Emploi et Développement social Canada

OFFICIAL USE ONLY
Agreement N°:

s.19(1) s.24(1) Labour Program Federal Contractors Program

# **Agreement to Implement Employment Equity**

New Agreement	-	-		
Revised Agreement				
ORG	ANIZATION			
Legal Name of Organization		Parent company is	located outsic	le Canada
OpenText Corporation			] Yes	✓ No
Operating Name (if different from Legal Name of Organization)		Procurement Bus		
		Total number of en (Full-Time/Part-Tim		
Organization's North American Industry Classification System (NAICS) Co	ode Nº			S Code Number please bjects-sujets/standard-
54		norme/naics-scian/		
Official use only (if information above is incorrect)				
Procurement Business Number Total number of	of employees in Canad	a	Organization'	s NAICS Code No
HE.	AD OFFICE			
Address (building number, street, suite, etc.)	City	***************************************	Province	Postal Code
275 Frank Tompa Dr.	Waterloo		ON	N2L 0A1
	Telephone Number		Fax Number	
	519 888 711	1	1 877 2	67 3647
EMPLOYMEN	IT EQUITY CONT	ACT		
Name (print)	Title		***************************************	
Brenda Kirkwood	HR Manager			
Telephone Number	E-mail Address			
613) 238 1761 × 2866	bkirkwoo@ope	entext.com		
CER	TIFICATION			
The above-named organization:  • having a combined workforce of 100 or more permanent full-time.	me, permanent part-	time and temporar	y employees	having worked
<ul> <li>12 weeks or more in Canada, AND</li> <li>intending to bid on, or being in receipt of, a federal governmen Supply Arrangement, valued at \$1,000,000 or more (including</li> </ul>		contract, standing	offer or contr	act issued under a
Hereby certifies its commitment to implement or maintain employm		-going basis, beyo	nd the period	of the procurement
instrument, in keeping with the Federal Contractors Program requiplease refer to:				



# **Questions and Answers**

# Subsidiary vs. Division/Branch

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

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

**Division**: A division is part of the primary business, not separate, and the

primary business is legally responsible for the obligations and debts of

the division.

**Branch**: A branch is an office that is not located at/with the company's

corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent

company), but it is a separate legal entity.

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

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

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

Q3 When should a new Agreement be completed and signed?

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

## **Employment Status**

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

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

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

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

Agreement number: 060644

165 Hôtel-de-Ville Place du Portage, Phase II. 10th Floor Gatineau, Quebec K1A 0J2

February 22<sup>nd</sup>, 2017

Ms. Leslie Sarauer **SVP Human Resources** OpenTextCorporation 275 Frank Tompa Drive Waterloo, Ontario N2L 0A1

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

Dear Ms. Sarauer.

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

As requested, we hereby grant to OpenText Corporation an extension until May 31<sup>st</sup>, 2017.

Should you have any questions regarding the Compliance Assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdsc.gc.ca.

Sincerely

Tiffany Ryan

Manager, Program Operations

Employment and Social Development Canada - Labour Program



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	140	47	33.6 %	27.4 %	38	9	National
02 : Middle and Other Managers	National	167	61	36.5 %	38.9 %	65	-4	National
03 : Professionals		738	255	34.6 %	31.2 %	230	25	
1111 : Financial auditors and accountants	National	11	7	63.6 %	55.1 %	6	1	National
1112 : Financial and investment analysts	National	75	55	73.3 %	50.1 %	38	17	National
1121 : Human resources professionals	National	25	23	92.0 %	71.1 %	18	5	National
1122 : Professional occupations in business management consulting	National	25	9	36.0 %	42.0 %	11	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	9	4	44.4 %	66.4 %	6	-2	National
2147 : Computer engineers (except software engineers and designers)	National	5	0	0.0 %	12.6 %	1	-1	National
2171 : Information systems analysts and consultants	National	203	68	33.5 %	28.3 %	57	11	National
2172 : Database analysts and data administrators	National	11	0	0.0 %	35.2 %	4	-4	National
2173 : Software engineers and designers	National	264	41	15.5 %	17.4 %	46	-5	National
2174 : Computer programmers and interactive media developers	National	33	4	12.1 %	17.9 %	6	-2	National
2175 : Web designers and developers	National	9	3	33.3 %	32.9 %	3	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	41	27	65.9 %	50.7 %	21	6	National
5121 : Authors and writers	National	26	14	53.8 %	54.9 %	14	0	National
04 : Semi-Professionals and Technicians		197	26	13.2 %	24.7 %	49	-23	
2281 : Computer network technicians	Ontario	18	0	0.0 %	20.8 %	4	-4	Ontario
2282 : User support technicians	Alberta	5	0	0.0 %	26.7 %	1	-1	Alberta
2282 : User support technicians	Ontario	166	22	13.3 %	24.2 %	40	-18	Ontario
2282 : User support technicians	Québec	2	0	0.0 %	19.6 %	0	0	Québec
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.0 %	1	0	Ontario
5241 : Graphic designers and illustrators	Ontario	5	3	60.0 %	44.9 %	2	1	Ontario



