

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 10000400

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Crestline Coach Ltd.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 33611	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 180 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 125 Wheeler Street	City Saskatoon	Province SK	Postal Code S7P 0A9
Telephone Number 306-934-8844			

EMPLOYMENT EQUITY CONTACT		
Name (print) Nicole Nickel	Title Human Resources Manager	
Telephone Number 306-986-5645	E-mail Address nnickel@crestlinecoach.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

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

SIGNATORY
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.
Name (print) Steven Hoffrogge Title President & CEO
Telephone Number (306) 986-5616 E-mail Address shoffrogge@crestlinecoach.com Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature [Signature] Date (YYYY-MM-DD) 2016/01/06

Privacy Notice:
The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).
Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.
The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.
Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca.



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	11	2	18.2 %	38.9 %	4	-2	National
03 : Professionals		13	4	30.8 %	21.4 %	3	1	
1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
2132 : Mechanical engineers	National	4	1	25.0 %	9.0 %	0	1	National
2141 : Industrial and manufacturing engineers	National	5	1	20.0 %	17.0 %	1	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	17.9 %	0	0	National
04 : Semi-Professionals and Technicians		10	2	20.0 %	24.0 %	2	0	
2233 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	1	20.0 %	28.3 %	1	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	0	0.0 %	8.7 %	0	0	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	1	50.0 %	36.1 %	1	0	Saskatchewan
05 : Supervisors		1	1	100.0 %	53.4 %	1	0	
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	53.4 %	1	0	Saskatoon
06 : Supervisors: Crafts and Trades		9	0	0.0 %	0.0 %	0	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9221 : Supervisors, motor vehicle assembling	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		4	2	50.0 %	84.0 %	3	-1	
Employment Equity Occupational Group	Saskatoon	4	2	50.0 %	84.0 %	3	-1	Saskatoon
08 : Skilled Sales and Service Personnel		1	0	0.0 %	30.0 %	0	0	
6345 : Upholsterers	Saskatchewan	1	0	0.0 %	30.0 %	0	0	Saskatchewan
09 : Skilled Crafts and Trades Workers		29	1	3.4 %	1.7 %	0	1	
7231 : Machinists and machining and tooling inspectors	Saskatchewan	2	0	0.0 %	2.1 %	0	0	Saskatchewan
7237 : Welders and related machine operators	Saskatchewan	23	1	4.3 %	1.8 %	0	1	Saskatchewan



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	0.9 %	0	0	Saskatchewan
10 : Clerical Personnel		7	4	57.1 %	70.2 %	5	-1	
Employment Equity Occupational Group	Saskatoon	7	4	57.1 %	70.2 %	5	-1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	1	5.3 %	67.9 %	13	-12	
Employment Equity Occupational Group	Saskatoon	19	1	5.3 %	67.9 %	13	-12	Saskatoon
12 : Semi-Skilled Manual Workers		69	10	14.5 %	15.7 %	11	-1	
Employment Equity Occupational Group	Saskatoon	69	10	14.5 %	15.7 %	11	-1	Saskatoon
13 : Other Sales and Service Personnel		6	4	66.7 %	57.1 %	3	1	
Employment Equity Occupational Group	Saskatoon	6	4	66.7 %	57.1 %	3	1	Saskatoon
Total		184	31	16.8 %	25.9 %	46	-15	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	11	0	0.0 %	2.2 %	0	0	National
03 : Professionals		13	0	0.0 %	1.0 %	0	0	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	5	0	0.0 %	0.8 %	0	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.0 %	0	0	National
04 : Semi-Professionals and Technicians		10	1	10.0 %	7.1 %	1	0	
2233 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	0	0.0 %	10.0 %	1	-1	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	1	33.3 %	1.3 %	0	1	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	0	0.0 %	8.4 %	0	0	Saskatchewan
05 : Supervisors		1	0	0.0 %	10.8 %	0	0	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	10.8 %	0	0	Saskatoon
06 : Supervisors: Crafts and Trades		9	0	0.0 %	1.2 %	0	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Saskatchewan	2	0	0.0 %	5.4 %	0	0	Saskatchewan
9221 : Supervisors, motor vehicle assembling	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	6.4 %	0	0	
Employment Equity Occupational Group	Saskatoon	4	0	0.0 %	6.4 %	0	0	Saskatoon
08 : Skilled Sales and Service Personnel		1	0	0.0 %	0.0 %	0	0	
6345 : Upholsterers	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
09 : Skilled Crafts and Trades Workers		29	0	0.0 %	7.5 %	2	-2	
7231 : Machinists and machining and tooling inspectors	Saskatchewan	2	0	0.0 %	4.7 %	0	0	Saskatchewan
7237 : Welders and related machine operators	Saskatchewan	23	0	0.0 %	7.8 %	2	-2	Saskatchewan



