



OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization University of Calgary	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) University of Calgary	Procurement Business Number
Organization's North American Industry Classification System (NAICS) Code N° 611310	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 5115 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan021-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.) MT 600, 2500 University Drive NW	City Calgary	Province Alberta	Postal Code T2N 1N4
	Telephone Number 403-220-5932	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Nicole Wheeler	Title Manager, Talent Acquisition
Telephone Number 403-220-5935	E-mail Address wheeler@ucalgary.ca

CERTIFICATION
<p>The above-named organization:</p> <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/pcf/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) Jonathan Gebert	Title Vice President, Finance and Services
Telephone Number	E-mail Address vpfs@ucalgary.ca
	Date 4/22/14

RETURN INSTRUCTIONS
<p>IMPORTANT</p> <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@hrdc-rhdcc.gc.ca



Federal Contractors Program (FCP)

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

Contractors are required to conduct, develop and maintain:

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

Contractors are required to submit to ESDC-Labour:

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

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

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

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

Questions and Answers

Subsidiary vs. Division/Branch

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

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

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

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

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

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

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

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

Q3 When should a new Agreement be completed and signed?

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

Employment Status

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

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

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

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

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

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

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

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

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

Q4 How are students counted under the FCP?

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

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

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

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

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



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

Reporting Period 2015-06-23 to 2019-05-27

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Alberta	6510	437	0	6947	Calgary	6510	437	0	6947
Total Employees in Canada				6947	Total Employees in Canada				6947



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	65	26	39	2	1	1	1		1	3	1	2
	Total	65	26	39	2	1	1	1		1	3	1	2
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	4	3	1									
	3	1		1									
	2												
	1	272	115	157	4	3	1	3	1	2	33	15	18
	Total	277	118	159	4	3	1	3	1	2	33	15	18
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	4	3	1									
	3	55	44	11				2	1	1	5	4	1
	2	46	22	24				1		1			
	1	2618	1444	1174	33	12	21	39	20	19	410	221	189
	Total	2723	1513	1210	33	12	21	42	21	21	415	225	190
Semi-Professionals and Technicians Top Range: \$ 95,000 - \$99,999 Bottom Range: Under \$5,000	4	4	2	2							1	1	
	3	12	3	9							2	1	1
	2	3	2	1							1		1
	1	700	340	360	6	1	5	8	7	1	131	53	78
	Total	719	347	372	6	1	5	8	7	1	135	55	80

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	1	11	1		1	1		1	3		3
	Total	12	1	11	1		1	1		1	3		3
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	7	1									
	Total	8	7	1									
Administrative and Senior Clerical Personnel Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	6	3	3							1		1
	3	11	2	9							3	1	2
	2	10	1	9							2		2
	1	1606	354	1252	32	6	26	29	6	23	267	64	203
	Total	1633	360	1273	32	6	26	29	6	23	273	65	208
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1	1		1						
	Total	1		1	1		1						

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	68	67	1	5	4	1				4	4	
	Total	68	67	1	5	4	1				4	4	
Clerical Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: Under \$5,000	4	8		8									
	3	5		5	1		1				1		1
	2	1		1									
	1	548	94	454	8		8	13	3	10	95	18	77
	Total	562	94	468	9		9	13	3	10	96	18	78
Intermediate Sales and Service Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	52	39	13	1		1	1	1		6	6	
	Total	53	40	13	1		1	1	1		6	6	
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	13	1				1	1				
	Total	14	13	1				1	1				

University of Calgary (certificate # 090040)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: Under \$5,000	4	4	2	2							2		2
	3	2	1	1									
	2												
	1	278	121	157	4	2	2				87	35	52
	Total	284	124	160	4	2	2				89	35	54
Other Manual Workers Top Range: \$ 95,000 - \$99,999 Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	90	70	20	1	1		2		2	13	9	4
	Total	91	71	20	1	1		2		2	13	9	4
Total Number of Employees		6510	2781	3729	99	30	69	101	40	61	1070	433	637

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 65,000 - \$69,999 Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	6	2	4									
	Total	7	3	4									
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	1	1										
	3	1		1							1		1
	2	5	2	3							2	2	
	1	115	28	87	1	1		2		2	14	5	9
	Total	122	31	91	1	1		2		2	17	7	10
Semi-Professionals and Technicians Top Range: \$ 30,000 - \$34,999 Bottom Range: Under \$5,000	4	2	1	1									
	3	1		1							1		1
	2												
	1	96	19	77	2		2	1		1	13	2	11
	Total	99	20	79	2		2	1		1	14	2	12
Administrative and Senior Clerical Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: Under \$5,000	4	2		2									
	3	1		1									
	2	2		2									
	1	116	14	102	2		2	2		2	9	1	8
	Total	121	14	107	2		2	2		2	9	1	8

University of Calgary (certificate # 090040)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: \$ 25,000 - \$29,999 Bottom Range: Under \$5,000	4	1	1										
	3	2	1	1							1		1
	2												
	1	38	2	36							6	1	5
	Total	41	4	37							7	1	6
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	1	4							1		1
	Total	5	1	4							1		1
Other Sales and Service Personnel Top Range: \$ 20,000 - \$24,999 Bottom Range: Under \$5,000	4	1		1									
	3												
	2												
	1	37	17	20				1	1		8	5	3
	Total	38	17	21				1	1		8	5	3
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	2	2	1	1							
	Total	4	2	2	1	1							

University of Calgary (certificate # 090040)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

Reporting Period 2015-06-23 to 2019-05-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		437	92	345	6	2	4	6	1	5	56	16	40



University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	6313	2683	3630	98	30	68	98	39	59	1047	424	623
\$ 20,000 - \$24,999	1	1										
\$ 30,000 - \$34,999	7	3	4							2		2
\$ 35,000 - \$37,499	1		1							1		1
\$ 37,500 - \$39,999	1		1									
\$ 40,000 - \$44,999	6	2	4							1		1
\$ 45,000 - \$49,999	13	3	10	1		1				2		2
\$ 50,000 - \$59,999	27	8	19							6	2	4
\$ 60,000 - \$69,999	14	2	12							3	1	2
\$ 70,000 - \$84,999	10	4	6							2	2	
\$ 85,000 - \$99,999	15	7	8									
\$100,000 and over	102	68	34				3	1	2	6	4	2
Total Number of Employees	6510	2781	3729	99	30	69	101	40	61	1070	433	637

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Form 3 B

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	414	83	331	5	1	4	6	1	5	50	13	37
\$ 15,000 - \$17,499	1	1										
\$ 17,500 - \$19,999	2		2							2		2
\$ 20,000 - \$22,499	2		2									
\$ 22,500 - \$24,999	3	1	2	1	1					1	1	
\$ 25,000 - \$29,999	3	3										
\$ 30,000 - \$34,999	3	1	2							1	1	
\$ 35,000 - \$39,999	1		1									
\$ 40,000 - \$49,999	4	1	3							1	1	
\$ 50,000 and over	4	2	2							1		1
Total Number of Employees	437	92	345	6	2	4	6	1	5	56	16	40

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	27	12	15	1	1		1		1	2	1	1
Middle and Other Managers	85	44	41	1	1		1	1		8	6	2
Professionals	931	424	507	19	5	14	17	6	11	151	71	80
Semi-Professionals and Technicians	318	144	174	4	2	2	3	2	1	56	20	36
Supervisors	3	1	2									
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	815	196	619	15	2	13	17	4	13	141	40	101
Skilled Crafts and Trades Workers	22	21	1	1		1				1	1	
Clerical Personnel	270	53	217	4		4	4		4	44	10	34
Intermediate Sales and Service Personnel	15	13	2							2	2	
Semi-Skilled Manual Workers	7	6	1									
Other Sales and Service Personnel	88	51	37							14	8	6
Other Manual Workers	18	15	3							5	4	1
Total Number of Employees Hired	2601	982	1619	45	11	34	43	13	30	424	163	261

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1		1									
Middle and Other Managers	1	1										
Professionals	55	12	43							5	1	4
Semi-Professionals and Technicians	47	11	36							4	3	1
Administrative and Senior Clerical Personnel	85	17	68	2		2	1		1	6		6
Clerical Personnel	18		18							3		3
Intermediate Sales and Service Personnel	8	6	2									
Other Sales and Service Personnel	36	20	16							6	5	1
Total Number of Employees Hired	251	67	184	2		2	1		1	24	9	15



University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	8	4	4									
Middle and Other Managers	83	28	55							14	6	8
Professionals	537	282	255	9	2	7	6	2	4	92	54	38
Semi-Professionals and Technicians	76	32	44	1		1	2	1	1	19	7	12
Supervisors	3	1	2							1		1
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	434	84	350				8	2	6	74	20	54
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	71	15	56							12	1	11
Other Sales and Service Personnel	11	2	9							2		2
Other Manual Workers	5	5								1	1	
Total Number of Employees Promoted	1231	456	775	10	2	8	16	5	11	215	89	126
Total Number of Promotions	1323	477	846	11	2	9	17	5	12	238	96	142

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / National
Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	22	3	19							3		3
Semi-Professionals and Technicians	8		8							1		1
Administrative and Senior Clerical Personnel	21	4	17							2	1	1
Clerical Personnel	3		3									
Other Manual Workers	1	1		1	1							
Total Number of Employees Promoted	55	8	47	1	1					6	1	5
Total Number of Promotions	55	8	47	1	1					6	1	5

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Temporary / National
 Reporting Period 2015-06-23 to 2019-05-27

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

University of Calgary (certificate # 090040)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	11	4	7	1		1						
Middle and Other Managers	144	69	75	3	2	1				19	14	5
Professionals	650	303	347	4	3	1	13	6	7	97	57	40
Semi-Professionals and Technicians	284	124	160	1	1		4	2	2	46	20	26
Supervisors	11	4	7	1		1				1		1
Supervisors: Crafts and Trades	2	2					1	1				
Administrative and Senior Clerical Personnel	732	183	549	7	2	5	11	3	8	117	32	85
Skilled Crafts and Trades Workers	12	12										
Clerical Personnel	275	59	216	4		4	9		9	40	11	29
Intermediate Sales and Service Personnel	14	11	3							1	1	
Semi-Skilled Manual Workers	6	6										
Other Sales and Service Personnel	103	61	42	1	1		1		1	40	23	17
Other Manual Workers	43	34	9				2	2		8	7	1
Total Number of Employees Terminated	2287	872	1415	22	9	13	41	14	27	369	165	204

University of Calgary (certificate # 090040)

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2		2									
Middle and Other Managers	2	1	1									
Professionals	90	24	66				2	1	1	14	4	10
Semi-Professionals and Technicians	68	17	51							10	1	9
Administrative and Senior Clerical Personnel	92	14	78				2		2	6		6
Clerical Personnel	35	3	32							4	1	3
Intermediate Sales and Service Personnel	9	7	2									
Other Sales and Service Personnel	30	17	13							5	2	3
Other Manual Workers	1	1										
Total Number of Employees Terminated	329	84	245				4	1	3	39	8	31

University of Calgary (certificate # 090040)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Temporary / National
 Reporting Period 2015-06-23 to 2019-05-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	8	3	5									
Professionals	89	23	66	1	1		2	2		6	3	3
Semi-Professionals and Technicians	57	14	43				2	1	1	6	1	5
Supervisors	1	1										
Administrative and Senior Clerical Personnel	119	37	82				2		2	2		2
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	55	19	36	3	3					4	1	3
Intermediate Sales and Service Personnel	13	8	5							1	1	
Other Sales and Service Personnel	68	45	23							7	6	1
Other Manual Workers	1	1								1	1	
Total Number of Employees Terminated	412	152	260	4	4		6	3	3	27	13	14



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Detailed Report

Date: 2019-05-27

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	65	39	60.0 %	27.6 %	18	21	National
02 : Middle and Other Managers	National	284	163	57.4 %	39.4 %	112	51	National
03 : Professionals		2845	1301	45.7 %	46.4 %	1320	-19	
1111 : Financial auditors and accountants	National	83	57	68.7 %	56.0 %	46	11	National
1121 : Human resources professionals	National	25	20	80.0 %	73.2 %	18	2	National
1122 : Professional occupations in business management consulting	National	38	30	78.9 %	42.7 %	16	14	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	88	85.4 %	66.6 %	69	19	National
2111 : Physicists and astronomers	National	12	6	50.0 %	18.2 %	2	4	National
2112 : Chemists	National	15	8	53.3 %	41.9 %	6	2	National
2113 : Geoscientists and oceanographers	National	15	4	26.7 %	24.0 %	4	0	National
2121 : Biologists and related scientists	National	66	43	65.2 %	52.8 %	35	8	National
2133 : Electrical and electronics engineers	National	1	1	100.0 %	10.7 %	0	1	National
2145 : Petroleum engineers	National	1	1	100.0 %	16.8 %	0	1	National
2148 : Other professional engineers, n.e.c.	National	42	10	23.8 %	19.9 %	8	2	National
2151 : Architects	National	1	1	100.0 %	32.4 %	0	1	National
2161 : Mathematicians, statisticians and actuaries	National	18	11	61.1 %	45.4 %	8	3	National
2171 : Information systems analysts and consultants	National	140	36	25.7 %	27.7 %	39	-3	National
2172 : Database analysts and data administrators	National	13	12	92.3 %	33.0 %	4	8	National
2173 : Software engineers and designers	National	13	7	53.8 %	16.0 %	2	5	National
2174 : Computer programmers and interactive media developers	National	13	3	23.1 %	16.6 %	2	1	National
2175 : Web designers and developers	National	16	6	37.5 %	30.8 %	5	1	National
3011 : Nursing co-ordinators and supervisors	National	1	1	100.0 %	90.6 %	1	0	National
3012 : Registered nurses and registered psychiatric nurses	National	27	27	100.0 %	91.9 %	25	2	National
3142 : Physiotherapists	National	7	2	28.6 %	75.6 %	5	-3	National