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		12	11	91.7 %	54.2 %	7	4	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	12	11	91.7 %	54.2 %	7	4	Kitchener - Cambridge
07 : Administrative and Senior Clerical Personnel		79	64	81.0 %	82.0 %	65	-1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	53	44	83.0 %	83.0 %	44	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	2	2	100.0 %	80.8 %	2	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	77.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	16	72.7 %	80.1 %	18	-2	Toronto
08 : Skilled Sales and Service Personnel		84	41	48.8 %	28.3 %	24	17	
6221 : Technical sales specialists - wholesale trade	Alberta	5	0	0.0 %	20.5 %	1	-1	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	74	40	54.1 %	28.7 %	21	19	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	1	20.0 %	29.1 %	1	0	Québec
10 : Clerical Personnel		110	93	84.5 %	67.8 %	75	18	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	108	91	84.3 %	67.9 %	73	18	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	65.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	65.2 %	1	0	Toronto
11 : Intermediate Sales and Service Personnel		49	28	57.1 %	66.9 %	33	-5	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	27	15	55.6 %	69.4 %	19	-4	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	22	13	59.1 %	63.9 %	14	-1	Toronto
13 : Other Sales and Service Personnel		25	14	56.0 %	57.0 %	14	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	9	60.0 %	58.0 %	9	0	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	10	5	50.0 %	55.5 %	6	-1	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		1601	640	40 0 %	37 4 %	600	40	

Total may not equal sum of components due to rounding.

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



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

## **Aboriginal Peoples**

	Aboriginal Peoples						_		
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	bility #	Gap #	Recruitment Area	
01 : Senior Managers	National	140	1	0.7 %	2.9 %	4	-3	National	
02 : Middle and Other Managers	National	167	1	0.6 %	2.2 %	4	-3	National	
03 : Professionals		738	3	0.4 %	1.1 %	8	-5		
1111 : Financial auditors and accountants	National	11	0	0.0 %	1.3 %	0	0	National	
1112 : Financial and investment analysts	National	75	0	0.0 %	0.9 %	1	-1	National	
1121 : Human resources professionals	National	25	0	0.0 %	2.7 %	1	-1	National	
1122 : Professional occupations in business management consulting	National	25	0	0.0 %	1.6 %	0	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	9	0	0.0 %	2.1 %	0	0	National	
2147 : Computer engineers (except software engineers and designers)	National	5	0	0.0 %	0.9 %	0	0	National	
2171 : Information systems analysts and consultants	National	203	2	1.0 %	1.1 %	2	0	National	
2172 : Database analysts and data administrators	National	11	0	0.0 %	1.3 %	0	0	National	
2173 : Software engineers and designers	National	264	0	0.0 %	0.6 %	2	-2	National	
2174 : Computer programmers and interactive media developers	National	33	1	3.0 %	1.0 %	0	1	National	
2175 : Web designers and developers	National	9	0	0.0 %	1.5 %	0	0	National	
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National	
4163: Business development officers and marketing researchers and consultants	National	41	0	0.0 %	2.0 %	1	-1	National	
5121 : Authors and writers	National	26	0	0.0 %	1.9 %	0	0	National	
04 : Semi-Professionals and Technicians		197	1	0.5 %	1.7 %	3	-2		
2281 : Computer network technicians	Ontario	18	0	0.0 %	1.4 %	0	0	Ontario	
2282 : User support technicians	Alberta	5	0	0.0 %	3.8 %	0	0	Alberta	
2282 : User support technicians	Ontario	166	1	0.6 %	1.6 %	3	-2	Ontario	
2282 : User support technicians	Québec	2	0	0.0 %	1.3 %	0	0	Québec	
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	1.5 %	0	0	Ontario	
5241 : Graphic designers and illustrators	Ontario	5	0	0.0 %	1.6 %	0	0	Ontario	



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

## **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	•	Gap	Recruitment Area
		#	#	%	%	#	#	
05 : Supervisors		12	1	8.3 %	1.0 %	0	1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	12	1	8.3 %	1.0 %	0	1	Kitchener - Cambridge
07 : Administrative and Senior Clerical Personnel		79	1	1.3 %	1.4 %	1	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	53	1	1.9 %	1.6 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	0	0.0 %	0.8 %	0	0	Toronto
08 : Skilled Sales and Service Personnel		84	1	1.2 %	1.0 %	1	0	
6221 : Technical sales specialists - wholesale trade	Alberta	5	0	0.0 %	2.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	74	1	1.4 %	1.0 %	1	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	0	0.0 %	1.0 %	0	0	Québec
10 : Clerical Personnel		110	0	0.0 %	1.0 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	108	0	0.0 %	0.9 %	1	-1	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.7 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		49	0	0.0 %	1.1 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	27	0	0.0 %	1.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	22	0	0.0 %	0.6 %	0	0	Toronto
13 : Other Sales and Service Personnel		25	0	0.0 %	1.7 %	0	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	0	0.0 %	2.3 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	10	0	0.0 %	0.8 %	0	0	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

## **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		1601	9	0.6 %	1.5 %	23	-14	

Total may not equal sum of components due to rounding.

