



s.24(1)

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Carleton University	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Fl 1911 Pl 38 Temp B41 ->	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) 2790 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-anglais/standard-norme/normes-scan/2002/naics-scan02-eng.htm">http://www.statcan.gc.ca/subjects-anglais/standard-norme/normes-scan/2002/naics-scan02-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.) 1129 Colonel By Drive	City Ottawa	Province ON	Postal Code K1S 5B6
	Telephone Number 613-520-2600	Fax Number 613-520-7858	

EMPLOYMENT EQUITY CONTACT	
Name (print) Linda Capperauld	Title Director of Equity Services
Telephone Number 613-520-5622	E-mail Address Linda.Capperauld@carleton.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.hrdoc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrdoc.gc.ca/eng/labour/equality/fcp/index.shtml</a> Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
<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) Roseann O'Reilly Runte	Title President and Vice-Chancellor
Telephone Number 613 520-3601	E-mail Address presidents.office@carleton.ca
Signature 	Date Oct. 9, 2013

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@hrdoc-rhdec.gc.ca">ee-eme@hrdoc-rhdec.gc.ca</a></li> </ul>



## APPLICATION FOR EXTENSION – COMPLIANCE ASSESSMENT

### *Federal Contractors Program*

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

### PROCEDURE FOR THE EXTENSION

1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).

Once completed, the form can be submitted by e-mail to: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

I, the undersigned, on behalf of **Carleton University Agreement # 060443**

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT  
EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

1. I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.

**I am making the claim that Carleton University is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until December 16<sup>th</sup> 2016 because of:**

**The unforeseen departure of the two employees who were responsible for the Compliance Report. We have a draft report that we are editing and finalising and so we are requesting an extension until December 16<sup>th</sup>, 2016.**

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.

Date: November 15<sup>th</sup>, 2016

Name: Smita Bharadia

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

Title: Acting Director, Equity Services

Telephone Number: 613-520-2600 Ext 8332

Email address: [smita.bharadia@carleton.ca](mailto:smita.bharadia@carleton.ca)

Address: 1125 Colonel By Drive, Ottawa, Ontario K1S 5B6



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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

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I, the undersigned, on behalf of (legal name of organization) **Carleton University** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) \_\_\_\_\_, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) October 31, 2019 for the following reason(s):

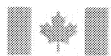
(Please describe) **1. Due to privacy concerns, Carleton University will be submitting part of its assessment in an alternative format although consistent with the manner approved for the initial assessment in 2016. 2. In July 2019, Carleton University launched a targeted campaign to increase its equity census response rate. Given holiday schedules of both faculty and staff over the summer months, many employees have only recently become engaged in the effort. More time is required to maximize participation in this initiative. 3. The workforce data, workforce analysis, performance against goals and narrative report are near completion subject to updated census results. A streamlined process to provide senior leadership with an opportunity to give input and feedback before final submission has been designed requiring an additional 3 weeks.**

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

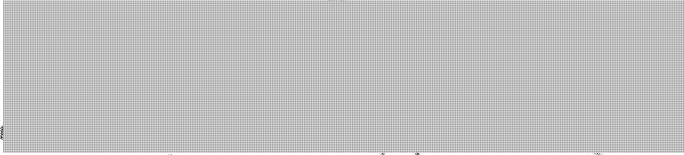
Name: **Michael F. Charles**      Position Title: **University Advisor on Equity and Inclusive Communities and Director, Department of Equity and Inclusive Communities**

Email address: [michael.charles3@carleton.ca](mailto:michael.charles3@carleton.ca)

Telephone number: **613.520.2600 x 1361**



Business address: 3800 Technology and Training Centre - 1125 Colonel By Drive, Ottawa, ON K1S 5B6



Signature

Date:

*Sept 11 / 19*



**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT  
INFORMATION**

***Federal Contractors Program***

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

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I, the undersigned, on behalf of (legal name of organization) **Carleton University** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) \_\_\_\_\_, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) November 29<sup>th</sup> 2019 for the following reason(s):