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	7.1 %	0	0	Saskatchewan
10 : Clerical Personnel		7	0	0.0 %	8.4 %	1	-1	
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	8.4 %	1	-1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	0	0.0 %	8.2 %	2	-2	
Employment Equity Occupational Group	Saskatoon	19	0	0.0 %	8.2 %	2	-2	Saskatoon
12 : Semi-Skilled Manual Workers		69	2	2.9 %	6.5 %	4	-2	
Employment Equity Occupational Group	Saskatoon	69	2	2.9 %	6.5 %	4	-2	Saskatoon
13 : Other Sales and Service Personnel		6	0	0.0 %	11.1 %	1	-1	
Employment Equity Occupational Group	Saskatoon	6	0	0.0 %	11.1 %	1	-1	Saskatoon
Total		184	3	1.6 %	6.1 %	11	-8	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	5	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	11	0	0.0 %	15.0 %	2	-2	National
03 : Professionals		13	2	15.4 %	29.2 %	4	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	28.6 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	5	2	40.0 %	31.5 %	2	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	31.5 %	1	-1	National
04 : Semi-Professionals and Technicians		10	3	30.0 %	8.4 %	1	2	
2233 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	1	20.0 %	10.0 %	1	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	1	33.3 %	9.6 %	0	1	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	1	50.0 %	2.8 %	0	1	Saskatchewan
05 : Supervisors		1	0	0.0 %	7.2 %	0	0	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.2 %	0	0	Saskatoon
06 : Supervisors: Crafts and Trades		9	2	22.2 %	0.0 %	0	2	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9221 : Supervisors, motor vehicle assembling	Saskatchewan	7	2	28.6 %	0.0 %	0	2	Saskatchewan
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	5.5 %	0	0	
Employment Equity Occupational Group	Saskatoon	4	0	0.0 %	5.5 %	0	0	Saskatoon
08 : Skilled Sales and Service Personnel		1	1	100.0 %	25.0 %	0	1	
6345 : Upholsterers	Saskatchewan	1	1	100.0 %	25.0 %	0	1	Saskatchewan
09 : Skilled Crafts and Trades Workers		29	16	55.2 %	9.9 %	3	13	
7231 : Machinists and machining and tooling inspectors	Saskatchewan	2	2	100.0 %	16.1 %	0	2	Saskatchewan
7237 : Welders and related machine operators	Saskatchewan	23	14	60.9 %	10.0 %	2	12	Saskatchewan



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

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
			#	%	%	#		
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	5.9 %	0	0	Saskatchewan
10 : Clerical Personnel		7	1	14.3 %	7.1 %	0	1	
Employment Equity Occupational Group	Saskatoon	7	1	14.3 %	7.1 %	0	1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	1	5.3 %	11.6 %	2	-1	
Employment Equity Occupational Group	Saskatoon	19	1	5.3 %	11.6 %	2	-1	Saskatoon
12 : Semi-Skilled Manual Workers		69	24	34.8 %	10.8 %	7	17	
Employment Equity Occupational Group	Saskatoon	69	24	34.8 %	10.8 %	7	17	Saskatoon
13 : Other Sales and Service Personnel		6	3	50.0 %	19.1 %	1	2	
Employment Equity Occupational Group	Saskatoon	6	3	50.0 %	19.1 %	1	2	Saskatoon
Total		184	53	28.8 %	11.7 %	21	32	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-25

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Recruitment Area		
			Representation #	Availability %	Gap #			
01/02 : Managers	National	16	0	0.0 %	4.3 %	1	-1	National
03 : Professionals	National	13	0	0.0 %	3.8 %	0	0	National
04 : Semi-Professionals and Technicians	National	10	0	0.0 %	4.6 %	0	0	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
06 : Supervisors: Crafts and Trades	National	9	0	0.0 %	7.8 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	4	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	3.5 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	29	0	0.0 %	3.8 %	1	-1	National
10 : Clerical Personnel	National	7	0	0.0 %	7.0 %	0	0	National
11 : Intermediate Sales and Service Personnel	National	19	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	69	0	0.0 %	4.8 %	3	-3	National
13 : Other Sales and Service Personnel	National	6	0	0.0 %	6.3 %	0	0	National
Total		184	0	0.0 %	4.9 %	7	-7	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-06-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-06-25

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
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



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-25

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	5	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	11	2	18.2 %	38.9 %	4	-2
03 : Professionals	13	4	30.8 %	21.4 %	3	1
04 : Semi-Professionals and Technicians	10	2	20.0 %	24.0 %	2	0
05 : Supervisors	1	1	100.0 %	53.4 %	1	0
06 : Supervisors: Crafts and Trades	9	0	0.0 %	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	4	2	50.0 %	84.0 %	3	-1
08 : Skilled Sales and Service Personnel	1	0	0.0 %	30.0 %	0	0
09 : Skilled Crafts and Trades Workers	29	1	3.4 %	1.7 %	0	1
10 : Clerical Personnel	7	4	57.1 %	70.2 %	5	-1
11 : Intermediate Sales and Service Personnel	19	1	5.3 %	67.9 %	13	-12
12 : Semi-Skilled Manual Workers	69	10	14.5 %	15.7 %	11	-1
13 : Other Sales and Service Personnel	6	4	66.7 %	57.1 %	3	1
Total	184	31	16.8 %	25.9 %	46	-15

