

**OFFICIAL USE ONLY**  
**Agreement N°:** 060328

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

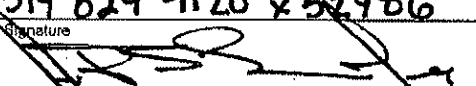
ORGANIZATION	
Legal Name of Organization University of Guelph	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 611310	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    6477 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 50 Stone Road East	City Guelph	Province ON	Postal Code N1G2W1
	Telephone Number 519-824-4120	Fax Number 519-767-1693	

EMPLOYMENT EQUITY CONTACT	
Name (print) Mahejabeen Ebrahim	Title Associate Director
Telephone Number 519-8244120 X56025	E-mail Address m.ebrahim@hre.uoguelph.ca

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Dr. Alastair J. Summerlee	Title President
Telephone Number 519 824 4120 x 52986	E-mail Address president@uoguelph.ca
Signature 	Date 5 VIII 13

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



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

Reporting Period 2019-03-04 to 2019-03-04

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	2904	2	0	2906	Guelph	2904	2	0	2906
<b>Total Employees in Canada</b>				<b>2906</b>	<b>Total Employees in Canada</b>				<b>2906</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

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
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	33	15	18							2		2
	<b>Total</b>	33	15	18							2		2
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	357	159	198	8	4	4	31	10	21	32	14	18
	<b>Total</b>	357	159	198	8	4	4	31	10	21	32	14	18
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1134	645	489	11	4	7	73	37	36	145	90	55
	<b>Total</b>	1134	645	489	11	4	7	73	37	36	145	90	55
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	409	155	254	6	2	4	24	11	13	43	23	20
	<b>Total</b>	409	155	254	6	2	4	24	11	13	43	23	20



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

008107

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
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	24	10	14				1		1	3	1	2
	<b>Total</b>	24	10	14				1		1	3	1	2
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	<b>Total</b>	5	5										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	337	30	307	3		3	27	3	24	24	3	21
	<b>Total</b>	337	30	307	3		3	27	3	24	24	3	21
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	57	31	26							11	7	4
	<b>Total</b>	57	31	26							11	7	4



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

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
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	60	59	1				1	1				
	<b>Total</b>	60	59	1				1	1				
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	138	18	120				9	1	8	9		9
	<b>Total</b>	138	18	120				9	1	8	9		9
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	46	12	34				4	1	3			
	<b>Total</b>	46	12	34				4	1	3			
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	73	57	16							1	1	
	<b>Total</b>	73	57	16							1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

008109

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
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	214	82	132	2	1	1	10	5	5	10	5	5
	<b>Total</b>	214	82	132	2	1	1	10	5	5	10	5	5
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	15	2									
	<b>Total</b>	17	15	2									
<b>Total Number of Employees</b>		<b>2904</b>	<b>1293</b>	<b>1611</b>	<b>30</b>	<b>11</b>	<b>19</b>	<b>180</b>	<b>69</b>	<b>111</b>	<b>280</b>	<b>144</b>	<b>136</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

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
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		2		2									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

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
<b>Under \$15,000</b>	<b>2904</b>	<b>1293</b>	<b>1611</b>	<b>30</b>	<b>11</b>	<b>19</b>	<b>180</b>	<b>69</b>	<b>111</b>	<b>280</b>	<b>144</b>	<b>136</b>
<b>Total Number of Employees</b>	<b>2904</b>	<b>1293</b>	<b>1611</b>	<b>30</b>	<b>11</b>	<b>19</b>	<b>180</b>	<b>69</b>	<b>111</b>	<b>280</b>	<b>144</b>	<b>136</b>





FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2019-03-04 to 2019-03-04

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
<b>Under \$5,000</b>	<b>2</b>		<b>2</b>									
<b>Total Number of Employees</b>	<b>2</b>		<b>2</b>									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-06-27 to 2019-03-04

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	5	1	4									
Middle and Other Managers	53	21	32	1		1	7	2	5	4	2	2
Professionals	164	94	70	7	2	5	2		2	24	20	4
Semi-Professionals and Technicians	50	28	22	1	1		3	2	1	7	5	2
Supervisors	1		1									
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	58	4	54	2		2	1		1	7		7
Skilled Sales and Service Personnel	20	10	10							4	2	2
Skilled Crafts and Trades Workers	11	11										
Clerical Personnel	28	5	23							3		3
Intermediate Sales and Service Personnel	8	3	5									
Semi-Skilled Manual Workers	7	5	2									
Other Sales and Service Personnel	54	29	25	1	1		2	1	1	2	2	
Other Manual Workers	2	2										
<b>Total Number of Employees Hired</b>	<b>462</b>	<b>214</b>	<b>248</b>	<b>12</b>	<b>4</b>	<b>8</b>	<b>15</b>	<b>5</b>	<b>10</b>	<b>51</b>	<b>31</b>	<b>20</b>



**University of Guelph (certificate # V060328)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2016-06-27 to 2019-03-04**

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
<b>Senior Managers</b>	4	1	3									
<b>Middle and Other Managers</b>	54	27	27	1	1		3	1	2	3	2	1
<b>Professionals</b>	150	71	79	1		1	11	5	6	21	11	10
<b>Semi-Professionals and Technicians</b>	27	6	21	2		2				1		1
<b>Supervisors</b>	6	1	5				1		1			
<b>Administrative and Senior Clerical Personnel</b>	48	4	44				6		6	2		2
<b>Skilled Sales and Service Personnel</b>	2	2										
<b>Skilled Crafts and Trades Workers</b>	8	8										
<b>Clerical Personnel</b>	8	3	5							1		1
<b>Semi-Skilled Manual Workers</b>	2	2								1	1	
<b>Other Sales and Service Personnel</b>	36	13	23	1	1		1	1		1	1	
<b>Other Manual Workers</b>	1	1										
<b>Total Number of Employees Promoted</b>	346	139	207	5	2	3	22	7	15	30	15	15
<b>Total Number of Promotions</b>	355	142	213	5	2	3	22	7	15	30	15	15



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-06-27 to 2019-03-04

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	8	6	2									
Middle and Other Managers	66	36	30				4	2	2	7	6	1
Professionals	108	67	41	1		1	6	6		8	7	1
Semi-Professionals and Technicians	50	31	19	1	1		2	1	1	3	2	1
Supervisors	4	3	1									
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	58	11	47				2	2		2		2
Skilled Sales and Service Personnel	6	4	2									
Skilled Crafts and Trades Workers	10	10										
Clerical Personnel	30	6	24				1		1	1		1
Intermediate Sales and Service Personnel	7		7				1		1			
Semi-Skilled Manual Workers	8	8					1	1		1	1	
Other Sales and Service Personnel	24	17	7				1	1		2	1	1
Other Manual Workers	4	4										
<b>Total Number of Employees Terminated</b>	<b>384</b>	<b>204</b>	<b>180</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>18</b>	<b>13</b>	<b>5</b>	<b>24</b>	<b>17</b>	<b>7</b>



Workplace Equity Information Management System - University of Guelph

Workforce Analysis - Detailed Report

Date: 2019-03-05

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	33	18	54.5 %	27.6 %	9	9	National
<b>02 : Middle and Other Managers</b>	National	357	198	55.5 %	39.4 %	141	57	National
<b>03 : Professionals</b>		1135	490	43.2 %	47.9 %	544	-54	
1111 : Financial auditors and accountants	National	6	4	66.7 %	56.0 %	3	1	National
1112 : Financial and investment analysts	National	1	0	0.0 %	44.9 %	0	0	National
1121 : Human resources professionals	National	21	20	95.2 %	73.2 %	15	5	National
1123 : Professional occupations in advertising, marketing and public relations	National	21	14	66.7 %	66.6 %	14	0	National
2112 : Chemists	National	9	6	66.7 %	41.9 %	4	2	National
2121 : Biologists and related scientists	National	25	18	72.0 %	52.8 %	13	5	National
2123 : Agricultural representatives, consultants and specialists	National	19	5	26.3 %	37.5 %	7	-2	National
2132 : Mechanical engineers	National	1	0	0.0 %	9.5 %	0	0	National
2134 : Chemical engineers	National	2	1	50.0 %	26.8 %	1	0	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	19.9 %	0	0	National
2161 : Mathematicians, statisticians and actuaries	National	1	0	0.0 %	45.4 %	0	0	National
2171 : Information systems analysts and consultants	National	83	18	21.7 %	27.7 %	23	-5	National
2174 : Computer programmers and interactive media developers	National	4	1	25.0 %	16.6 %	1	0	National
2175 : Web designers and developers	National	3	1	33.3 %	30.8 %	1	0	National
3012 : Registered nurses and registered psychiatric nurses	National	3	3	100.0 %	91.9 %	3	0	National
3114 : Veterinarians	National	24	15	62.5 %	60.6 %	15	0	National
3132 : Dietitians and nutritionists	National	1	1	100.0 %	95.1 %	1	0	National
3144 : Other professional occupations in therapy and assessment	National	2	1	50.0 %	74.3 %	1	0	National
4011 : University professors and lecturers	National	750	272	36.3 %	44.0 %	330	-58	National
4021 : College and other vocational instructors	National	19	11	57.9 %	53.8 %	10	1	National
4033 : Educational counsellors	National	33	27	81.8 %	77.7 %	26	1	National



Workplace Equity Information Management System - University of Guelph

Workforce Analysis - Detailed Report

Date: 2019-03-05

008117

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
4112 : Lawyers and Quebec notaries	National	2	2	100.0 %	43.9 %	1	1	National
4153 : Family, marriage and other related counsellors	National	18	14	77.8 %	79.0 %	14	0	National
4156 : Employment counsellors	National	13	9	69.2 %	76.3 %	10	-1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	8	88.9 %	45.4 %	4	4	National
4164 : Social policy researchers, consultants and program officers	National	2	1	50.0 %	66.4 %	1	0	National
4165 : Health policy researchers, consultants and program officers	National	1	1	100.0 %	74.1 %	1	0	National
4166 : Education policy researchers, consultants and program officers	National	34	23	67.6 %	71.8 %	24	-1	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	5	2	40.0 %	65.8 %	3	-1	National
5111 : Librarians	National	16	12	75.0 %	81.4 %	13	-1	National
5112 : Conservators and curators	National	2	0	0.0 %	70.3 %	1	-1	National
5121 : Authors and writers	National	1	0	0.0 %	56.1 %	1	-1	National
5131 : Producers, directors, choreographers and related occupations	National	1	0	0.0 %	35.7 %	0	0	National
5136 : Painters, sculptors and other visual artists	National	2	0	0.0 %	57.4 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		<b>409</b>	<b>254</b>	<b>62.1 %</b>	<b>57.0 %</b>	<b>233</b>	<b>21</b>	
2211 : Chemical technologists and technicians	Ontario	33	17	51.5 %	49.3 %	16	1	Ontario
2212 : Geological and mineral technologists and technicians	Ontario	3	1	33.3 %	20.7 %	1	0	Ontario
2221 : Biological technologists and technicians	Ontario	123	86	69.9 %	53.8 %	66	20	Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario	6	5	83.3 %	26.9 %	2	3	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	9.1 %	0	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	1	100.0 %	18.6 %	0	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	1	14.3 %	11.0 %	1	0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	4	2	50.0 %	8.4 %	0	2	Ontario
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	29.8 %	0	0	Ontario
2252 : Industrial designers	Ontario	1	0	0.0 %	31.0 %	0	0	Ontario



Workplace Equity Information Management System - University of Guelph

Workforce Analysis - Detailed Report

Date: 2019-03-05

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2253 : Drafting technologists and technicians	Ontario	2	1	50.0 %	29.2 %	1	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Ontario	2	1	50.0 %	35.8 %	1	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	3	50.0 %	42.6 %	3	0	Ontario
2281 : Computer network technicians	Ontario	5	1	20.0 %	21.4 %	1	0	Ontario
2282 : User support technicians	Ontario	48	14	29.2 %	23.9 %	11	3	Ontario
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	46.7 %	0	0	Ontario
3213 : Animal health technologists and veterinary technicians	Ontario	101	87	86.1 %	90.7 %	92	-5	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	4	4	100.0 %	84.2 %	3	1	Ontario
4212 : Social and community service workers	Ontario	2	1	50.0 %	79.4 %	2	-1	Ontario
4214 : Early childhood educators and assistants	Ontario	11	10	90.9 %	96.6 %	11	-1	Ontario
4311 : Police officers (except commissioned)	Ontario	15	2	13.3 %	22.1 %	3	-1	Ontario
4312 : Firefighters	Ontario	2	1	50.0 %	5.4 %	0	1	Ontario
5211 : Library and public archive technicians	Ontario	12	11	91.7 %	87.8 %	11	0	Ontario
5222 : Film and video camera operators	Ontario	1	0	0.0 %	13.1 %	0	0	Ontario
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	29.0 %	0	0	Ontario
5225 : Audio and video recording technicians	Ontario	2	0	0.0 %	14.7 %	0	0	Ontario
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario	1	0	0.0 %	45.8 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	-1	Ontario
5242 : Interior designers and interior decorators	Ontario	2	2	100.0 %	78.7 %	2	0	Ontario
5252 : Coaches	Ontario	8	2	25.0 %	47.9 %	4	-2	Ontario
5254 : Program leaders and instructors in recreation, sport and fitness	Ontario	2	1	50.0 %	58.2 %	1	0	Ontario
<b>05 : Supervisors</b>		24	14	58.3 %	54.7 %	13	1	
<b>Employment Equity Occupational Group</b>	Guelph	24	14	58.3 %	54.7 %	13	1	Guelph
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	36.2 %	2	-2	



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Ontario	5	0	0.0 %	36.2 %	2	-2	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		337	307	91.1 %	83.5 %	281	26	
<b>Employment Equity Occupational Group</b>	Guelph	337	307	91.1 %	83.5 %	281	26	Guelph
<b>08 : Skilled Sales and Service Personnel</b>		57	26	45.6 %	35.6 %	20	6	
6321 : Chefs	Ontario	5	1	20.0 %	24.0 %	1	0	Ontario
6322 : Cooks	Ontario	49	24	49.0 %	37.2 %	18	6	Ontario
6331 : Butchers, meat cutters and fishmongers - retail and wholesale	Ontario	2	1	50.0 %	12.6 %	0	1	Ontario
6332 : Bakers	Ontario	1	0	0.0 %	61.0 %	1	-1	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		60	1	1.7 %	3.2 %	2	-1	
7231 : Machinists and machining and tooling inspectors	Ontario	3	0	0.0 %	4.1 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario	1	0	0.0 %	5.5 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	9	0	0.0 %	1.2 %	0	0	Ontario
7251 : Plumbers	Ontario	5	0	0.0 %	1.7 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	1	0	0.0 %	1.1 %	0	0	Ontario
7271 : Carpenters	Ontario	10	0	0.0 %	1.8 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	13	1	7.7 %	1.4 %	0	1	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	3	0	0.0 %	2.2 %	0	0	Ontario
7384 : Other trades and related occupations, n.e.c.	Ontario	5	0	0.0 %	6.8 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	9	0	0.0 %	8.6 %	1	-1	Ontario
<b>10 : Clerical Personnel</b>		139	121	87.1 %	69.0 %	96	25	
<b>Employment Equity Occupational Group</b>	Guelph	139	121	87.1 %	69.0 %	96	25	Guelph
<b>11 : Intermediate Sales and Service Personnel</b>		46	34	73.9 %	71.0 %	33	1	
<b>Employment Equity Occupational Group</b>	Guelph	46	34	73.9 %	71.0 %	33	1	Guelph