(Please describe) **1. Due to privacy concerns, Carleton University will be submitting part of its assessment in an alternative format although consistent with the manner approved for the initial assessment in 2016. 2. In July 2019, Carleton University launched a targeted campaign to increase its equity census response rate. Given holiday schedules of both faculty and staff over the summer months, many employees have only recently become engaged in the effort. Additional time in September was allocated to allow more employees and contract workers to participate in this initiative. 3. This campaign has been successful and the census data has been updated. 4. The workforce data, workforce analysis, performance against goals were completed today and narrative report will be completed shortly. A streamlined process to provide senior leadership with an opportunity to give input and feedback before final submission has been designed requiring an additional 4 weeks.**

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

Name: **Michael F. Charles** Position Title: **University Advisor on Equity and Inclusive Communities and Director, Department of Equity and Inclusive Communities**

Email address: **michael.charles3@carleton.ca**

Telephone number: **613.520.2600 x 1361**

s.19(1)



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Business address: **3800 Technology and Training Centre - 1125 Colonel By Drive, Ottawa, ON K1S 5B6**

Signature

Date: **October 15, 2019**



**Agreement number : 060443**

165 Hôtel-de-Ville  
Place du Portage,  
Phase II, 10<sup>th</sup> Floor  
Gatineau, Quebec  
K1A 0J2

December 2nd, 2016

Smita Bharadia  
Acting Director – Equity Services  
Carleton University  
1125 Colonel By Drive  
Ottawa, ON  
K1S 5B6

**Subject: Request for Extension – Compliance Assessment – Federal Contractors Program**

Dear Ms. Bharadia,

You have sent an application requesting an extension for submitting the required documentation to complete the Compliance Assessment under the Federal Contractors Program as part Carleton Universities' obligations.

As requested, we hereby grant to Carleton University an extension until December 16<sup>th</sup>, 2016.

Should you have any questions regarding the Compliance Assessment, do not hesitate to contact us at: [ee-eme@hrsdsc-rhdsc.gc.ca](mailto:ee-eme@hrsdsc-rhdsc.gc.ca).

Sincerely,

Tiffany Ryan  
Manager, Program Operations  
Employment and Social Development Canada – Labour Program


**APPLICATION FOR EXTENSION – COMPLIANCE ASSESSMENT**
*Federal Contractors Program*

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

**PROCEDURE FOR THE EXTENSION**

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I, the undersigned, on behalf of **Carleton University Agreement # 060443**

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT  
EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

1. I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.

**I am making the claim that Carleton University is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until December 16<sup>th</sup> 2016 because of:**

**The unforeseen departure of the two employees who were responsible for the Compliance Report. We have a draft report that we are editing and finalising and so we are requesting an extension until December 16<sup>th</sup>, 2016.**

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.

Date: November 15<sup>th</sup>, 2016

Name: Smita Bharadia      Signature: \_\_\_\_\_

Title: Acting Director, Equity Services      Telephone Number: 613-520-2600 Ext 8332

Email address: [smita.bharadia@carleton.ca](mailto:smita.bharadia@carleton.ca)

Address: 1125 Colonel By Drive, Ottawa, Ontario K1S 5B6





**Carleton**  
**UNIVERSITY**

First Compliance Assessment

Submission under the Federal Contractors Program

Submitted by the Departments of Equity Services, Human Resources and  
the Office of Institutional Research and Planning

December 13, 2016

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## Introduction

Carleton University is a dynamic and innovative research and teaching institution with a reputation as a leader in collaborative teaching, learning, research and governance. The university has more than 100 programs of study, 30,000 graduate and undergraduate students, 850 academic faculty members, and 2,000 staff. It conducts a substantial amount of research, much of it funded through federal granting agencies, and consequently falls under the Federal Contractors Program (FCP). The FCP was established by a federal cabinet decision in 1986 and is a program operating in parallel with the federal Employment Equity Act (1995, c. 44).

The rate at which employees are hired varies from year to year, depending on enrolment levels, financial circumstances and turnover among current employees.

Carleton is committed to fairness in employment opportunities and fostering diversity within its community as a source of excellence, cultural enrichment and social strength. We welcome those who would contribute to further diversifying our university, including women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation or gender identity and expression. Carleton has initiated an employment equity program following the guidelines established by the FCP. This program requires universities to follow specific procedures to achieve employment equity.

In the past year, Carleton has undertaken an Employment Systems Review and contracted consultants from Graybridge Malkam to identify barriers to full representation of the four designated groups. The results of the systems review will assist Carleton to incorporate ideas and promising practices into a multi-year plan.