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-25

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples			Gap #	
		Representation		Availability		
		#	%	%		
01 : Senior Managers	5	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	11	0	0.0 %	2.2 %	0	0
03 : Professionals	13	0	0.0 %	1.0 %	0	0
04 : Semi-Professionals and Technicians	10	1	10.0 %	7.1 %	1	0
05 : Supervisors	1	0	0.0 %	10.8 %	0	0
06 : Supervisors: Crafts and Trades	9	0	0.0 %	1.2 %	0	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	6.4 %	0	0
08 : Skilled Sales and Service Personnel	1	0	0.0 %	0.0 %	0	0
09 : Skilled Crafts and Trades Workers	29	0	0.0 %	7.5 %	2	-2
10 : Clerical Personnel	7	0	0.0 %	8.4 %	1	-1
11 : Intermediate Sales and Service Personnel	19	0	0.0 %	8.2 %	2	-2
12 : Semi-Skilled Manual Workers	69	2	2.9 %	6.5 %	4	-2
13 : Other Sales and Service Personnel	6	0	0.0 %	11.1 %	1	-1
Total	184	3	1.6 %	6.1 %	11	-8

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-25

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	5	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	11	0	0.0 %	15.0 %	2	-2
03 : Professionals	13	2	15.4 %	29.2 %	4	-2
04 : Semi-Professionals and Technicians	10	3	30.0 %	8.4 %	1	2
05 : Supervisors	1	0	0.0 %	7.2 %	0	0
06 : Supervisors: Crafts and Trades	9	2	22.2 %	0.0 %	0	2
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	5.5 %	0	0
08 : Skilled Sales and Service Personnel	1	1	100.0 %	25.0 %	0	1
09 : Skilled Crafts and Trades Workers	29	16	55.2 %	9.9 %	3	13
10 : Clerical Personnel	7	1	14.3 %	7.1 %	0	1
11 : Intermediate Sales and Service Personnel	19	1	5.3 %	11.6 %	2	-1
12 : Semi-Skilled Manual Workers	69	24	34.8 %	10.8 %	7	17
13 : Other Sales and Service Personnel	6	3	50.0 %	19.1 %	1	2
Total	184	53	28.8 %	11.7 %	21	32

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Crestline Coach Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-25

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	16	0	0.0 %	4.3 %	1	-1
03 : Professionals	13	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	10	0	0.0 %	4.6 %	0	0
05 : Supervisors	1	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	9	0	0.0 %	7.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	1	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	29	0	0.0 %	3.8 %	1	-1
10 : Clerical Personnel	7	0	0.0 %	7.0 %	0	0
11 : Intermediate Sales and Service Personnel	19	0	0.0 %	5.6 %	1	-1
12 : Semi-Skilled Manual Workers	69	0	0.0 %	4.8 %	3	-3
13 : Other Sales and Service Personnel	6	0	0.0 %	6.3 %	0	0
Total	184	0	0.0 %	4.9 %	7	-7

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-06-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-06-25

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Crestline Coach Ltd.

43276

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Crestline Coach Ltd.

43276

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Crestline Coach Ltd.

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Data for First/Previous Goals

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

Employment Equity Occupational Group (EOG)	All Employees								First/Previous Short-term Goals											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2018-06-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-25	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	5	-100.0%	15.0%	2	0.0%	15.0%	2	4	0	15.0%	0	2	1	27.4%	27.4%	-1	-1	0.0%	14.3%	
02 Middle & Other Managers	11	-100.0%	12.0%	4	0.0%	15.0%	5	9	2	15.0%	1	5	4	38.9%	38.9%	-2	-1	18.2%	33.3%	
03 Professionals	13	-100.0%	10.0%	4	0.0%	10.0%	4	8	4	10.0%	1	1	0	21.4%	21.4%	1	-1	30.8%	17.6%	
04 Semi-Professionals & Tech	10	-100.0%	6.0%	2	0.0%	20.0%	6	8	2	20.0%	1	2	0	24.0%	24.0%	0	-2	20.0%	8.3%	
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	53.4%	53.4%	0	0	100.0%	100.0%	
06 Supervisors: Crafts & Trades	9	-100.0%	30.0%	8	0.0%	16.0%	4	12	0	16.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	4	-100.0%	15.0%	2	0.0%	10.0%	1	3	2	10.0%	1	4	0	84.0%	84.0%	-1	-4	50.0%	16.7%	
08 Skilled Sales & Service	1	-100.0%	75.0%	2	0.0%	50.0%	2	4	0	50.0%	0	1	0	30.0%	30.0%	0	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	29	-100.0%	15.0%	13	0.0%	12.0%	10	23	1	12.0%	0	0	0	1.7%	1.7%	1	0	3.4%	2.4%	
10 Clerical Personnel	7	-100.0%	21.0%	4	0.0%	10.0%	2	6	4	10.0%	1	5	0	70.2%	70.2%	-1	-5	57.1%	27.3%	
11 Intermediate Sales & Service	19	-100.0%	7.0%	4	0.0%	12.0%	7	11	1	12.0%	0	15	6	50.0%	67.9%	-12	-9	5.3%	30.4%	
12 Semi-Skilled Manual	69	-100.0%	17.5%	36	0.0%	19.0%	39	75	10	19.0%	6	12	12	15.7%	15.7%	-1	0	14.5%	15.2%	
13 Other Sales & Service	6	-100.0%	10.0%	2	0.0%	6.0%	1	3	4	6.0%	1	2	0	57.1%	57.1%	1	-2	66.7%	37.5%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	184	-100.0%	15.0%	83	0.0%	15.0%	83	166	31	15.0%	14	52	0	25.9%	25.9%	-17	-52	16.8%	6.4%	

