3			18.1	107.3	0.0	
12 Semi-Skilled Manual Workers	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	4	0	0.0			22.7	0.0			22.7	0.0	0.0	

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Part 7: Results - Members of Visible Minorities

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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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	77	1	1.3	24.3	19	-18	5.3																
	2018	69	2	2.9	22.3	15	-13	13.0	13	3	23.1	3	0	30	0	0.0	0	0	23	2	8.7	0	2	
14 Other Manual Workers	2015	55	0	0.0	22.1	12	-12	0.0																
	2018	56	3	5.4	22.1	12	-9	24.2	15	3	20.0	3	0	8	1	12.5	0	1	7	1	14.3	0	1	
Total	2015	4,596	409	8.9	16.2	745	-336	54.9																
	2018	4,890	475	9.7	16.0	782	-307	60.7	941	115	12.2	151	-36	973	88	9.0	87	1	855	59	6.9	76	-17	

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
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2018	20	3	15.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	20	3	15.0			22.3	67.3		22.3	67.3			
14 Other Manual Workers	2018	16	4	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	16	4	25.0			22.1	113.1		22.1	113.1			
Total	2018	1,059	203	19.2	5	406.0	0.0	0.0	48	422.9	0.0	0.0		
	2021	1,059	203	19.2			0.0	0.0		0.0	0.0			

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
University of Montreal
2018-07-18

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):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Université de Montréal

Primary Location: Montréal (Québec)

Number of Employees: 4 890

Organization Overview:

NAICS 6113 - Universities

The Université de Montréal is a French language public research university in Montreal, Quebec, Canada. The institution offers more than 650 undergraduate programmes and graduate programmes, including 71 doctoral programmes.

Key Dates – First Year Assessment

Initiated: 2014-06-23

Received: 2015-02-06

Closed: 2015-12-01

Workforce Analysis: 2015-01-28

Key Dates – Subsequent Assessment

Initiated: 2017-08-14

Received: 2018-07-18

Workforce Analysis: 2018-01-01

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

Comments:

- Minor discrepancies were noted in the workforce analysis tab in the Achievement Report. Corrections were made based on the forms. The data from the current workforce analysis included in the Achievement Table is now consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

- The first assessment goals were set in numbers.
- The organization had 36 gaps. However, short-term goals were set to address ten gaps only, and this was accepted during the previous compliance assessment.

Women

03	Professionals	Goal met at 47 500%
04	Semi-Professionals & Technicians	Goal met at 4 400%
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
11	Intermediate Sales & Service Personnel	Goal met at 7 800%
13	Other Sales & Service Personnel	Goal met at 2 900%
14	Other Manual Workers	Goal met at 600%

Assessment/Observations

- All the goals set during the previous assessment have been met.

Aboriginal Peoples

01	Senior Managers	No goal set
02	Middle & Other Managers	No goal set
03	Professionals	Goal met at 200%
04	Semi-Professionals & Technicians	No goal set
07	Administrative & Senior Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set
13	Other Sales & Service Personnel	No goal set

Assessment/Observations

- All the goals set during the previous assessment have been met.

Person with Disabilities

01/02	Managers	No goal set
03	Professionals	Goal met at 500%
04	Semi-Professionals & Technicians	No goal set
05	Supervisors	No goal set
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 400%
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

13	Other Sales & Service Personnel	No goal set
14	Other Manual Workers	No goal set

Assessment/Observations

- No short-term goals were set during the previous assessment.

Members of Visible Minorities

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal met at 500%
03	Professionals	Goal met at 2 275%
05	Supervisors	No goal set
07	Administrative & Senior Clerical Personnel	No goal set
10	Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	No goal set
14	Other Manual Workers	No goal set

Assessment/Observations

- All the goals set during the previous assessment have been met.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

ASSESSMENT OF GOALS

- Short and long-term goals were established for every area of under-representation uncovered, and all goals are equal to the respective labour market availability.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
03	Professionals	-126	50.0	50.0	46.0	50.7
04	Semi-Professionals & Technicians	-9	-	-	50.0	52.7

08	Skilled Sales & Service Personnel	-1	41.7	41.7	30.8	41.7
09	Skilled Crafts & Trades Workers	-2	3.0	3.0	0.0	3.0
11	Intermediate Sales & Service Personnel	-18	-	-	53.7	63.4
13	Other Sales & Service Personnel	-10	50.0	50.0	37.7	51.7
14	Other Manual Workers	-3	23.8	23.8	17.9	23.8