Carleton is currently developing and implementing the comprehensive Employment Equity Multi-Year Plan from 2016 through 2019, an important and far-reaching tool that can assist in planning and developing equity initiatives.

## Workforce Information Collection

The Equity Census is done on a regular basis at Carleton, being sent out to new employees who have yet to complete an equity census. The last batch was sent out in March/April of 2016.

### **Response rate:**

Total employees who have received a census: 1,953

Total number of employees who have returned census forms: 1,739

Response rate: 89.0%

Below is documentation related to the Equity Census at Carleton. The updates to the census are done using an online survey tool. In this section you will find more information about:

- Email Invitation to the Equity Census
- Online frequently asked questions supporting the online survey
- Carleton's code of confidentiality regarding this data
- Survey instrument (screen captured from the online survey)
- Any 'pop-out' or supplementary information or definitions available to respondents while filling out the survey

### **Email Invitation to Equity Census**

From: Carleton University

Subject: Carleton University Employment Equity Census

Carleton University is committed to equality of employment for all individuals.

In July 1987, we signed a letter of commitment to the Federal Contractors Employment Equity Program to take measures to prevent or eliminate disadvantages in employment for four designated groups (women, Aboriginal peoples, visible minorities and persons with disabilities).

As part of the conditions of this program, we must conduct a census of all employees in full-time and regular part-time positions to determine the number of women, members of visible minorities, persons with disabilities, and persons of Aboriginal ancestry working at Carleton. We must collect this information in order to remain eligible for federal research contracts.

The University last conducted a census in November of 1996. We are required to update this information for all those appointed after that date.

Equity Services and the Office of Institutional Research and Planning are together responsible for collecting census information and producing the necessary statistical reports. Please read the [Code of Confidentiality](#) which outlines the safeguards that have been developed to protect the information you provide.

The census form, which takes only a few minutes to complete, may be filled out during working hours. Further information on the census is contained in the [frequently asked questions](#).

Carleton's Employee Equity Census Task Force, which included representatives of unionized and non-unionized employee groups on campus, developed and endorsed the census package. If you have any questions about the census or require assistance in filling out the questionnaire please contact Equity Services at 613-520-5622 or by email at [equity@carleton.ca](mailto:equity@carleton.ca). For any technical problems filling out the online survey, please reply to this email for assistance.

This census has my strongest endorsement. I urge you to join me in taking the short time required to fill in the form. Your response is very important to the success of our efforts. Please go to the following web address to respond to the census:

[LINK]

Dr. Roseann O'Reilly Runte, President and Vice-Chancellor, Carleton University



## Equity Census

### Equity Census

#### You Asked?

Answers to your questions about employment equity and the census

---

#### **What is employment equity?**

Employment equity means ensuring that all job applicants and employees have a fair chance in the workplace. This is achieved when no one is denied employment opportunities or benefits for reasons unrelated to ability.

#### **Why is employment equity necessary?**

Employment equity is necessary because four designated groups (women, Aboriginal peoples, persons with disabilities, and visible minorities) have historically experienced much more limited employment opportunities compared to the overall population in Canada. Employment equity measures are aimed at removing intentional discrimination and systematic barriers which prevent their full participation in the workforce.

#### **What is intentional discrimination**

Overt or intentional discrimination is the granting or denying of certain opportunities to certain groups of individuals. An example would be denying someone employment because of gender.

#### **What are systemic barriers?**

Systemic barriers are practices and policies that appear neutral but actually have a negative impact on certain groups and are not reasonable or *bona fide*. Arbitrary screening criteria and requests for training or work experience unrelated to actual job performance are examples of systemic barriers in the hiring process.

#### **How will Carleton develop employment equity programs?**

Employment equity is a process that typically involves four steps:

- conducting a workforce survey;
- undertaking an employment systems review;

- developing an employment equity plan; and
- reviewing and revising the plan.

**Will persons in the majority be disadvantaged in any way?**

Definitely not. Our employment equity program does not include quotas. What is intended is a positive program to ensure that our practices are fair for all, and that the best qualified individuals are hired and promoted, based on the skills and experience required to do the job. We will have goals which we ourselves will set and which will allow us to measure the progress of our employment equity programs.

**How will the census information be used?**

The information that you provide will be used:

- to determine the representation of designated groups in occupational groups;
- to track transfers, promotions and terminations of designated groups; and
- to develop employment equity plans for Carleton University.