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

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

Federal Contractors Program Achievement Report

Part 3: Goals

Crestline Coach Ltd.

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Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	27.4	0	27.4	
02 Middle & Other Managers	4	38.9	0	38.9	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	6	50.0	0	50.0	
12 Semi-Skilled Manual	12	15.7	0	15.7	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Crestline Coach Ltd.

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Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees									Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2018-06-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-25	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	5	-100.0%	15.0%	2	0.0%	15.0%	2	4	0	15.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	11	-100.0%	12.0%	4	0.0%	15.0%	5	9	0	15.0%	0	0	0	2.2%	0	0	0.0%	0.0%		
03 Professionals	13	-100.0%	10.0%	4	0.0%	10.0%	4	8	0	10.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	10	-100.0%	6.0%	2	0.0%	20.0%	6	8	1	20.0%	1	1	0	7.1%	0	-1	10.0%	0.0%		
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	10.8%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	9	-100.0%	30.0%	8	0.0%	16.0%	4	12	0	16.0%	0	0	0	1.2%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	4	-100.0%	15.0%	2	0.0%	10.0%	1	3	0	10.0%	0	0	0	6.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	1	-100.0%	75.0%	2	0.0%	50.0%	2	4	0	50.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	29	-100.0%	15.0%	13	0.0%	12.0%	10	23	0	12.0%	0	3	2	7.5%	7.5%	-2	-1	0.0%	4.8%	
10 Clerical Personnel	7	-100.0%	21.0%	4	0.0%	10.0%	2	6	0	10.0%	0	1	1	8.4%	8.4%	-1	0	0.0%	9.1%	
11 Intermediate Sales & Service	19	-100.0%	7.0%	4	0.0%	12.0%	7	11	0	12.0%	0	2	1	8.2%	8.2%	-2	-1	0.0%	4.3%	
12 Semi-Skilled Manual	69	-100.0%	17.5%	36	0.0%	19.0%	39	75	2	19.0%	1	6	5	6.5%	6.5%	-2	-1	2.9%	5.7%	
13 Other Sales & Service	6	-100.0%	10.0%	2	0.0%	6.0%	1	3	0	6.0%	0	1	0	11.1%	11.1%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	184	-100.0%	15.0%	83	0.0%	15.0%	83	166	3	15.0%	1	14	0	6.1%	-8	-14	1.6%	0.7%		

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

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

Federal Contractors Program Achievement Report

Part 3: Goals

Crestline Coach Ltd.

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Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	7.5	0	7.5	
10 Clerical Personnel	1	8.4	0	8.4	
11 Intermediate Sales & Service	1	8.2	0	8.2	
12 Semi-Skilled Manual	5	6.5	0	6.5	
13 Other Sales & Service	0	11.1	0	11.1	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Crestline Coach Ltd.

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Data for First/Previous Goals