Workplace Equity Information Management System - University of Calgary
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Date: 2019-05-27

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
3144 : Other professional occupations in therapy and assessment	National	6	5	83.3 %	74.3 %	4	1	National	
4011 : University professors and lecturers	National	1961	759	38.7 %	44.0 %	863	-104	National	
4012 : Post-secondary teaching and research assistants	National	39	27	69.2 %	54.3 %	21	6	National	
4033 : Educational counsellors	National	3	2	66.7 %	77.7 %	2	0	National	
4112 : Lawyers and Quebec notaries	National	10	5	50.0 %	43.9 %	4	1	National	
4151 : Psychologists	National	11	10	90.9 %	77.1 %	8	2	National	
4162 : Economists and economic policy researchers and analysts	National	8	3	37.5 %	43.8 %	4	-1	National	
4163 : Business development officers and marketing researchers and consultants	National	7	5	71.4 %	51.3 %	4	1	National	
4164 : Social policy researchers, consultants and program officers	National	7	2	28.6 %	66.4 %	5	-3	National	
4165 : Health policy researchers, consultants and program officers	National	84	66	78.6 %	74.1 %	62	4	National	
4166 : Education policy researchers, consultants and program officers	National	4	1	25.0 %	71.8 %	3	-2	National	
4169 : Other professional occupations in social science, n.e.c.	National	3	2	66.7 %	58.7 %	2	0	National	
5111 : Librarians	National	43	33	76.7 %	81.4 %	35	-2	National	
5112 : Conservators and curators	National	2	2	100.0 %	70.3 %	1	1	National	
5113 : Archivists	National	5	3	60.0 %	68.9 %	3	0	National	
5122 : Editors	National	2	2	100.0 %	62.8 %	1	1	National	
04 : Semi-Professionals and Technicians		818	451	55.1 %	67.9 %	555	-104		
2211 : Chemical technologists and technicians	Alberta	28	5	17.9 %	45.6 %	13	-8	Alberta	
2212 : Geological and mineral technologists and technicians	Alberta	6	4	66.7 %	29.9 %	2	2	Alberta	
2221 : Biological technologists and technicians	Alberta	60	40	66.7 %	49.8 %	30	10	Alberta	
2232 : Mechanical engineering technologists and technicians	Alberta	6	0	0.0 %	9.0 %	1	-1	Alberta	
2241 : Electrical and electronics engineering technologists and technicians	Alberta	11	0	0.0 %	12.3 %	1	-1	Alberta	
2255 : Technical occupations in geomatics and meteorology	Alberta	3	0	0.0 %	32.9 %	1	-1	Alberta	
2281 : Computer network technicians	Alberta	2	0	0.0 %	21.4 %	0	0	Alberta	



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	141	42	29.8 %	23.8 %	34	8	Alberta
3211 : Medical laboratory technologists	Alberta	264	159	60.2 %	84.3 %	223	-64	Alberta
3212 : Medical laboratory technicians and pathologists' assistants	Alberta	113	80	70.8 %	88.7 %	100	-20	Alberta
3213 : Animal health technologists and veterinary technicians	Alberta	67	45	67.2 %	92.8 %	62	-17	Alberta
3215 : Medical radiation technologists	Alberta	3	2	66.7 %	81.3 %	2	0	Alberta
3219 : Other medical technologists and technicians (except dental health)	Alberta	7	5	71.4 %	82.5 %	6	-1	Alberta
3233 : Licensed practical nurses	Alberta	8	8	100.0 %	92.1 %	7	1	Alberta
5211 : Library and public archive technicians	Alberta	53	44	83.0 %	93.4 %	50	-6	Alberta
5241 : Graphic designers and illustrators	Alberta	5	2	40.0 %	56.8 %	3	-1	Alberta
5252 : Coaches	Alberta	26	12	46.2 %	46.9 %	12	0	Alberta
5254 : Program leaders and instructors in recreation, sport and fitness	Alberta	15	3	20.0 %	62.5 %	9	-6	Alberta
05 : Supervisors		12	11	91.7 %	53.8 %	6	5	
Employment Equity Occupational Group	Calgary	12	11	91.7 %	53.8 %	6	5	Calgary
06 : Supervisors: Crafts and Trades		8	1	12.5 %	12.0 %	1	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	6	1	16.7 %	8.6 %	1	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	1	0	0.0 %	5.3 %	0	0	Alberta
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Alberta	1	0	0.0 %	39.0 %	0	0	Alberta
07 : Administrative and Senior Clerical Personnel		1754	1380	78.7 %	81.2 %	1424	-44	
Employment Equity Occupational Group	Calgary	1754	1380	78.7 %	81.2 %	1424	-44	Calgary
08 : Skilled Sales and Service Personnel		1	1	100.0 %	25.7 %	0	1	
6321 : Chefs	Alberta	1	1	100.0 %	25.7 %	0	1	Alberta
09 : Skilled Crafts and Trades Workers		68	1	1.5 %	5.9 %	4	-3	
7241 : Electricians (except industrial and power system)	Alberta	12	0	0.0 %	4.5 %	1	-1	Alberta
7251 : Plumbers	Alberta	15	1	6.7 %	2.7 %	0	1	Alberta



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7271 : Carpenters	Alberta	2	0	0.0 %	3.4 %	0	0	Alberta
7283 : Tilesetters	Alberta	1	0	0.0 %	10.2 %	0	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	2	0	0.0 %	21.2 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	Alberta	3	0	0.0 %	1.9 %	0	0	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	5	0	0.0 %	1.9 %	0	0	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	3	0	0.0 %	2.6 %	0	0	Alberta
7384 : Other trades and related occupations, n.e.c.	Alberta	14	0	0.0 %	11.6 %	2	-2	Alberta
9241 : Power engineers and power systems operators	Alberta	11	0	0.0 %	5.6 %	1	-1	Alberta
10 : Clerical Personnel		603	505	83.7 %	70.7 %	426	79	
Employment Equity Occupational Group	Calgary	603	505	83.7 %	70.7 %	426	79	Calgary
11 : Intermediate Sales and Service Personnel		58	17	29.3 %	67.8 %	39	-22	
Employment Equity Occupational Group	Calgary	58	17	29.3 %	67.8 %	39	-22	Calgary
12 : Semi-Skilled Manual Workers		14	1	7.1 %	14.4 %	2	-1	
Employment Equity Occupational Group	Calgary	14	1	7.1 %	14.4 %	2	-1	Calgary
13 : Other Sales and Service Personnel		322	181	56.2 %	56.5 %	182	-1	
Employment Equity Occupational Group	Calgary	322	181	56.2 %	56.5 %	182	-1	Calgary
14 : Other Manual Workers		95	22	23.2 %	17.6 %	17	5	
Employment Equity Occupational Group	Calgary	95	22	23.2 %	17.6 %	17	5	Calgary
Total		6947	4074	58.6 %	59.1 %	4106	-32	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Detailed Report

Date: 2019-05-27

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	65	2	3.1 %	3.2 %	2	0	National
02 : Middle and Other Managers	National	284	4	1.4 %	2.7 %	8	-4	National
03 : Professionals		2845	34	1.2 %	1.6 %	46	-12	
1111 : Financial auditors and accountants	National	83	1	1.2 %	1.4 %	1	0	National
1121 : Human resources professionals	National	25	1	4.0 %	3.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	38	0	0.0 %	1.6 %	1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	2	1.9 %	2.1 %	2	0	National
2111 : Physicists and astronomers	National	12	0	0.0 %	0.5 %	0	0	National
2112 : Chemists	National	15	0	0.0 %	0.7 %	0	0	National
2113 : Geoscientists and oceanographers	National	15	0	0.0 %	2.0 %	0	0	National
2121 : Biologists and related scientists	National	66	0	0.0 %	1.8 %	1	-1	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	1.0 %	0	0	National
2145 : Petroleum engineers	National	1	0	0.0 %	1.4 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	42	0	0.0 %	2.1 %	1	-1	National
2151 : Architects	National	1	0	0.0 %	0.7 %	0	0	National
2161 : Mathematicians, statisticians and actuaries	National	18	0	0.0 %	1.0 %	0	0	National
2171 : Information systems analysts and consultants	National	140	1	0.7 %	1.3 %	2	-1	National
2172 : Database analysts and data administrators	National	13	0	0.0 %	1.5 %	0	0	National
2173 : Software engineers and designers	National	13	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	13	0	0.0 %	1.1 %	0	0	National
2175 : Web designers and developers	National	16	0	0.0 %	1.6 %	0	0	National
3011 : Nursing co-ordinators and supervisors	National	1	0	0.0 %	3.1 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	27	1	3.7 %	3.0 %	1	0	National
3142 : Physiotherapists	National	7	0	0.0 %	1.3 %	0	0	National



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
3144 : Other professional occupations in therapy and assessment	National	6	0	0.0 %	2.5 %	0	0	National
4011 : University professors and lecturers	National	1961	26	1.3 %	1.4 %	27	-1	National
4012 : Post-secondary teaching and research assistants	National	39	0	0.0 %	1.8 %	1	-1	National
4033 : Educational counsellors	National	3	0	0.0 %	6.7 %	0	0	National
4112 : Lawyers and Quebec notaries	National	10	0	0.0 %	1.9 %	0	0	National
4151 : Psychologists	National	11	0	0.0 %	1.6 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	8	0	0.0 %	1.8 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	7	0	0.0 %	2.0 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	7	0	0.0 %	6.3 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	84	1	1.2 %	3.9 %	3	-2	National
4166 : Education policy researchers, consultants and program officers	National	4	1	25.0 %	5.3 %	0	1	National
4169 : Other professional occupations in social science, n.e.c.	National	3	0	0.0 %	6.3 %	0	0	National
5111 : Librarians	National	43	0	0.0 %	2.4 %	1	-1	National
5112 : Conservators and curators	National	2	0	0.0 %	4.1 %	0	0	National
5113 : Archivists	National	5	0	0.0 %	4.1 %	0	0	National
5122 : Editors	National	2	0	0.0 %	1.5 %	0	0	National
04 : Semi-Professionals and Technicians		818	8	1.0 %	2.9 %	24	-16	
2211 : Chemical technologists and technicians	Alberta	28	0	0.0 %	2.8 %	1	-1	Alberta
2212 : Geological and mineral technologists and technicians	Alberta	6	0	0.0 %	2.9 %	0	0	Alberta
2221 : Biological technologists and technicians	Alberta	60	0	0.0 %	4.2 %	3	-3	Alberta
2232 : Mechanical engineering technologists and technicians	Alberta	6	0	0.0 %	1.3 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Alberta	11	0	0.0 %	2.6 %	0	0	Alberta
2255 : Technical occupations in geomatics and meteorology	Alberta	3	0	0.0 %	3.0 %	0	0	Alberta
2281 : Computer network technicians	Alberta	2	0	0.0 %	2.4 %	0	0	Alberta



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	141	1	0.7 %	2.3 %	3	-2	Alberta
3211 : Medical laboratory technologists	Alberta	264	2	0.8 %	2.0 %	5	-3	Alberta
3212 : Medical laboratory technicians and pathologists' assistants	Alberta	113	3	2.7 %	2.6 %	3	0	Alberta
3213 : Animal health technologists and veterinary technicians	Alberta	67	2	3.0 %	4.4 %	3	-1	Alberta
3215 : Medical radiation technologists	Alberta	3	0	0.0 %	2.7 %	0	0	Alberta
3219 : Other medical technologists and technicians (except dental health)	Alberta	7	0	0.0 %	2.5 %	0	0	Alberta
3233 : Licensed practical nurses	Alberta	8	0	0.0 %	4.3 %	0	0	Alberta
5211 : Library and public archive technicians	Alberta	53	0	0.0 %	6.6 %	3	-3	Alberta
5241 : Graphic designers and illustrators	Alberta	5	0	0.0 %	2.8 %	0	0	Alberta
5252 : Coaches	Alberta	26	0	0.0 %	1.6 %	0	0	Alberta
5254 : Program leaders and instructors in recreation, sport and fitness	Alberta	15	0	0.0 %	4.8 %	1	-1	Alberta
05 : Supervisors		12	1	8.3 %	3.1 %	0	1	
Employment Equity Occupational Group	Calgary	12	1	8.3 %	3.1 %	0	1	Calgary
06 : Supervisors: Crafts and Trades		8	0	0.0 %	4.8 %	0	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	6	0	0.0 %	5.2 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	1	0	0.0 %	4.7 %	0	0	Alberta
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Alberta	1	0	0.0 %	2.8 %	0	0	Alberta
07 : Administrative and Senior Clerical Personnel		1754	34	1.9 %	2.9 %	51	-17	
Employment Equity Occupational Group	Calgary	1754	34	1.9 %	2.9 %	51	-17	Calgary
08 : Skilled Sales and Service Personnel		1	1	100.0 %	4.6 %	0	1	
6321 : Chefs	Alberta	1	1	100.0 %	4.6 %	0	1	Alberta
09 : Skilled Crafts and Trades Workers		68	5	7.4 %	5.4 %	4	1	
7241 : Electricians (except industrial and power system)	Alberta	12	0	0.0 %	4.8 %	1	-1	Alberta
7251 : Plumbers	Alberta	15	2	13.3 %	6.2 %	1	1	Alberta