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**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		73	16	21.9 %	26.9 %	20	-4	
<b>Employment Equity Occupational Group</b>	Guelph	73	16	21.9 %	26.9 %	20	-4	Guelph
<b>13 : Other Sales and Service Personnel</b>		214	132	61.7 %	59.5 %	127	5	
<b>Employment Equity Occupational Group</b>	Guelph	214	132	61.7 %	59.5 %	127	5	Guelph
<b>14 : Other Manual Workers</b>		17	2	11.8 %	26.4 %	4	-2	
<b>Employment Equity Occupational Group</b>	Guelph	17	2	11.8 %	26.4 %	4	-2	Guelph
<b>Total</b>		2906	1613	55.5 %	52.5 %	1525	88	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation # %	Availability % #	Gap #	
<b>01 : Senior Managers</b>	National	33	0 0.0 %	3.2 % 1	-1	National
<b>02 : Middle and Other Managers</b>	National	357	8 2.2 %	2.7 % 10	-2	National
<b>03 : Professionals</b>		1135	11 1.0 %	2.0 % 23	-12	
1111 : Financial auditors and accountants	National	6	0 0.0 %	1.4 % 0	0	National
1112 : Financial and investment analysts	National	1	0 0.0 %	0.8 % 0	0	National
1121 : Human resources professionals	National	21	0 0.0 %	3.1 % 1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	21	1 4.8 %	2.1 % 0	1	National
2112 : Chemists	National	9	0 0.0 %	0.7 % 0	0	National
2121 : Biologists and related scientists	National	25	0 0.0 %	1.8 % 0	0	National
2123 : Agricultural representatives, consultants and specialists	National	19	0 0.0 %	2.3 % 0	0	National
2132 : Mechanical engineers	National	1	0 0.0 %	1.0 % 0	0	National
2134 : Chemical engineers	National	2	0 0.0 %	0.8 % 0	0	National
2148 : Other professional engineers, n.e.c.	National	1	0 0.0 %	2.1 % 0	0	National
2161 : Mathematicians, statisticians and actuaries	National	1	0 0.0 %	1.0 % 0	0	National
2171 : Information systems analysts and consultants	National	83	0 0.0 %	1.3 % 1	-1	National
2174 : Computer programmers and interactive media developers	National	4	0 0.0 %	1.1 % 0	0	National
2175 : Web designers and developers	National	3	0 0.0 %	1.6 % 0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	3	0 0.0 %	3.0 % 0	0	National
3114 : Veterinarians	National	24	0 0.0 %	0.8 % 0	0	National
3132 : Dietitians and nutritionists	National	1	0 0.0 %	2.1 % 0	0	National
3144 : Other professional occupations in therapy and assessment	National	2	0 0.0 %	2.5 % 0	0	National
4011 : University professors and lecturers	National	750	9 1.2 %	1.4 % 11	-2	National
4021 : College and other vocational instructors	National	19	0 0.0 %	3.0 % 1	-1	National
4033 : Educational counsellors	National	33	1 3.0 %	6.7 % 2	-1	National



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
4112 : Lawyers and Quebec notaries	National	2	0	0.0 %	1.9 %	0	0	National
4153 : Family, marriage and other related counsellors	National	18	0	0.0 %	7.7 %	1	-1	National
4156 : Employment counsellors	National	13	0	0.0 %	8.2 %	1	-1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	0	0.0 %	2.9 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	2	0	0.0 %	6.3 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	3.9 %	0	0	National
4166 : Education policy researchers, consultants and program officers	National	34	0	0.0 %	5.3 %	2	-2	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	5	0	0.0 %	5.1 %	0	0	National
5111 : Librarians	National	16	0	0.0 %	2.4 %	0	0	National
5112 : Conservators and curators	National	2	0	0.0 %	4.1 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	2.3 %	0	0	National
5131 : Producers, directors, choreographers and related occupations	National	1	0	0.0 %	2.3 %	0	0	National
5136 : Painters, sculptors and other visual artists	National	2	0	0.0 %	4.2 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>409</b>	<b>6</b>	<b>1.5 %</b>	<b>1.9 %</b>	<b>8</b>	<b>-2</b>	
2211 : Chemical technologists and technicians	Ontario	33	0	0.0 %	1.1 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Ontario	3	0	0.0 %	6.1 %	0	0	Ontario
2221 : Biological technologists and technicians	Ontario	123	2	1.6 %	2.0 %	2	0	Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario	6	0	0.0 %	3.1 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	0	0.0 %	1.7 %	0	0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	4	0	0.0 %	3.5 %	0	0	Ontario
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
2252 : Industrial designers	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2253 : Drafting technologists and technicians	Ontario	2	0	0.0 %	1.8 %	0	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Ontario	2	0	0.0 %	2.3 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	0	0.0 %	3.0 %	0	0	Ontario
2281 : Computer network technicians	Ontario	5	0	0.0 %	1.7 %	0	0	Ontario
2282 : User support technicians	Ontario	48	1	2.1 %	1.3 %	1	0	Ontario
2283 : Information systems testing technicians	Ontario	1	1	100.0 %	1.0 %	0	1	Ontario
3213 : Animal health technologists and veterinary technicians	Ontario	101	0	0.0 %	1.5 %	2	-2	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	4	0	0.0 %	2.6 %	0	0	Ontario
4212 : Social and community service workers	Ontario	2	0	0.0 %	7.5 %	0	0	Ontario
4214 : Early childhood educators and assistants	Ontario	11	1	9.1 %	3.1 %	0	1	Ontario
4311 : Police officers (except commissioned)	Ontario	15	0	0.0 %	4.4 %	1	-1	Ontario
4312 : Firefighters	Ontario	2	0	0.0 %	3.4 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	12	0	0.0 %	2.0 %	0	0	Ontario
5222 : Film and video camera operators	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario
5225 : Audio and video recording technicians	Ontario	2	0	0.0 %	1.5 %	0	0	Ontario
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario	1	0	0.0 %	2.5 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
5242 : Interior designers and interior decorators	Ontario	2	1	50.0 %	1.3 %	0	1	Ontario
5252 : Coaches	Ontario	8	0	0.0 %	0.9 %	0	0	Ontario
5254 : Program leaders and instructors in recreation, sport and fitness	Ontario	2	0	0.0 %	2.3 %	0	0	Ontario
<b>05 : Supervisors</b>		24	0	0.0 %	1.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Guelph	24	0	0.0 %	1.8 %	0	0	Guelph
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	1.7 %	0	0	



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Ontario	5	0	0.0 %	1.7 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		337	3	0.9 %	1.6 %	5	-2	
<b>Employment Equity Occupational Group</b>	Guelph	337	3	0.9 %	1.6 %	5	-2	Guelph
<b>08 : Skilled Sales and Service Personnel</b>		57	0	0.0 %	4.1 %	2	-2	
6321 : Chefs	Ontario	5	0	0.0 %	1.9 %	0	0	Ontario
6322 : Cooks	Ontario	49	0	0.0 %	4.5 %	2	-2	Ontario
6331 : Butchers, meat cutters and fishmongers - retail and wholesale	Ontario	2	0	0.0 %	2.3 %	0	0	Ontario
6332 : Bakers	Ontario	1	0	0.0 %	3.0 %	0	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		60	0	0.0 %	3.0 %	2	-2	
7231 : Machinists and machining and tooling inspectors	Ontario	3	0	0.0 %	2.1 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario	1	0	0.0 %	3.1 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	9	0	0.0 %	2.6 %	0	0	Ontario
7251 : Plumbers	Ontario	5	0	0.0 %	2.6 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	1	0	0.0 %	3.4 %	0	0	Ontario
7271 : Carpenters	Ontario	10	0	0.0 %	4.4 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	13	0	0.0 %	3.0 %	0	0	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	3	0	0.0 %	2.6 %	0	0	Ontario
7384 : Other trades and related occupations, n.e.c.	Ontario	5	0	0.0 %	2.3 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	9	0	0.0 %	3.0 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		139	0	0.0 %	1.9 %	3	-3	
<b>Employment Equity Occupational Group</b>	Guelph	139	0	0.0 %	1.9 %	3	-3	Guelph
<b>11 : Intermediate Sales and Service Personnel</b>		46	0	0.0 %	1.7 %	1	-1	
<b>Employment Equity Occupational Group</b>	Guelph	46	0	0.0 %	1.7 %	1	-1	Guelph



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**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		73	0	0.0 %	1.3 %	1	-1	
Employment Equity Occupational Group	Guelph	73	0	0.0 %	1.3 %	1	-1	Guelph
<b>13 : Other Sales and Service Personnel</b>		214	2	0.9 %	2.4 %	5	-3	
Employment Equity Occupational Group	Guelph	214	2	0.9 %	2.4 %	5	-3	Guelph
<b>14 : Other Manual Workers</b>		17	0	0.0 %	2.5 %	0	0	
Employment Equity Occupational Group	Guelph	17	0	0.0 %	2.5 %	0	0	Guelph
<b>Total</b>		2906	30	1.0 %	2.1 %	61	-31	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Recruitment Area	
			Representation		Availability	Gap		
			#	%	%	#		
<b>01 : Senior Managers</b>	National	33	2	6.1 %	11.5 %	4	-2	National
<b>02 : Middle and Other Managers</b>	National	357	32	9.0 %	17.6 %	63	-31	National
<b>03 : Professionals</b>		1135	145	12.8 %	21.3 %	242	-97	
1111 : Financial auditors and accountants	National	6	0	0.0 %	32.3 %	2	-2	National
1112 : Financial and investment analysts	National	1	0	0.0 %	37.8 %	0	0	National
1121 : Human resources professionals	National	21	0	0.0 %	16.7 %	4	-4	National
1123 : Professional occupations in advertising, marketing and public relations	National	21	0	0.0 %	18.8 %	4	-4	National
2112 : Chemists	National	9	0	0.0 %	44.1 %	4	-4	National
2121 : Biologists and related scientists	National	25	5	20.0 %	20.7 %	5	0	National
2123 : Agricultural representatives, consultants and specialists	National	19	2	10.5 %	6.8 %	1	1	National
2132 : Mechanical engineers	National	1	0	0.0 %	30.7 %	0	0	National
2134 : Chemical engineers	National	2	0	0.0 %	39.0 %	1	-1	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	27.2 %	0	0	National
2161 : Mathematicians, statisticians and actuaries	National	1	0	0.0 %	32.9 %	0	0	National
2171 : Information systems analysts and consultants	National	83	17	20.5 %	38.6 %	32	-15	National
2174 : Computer programmers and interactive media developers	National	4	0	0.0 %	34.2 %	1	-1	National
2175 : Web designers and developers	National	3	0	0.0 %	27.5 %	1	-1	National
3012 : Registered nurses and registered psychiatric nurses	National	3	0	0.0 %	21.1 %	1	-1	National
3114 : Veterinarians	National	24	3	12.5 %	12.3 %	3	0	National
3132 : Dietitians and nutritionists	National	1	0	0.0 %	16.7 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	2	0	0.0 %	12.5 %	0	0	National
4011 : University professors and lecturers	National	750	108	14.4 %	21.1 %	158	-50	National
4021 : College and other vocational instructors	National	19	0	0.0 %	14.9 %	3	-3	National
4033 : Educational counsellors	National	33	3	9.1 %	16.2 %	5	-2	National



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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
			#	%	%	#		
4112 : Lawyers and Quebec notaries	National	2	0	0.0 %	14.2 %	0	0	National
4153 : Family, marriage and other related counsellors	National	18	2	11.1 %	11.6 %	2	0	National
4156 : Employment counsellors	National	13	0	0.0 %	18.1 %	2	-2	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	9	1	11.1 %	15.0 %	1	0	National
4164 : Social policy researchers, consultants and program officers	National	2	1	50.0 %	21.6 %	0	1	National
4165 : Health policy researchers, consultants and program officers	National	1	0	0.0 %	24.5 %	0	0	National
4166 : Education policy researchers, consultants and program officers	National	34	2	5.9 %	16.1 %	5	-3	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	5	0	0.0 %	11.9 %	1	-1	National
5111 : Librarians	National	16	1	6.3 %	11.4 %	2	-1	National
5112 : Conservators and curators	National	2	0	0.0 %	7.1 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	12.8 %	0	0	National
5131 : Producers, directors, choreographers and related occupations	National	1	0	0.0 %	12.7 %	0	0	National
5136 : Painters, sculptors and other visual artists	National	2	0	0.0 %	14.6 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>409</b>	<b>43</b>	<b>10.5 %</b>	<b>23.4 %</b>	<b>96</b>	<b>-53</b>	
2211 : Chemical technologists and technicians	Ontario	33	4	12.1 %	38.8 %	13	-9	Ontario
2212 : Geological and mineral technologists and technicians	Ontario	3	1	33.3 %	11.3 %	0	1	Ontario
2221 : Biological technologists and technicians	Ontario	123	14	11.4 %	26.7 %	33	-19	Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario	6	0	0.0 %	8.3 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	26.2 %	0	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	0	0.0 %	37.0 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	0	0.0 %	30.6 %	2	-2	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	4	1	25.0 %	17.7 %	1	0	Ontario
2251 : Architectural technologists and technicians	Ontario	1	1	100.0 %	29.8 %	0	1	Ontario
2252 : Industrial designers	Ontario	1	0	0.0 %	27.4 %	0	0	Ontario





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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 #	
			#	%	%	#		
2253 : Drafting technologists and technicians	Ontario	2	1	50.0 %	33.4 %	1	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Ontario	2	0	0.0 %	19.1 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	3	50.0 %	18.0 %	1	2	Ontario
2281 : Computer network technicians	Ontario	5	1	20.0 %	38.7 %	2	-1	Ontario
2282 : User support technicians	Ontario	48	5	10.4 %	38.8 %	19	-14	Ontario
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	50.3 %	1	-1	Ontario
3213 : Animal health technologists and veterinary technicians	Ontario	101	5	5.0 %	10.2 %	10	-5	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	4	1	25.0 %	36.2 %	1	0	Ontario
4212 : Social and community service workers	Ontario	2	2	100.0 %	22.0 %	0	2	Ontario
4214 : Early childhood educators and assistants	Ontario	11	1	9.1 %	31.9 %	4	-3	Ontario
4311 : Police officers (except commissioned)	Ontario	15	2	13.3 %	10.7 %	2	0	Ontario
4312 : Firefighters	Ontario	2	0	0.0 %	4.1 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	12	0	0.0 %	13.0 %	2	-2	Ontario
5222 : Film and video camera operators	Ontario	1	0	0.0 %	20.3 %	0	0	Ontario
5223 : Graphic arts technicians	Ontario	1	1	100.0 %	25.1 %	0	1	Ontario
5225 : Audio and video recording technicians	Ontario	2	0	0.0 %	20.2 %	0	0	Ontario
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario	1	0	0.0 %	17.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	28.6 %	0	0	Ontario
5242 : Interior designers and interior decorators	Ontario	2	0	0.0 %	21.6 %	0	0	Ontario
5252 : Coaches	Ontario	8	0	0.0 %	13.8 %	1	-1	Ontario
5254 : Program leaders and instructors in recreation, sport and fitness	Ontario	2	0	0.0 %	22.3 %	0	0	Ontario
<b>05 : Supervisors</b>		24	3	12.5 %	12.0 %	3	0	
<b>Employment Equity Occupational Group</b>	Guelph	24	3	12.5 %	12.0 %	3	0	Guelph
<b>06 : Supervisors: Crafts and Trades</b>		5	0	0.0 %	9.8 %	0	0	