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

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2018-06-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-25	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01/02 Managers	16	-100.0%	27.0%	13	0.0%	30.0%	14	27	0	30.0%	0	1	1	4.3%	4.3%	-1	0	0.0%	3.4%	
03 Professionals	13	-100.0%	10.0%	4	0.0%	10.0%	4	8	0	10.0%	0	1	0		3.8%	0	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	10	-100.0%	6.0%	2	0.0%	20.0%	6	8	0	20.0%	0	1	0		4.6%	0	-1	0.0%	0.0%	
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	9	-100.0%	30.0%	8	0.0%	16.0%	4	12	0	16.0%	0	1	1	7.8%	7.8%	-1	0	0.0%	5.9%	
07 Administrative & Sr Clerical	4	-100.0%	15.0%	2	0.0%	10.0%	1	3	0	10.0%	0	0	0		3.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	1	-100.0%	75.0%	2	0.0%	50.0%	2	4	0	50.0%	0	0	0		3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	29	-100.0%	15.0%	13	0.0%	12.0%	10	23	0	12.0%	0	2	1	3.8%	3.8%	-1	-1	0.0%	2.4%	
10 Clerical Personnel	7	-100.0%	21.0%	4	0.0%	10.0%	2	6	0	10.0%	0	1	0		7.0%	0	-1	0.0%	0.0%	
11 Intermediate Sales & Service	19	-100.0%	7.0%	4	0.0%	12.0%	7	11	0	12.0%	0	1	1	5.6%	5.6%	-1	0	0.0%	4.3%	
12 Semi-Skilled Manual	69	-100.0%	17.5%	36	0.0%	19.0%	39	75	0	19.0%	0	5	4	4.8%	4.8%	-3	-1	0.0%	3.8%	
13 Other Sales & Service	6	-100.0%	10.0%	2	0.0%	6.0%	1	3	0	6.0%	0	1	0		6.3%	0	-1	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	184	-100.0%	15.0%	83	0.0%	15.0%	83	166	0	15.0%	0	13	0		4.9%	-9	-13	0.0%	0.0%	

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

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

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Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	1	4.3	0	4.3	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	1	7.8	0	7.8	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	1	3.8	0	3.8	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	5.6	0	5.6	
12 Semi-Skilled Manual	4	4.8	0	4.8	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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Data for First/Previous Goals

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

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees									Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2018-06-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-25	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	5	-100.0%	15.0%	2	0.0%	15.0%	2	4	0	15.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	11	-100.0%	12.0%	4	0.0%	15.0%	5	9	0	15.0%	0	2	1	15.0%	15.0%	-2	-1	0.0%	6.7%	
03 Professionals	13	-100.0%	10.0%	4	0.0%	10.0%	4	8	2	10.0%	1	4	2	29.2%	29.2%	-2	-2	15.4%	17.6%	
04 Semi-Professionals & Tech	10	-100.0%	6.0%	2	0.0%	20.0%	6	8	3	20.0%	2	0	0	8.4%	8.4%	2	0	30.0%	8.3%	
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	7.2%	7.2%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	9	-100.0%	30.0%	8	0.0%	16.0%	4	12	2	16.0%	1	-1	0	0.0%	0.0%	2	1	22.2%	5.9%	
07 Administrative & Sr Clerical	4	-100.0%	15.0%	2	0.0%	10.0%	1	3	0	10.0%	0	0	0	5.5%	5.5%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	1	-100.0%	75.0%	2	0.0%	50.0%	2	4	1	50.0%	2	2	0	25.0%	25.0%	1	-2	100.0%	-33.3%	
09 Skilled Crafts & Trades	29	-100.0%	15.0%	13	0.0%	12.0%	10	23	16	12.0%	6	-6	0	9.9%	9.9%	13	6	55.2%	23.8%	
10 Clerical Personnel	7	-100.0%	21.0%	4	0.0%	10.0%	2	6	1	10.0%	0	0	0	7.1%	7.1%	1	0	14.3%	9.1%	
11 Intermediate Sales & Service	19	-100.0%	7.0%	4	0.0%	12.0%	7	11	1	12.0%	0	2	1	11.6%	11.6%	-1	-1	5.3%	8.7%	
12 Semi-Skilled Manual	69	-100.0%	17.5%	36	0.0%	19.0%	39	75	24	19.0%	14	1	0	10.8%	10.8%	17	-1	34.8%	9.5%	
13 Other Sales & Service	6	-100.0%	10.0%	2	0.0%	6.0%	1	3	3	6.0%	1	0	0	19.1%	19.1%	2	0	50.0%	25.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	184	-100.0%	15.0%	83	0.0%	15.0%	83	166	53	15.0%	24	2	0	11.7%	11.7%	31	-2	28.8%	10.9%	

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

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

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Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	0	10.1	
02 Middle & Other Managers	1	15.0	0	15.0	
03 Professionals	2	29.2	0	29.2	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	11.6	0	11.6	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		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
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0		0.0%	0	0		#DIV/0!	#DIV/0!

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01 Senior Managers	0.0		0.0	
02 Middle & Other Managers	0.0		0.0	
03 Professionals	0.0		0.0	
04 Semi-Professionals & Tech	0.0		0.0	
05 Supervisors	0.0		0.0	
06 Supervisors: Crafts & Trades	0.0		0.0	
07 Administrative & Sr Clerical	0.0		0.0	

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08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		0.0		0.0
10	Clerical Personnel		0.0		0.0
11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		All Employees							Subsequent/Current Short-term Goals												
		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
		Actual	Projected		Actual	Projected		YYYY-MM-DD		Over 3 Years	Over 3 Years	From - To									
		YY-YY-MM-DD	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years		Annually	Over 3 Years	YYYY - YYYY									
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		%		%		
01	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	