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



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	140	25	17.9 %	10.1 %	14	11	National
02 : Middle and Other Managers	National	167	29	17.4 %	15.0 %	25	4	National
03 : Professionals		738	179	24.3 %	32.6 %	241	-62	
1111 : Financial auditors and accountants	National	11	5	45.5 %	27.5 %	3	2	National
1112 : Financial and investment analysts	National	75	25	33.3 %	35.4 %	27	-2	National
1121 : Human resources professionals	National	25	5	20.0 %	14.1 %	4	1	National
1122 : Professional occupations in business management consulting	National	25	5	20.0 %	21.6 %	5	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	9	0	0.0 %	16.9 %	2	-2	National
2147 : Computer engineers (except software engineers and designers)	National	5	2	40.0 %	38.2 %	2	0	National
2171 : Information systems analysts and consultants	National	203	49	24.1 %	31.4 %	64	-15	National
2172 : Database analysts and data administrators	National	11	4	36.4 %	32.3 %	4	0	National
2173 : Software engineers and designers	National	264	66	25.0 %	40.5 %	107	-41	National
2174 : Computer programmers and interactive media developers	National	33	10	30.3 %	31.5 %	10	0	National
2175 : Web designers and developers	National	9	1	11.1 %	22.8 %	2	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	41	5	12.2 %	21.9 %	9	-4	National
5121 : Authors and writers	National	26	2	7.7 %	10.7 %	3	-1	National
04 : Semi-Professionals and Technicians		197	52	26.4 %	34.9 %	69	-17	
2281 : Computer network technicians	Ontario	18	4	22.2 %	34.1 %	6	-2	Ontario
2282 : User support technicians	Alberta	5	2	40.0 %	28.2 %	1	1	Alberta
2282 : User support technicians	Ontario	166	45	27.1 %	35.9 %	60	-15	Ontario
2282 : User support technicians	Québec	2	0	0.0 %	18.2 %	0	0	Québec
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	22.3 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	5	1	20.0 %	24.0 %	1	0	Ontario



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	lability #	Gap #	Recruitment Area
05 : Supervisors		12	0	0.0 %	12.0 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	12	0	0.0 %	12.0 %	1	-1	Kitchener - Cambridge
07 : Administrative and Senior Clerical Personnel	·	79	18	22.8 %	17.4 %	14	4	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	53	11	20.8 %	9.5 %	5	6	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	2	0	0.0 %	12.2 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	12.2 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	22	6	27.3 %	37.3 %	8	-2	Toronto
08 : Skilled Sales and Service Personnel		84	15	17.9 %	19.5 %	16	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	5	2	40.0 %	11.3 %	1	1	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	74	13	17.6 %	20.8 %	15	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	0	0.0 %	8.5 %	0	0	Québec
10 : Clerical Personnel		110	29	26.4 %	11.8 %	13	16	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	108	28	25.9 %	11.5 %	12	16	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	48.1 %	0	1	Toronto
11 : Intermediate Sales and Service Personnel		49	13	26.5 %	29.6 %	15	-2	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	27	6	22.2 %	13.8 %	4	2	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	22	7	31.8 %	48.9 %	11	-4	Toronto
13 : Other Sales and Service Personnel		25	6	24.0 %	31.2 %	8	-2	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	15	3	20.0 %	16.9 %	3	0	Kitchener - Cambridge
Employment Equity Occupational Group	Toronto	10	3	30.0 %	52.7 %	5	-2	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

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

	Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	Representat	on	Availabi	lity Gap	Recruitment Area	
		#	#	%	%	# #		
Total		1601	366 22.9	9 % 25.9	1%	416 -50		

Total may not equal sum of components due to rounding.