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7271 : Carpenters	Alberta	2	0	0.0 %	8.8 %	0	0	Alberta
7283 : Tilesetters	Alberta	1	0	0.0 %	3.2 %	0	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	2	0	0.0 %	5.2 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	Alberta	3	1	33.3 %	6.3 %	0	1	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	5	0	0.0 %	5.0 %	0	0	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	3	0	0.0 %	5.2 %	0	0	Alberta
7384 : Other trades and related occupations, n.e.c.	Alberta	14	2	14.3 %	4.8 %	1	1	Alberta
9241 : Power engineers and power systems operators	Alberta	11	0	0.0 %	5.5 %	1	-1	Alberta
10 : Clerical Personnel		603	9	1.5 %	3.1 %	19	-10	
Employment Equity Occupational Group	Calgary	603	9	1.5 %	3.1 %	19	-10	Calgary
11 : Intermediate Sales and Service Personnel		58	1	1.7 %	3.0 %	2	-1	
Employment Equity Occupational Group	Calgary	58	1	1.7 %	3.0 %	2	-1	Calgary
12 : Semi-Skilled Manual Workers		14	0	0.0 %	3.0 %	0	0	
Employment Equity Occupational Group	Calgary	14	0	0.0 %	3.0 %	0	0	Calgary
13 : Other Sales and Service Personnel		322	4	1.2 %	3.1 %	10	-6	
Employment Equity Occupational Group	Calgary	322	4	1.2 %	3.1 %	10	-6	Calgary
14 : Other Manual Workers		95	2	2.1 %	5.0 %	5	-3	
Employment Equity Occupational Group	Calgary	95	2	2.1 %	5.0 %	5	-3	Calgary
Total		6947	105	1.5 %	2.4 %	171	-66	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Detailed Report

Date: 2019-05-27

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	65	3	4.6 %	11.5 %	7	-4	National
02 : Middle and Other Managers	National	284	33	11.6 %	17.6 %	50	-17	National
03 : Professionals		2845	432	15.2 %	22.8 %	649	-217	
1111 : Financial auditors and accountants	National	83	34	41.0 %	32.3 %	27	7	National
1121 : Human resources professionals	National	25	3	12.0 %	16.7 %	4	-1	National
1122 : Professional occupations in business management consulting	National	38	17	44.7 %	26.4 %	10	7	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	10	9.7 %	18.8 %	19	-9	National
2111 : Physicists and astronomers	National	12	2	16.7 %	20.7 %	2	0	National
2112 : Chemists	National	15	3	20.0 %	44.1 %	7	-4	National
2113 : Geoscientists and oceanographers	National	15	3	20.0 %	13.3 %	2	1	National
2121 : Biologists and related scientists	National	66	17	25.8 %	20.7 %	14	3	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	39.6 %	0	0	National
2145 : Petroleum engineers	National	1	0	0.0 %	33.7 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	42	9	21.4 %	27.2 %	11	-2	National
2151 : Architects	National	1	0	0.0 %	26.4 %	0	0	National
2161 : Mathematicians, statisticians and actuaries	National	18	6	33.3 %	32.9 %	6	0	National
2171 : Information systems analysts and consultants	National	140	48	34.3 %	38.6 %	54	-6	National
2172 : Database analysts and data administrators	National	13	4	30.8 %	35.5 %	5	-1	National
2173 : Software engineers and designers	National	13	1	7.7 %	46.7 %	6	-5	National
2174 : Computer programmers and interactive media developers	National	13	3	23.1 %	34.2 %	4	-1	National
2175 : Web designers and developers	National	16	3	18.8 %	27.5 %	4	-1	National
3011 : Nursing co-ordinators and supervisors	National	1	0	0.0 %	14.7 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	27	1	3.7 %	21.1 %	6	-5	National
3142 : Physiotherapists	National	7	1	14.3 %	19.3 %	1	0	National



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Detailed Report

Date: 2019-05-27

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
3144 : Other professional occupations in therapy and assessment	National	6	1	16.7 %	12.5 %	1	0	National
4011 : University professors and lecturers	National	1961	229	11.7 %	21.1 %	414	-185	National
4012 : Post-secondary teaching and research assistants	National	39	4	10.3 %	36.2 %	14	-10	National
4033 : Educational counsellors	National	3	1	33.3 %	16.2 %	0	1	National
4112 : Lawyers and Quebec notaries	National	10	1	10.0 %	14.2 %	1	0	National
4151 : Psychologists	National	11	3	27.3 %	10.6 %	1	2	National
4162 : Economists and economic policy researchers and analysts	National	8	2	25.0 %	30.4 %	2	0	National
4163 : Business development officers and marketing researchers and consultants	National	7	2	28.6 %	25.7 %	2	0	National
4164 : Social policy researchers, consultants and program officers	National	7	1	14.3 %	21.6 %	2	-1	National
4165 : Health policy researchers, consultants and program officers	National	84	18	21.4 %	24.5 %	21	-3	National
4166 : Education policy researchers, consultants and program officers	National	4	1	25.0 %	16.1 %	1	0	National
4169 : Other professional occupations in social science, n.e.c.	National	3	0	0.0 %	10.9 %	0	0	National
5111 : Librarians	National	43	3	7.0 %	11.4 %	5	-2	National
5112 : Conservators and curators	National	2	0	0.0 %	7.1 %	0	0	National
5113 : Archivists	National	5	0	0.0 %	7.5 %	0	0	National
5122 : Editors	National	2	1	50.0 %	13.3 %	0	1	National
04 : Semi-Professionals and Technicians		818	149	18.2 %	23.1 %	189	-40	
2211 : Chemical technologists and technicians	Alberta	28	4	14.3 %	36.2 %	10	-6	Alberta
2212 : Geological and mineral technologists and technicians	Alberta	6	1	16.7 %	25.2 %	2	-1	Alberta
2221 : Biological technologists and technicians	Alberta	60	12	20.0 %	17.4 %	10	2	Alberta
2232 : Mechanical engineering technologists and technicians	Alberta	6	0	0.0 %	24.6 %	1	-1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Alberta	11	1	9.1 %	27.1 %	3	-2	Alberta
2255 : Technical occupations in geomatics and meteorology	Alberta	3	0	0.0 %	22.9 %	1	-1	Alberta
2281 : Computer network technicians	Alberta	2	0	0.0 %	31.4 %	1	-1	Alberta



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	141	29	20.6 %	29.7 %	42	-13	Alberta
3211 : Medical laboratory technologists	Alberta	264	54	20.5 %	22.4 %	59	-5	Alberta
3212 : Medical laboratory technicians and pathologists' assistants	Alberta	113	24	21.2 %	36.0 %	41	-17	Alberta
3213 : Animal health technologists and veterinary technicians	Alberta	67	9	13.4 %	6.3 %	4	5	Alberta
3215 : Medical radiation technologists	Alberta	3	0	0.0 %	10.7 %	0	0	Alberta
3219 : Other medical technologists and technicians (except dental health)	Alberta	7	2	28.6 %	36.7 %	3	-1	Alberta
3233 : Licensed practical nurses	Alberta	8	0	0.0 %	37.4 %	3	-3	Alberta
5211 : Library and public archive technicians	Alberta	53	11	20.8 %	7.3 %	4	7	Alberta
5241 : Graphic designers and illustrators	Alberta	5	1	20.0 %	20.2 %	1	0	Alberta
5252 : Coaches	Alberta	26	0	0.0 %	9.4 %	2	-2	Alberta
5254 : Program leaders and instructors in recreation, sport and fitness	Alberta	15	1	6.7 %	13.5 %	2	-1	Alberta
05 : Supervisors		12	3	25.0 %	36.7 %	4	-1	
Employment Equity Occupational Group	Calgary	12	3	25.0 %	36.7 %	4	-1	Calgary
06 : Supervisors: Crafts and Trades		8	0	0.0 %	12.5 %	1	-1	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Alberta	6	0	0.0 %	14.2 %	1	-1	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	1	0	0.0 %	7.8 %	0	0	Alberta
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Alberta	1	0	0.0 %	7.3 %	0	0	Alberta
07 : Administrative and Senior Clerical Personnel		1754	282	16.1 %	20.6 %	361	-79	
Employment Equity Occupational Group	Calgary	1754	282	16.1 %	20.6 %	361	-79	Calgary
08 : Skilled Sales and Service Personnel		1	0	0.0 %	47.1 %	0	0	
6321 : Chefs	Alberta	1	0	0.0 %	47.1 %	0	0	Alberta
09 : Skilled Crafts and Trades Workers		68	4	5.9 %	10.5 %	7	-3	
7241 : Electricians (except industrial and power system)	Alberta	12	0	0.0 %	11.4 %	1	-1	Alberta
7251 : Plumbers	Alberta	15	1	6.7 %	8.5 %	1	0	Alberta



Workplace Equity Information Management System - University of Calgary

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7271 : Carpenters	Alberta	2	0	0.0 %	11.6 %	0	0	Alberta
7283 : Tilesetters	Alberta	1	0	0.0 %	19.2 %	0	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	2	0	0.0 %	25.0 %	1	-1	Alberta
7311 : Construction millwrights and industrial mechanics	Alberta	3	1	33.3 %	9.1 %	0	1	Alberta
7313 : Heating, refrigeration and air conditioning mechanics	Alberta	5	0	0.0 %	11.5 %	1	-1	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	3	0	0.0 %	16.9 %	1	-1	Alberta
7384 : Other trades and related occupations, n.e.c.	Alberta	14	1	7.1 %	6.8 %	1	0	Alberta
9241 : Power engineers and power systems operators	Alberta	11	1	9.1 %	11.3 %	1	0	Alberta
10 : Clerical Personnel		603	103	17.1 %	30.6 %	185	-82	
Employment Equity Occupational Group	Calgary	603	103	17.1 %	30.6 %	185	-82	Calgary
11 : Intermediate Sales and Service Personnel		58	7	12.1 %	37.7 %	22	-15	
Employment Equity Occupational Group	Calgary	58	7	12.1 %	37.7 %	22	-15	Calgary
12 : Semi-Skilled Manual Workers		14	0	0.0 %	40.1 %	6	-6	
Employment Equity Occupational Group	Calgary	14	0	0.0 %	40.1 %	6	-6	Calgary
13 : Other Sales and Service Personnel		322	97	30.1 %	51.2 %	165	-68	
Employment Equity Occupational Group	Calgary	322	97	30.1 %	51.2 %	165	-68	Calgary
14 : Other Manual Workers		95	13	13.7 %	31.2 %	30	-17	
Employment Equity Occupational Group	Calgary	95	13	13.7 %	31.2 %	30	-17	Calgary
Total		6947	1126	16.2 %	24.1 %	1676	-550	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Detailed Report

Date: 2019-05-27

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	349	4	1.1 %	5.0 %	17	-13	National
03 : Professionals	National	2845	44	1.5 %	8.9 %	253	-209	National
04 : Semi-Professionals and Technicians	National	818	9	1.1 %	7.6 %	62	-53	National
05 : Supervisors	National	12	1	8.3 %	27.5 %	3	-2	National
06 : Supervisors: Crafts and Trades	National	8	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	1754	31	1.8 %	10.0 %	175	-144	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	8.0 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	68	0	0.0 %	7.8 %	5	-5	National
10 : Clerical Personnel	National	603	13	2.2 %	9.3 %	56	-43	National
11 : Intermediate Sales and Service Personnel	National	58	1	1.7 %	10.8 %	6	-5	National
12 : Semi-Skilled Manual Workers	National	14	1	7.1 %	10.3 %	1	0	National
13 : Other Sales and Service Personnel	National	322	1	0.3 %	10.7 %	34	-33	National
14 : Other Manual Workers	National	95	2	2.1 %	6.8 %	6	-4	National
Total		6947	107	1.5 %	9.0 %	619	-512	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2019-05-27

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

Analysis at the NOC level for EEOG 01, 02, 05, 07, 10, 11, 12, 13 and 14 is preferred to assist with the organizations internal workforce data.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

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WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - University of Calgary

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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	65	39	60.0 %	27.6 %	18	21
02 : Middle and Other Managers	284	163	57.4 %	39.4 %	112	51
03 : Professionals	2845	1301	45.7 %	46.4 %	1320	-19
04 : Semi-Professionals and Technicians	818	451	55.1 %	67.9 %	555	-104
05 : Supervisors	12	11	91.7 %	53.8 %	6	5
06 : Supervisors: Crafts and Trades	8	1	12.5 %	12.0 %	1	0
07 : Administrative and Senior Clerical Personnel	1754	1380	78.7 %	81.2 %	1424	-44
08 : Skilled Sales and Service Personnel	1	1	100.0 %	25.7 %	0	1
09 : Skilled Crafts and Trades Workers	68	1	1.5 %	5.9 %	4	-3
10 : Clerical Personnel	603	505	83.7 %	70.7 %	426	79
11 : Intermediate Sales and Service Personnel	58	17	29.3 %	67.8 %	39	-22
12 : Semi-Skilled Manual Workers	14	1	7.1 %	14.4 %	2	-1
13 : Other Sales and Service Personnel	322	181	56.2 %	56.5 %	182	-1
14 : Other Manual Workers	95	22	23.2 %	17.6 %	17	5
Total	6947	4074	58.6 %	59.1 %	4106	-32

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Calgary

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Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	65	2	3.1 %	3.2 %	2	0
02 : Middle and Other Managers	284	4	1.4 %	2.7 %	8	-4
03 : Professionals	2845	34	1.2 %	1.6 %	46	-12
04 : Semi-Professionals and Technicians	818	8	1.0 %	2.9 %	24	-16
05 : Supervisors	12	1	8.3 %	3.1 %	0	1
06 : Supervisors: Crafts and Trades	8	0	0.0 %	4.8 %	0	0
07 : Administrative and Senior Clerical Personnel	1754	34	1.9 %	2.9 %	51	-17
08 : Skilled Sales and Service Personnel	1	1	100.0 %	4.6 %	0	1
09 : Skilled Crafts and Trades Workers	68	5	7.4 %	5.4 %	4	1
10 : Clerical Personnel	603	9	1.5 %	3.1 %	19	-10
11 : Intermediate Sales and Service Personnel	58	1	1.7 %	3.0 %	2	-1
12 : Semi-Skilled Manual Workers	14	0	0.0 %	3.0 %	0	0
13 : Other Sales and Service Personnel	322	4	1.2 %	3.1 %	10	-6
14 : Other Manual Workers	95	2	2.1 %	5.0 %	5	-3
Total	6947	105	1.5 %	2.4 %	171	-66