Workplace Equity Information Management System - University of Guelph

Workforce Analysis - Detailed Report

Date: 2019-03-05

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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
			#	%	%	#		
8252 : Agricultural service contractors, farm supervisors and specialized livestock workers	Ontario	5	0	0.0 %	9.8 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		337	24	7.1 %	6.8 %	23	1	
<b>Employment Equity Occupational Group</b>	Guelph	337	24	7.1 %	6.8 %	23	1	Guelph
<b>08 : Skilled Sales and Service Personnel</b>		57	11	19.3 %	35.6 %	20	-9	
6321 : Chefs	Ontario	5	1	20.0 %	53.1 %	3	-2	Ontario
6322 : Cooks	Ontario	49	10	20.4 %	34.3 %	17	-7	Ontario
6331 : Butchers, meat cutters and fishmongers - retail and wholesale	Ontario	2	0	0.0 %	25.2 %	1	-1	Ontario
6332 : Bakers	Ontario	1	0	0.0 %	32.2 %	0	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		60	0	0.0 %	13.6 %	8	-8	
7231 : Machinists and machining and tooling inspectors	Ontario	3	0	0.0 %	23.9 %	1	-1	Ontario
7237 : Welders and related machine operators	Ontario	1	0	0.0 %	23.9 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	9	0	0.0 %	13.2 %	1	-1	Ontario
7251 : Plumbers	Ontario	5	0	0.0 %	9.6 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	1	0	0.0 %	5.8 %	0	0	Ontario
7271 : Carpenters	Ontario	10	0	0.0 %	11.7 %	1	-1	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	13	0	0.0 %	12.9 %	2	-2	Ontario
7313 : Heating, refrigeration and air conditioning mechanics	Ontario	1	0	0.0 %	15.1 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	3	0	0.0 %	23.3 %	1	-1	Ontario
7384 : Other trades and related occupations, n.e.c.	Ontario	5	0	0.0 %	9.9 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	9	0	0.0 %	14.3 %	1	-1	Ontario
<b>10 : Clerical Personnel</b>		139	9	6.5 %	11.1 %	15	-6	
<b>Employment Equity Occupational Group</b>	Guelph	139	9	6.5 %	11.1 %	15	-6	Guelph
<b>11 : Intermediate Sales and Service Personnel</b>		46	0	0.0 %	15.4 %	7	-7	
<b>Employment Equity Occupational Group</b>	Guelph	46	0	0.0 %	15.4 %	7	-7	Guelph



Workplace Equity Information Management System - University of Guelph

**Workforce Analysis - Detailed Report**

Date: 2019-03-05

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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
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		73	1	1.4 %	30.8 %	22	-21	
Employment Equity Occupational Group	Guelph	73	1	1.4 %	30.8 %	22	-21	Guelph
<b>13 : Other Sales and Service Personnel</b>		214	10	4.7 %	16.3 %	35	-25	
Employment Equity Occupational Group	Guelph	214	10	4.7 %	16.3 %	35	-25	Guelph
<b>14 : Other Manual Workers</b>		17	0	0.0 %	18.7 %	3	-3	
Employment Equity Occupational Group	Guelph	17	0	0.0 %	18.7 %	3	-3	Guelph
<b>Total</b>		2906	280	9.6 %	18.6 %	541	-261	

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 Guelph

Workforce Analysis - Detailed Report

Date: 2019-03-05

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	390	31	7.9 %	5.0 %	20	11	National
03 : Professionals	National	1135	73	6.4 %	8.9 %	101	-28	National
04 : Semi-Professionals and Technicians	National	409	24	5.9 %	7.6 %	31	-7	National
05 : Supervisors	National	24	1	4.2 %	27.5 %	7	-6	National
06 : Supervisors: Crafts and Trades	National	5	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	337	27	8.0 %	10.0 %	34	-7	National
08 : Skilled Sales and Service Personnel	National	57	0	0.0 %	8.0 %	5	-5	National
09 : Skilled Crafts and Trades Workers	National	60	1	1.7 %	7.8 %	5	-4	National
10 : Clerical Personnel	National	139	9	6.5 %	9.3 %	13	-4	National
11 : Intermediate Sales and Service Personnel	National	46	4	8.7 %	10.8 %	5	-1	National
12 : Semi-Skilled Manual Workers	National	73	0	0.0 %	10.3 %	8	-8	National
13 : Other Sales and Service Personnel	National	214	10	4.7 %	10.7 %	23	-13	National
14 : Other Manual Workers	National	17	0	0.0 %	6.8 %	1	-1	National
<b>Total</b>		<b>2906</b>	<b>180</b>	<b>6.2 %</b>	<b>8.6 %</b>	<b>254</b>	<b>-74</b>	

Total may not equal sum of components due to rounding.

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



**Workforce Analysis - Detailed Report**

Date: 2019-03-05

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

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
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

Date: 2019-03-05

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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 Guelph

**Workforce Analysis - Summary Report**

Date: 2019-03-05

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	33	18	54.5 %	27.6 %	9	9
02 : Middle and Other Managers	357	198	55.5 %	39.4 %	141	57
03 : Professionals	1135	490	43.2 %	47.9 %	544	-54
04 : Semi-Professionals and Technicians	409	254	62.1 %	57.0 %	233	21
05 : Supervisors	24	14	58.3 %	54.7 %	13	1
06 : Supervisors: Crafts and Trades	5	0	0.0 %	36.2 %	2	-2
07 : Administrative and Senior Clerical Personnel	337	307	91.1 %	83.5 %	281	26
08 : Skilled Sales and Service Personnel	57	26	45.6 %	35.6 %	20	6
09 : Skilled Crafts and Trades Workers	60	1	1.7 %	3.2 %	2	-1
10 : Clerical Personnel	139	121	87.1 %	69.0 %	96	25
11 : Intermediate Sales and Service Personnel	46	34	73.9 %	71.0 %	33	1
12 : Semi-Skilled Manual Workers	73	16	21.9 %	26.9 %	20	-4
13 : Other Sales and Service Personnel	214	132	61.7 %	59.5 %	127	5
14 : Other Manual Workers	17	2	11.8 %	26.4 %	4	-2
<b>Total</b>	<b>2906</b>	<b>1613</b>	<b>55.5 %</b>	<b>52.5 %</b>	<b>1525</b>	<b>88</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Guelph

**Workforce Analysis - Summary Report**

Date: 2019-03-05

008135

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	33	0	0.0 %	3.2 %	1	-1
02 : Middle and Other Managers	357	8	2.2 %	2.7 %	10	-2
03 : Professionals	1135	11	1.0 %	2.0 %	23	-12
04 : Semi-Professionals and Technicians	409	6	1.5 %	1.9 %	8	-2
05 : Supervisors	24	0	0.0 %	1.8 %	0	0
06 : Supervisors: Crafts and Trades	5	0	0.0 %	1.7 %	0	0
07 : Administrative and Senior Clerical Personnel	337	3	0.9 %	1.6 %	5	-2
08 : Skilled Sales and Service Personnel	57	0	0.0 %	4.1 %	2	-2
09 : Skilled Crafts and Trades Workers	60	0	0.0 %	3.0 %	2	-2
10 : Clerical Personnel	139	0	0.0 %	1.9 %	3	-3
11 : Intermediate Sales and Service Personnel	46	0	0.0 %	1.7 %	1	-1
12 : Semi-Skilled Manual Workers	73	0	0.0 %	1.3 %	1	-1
13 : Other Sales and Service Personnel	214	2	0.9 %	2.4 %	5	-3
14 : Other Manual Workers	17	0	0.0 %	2.5 %	0	0
<b>Total</b>	<b>2906</b>	<b>30</b>	<b>1.0 %</b>	<b>2.1 %</b>	<b>61</b>	<b>-31</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - University of Guelph

**Workforce Analysis - Summary Report**

Date: 2019-03-05

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	33	2	6.1 %	11.5 %	4	-2
02 : Middle and Other Managers	357	32	9.0 %	17.6 %	63	-31
03 : Professionals	1135	145	12.8 %	21.3 %	242	-97
04 : Semi-Professionals and Technicians	409	43	10.5 %	23.4 %	96	-53
05 : Supervisors	24	3	12.5 %	12.0 %	3	0
06 : Supervisors: Crafts and Trades	5	0	0.0 %	9.8 %	0	0
07 : Administrative and Senior Clerical Personnel	337	24	7.1 %	6.8 %	23	1
08 : Skilled Sales and Service Personnel	57	11	19.3 %	35.6 %	20	-9
09 : Skilled Crafts and Trades Workers	60	0	0.0 %	13.6 %	8	-8
10 : Clerical Personnel	139	9	6.5 %	11.1 %	15	-6
11 : Intermediate Sales and Service Personnel	46	0	0.0 %	15.4 %	7	-7
12 : Semi-Skilled Manual Workers	73	1	1.4 %	30.8 %	22	-21
13 : Other Sales and Service Personnel	214	10	4.7 %	16.3 %	35	-25
14 : Other Manual Workers	17	0	0.0 %	18.7 %	3	-3
<b>Total</b>	<b>2906</b>	<b>280</b>	<b>9.6 %</b>	<b>18.6 %</b>	<b>541</b>	<b>-261</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Guelph

**Workforce Analysis - Summary Report**

Date: 2019-03-05

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**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	390	31	7.9 %	5.0 %	20	11
03 : Professionals	1135	73	6.4 %	8.9 %	101	-28
04 : Semi-Professionals and Technicians	409	24	5.9 %	7.6 %	31	-7
05 : Supervisors	24	1	4.2 %	27.5 %	7	-6
06 : Supervisors: Crafts and Trades	5	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	337	27	8.0 %	10.0 %	34	-7
08 : Skilled Sales and Service Personnel	57	0	0.0 %	8.0 %	5	-5
09 : Skilled Crafts and Trades Workers	60	1	1.7 %	7.8 %	5	-4
10 : Clerical Personnel	139	9	6.5 %	9.3 %	13	-4
11 : Intermediate Sales and Service Personnel	46	4	8.7 %	10.8 %	5	-1
12 : Semi-Skilled Manual Workers	73	0	0.0 %	10.3 %	8	-8
13 : Other Sales and Service Personnel	214	10	4.7 %	10.7 %	23	-13
14 : Other Manual Workers	17	0	0.0 %	6.8 %	1	-1
<b>Total</b>	<b>2906</b>	<b>180</b>	<b>6.2 %</b>	<b>8.6 %</b>	<b>254</b>	<b>-74</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2019-03-05

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

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
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 - Summary Report

Date: 2019-03-05

### 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 Guelph**

**[Date: 2019-03-05]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	27

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	03	05

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Women		Availability*
		Representation	Availability*	
#	#	%		
01	Senior Managers	47	16	27.40
02	Middle & Other Managers	352	167	38.90
03	Professionals	934	334	46.50
04	Semi-Professionals & Technicians	341	150	59.20
05	Supervisors	21	8	59.10
06	Supervisors: Crafts & Trades	4	0	28.60
07	Administrative & Senior Clerical Personnel	320	260	81.40
08	Skilled Sales & Service Personnel	13	1	37.50
09	Skilled Crafts & Trades Workers	60	1	3.30
10	Clerical Personnel	138	100	74.00
11	Intermediate Sales & Service Personnel	27	18	66.90
12	Semi-Skilled Manual Workers	77	17	26.30
13	Other Sales & Service Personnel	128	53	56.90
14	Other Manual Workers	11	1	32.90
<b>Total</b>		<b>2,473</b>	<b>1,126</b>	<b>51.9</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Women		Availability*
		Representation	Availability*	
#	#	%		
		33	18	27.60
		357	198	39.40
		1,135	490	47.90
		409	254	57.00
		24	14	54.70
		5	0	36.20
		337	307	83.50
		57	26	35.60
		60	1	3.20
		139	121	69.00
		46	34	71.00
		73	16	26.90
		214	132	59.50
		17	2	26.40
<b>Total</b>		<b>2,906</b>	<b>1,613</b>	<b>52.5</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	27

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	03	05

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	47	0	2.90
02	Middle & Other Managers	352	5	2.20
03	Professionals	934	5	1.70
04	Semi-Professionals & Technicians	341	3	1.70
05	Supervisors	21	0	2.10
06	Supervisors: Crafts & Trades	4	0	1.00
07	Administrative & Senior Clerical Personnel	320	1	2.00
08	Skilled Sales & Service Personnel	13	0	3.40
09	Skilled Crafts & Trades Workers	60	0	2.50
10	Clerical Personnel	138	1	2.50
11	Intermediate Sales & Service Personnel	27	0	1.60
12	Semi-Skilled Manual Workers	77	0	1.40
13	Other Sales & Service Personnel	128	1	1.50
14	Other Manual Workers	11	0	2.20
<b>Total</b>		<b>2,473</b>	<b>16</b>	<b>1.9</b>

**\* Source:**

2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		33	0	3.20
		357	8	2.70
		1,135	11	2.00
		409	6	1.90
		24	0	1.80
		5	0	1.70
		337	3	1.60
		57	0	4.10
		60	0	3.00
		139	0	1.90
		46	0	1.70
		73	0	1.30
		214	2	2.40
		17	0	2.50
<b>Total</b>		<b>2,906</b>	<b>30</b>	<b>2.1</b>

**\* Source:**

2016 Census

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	27

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	03	05

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		Members of Visible Minorities	
				Representation	Availability*
		#		#	%
01	Senior Managers	47		1	10.10
02	Middle & Other Managers	352		31	15.00
03	Professionals	934		91	18.80
04	Semi-Professionals & Technicians	341		27	20.40
05	Supervisors	21		1	3.10
06	Supervisors: Crafts & Trades	4		0	27.60
07	Administrative & Senior Clerical Personnel	320		12	6.60
08	Skilled Sales & Service Personnel	13		1	32.90
09	Skilled Crafts & Trades Workers	60		1	13.70
10	Clerical Personnel	138		4	9.90
11	Intermediate Sales & Service Personnel	27		1	12.20
12	Semi-Skilled Manual Workers	77		2	24.80
13	Other Sales & Service Personnel	128		10	13.70
14	Other Manual Workers	11		0	16.40
<b>Total</b>		<b>2,473</b>		<b>182</b>	<b>15.9</b>

**\* Source:**  
2011 National Household Survey

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		Members of Visible Minorities	
				Representation	Availability*
		#		#	%
		33		2	11.50
		357		32	17.60
		1,135		145	21.30
		409		43	23.40
		24		3	12.00
		5		0	9.80
		337		24	6.80
		57		11	35.60
		60		0	13.60
		139		9	11.10
		46		0	15.40
		73		1	30.80
		214		10	16.30
		17		0	18.70
<b>Total</b>		<b>2,906</b>		<b>280</b>	<b>18.6</b>

**\* Source:**  
2016 Census



**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Guelph**

[Date: 2019-03-05]

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	27

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	03	05

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	399	19	4.30
03	Professionals	934	43	3.80
04	Semi-Professionals & Technicians	341	16	4.60
05	Supervisors	21	0	13.90
06	Supervisors: Crafts & Trades	4	0	7.80
07	Administrative & Senior Clerical Personnel	320	20	3.40
08	Skilled Sales & Service Personnel	13	0	3.50
09	Skilled Crafts & Trades Workers	60	1	3.80
10	Clerical Personnel	138	8	7.00
11	Intermediate Sales & Service Personnel	27	2	5.60
12	Semi-Skilled Manual Workers	77	4	4.80
13	Other Sales & Service Personnel	128	10	6.30
14	Other Manual Workers	11	0	5.30
<b>Total</b>		<b>2,473</b>	<b>123</b>	<b>4.4</b>

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		390	31	5.00
		1,135	73	8.90
		409	24	7.60
		24	1	27.50
		5	0	10.10
		337	27	10.00
		57	0	8.00
		60	1	7.80
		139	9	9.30
		46	4	10.80
		73	0	10.30
		214	10	10.70
		17	0	6.80
<b>Total</b>		<b>2,906</b>	<b>180</b>	<b>8.6</b>

**\* Source:**

2012 Canadian Survey on Disability

**\* Source:**

2017 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	27

End Date of Flow Data		
YYYY	MM	DD
2019	03	5

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Employment Equity Occupational Group (EEOG)**