**Who will have access to my information?**

ONLY the research staff in the Office of Institutional Research and Planning (OIRP) and Equity Services will see the completed census form that you return. Your answers will not be included in your personnel file.

Census information will be released in reports in statistical summary only and it will not be possible to identify individuals from this information.

**Has my union/staff association been notified about the Employment Equity Census? What is its position?**

A Census Task Force was established to give employee and union representatives a say in the design and implementation of the census. The Task Force met regularly and made a significant contribution to the design of the census form and to the procedures to be used for its distribution and collection. Both the census form and the general procedures were endorsed by the Task Force.

**Do I have to fill out this census form?**

Although participating is voluntary, we are asking you to help Carleton get accurate information on the current mix of our workforce in order that we may develop employment equity programs and continue to do business with the federal government. We can only do this if everyone co-operates and completes the census.

**Isn't it against the law (Ontario Human Rights Code) to ask these questions?**

No. Asking questions such as those posed in the census form does not violate the Human Rights Code when the information gathered is used for employment equity reporting and/or program development purposes and if participation is voluntary. Both the Canadian and Ontario Human Rights Commissions have endorsed the principle of an employment equity census of this kind.

**Why do you need my name and employee number on the form?**

Your name and employee number would not be necessary if we were merely required to provide a profile of our workforce as of the census date. We are, however, required to monitor changes of our workforce over time. In order to maintain the accuracy of the census data, we need to be able to change records when employees are promoted or reclassified, or delete records when they leave the University. By including employee numbers on the form, we can update our records without the cost of conducting another census.

**But I thought the census was confidential?**

The census is confidential but it is not anonymous. The Code of Confidentiality states that only the research staff of the Office of Institutional Research and Planning and Equity Services will have access to individual census forms. This information will not be included in your personnel records.

**Can this information be used against me?**

Information you provide will have no negative impact on your current or any future job you may have at Carleton University. Individual information cannot be released for any reason.

**I am a member of a visible minority group but I was born in Canada. How do I answer the census?**

Regardless of your place of birth or your citizenship, you would answer yes to Question 3 if, because of your race or colour, you consider yourself to be in a visible minority in Canada.

**What is a person with a disability?**

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.

For a more complete explanation, please refer to the notes linked on Question 4 on the census questionnaire.

**I wear eyeglasses all the time. Is this considered a disability?**

Glasses normally do not limit your ability to do most jobs unless you have a severe visual impairment. For example, you would be considered visually impaired if you could not read ordinary newsprint even with glasses or contacts. Please refer to the notes following Question 4 of the census form for further examples of visual impairment.

**If, after I have filled in the census form, I develop a disability, for example, is it possible to make changes to my responses to the census at a later date?**

You may change any information you have provided on the census form by contacting Equity Services by telephone at 5622 or by email at [equity@carleton.ca](mailto:equity@carleton.ca)

**If I want more information about this survey, who should I call?**

If you have questions about the census or employment equity, please feel free to call any of the people listed in the contact page.




## Equity Census

### Equity Census

#### Code of Confidentiality

1. The census survey will be delivered to each employee.
2. Research staff in the Office of Institutional Research and Planning (OIRP) and Equity Services will maintain the secured database and produce the necessary statistical summary reports, so that no one individual can be identified.
3. No one except the research staff in OIRP and Equity Services will have access to individual employee census records.
4. Census information will be used only to comply with the Federal Contractors Program and to develop employment equity programs at Carleton University.
5. Census information will not be made available to any other organization.
6. Individuals may not request information on any other individuals.
7. Information reported may be altered or removed from the census records only on request of the employee who provided it.
8. Census information will be kept for the period of your employment at Carleton University and a minimum of two years after the termination of your employment at Carleton as required by the Federal Contractors Program.

## Equity Census Form:



**Carleton**  
UNIVERSITY  
Canada's Capital University

### Equity Census

#### Equity Census

Filling in the census survey is voluntary. We hope that you will complete this census so that we can obtain accurate information on the Carleton University work force. This information will be used only for the purpose of meeting the reporting requirements of the Federal Contractors Program on Employment Equity and for developing our employment equity programs.

There are questions about three self-identification groups on this form. You may identify as a member of more than one group. As well, you may change your self-identification at any time. To do so simply fill out the census form again and only your latest response will be kept. Alternatively, you can email [oirp.administrator@carleton.ca](mailto:oirp.administrator@carleton.ca) to have a new form sent to your email.