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Calgary

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Date: 2019-05-27

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Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					Gap #
	All Employees #	Representation		Availability		
		#	%	%	#	
01 : Senior Managers	65	3	4.6 %	11.5 %	7	-4
02 : Middle and Other Managers	284	33	11.6 %	17.6 %	50	-17
03 : Professionals	2845	432	15.2 %	22.8 %	649	-217
04 : Semi-Professionals and Technicians	818	149	18.2 %	23.1 %	189	-40
05 : Supervisors	12	3	25.0 %	36.7 %	4	-1
06 : Supervisors: Crafts and Trades	8	0	0.0 %	12.5 %	1	-1
07 : Administrative and Senior Clerical Personnel	1754	282	16.1 %	20.6 %	361	-79
08 : Skilled Sales and Service Personnel	1	0	0.0 %	47.1 %	0	0
09 : Skilled Crafts and Trades Workers	68	4	5.9 %	10.5 %	7	-3
10 : Clerical Personnel	603	103	17.1 %	30.6 %	185	-82
11 : Intermediate Sales and Service Personnel	58	7	12.1 %	37.7 %	22	-15
12 : Semi-Skilled Manual Workers	14	0	0.0 %	40.1 %	6	-6
13 : Other Sales and Service Personnel	322	97	30.1 %	51.2 %	165	-68
14 : Other Manual Workers	95	13	13.7 %	31.2 %	30	-17
Total	6947	1126	16.2 %	24.1 %	1676	-550

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Calgary

Workforce Analysis - Summary Report

Date: 2019-05-27

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Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01/02 : Managers	349	4	1.1 %	5.0 %	17	-13
03 : Professionals	2845	44	1.5 %	8.9 %	253	-209
04 : Semi-Professionals and Technicians	818	9	1.1 %	7.6 %	62	-53
05 : Supervisors	12	1	8.3 %	27.5 %	3	-2
06 : Supervisors: Crafts and Trades	8	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	1754	31	1.8 %	10.0 %	175	-144
08 : Skilled Sales and Service Personnel	1	0	0.0 %	8.0 %	0	0
09 : Skilled Crafts and Trades Workers	68	0	0.0 %	7.8 %	5	-5
10 : Clerical Personnel	603	13	2.2 %	9.3 %	56	-43
11 : Intermediate Sales and Service Personnel	58	1	1.7 %	10.8 %	6	-5
12 : Semi-Skilled Manual Workers	14	1	7.1 %	10.3 %	1	0
13 : Other Sales and Service Personnel	322	1	0.3 %	10.7 %	34	-33
14 : Other Manual Workers	95	2	2.1 %	6.8 %	6	-4
Total	6947	107	1.5 %	9.0 %	619	-512

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-05-27

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

Analysis at the NOC level for EEOG 01, 02, 05, 07, 10, 11, 12, 13 and 14 is preferred to assist with the organizations internal workforce data.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
University of Calgary
[Date: 2019-05-01]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2,015	23	06

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	05	01

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
01	Senior Managers	55	32	56.40
02	Middle & Other Managers	280	154	51.90
03	Professionals	2,662	1,230	46.70
04	Semi-Professionals & Technicians	774	454	68.40
05	Supervisors	26	16	67.40
06	Supervisors: Crafts & Trades	9	1	10.00
07	Administrative & Senior Clerical Personnel	1,439	1,112	85.10
08	Skilled Sales & Service Personnel	1	0	23.50
09	Skilled Crafts & Trades Workers	57	0	6.00
10	Clerical Personnel	716	587	83.00
11	Intermediate Sales & Service Personnel	72	23	47.50
12	Semi-Skilled Manual Workers	13	0	32.40
13	Other Sales & Service Personnel	378	186	25.00
14	Other Manual Workers	119	29	9.20
Total		6,601	3,824	59.6

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
		65	39	27.60
		284	163	39.40
		2,845	1,301	46.40
		818	451	67.90
		12	11	53.80
		8	1	12.00
		1,754	1,380	81.20
		1	1	25.70
		68	1	5.90
		603	505	70.70
		58	17	67.80
		14	1	14.40
		322	181	56.50
		95	22	17.60
Total		6,947	4,074	59.1

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Calgary

[Date: 2019-05-01]

Start Date of Flow Data		
YYYY	MM	DD
2,015	23	06

End Date of Flow Data		
YYYY	MM	DD
2019	05	

Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	27	15	1	1
02 Middle & Other Managers	85	41	1	0
03 Professionals	931	507	55	43
04 Semi-Professionals & Technicians	318	174	47	36
05 Supervisors	3	2	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	815	619	85	68
08 Skilled Sales & Service Personnel	22	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	270	217	18	18
11 Intermediate Sales & Service Personnel	15	2	8	2
12 Semi-Skilled Manual Workers	7	1	0	0
13 Other Sales & Service Personnel	88	37	36	16
14 Other Manual Workers	18	3	0	0
Total	2,601	1,619	251	184

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	8	4	0	0
	83	55	0	0
	537	255	22	19
	76	44	8	8
	3	2	0	0
	2	0	0	0
	434	350	21	17
	1	0	0	0
	0	0	0	0
	71	56	3	3
	0	0	0	0
	0	0	0	0
	11	9	0	0
	5	0	1	0
Total	1,231	775	55	47

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	11	7	2	2
	144	75	2	1
	650	347	90	66
	284	160	68	51
	11	7	0	0
	2	0	0	0
	732	549	92	78
	0	0	0	0
	12	0	0	0
	275	216	35	32
	14	3	9	2
	6	0	0	0
	103	42	30	13
	43	9	1	0
Total	2,287	1,415	329	245

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Calgary

[Date: 2019-05-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	23	06

End Date of Flow Data		
YYYY	MM	DD
2019	05	0

Data from Form 4 - Employees Hired

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Table 2: Aboriginal Peoples

Data from Form 5 - Employees Promoted

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Table 6: Aboriginal Peoples

Data from Form 6 - Employees Terminated

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Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	27	1	1	0	8	0	0	0	11	1	2	0
02 Middle & Other Managers	85	1	1	0	83	0	0	0	144	3	2	0
03 Professionals	931	19	55	0	537	9	22	0	650	4	90	0
04 Semi-Professionals & Technicians	318	4	47	0	76	1	8	0	284	1	68	0
05 Supervisors	3	0	0	0	3	0	0	0	11	1	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0	0	0	2	0	0	0
07 Administrative & Senior Clerical Personnel	815	15	85	2	434	0	21	0	732	7	92	0
08 Skilled Sales & Service Personnel	22	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	1	0	0	0	0	0	0	12	0	0	0
10 Clerical Personnel	270	4	18	0	71	0	3	0	275	4	35	0
11 Intermediate Sales & Service Personnel	15	0	8	0	0	0	0	0	14	0	9	0
12 Semi-Skilled Manual Workers	7	0	0	0	0	0	0	0	6	0	0	0
13 Other Sales & Service Personnel	88	0	36	0	11	0	0	0	103	1	30	0
14 Other Manual Workers	18	0	0	0	5	0	1	1	43	0	1	0
Total	2,601	45	251	2	1,231	10	55	1	2,287	22	329	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Calgary

[Date: 2019-05-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	23	06

End Date of Flow Data		
YYYY	MM	DD
2019	05	0

Data from Form 4 - Employees Hired

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Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	27	1	1	0	8	0	0	0	11	0	2	0
02 Middle & Other Managers	85	1	1	0	83	0	0	0	144	0	2	0
03 Professionals	931	17	55	0	537	6	22	0	650	13	90	2
04 Semi-Professionals & Technicians	318	3	47	0	76	2	8	0	284	4	68	0
05 Supervisors	3	0	0	0	3	0	0	0	11	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	0	0	0	2	1	0	0
07 Administrative & Senior Clerical Personnel	815	17	85	1	434	8	21	0	732	11	92	2
08 Skilled Sales & Service Personnel	22	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	12	0	0	0
10 Clerical Personnel	270	4	18	0	71	0	3	0	275	9	35	0
11 Intermediate Sales & Service Personnel	15	0	8	0	0	0	0	0	14	0	9	0
12 Semi-Skilled Manual Workers	7	0	0	0	0	0	0	0	6	0	0	0
13 Other Sales & Service Personnel	88	0	36	0	11	0	0	0	103	1	30	0
14 Other Manual Workers	18	0	0	0	5	0	1	0	43	2	1	0
Total	2,601	43	251	1	1,231	16	55	0	2,287	41	329	4

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

University of Calgary

[Date: 2019-05-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	23	06

End Date of Flow Data		
YYYY	MM	DD
2019	05	0

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	27	2	1	0
02 Middle & Other Managers	85	8	1	0
03 Professionals	931	151	55	5
04 Semi-Professionals & Technicians	318	56	47	4
05 Supervisors	3	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	815	141	85	6
08 Skilled Sales & Service Personnel	22	0	0	0
09 Skilled Crafts & Trades Workers	0	1	0	0
10 Clerical Personnel	270	44	18	3
11 Intermediate Sales & Service Personnel	15	2	8	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	88	14	36	6
14 Other Manual Workers	18	5	0	0
Total	2,601	424	251	24

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
8	0	0	0
83	14	0	0
537	92	22	3
76	19	8	1
3	1	0	0
2	0	0	0
434	74	21	2
1	0	0	0
0	0	0	0
71	12	3	0
0	0	0	0
0	0	0	0
11	2	0	0
5	1	1	0
1,231	215	55	6

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
11	0	2	0
144	19	2	0
650	97	90	14
284	46	68	10
11	1	0	0
2	0	0	0
732	117	92	6
0	0	0	0
12	0	0	0
275	40	35	4
14	1	9	0
6	0	0	0
103	40	30	5
43	8	1	0
2,287	369	329	39

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees								First/Previous Short-term Goals											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2015-23-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-23-06	Annually	Over 3 Years	#	2015	2018	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	55	5.7%	0.0%	0	21.7%	1.8%	3	3	32	1.8%	2	1	0	56.4%	1	-1	58.2%	54.5%		
02 Middle & Other Managers	280	0.5%	0.0%	0	51.8%	11.3%	95	95	154	11.3%	52	43	0	51.9%	9	-43	55.0%	36.4%		
03 Professionals	2,662	2.2%	0.0%	0	26.9%	7.1%	567	567	1,230	7.1%	262	275	265	46.7%	-13	-10	46.2%	46.3%		
04 Semi-Professionals & Tech	774	1.9%	0.0%	0	44.2%	10.2%	237	237	454	10.2%	139	214	162	68.4%	-75	-52	58.7%	61.6%		
05 Supervisors	26	-22.7%	0.0%	0	57.9%	10.2%	8	8	16	10.2%	5	7	5	67.4%	-2	-2	61.5%	61.5%		
06 Supervisors: Crafts & Trades	9	-3.9%	0.0%	0	23.5%	10.2%	3	3	1	10.2%	0	0	0	10.0%	0	0	11.1%	11.1%		
07 Administrative & Sr Clerical	1,439	6.8%	0.0%	0	51.6%	10.2%	440	440	1,112	10.2%	340	453	357	81.2%	-113	-96	77.3%	78.5%		
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	23.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	57	6.1%	0.0%	0	19.2%	10.2%	17	17	0	10.2%	0	3	1	5.9%	-3	-2	0.0%	1.8%		
10 Clerical Personnel	716	-5.6%	0.0%	0	47.0%	10.2%	219	219	587	10.2%	180	187	182	83.0%	-7	-5	82.0%	82.3%		
11 Intermediate Sales & Service	72	-7.0%	0.0%	0	35.4%	10.2%	22	22	23	10.2%	7	18	15	67.8%	-11	-3	31.9%	43.1%		
12 Semi-Skilled Manual	13	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	4	1	14.4%	-4	-3	0.0%	7.7%		
13 Other Sales & Service	378	-5.2%	0.0%	0	38.0%	10.2%	116	116	186	10.2%	57	-35	0	25.0%	92	35	49.2%	34.1%		
14 Other Manual Workers	119	-7.2%	0.0%	0	41.1%	10.2%	36	36	29	10.2%	9	-9	0	9.2%	18	9	24.4%	16.8%		
Total	6,601	1.7%	0.0%	0	38.6%	9.5%	1,881	1,881	3,824	9.5%	1,090	1,200	0	59.6%	-110	-1,200	57.9%	41.4%		

† 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		
02 Middle & Other Managers	0	0.0	0		
03 Professionals	5	0.0	8	46.7%	
04 Semi-Professionals & Tech	29	0.0	46	68.4%	
05 Supervisors	0	0.0	2	67.4%	
06 Supervisors: Crafts & Trades	0	0.0	0		
07 Administrative & Sr Clerical	40	0.0	76	81.2%	
08 Skilled Sales & Service	0	0.0	2		
09 Skilled Crafts & Trades	1	0.0	0	5.9%	
10 Clerical Personnel	2	0.0	5	83.0%	
11 Intermediate Sales & Service	4	0.0	7	67.8%	
12 Semi-Skilled Manual	2	0.0	2	14.4%	
13 Other Sales & Service	0	0.0	0		
14 Other Manual Workers	0	0.0	0		
Total	83		148		