**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	5	4	0	0
02 Middle & Other Managers	53	32	0	0
03 Professionals	164	70	0	0
04 Semi-Professionals & Technicians	50	22	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	58	54	0	0
08 Skilled Sales & Service Personnel	20	10	0	0
09 Skilled Crafts & Trades Workers	11	0	0	0
10 Clerical Personnel	28	23	0	0
11 Intermediate Sales & Service Personnel	8	5	0	0
12 Semi-Skilled Manual Workers	7	2	0	0
13 Other Sales & Service Personnel	54	25	0	0
14 Other Manual Workers	2	0	0	0
<b>Total</b>	<b>462</b>	<b>248</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
4	3	0	0
54	27	0	0
150	79	0	0
27	21	0	0
6	5	0	0
48	44	0	0
2	0	0	0
8	0	0	0
8	0	0	0
2	5	0	0
36	0	0	0
1	0	0	0
0	23	0	0
0	0	0	0
<b>346</b>	<b>207</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
8	2	0	0
66	30	0	0
108	41	0	0
50	19	0	0
4	1	0	0
1	0	0	0
58	47	0	0
6	2	0	0
10	0	0	0
30	24	0	0
7	7	0	0
8	0	0	0
24	7	0	0
4	0	0	0
<b>384</b>	<b>180</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

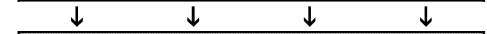
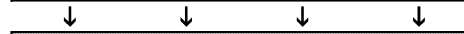
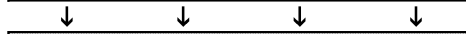
Start Date of Flow Data		
YYYY	MM	DD
2016	06	27

End Date of Flow Data		
YYYY	MM	DD
2019	03	5

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**



**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	5	0	0
02 Middle & Other Managers	53	1	0	0
03 Professionals	164	7	0	0
04 Semi-Professionals & Technicians	50	1	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	58	2	0	0
08 Skilled Sales & Service Personnel	20	0	0	0
09 Skilled Crafts & Trades Workers	11	0	0	0
10 Clerical Personnel	28	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	7	0	0	0
13 Other Sales & Service Personnel	54	1	0	0
14 Other Manual Workers	2	0	0	0
<b>Total</b>	<b>462</b>	<b>12</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
4	0	0	0
54	1	0	0
150	1	0	0
27	2	0	0
6	0	0	0
48	0	0	0
2	0	0	0
8	0	0	0
8	0	0	0
2	0	0	0
36	0	0	0
1	0	0	0
0	1	0	0
0	0	0	0
<b>346</b>	<b>5</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
8	0	0	0
66	0	0	0
108	1	0	0
50	1	0	0
4	0	0	0
1	0	0	0
58	0	0	0
6	0	0	0
10	0	0	0
30	0	0	0
7	0	0	0
8	0	0	0
24	0	0	0
4	0	0	0
<b>384</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	27

End Date of Flow Data		
YYYY	MM	DD
2019	03	5

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	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	5	0	0	0	4	0	0	0	8	0	0	0
02 Middle & Other Managers	53	7	0	0	54	3	0	0	66	4	0	0
03 Professionals	164	2	0	0	150	11	0	0	108	6	0	0
04 Semi-Professionals & Technicians	50	3	0	0	27	0	0	0	50	2	0	0
05 Supervisors	1	0	0	0	6	1	0	0	4	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0	48	6	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	58	1	0	0	2	0	0	0	58	2	0	0
08 Skilled Sales & Service Personnel	20	0	0	0	8	0	0	0	6	0	0	0
09 Skilled Crafts & Trades Workers	11	0	0	0	8	0	0	0	10	0	0	0
10 Clerical Personnel	28	0	0	0	2	0	0	0	30	1	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0	36	0	0	0	7	1	0	0
12 Semi-Skilled Manual Workers	7	0	0	0	1	0	0	0	8	1	0	0
13 Other Sales & Service Personnel	54	2	0	0	0	1	0	0	24	1	0	0
14 Other Manual Workers	2	0	0	0	0	0	0	0	4	0	0	0
<b>Total</b>	<b>462</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>346</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>384</b>	<b>18</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of Guelph**

**[Date: 2019-03-05]**

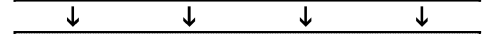
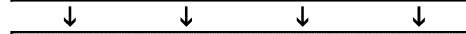
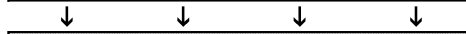
Start Date of Flow Data		
YYYY	MM	DD
2016	06	27

End Date of Flow Data		
YYYY	MM	DD
2019	03	5

**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)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	5	0	0	0	4	0	0	0	8	0	0	0
02 Middle & Other Managers	53	4	0	0	54	3	0	0	66	7	0	0
03 Professionals	164	24	0	0	150	21	0	0	108	8	0	0
04 Semi-Professionals & Technicians	50	7	0	0	27	1	0	0	50	3	0	0
05 Supervisors	1	0	0	0	6	0	0	0	4	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0	48	2	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	58	7	0	0	2	0	0	0	58	2	0	0
08 Skilled Sales & Service Personnel	20	4	0	0	8	0	0	0	6	0	0	0
09 Skilled Crafts & Trades Workers	11	0	0	0	8	0	0	0	10	0	0	0
10 Clerical Personnel	28	3	0	0	2	1	0	0	30	1	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0	36	1	0	0	7	0	0	0
12 Semi-Skilled Manual Workers	7	0	0	0	1	1	0	0	8	1	0	0
13 Other Sales & Service Personnel	54	2	0	0	0	0	0	0	24	2	0	0
14 Other Manual Workers	2	0	0	0	0	0	0	0	4	0	0	0
<b>Total</b>	<b>462</b>	<b>51</b>	<b>0</b>	<b>0</b>	<b>346</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>384</b>	<b>24</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**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 (EEOG)	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						
	2016-06-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-27	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	47	-11.1%		0	20.0%		0	0	16	0.0%	0	-3	0	27.4%	27.4%	3	3	34.0%	34.0%	
02 Middle & Other Managers	352	0.5%		0	18.6%		0	0	167	0.0%	0	-30	0	38.9%	38.9%	30	30	47.4%	47.4%	
03 Professionals	934	6.7%	0.6%	17	10.4%	1.2%	34	51	334	1.2%	12	120	24	46.5%	46.5%	-100	-96	35.8%	36.4%	
04 Semi-Professionals & Tech	341	6.2%	-1.7%	-17	13.3%	5.2%	54	37	150	5.2%	24	66	22	59.2%	59.2%	-52	-44	44.0%	45.7%	
05 Supervisors	21	4.6%	0.8%	1	17.8%	4.9%	3	4	8	4.9%	1	6	2	59.1%	59.1%	-4	-4	38.1%	40.9%	
06 Supervisors: Crafts & Trades	4	7.7%	0.5%	0	22.2%	0.0%	0	0	0	0.0%	0	1	0	28.6%	28.6%	-1	-1	0.0%	0.0%	
07 Administrative & Sr Clerical	320	1.7%		0	17.7%		0	0	260	0.0%	0	0	0	81.4%	81.4%	0	0	81.3%	81.3%	
08 Skilled Sales & Service	13	63.7%	-0.8%	0	17.1%	6.3%	2	2	1	6.3%	0	4	1	37.5%	37.5%	-4	-3	7.7%	15.4%	
09 Skilled Crafts & Trades	60	0.0%	-1.6%	-3	16.7%	5.6%	10	7	1	5.6%	0	1	0	3.3%	3.3%	-1	-1	1.7%	1.8%	
10 Clerical Personnel	138	0.2%		0	21.7%		0	0	100	0.0%	0	2	0	74.0%	74.0%	-2	-2	72.5%	72.5%	
11 Intermediate Sales & Service	27	19.4%		0	19.2%		0	0	18	0.0%	0	0	0	66.9%	66.9%	0	0	66.7%	66.7%	
12 Semi-Skilled Manual	77	-1.8%	-2.2%	-5	10.7%	4.6%	11	6	17	4.6%	2	4	2	26.3%	26.3%	-3	-2	22.1%	23.6%	
13 Other Sales & Service	128	18.7%	-2.2%	-8	14.0%	5.2%	20	12	53	5.2%	8	23	7	56.9%	56.9%	-20	-16	41.4%	43.3%	
14 Other Manual Workers	11	15.6%	-2.2%	-1	28.6%	0.0%	0	-1	1	0.0%	0	2	0	32.9%	32.9%	-3	-2	9.1%	10.0%	
Total	2,473	5.5%		0	14.3%		0	0	1,126	0.0%	0	157	0	51.9%	51.9%	-157	-157	45.5%	45.5%	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	4	0.0	12	0.0	
04 Semi-Professionals & Tech	8	0.0	2	0.0	
05 Supervisors	0	0.0	4	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	1	0.0	3	0.0	
09 Skilled Crafts & Trades	0	0.0	1	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	1	0.0	2	0.0	
13 Other Sales & Service	4	0.0	6	0.0	
14 Other Manual Workers	1	0.0	2	0.0	
Total	19		33		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for First/Previous Goals**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>
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**

Employment Equity Occupational Group (EEOG)	All Employees																	First/Previous Short-term Goals				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						2016	2019				
	2016-06-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-27	Annually	Over 3 Years	2016	2019	%	%	%	#	#	%	%						
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%						
01	Senior Managers	47	-11.1%		0	20.0%		0	0	0	0.0%		0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%				
02	Middle & Other Managers	352	0.5%		0	18.6%		0	0	5	0.0%		0	3	0	2.2%	2.2%	-3	-3	1.4%	1.4%				
03	Professionals	934	6.7%	0.6%	17	10.4%	1.2%	34	51	5	1.2%	0	11	1	1.7%	1.7%	-11	-10	0.5%	0.6%					
04	Semi-Professionals & Tech	341	6.2%	-1.7%	-17	13.3%	5.2%	54	37	3	5.2%	0	3	1	1.7%	1.7%	-3	-2	0.9%	1.2%					
05	Supervisors	21	4.6%	0.8%	1	17.8%	4.9%	3	4	0	4.9%	0	0	0	2.1%	2.1%	0	0	0.0%	0.0%					
06	Supervisors: Crafts & Trades	4	7.7%	0.5%	0	22.2%	0.0%	0	0	0	0.0%	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%					
07	Administrative & Sr Clerical	320	1.7%		0	17.7%		0	0	1	0.0%	0	5	0	2.0%	2.0%	-5	-5	0.3%	0.3%					
08	Skilled Sales & Service	13	63.7%	-0.8%	0	17.1%	6.3%	2	2	0	6.3%	0	0	0	3.4%	3.4%	0	0	0.0%	0.0%					
09	Skilled Crafts & Trades	60	0.0%	-1.6%	-3	16.7%	5.6%	10	7	0	5.6%	0	1	0	2.5%	2.5%	-2	-1	0.0%	0.0%					
10	Clerical Personnel	138	0.2%		0	21.7%		0	0	1	0.0%	0	2	0	2.5%	2.5%	-2	-2	0.7%	0.7%					
11	Intermediate Sales & Service	27	19.4%		0	19.2%		0	0	0	0.0%	0	0	0	1.6%	1.6%	0	0	0.0%	0.0%					
12	Semi-Skilled Manual	77	-1.8%	-2.2%	-5	10.7%	4.6%	11	6	0	4.6%	0	1	0	1.4%	1.4%	-1	-1	0.0%	0.0%					
13	Other Sales & Service	128	18.7%	-2.2%	-8	14.0%	5.2%	20	12	1	5.2%	0	1	0	1.5%	1.5%	-1	-1	0.8%	0.8%					
14	Other Manual Workers	11	15.6%	-2.2%	-1	28.6%	0.0%	0	-1	0	0.0%	0	0	0	2.2%	2.2%	0	0	0.0%	0.0%					
Total		2,473	5.5%		0	14.3%		0	0	16	0.0%	0	31	0	1.9%	1.9%	-31	-31	0.6%	0.6%					

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	0.0	1	0.0	
02	Middle & Other Managers	0	0.0	1	0.0	
03	Professionals	1	0.0	7	0.0	
04	Semi-Professionals & Tech	1	0.0	2	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	1	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	0	0.0	2	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	1	0.0	
13	Other Sales & Service	0	0.0	1	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		3		17		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Guelph

[Date: 2019-03-05]

**Data for First/Previous Goals**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	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	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2016-06-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-27	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01/02 Managers	399	-5.3%		0	19.3%		0	0	19	0.0%	0	-2	0	4.3%	4.3%	2	2	4.8%	4.8%	
03 Professionals	934	6.7%		0	10.4%		0	0	43	0.0%	0	-8	0	3.8%	3.8%	8	8	4.6%	4.6%	
04 Semi-Professionals & Tech	341	6.2%	0.6%	6	13.3%	1.2%	13	19	16	1.2%	1	1	1	4.6%	4.6%	0	0	4.7%	4.6%	
05 Supervisors	21	4.6%	-1.7%	-1	17.8%	5.2%	3	2	0	5.2%	0	3	0	13.9%	13.9%	-3	-3	0.0%	0.0%	
06 Supervisors: Crafts & Trades	4	7.7%	0.8%	0	22.2%	4.9%	1	1	0	4.9%	0	0	0	7.8%	7.8%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	320	1.7%	0.5%	4	17.7%	0.0%	0	4	20	0.0%	0	-9	0	3.4%	3.4%	9	9	6.3%	6.2%	
08 Skilled Sales & Service	13	63.7%		0	17.1%		0	0	0	0.0%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	60	0.0%	-0.8%	-1	16.7%	6.3%	11	10	1	6.3%	0	1	0	3.8%	3.8%	-1	-1	1.7%	1.7%	
10 Clerical Personnel	138	0.2%	-1.6%	-7	21.7%	5.6%	23	16	8	5.6%	1	2	1	7.0%	7.0%	-2	-1	5.8%	6.1%	
11 Intermediate Sales & Service	27	19.4%		0	19.2%		0	0	2	0.0%	0	0	0	5.6%	5.6%	0	0	7.4%	7.4%	
12 Semi-Skilled Manual	77	-1.8%		0	10.7%		0	0	4	0.0%	0	0	0	4.8%	4.8%	0	0	5.2%	5.2%	
13 Other Sales & Service	128	18.7%	-2.2%	-9	14.0%	4.6%	18	9	10	4.6%	1	-2	1	6.3%	6.3%	2	3	7.8%	8.4%	
14 Other Manual Workers	11	15.6%	-2.2%	-1	28.6%	5.2%	2	1	0	5.2%	0	1	0	5.3%	5.3%	-1	-1	0.0%	0.0%	
<b>Total</b>	<b>2,473</b>	<b>5.5%</b>	<b>-2.2%</b>	<b>-166</b>	<b>14.3%</b>	<b>0.0%</b>	<b>0</b>	<b>-166</b>	<b>123</b>	<b>0.0%</b>	<b>0</b>	<b>-21</b>	<b>0</b>	<b>4.4%</b>	<b>4.4%</b>	<b>14</b>	<b>21</b>	<b>5.0%</b>	<b>5.3%</b>	