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



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

#### **Persons with Disabilities**

				Persons	with Disabili	ties	
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	lability Ga	p Recruitment Area
		#	#	%	%	#	#
01/02 : Managers	National	307	3	1.0 %	4.3 %	13 -	10 National
03 : Professionals	National	738	17	2.3 %	3.8 %	28 -	11 National
04 : Semi-Professionals and Technicians	National	197	6	3.0 %	4.6 %	9	-3 National
05 : Supervisors	National	12	0	0.0 %	13.9 %	2	-2 National
07 : Administrative and Senior Clerical Personnel	National	79	0	0.0 %	3.4 %	3	-3 National
08 : Skilled Sales and Service Personnel	National	84	3	3.6 %	3.5 %	3	0 National
10 : Clerical Personnel	National	110	0	0.0 %	7.0 %	8	-8 National
11 : Intermediate Sales and Service Personnel	National	49	1	2.0 %	5.6 %	3	-2 National
13 : Other Sales and Service Personnel	National	25	1	4.0 %	6.3 %	2	-1 National
Total		1601	31	1.9 %	4.3 %	71 -4	0

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: 2017-04-03

# 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	СМА



# **Workforce Analysis - Detailed Report**

Date: 2017-04-03

## 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

#### Women

	Women					
Employment Equity Occupational Group	All Employees	es Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	140	47	33.6 %	27.4 %	38	9
02 : Middle and Other Managers	167	61	36.5 %	38.9 %	65	-4
03 : Professionals	738	255	34.6 %	31.2 %	230	25
04 : Semi-Professionals and Technicians	197	26	13.2 %	24.7 %	49	-23
05 : Supervisors	12	11	91.7 %	54.2 %	7	4
07 : Administrative and Senior Clerical Personnel	79	64	81.0 %	82.0 %	65	-1
08 : Skilled Sales and Service Personnel	84	41	48.8 %	28.3 %	24	17
10 : Clerical Personnel	110	93	84.5 %	67.8 %	75	18
11 : Intermediate Sales and Service Personnel	49	28	57.1 %	66.9 %	33	-5
13 : Other Sales and Service Personnel	25	14	56.0 %	57.0 %	14	0
Total	1601	640	40.0 %	37.4 %	600	40



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

## **Aboriginal Peoples**

	Aboriginal Peoples					
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	140	1	0.7 %	2.9 %	4	-3
02 : Middle and Other Managers	167	1	0.6 %	2.2 %	4	-3
03 : Professionals	738	3	0.4 %	1.1 %	8	-5
04 : Semi-Professionals and Technicians	197	1	0.5 %	1.7 %	3	-2
05 : Supervisors	12	1	8.3 %	1.0 %	0	1
07 : Administrative and Senior Clerical Personnel	79	1	1.3 %	1.4 %	1	0
08 : Skilled Sales and Service Personnel	84	1	1.2 %	1.0 %	1	0
10 : Clerical Personnel	110	0	0.0 %	1.0 %	1	-1
11 : Intermediate Sales and Service Personnel	49	0	0.0 %	1.1 %	1	-1
13 : Other Sales and Service Personnel	25	0	0.0 %	1.7 %	0	0
Total	1601	9	0.6 %	1.5 %	23	-14
rotai	1601	9	0.0 %	1.5 %	∠3	-14



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

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

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	140	25	17.9 %	10.1 %	14	11	
02 : Middle and Other Managers	167	29	17.4 %	15.0 %	25	4	
03 : Professionals	738	179	24.3 %	32.6 %	241	-62	
04 : Semi-Professionals and Technicians	197	52	26.4 %	34.9 %	69	-17	
05 : Supervisors	12	0	0.0 %	12.0 %	1	-1	
07 : Administrative and Senior Clerical Personnel	79	18	22.8 %	17.4 %	14	4	
08 : Skilled Sales and Service Personnel	84	15	17.9 %	19.5 %	16	-1	
10 : Clerical Personnel	110	29	26.4 %	11.8 %	13	16	
11 : Intermediate Sales and Service Personnel	49	13	26.5 %	29.6 %	15	-2	
13 : Other Sales and Service Personnel	25	6	24.0 %	31.2 %	8	-2	
Total	1601	366	22.9 %	25.9 %	416	-50	



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

#### **Persons with Disabilities**

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	All Employees Representa		entation Availal		Gap	
	#	#	%	%	#	#	
01/02 : Managers	307	3	1.0 %	4.3 %	13	-10	
03 : Professionals	738	17	2.3 %	3.8 %	28	-11	
04 : Semi-Professionals and Technicians	197	6	3.0 %	4.6 %	9	-3	
05 : Supervisors	12	0	0.0 %	13.9 %	2	-2	
07 : Administrative and Senior Clerical Personnel	79	0	0.0 %	3.4 %	3	-3	
08 : Skilled Sales and Service Personnel	84	3	3.6 %	3.5 %	3	0	
10 : Clerical Personnel	110	0	0.0 %	7.0 %	8	-8	
11 : Intermediate Sales and Service Personnel	49	1	2.0 %	5.6 %	3	-2	
13 : Other Sales and Service Personnel	25	1	4.0 %	6.3 %	2	-1	
Total	1601	31	1.9 %	4.3 %	71	-40	