The census is confidential but is not anonymous. Your employee number is associated with your response because the University is required to maintain accurate census records over time. For example, if staff are promoted to new positions or leave the University, records must be updated without conducting another census. If your name was incorrect in the email invitation, please email [oirp\\_administrator@carleton.ca](mailto:oirp_administrator@carleton.ca) to have this corrected.

This census form is adjustable to be readable in a large-print format. As well, it has been configured to work with text-to-audio formats as well. If you need assistance please contact equity services at [equity@carleton.ca](mailto:equity@carleton.ca)

Please note that information on sex is obtained from personnel records as permitted by the Federal Contractors Program guidelines.

[Start](#)

Office of Institutional Research & Planning  
Email: [oirp\\_administrator@carleton.ca](mailto:oirp_administrator@carleton.ca)  
© 2016 Carleton University



**Carleton**  
UNIVERSITY  
Canada's Capital University

### Equity Census

#### Equity Census

Aboriginal peoples are those who identify themselves as First Nations peoples, Inuit, or Métis.

1. Do you consider yourself to be an Aboriginal person?

Yes  No

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Office of Institutional Research & Planning  
Email: [oirp\\_administrator@carleton.ca](mailto:oirp_administrator@carleton.ca)  
© 2016 Carleton University

## Equity Census

### Equity Census

Visible minorities are those who are, because of their race or colour, in a visible minority in Canada. More information on the definition of a visible minority is available [here](#).

2. Based on this description, do you consider yourself to be in a visible minority?

Yes  No

[Back](#) [Next](#)

Office of Institutional Research & Planning  
Email: [oirp\\_administrator@carleton.ca](mailto:oirp_administrator@carleton.ca)  
© 2016 Carleton University

## Equity Census

### Equity Census

#### Note that Visible Minority:

- does **NOT** refer to Aboriginal peoples of North America unless one of their parents (or some of their ancestors) were members of a visible minority.
- does **NOT** refer to nationality or religion. For example, in Nova Scotia there are many blacks whose families have lived in Canada for six generations. Their nationality is clearly "Canadian", yet these Canadians are members of a visible minority.
- does **NOT** refer to being in a minority position in relation to a non-visible characteristic. For example, being French speaking in a largely English-speaking neighbourhood does not mean that you are a member of a visible minority.
- does **NOT** refer to being in a minority position within a work unit. For example, being a white worker within a department of predominantly black, Asian or other non-caucasian workers does not mean you are a member of a visible minority.

## Equity Census

### Equity Census

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment. Persons with disabilities are those who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and are those individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

More information on what constitutes a disability is available [here](#).

3. Based on this description, do you consider yourself to be a person with a disability?

Yes  No

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## Equity Census

### Persons with Disabilities

Note that Person with Disabilities refers to the following groups:

- **Co-ordination/Dexterity Impairment** (for example, have difficulty using your fingers to grasp or handle small tools such as pliers, scissors, pens; use adapted tools or technical aids, or have exchanged tasks with co-workers or secured some other form of accommodation in the assignment and performance of job tasks)
- **Repetitive strain injury** (for example, a **persistent condition** affecting tendons, ligament and muscles caused by work that required repeated action such as: work with some manual tools affecting wrists, carpal tunnel syndrome affecting the wrists and hands, repeated actions affecting shoulders, elbows, and lower back)
- **Mobility Impairment** (for example, have difficulty walking three city blocks, about half a kilometre or a quarter mile without resting; use a cane or wheelchair or other mobility aid(s) or accommodated with a flexible work schedule and/or appropriate parking)
- **Speech Impairment** (for example, have difficulty speaking and being understood; use writing to substitute for speech; use sign language; use technical aids to communicate; is mute)
- **Visual Impairment** (for example, have difficulty seeing the face of a person across a room, or seeing ordinary newsprint even with glasses or contact lenses; use of hand-held or desk-mounted magnifiers, recorders or computers with a voice synthesizer; is blind)
- **Hearing Impairment** (for example, have difficulty hearing what is said in a group even with a hearing aid; rely on listening amplification system, uses visual alarms or sign language interpreter service; is deaf)
- **Non-visible Impairment** (for example, Epilepsy, Haemophilia, Heart Condition, Chronic Fatigue Syndrome, Environment Sensitivity, Lupus, etc.)
- **Learning Impairment** (for example, having ongoing difficulty in remembering or learning; have been told by a health professional that you have a learning disability such as dyslexia, a perceptual impairment, attention problems or hyperactivity, etc.)
- **Psychiatric Impairment** (for example, have a long-term psychological, emotional, nervous, or psychiatric condition or health problem that limits the kind or amount of activity you can do at work)