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

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

**Table 6: Persons with Disabilities**

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



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for First/Previous Goals**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>
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 (EEOG)	All Employees																	First/Previous Short-term Goals					Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY							
	2016-06-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-27	Annually	Over 3 Years	2016	2019															
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%									
01	Senior Managers	47	-11.1%		0	20.0%		0	0	1	0.0%	0	4	0	10.1%	10.1%	-4	-4	2.1%	2.1%							
02	Middle & Other Managers	352	0.5%		0	18.6%		0	0	31	0.0%	0	22	0	15.0%	15.0%	-22	-22	8.8%	8.8%							
03	Professionals	934	6.7%	0.6%	17	10.4%	1.2%	34	51	91	1.2%	3	91	10	18.8%	18.8%	-85	-81	9.7%	10.3%							
04	Semi-Professionals & Tech	341	6.2%	-1.7%	-17	13.3%	5.2%	54	37	27	5.2%	4	43	8	20.4%	20.4%	-43	-35	7.9%	9.6%							
05	Supervisors	21	4.6%	0.8%	1	17.8%	4.9%	3	4	1	4.9%	0	0	0	3.1%	3.1%	0	0	4.8%	4.5%							
06	Supervisors: Crafts & Trades	4	7.7%	0.5%	0	22.2%	0.0%	0	0	0	0.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%							
07	Administrative & Sr Clerical	320	1.7%		0	17.7%		0	0	12	0.0%	0	9	0	6.6%	6.6%	-9	-9	3.8%	3.8%							
08	Skilled Sales & Service	13	63.7%	-0.8%	0	17.1%	6.3%	2	2	1	6.3%	0	3	1	32.9%	32.9%	-3	-2	7.7%	15.4%							
09	Skilled Crafts & Trades	60	0.0%	-1.6%	-3	16.7%	5.6%	10	7	1	5.6%	0	7	1	13.7%	13.7%	-7	-6	1.7%	3.5%							
10	Clerical Personnel	138	0.2%		0	21.7%		0	0	4	0.0%	0	10	0	9.9%	9.9%	-10	-10	2.9%	2.9%							
11	Intermediate Sales & Service	27	19.4%		0	19.2%		0	0	1	0.0%	0	2	0	12.2%	12.2%	-2	-2	3.7%	3.7%							
12	Semi-Skilled Manual	77	-1.8%	-2.2%	-5	10.7%	4.6%	11	6	2	4.6%	0	16	1	24.8%	24.8%	-17	-15	2.6%	4.2%							
13	Other Sales & Service	128	18.7%	-2.2%	-8	14.0%	5.2%	20	12	10	5.2%	2	8	2	13.7%	13.7%	-8	-6	7.8%	8.3%							
14	Other Manual Workers	11	15.6%	-2.2%	-1	28.6%	0.0%	0	-1	0	0.0%	0	2	0	16.4%	16.4%	-2	-2	0.0%	0.0%							
Total		2,473	5.5%		0	14.3%		0	0	182	0.0%	0	211	0	15.9%	15.9%	-211	-211	7.4%	7.4%							

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	0.0	2	0.0	
02	Middle & Other Managers	0	0.0	4	0.0	
03	Professionals	4	0.0	6	0.0	
04	Semi-Professionals & Tech	8	0.0	5	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	1	0.0	
07	Administrative & Sr Clerical	0	0.0	2	0.0	
08	Skilled Sales & Service	1	0.0	2	0.0	
09	Skilled Crafts & Trades	1	0.0	3	0.0	
10	Clerical Personnel	2	0.0	3	0.0	
11	Intermediate Sales & Service	0	0.0	2	0.0	
12	Semi-Skilled Manual	2	0.0	4	0.0	
13	Other Sales & Service	2	0.0	2	0.0	
14	Other Manual Workers	0	0.0	2	0.0	
Total		20		38		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current 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			From - To								
		2019-03-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-03-05	Annually	Over 3 Years	2019		2022						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	33	-11.1%	-11.1%	-11	20.0%	20.0%	20	9	18	20.0%	11	-1	2	27.6%	27.6%	9	3	54.5%	40.9%	
02	Middle & Other Managers	357	0.5%	5.0%	54	18.6%	18.6%	199	253	198	18.6%	110	74	0	0.0%	39.4%	57	-74	55.5%	21.4%	
03	Professionals	1,135	6.7%	6.7%	228	10.4%	10.4%	354	582	490	10.4%	153	316	279	47.9%	47.9%	-54	-37	43.2%	45.2%	
04	Semi-Professionals & Tech	409	6.2%	6.2%	76	13.3%	13.3%	163	239	254	13.3%	101	123	0	0.0%	57.0%	21	-123	62.1%	31.5%	
05	Supervisors	24	4.6%	4.6%	3	17.8%	17.8%	13	16	14	17.8%	7	8	0	0.0%	54.7%	1	-8	58.3%	25.9%	
06	Supervisors: Crafts & Trades	5	7.7%	7.7%	1	22.2%	22.2%	3	4	0	22.2%	0	2	1	36.2%	36.2%	-2	-1	0.0%	16.7%	
07	Administrative & Sr Clerical	337	1.7%	1.7%	17	17.7%	17.7%	179	196	307	17.7%	163	152	0	0.0%	83.5%	26	-152	91.1%	40.7%	
08	Skilled Sales & Service	57	63.7%	63.7%	109	17.1%	17.1%	29	138	26	17.1%	13	46	0	0.0%	35.6%	6	-46	45.6%	7.8%	
09	Skilled Crafts & Trades	60	0.0%	0.0%	0	16.7%	16.7%	30	30	1	16.7%	1	2	1	3.2%	3.2%	-1	-1	1.7%	1.7%	
10	Clerical Personnel	139	0.2%	0.2%	1	21.7%	21.7%	90	91	121	21.7%	79	55	0	0.0%	69.0%	25	-55	87.1%	30.0%	
11	Intermediate Sales & Service	46	19.4%	19.4%	27	19.2%	19.2%	26	53	34	19.2%	20	38	0	0.0%	71.0%	1	-38	73.9%	19.2%	
12	Semi-Skilled Manual	73	-1.8%	-1.8%	-4	10.7%	10.7%	23	19	16	10.7%	5	8	5	26.9%	26.9%	-4	-3	21.9%	23.2%	
13	Other Sales & Service	214	18.7%	18.7%	120	14.0%	14.0%	90	210	132	14.0%	55	122	0	0.0%	59.5%	5	-122	61.7%	23.1%	
14	Other Manual Workers	17	15.6%	15.6%	8	28.6%	28.6%	15	23	2	28.6%	2	7	6	26.4%	26.4%	-2	-1	11.8%	24.0%	
Total		2,906	5.5%		0	14.3%		0	0	1,613	0.0%	0	-87	0		52.5%	87	87	55.5%	55.5%	

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	27.6	27.6	long term goal added
02	Middle & Other Managers	0.0	0.0	current representation is over 50%; recommendation is to set the goal at 0.
03	Professionals	47.9	47.9	Unrealistic to expect a higher long-term representation than % market availability
04	Semi-Professionals & Tech	0.0	0.0	current representation is over 50%; recommendation is to set the goal at 0.
05	Supervisors	0.0	0.0	current representation is over 50%; recommendation is to set the goal at 0.
06	Supervisors: Crafts & Trades	36.2	36.2	OK
07	Administrative & Sr Clerical	0.0	0.0	current representation is over 50%; recommendation is to set the goal at 0.
08	Skilled Sales & Service	0.0	0.0	current representation is close to 50% and there is no gap; set goals at 0
09	Skilled Crafts & Trades	3.2	3.2	OK
10	Clerical Personnel	0.0	0.0	Goal cannot exceed 50% for women. Current representation is over 50%; recommendation is to set the goal at 0.
11	Intermediate Sales & Service	0.0	0.0	Goal cannot exceed 50% for women. Current representation is over 50%; recommendation is to set the goal at 0.
12	Semi-Skilled Manual	26.9	26.9	OK
13	Other Sales & Service	0.0	0.0	Goal cannot exceed 50% for women. Current representation is over 50%; recommendation is to set the goal at 0.
14	Other Manual Workers	26.4	26.4	OK
Total		0.0		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for Subsequent/Current Goals**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>
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**

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals									
		Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Anticipated Hires Over 3 Years	Aboriginal Peoples								
		Number		3 Year Goals			Number		Turnover (Replacement of Terminated Employees)				Hires Required Over 3 Years	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD	From - To											
		2019-03-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-03-05	Annually	Over 3 Years	2019	2022								
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%				
01	Senior Managers	33	-11.1%	-11.1%	-11	20.0%	20.0%	20	9	0	20.0%	0	1	0	3.2%	3.2%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	357	0.5%	5.0%	54	18.6%	18.6%	199	253	8	18.6%	4	7	7	2.7%	2.7%	-2	0	2.2%	2.7%	
03	Professionals	1,135	6.7%	6.7%	228	10.4%	10.4%	354	582	11	10.4%	3	19	12	2.0%	2.0%	-12	0	1.0%	1.5%	
04	Semi-Professionals & Tech	409	6.2%	6.2%	76	13.3%	13.3%	163	239	6	13.3%	2	5	5	1.9%	1.9%	-2	0	1.5%	1.9%	
05	Supervisors	24	4.6%	4.6%	3	17.8%	17.8%	13	16	0	17.8%	0	0	0	1.8%	1.8%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	5	7.7%	7.7%	1	22.2%	22.2%	3	4	0	22.2%	0	0	0	1.7%	1.7%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	337	1.7%	1.7%	17	17.7%	17.7%	179	196	3	17.7%	2	5	3	1.6%	1.6%	-2	-2	0.9%	1.1%	
08	Skilled Sales & Service	57	63.7%	63.7%	109	17.1%	17.1%	29	138	0	17.1%	0	7	6	4.1%	4.1%	-2	-1	0.0%	3.6%	
09	Skilled Crafts & Trades	60	0.0%	0.0%	0	16.7%	16.7%	30	30	0	16.7%	0	2	1	3.0%	3.0%	-2	-1	0.0%	1.7%	
10	Clerical Personnel	139	0.2%	0.2%	1	21.7%	21.7%	90	91	0	21.7%	0	3	2	1.9%	1.9%	-3	-1	0.0%	1.4%	
11	Intermediate Sales & Service	46	19.4%	19.4%	27	19.2%	19.2%	26	53	0	19.2%	0	1	1	1.7%	1.7%	-1	0	0.0%	1.4%	
12	Semi-Skilled Manual	73	-1.8%	-1.8%	-4	10.7%	10.7%	23	19	0	10.7%	0	1	0	1.3%	1.3%	-1	-1	0.0%	0.0%	
13	Other Sales & Service	214	18.7%	18.7%	120	14.0%	14.0%	90	210	2	14.0%	1	7	5	2.4%	2.4%	-3	-2	0.9%	1.8%	
14	Other Manual Workers	17	15.6%	15.6%	8	28.6%	28.6%	15	23	0	28.6%	0	1	1	2.5%	2.5%	0	0	0.0%	4.0%	
Total		2,906	5.5%		0	14.3%		0	0	30	0.0%	0	31	0	2.1%	2.1%	-31	-31	1.0%	1.0%	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		3.2		3.2	
02	Middle & Other Managers		2.7			
03	Professionals		2.0		2.0	
04	Semi-Professionals & Tech		1.9			
05	Supervisors		1.8			not required
06	Supervisors: Crafts & Trades		1.7			not required
07	Administrative & Sr Clerical		1.6		1.6	
08	Skilled Sales & Service		4.1		4.1	
09	Skilled Crafts & Trades		3.0		3.0	
10	Clerical Personnel		1.9		1.9	
11	Intermediate Sales & Service		1.7			
12	Semi-Skilled Manual		1.3		1.3	
13	Other Sales & Service		2.4		2.4	
14	Other Manual Workers		2.5			
Total			0.0			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees								Subsequent/Current 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
	2019-03-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-03-05	Annually	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	390	-5.3%	-5.3%	-62	19.3%	19.3%	226	164	31	19.3%	18	3	8	5.0%	5.0%	12	5	7.9%	6.4%	
03 Professionals	1,135	6.7%	6.7%	228	10.4%	10.4%	354	582	73	10.4%	23	71	52	8.9%	8.9%	-28	-19	6.4%	7.5%	
04 Semi-Professionals & Tech	409	6.2%	6.2%	76	13.3%	13.3%	163	239	24	13.3%	10	23	18	7.6%	7.6%	-7	-5	5.9%	6.6%	
05 Supervisors	24	4.6%	4.6%	3	17.8%	17.8%	13	16	1	17.8%	1	7	4	27.5%	27.5%	-6	-3	4.2%	14.8%	
06 Supervisors: Crafts & Trades	5	7.7%	7.7%	1	22.2%	22.2%	3	4	0	22.2%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
07 Administrative & Sr Clerical	337	1.7%	1.7%	17	17.7%	17.7%	179	196	27	17.7%	14	22	20	10.0%	10.0%	-7	-2	8.0%	9.3%	
08 Skilled Sales & Service	57	63.7%	63.7%	109	17.1%	17.1%	29	138	0	17.1%	0	13	11	8.0%	8.0%	-5	-2	0.0%	6.6%	
09 Skilled Crafts & Trades	60	0.0%	0.0%	0	16.7%	16.7%	30	30	1	16.7%	1	5	2	7.8%	7.8%	-4	-3	1.7%	3.3%	
10 Clerical Personnel	139	0.2%	0.2%	1	21.7%	21.7%	90	91	9	21.7%	6	10	8	9.3%	9.3%	-4	-2	6.5%	7.9%	
11 Intermediate Sales & Service	46	19.4%	19.4%	27	19.2%	19.2%	26	53	4	19.2%	2	6	6	10.8%	10.8%	-1	0	8.7%	11.0%	
12 Semi-Skilled Manual	73	-1.8%	-1.8%	-4	10.7%	10.7%	23	19	0	10.7%	0	7	2	10.3%	10.3%	-8	-5	0.0%	2.9%	
13 Other Sales & Service	214	18.7%	18.7%	120	14.0%	14.0%	90	210	10	14.0%	4	30	22	10.7%	10.7%	-13	-8	4.7%	8.4%	
14 Other Manual Workers	17	15.6%	15.6%	8	28.6%	28.6%	15	23	0	28.6%	0	2	2	6.8%	6.8%	-1	0	0.0%	8.0%	
<b>Total</b>	<b>2,906</b>	<b>5.5%</b>	<b>15.6%</b>	<b>1,360</b>	<b>14.3%</b>	<b>28.6%</b>	<b>2,493</b>	<b>3,853</b>	<b>180</b>	<b>28.6%</b>	<b>154</b>	<b>341</b>	<b>0</b>	<b>8.6%</b>	<b>8.6%</b>	<b>-70</b>	<b>-341</b>	<b>6.2%</b>	<b>0.6%</b>	

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals		Long-term Goals	
		%	%	
01/02 Managers		5.0		
03 Professionals		8.9	8.9%	
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		8.0	8.0%	
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		10.3	10.3%	
13 Other Sales & Service		10.7	10.7%	
14 Other Manual Workers		6.8		
<b>Total</b>		<b>0.0</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of Guelph**

**[Date: 2019-03-05]**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2019-03-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-03-05	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	33	-11.1%	-11.1%	-11	20.0%	20.0%	20	9	2	20.0%	1	2	1	11.5%	11.5%	-2	-1	6.1%	9.1%
02	Middle & Other Managers	357	0.5%	5.0%	54	18.6%	18.6%	199	253	32	18.6%	18	58	45	17.6%	17.6%	-31	-13	9.0%	14.4%
03	Professionals	1,135	6.7%	6.7%	228	10.4%	10.4%	354	582	145	10.4%	45	190	124	21.3%	21.3%	-97	-66	12.8%	16.4%
04	Semi-Professionals & Tech	409	6.2%	6.2%	76	13.3%	13.3%	163	239	43	13.3%	17	87	56	23.4%	23.4%	-53	-31	10.5%	16.9%
05	Supervisors	24	4.6%	4.6%	3	17.8%	17.8%	13	16	3	17.8%	2	2	2	12.0%	12.0%	0	0	12.5%	11.1%
06	Supervisors: Crafts & Trades	5	7.7%	7.7%	1	22.2%	22.2%	3	4	0	22.2%	0	1	0	9.8%	9.8%	0	-1	0.0%	0.0%
07	Administrative & Sr Clerical	337	1.7%	1.7%	17	17.7%	17.7%	179	196	24	17.7%	13	13	13	6.8%	6.8%	1	0	7.1%	6.8%
08	Skilled Sales & Service	57	63.7%	63.7%	109	17.1%	17.1%	29	138	11	17.1%	6	54	49	35.6%	35.6%	-9	-5	19.3%	32.5%
09	Skilled Crafts & Trades	60	0.0%	0.0%	0	16.7%	16.7%	30	30	0	16.7%	0	8	4	13.6%	13.6%	-8	-4	0.0%	6.7%
10	Clerical Personnel	139	0.2%	0.2%	1	21.7%	21.7%	90	91	9	21.7%	6	13	10	11.1%	11.1%	-6	-3	6.5%	9.3%
11	Intermediate Sales & Service	46	19.4%	19.4%	27	19.2%	19.2%	26	53	0	19.2%	0	11	8	15.4%	15.4%	-7	-3	0.0%	11.0%
12	Semi-Skilled Manual	73	-1.8%	-1.8%	-4	10.7%	10.7%	23	19	1	10.7%	0	20	6	30.8%	30.8%	-21	-14	1.4%	10.1%
13	Other Sales & Service	214	18.7%	18.7%	120	14.0%	14.0%	90	210	10	14.0%	4	48	34	16.3%	16.3%	-25	-14	4.7%	12.0%
14	Other Manual Workers	17	15.6%	15.6%	8	28.6%	28.6%	15	23	0	28.6%	0	5	4	18.7%	18.7%	-3	-1	0.0%	16.0%
Total		2,906	5.5%		0	14.3%		0	0	280	0.0%	0	261	0	18.6%	18.6%	-261	-261	9.6%	9.6%