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

# 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	СМА



# **Workforce Analysis - Summary Report**

Date: 2017-04-03

## 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



# Federal Contractors Program Achievement Report Part 1: Workforce Analysis OpenTet 2017-04-03

Data from First	/Previous Woi	kforce Analysis
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Data from Fir	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2017	04	03

Data from S	ubsequent/Curre Analysis	ent Workforce
	J.	<u>_</u>

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD

		Table 1: Women					
		First/Pr	evious Workforce	Analysis			
Employment Equity Occupational Group (EEOG)		All Employees	Women				
			Representation	Availability*			
		#	#	%			
01	Senior Managers	140	47	27.4			
02	Middle & Other Managers	167	61	38.9			
03	Professionals	738	255	31.2			
04	Semi-Professionals & Technicians	197	26	24.7			
05	Supervisors	12	11	54.2			
06	Supervisors: Crafts & Trades	0	0	0.0			
07	Administrative & Senior Clerical Personnel	79	64	82.0			
08	Skilled Sales & Service Personnel	84	41	28.3			
09	Skilled Crafts & Trades Workers	0	0	0.0			
10	Clerical Personnel	110	93	67.8			
11	Intermediate Sales & Service Personnel	49	28	66.9			
12	Semi-Skilled Manual Workers	0	0	0.0			
13	Other Sales & Service Personnel	25	14	57.0			
14	Other Manual Workers	0	0	0.0			
Total		1,601	640	0.0			

-	<u> Fable 5: Women</u>	
Subsequent	/Current Workfore	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	ol	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source:			
2011 Natio	onal Household	Survey	

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# Federal Contractors Program Achievement Report Part 1: Workforce Analysis OpenTet 2017-04-03

Data from First	t/Previous Wor	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	04	03

Data from Sul	osequent/Curre Analysis	nt Workforce
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0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Aborigina	al Peoples
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	140	1	2.9
02	Middle & Other Managers	167	1	2.2
03	Professionals	738	3	1.1
04	Semi-Professionals & Technicians	197	1	1.7
05	Supervisors	12	1	1.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	79	1	1.4
08	Skilled Sales & Service Personnel	84	1	1.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	110	0	1.0
11	Intermediate Sales & Service Personnel	49	0	1.1
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	25	0	1.7
14	Other Manual Workers	0	0	0.0
Total		1,601	9	0.0

Table	6: Aboriginal Pe	eoples
Subsequent	/Current Workford	e Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source:	
2011 National Household Survey	

# Federal Contractors Program Achievement Report Part 1: Workforce Analysis OpenTet 2017-04-03

Data from Firs	t/Previous Wor	kforce Analysis
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Data from Su	bsequent/Curr Analysis	ent Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	04	03

0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Vis	sible Minorities
Embro	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	140	25	10.1
02	Middle & Other Managers	167	29	15.0
03	Professionals	738	179	32.6
04	Semi-Professionals & Technicians	197	52	34.9
05	Supervisors	12	0	12.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	79	18	17.4
08	Skilled Sales & Service Personnel	84	15	19.5
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	110	29	11.8
11	Intermediate Sales & Service Personnel	49	13	29.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	25	6	31.2
14	Other Manual Workers	0	0	0.0
Total		1,601	366	0.0

Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
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0	0	0.0
0	0	0.0
0	0	0.0

* Sour	e:		
2011 N	ational House	hold Survey	

* Source:	
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Federal Contractors Program Achievement Report	
Part 1: Workforce Analysis	
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Data from First	/Previous Wor	kforce Analysis
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Data from Sul	osequent/Curro Analysis	ent Workforce
$\downarrow$	$\downarrow$	$\downarrow$

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	04	03

0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities	
		First/Previous Workforce Analysis			
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	Disabilities	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01/02	Managers	307			
03	Professionals	738			
04	Semi-Professionals & Technicians	197			
05	Supervisors	12			
06	Supervisors: Crafts & Trades	0			
07	Administrative & Senior Clerical Personnel	79			
08	Skilled Sales & Service Personnel	84			
09	Skilled Crafts & Trades Workers	0			
10	Clerical Personnel	110			
11	Intermediate Sales & Service Personnel	49			
12	Semi-Skilled Manual Workers	0			
13	Other Sales & Service Personnel	25			
14	Other Manual Workers	0			
Total		1,601			

Table 8:	Persons with Dis	abilities		
Subsequent	/Current Workfore	e Analysis		
All Employees	Persons with Disabilities			
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		

* Source:	
2011 National Household Sur	vey

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# Part 2: Flow Data Analysis

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Start	Date of Fl	ow Data
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	YYY MM	End Date of Flow D
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	/VV MM	End Date of Flow D
	VV MM	End Date of Flow D
	VV MM	End Date of Flow D
-	Y MM	End Date of Flow D
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	MM	of Flow D
	MM	of Flow D
	ИM	of Flow D
	4M	of Flow D
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Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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		Table 1: Women				
		Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women 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	
80	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