## Equity Census

### Equity Census

#### 4. Comments:

[Back](#) [Finish](#)

## Workforce Analysis

The gap analysis was done in the summer 2016 using the most recent Equity census data at Carleton. The external availability data is based on the Employment Equity Data Report available on the ESDC website, which combines the 2011 National Household Survey and 2012 Canadian Survey on Disability. The external availability data is weighted by the NOCs at Carleton.

### *Summary of Workforce Analysis (Gap if negative)*

EEOG	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
1. Senior Managers		0	0	0
2. Middle & Other Managers	8	-1	-3	-9
3. Professionals – Faculty	-52	-4		-31
3. Professionals – Other	16	-4		-27
4. Semi-Professionals & Tech.	-5	-1		-23
5. Supervisors	-3	0	-2	-2
6. Supervisors: Crafts & Trades	-1	0	0	-1
7. Admin. & Senior Clerical	32	-6		-13
8. Skilled Sales and Service		0	0	-1
9. Skilled Crafts and Trades	-1	0	0	-6
10. Clerical Personnel	24	-1		-9
11. Intermediate Sales & Service	-6	0	-1	-4
12. Semi-Skilled Manual Workers	0	0	0	-1
13/14. Other Sales & Service & Manual Workers	-2			-2
Overall gap	12	-17	19	-126

### Notes:

1. The methodology for the gap analysis is based on the Workforce Analysis Template available here:  
<https://www.canada.ca/en/employment-social-development/services/employment-equity/tools/workforce-analysis.html>
2. The 2011 Employment Equity Data Report can be found here:  
[http://www.labour.gc.ca/eng/standards\\_equality/eq/pubs\\_eq/eedr/2011/report/tables/table07\\_index.shtml](http://www.labour.gc.ca/eng/standards_equality/eq/pubs_eq/eedr/2011/report/tables/table07_index.shtml)
3. The geographic levels used for the availability estimates were the defaults suggested in the FCP website (section 2.3) found here:  
[http://www.esdc.gca.ca/en/jobs/workplace/human\\_rights/employment\\_equality/federal\\_contractor\\_program.page](http://www.esdc.gca.ca/en/jobs/workplace/human_rights/employment_equality/federal_contractor_program.page)
4. The EEOG '3 Professionals' has been separated into two groups: Faculty and Other.
5. Due to the very small employee category size, we combined two EEOGs (13 and 14) to maintain confidentiality.

## Summary of Goals

The short-term goal is calculated using ESDC’s goal setting tool, using average turnover rates at Carleton in the last three years by EEOG, using the assumption of no anticipated growth, and new hires occurring at the rate of external availability. In cases where the turnover has been very low in the last three years, the short-term goal will be similar to the current representation. In the case of no turnover in the last three years, the short-term goal is the same as the current representation. In those cases, closing the gap will be considered a longer term endeavor.

The long-term goal is no gaps. Therefore, the long-term is defined as the amount of time required to close the gap through a combination of turnover and equitable hiring practices. Turnover varies by EEOG. The proportion cited under the long term goal is the appropriate external availability representation at the EEOG level (weighted by Carleton NOC distribution). In the case of a gap for women where the external availability is higher than 50%, the long-term goal is capped at 50% in keeping with the stated objective of the FCP to not perpetuate certain occupations as “female occupations” (see section 3.1)

Goals are only set where gaps occurred at the EEOG level.