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (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		21.3		21.3%	
04	Semi-Professionals & Tech		23.4		23.4%	
05	Supervisors		12.0			
06	Supervisors: Crafts & Trades		9.8		9.8%	
07	Administrative & Sr Clerical		6.8			
08	Skilled Sales & Service		35.6		35.6%	
09	Skilled Crafts & Trades		13.6		13.6%	
10	Clerical Personnel		11.1		11.1%	
11	Intermediate Sales & Service		15.4		15.4%	
12	Semi-Skilled Manual		30.8		30.8%	
13	Other Sales & Service		16.3		16.3%	
14	Other Manual Workers		18.7		18.7%	
Total			0.0			

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
01 Senior Managers	2016	47	16	34.0	27.4	13	3	124.2																
	2019	33	18	54.5	27.6	9	9	197.6	5	4	80.0	1	3	4	3	75.0	1	2	8	2	25.0	3	-1	
02 Middle & Other Managers	2016	352	167	47.4	38.9	137	30	122.0																
	2019	357	198	55.5	39.4	141	57	140.8	53	32	60.4	21	11	54	27	50.0	26	1	66	30	45.5	31	-1	
03 Professionals	2016	934	334	35.8	46.5	434	-100	76.9																
	2019	1,135	490	43.2	47.9	544	-54	90.1	164	70	42.7	79	-9	150	79	52.7	54	25	108	41	38.0	39	2	
04 Semi-Professionals & Technicians	2016	341	150	44.0	59.2	202	-52	74.3																
	2019	409	254	62.1	57.0	233	21	109.0	50	22	44.0	29	-7	27	21	77.8	12	9	50	19	38.0	22	-3	
05 Supervisors	2016	21	8	38.1	59.1	12	-4	64.5																
	2019	24	14	58.3	54.7	13	1	106.6	1	1	100.0	1	0	6	5	83.3	2	3	4	1	25.0	2	-1	
06 Supervisors: Crafts & Trades	2016	4	0	0.0	28.6	1	-1	0.0																
	2019	5	0	0.0	36.2	2	-2	0.0	1	0	0.0	0	0	48	44	91.7	0	44	1	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	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	9	7	77.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	9	7	77.8			27.6	281.8			27.6	281.8		
02 Middle & Other Managers	2019	107	59	55.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	107	59	55.1			0.0	0.0			0.0	0.0		
03 Professionals	2019	314	149	47.5	4	3,725.0	0.0	0.0	12	1,241.7	0.0	0.0		
	2022	314	149	47.5			47.9	99.1			47.9	99.1		
04 Semi-Professionals & Technicians	2019	77	43	55.8	8	537.5	0.0	0.0	2	2150.0	0.0	0.0		
	2022	77	43	55.8			0.0	0.0			0.0	0.0		
05 Supervisors	2019	7	6	85.7	0	0.0	0.0	0.0	4	150.0	0.0	0.0		
	2022	7	6	85.7			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	49	44	89.8	0	0.0	0.0	0.0	1	4400.0	0.0	0.0		
	2022	49	44	89.8			36.2	248.1			36.2	248.1		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2016	320	260	81.3	81.4	260	0	99.8																
	2019	337	307	91.1	83.5	281	26	109.1	58	54	93.1	48	6	2	0	0.0	2	-2	58	47	81.0	47	0	
08 Skilled Sales & Service Personnel	2016	13	1	7.7	37.5	5	-4	20.5																
	2019	57	26	45.6	35.6	20	6	128.1	20	10	50.0	7	3	8	0	0.0	1	-1	6	2	33.3	0	2	
09 Skilled Crafts & Trades Workers	2016	60	1	1.7	3.3	2	-1	50.5																
	2019	60	1	1.7	3.2	2	-1	52.1	11	0	0.0	0	0	8	0	0.0	0	0	10	0	0.0	0	0	
10 Clerical Personnel	2016	138	100	72.5	74.0	102	-2	97.9																
	2019	139	121	87.1	69.0	96	25	126.2	28	23	82.1	19	4	2	5	250.0	1	4	30	24	80.0	22	2	
11 Intermediate Sales & Service Personnel	2016	27	18	66.7	66.9	18	0	99.7																
	2019	46	34	73.9	71.0	33	1	104.1	8	5	62.5	6	-1	36	0	0.0	24	-24	7	7	100.0	5	2	
12 Semi-Skilled Manual Workers	2016	77	17	22.1	26.3	20	-3	83.9																
	2019	73	16	21.9	26.9	20	-4	81.5	7	2	28.6	2	0	1	0	0.0	0	0	8	0	0.0	2	-2	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		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	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	60	54	90.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	60	54	90.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2019	28	10	35.7	1	1000.0	0.0	0.0	3	333.3	0.0	0.0		
	2022	28	10	35.7			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	19	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	19	0	0.0			3.2	0.0				3.2	0.0	
10 Clerical Personnel	2019	30	28	93.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	30	28	93.3			0.0	0.0				0.0	0.0	
11 Intermediate Sales & Service Personnel	2019	44	5	11.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	44	5	11.4			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2019	8	2	25.0	1	200.0	0.0	0.0	2	100.0	0.0	0.0		
	2022	8	2	25.0			26.9	92.9				26.9	92.9	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		All Employees	Workforce							Hires				Promotions				Terminations						
			Women							Women				Women				Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	128	53	41.4	56.9	73	-20	72.8																
	2019	214	132	61.7	59.5	127	5	103.7	54	25	46.3	32	-7	0	23	0.0	0	23	24	7	29.2	10	-3	
14 Other Manual Workers	2016	11	1	9.1	32.9	4	-3	27.6																
	2019	17	2	11.8	26.4	4	-2	44.6	2	0	0.0	1	-1	0	0	0.0	0	4	0	0.0	0	0		
Total	2016	2,473	1,126	45.5	51.9	1,283	-157	87.7																
	2019	2,906	1,613	55.5	52.5	1,526	87	105.7	462	248	53.7	243	5	346	207	59.8	158	49	384	180	46.9	175	5	

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				
		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	54	48	88.9	4	1200.0	0.0	0.0	6	800.0	0.0	0.0	Although we engaged in an outreach program encouraging applications, we did not receive applications from this group that met the job requirements. We continue to pursue additional places to advertise and post these positions to broaden the pool.	
	2022	54	48	88.9			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	2	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	2	0	0.0			26.4	0.0			26.4	0.0		
Total	2019	808	455	56.3	19	2394.7	0.0	0.0	33	1378.8	0.0	0.0		
	2022	808	455	56.3			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			Gap	EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	47	0	0.0	2.9	1	-1	0.0																
	2019	33	0	0.0	3.2	1	-1	0.0	5	0	0.0	0	0	4	0	0.0	0	0	8	0	0.0	0	0	
02 Middle & Other Managers	2016	352	5	1.4	2.2	8	-3	64.6																
	2019	357	8	2.2	2.7	10	-2	83.0	53	1	1.9	1	0	54	1	1.9	1	0	66	0	0.0	1	-1	
03 Professionals	2016	934	5	0.5	1.7	16	-11	31.5																
	2019	1,135	11	1.0	2.0	23	-12	48.5	164	7	4.3	3	4	150	1	0.7	1	0	108	1	0.9	1	0	
04 Semi-Professionals & Technicians	2016	341	3	0.9	1.7	6	-3	51.8																
	2019	409	6	1.5	1.9	8	-2	77.2	50	1	2.0	1	0	27	2	7.4	0	2	50	1	2.0	0	1	
05 Supervisors	2016	21	0	0.0	2.1	0	0	0.0																
	2019	24	0	0.0	1.8	0	0	0.0	1	0	0.0	0	0	6	0	0.0	0	0	4	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	4	0	0.0	1.0	0	0	0.0																
	2019	5	0	0.0	1.7	0	0	0.0	1	0	0.0	0	0	48	0	0.0	0	0	1	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	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	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	9	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	9	0	0.0			3.2	0.0			3.2	0.0		
02 Middle & Other Managers	2019	107	2	1.9	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2022	107	2	1.9			2.7	69.2			0.0	0.0		
03 Professionals	2019	314	8	2.5	1	800.0	0.0	0.0	7	114.3	0.0	0.0		
	2022	314	8	2.5			2.0	127.4			2.0	127.4		
04 Semi-Professionals & Technicians	2019	77	3	3.9	1	300.0	0.0	0.0	2	150.0	0.0	0.0		
	2022	77	3	3.9			1.9	205.1			0.0	0.0		
05 Supervisors	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			1.8	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	49	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	49	0	0.0			1.7	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	320	1	0.3	2.0	6	-5	15.6																
	2019	337	3	0.9	1.6	5	-2	55.6	58	2	3.4	1	1	2	0	0.0	0	0	58	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	13	0	0.0	3.4	0	0	0.0																
	2019	57	0	0.0	4.1	2	-2	0.0	20	0	0.0	1	-1	8	0	0.0	0	0	6	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	60	0	0.0	2.5	2	-2	0.0																
	2019	60	0	0.0	3.0	2	-2	0.0	11	0	0.0	0	0	8	0	0.0	0	0	10	0	0.0	0	0	0
10 Clerical Personnel	2016	138	1	0.7	2.5	3	-2	29.0																
	2019	139	0	0.0	1.9	3	-3	0.0	28	0	0.0	1	-1	2	0	0.0	0	0	30	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	27	0	0.0	1.6	0	0	0.0																
	2019	46	0	0.0	1.7	1	-1	0.0	8	0	0.0	0	0	36	0	0.0	0	0	7	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	77	0	0.0	1.4	1	-1	0.0																
	2019	73	0	0.0	1.3	1	-1	0.0	7	0	0.0	0	0	1	0	0.0	0	0	8	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	60	2	3.3	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2022	60	2	3.3			1.6	208.3		1.6	208.3			
08 Skilled Sales & Service Personnel	2019	28	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	28	0	0.0			4.1	0.0		4.1	0.0			
09 Skilled Crafts & Trades Workers	2019	19	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	Although we engaged in an outreach program encouraging applications, we did not receive applications from this group that met the job requirements. We continue to pursue additional places to advertise and post these positions to broaden the pool.	
	2022	19	0	0.0			3.0	0.0		3.0	0.0			
10 Clerical Personnel	2019	30	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	30	0	0.0			1.9	0.0		1.9	0.0			
11 Intermediate Sales & Service Personnel	2019	44	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	44	0	0.0			1.7	0.0		0.0	0.0			
12 Semi-Skilled Manual Workers	2019	8	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	8	0	0.0			1.3	0.0		1.3	0.0			

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	128	1	0.8	1.5	2	-1	52.1																
	2019	214	2	0.9	2.4	5	-3	38.9	54	1	1.9	1	0	0	1	0.0	0	1	24	0	0.0	0	0	
14 Other Manual Workers	2016	11	0	0.0	2.2	0	0	0.0																
	2019	17	0	0.0	2.5	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	4	0	0.0	0	0	
Total	2016	2,473	16	0.6	1.9	47	-31	34.1																
	2019	2,906	30	1.0	2.1	61	-31	49.2	462	12	2.6	10	2	346	5	1.4	2	3	384	2	0.5	2	0	

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

Employment Equity Occupational Group (EOG)	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	54	2	3.7	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2022	54	2	3.7			2.4	154.3			2.4	154.3		
14 Other Manual Workers	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			2.5	0.0			0.0	0.0		
Total	2019	808	17	2.1	3	566.7	0.0	0.0	17	100.0	0.0	0.0		
	2022	808	17	2.1			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities			Gap	EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#		
01 & 02 Managers	2016	399	19	4.8	4.3	17	2	110.7																
	2019	390	31	7.9	5.0	20	12	159.0	58	7	12.1	3	4	58	3	5.2	3	0	74	4	5.4	4	0	
03 Professionals	2016	934	43	4.6	3.8	35	8	121.2																
	2019	1,135	73	6.4	8.9	101	-28	72.3	164	2	1.2	15	-13	150	11	7.3	7	4	108	6	5.6	5	1	
04 Semi-Professionals & Technicians	2016	341	16	4.7	4.6	16	0	102.0																
	2019	409	24	5.9	7.6	31	-7	77.2	50	3	6.0	4	-1	27	0	0.0	1	-1	50	2	4.0	2	0	
05 Supervisors	2016	21	0	0.0	13.9	3	-3	0.0																
	2019	24	1	4.2	27.5	7	-6	15.2	1	0	0.0	0	0	6	1	16.7	0	1	4	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	4	0	0.0	7.8	0	0	0.0																
	2019	5	0	0.0	10.1	1	-1	0.0	1	0	0.0	0	0	48	6	12.5	0	6	1	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	
#	#	%	#	%	%	%	#	%	%	%				
01 & 02 Managers	2019	116	10	8.6	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	116	10	8.6			5.0	172.4			0.00	0.0		
03 Professionals	2019	314	13	4.1	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	314	13	4.1			8.9	46.5			0.09	4651.8		
04 Semi-Professionals & Technicians	2019	77	3	3.9	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	77	3	3.9			7.6	51.3			0.08	5126.5		
05 Supervisors	2019	7	1	14.3	1	100.0	0.0	0.0	2	50.0	0.00	0.0		
	2022	7	1	14.3			27.5	51.9			0.28	5194.8		
06 Supervisors: Crafts & Trades	2019	49	6	12.2	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	49	6	12.2			10.1	121.2			0.10	12123.7		

**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities			Gap	EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	320	20	6.3	3.4	11	9	183.8																
	2019	337	27	8.0	10.0	34	-7	80.1	58	1	1.7	6	-5	2	0	0.0	0	0	0	58	2	3.4	4	-2
08 Skilled Sales & Service Personnel	2016	13	0	0.0	3.5	0	0	0.0																
	2019	57	0	0.0	8.0	5	-5	0.0	20	0	0.0	2	-2	8	0	0.0	0	0	0	6	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	60	1	1.7	3.8	2	-1	43.9																
	2019	60	1	1.7	7.8	5	-4	21.4	11	0	0.0	1	-1	8	0	0.0	0	0	0	10	0	0.0	0	0
10 Clerical Personnel	2016	138	8	5.8	7.0	10	-2	82.8																
	2019	139	9	6.5	9.3	13	-4	69.6	28	0	0.0	3	-3	2	0	0.0	0	0	0	30	1	3.3	2	-1
11 Intermediate Sales & Service Personnel	2016	27	2	7.4	5.6	2	0	132.3																
	2019	46	4	8.7	10.8	5	-1	80.5	8	0	0.0	1	-1	36	0	0.0	3	-3	7	1	14.3	1	0	
12 Semi-Skilled Manual Workers	2016	77	4	5.2	4.8	4	0	108.2																
	2019	73	0	0.0	10.3	8	-8	0.0	7	0	0.0	1	-1	1	0	0.0	0	0	0	8	1	12.5	0	1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	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		
#	#	%	%	%	%	%	%	%	%	%				
07 Administrative & Senior Clerical	2019	60	1	1.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	60	1	1.7			10.0	16.7			0.1	1666.7		
08 Skilled Sales & Service Personnel	2019	28	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	28	0	0.0			8.0	0.0			0.1	0.0		
09 Skilled Crafts & Trades Workers	2019	19	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	0.0	
	2022	19	0	0.0			7.8	0.0			0.1	0.0		
10 Clerical Personnel	2019	30	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	0.0	Although we engaged in an outreach program encouraging applications, we did not receive applications from this group that met the job requirements. We continue to pursue additional places to advertise and post these positions to broaden the pool.
	2022	30	0	0.0			9.3	0.0			0.1	0.0		
11 Intermediate Sales & Service Personnel	2019	44	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	44	0	0.0			10.8	0.0			0.1	0.0		
12 Semi-Skilled Manual Workers	2019	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	8	0	0.0			10.3	0.0			0.1	0.0		