Observations:

- No goals are required for EEOGs 04 and 11 given that the current representation of women is over 50%.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	2.9	2.9	1.3	2.9
02	Middle & Other Managers	-7	2.2	2.2	0.0	2.2
03	Professionals	-51	2.1	2.1	0.2	2.1
04	Semi-Professionals & Technicians	-5	1.4	1.4	0.0	1.4
07	Administrative & Senior Clerical Personnel	-4	0.8	0.8	0.3	0.8
10	Clerical Personnel	-1	1.0	1.0	0.0	1.0
11	Intermediate Sales & Service Personnel	-2	1.3	1.3	0.0	1.3
13	Other Sales & Service Personnel	-1	1.1	1.1	0.0	1.1

Observations:

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
1/2	Managers	-7	4.3	4.3	2.4	4.3
03	Professionals	-75	3.8	3.8	1.0	3.8
04	Semi-Professionals & Technicians	-13	4.6	4.6	0.6	4.6
05	Supervisors	-2	13.9	13.9	4.3	13.9

06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
07	Administrative & Senior Clerical Personnel	-19	3.4	3.4	1.3	3.4
09	Skilled Crafts & Trades Workers	-2	3.8	3.8	0.0	3.8
10	Clerical Personnel	-6	7.0	7.0	2.7	7.0
11	Intermediate Sales & Service Personnel	-5	5.6	5.6	3.2	5.6
12	Semi-Skilled Manual Workers	-1	4.8	4.8	0.0	4.8
13	Other Sales & Service Personnel	-2	6.3	6.3	2.9	6.3
14	Other Manual Workers	-3	5.3	5.3	0.0	5.3

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-5	10.1	10.1	3.8	10.1
02	Middle & Other Managers	-34	15.0	15.0	3.6	15.0
03	Professionals	-250	18.4	18.4	9.1	18.4
04	Semi-Professionals & Technicians	-1	9.8	9.8	9.5	9.8
05	Supervisors	-1	14.6	14.6	8.7	14.6
06	Supervisors: Crafts & Trades	-1	5.0	5.0	0.0	5.0
10	Clerical Personnel	-5	15.7	15.7	12.3	15.7
11	Intermediate Sales & Service Personnel	-9	18.1	18.1	13.3	18.1
12	Semi-Skilled Manual Workers	-3	22.7	22.7	0.0	22.7
13	Other Sales & Service Personnel	-13	22.3	22.3	2.9	22.3
14	Other Manual Workers	-9	22.1	22.1	5.4	22.1

Observations:

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Université de Montréal has achieved all ten short-term objectives set during the first conformity assessment. The workforce analysis for this assessment revealed several gaps for all designated groups. Université de Montréal may wish to consider conducting an employment systems review to identify barriers to the recruitment and retention of employees belonging to the four designated groups. Guidance on conducting an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules). Conducting an employment systems review should assist the organization in achieving its new goals by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups in its workforce.

Name of Analyst: Maurice Ntambwe Yakibonge

Date: 2018-10-05

From: Yakibonge, Maurice [NC] on behalf of EE-EME
Sent: October 22, 2018 12:06 PM
To: 'isabelle.dufour.2@umontreal.ca'
Cc: 'Darsigny Maryse'; 'Chamard Delphine'

Subject: Government of Canada Agreement Number: 050437 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Ms Dufour:

I am writing to inform you that the subsequent compliance assessment initiated on August 14, 2017 is now completed. As a result of the assessment, Université de Montréal 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 Université de Montréal's employment equity program.

- Université de Montréal has met all the 10 short-term targets set during the first compliance assessment. The workforce analysis in the current assessment has revealed several gaps for the designated groups as a whole. Université de Montréal could consider undertaking a study of employment systems to identify barriers to the recruitment and retention of employees belonging to the four designated groups. Advice on the conduct of a study of employment systems is available on the Workplace Equity Information Management System (Step 2-2 of the training modules) Help page. The conduct of a study of employment systems should help the organization meet its new targets by identifying and eliminating the barriers likely to impede the achievement of full and complete representation of the four designated groups within its workforce.

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 August 14, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Université de Montréal 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.

Your cooperation during the course of this compliance assessment was appreciated and we wish Université de Montréal continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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