Full-time / National		Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

	Table 9:	Women		
Full-time	/ National	Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
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# Part 2: Flow Data Analysis

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Start	Date of Flow	v Data
YYYY	MM	DD
0	0	0

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

	Table 2: Aboriginal Peoples				
	Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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

Total

Table 6: Aboriginal Peoples				
Full-time	Full-time / National   Part-time /		/ National	
All Employees Promoted	nployees Peoples Employees	Employees	Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 10: Aboriginal Peoples				
Full-time	Full-time / National P		/ National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

# Part 2: Flow Data Analysis

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0	0	0
YYYY	MM	DD
Start	Date of Flov	v Data

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End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

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Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

	Table 3: Persons with Disabilities			
	Full-time	/ National	Part-time / National	
Employment Equity Occupational Group (EEOG)	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

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 11: Persons with Disabilities				
Full-time	Full-time / National		/ National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

# Part 2: Flow Data Analysis

OpenTet

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Start	Date of Flow	v Data
YYYY	MM	DD
0	0	0

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

**Data from Form 4 - Employees** Hired

**Data from Form 5 - Employees** Promoted

**Data from Form 6 - Employees** Terminated  $\overline{\downarrow}$ 

	Table 4: Members of Visible Min			
	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	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

Full-time / National   Part-time /			/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(

Table 12: Members of Visible Minorities  Full-time / National   Part-time / National				
ruii-time	/ National	Part-time	/ National	
All Employees Terminated	Members of Visible Employees Terminated	Members of Visible Minorities Terminated		
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	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 3: Goals OpenTet 42828

										Data f	or First/P	revious (	Goals							
A B		C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:		From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		<b>↓</b>	↓	<b>1</b>	<b>1</b>	↓	<b>↓</b>	↓	↓	↓	↓	1	↓	1	↓	↓	↓	<b>↓</b>	<b>↓</b>	<b>J</b>
											Table 1:									
										First/	Previous Sh	ort-term G	oals		***					
					All En	ployees										omen	ı		1	<u> </u>
		Number	Grow	vth (New Posi	tions)	Turnover (Re	olacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires	3 Year						
<b>Employment Equity</b>			Actual	I n	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required	From		Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	F103	1	Actuai	rioj		Years	YYYY-MM-DD			Over 3 Years	1111		Availability	i resent Gap	Gap	Representation	Years	
	2017-04-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-04-03	Annually	Over 3 Years	1 cars	2017	2020						
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	s	140	-100.0%	8.0%	34	0.0%	13.0%	55	89	47	13.0%	18	19	0		27.4%	9	-19	33.6%	16.7%
02 Middle & Other	Managers	167	-100.0%	8.0%	40		13.0%	65	105	61	13.0%	24	44	41	38.9%	38.9%	-4	-3	36.5%	37.7%
03 Professionals		738	-100.0%	8.0%	177	0.0%	13.0%	288	465	255	13.0%	99	127	0		31.2%	25		34.6%	17.0%
04 Semi-Profession	als & Tech	197	-100.0%	8.0%	47	0.0%	13.0%	77	124	26	13.0%	10	44	31	24.7%	24.7%	-23	-13	13.2%	19.3%
05 Supervisors		12	-100.0%	8.0%	3	0.0%	13.0%	5	8	11	13.0%	4	1	0		54.2%	4	-1	91.7%	46.7%
06 Supervisors: Cra		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!
07 Administrative &		79	-100.0%	8.0%	19	1	13.0%	31	50	64	13.0%	25	41	41	82.0%	82.0%	-1	0	81.0%	81.6%
08 Skilled Sales & S		84	-100.0%	8.0%	20	1	13.0%	33	53	41	13.0%	16	4	0		28.3%	17	-4	48.8%	24.0%
09 Skilled Crafts &		110	0.0%	0.0% 8.0%	0	0.0%	0.0%	0	0	0	0.0%	0	25	0		0.0%	"	25	#DIV/0!	#DIV/0! 41.9%
10 Clerical Personn	-	110 49	-100.0%	8.0%	26 12	1 0	13.0%	43	31	93	13.0%	36	35 24	21	CC 007	67.8%	18	-35	84.5%	62.3%
11 Intermediate Sal		49	-100.0% 0.0%	0.0%	12	1 18	13.0% 0.0%	19	31	28	13.0% 0.0%	11	24	21	66.9%	66.9% 0.0%	-5	-3	57.1% #DIV/0!	#DIV/0!
12 Semi-Skilled Ma 13 Other Sales & So		25	-100.0%	8.0%		0.0%	13.0%	1 10	14	1.4	13.0%	0	0	ا ا		57.0%		"	#D1V/0! 56.0%	#DIV/0! 29.0%
14 Other Manual W		23	-100.0% 0.0%	0.0%	1 %	0.0%	0.0%	10	10	14	0.0%	] 3	9	ا ا	0.0%	0.0% 0.0%	"	-9	#DIV/0!	#DIV/0!
14 JOHIEI Manual W	VOIKEIS	1,601	-100.0%	0.076	1 0	0.0%	0.070	1	0	640	0.0%	0	-640	0	0.076	0.0%	640	640	#DIV/0!	40.0%