**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	128	10	7.8	6.3	8	2	124.0																
	2019	214	10	4.7	10.7	23	-13	43.7	54	2	3.7	6	-4	0	1	0.0	0	1	24	1	4.2	2	-1	
14 Other Manual Workers	2016	11	0	0.0	5.3	1	-1	0.0																
	2019	17	0	0.0	6.8	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	4	0	0.0	0	0	
Total	2016	2,473	123	5.0	4.4	109	14	113.0																
	2019	2,906	180	6.2	8.6	250	-70	72.0	462	15	3.2	40	-25	346	22	6.4	17	5	384	18	4.7	19	-1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D × 100	Part 3: Goals	E ÷ G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E ÷ K × 100	Part 3: Goals	F ÷ M × 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	54	3	5.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	54	3	5.6			10.7	51.9			0.1	5192.1		
14 Other Manual Workers	2019	2	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	2	0	0.0			6.8	0.0			0.0	0.0		
Total	2019	808	37	4.6	2	1850.0	0.0	0.0	5	740.0	0.0	0.0		
	2022	808	37	4.6			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Visible Minorities			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	47	1	2.1	10.1	5	-4	21.1																
	2019	33	2	6.1	11.5	4	-2	52.7	5	0	0.0	1	-1	4	0	0.0	0	0	8	0	0.0	0	0	
02 Middle & Other Managers	2016	352	31	8.8	15.0	53	-22	58.7																
	2019	357	32	9.0	17.6	63	-31	50.9	53	4	7.5	9	-5	54	3	5.6	5	-2	66	7	10.6	6	1	
03 Professionals	2016	934	91	9.7	18.8	176	-85	51.8																
	2019	1,135	145	12.8	21.3	242	-97	60.0	164	24	14.6	35	-11	150	21	14.0	15	6	108	8	7.4	11	-3	
04 Semi-Professionals & Technicians	2016	341	27	7.9	20.4	70	-43	38.8																
	2019	409	43	10.5	23.4	96	-53	44.9	50	7	14.0	12	-5	27	1	3.7	2	-1	50	3	6.0	4	-1	
05 Supervisors	2016	21	1	4.8	3.1	1	0	153.6																
	2019	24	3	12.5	12.0	3	0	104.2	1	0	0.0	0	0	6	0	0.0	0	0	4	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	4	0	0.0	27.6	1	-1	0.0																
	2019	5	0	0.0	9.8	0	0	0.0	1	0	0.0	0	0	48	2	4.2	0	2	1	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	9	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	9	0	0.0			11.5	0.0				0.1	0.0	
02 Middle & Other Managers	2019	107	7	6.5	0	0.0	0.0	0.0	4	175.0	0.0	0.0		
	2022	107	7	6.5			17.6	37.2			0.2	3717.1		
03 Professionals	2019	314	45	14.3	4	1,125.0	0.0	0.0	6	750.0	0.0	0.0		
	2022	314	45	14.3			21.3	67.3			0.2	6728.3		
04 Semi-Professionals & Technicians	2019	77	8	10.4	8	100.0	0.0	0.0	5	160.0	0.0	0.0		
	2022	77	8	10.4			23.4	44.4			0.2	4440.0		
05 Supervisors	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0			12.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	49	2	4.1	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2022	49	2	4.1			9.8	41.6			0.1	4164.9		

**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis													
		All Employees	Workforce						Hires			Promotions			Terminations									
			Visible Minorities						Visible Minorities			Visible Minorities			Visible Minorities									
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2016	320	12	3.8	6.6	21	-9	56.8																
	2019	337	24	7.1	6.8	23	1	104.7	58	7	12.1	4	3	2	0	0.0	0	0	58	2	3.4	2	0	
08 Skilled Sales & Service Personnel	2016	13	1	7.7	32.9	4	-3	23.4																
	2019	57	11	19.3	35.6	20	-9	54.2	20	4	20.0	7	-3	8	0	0.0	1	-1	6	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	60	1	1.7	13.7	8	-7	12.2																
	2019	60	0	0.0	13.6	8	-8	0.0	11	0	0.0	1	-1	8	0	0.0	0	0	10	0	0.0	0	0	
10 Clerical Personnel	2016	138	4	2.9	9.9	14	-10	29.3																
	2019	139	9	6.5	11.1	15	-6	58.3	28	3	10.7	3	0	2	1	50.0	0	1	30	1	3.3	1	0	
11 Intermediate Sales & Service Personnel	2016	27	1	3.7	12.2	3	-2	30.4																
	2019	46	0	0.0	15.4	7	-7	0.0	8	0	0.0	1	-1	36	1	2.8	1	0	7	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	77	2	2.6	24.8	19	-17	10.5																
	2019	73	1	1.4	30.8	22	-21	4.4	7	0	0.0	2	-2	1	1	100.0	0	1	8	1	12.5	0	1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			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	60	7	11.7	0	0.0	0.0	0.0	2	350.0	0.0	0.0		
	2022	60	7	11.7			6.8	171.6			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	28	4	14.3	1	400.0	0.0	0.0	2	200.0	0.0	0.0		
	2022	28	4	14.3			35.6	40.1			0.4	4012.8		
09 Skilled Crafts & Trades Workers	2019	19	0	0.0	1	0.0	0.0	0.0	3	0.0	0.0	0.0	Although we engaged in an outreach program encouraging applications, we did not receive applications from this group that met the job requirements. We continue to pursue additional places to advertise and post these positions to broaden the pool.	
	2022	19	0	0.0			13.6	0.0			0.1	0.0		
10 Clerical Personnel	2019	30	4	13.3	2	200.0	0.0	0.0	3	133.3	0.0	0.0		
	2022	30	4	13.3			11.1	120.1			0.1	12012.0		
11 Intermediate Sales & Service Personnel	2019	44	1	2.3	0	0.0	0.0	0.0	2	50.0	0.0	0.0		
	2022	44	1	2.3			15.4	14.8			0.2	1475.8		
12 Semi-Skilled Manual Workers	2019	8	1	12.5	2	50.0	0.0	0.0	4	25.0	0.0	0.0	Although we engaged in an outreach program encouraging applications, we did not receive applications from this group that met the job requirements. We continue to pursue additional places to advertise and post these positions to broaden the pool.	
	2022	8	1	12.5			30.8	40.6			0.3	4058.4		



**Federal Contractors Program Achievement Report**

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

**University of Guelph**

**[Date: 2019-03-05]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce					Hires			Promotions			Terminations											
			Visible Minorities					Visible Minorities			Visible Minorities			Visible Minorities											
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	128	10	7.8	13.7	18	-8	57.0																	
	2019	214	10	4.7	16.3	35	-25	28.7	54	2	3.7	9	-7	0	0	0.0	0	0	0	24	2	8.3	2	0	
14 Other Manual Workers	2016	11	0	0.0	16.4	2	-2	0.0																	
	2019	17	0	0.0	18.7	3	-3	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	4	0	0.0	0	0	
Total	2016	2,473	182	7.4	15.9	393	-211	46.3																	
	2019	2,906	280	9.6	18.6	541	-261	51.8	462	51	11.0	86	-35	346	30	8.7	25	5	384	24	6.3	28	-4		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		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	54	2	3.7	2	100.0	0.0	0.0	2	100.0	0.0	0.0	
	2022	54	2	3.7			16.3	22.7			0.2	2272.2	
14 Other Manual Workers	2019	2	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	
	2022	2	0	0.0			18.7	0.0			0.2	0.0	
Total	2019	808	81	10.0	20	405.0	0.0	0.0	38	213.2	0.0	0.0	
	2022	808	81	10.0			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>University of Guelph</b>
<b>[Date: 2019-03-05]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

In some instances the University's progress on closing its gaps was impacted by the changes in availability and definitions. For instance between 2016 and 2019 the availability of members of visible minorities for supervisors increased from 13.9% to 27.5%. This change in definitions and availability has resulted in some unanticipated negative impact on our gaps, moving forward.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted area]

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

[Redacted area]

- Other.

As instructed by the Labour Program/ESDC, our goals are set at current market available rates. Our strategy will be to do better than the stated availability in those areas with large gaps. However, as we plan for the next few years, we recognize that there will be budget challenges which may limit University hirings to below the experience of the previous three years (2016-2019). This may impact negatively our ability to lower our gaps as quickly as hoped.

### **Additional Details**

Please provide any additional information (optional):

Please see attached report from the University Employment Equity Committee.



## Progress on Employment Equity Goals: 2016-2019

Report of the Employment Equity Committee

### Context

The University of Guelph is committed to “fostering a culture of inclusion as an institutional imperative, acknowledging the University’s diverse population, and that every member of an inclusive campus is a valued contributor”.<sup>1</sup> It is recognized that fostering a culture of inclusion is a shared responsibility and strong leadership and governance is essential to achieve meaningful outcomes. The work of the Employment Equity Committee falls under a broader governance structure designed to ensure that all our policies, practices and procedures help to advance our goals and ensure accountability.



### Employment Equity Planning Process

The Employment Equity Committee is comprised of stakeholders from across the University, including representation from all employee groups. See Appendix 1 for the membership and mandate of the Committee. The Committee has a primary responsibility of providing advice on prioritizing, planning, promoting, communicating and implementing the University’s employment equity goals. These goals are informed in part by the workforce analysis that is undertaken by the University on a regular basis to identify gaps between the expected and actual representation of designated groups in our workforce. The Committee advises on the development of a strategic plan to ensure that the University is

<sup>1</sup> Fostering a Culture of Inclusion,

addressing any gaps, and monitors progress. The plan is divided into 6 broad overarching goals with benchmarks and specific timelines for various objectives.

### Employment Equity Goals

Various University stakeholder groups engaged in a comprehensive consultative process to propose a comprehensive plan aimed at reducing or eliminating existing gaps identified by the 2014-2015 Federal Contractors Program (FCP) reporting initiative. The plan is guided by overarching goals. Using this framework, the Employment Equity Committee helps to develop short-term (3 to 5 years) and long-term action items, and reviews progress annually.

### Employment Equity Framework

ORGANIZATIONAL AREA		GOALS	
<b>1</b> ATTITUDES and CULTURE (Corporate/Institutional)	1.1	To strengthen the University's commitment to equity and inclusion	
	1.2	To enhance an inclusion mindset	
	1.3	To demonstrate a culture of inclusion throughout University policies and practices	
<b>2</b> RECRUITMENT, SELECTION, HIRING, and RETENTION	2.1	To develop and implement measures to attract and hire a workforce that is representative of equity seeking groups	
	2.2	To monitor measures in place to ensure consistent implementation of recruitment, selection, hiring, and retention policies	
	2.3	To diversify hiring committee memberships	
<b>3</b> PROMOTION SYSTEMS	3.1	To maximize opportunities for success for those within the designated groups.	
	3.2	To diversify faculty tenure and promotions criteria to recognize diverse achievements	
	3.3	To ensure equity in salaries, and promotions for underrepresented groups	
<b>4</b> TRAINING & DEVELOPMENT	4.1	To strengthen the University's commitment to equity and inclusion	
<b>5</b> REASONABLE ACCOMMODATION	5.1	To create awareness across campus that accommodation is a shared responsibility	
	5.2	To continue the ongoing efforts to make campus more accessible	
	5.3	To further support campus with the provision of reasonable accommodation	
<b>6</b> ACCOUNTABILITY & MONITORING	6.0	To regularly review the employment equity implementation and goals	

## New Initiatives: 2016-19

There has been significant activity since 2016 with many new programs initiated. The breath of activities reflects the numerous partners engaged and a commitment to success. This report includes only a sampling of new initiatives since 2016 and does not include ongoing initiatives.

## Attitudes and Culture

- a. The University's Strategic Framework speaks to a commitment to working together openly, respectively and inclusively.
- b. Fostering a Culture of Inclusion, approved by the Senate, April 4, 2017 and by the Board of Governors, April 21, 2017 provides a roadmap for the inclusion agenda. The report also
- c. The Provost and the Associate Vice-President (Human Resources) initiated the GenEq program to help advance the status of women at the University.
- d. A fund was created to support the inclusive space program to parallel the existing grant to support making space accessible.
- e. Employment equity outcomes are included in performance objectives for all leaders
- f. A governance structure has been developed to align mandates with the Inclusion Framework.
- g. Guidelines have been created for planning an accessible event.

## Recruitment, Selection, Hiring and Retention

- a. Working with Deans to review 5-year HR plans for faculty recruitment.
- b. Targeted recruitment of 6 Aboriginal Faculty completed
- c. Equitek Subscription secured and being implemented for use to reach an even more diverse prospective applicant pool.
- d. Conducted a successful pilot test of a tool to improve tracking of the diversity of applicant pools for faculty and sessionals.

## Promotion Systems

- a. Ongoing efforts to review and enhance the pre-tenure faculty mentorship program.
- b. Salary Anomaly review completed and gender adjustment for female and female identifying faculty.

## Training and Development

- a. Unconscious bias training added to existing Diversity and Human Rights training for all faculty, sessional lecturer and staff search committees and an online module "Minimizing Implicit Bias in the Search and Recruitment Process" was created.
- b. Entered into a partnership with Canadian Centre for Diversity and Inclusion (CCDI) to enhance resources to support hiring, retention and education.

## Reasonable Accommodation

- a. Continuing education and awareness building of the Accommodation Partnership Program, which has been in place for many years.
- b. Completed a review of the process to identify potential systemic barriers and provide necessary resources to departments required to invest considerable funds to accommodate persons with disabilities.

## Accountability and Monitoring

- a. The Employment Equity Committee reviews employment equity goals and timelines, and receives regular updates on progress toward the goals.
- b. A report on progress is posted annually through Diversity and Human Rights.

## Outcomes: 2016-19

As evidenced in Appendix 2, the University has made significant strides in increasing both the number and representation of members from designated groups across all occupations. There are a few areas (highlighted in red) where we have not been as successful as we would like. However, it is also recognized that almost all these positions hire from our local community, which is still not as diverse as other communities in the province. We continue to examine ways in which we can extend our reach to enhance the pool.

While the government mandated that we survey for the designated groups, we also asked on our Diversity Matters Survey:

*Do you self-identify as a person who is Lesbian, Gay, Bisexual, Two-spirited, Questioning, Asexual, Queer, or any other non-heterosexual identity?*

We will be examining this data as well to provide insight on how welcoming and supportive our community is of the LGBTQ2+ community.

## Next Steps: 2019-22

We are committed to this important work and hope to see the continuation of positive outcomes we have had these past three years. In our goal setting we identified that at a minimum we will aim to hire at the availability rate. However, in those areas where we have larger gaps, we will aim to exceed these goals. At the same time, while we remain committed to increasing the diversity of our workforce, we are anticipating some future budget challenges which may impact our hiring and thus the speed with which we can close our gaps.



# Appendix 1: Mandate of the Employment Equity Committee

## PURPOSE

The University of Guelph is committed to equitable hiring and employment practices. The Office of Diversity & Human Rights (DHR)'s mandate includes employment equity, and the Employment Equity Committee is in place to support the DHR in fulfilling this aspect of its mandate for the University community.

The Committee strives to:

- Eliminate the effects of systemic barriers on those seeking employment or employed within the University;
- Ensure the designated groups (women, persons with disabilities, racialized persons, and Aboriginal persons) are represented among the University's employees;
- Allow all employees to develop professionally without discrimination or barriers from policies, procedures, and practices.