### Women

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Current	Short-term (3 years)	Long-term
#	Description	#	% representation	% representation	% representation
3	Professionals – Faculty	-52	37.0%	37.6%	43.3%
4	Semi-Professionals & Technicians	-5	32.9%	32.9%	35.8%
5	Supervisors	-3	30.8%	30.8%	50.0%
6	Supervisors: Crafts and Trades	-1	0%	0%	12.9%
9	Skilled Crafts & Trade Workers	-1	2.1%	4.2%	4.5%
11	Intermediate Sales and Service Personnel	-6	29.4%	35.3%	50.0%
13/14	Other Sales & Service & Manual Workers	-2	14.3%	28.6%	42.7%



## Aboriginal Peoples

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Current	Short-term (3 years)	Long-term
#	Description	#	% representation	% representation	% representation
2	Middle & Other Managers	-1	1.4%	2.1%	2.2%
3	Professionals – Faculty	-4	0.9%	0.9%	1.3%
3	Professionals – Other	-4	1.6%	1.6%	2.8%
4	Semi-Professionals & Technicians	-1	1.2%	1.2%	1.6%
7	Administrative & Senior Clerical Personnel	-6	1.0%	1.4%	3.2%
10	Clerical Personnel	-1	2.0%	2.0%	2.8%

## Persons with Disabilities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Current	Short-term (3 years)	Long-term
#	Description	#	% representation	% representation	% representation
2	Middle & Other Managers	-3	2.1%	2.1%	4.3%
5	Supervisors	-2	0%	0%	13.9%
11	Intermediate Sales & Service Personnel	-1	0%	0%	5.6%

\* note: the Supervisor EEOG level result for Persons with Disabilities was flagged in the '2011 Employment Equity Data Report' as having a relatively large coefficient of variation, and so the gap and long-term goal should be used with caution.

## Members of Visible Minorities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Current	Short-term (3 years)	Long-term
#	Description	#	% representation	% representation	% representation
2	Middle & Other Managers	-9	8.9%	10.3%	15.0%
3	Professionals – Faculty	-31	15.4%	15.7%	19.1%
3	Professionals – Other	-27	11.1%	12.1%	20.0%
4	Semi-Professionals & Technicians	-23	11.0%	12.7%	24.6%
5	Supervisors	-2	0.0%	0.0%	14.7%
6	Supervisors: Crafts and Trades	-1	0.0%	0.0%	14.0%
7	Administrative & Senior Clerical Personnel	-13	7.6%	8.0%	12.2%
8	Skilled Sales & Service Personnel	-1	16.7%	16.7%	38.4%
9	Skilled Crafts & Trades Workers	-6	2.1%	6.3%	14.8%
10	Clerical Personnel	-9	8.7%	9.3%	14.7%
11	Intermediate Sales & Service Personnel	-4	0.0%	5.9%	22.0%
12	Semi-Skilled Manual Workers	-1	8.3%	16.7%	19.9%
13/14	Other Sales & Service & Manual Workers	-2	0.0%	0.0%	22.7%



**From:** Normandin, Ward W [NC]  
**Sent:** February 10, 2017 3:19 PM  
**To:** 'RoseannRunte@Cunet.Carleton.Ca' <RoseannRunte@Cunet.Carleton.Ca>  
**Subject:** FW: Government of Canada Agreement 060443 – Notification of Compliance with the Federal Contractors Program

Ms. O'Reilly Runte,

This email is to confirm that the compliance assessment initiated on 2016-09-23 has been completed. As a result of the assessment, Carleton University 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 initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Carleton University's employment equity program:

- Employees must be informed that responses to the workforce survey questions are voluntary. In an effort to ensure a strong return rate, you can make it mandatory for employees to return the survey whether or not it is completed.

Attached for your reference is a summary of Carleton University's employment equity results compared against Employment Equity Occupational Group levels in your industry as well as overall Canadian labour market availability.

### **Next Steps**

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Carleton University is notified of a follow-up assessment, the following information will be required:

1. a completed Achievement Table;
2. a current workforce analysis; and
3. revised goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the first assessment. If reasonable progress has not been made, Carleton University 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.

We encourage your organization to use the Workplace Equity Information Management System (WEIMS). It is a secure, cost free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis and contains other data analysis tools as well as a series of training modules. To ensure that your organization's information remains secure in WEIMS, users are provided with a unique account name and password to access the system. To request access, please complete and submit the Authorization Form to access WEIMS available at <https://equity.esdc.gc.ca/sgiemt-weims/maint/file/download/FP-Form-AuthorizationToAccessWEIMS-20150511.docm>.

Should you require any further information regarding your organization's obligations under the FCP, please contact Ward Normandin at [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca).