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07	Administrative & Sr Clerical		0.0		0.0
08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		0.0		0.0
10	Clerical Personnel		0.0		0.0
11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals								
		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
		Actual	Projected		Actual	Projected			YYYY-MM-DD	Over 3 Years	Over 3 Years	From - To								
		YY-YY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YY-YY-MM-DD	Annually	Over 3 Years	0	3							
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%		
01/02	Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

Table 14: Persons with Disabilities

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

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

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		All Employees										Subsequent/Current Short-term Goals								
		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
		Actual	Projected		Actual	Projected			YYYY-MM-DD	Over 3 Years	Over 3 Years	From - To								
		YY-YY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YY-YY-MM-DD	Annually	Over 3 Years	0	3							
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities			Comments
	Short-term Goals	Long-term Goals		
	%		%	
01 Senior Managers	0.0		0.0	
02 Middle & Other Managers	0.0		0.0	
03 Professionals	0.0		0.0	
04 Semi-Professionals & Tech	0.0		0.0	
05 Supervisors	0.0		0.0	
06 Supervisors: Crafts & Trades	0.0		0.0	

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07	Administrative & Sr Clerical		0.0		0.0
08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		0.0		0.0
10	Clerical Personnel		0.0		0.0
11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

Federal Contractors Program Achievement Report

Part 4: Results - Women

Crestline Coach Ltd.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	5	0	0.0	27.4	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	11	2	18.2	38.9	4	-2	46.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	13	4	30.8	21.4	3	1	143.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	10	2	20.0	24.0	2	0	83.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2018	1	1	100.0	53.4	1	0	187.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	9	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	1	0.0	27.4	0.0		0	0.0	27.4	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	4	0.0	38.9	0.0		0	0.0	38.9	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0		0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0		0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0		0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0		0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

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Part 4: Results - Women

Crestline Coach Ltd.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	#	#	#	#	#	#	#		
07	Administrative & Senior Clerical	2018	4	2	50.0	84.0	3	-1	59.5																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	1	0	0.0	30.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	29	1	3.4	1.7	0	1	202.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	7	4	57.1	70.2	5	-1	81.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	19	1	5.3	67.9	13	-12	7.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	69	10	14.5	15.7	11	-1	92.3																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	6	0.0	50.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	12	0.0	15.7	0.0	0	0.0	15.7	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Crestline Coach Ltd.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	5	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2018	11	0	0.0	2.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
03 Professionals	2018	13	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2018	10	1	10.0	7.1	1	0	140.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
05 Supervisors	2018	1	0	0.0	10.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2018	9	0	0.0	1.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	3	0	0	0.0										

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	4	0	0.0	6.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
08	Skilled Sales & Service Personnel	2018	1	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
09	Skilled Crafts & Trades Workers	2018	29	0	0.0	7.5	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
10	Clerical Personnel	2018	7	0	0.0	8.4	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
11	Intermediate Sales & Service Personnel	2018	19	0	0.0	8.2	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
12	Semi-Skilled Manual Workers	2018	69	2	2.9	6.5	4	-2	44.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	2	0.0	7.5	0.0	0	0.0	7.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	1	0.0	8.4	0.0	0	0.0	8.4	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	8.2	0.0	0	0.0	8.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	5	0.0	6.5	0.0	0	0.0	6.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
13	Other Sales & Service Personnel	2018	6	0	0.0	11.1	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
Total		2018	184	3	1.6	6.1	11	-8	26.7															
		0	0	0	0.0	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	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	11.1	0.0	0	0.0	11.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2018	16	0	0.0	4.3	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	13	0	0.0	3.8	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2018	10	0	0.0	4.6	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	1	0	0.0	13.9	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2018	9	0	0.0	7.8	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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	0	0	0	0.0	1	0.0	4.3	0.0	0	0.0	4.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	1	0.0	7.8	0.0	0	0.0	7.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	4	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
08	Skilled Sales & Service Personnel	2018	1	0	0.0	3.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
09	Skilled Crafts & Trades Workers	2018	29	0	0.0	3.8	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
10	Clerical Personnel	2018	7	0	0.0	7.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
11	Intermediate Sales & Service Personnel	2018	19	0	0.0	5.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															
12	Semi-Skilled Manual Workers	2018	69	0	0.0	4.8	3	-3	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
		0	0	0	0.0	0.0	0	0	0.0															

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	1	0.0	3.8	0.0	0	0.0	3.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	5.6	0.0	0	0.0	5.6	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	4	0.0	4.8	0.0	0	0.0	4.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Crestline Coach Ltd.

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2018	6	0	0.0	6.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	184	0	0.0	4.9	9	-9	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	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	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	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	5	0	0.0	10.1	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2018	11	0	0.0	15.0	2	-2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	13	2	15.4	29.2	4	-2	52.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2018	10	3	30.0	8.4	1	2	357.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	1	0	0.0	7.2	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2018	9	2	22.2	0.0	0	2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	10.1	0.0	0	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	15.0	0.0	0	0.0	15.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	2	0.0	29.2	0.0	0	0.0	29.2	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	4	0	0.0	5.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	1	1	100.0	25.0	0	1	400.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	29	16	55.2	9.9	3	13	557.3	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	7	1	14.3	7.1	0	1	201.2	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	19	1	5.3	11.6	2	-1	45.4	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	69	24	34.8	10.8	7	17	322.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	11.6	0.0	0	0.0	11.6	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Crestline Coach Ltd.