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2015-23-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-23-06	Annually	Over 3 Years	#	2015	2018	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	55	5.7%	0.0%	0	21.7%	1.8%	3	3	2	1.8%	0	0	0	3.2%	0	0	3.6%	3.6%		
02 Middle & Other Managers	280	0.5%	0.0%	0	51.8%	11.3%	95	95	5	11.3%	2	4	2	2.5%	2.5%	-2	1.8%	1.8%		
03 Professionals	2,662	2.2%	0.0%	0	26.9%	7.1%	567	567	18	7.1%	4	26	9	1.5%	1.5%	-22	0.7%	0.9%		
04 Semi-Professionals & Tech	774	1.9%	0.0%	0	44.2%	10.2%	237	237	3	10.2%	1	18	6	2.6%	2.6%	-17	0.4%	1.0%		
05 Supervisors	26	-22.7%	0.0%	0	57.9%	10.2%	8	8	2	10.2%	1	-1	0	0.0%	2	1	7.7%	3.8%		
06 Supervisors: Crafts & Trades	9	-3.9%	0.0%	0	23.5%	10.2%	3	3	0	10.2%	0	0	0	3.2%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	1,439	6.8%	0.0%	0	51.6%	10.2%	440	440	18	10.2%	6	20	10	2.2%	2.2%	-14	1.3%	1.5%		
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	4.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	57	6.1%	0.0%	0	19.2%	10.2%	17	17	2	10.2%	1	2	1	5.6%	5.6%	-1	3.5%	3.5%		
10 Clerical Personnel	716	-5.6%	0.0%	0	47.0%	10.2%	219	219	10	10.2%	3	17	7	3.3%	3.3%	-14	1.4%	2.0%		
11 Intermediate Sales & Service	72	-7.0%	0.0%	0	35.4%	10.2%	22	22	1	10.2%	0	2	1	3.6%	3.6%	-2	1.4%	2.8%		
12 Semi-Skilled Manual	13	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	0	0	0.0%	0	0	0.0%	0.0%		
13 Other Sales & Service	378	-5.2%	0.0%	0	38.0%	10.2%	116	116	4	10.2%	1	10	4	3.4%	3.4%	-9	1.1%	1.9%		
14 Other Manual Workers	119	-7.2%	0.0%	0	41.1%	10.2%	36	36	1	10.2%	0	6	2	5.8%	5.8%	-6	0.8%	2.5%		
Total	6,601	1.7%	0.0%	0	38.6%	10.2%	0	0	66	0.0%	0	66	0	2.0%	-66	-66	1.0%	1.0%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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	1	0.0	1	0.0	
03 Professionals	7	0.0	15	0.0	
04 Semi-Professionals & Tech	7	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	5	0.0	9	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	1	0.0	
10 Clerical Personnel	4	0.0	10	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	4	0.0	5	0.0	
14 Other Manual Workers	2	0.0	4	0.0	
Total	30		55		

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		All Employees							Persons with Disabilities												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Terminated Employees		From - To		YYYY - YYYY						
		2015-23-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-23-06	Annually	Over 3 Years	2015	2018	2015	2018						
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01/02	Managers	335	3.1%	0.0%	0	36.7%	1.8%	18	18	1	1.8%	0	13	1	4.3%	4.3%	-13	-12	0.3%	0.6%	
03	Professionals	2,662	2.2%	0.0%	0	26.9%	11.3%	902	902	36	11.3%	12	77	34	3.8%	3.8%	-65	-43	1.4%	2.2%	
04	Semi-Professionals & Tech	774	1.9%	0.0%	0	44.2%	7.1%	165	165	10	7.1%	2	28	8	4.6%	4.6%	-26	-20	1.3%	2.1%	
05	Supervisors	26	-22.7%	0.0%	0	57.9%	10.2%	8	8	1	10.2%	0	3	1	13.9%	13.9%	-3	-2	3.8%	7.7%	
06	Supervisors: Crafts & Trades	9	-3.9%	0.0%	0	23.5%	10.2%	3	3	1	10.2%	0	0	0	7.8%	7.8%	0	0	11.1%	11.1%	
07	Administrative & Sr Clerical	1,439	6.8%	0.0%	0	51.6%	10.2%	440	440	21	10.2%	6	34	15	3.4%	3.4%	-28	-19	1.5%	2.1%	
08	Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	57	6.1%	0.0%	0	19.2%	10.2%	17	17	0	10.2%	0	2	1	3.8%	3.8%	-2	-1	0.0%	1.8%	
10	Clerical Personnel	716	-5.6%	0.0%	0	47.0%	10.2%	219	219	14	10.2%	4	40	15	7.0%	7.0%	-36	-25	2.0%	3.5%	
11	Intermediate Sales & Service	72	-7.0%	0.0%	0	35.4%	10.2%	22	22	2	10.2%	1	3	1	5.6%	5.6%	-2	-2	2.8%	2.8%	
12	Semi-Skilled Manual	13	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	1	0	4.8%	4.8%	-1	-1	0.0%	0.0%	
13	Other Sales & Service	378	-5.2%	0.0%	0	38.0%	10.2%	116	116	2	10.2%	1	23	7	6.3%	6.3%	-22	-16	0.5%	2.1%	
14	Other Manual Workers	119	-7.2%	0.0%	0	41.1%	10.2%	36	36	4	10.2%	1	3	2	5.3%	5.3%	-2	-1	3.4%	4.2%	
Total		6,601	1.7%	0.0%	0	38.6%		0	0	92	0.0%	0	172	0	4.0%	4.0%	-172	-172	1.4%	1.4%	

† 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 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	5	0.0	8	0.0	
03	Professionals	21	0.0	44	0.0	
04	Semi-Professionals & Tech	10	0.0	16	0.0	
05	Supervisors	1	0.0	2	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	10	0.0	18	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	1	0.0	1	0.0	
10	Clerical Personnel	13	0.0	2	0.0	
11	Intermediate Sales & Service	0	0.0	2	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	8	0.0	14	0.0	
14	Other Manual Workers	1	0.0	1	0.0	
Total		70		108		

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities												
	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	Over 3 Years		Over 3 Years	Over 3 Years						From - To	From - To
	2015-23-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-23-06	Annually	Over 3 Years	#	2015	2018	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	%	#	#	%	%	
	01 Senior Managers	55	5.7%	0.0%	0	21.7%	1.8%	3	3	1	1.8%	0	3	0	7.8%	7.8%	-3	-3	1.8%	1.8%	
02 Middle & Other Managers	280	0.5%	0.0%	0	51.8%	11.3%	95	95	33	11.3%	11	18	14	14.3%	14.3%	-7	-4	11.8%	12.9%		
03 Professionals	2,662	2.2%	0.0%	0	26.9%	7.1%	567	567	356	7.1%	76	266	116	20.5%	20.5%	-190	-150	13.4%	14.9%		
04 Semi-Professionals & Tech	774	1.9%	0.0%	0	44.2%	10.2%	237	237	126	10.2%	39	92	55	23.1%	23.1%	-53	-37	16.3%	18.3%		
05 Supervisors	26	-22.7%	0.0%	0	57.9%	10.2%	8	8	2	10.2%	1	6	2	28.3%	28.3%	-5	-4	7.7%	11.5%		
06 Supervisors: Crafts & Trades	9	-3.9%	0.0%	0	23.5%	10.2%	3	3	0	10.2%	0	1	0	7.0%	7.0%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	1,439	6.8%	0.0%	0	51.6%	10.2%	440	440	189	10.2%	58	96	70	15.8%	15.8%	-38	-26	13.1%	14.0%		
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	37.4%	37.4%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	57	6.1%	0.0%	0	19.2%	10.2%	17	17	1	10.2%	0	4	1	8.8%	8.8%	-4	-3	1.8%	3.5%		
10 Clerical Personnel	716	-5.6%	0.0%	0	47.0%	10.2%	219	219	101	10.2%	31	90	49	22.3%	22.3%	-59	-41	14.1%	16.6%		
11 Intermediate Sales & Service	72	-7.0%	0.0%	0	35.4%	10.2%	22	22	8	10.2%	2	12	6	25.2%	25.2%	-10	-6	11.1%	16.7%		
12 Semi-Skilled Manual	13	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	2	1	16.2%	16.2%	-2	-1	0.0%	7.7%		
13 Other Sales & Service	378	-5.2%	0.0%	0	38.0%	10.2%	116	116	124	10.2%	38	58	44	38.2%	38.2%	-20	-14	32.8%	34.4%		
14 Other Manual Workers	119	-7.2%	0.0%	0	41.1%	10.2%	36	36	19	10.2%	6	18	9	25.7%	25.7%	-12	-9	16.0%	18.5%		
Total	6,601	1.7%	0.0%	0	38.6%	10.2%	0	0	960	0.0%	0	426	0	21.0%	21.0%	-426	-426	14.5%	14.5%		

† 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 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	0.0	2	0.0	
02 Middle & Other Managers	3	0.0	4	0.0	
03 Professionals	59	0.0	131	0.0	
04 Semi-Professionals & Tech	20	0.0	33	0.0	
05 Supervisors	2	0.0	3	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	0.0	
07 Administrative & Sr Clerical	14	0.0	24	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	0.0	2	0.0	
10 Clerical Personnel	21	0.0	38	0.0	
11 Intermediate Sales & Service	4	0.0	6	0.0	
12 Semi-Skilled Manual	1	0.0	1	0.0	
13 Other Sales & Service	8	0.0	12	0.0	
14 Other Manual Workers	4	0.0	8	0.0	
Total	139		265		

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[Date: 2019-05-01]

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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	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	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2019-05-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-01	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	65	5.7%	0.0%	0	21.7%	1.8%	4	4	39	1.8%	2	-19	0	27.6%	21	19	60.0%	56.9%		
02 Middle & Other Managers	284	0.5%	0.0%	0	51.8%	11.3%	96	96	163	11.3%	55	4	0	39.4%	51	-4	57.4%	38.0%		
03 Professionals	2,845	2.2%	0.0%	0	26.9%	7.1%	606	606	1,301	7.1%	277	296	281	46.4%	46.4%	-19	-15	45.7%	45.9%	
04 Semi-Professionals & Tech	818	1.9%	0.0%	0	44.2%	10.2%	250	250	451	10.2%	138	242	0	67.9%	-104	-242	55.1%	38.3%		
05 Supervisors	12	-22.7%	0.0%	0	57.9%	10.2%	4	4	11	10.2%	3	-2	0	53.8%	5	2	91.7%	66.7%		
06 Supervisors: Crafts & Trades	8	-3.9%	0.0%	0	23.5%	10.2%	2	2	1	10.2%	0	0	0	12.0%	0	0	12.5%	12.5%		
07 Administrative & Sr Clerical	1,754	6.8%	0.0%	0	51.6%	10.2%	537	537	1,380	10.2%	422	466	0	81.2%	-44	-466	78.7%	54.6%		
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	1	10.2%	0	-1	0	25.7%	1	1	100.0%	100.0%		
09 Skilled Crafts & Trades	68	6.1%	0.0%	0	19.2%	10.2%	21	21	1	10.2%	0	3	1	5.9%	5.9%	-3	-2	1.5%	2.9%	
10 Clerical Personnel	603	-5.6%	0.0%	0	47.0%	10.2%	185	185	505	10.2%	155	76	0	70.7%	79	-76	83.7%	58.0%		
11 Intermediate Sales & Service	58	-7.0%	0.0%	0	35.4%	10.2%	18	18	17	10.2%	5	27	9	50.0%	67.8%	-22	-18	29.3%	36.2%	
12 Semi-Skilled Manual	14	2.5%	0.0%	0	44.4%	10.2%	4	4	1	10.2%	0	1	1	14.4%	14.4%	-1	0	7.1%	14.3%	
13 Other Sales & Service	322	-5.2%	0.0%	0	38.0%	10.2%	99	99	181	10.2%	55	56	0	56.5%	-1	-56	56.2%	39.1%		
14 Other Manual Workers	95	-7.2%	0.0%	0	41.1%	10.2%	29	29	22	10.2%	7	2	0	17.6%	5	-2	23.2%	15.8%		
Total	6,947	1.7%	0.0%	0	38.6%	10.2%	0	0	4,074	0.0%	0	32	0	59.1%	-32	-32	58.6%	58.6%		

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

‡ 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		46.4		46.4	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		5.9		5.9	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		50.0		50.0	
12 Semi-Skilled Manual		14.4		14.4	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

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University of Calgary

[Date: 2019-05-01]

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 (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-05-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-01	Annually	Over 3 Years	#	%	2019	2022	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	%	#	%	#	%	%	#	#	%	%
01 Senior Managers	65	5.7%	0.0%	0	21.7%	1.8%	4	4	2	1.8%	0	0	0	3.2%	0	0	3.1%	3.1%	
02 Middle & Other Managers	284	0.5%	0.0%	0	51.8%	11.3%	96	96	4	11.3%	1	5	3	2.7%	-4	-2	1.4%	2.1%	
03 Professionals	2,845	2.2%	0.0%	0	26.9%	7.1%	606	606	34	7.1%	7	19	10	1.6%	-12	-9	1.2%	1.3%	
04 Semi-Professionals & Tech	818	1.9%	0.0%	0	44.2%	10.2%	250	250	8	10.2%	2	18	7	2.9%	-16	-11	1.0%	1.6%	
05 Supervisors	12	-22.7%	0.0%	0	57.9%	10.2%	4	4	1	10.2%	0	-1	0	3.1%	1	1	8.3%	8.3%	
06 Supervisors: Crafts & Trades	8	-3.9%	0.0%	0	23.5%	10.2%	2	2	0	10.2%	0	0	0	4.8%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	1,754	6.8%	0.0%	0	51.6%	10.2%	537	537	34	10.2%	10	27	16	2.9%	-17	-11	1.9%	2.3%	
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	1	10.2%	0	-1	0	4.6%	1	1	100.0%	100.0%	
09 Skilled Crafts & Trades	68	6.1%	0.0%	0	19.2%	10.2%	21	21	5	10.2%	2	1	0	5.4%	1	-1	7.4%	4.4%	
10 Clerical Personnel	603	-5.6%	0.0%	0	47.0%	10.2%	185	185	9	10.2%	3	13	6	3.1%	-10	-7	1.5%	2.0%	
11 Intermediate Sales & Service	58	-7.0%	0.0%	0	35.4%	10.2%	18	18	1	10.2%	0	1	1	3.0%	-1	0	1.7%	3.4%	
12 Semi-Skilled Manual	14	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	0	0	3.0%	0	0	0.0%	0.0%	
13 Other Sales & Service	322	-5.2%	0.0%	0	38.0%	10.2%	99	99	4	10.2%	1	7	3	3.1%	-6	-4	1.2%	1.9%	
14 Other Manual Workers	95	-7.2%	0.0%	0	41.1%	10.2%	29	29	2	10.2%	1	4	1	5.0%	-3	-3	2.1%	2.1%	
Total	6,947	1.7%	0.0%	0	38.6%		0	0	105	0.0%	0	62	0	2.4%	-62	-62	1.5%	1.5%	