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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

**From:** Smita Bharadia <SmitaBharadia@Cunet.Carleton.Ca>  
**Sent:** January 6, 2017 11:17 AM  
**To:** Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca>  
**Subject:** RE: First Compliance Assessment

Good morning Suzanne

I confirmed with our research office that collects the information and here is the response below:

The difference is because we run the census periodically, so these are people who hadn't yet received their census form at the time of the analysis, but were scheduled for the next batch. So these are people hired after April 2016 as we stated in the introduction that our last census batch was sent out in March/April 2016. These people will all receive a census form, if they have not yet done so, but aren't reflected in the equity data (just the overall workforce data).

Hope that helps clear it up.

### **Smita**

Smita Bharadia  
Carleton University  
Acting Director and Equity Advisor  
Equity Services  
503 Robertson Hall  
613-520-2600 Ext. 1361  
Fax: 613-520-4037  
[Smita\\_bharadia@carleton.ca](mailto:Smita_bharadia@carleton.ca)

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**From:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca) [<mailto:suzanne.begg@labour-travail.gc.ca>]  
**Sent:** Friday, January 06, 2017 9:40 AM  
**To:** Smita Bharadia <SmitaBharadia@Cunet.Carleton.Ca>  
**Subject:** RE: First Compliance Assessment

Good morning Smita,

The total number of employees on your Workforce Analysis is 2,001. The total number of employees who received a survey is 1,953.

Would the difference be due to temporary employees, etc. being included in your workforce analysis?

Suzanne

**From:** Smita Bharadia [<mailto:SmitaBharadia@Cunet.Carleton.Ca>]  
**Sent:** 2017-01-05 1:37 PM  
**To:** Begg, Suzanne SV [NC]  
**Subject:** FW: First Compliance Assessment

Good afternoon Suzanne

Working with our research group we have attached an updated document with changes that should address the request for more information in the email dated December 22<sup>nd</sup>, 2016.

Specifically, we have updated the **Workforce Analysis** table to include a column for the number of employees. And for both the **Workforce Analysis** and **Summary of Goals** sections we have broken out the previously aggregated EEOGs – 13 and 14.

Let me know if you require any other information.

## **Smita**

Smita Bharadia  
Carleton University  
Acting Director and Equity Advisor  
Equity Services  
503 Robertson Hall  
613-520-2600 Ext. 1361  
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**From:** Smita Bharadia <SmitaBharadia@Cunet.Carleton.Ca>  
**Sent:** December 19, 2016 2:01 PM  
**To:** Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca>  
**Cc:** Rob Thomas <RobThomas@CUNET.CARLETON.CA>  
**Subject:** RE: ExtensionApprovalCarleton-2016-12-02.pdf

Hi Suzanne

I just confirmed with our Institutional Research & Planning office who are responsible for this data collection and they responded with a yes. Because it is now an online form, the only way to return the census form is to complete it. So the response rate and return rate are the same. Have a great holiday.

### Smita

Smita Bharadia  
Carleton University  
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**From:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca) [mailto:[suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)]  
**Sent:** Monday, December 19, 2016 12:47 PM  
**To:** Smita Bharadia <SmitaBharadia@Cunet.Carleton.Ca>  
**Cc:** Rob Thomas <RobThomas@CUNET.CARLETON.CA>  
**Subject:** RE: ExtensionApprovalCarleton-2016-12-02.pdf

Hi Smita,

Was your 'return' rate also 89.0? Definitions are below.

*Return rate is the number of questionnaires returned (completed or not) divided by the number of questionnaires handed out (which should reflect the total number of active employees for the company).*

*Response rate is the number of questionnaires completed divided by the number of questionnaires handed out (which should reflect the total number of active employees for the company).*

I would appreciate a response by December 23<sup>rd</sup>, 2016 in order that I may complete the analysis of your file.

Kind regards,

Suzanne

**From:** Smita Bharadia [<mailto:SmitaBharadia@Cunet.Carleton.Ca>]

**Sent:** 2016-12-13 3:25 PM

**To:** Begg, Suzanne SV [NC]

**Cc:** Rob Thomas

**Subject:** RE: ExtensionApprovalCarleton-2016-12-02.pdf

Good Afternoon Suzanne

Here is Carleton Universities' First Compliance Assessment (2016). We would like to thank you for the extension that was granted until December 16<sup>th</sup>, 2016. If there is any additional information that is required please feel free to contact me.

**Smita**

Smita Bharadia  
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