43276

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13	Other Sales & Service Personnel	2018	6	3	50.0	19.1	1	2	261.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total		2018	184	53	28.8	11.7	22	31	246.2	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Crestline Coach Ltd.
43276

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Self-identification Questionnaire

Instructions

Crestline Coach Ltd. believes that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program ensures that our hiring and promotion practices are based on qualifications and ability.

As part of our employment equity program, we are collecting information about our workforce through this questionnaire. Identifying as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections B to E will help create an accurate picture of our workforce. We assure you that our workplace is a safe environment in which to self-identify. You can ask for the accommodation you need in order to fulfil your work-related duties to the best of your ability.

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, sign in Section I, and return the questionnaire to human resources, even if you choose not to fill out any additional information.

The responses that you provide on this form will be retained for statistical purposes only; your confidentiality is protected. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.

Self-identification Questionnaire

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes by ESDC. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered by ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address:

<http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire is available in Braille, large print or audio format upon request.

A. Name: _____

Section/Branch: _____

Position: _____

Employee number: _____

Employment status: Full-time employee

Part-time employee

Temporary employee

Self-identification Questionnaire

B. Gender

Female Male

After reading the descriptions in each of the next three sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

C. Aboriginal Peoples

According to the *Employment Equity Act*, an Aboriginal person is a person who is Indian, Inuit or Métis.

Are you an Aboriginal person?

Yes No

D. Visible Minorities

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Examples of visible minorities include, but are not limited to:

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent member of a visible minority group).

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

- **Coordination or dexterity impairment**
(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- **Mobility impairment**
(e.g., difficulty moving from one office to another, walking long distances or using stairs)
- **Blindness or visual impairment**
(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- **Speech impairment**
(e.g., unable to speak or difficulty speaking and being understood)
- **Deafness or hearing impairment**
(e.g., unable to hear or difficulty hearing)
- **Other disabilities**
(e.g., learning, developmental and other types of disabilities)

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

Please specify how we can accommodate you to help you participate fully in the workplace. Note that if we implement these accommodation measures, they will not have a negative impact on your hiring, training, promotion and retention in our organization.

Self-identification Questionnaire

G. Voluntary Employee Participation

- 1) Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.

Yes No

- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check “Yes” below.

Yes No

H. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contacts: Nicole Nickel, 306-986-5645, nnickel@crestlinecoach.com or Lisa Mosterd, 306-986-5603, lmosterd@crestlinecoach.com.

I. Employee Signature

Signature: _____ Date: _____

Thank you for your participation!

Please return this form in the envelope provided to:

Human Resources

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Crestline Coach Ltd.

Primary Location: Saskatoon (Saskatchewan)

Number of Employees: 184

Organization Overview:

NAICS 3361 – Motor Vehicle Manufacturing

Crestline Coach Ltd. manufactures and distributes ambulances, buses, and specialty and emergency vehicles.

Key Dates – First Year Assessment

Initiated: 2018-10-16

Received: 2018-10-16

Workforce Analysis: 2018-06-25

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	184	100
Number of questionnaires returned:	184	100
Number of completed questionnaires returned:	151	82

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations: None

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations: None

SUMMARY OF GOALS**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
01	Senior Managers	-1	27.4	27.4	0.0	27.4
02	Middle & Other Managers	-2	38.9	38.9	18.2	38.9
07	Admin & Senior Clerical Personnel	-1	-	-	50.0	84.0
10	Clerical Personnel	-1	-	-	57.1	70.2
11	Intermediate Sales & Service Personnel	-12	50	50	5.3	67.9
12	Semi-Skilled Manual Workers	-1	15.7	15.7	14.5	15.7

Observations:

- No goals are required for EEOGs 07 and 10 given that the current representation of women is 50% or above.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
09	Skilled Crafts & Trades Workers	-2	7.5	7.5	0.0	7.5
10	Clerical Personnel	-1	8.4	8.4	0.0	8.4
11	Intermediate Sales & Service Personnel	-2	8.2	8.2	0.0	8.2
12	Semi-Skilled Manual Workers	-2	6.5	6.5	2.9	6.5
13	Other Sales & Service Personnel	-1	11.1	11.1	0.0	11.1

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-2	15.0	15.0	0.0	15.0
03	Professionals	-2	29.2	29.2	15.4	29.2
11	Intermediate Sales & Service Personnel	-1	11.6	11.6	5.3	11.6