† 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	2.7	2.7	
03 Professionals	1.6	1.6	
04 Semi-Professionals & Tech	2.9	2.9	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	2.9	2.9	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	3.1	3.1	
11 Intermediate Sales & Service	3.0	3.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	3.1	3.1	
14 Other Manual Workers	5.0	5.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities												
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Terminated Employees		From - To	YYYY - YYYY								
	2019-05-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-01	Annually	Over 3 Years	2019	2022	2019	2022							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01/02 Managers	349	3.1%	0.0%	0	36.7%	1.8%	19	19	4	1.8%	0	13	1	5.0%	5.0%	-13	-12	1.1%	1.4%		
03 Professionals	2,845	2.2%	0.0%	0	26.9%	11.3%	964	964	44	11.3%	15	224	85	8.8%	8.9%	-209	-139	1.5%	4.0%		
04 Semi-Professionals & Tech	818	1.9%	0.0%	0	44.2%	7.1%	174	174	9	7.1%	2	55	13	7.6%	7.6%	-53	-42	1.1%	2.4%		
05 Supervisors	12	-22.7%	0.0%	0	57.9%	10.2%	4	4	1	10.2%	0	2	1	27.5%	27.5%	-2	-1	8.3%	16.7%		
06 Supervisors: Crafts & Trades	8	-3.9%	0.0%	0	23.5%	10.2%	2	2	0	10.2%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	1,754	6.8%	0.0%	0	51.6%	10.2%	537	537	31	10.2%	9	153	54	10.0%	10.0%	-144	-99	1.8%	4.3%		
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	8.0%	8.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	68	6.1%	0.0%	0	19.2%	10.2%	21	21	0	10.2%	0	5	2	7.8%	7.8%	-5	-3	0.0%	2.9%		
10 Clerical Personnel	603	-5.6%	0.0%	0	47.0%	10.2%	185	185	13	10.2%	4	47	17	9.3%	9.3%	-43	-30	2.2%	4.3%		
11 Intermediate Sales & Service	58	-7.0%	0.0%	0	35.4%	10.2%	18	18	1	10.2%	0	5	2	10.8%	10.8%	-5	-3	1.7%	5.2%		
12 Semi-Skilled Manual	14	2.5%	0.0%	0	44.4%	10.2%	4	4	1	10.2%	0	0	0	10.3%	10.3%	0	0	7.1%	7.1%		
13 Other Sales & Service	322	-5.2%	0.0%	0	38.0%	10.2%	99	99	1	10.2%	0	33	11	10.7%	10.7%	-33	-22	0.3%	3.7%		
14 Other Manual Workers	95	-7.2%	0.0%	0	41.1%	10.2%	29	29	2	10.2%	1	5	2	6.8%	6.8%	-4	-3	2.1%	3.2%		
Total	6,947	1.7%	0.0%	0	38.6%		0	0	107	0.0%	0	518	0	9.0%	9.0%	-518	-518	1.5%	1.5%		

† 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		5.0		5.0	
03 Professionals		8.8		8.8	
04 Semi-Professionals & Tech		7.6		7.6	
05 Supervisors		27.5		27.5	
06 Supervisors: Crafts & Trades		10.1		10.1	
07 Administrative & Sr Clerical		10.0		10.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		7.8		7.8	
10 Clerical Personnel		9.3		9.3	
11 Intermediate Sales & Service		10.8		10.8	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		10.7		10.7	
14 Other Manual Workers		6.8		6.8	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

University of Calgary

[Date: 2019-05-01]

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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						2019
	2019-05-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-01	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	65	5.7%	0.0%	0	21.7%	1.8%	4	4	3	1.8%	0	4	0	11.5%	11.5%	-4	-4	4.6%	4.6%	
02 Middle & Other Managers	284	0.5%	0.0%	0	51.8%	11.3%	96	96	33	11.3%	11	28	17	17.6%	17.6%	-17	-11	11.6%	13.7%	
03 Professionals	2,845	2.2%	0.0%	0	26.9%	7.1%	606	606	432	7.1%	92	309	138	22.8%	22.8%	-217	-171	15.2%	16.8%	
04 Semi-Professionals & Tech	818	1.9%	0.0%	0	44.2%	10.2%	250	250	149	10.2%	46	86	58	23.1%	23.1%	-40	-28	18.2%	19.7%	
05 Supervisors	12	-22.7%	0.0%	0	57.9%	10.2%	4	4	3	10.2%	1	2	1	36.7%	36.7%	-1	-1	25.0%	25.0%	
06 Supervisors: Crafts & Trades	8	-3.9%	0.0%	0	23.5%	10.2%	2	2	0	10.2%	0	1	0	12.5%	12.5%	-1	-1	0.0%	0.0%	
07 Administrative & Sr Clerical	1,754	6.8%	0.0%	0	51.6%	10.2%	537	537	282	10.2%	86	165	111	20.6%	20.6%	-79	-54	16.1%	17.5%	
08 Skilled Sales & Service	1	0.0%	0.0%	0	0.0%	10.2%	0	0	0	10.2%	0	0	0	47.1%	47.1%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	68	6.1%	0.0%	0	19.2%	10.2%	21	21	4	10.2%	1	4	2	10.5%	10.5%	-3	-2	5.9%	7.4%	
10 Clerical Personnel	603	-5.6%	0.0%	0	47.0%	10.2%	185	185	103	10.2%	32	114	57	30.6%	30.6%	-82	-57	17.1%	21.2%	
11 Intermediate Sales & Service	58	-7.0%	0.0%	0	35.4%	10.2%	18	18	7	10.2%	2	17	7	37.7%	37.7%	-15	-10	12.1%	20.7%	
12 Semi-Skilled Manual	14	2.5%	0.0%	0	44.4%	10.2%	4	4	0	10.2%	0	6	2	40.1%	40.1%	-6	-4	0.0%	14.3%	
13 Other Sales & Service	322	-5.2%	0.0%	0	38.0%	10.2%	99	99	97	10.2%	30	98	51	51.2%	51.2%	-68	-47	30.1%	36.6%	
14 Other Manual Workers	95	-7.2%	0.0%	0	41.1%	10.2%	29	29	13	10.2%	4	21	9	31.2%	31.2%	-17	-12	13.7%	18.9%	
Total	6,947	1.7%	0.0%	0	38.6%	10.2%	0	0	1,126	0.0%	0	548	0	24.1%	24.1%	-548	-548	16.2%	16.2%	

† 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 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		11.5		11.5	
02 Middle & Other Managers		17.6		17.6	
03 Professionals		22.8		22.8	
04 Semi-Professionals & Tech		23.1		23.1	
05 Supervisors		36.7		36.7	
06 Supervisors: Crafts & Trades		12.5		12.5	
07 Administrative & Sr Clerical		20.6		20.6	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		10.5		10.5	
10 Clerical Personnel		30.6		30.6	
11 Intermediate Sales & Service		37.7		37.7	
12 Semi-Skilled Manual		40.1		40.1	
13 Other Sales & Service		51.2		51.2	
14 Other Manual Workers		31.2		31.2	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

University of Calgary

[Date: 2019-05-01]

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	Actual	Expected	Difference							
01 Senior Managers	2015	55	32	58.2	56.4	31	1	103.2																	
	2019	65	39	60.0	27.6	18	21	217.4	28	16	57.1	8	8	8	4	50.0	5	-1	13	9	69.2	8	1		
02 Middle & Other Managers	2015	280	154	55.0	51.9	145	9	106.0																	
	2019	284	163	57.4	39.4	112	51	145.7	86	41	47.7	34	7	83	55	66.3	46	9	146	76	52.1	80	-4		
03 Professionals	2015	2,662	1,230	46.2	46.7	1,243	-13	98.9																	
	2019	2,845	1,301	45.7	46.4	1,320	-19	98.6	986	550	55.8	458	92	559	274	49.0	258	16	740	413	55.8	342	71		
04 Semi-Professionals & Technicians	2015	774	454	58.7	68.4	529	-75	85.8																	
	2019	818	451	55.1	67.9	555	-104	81.2	365	210	57.5	248	-38	84	52	61.9	49	3	352	211	59.9	206	5		
05 Supervisors	2015	26	16	61.5	67.4	18	-2	91.3																	
	2019	12	11	91.7	53.8	6	5	170.4	3	2	66.7	2	0	3	2	66.7	2	0	11	7	63.6	7	0		
06 Supervisors: Crafts & Trades	2015	9	1	11.1	10.0	1	0	111.1																	
	2019	8	1	12.5	12.0	1	0	104.2	2	0	0.0	0	0	2	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 (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 Senior Managers	2019	36	20	55.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	36	20	55.6			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	169	96	56.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	169	96	56.8			0.0	0.0			0.0	0.0		
03 Professionals	2019	1,545	824	53.3	5	16,480.0	0.0	0.0	8	10,300.0	0.5	11,420.4		
	2022	1,545	824	53.3			46.4	114.9			46.4	114.9		
04 Semi-Professionals & Technicians	2019	449	262	58.4	29	903.4	0.0	0.0	46	569.6	0.7	8531.0		
	2022	449	262	58.4			0.0	0.0			0.0	0.0		
05 Supervisors	2019	6	4	66.7	0	0.0	0.0	0.0	2	200.0	0.7	9891.2		
	2022	6	4	66.7			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

University of Calgary

[Date: 2019-05-01]

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	Actual	Expected	Difference							
07 Administrative & Senior Clerical	2015	1,439	1,112	77.3	85.1	1,225	-113	90.8																	
	2019	1,754	1,380	78.7	81.2	1,424	-44	96.9	900	687	76.3	731	-44	455	367	80.7	352	15	824	627	76.1	637	-10		
08 Skilled Sales & Service Personnel	2015	1	0	0.0	23.5	0	0	0.0																	
	2019	1	1	100.0	25.7	0	1	389.1	22	1	4.5	6	-5	1	0	0.0	0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	57	0	0.0	6.0	3	-3	0.0																	
	2019	68	1	1.5	5.9	4	-3	24.9	0	0	0.0	0	0	0	0	0.0	0	0	12	0	0.0	0	0		
10 Clerical Personnel	2015	716	587	82.0	83.0	594	-7	98.8																	
	2019	603	505	83.7	70.7	426	79	118.5	288	235	81.6	204	31	74	59	79.7	61	-2	310	248	80.0	254	-6		
11 Intermediate Sales & Service Personnel	2015	72	23	31.9	47.5	34	-11	67.3																	
	2019	58	17	29.3	67.8	39	-22	43.2	23	4	17.4	16	-12	0	0	0.0	0	0	23	5	21.7	7	-2		
12 Semi-Skilled Manual Workers	2015	13	0	0.0	32.4	4	-4	0.0																	
	2019	14	1	7.1	14.4	2	-1	49.6	7	1	14.3	1	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	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
07 Administrative & Senior Clerical	2019	1,355	1,054	77.8	40	2635.0	0.0	0.0	76	1386.8	0.8	9579.6		
	2022	1,355	1,054	77.8			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	23	1	4.3	0	0.0	0.0	0.0	2	50.0	0.0	0.0		
	2022	23	1	4.3			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.1	0.0		
	2022	0	0	0.0			5.9	0.0			5.9	0.0		
10 Clerical Personnel	2019	362	294	81.2	2	14700.0	0.0	0.0	5	5880.0	0.8	9785.0		
	2022	362	294	81.2			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	23	4	17.4	4	100.0	0.0	0.0	7	57.1	0.7	2565.1		
	2022	23	4	17.4			50.0	34.8			50.0	34.8		
12 Semi-Skilled Manual Workers	2019	7	1	14.3	2	50.0	0.0	0.0	2	50.0	0.1	9920.6		
	2022	7	1	14.3			14.4	99.2			14.4	99.2		

Federal Contractors Program Achievement Report

Part 4: Results - Women

University of Calgary

[Date: 2019-05-01]

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	378	186	49.2	25.0	95	92	196.8																
	2019	322	181	56.2	56.5	182	-1	99.5	124	53	42.7	70	-17	11	9	81.8	5	4	133	55	41.4	65	-10	
14 Other Manual Workers	2015	119	29	24.4	9.2	11	18	264.9																
	2019	95	22	23.2	17.6	17	5	131.6	18	3	16.7	3	0	6	0	0.0	1	-1	44	9	20.5	11	-2	
Total	2015	6,601	3,824	57.9	59.6	3,934	-110	97.2																
	2019	6,947	4,074	58.6	59.1	4,106	-32	99.2	2,852	1,803	63.2	1,686	117	1,286	822	63.9	745	77	2,616	1,660	63.5	1,515	145	