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

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

						Table 2: Women	
E	January English		Won	nen			
	oloyment Equity upational Group (EEOG)	Short-tern	1 Goals	Long-ter	m Goals	Comments	
Occ	apanonai Group (EEGG)	#	%	#	%		
01	Senior Managers	24		24			
02	Middle & Other Managers	41	38.9	41	38.9	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
03	Professionals	145		145			
04	Semi-Professionals & Tech	31	24.7	31	24.7	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
05	Supervisors	4		4			
06	Supervisors: Crafts & Trades	0		0			
07	Administrative & Sr Clerical	41	50.0	41		Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.  Your workforce should not be more than 50% of women. Also since the current representation is over 50%, no goal need to be set.	
08	Skilled Sales & Service	15		15			
09	Skilled Crafts & Trades	0		0			
10	Clerical Personnel	47		47			
11	Intermediate Sales & Service	21	50.0	21	50.0	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.  Your workforce should not be more than 50% of women. Also since the current representation is over 50%, no goal need to be set.  0038	980

			I	Federal Contracto	ors Program Achiev	ement Report			
					Part 3: Goals				
					OpenTet				
					42828				
<ul><li>Semi-Skilled Manual</li><li>Other Sales &amp; Service</li><li>Other Manual Workers</li></ul>	0 9	0 9							
14 Other Manual Workers Total	0	0							

Federal Contractors Program Achievement Report
Part 3: Goals
OpenTet
42828

									Data 1	or First/I	revious (	Foals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
***************************************		1	1	<b>1</b>	↓	1	↓	<b>1</b>	<b>\</b>	<b>↓</b>	1	1	<b>\</b>	<b>↓</b>	<b>1</b>	1	↓	<b>1</b>	<u> </u>
										e 3: Abori	•								
									First/	Previous Sh	iort-term G	oals							
	All Employees Aboriginal Peoples																		
	Number	Gres	wth (New Posi	tions)	Turnover (Re		Terminated		Number	Turnover (R.	eplacement of		3 Year						
Employment Equity			Υ		<del> </del>	Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
Occupational Oroup (E2OO)	2017-04-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icars	2017-04-03	Annually	Over 3 Years	Years	2017	2020					.cars
	#	%	%	rears	%	%	1 ears	u	14	%	rears	и	11	%	%		11	%	%
01 Senior Managers	140		8.0%	34		13.0%	55	11	# 1	13.0%	#	# 1	# 3	7e 2.9%	2.9%	-3	#	0.7%	2.3%
02 Middle & Other Manager			8.0%	40	1 1	13.0%	65	105	1	13.0%	0	4	2	2.2%	2.2%	-3		0.6%	1.4%
03 Professionals	738		8.0%	177	1 18	13.0%	288	465	3	13.0%	ľ	8	5	1.1%	1.1%	-5	-3	0.4%	0.8%
04 Semi-Professionals & Te			8.0%	47		13.0%	3	124	1	13.0%	0	3	2	1.7%	1.7%	-2	-1	0.5%	1.2%
05 Supervisors	12	1	8.0%	3	1 18	13.0%	3	8	1	13.0%	0	-1	0		1.0%	1	1	8.3%	6.7%
06 Supervisors: Crafts & Tra	des	0.0%	,	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Cler	cal 79	-100.0%	8.0%	19	0.0%	13.0%	31	50	1	13.0%	0	0	0		1.4%	0	0	1.3%	1.0%
08 Skilled Sales & Service	84	-100.0%	8.0%	20	0.0%	13.0%	33	53	1	13.0%	0	0	0		1.0%	0	0	1.2%	1.0%
09 Skilled Crafts & Trades	(	0.0%	,	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	110	-100.0%	8.0%	26	0.0%	13.0%	43	69	0	13.0%	0	1	1	1.0%	1.0%	-1	0	0.0%	0.7%
11 Intermediate Sales & Ser	rice 49	-100.0%	8.0%	12	0.0%	13.0%	19	31	0	13.0%	0	1	0	1.1%	1.1%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual		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	25		8.0%	6	0.0%	13.0%	10	16	0	13.0%	0	1	0	1.7%	1.7%	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	#DIV/0!	#DIV/0!
Total	1,601	-100.0%		0	0.0%		0	0	9	0.0%	0	-9	0		0.0%	9	9	0.6%	0.6%