Observations: None

Persons with Disabilities

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

#	Description	#	%	%	%	%
1/2	Managers	-1	4.3	4.3	0.0	4.3
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
09	Skilled Crafts & Trades Workers	-1	3.8	3.8	0.0	3.8
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-3	4.8	4.8	0.0	4.8

Observations: None

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- It may be beneficial for Crestline Coach Ltd. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of designated groups. Fostering relationships with these organizations could allow Crestline Coach Ltd. to address and close gaps through internships or permanent employment when vacancies arise.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-11-02

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: November 14, 2018 1:33 PM
To: 'shoffrogge@crestlinecoach.com' <shoffrogge@crestlinecoach.com>
Cc: 'nnickel@crestlinecoach.com' <nnickel@crestlinecoach.com>; 'lmosterd@crestlinecoach.com' <lmosterd@crestlinecoach.com>
Subject: Government of Canada Agreement Number: 10000400 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Steven Hoffrogge:

I am writing to inform you that the compliance assessment initiated on October 16, 2018 has been completed. As a result of the assessment, Crestline Coach Ltd. 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 a recommendation below for your consideration to ensure the ongoing success of Crestline Coach Ltd.'s employment equity program.

- It may be beneficial for Crestline Coach Ltd. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of designated groups. Fostering relationships with these organizations could allow Crestline Coach Ltd. to address and close gaps through internships or permanent employment when vacancies arise.

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. The next assessment will be initiated on October 16, 2021. 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 Crestline Coach Ltd. is notified of a subsequent assessment, the following information will be required:

- workforce data (Form 1 to 6) at the national level;
- a current workforce analysis; and
- a completed Achievement Report that includes revised short-term and long-term numerical 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 previous assessment. If reasonable progress has not been made, Crestline Coach Ltd. 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.

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at maurice.yakibonge@labour-travail.gc.ca.

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

Workplace Equity Team

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc-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!

a

From: Lisa Mosterd <lmosterd@crestlinecoach.com>
Sent: October 18, 2018 2:49 PM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Steve Hoffrogge <shoffrogge@crestlinecoach.com>; Nicole Nickel <nnickel@crestlinecoach.com>
Subject: FW: Government of Canada Agreement 10000400 – First Compliance Assessment under the Federal Contractors Program - Crestline Coach Ltd.
Importance: High

Good Afternoon,

Please find attached a revised copy of the Achievement Report as requested.

Should you require any addition information in meeting compliance, please advise.

Thanks,
Lisa

Lisa Mosterd

Human Resources Advisor | Crestline Coach Ltd.
Direct: 306.986-5603
lmosterd@crestlinecoach.com | crestlinecoach.com



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From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: October-17-18 9:22 AM
To: 'Lisa Mosterd'; EE-EME
Cc: Steve Hoffrogge; Nicole Nickel
Subject: RE: Government of Canada Agreement 10000400 – First Compliance Assessment under the Federal Contractors Program - Crestline Coach Ltd.

Good morning Lisa,

Thank you for submitting the first compliance assessment for Crestline Coach Ltd.

A quick review of the Achievement Report revealed the followings:

- You have not set your goals according to the requirement of the program. All short-term and long-term goals must be at least equal to the current availability estimates.
- You have not set goals for all area of under-representation and some of the goals were below the current availability.
- A goal for women is not required if the current representation level exceed the 50% benchmark for women, regardless of the availability level.
- I corrected the workforce analysis tab under persons with disabilities. The availability for semi-professionals & technicians is 4.6.

Please find attached the corrected Achievement Report for review and approval.

The self-identification questionnaire is almost perfect, but it is missing an important detail and must be amended to comply with the requirements of the program. It is advisable to inform employees that **the workforce survey can be made available in alternate format (e.g., paper or large font)**.

Please send us the corrected and updated submission by October 19, 2018.

Should you have any questions, please do not hesitate to contact me.

Kind regards,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

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



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

From: Lisa Mosterd [<mailto:lmosterd@crestlinecoach.com>]

Sent: October-16-18 5:16 PM

To: EE-EME

Cc: Steve Hoffrogge; Nicole Nickel

Subject: Government of Canada Agreement 10000400 – First Compliance Assessment under the Federal Contractors Program - Crestline Coach Ltd.

Good Afternoon,

As part of the first compliance assessment for the Federal Contractors Program (FCP) under the *Employment Equity Act*, please see attachments and results below.

1. The self-identification questionnaire used to conduct our workforce survey is attached.
2. The results of our workforce survey includes:
 - the number of employees that were surveyed: **187**
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed: **184**
 - the number of fully completed and returned self-identification questionnaires: **151**
3. The workforce analysis results (Summary Report and Detailed Report) attached.
4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists attached.

If you have any questions or require addition information in meeting compliance, please advise.

Thanks in advance!
Lisa

Lisa Mosterd

Human Resources Advisor | Crestline Coach Ltd.

Direct: 306.986-5603

lmosterd@crestlinecoach.com | crestlinecoach.com



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