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		Women				Women				
			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	2019	135	62	45.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	135	62	45.9			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	24	3	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	24	3	12.5			0.0	0.0			0.0	0.0	
Total	2019	4,138	2,625	63.4	83	3162.7	0.0	0.0	148	1773.6	0.0	0.0	
	2022	4,138	2,625	63.4			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	55	2	3.6	3.2	2	0	113.6																	
	2019	65	2	3.1	3.2	2	0	96.2	28	1	3.6	1	0	8	0	0.0	0	0	13	1	7.7	0	1		
02 Middle & Other Managers	2015	280	5	1.8	2.5	7	-2	71.4																	
	2019	284	4	1.4	2.7	8	-4	52.2	86	1	1.2	2	-1	83	0	0.0	1	-1	146	3	2.1	3	0		
03 Professionals	2015	2,662	18	0.7	1.5	40	-22	45.1																	
	2019	2,845	34	1.2	1.6	46	-12	74.7	986	19	1.9	16	3	559	9	1.6	4	5	740	4	0.5	5	-1		
04 Semi-Professionals & Technicians	2015	774	3	0.4	2.6	20	-17	14.9																	
	2019	818	8	1.0	2.9	24	-16	33.7	365	4	1.1	11	-7	84	1	1.2	0	1	352	1	0.3	1	0		
05 Supervisors	2015	26	2	7.7	0.0	0	2	0.0																	
	2019	12	1	8.3	3.1	0	1	268.8	3	0	0.0	0	0	3	0	0.0	0	0	11	1	9.1	1	0		
06 Supervisors: Crafts & Trades	2015	9	0	0.0	3.2	0	0	0.0																	
	2019	8	0	0.0	4.8	0	0	0.0	2	0	0.0	0	0	2	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 (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	2019	36	1	2.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	36	1	2.8			0.0	0.0			0.0	0.0	0.0	
02 Middle & Other Managers	2019	169	1	0.6	1	100.0	0.0	0.0	1	100.0	0.0	0.0	0.0	
	2022	169	1	0.6			2.7	21.9			2.7	21.9	0.0	
03 Professionals	2019	1,545	28	1.8	7	400.0	0.0	0.0	15	186.7	0.0	0.0	0.0	
	2022	1,545	28	1.8			1.6	113.3			1.6	113.3	0.0	
04 Semi-Professionals & Technicians	2019	449	5	1.1	7	71.4	0.0	0.0	10	50.0	0.0	0.0	0.0	
	2022	449	5	1.1			2.9	38.4			2.9	38.4	0.0	
05 Supervisors	2019	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	6	0	0.0			0.0	0.0			0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	4	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						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
07 Administrative & Senior Clerical	2015	1,439	18	1.3	2.2	32	-14	56.9	900	17	1.9	26	-9	455	0	0.0	6	-6	824	7	0.8	10	-3	
	2019	1,754	34	1.9	2.9	51	-17	66.8																
08 Skilled Sales & Service Personnel	2015	1	0	0.0	4.5	0	0	0.0	22	0	0.0	1	-1	1	0	0.0	0	0	0	0	0	0.0	0	0
	2019	1	1	100.0	4.6	0	1	2,173.9																
09 Skilled Crafts & Trades Workers	2015	57	2	3.5	5.6	3	-1	62.7	0	1	0.0	0	1	0	0	0.0	0	0	12	0	0.0	0	0	
	2019	68	5	7.4	5.4	4	1	136.2																
10 Clerical Personnel	2015	716	10	1.4	3.3	24	-14	42.3	288	4	1.4	9	-5	74	0	0.0	1	-1	310	4	1.3	4	0	
	2019	603	9	1.5	3.1	19	-10	48.1																
11 Intermediate Sales & Service Personnel	2015	72	1	1.4	3.6	3	-2	38.6	23	0	0.0	1	-1	0	0	0.0	0	0	23	0	0.0	0	0	
	2019	58	1	1.7	3.0	2	-1	57.5																
12 Semi-Skilled Manual Workers	2015	13	0	0.0	0.0	0	0	0.0	7	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	0	0	
	2019	14	0	0.0	3.0	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			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	1,355	17	1.3	5	340.0	0.0	0.0	9	188.9	0.0	0.0		
	2022	1,355	17	1.3		2.9	43.3		2.9	43.3				
08 Skilled Sales & Service Personnel	2019	23	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	23	0	0.0		0.0	0.0		0.0	0.0				
09 Skilled Crafts & Trades Workers	2019	0	1	0.0	0	0.0	0.0	0.0	1	100.0	0.0	0.0		
	2022	0	1	0.0		0.0	0.0		0.0	0.0				
10 Clerical Personnel	2019	362	4	1.1	4	100.0	0.0	0.0	10	40.0	0.0	0.0		
	2022	362	4	1.1		3.1	35.6		3.1	35.6				
11 Intermediate Sales & Service Personnel	2019	23	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	23	0	0.0		3.0	0.0		3.0	0.0				
12 Semi-Skilled Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	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							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	378	4	1.1	3.4	13	-9	31.1																	
	2019	322	4	1.2	3.1	10	-6	40.1	124	0	0.0	4	-4	11	0	0.0	0	0	133	1	0.8	1	0		
14 Other Manual Workers	2015	119	1	0.8	5.8	7	-6	14.5																	
	2019	95	2	2.1	5.0	5	-3	42.1	18	0	0.0	1	-1	6	1	16.7	0	1	44	0	0.0	0	0		
Total	2015	6,601	66	1.0	2.0	132	-66	50.0																	
	2019	6,947	105	1.5	2.4	167	-62	63.0	2,852	47	1.6	68	-21	1,286	11	0.9	13	-2	2,616	22	0.8	26	-4		

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	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	135	0	0.0	4	0.0	0.0	0.0	5	0.0	0.0	0.0		
	2022	135	0	0.0			3.1	0.0			3.1	0.0		
14 Other Manual Workers	2019	24	1	4.2	2	50.0	0.0	0.0	4	25.0	0.0	0.0		
	2022	24	1	4.2			5.0	83.3			5.0	83.3		
Total	2019	4,138	58	1.4	30	193.3	0.0	0.0	55	105.5	0.0	0.0		
	2022	4,138	58	1.4			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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities									
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2015	335	1	0.3	4.3	14	-13	6.9																
	2019	349	4	1.1	5.0	17	-13	22.9	114	2	1.8	6	-4	91	0	0.0	0	0	0	159	0	0.0	0	0
03 Professionals	2015	2,662	36	1.4	3.8	101	-65	35.6																
	2019	2,845	44	1.5	8.9	253	-209	17.4	986	17	1.7	88	-71	559	6	1.1	8	-2	740	15	2.0	10	5	
04 Semi-Professionals & Technicians	2015	774	10	1.3	4.6	36	-26	28.1																
	2019	818	9	1.1	7.6	62	-53	14.5	365	3	0.8	28	-25	84	2	2.4	1	1	352	4	1.1	5	-1	
05 Supervisors	2015	26	1	3.8	13.9	4	-3	27.7																
	2019	12	1	8.3	27.5	3	-2	30.3	3	0	0.0	1	-1	3	0	0.0	0	0	11	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	9	1	11.1	7.8	1	0	142.5																
	2019	8	0	0.0	10.1	1	-1	0.0	2	0	0.0	0	0	2	0	0.0	0	0	2	1	50.0	0	1	

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	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	205	2	1.0	5	40.0	0.0	0.0	8	25.0	0.00	0.0		
	2022	205	2	1.0			5.0	19.5			5.00	19.5		
03 Professionals	2019	1,545	23	1.5	21	109.5	0.0	0.0	44	52.3	0.00	0.0		
	2022	1,545	23	1.5			8.8	16.9			8.80	16.9		
04 Semi-Professionals & Technicians	2019	449	5	1.1	10	50.0	0.0	0.0	16	31.3	0.00	0.0		
	2022	449	5	1.1			7.6	14.7			7.60	14.7		
05 Supervisors	2019	6	0	0.0	1	0.0	0.0	0.0	2	0.0	0.00	0.0		
	2022	6	0	0.0			27.5	0.0			27.50	0.0		
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	4	0	0.0			10.1	0.0			10.10	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	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2015	1,439	21	1.5	3.4	49	-28	42.9																
	2019	1,754	31	1.8	10.0	175	-144	17.7	900	18	2.0	90	-72	455	8	1.8	7	1	824	13	1.6	12	1	
08 Skilled Sales & Service Personnel	2015	1	0	0.0	3.5	0	0	0.0																
	2019	1	0	0.0	8.0	0	0	0.0	22	0	0.0	2	-2	1	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	57	0	0.0	3.8	2	-2	0.0																
	2019	68	0	0.0	7.8	5	-5	0.0	0	0	0.0	0	0	0	0	0.0	0	0	12	0	0.0	0	0	
10 Clerical Personnel	2015	716	14	2.0	7.0	50	-36	27.9																
	2019	603	13	2.2	9.3	56	-43	23.2	288	4	1.4	27	-23	74	0	0.0	1	-1	310	9	2.9	6	3	
11 Intermediate Sales & Service Personnel	2015	72	2	2.8	5.6	4	-2	49.6																
	2019	58	1	1.7	10.8	6	-5	16.0	23	0	0.0	2	-2	0	0	0.0	0	0	23	0	0.0	1	-1	
12 Semi-Skilled Manual Workers	2015	13	0	0.0	4.8	1	-1	0.0																
	2019	14	1	7.1	10.3	1	0	69.3	7	0	0.0	1	-1	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	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	2019	1,355	26	1.9	10	260.0	0.0	0.0	18	144.4	0.0	0.0		
	2022	1,355	26	1.9			10.0	19.2			10.0	19.2		
08 Skilled Sales & Service Personnel	2019	23	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	23	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	0	0	0.0			7.8	0.0			7.8	0.0		
10 Clerical Personnel	2019	362	4	1.1	13	30.8	0.0	0.0	2	200.0	0.0	0.0		
	2022	362	4	1.1			9.3	11.9			9.3	11.9		
11 Intermediate Sales & Service Personnel	2019	23	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	23	0	0.0			10.8	0.0			10.8	0.0		
12 Semi-Skilled Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

University of Calgary

[Date: 2019-05-01]

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						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	378	2	0.5	6.3	24	-22	8.4																
	2019	322	1	0.3	10.7	34	-33	2.9	124	0	0.0	13	-13	11	0	0.0	0	0	0	133	1	0.8	1	0
14 Other Manual Workers	2015	119	4	3.4	5.3	6	-2	63.4																
	2019	95	2	2.1	6.8	6	-4	31.0	18	0	0.0	1	-1	6	0	0.0	0	0	44	2	4.5	1	1	
Total	2015	6,601	92	1.4	4.0	264	-172	34.8																
	2019	6,947	107	1.5	9.0	625	-518	17.1	2,852	44	1.5	257	-213	1,286	16	1.2	18	-2	2,616	45	1.7	36	9	

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	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	135	0	0.0	8	0.0	0.0	0.0	14	0.0	0.0	0.0		
	2022	135	0	0.0			10.7	0.0			10.7	0.0		
14 Other Manual Workers	2019	24	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	24	0	0.0			6.8	0.0			6.8	0.0		
Total	2019	4,138	60	1.4	70	85.7	0.0	0.0	108	55.6	0.0	0.0		
	2022	4,138	60	1.4			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

University of Calgary

[Date: 2019-05-01]

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	55	1	1.8	7.8	4	-3	23.3																	
	2019	65	3	4.6	11.5	7	-4	40.1	28	2	7.1	3	-1	8	0	0.0	0	0	13	0	0.0	0	0	0	0
02 Middle & Other Managers	2015	280	33	11.8	14.3	40	-7	82.4																	
	2019	284	33	11.6	17.6	50	-17	66.0	86	8	9.3	15	-7	83	14	16.9	10	4	146	19	13.0	17	2	2	
03 Professionals	2015	2,662	356	13.4	20.5	546	-190	65.2																	
	2019	2,845	432	15.2	22.8	649	-217	66.6	986	156	15.8	225	-69	559	95	17.0	75	20	740	111	15.0	99	12	12	
04 Semi-Professionals & Technicians	2015	774	126	16.3	23.1	179	-53	70.5																	
	2019	818	149	18.2	23.1	189	-40	78.9	365	60	16.4	84	-24	84	20	23.8	14	6	352	56	15.9	57	-1	-1	
05 Supervisors	2015	26	2	7.7	28.3	7	-5	27.2																	
	2019	12	3	25.0	36.7	4	-1	68.1	3	0	0.0	1	-1	3	1	33.3	0	1	11	1	9.1	1	0	0	
06 Supervisors: Crafts & Trades	2015	9	0	0.0	7.0	1	-1	0.0																	
	2019	8	0	0.0	12.5	1	-1	0.0	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2019	36	2	5.6	1	200.0	0.0	0.0	2	100.0	0.0	0.0		
	2022	36	2	5.6			11.5	48.3			11.5	48.3		
02 Middle & Other Managers	2019	169	22	13.0	3	733.3	0.0	0.0	4	550.0	0.0	0.0		
	2022	169	22	13.0			17.6	74.0			17.6	74.0		
03 Professionals	2019	1,545	251	16.2	59	425.4	0.0	0.0	131	191.6	0.0	0.0		
	2022	1,545	251	16.2			22.8	71.3			22.8	71.3		
04 Semi-Professionals & Technicians	2019	449	80	17.8	20	400.0	0.0	0.0	33	242.4	0.0	0.0		
	2022	449	80	17.8			23.1	77.1			23.1	77.1		
05 Supervisors	2019	6	1	16.7	2	50.0	0.0	0.0	3	33.3	0.0	0.0		
	2022	6	1	16.7			36.7	45.4			36.7	45.4		
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	4	0	0.0			12.5	0.0			12.5	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

University of Calgary

[Date: 2019-05-01]