## MANDATE

The Employment Equity Committee's mandate is to:

- Monitor and report on the University's compliance with the Federal Contractors' Program;
- Review current and proposed University policies with respect to employment equity implications;
- Make recommendations on changes to policies, procedures or practices;
- Facilitate communications between administration, employee groups, and the university community on employment equity; and
- Prepare an annual report on employment equity.

## MEMBERSHIP

Note: Nominations for membership are especially encouraged from

- members of the designated groups: women, persons with disabilities, racialized persons, and Aboriginal persons, sexual minorities.
- People with expertise in equity and involvement in hiring practices;

## Committee Membership

Each employee group will appoint a representative for a two year term as follows

- CUPE 1334
- CUPE 3913
- Professional Staff Association

- University Police Association
- Faculty Association
- Ontario Nurses Association
- OSSTF
- Exempt Group
- University of Guelph Food Services Employees Association
- United Steelworkers Association
- UNIFOR
- College Academic & Research Group

Administrative staff members for a 2 year term

- Communications & Public Affairs
- Dean
- Human Resources
- Faculty and Academic staff Relations
- Student Affairs
- Diversity and Human Rights

## Appendix 2: Progress on Goals

### Women

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	3	16	18	+2	34.0	54.5
02	Middle and other Managers	30	167	198	+31	47.4	55.5
03	Professionals	-100	334	490	+156	35.8	43.2
04	Semi-Professionals & Technicians	-52	150	254	+104	44.0	62.1
05	Supervisors	-4	8	14	+6	38.1	58.3
06	Supervisors: Crafts & Trades	-1	0	0	0	0	0
07	Administrative and Senior Clerical	0	260	307	+47	81.3	91.1
08	Skilled Sales & Service Personnel	-4	1	26	+25	7.7	35.6
09	Skilled Crafts & Trades Workers	-1	1	1	0	1.7	1.7
10	Clerical Personnel	-2	100	121	+21	72.5	87.1
11	Intermediate Sales and Service Personnel	0	18	34	+16	66.7	73.9
12	Semi-Skilled Manual Workers	-3	17	16	-1	26.3	21.9
13	Other Sales & Service Personnel	-20	53	132	+79	41.4	61.7
14	Other Manual Workers	-3	1	2	+1	9.1	11.8
<b>Totals:</b>		<b>-188</b>	<b>1126</b>	<b>1613</b>	<b>+487</b>	<b>45.6</b>	<b>55.5</b>

## Aboriginal Peoples

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	-1	0	0	0	0	0
02	Middle and other Managers	-3	5	8	+3	1.4	2.2
03	Professionals	-11	5	11	+6	.5	1
04	Semi-Professionals & Technicians	-3	3	6	+3	.9	1.5
05	Supervisors	0	0	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0	0	0
07	Administrative and Senior Clerical	-5	1	3	+2	.3	.9
08	Skilled Sales & Service Personnel	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	-2	0	0	0	0	0
10	Clerical Personnel	-2	1	0	-1	.7	0
11	Intermediate Sales and Service Personnel	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	-1	0	0	0	0	0
13	Other Sales & Service Personnel	-1	1	2	+1	.8	.9
14	Other Manual Workers	0	0	0	0	0	0
<b>Totals:</b>		<b>-29</b>	<b>16</b>	<b>30</b>	<b>+14</b>	<b>0.6</b>	<b>1.0</b>

## Members of Visible Minorities

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	-4	1	2	+1	2.1	6.1
02	Middle and other Managers	-22	31	32	+1	8.8	9
03	Professionals	-85	91	145	+54	9.7	12.8
04	Semi-Professionals & Technicians	-43	27	43	+16	7.9	10.5
05	Supervisors	0	1	3	+2	4.8	12.5
06	Supervisors: Crafts & Trades	-1	0	0	0	0	0
07	Administrative and Senior Clerical	-9	12	24	+12	3.8	7.1
08	Skilled Sales & Service Personnel	-3	1	11	+10	7.7	19.3
09	Skilled Crafts & Trades Workers	-7	1	0	-1	1.7	0
10	Clerical Personnel	-10	4	9	+5	2.9	6.5
11	Intermediate Sales and Service Personnel	-2	1	0	-1	3.7	0
12	Semi-Skilled Manual Workers	-17	2	1	-1	2.6	1.4
13	Other Sales & Service Personnel	-8	10	10	0	7.8	4.7
14	Other Manual Workers	-2	0	0	0	0	0
<b>Totals:</b>		<b>-213</b>	<b>182</b>	<b>280</b>	<b>+98</b>	<b>7.3</b>	<b>9.6</b>

## Persons with Disabilities

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01/02	Senior Managers and senior managers	2	19	31	+12	4.3	7.9
03	Professionals	8	43	73	+30	4.6	8.9
04	Semi-Professionals & Technicians	0	16	24	+8	4.7	5.9
05	Supervisors	-3	0	1	+1	0	4.2
06	Supervisors: Crafts & Trades	0	0	0	0	0	0
07	Administrative and Senior Clerical	9	20	27	+7	6.3	8
08	Skilled Sales & Service Personnel	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	-1	1	1	0	1.7	1.7
10	Clerical Personnel	-2	8	9	+1	5.8	6.5
11	Intermediate Sales and Service Personnel	0	2	4	+2	7.4	8.7
12	Semi-Skilled Manual Workers	0	4	0	-4	5.2	0
13	Other Sales & Service Personnel	2	10	10	0	7.8	4.7
14	Other Manual Workers	-1	0	0	0	0	0
<b>Totals:</b>		<b>14</b>	<b>123</b>	<b>180</b>	<b>+57</b>	<b>5</b>	<b>6.2</b>

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** University of Guelph

**Primary Location:** Guelph, ON

**Number of Employees:** 2,906

- Ontario                      2,906

**Organization Overview:** NAICS 61131 (*Universities*)

The University of Guelph (U of G) is a comprehensive public research university. It has 3 campuses situated in Guelph (main campus), Toronto, and Ridgeway, Ontario. U of G has 29,507 undergraduate and graduate students including 1,400 international students from more than 120 countries.

### Key Dates – First Year Assessment

Initiated:                      2016-04-01 (*extension given to 2016-07-01*)

Received:                     2016-06-27

Closed:                        2016-06-28

Workforce

Analysis:                     2016-06-27

### Key Dates – Subsequent Assessment

Initiated:                     2019-03-17

Received:                     2019-04-04 (*WFA file revised and approved  
by employer on Aug. 02, 2019*)

Workforce

Analysis:                     2019-03-05

### DATA VERIFICATION

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

Yes  No

Comments:

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

Yes  No

Comments:

For the purposes of the FCP, in a university context, employees at U of G were considered full-time permanent if the following two conditions were met:

- They work full-time hours for part of the year and are away for a pre-determined period each year (usually the summer months), and
- They are expected to return to their full-time duties without further competition or administrative process.

### ASSESSMENT OF REASONABLE PROGRESS

#### *Women*

03	Professionals	Goal met (3,725% achieved).
06	Supervisors: Crafts & Trades	No goal set
09	Skilled Crafts & Trades Workers	No goal set
12	Semi-Skilled Manual Workers	Goal met (200% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

#### Assessment/Observations

- Other Manual Workers: 2 workers were hired and none was a woman. However, given the availability rate for women in this occupational sector and the number of workers hired, the goal was unattainable.

#### *Aboriginal Peoples*

01	Senior Managers	No goal set
02	Middle & Other Managers	No goal set
03	Professionals	Goal met (800% achieved)
04	Semi-Professionals & Technicians	Goal met (300% achieved)
07	Admin. & Senior Clerical Personnel	No goal set
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
10	Clerical Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	No goal set

#### Assessment/Observations

- There were gaps in 2016 in all occupational groups for Aboriginal Peoples but two
- Skilled Crafts & Trades Workers: goal not met but unachievable (given the LMA rate at 2.5 and the number of people hired (19), the goal was unattainable. The employer indicates that they engaged in an outreach program to encourage applications from this



group, but did not receive applications. They intend to pursue additional places to advertise and post these positions to broaden the pool.

- In several EEOGs, no goals were set. If goals had been set, they would have been unattainable for several EEOGs, given the low LMA.

#### ***Person with Disabilities***

05	Supervisors	Goal met (100% achieved)
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (0% achieved)
14	Other Manual Workers	No goal set

#### Assessment/Observations

- Gaps were found in 2016 in the four occupational group outlined above
- For Clerical Personnel, U of G had to hire one person to achieve the goal at 100%. The University indicates that they engaged in an outreach program for this EEOG to encourage applications and will pursue additional places to advertise and post these positions to broaden the pool.

#### ***Members of Visible Minorities***

01	Senior Managers	No goal set
02	Middle & Other Managers	No goal set
03	Professionals	Goal met (1, 125% achieved)
04	Semi-Professionals & Technicians	Goal met (100% achieved)
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical	No goal set
08	Skilled Sales & Service Personnel	Goal met (400% achieved)
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
10	Clerical Personnel	Goal met (200% achieved)
11	Inter. Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	Goal not met (50% achieved)
13	Other Sales & Service Personnel	Goal met (100% achieved)
14	Other Manual Workers	No goal set

#### Assessment/Observations

- Several gaps were attested in 2016 for the occupational groups identified above
- 09 - Skilled crafts & Trade Workers. To meet the goal, company had to hire 1 person and U of G hired none (goal was set below the LMA rate). They indicate that for this EEOG they engaged in an outreach program to encourage applications, but did not receive applications from this group that met the job requirements.
- 12 - Semi-Skilled Manual Workers: U of G hired 1 member of visible minorities in this category out of 8 new hires; the goal of hiring 2 people was unattainable given the LMA rate of 24.8% for this EEOG.

**ASSESSMENT OF REASONABLE EFFORTS**

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

**ASSESSMENT OF GOALS****Women**

Workforce Analysis Results		Goals			Represent ation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	9	27.6	27.6	34.0	27.6
02	Middle & Other Managers	57	0.0	0.0	47.4	39.4
03	Professionals	-54	47.9	47.9	36.4	47.9
04	Semi-Professionals & Technicians	21	0.0	0.0	45.7	57.0
05	Supervisors	1	0.0	0.0	40.9	54.7
06	Supervisors: Crafts & Trades	-2	36.2	36.2	0.0	36.2
07	Admin. & Senior Clerical Personnel	26	0.0	0.0	81.3	83.5
08	Skilled Sales & Service Personnel	6	0.0	0.0	15.4	35.6
09	Skilled Crafts & Trades Workers	-1	3.2	3.2	1.8	3.2
10	Clerical Personnel	25	0.0	0.0	72.5	69.0
11	Inter. Sales & Service Personnel	1	0.0	0.0	66.7	71.0
12	Semi-Skilled Manual Workers	-4	26.9	26.9	23.6	26.9
13	Other Sales & Service Personnel	5	0.0	0.0	43.3	59.5
14	Other Manual Workers	-2	26.4	26.4	10.0	26.4

**Observations:**

All goals were set appropriately, when there was a gap in current representation.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01	Senior Managers	-1	3.2	3.2	0	3.2
02	Middle & Other Managers	-2	2.7	-	2.2	2.7
03	Professionals	-12	2.0	2.0	1.0	2.0
04	Semi-Professionals & Technicians	-2	1.9	-	1.5	1.9
05	Supervisors	0	1.8	-	0	1.8
06	Supervisors: Crafts & Trades	0	1.7	-	0	1.7
07	Admin. & Senior Clerical Personnel	-2	1.6	1.6	0.9	1.6
08	Skilled Sales & Service Personnel	-2	4.1	4.1	0	4.1
09	Skilled Crafts & Trades Workers	-2	3.0	3.0	0	3.0
10	Clerical Personnel	-3	1.9	1.9	0	1.9
11	Inter. Sales & Service Personnel	-1	1.7	-	0	1.7
12	Semi-Skilled Manual Workers	-1	1.3	1.3	0	1.3
13	Other Sales & Service Personnel	-3	2.4	2.4	0.9	2.4
14	Other Manual Workers	0	2.5	3.2	0	2.5

**Observations:**

All goals were set appropriately, when there was a gap in current representation.

**Person with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/ 02	Managers	11	5.0	-	7.9	5.0
03	Professionals	-28	8.9	8.9%	6.4	8.9
04	Semi-Professionals & Technicians	-7	7.6	7.6%	5.9	7.6

05	Supervisors	-6	27.5	27.5%	4.2	27.5
06	Supervisors: Crafts & Trades	-1	10.1	10.1%	0	10.1
07	Admin. & Senior Clerical Personnel	-7	10.0	10.0%	8.0	10.0
08	Skilled Sales & Service Personnel	-5	8.0	8.0%	0	8.0
09	Skilled Crafts & Trades Workers	-4	7.8	7.8%	1.7	7.8
10	Clerical Personnel	-4	9.3	9.3%	6.5	9.3
11	Inter. Sales & Service Personnel	-1	10.8	10.8%	8.7	10.8
12	Semi-Skilled Manual Workers	-8	10.3	10.3%	0	10.3
13	Other Sales & Service Personnel	-13	10.7	10.7%	4.7	10.7
14	Other Manual Workers	-1	6.8	-	0	6.8

Observations:

All goals were set appropriately, when there was a gap in current representation.

### ***Members of Visible Minorities***

Workforce Analysis Results		Goals		Representation	LMA	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)			Long-term (3+ years)
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-2	11.5	11.5%	6.1	11.5
02	Middle & Other Managers	-31	17.6	17.6%	9.0	17.6
03	Professionals	-97	21.3	21.3%	12.8	21.3
04	Semi-Professionals & Technicians	-53	23.4	23.4%	10.5	23.4
05	Supervisors	0	12.0		12.5	12.0
06	Supervisors: Crafts & Trades	0	9.8	9.8%	0	9.8
07	Admin. & Senior Clerical Personnel	1	6.8		7.1	6.8
08	Skilled Sales & Service Personnel	-9	35.6	35.6%	19.3	35.6
09	Skilled Crafts & Trades Workers	-8	13.6	13.6%	0	13.6
10	Clerical Personnel	-6	11.1	11.1%	6.5	11.1
11	Inter. Sales & Service Personnel	-7	15.4	15.4%	0	15.4
12	Semi-Skilled Manual Workers	-21	30.8	30.8%	1.4	30.8
13	Other Sales & Service Personnel	-25	16.3	16.3%	4.7	16.3
14	Other Manual Workers	-3	18.7	18.7%	0	18.7

**Observations:**

All goals were set appropriately, when there was a gap in current representation.

**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:

- University of Guelph has a number of gaps in all four designated groups. We recognise the efforts to establish links to outreach programs in order to encourage applications from Indigenous people, people with disabilities, and members of visible minorities.
- Given that the University of Guelph has some larger gaps in hiring members of visible minorities, it might consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals from this group. It is also recommended that further links to community organizations and local service providers be established.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: September 18, 2019**

## Nyirasafari, Ange AN [NC]

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**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** September 27, 2019 3:38 PM  
**To:** 'president@uoguelph.ca' (president@uoguelph.ca)  
**Cc:** 'bwhitesi@uoguelph.ca'; kmerrick@uoguelph.ca  
**Subject:** Government of Canada Agreement Number: AIEE – Notification of Compliance with the Federal Contractors Program

**Expires:** March 25, 2020 12:00 AM

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

Dear Franco J. Vaccarino:

I am writing to inform you that the subsequent compliance assessment initiated on April 4, 2019 has been completed. As a result of the assessment, University of Guelph 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 Guelph's employment equity program.

- University of Guelph has a number of gaps in all four designated groups. We recognise the efforts to establish links to outreach programs in order to encourage applications from Indigenous people, people with disabilities, and members of visible minorities.
- Given that the University of Guelph has some larger gaps in hiring members of visible minorities, you might consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals from this group. It is also recommended that further links to community organizations and local service providers be established.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated **on April 17, 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 Guelph will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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