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						
#	#	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2015	1,439	189	13.1	15.8	227	-38	83.1																
	2019	1,754	282	16.1	20.6	361	-79	78.0	900	147	16.3	185	-38	455	76	16.7	60	16	824	123	14.9	108	15	
08 Skilled Sales & Service Personnel	2015	1	0	0.0	37.4	0	0	0.0																
	2019	1	0	0.0	47.1	0	0	0.0	22	0	0.0	10	-10	1	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	57	1	1.8	8.8	5	-4	19.9																
	2019	68	4	5.9	10.5	7	-3	56.0	0	1	0.0	0	1	0	0	0.0	0	0	12	0	0.0	0	0	
10 Clerical Personnel	2015	716	101	14.1	22.3	160	-59	63.3																
	2019	603	103	17.1	30.6	185	-82	55.8	288	47	16.3	88	-41	74	12	16.2	10	2	310	44	14.2	44	0	
11 Intermediate Sales & Service Personnel	2015	72	8	11.1	25.2	18	-10	44.1																
	2019	58	7	12.1	37.7	22	-15	32.0	23	2	8.7	9	-7	0	0	0.0	0	0	23	1	4.3	3	-2	
12 Semi-Skilled Manual Workers	2015	13	0	0.0	16.2	2	-2	0.0																
	2019	14	0	0.0	40.1	6	-6	0.0	7	0	0.0	3	-3	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			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	1,355	223	16.5	14	1592.9	0.0	0.0	24	929.2	0.0	0.0		
	2022	1,355	223	16.5			20.6	79.9			20.6	79.9		
08 Skilled Sales & Service Personnel	2019	23	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	23	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	1	0.0	2	50.0	0.0	0.0	2	50.0	0.0	0.0		
	2022	0	1	0.0			10.5	0.0			10.5	0.0		
10 Clerical Personnel	2019	362	59	16.3	21	281.0	0.0	0.0	38	155.3	0.0	0.0		
	2022	362	59	16.3			30.6	53.3			30.6	53.3		
11 Intermediate Sales & Service Personnel	2019	23	2	8.7	4	50.0	0.0	0.0	6	33.3	0.0	0.0		
	2022	23	2	8.7			37.7	23.1			37.7	23.1		
12 Semi-Skilled Manual Workers	2019	7	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	7	0	0.0			40.1	0.0			40.1	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

University of Calgary

[Date: 2019-05-01]

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			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	378	124	32.8	38.2	144	-20	85.9																	
	2019	322	97	30.1	51.2	165	-68	58.8	124	20	16.1	63	-43	11	2	18.2	4	-2	133	45	33.8	44	1		
14 Other Manual Workers	2015	119	19	16.0	25.7	31	-12	62.1																	
	2019	95	13	13.7	31.2	30	-17	43.9	18	5	27.8	6	-1	6	1	16.7	1	0	44	8	18.2	7	1		
Total	2015	6,601	960	14.5	21.0	1,386	-426	69.3																	
	2019	6,947	1,126	16.2	24.1	1,674	-548	67.3	2,852	448	15.7	687	-239	1,286	221	17.2	187	34	2,616	408	15.6	380	28		

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			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	135	22	16.3	8	275.0	0.0	0.0	12	183.3	0.0	0.0		
	2022	135	22	16.3			51.2	31.8			51.2	31.8		
14 Other Manual Workers	2019	24	6	25.0	4	150.0	0.0	0.0	8	75.0	0.0	0.0		
	2022	24	6	25.0			31.2	80.1			31.2	80.1		
Total	2019	4,138	669	16.2	139	481.3	0.0	0.0	265	252.5	0.0	0.0		
	2022	4,138	669	16.2			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
University of Calgary
[Date: 2019-05-01]

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):

It is important to note the workforce analysis may not accurately reflect the actual representation of designated groups as result of the 26% non-respondents, however, the data for women was extracted from our Human Resource Information System (PeopleSoft) and considered highly accurate. The return rate is 74% and response rate is 72.3%. Continued efforts occur to increase self-identification response.

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.

n/a

- Acquisitions, mergers or transfers of employees.

n/a

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

n/a

[Redacted]

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

n/a

- Other.

Due to Government of Alberta Salary Restraint Regulation, all salary increases on EEOG 02/03 lateral moves (whether transfer or temporary assignment) have been suspended until September 2019.

Additional Details

Please provide any additional information (optional):

Next steps are to review/update the non-numerical goals to ensure there are action items in place to ensure we make reasonable efforts in reaching the short/long term numerical goals.

**Federal Contractors Program
Report of the Subsequent Compliance Assessment**

Employer Name: University of Calgary

Primary Location: Calgary, Alberta

Number of Employees: 6947

Organization Overview:

NAICS 6113 (Universities)

(This industry group comprises establishments primarily engaged in providing academic courses and granting degrees at the bachelor or graduate levels.)

Key Dates – First Year Assessment

Initiated: 2014-09-19

Received: 2015-07-07

Closed: 2015-11-16

Workforce 2015-06-23

Analysis:

Key Dates – Subsequent Assessment

Initiated: 2019-06-01

Received: 2019-05-29

Workforce 2019-05-27

Analysis:

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: None

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

Yes No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS**Women**

03	Professionals	Goal met at 16,480%
04	Semi-Professionals & Technicians	Goal met at 903%
05	Professionals	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 2,635%
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
10	Clerical Personnel	Goal met at 14,700%
11	Intermediate Sales & Service Personnel	Goal met at 100%
12	Semi-Skilled Manual Workers	Goal not met (50% achieved)

Assessment/Observations

- EEOG 05: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is currently no longer a gap.
- EEOG 09: There were zero new entrants.
- EEOG 12: There were seven new entrants and one was a woman. At LMA rate of 14.4%, at least one would have been expected.

Aboriginal Peoples

02	Middle & Other Managers	Goal met at 100%
03	Professionals	Goal met at 400%
04	Semi-Professionals & Technicians	Goal not met (71% achieved)
07	Administrative & Senior Clerical Personnel	Goal met at 340%
09	Skilled Crafts & Trades	No goal set
10	Clerical Personnel	Goal met at 100%
11	Intermediate Sales & Service Personnel	No goal set
13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	Goal met at 193%

Assessment/Observations

- EEOG 04: There were 449 new entrants and five were Aboriginal People. At LMA rate of 2.6%, at least 11 would have been expected.
- EEOG 09: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is currently no longer a gap.
- EEOG 11: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is currently still a gap of -1.
- EEOG 13: There were 135 new entrants and none were Aboriginal People. At LMA rate of 3.4%, at least four would have been expected.

Persons with Disabilities

01/02	Managers	Goal not met (40% achieved)
03	Professionals	Goal met at 109%

04	Semi-Professionals & Technicians	Goal not met (50% achieved)
05	Supervisors	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal met at 260%
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
10	Clerical Personnel	Goal not met (30% achieved)
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01/02: There were 205 new entrants and two were persons with disabilities. At LMA rate of 4.3%, at least eight would have been expected.
- EEOG 04: There were 449 new entrants and five were persons with disabilities. At LMA rate of 4.6%, at least 20 would have been expected.
- EEOG 05: There were six new entrants and none were persons with disabilities. However, at LMA rate of 13.9%, the goal was unattainable.
- EEOG 09: There were zero new entrants.
- EEOG 10: There were 362 new entrants and four were persons with disabilities. At LMA rate of 7%, at least 25 would have been expected.
- EEOG 11: There were 23 new entrants and none were persons with disabilities. At LMA rate of 5.6%, at least one would have been expected.
- EEOG 12: There were seven new entrants and none were persons with disabilities. However, at LMA rate of 4.8%, the goal was unattainable.
- EEOG 13: There were 135 new entrants and none were persons with disabilities. At LMA rate of 6.3%, at least eight would have been expected.
- EEOG 14: There were 24 new entrants and none were persons with disabilities. At LMA rate of 5.3%, at least one would have been expected.

Members of Visible Minorities

01	Senior Managers	Goal met at 200%
02	Middle & Other Managers	Goal met at 733%
03	Professionals	Goal met at 425%
04	Semi-Professionals & Technicians	Goal met at 400%
05	Supervisors	Goal not met (50% achieved)
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 1,592%
09	Skilled Crafts & Trades Workers	Goal not met (50% achieved)
10	Clerical Personnel	Goal met at 281%
11	Intermediate Sales & Service Personnel	Goal not met (50% achieved)
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
13	Other Sales & Service Personnel	Goal met at 275%
14	Other Manual Workers	Goal met at 150%

Assessment/Observations

- EEOG 05: There were six new entrants and one was of visible minority. At LMA rate of 28.3%, at least one would have been expected.
- EEOG 06: There were four new entrants and none were of visible minority. However, at LMA rate of 7%, the goal was unattainable.
- EEOG 09: There were zero new entrants.
- EEOG 11: There were 23 new entrants and two were of visible minority. At LMA rate of 25.2%, at least five would have been expected.
- EEOG 12: There were seven new entrants and none were of visible minority. At LMA rate of 16.2%, at least one would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of 41 required goals:
 - 20 were met at 80% or above;
 - 8 had a percentage of the goal completed;
 - 7 had zero percent achieved;
 - 6 had no identified goal set.
- Goals were previously set in percentage format rather than numerical.
- It is important to note their workforce analysis may not accurately reflect the actual representation of designated groups as result of the 26% non-respondents; however, the data for women was extracted from their Human Resource Information System (PeopleSoft) and considered highly accurate. The return rate is 74% and response rate is 72.3%. Discussions were had with the company emphasising the importance of increasing their self-identification response rate to meet the required 80%.

ASSESSMENT OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
			%	%	%	%

03	Professionals	-19	46.4	46.4	45.7	46.4
04	Semi-Professionals & Technicians	-104	50.0	50.0	55.1	67.9
07	Admin. & Senior Clerical Personnel	-44	50.0	50.0	78.7	81.2
09	Skilled Crafts & Trades Workers	-3	5.9	5.9	1.5	5.9
11	Interm. Sales & Service Personnel	-22	50.0	50.0	29.3	67.8
12	Semi-Skilled Manual Workers	-1	14.4	14.4	7.1	14.4
13	Other Sales & Service Personnel	-1	50.0	50.0	56.2	56.5

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Aboriginal Peoples

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-4	2.7	2.7	1.4	2.7
03	Professionals	-12	1.6	1.6	1.2	1.6
04	Semi-Professionals & Technicians	-16	2.9	2.9	1.0	2.9
07	Admin. & Senior Clerical Personnel	-17	2.9	2.9	1.9	2.9
10	Clerical Personnel	-10	3.1	3.1	1.5	3.1
11	Interm. Sales & Service Personnel	-1	3.0	3.0	1.7	3.0
13	Other Sales & Service Personnel	-6	3.1	3.1	1.2	3.1
14	Other Manual Workers	-3	5.0	5.0	2.1	5.0

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Persons with Disabilities

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01/02	Managers	-13	5.0	5.0	1.1	5.0
03	Professionals	-209	8.8	8.8	1.5	8.9

04	Semi-Professionals & Technicians	-53	7.6	7.6	1.1	7.6
05	Supervisors	-2	27.5	27.5	8.3	27.5
06	Supervisors: Crafts & Trades	-1	10.1	10.1	0.0	10.1
07	Administrative & Senior Clerical Personnel	-144	10.0	10.0	1.8	10.0
09	Skilled Crafts & Trades Workers	-5	7.8	7.8	0.0	7.8
10	Clerical Personnel	-43	9.3	9.3	2.2	9.3
11	Intermediate Sales & Service Personnel	-5	10.8	10.8	1.7	10.8
13	Other Sales & Service Personnel	-33	10.7	10.7	0.3	10.7
14	Other Manual Workers	-4	6.8	6.8	2.1	6.8

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-4	11.5	11.5	4.6	11.5
02	Middle & Other Managers	-17	17.6	17.6	11.6	17.6
03	Professionals	-217	22.8	22.8	15.2	22.8
04	Semi-Professionals & Technicians	-40	23.1	23.1	18.2	23.1
05	Supervisors	-1	36.7	36.7	25.0	36.7
06	Supervisors: Crafts & Trades	-1	12.5	12.5	0.0	12.5
07	Admin. & Senior Clerical Personnel	-79	20.6	20.6	16.1	20.6
09	Skilled Crafts & Trades Workers	-3	10.5	10.5	5.9	10.5
10	Clerical Personnel	-82	30.6	30.6	17.1	30.6
11	Interm. Sales & Service Personnel	-15	37.7	37.7	12.1	37.7
12	Semi-Skilled Manual Workers	-6	40.1	40.1	0.0	40.1
13	Other Sales & Service Personnel	-68	51.2	51.2	30.1	51.2
14	Other Manual Workers	-17	31.2	31.2	13.7	31.2

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that the self-identification survey response rate is below the expected rate of 80% we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
 - explain the purpose of the survey; re-sending the self-identification questionnaire and asking employees who have not done so to complete the questionnaire;
 - offer a means to answer questions that employees may have on employment equity; and,
 - follow up with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification;
 - We encourage your organization to continue building networks with designated group organizations to increase the representation of underrepresented groups.

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

- Given that there are a number of gaps in women, Indigenous persons, persons with disabilities and visible minorities overall, the organization might consider partnering with universities or forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing / eliminating the gaps.

Name of Analyst: Céline Brown

Date: June 20, 2019

Nyirasafari, Ange AN [NC]

From: Brown, Celine E [NC] on behalf of EE-EME
Sent: July 18, 2019 11:59 AM
To: 'vpfs@ucalgary.ca'
Cc: Nicole Wheeler; 'Carley L'Hirondelle'
Subject: Government of Canada Agreement Number: 090040 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Linda Dalgetty:

I am writing to inform you that the subsequent compliance assessment initiated on June 1, 2019 has been completed. As a result of the assessment, University of Calgary 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 University of Calgary's employment equity program.

- Given that the self-identification survey response rate is below the expected rate of 80% we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
 - explain the purpose of the survey; re-sending the self-identification questionnaire and asking employees who have not done so to complete the questionnaire;
 - offer a means to answer questions that employees may have on employment equity; and,
 - follow up with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification;
 - We encourage your organization to continue building networks with designated group organizations to increase the representation of underrepresented groups.
- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in women, Indigenous persons, persons with disabilities and visible minorities overall, the organization might consider partnering with universities or forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing / eliminating the gaps.

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 June 1, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, University of Calgary 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 University of Calgary 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!