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

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

						Table 4: Aboriginal Peoples	
	1		Aboriginal	Peoples			
	ployment Equity upational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments	
	apanonai Group (225G)	#	%	#	%		
01	Senior Managers	3	2.9	3	2.9	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
02	Middle & Other Managers	2	2.2	2	2.2	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
03	Professionals	5	1,1	5	1.1	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
04	Semi-Professionals & Tech	2	1.7	2	1.7	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
05	Supervisors	0		0			
06	Supervisors: Crafts & Trades	0		0			
07	Administrative & Sr Clerical	0		1	1.4		
08	Skilled Sales & Service	0		1	1.0		
09	Skilled Crafts & Trades	0		0			
10	Clerical Personnel	1	1.0	1	1.0	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	
11	Intermediate Sales & Service	0	1.1	0	1.1	Limitations on organic positions to fill due to frequent hiring freezes, budget constraints and recent acquisitions has impacted our ability to close this gap.	003982

				F	Federal Co	ontractors	s Program A	chievemer	it Report				
						P	art 3: Goals	;					
							OpenTet						
							42828						
12 Semi-Skilled Manual 13 Other Sales & Service 14 Other Manual Workers	0 0 1.	7 0 0	1.7										
14 Other Manual Workers Total	0 0	0 0	0.0										

					Fed	leral (	Contr	Progra		eveme	nt Rep	ort							
								OpenT	et										
								4282	8										

									Data i	or First/I	revious (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>\</b>	<b>1</b>	<b>\</b>	<b>1</b>	<b>J</b>	<b>1</b>	<b>\</b>	<b>↓</b>	↓	<b>\</b>	1	1	<b>1</b>	<b>\</b>	1	1	1	<b>↓</b>	↓
										Persons									
									First/	Previous Sh	iort-term G	Goals		_					
				All Em	ployees							1			th Disabilitie	s			
	Number	Grow	vth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		ır Goals					
Employment Equity	YYYY-MM-DD	Actual	Proj		Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		m - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actuai	rioj		Actuai	Froj		Years	YYYY-MM-DD			Over 3 Years	1111	- 1111	Availability	resent Gap	Gap	Representation	Years
	2017-04-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-04-03	Annually	Over 3 Years	rears	2017	2020					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	307	-100.0%	8.0%	74	0.0%	13.0%	120	194											
03 Professionals	738	-100.0%	8.0%	177	0.0%	13.0%	288	465											
04 Semi-Professionals & Tech	197	-100.0%	8.0%	47	0.0%	13.0%	77	124											
05 Supervisors	12	-100.0%	8.0%	3	0.0%	13.0%	5	8											
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0											
07 Administrative & Sr Clerical	79	-100.0%	8.0%	19	0.0%	13.0%	31	50											
08 Skilled Sales & Service	84	-100.0%	8.0%	20	0.0%	13.0%	33	53											
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0											
10 Clerical Personnel	110	-100.0%	8.0%	26	0.0%	13.0%	43	69											
11 Intermediate Sales & Service	49	-100.0%	8.0%	12	0.0%	13.0%	19	31											
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0											
13 Other Sales & Service	25	-100.0%	8.0%	6	0.0%	13.0%	10	16											
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0											
Total	1,601	-100.0%		0	0.0%		0	0											

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

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

			Table 6: Persons with Disabilities	
Employment Equity	Perso Short-term C	ons with Disabilities Goals Long-term Goals	Comments	
Occupational Group (EEOG)	#	% # %	Comments	
01/02 Managers				
03 Professionals				
04 Semi-Professionals & Tech				
05 Supervisors				
06 Supervisors: Crafts & Trades				
07 Administrative & Sr Clerical				
08 Skilled Sales & Service				
09 Skilled Crafts & Trades				
10 Clerical Personnel				
11 Intermediate Sales & Service				
12 Semi-Skilled Manual				
13 Other Sales & Service				
14 Other Manual Workers				003984
Total				003984

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									Data f	or First/F	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	0	R	S	Т	U
			!		ii Y		<u></u>		<u></u>	i	<u></u>	!	ξ Υ			·		!	!
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	<b>↓</b>	↓	↓	<b>\</b>	<b>↓</b>	↓	↓	<b>↓</b>	<b>↓</b>	<b>↓</b>	1	<b>1</b>	<b>↓</b>	<b>J</b>
	Table 7: Members of Visible Minorities																		
	First/Previous Short-term Goals																		
All Employees										Members of Visible Minorities									
	Number Growth (New Pos		rth (New Posit	tions) Turnover (Replacement of Terminated Employees)			Anticipated	Number	Turnover (Replacement of		Hires	3 Year Goals					1		
Employment Equity		YY-MM-DD Actual Projected				· · ·				Terminated Employees)		Required	From - To		Present	nc	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual Projected			Hires Over 3 Years	YYYY-MM-DD	<del>                                     </del>		Over 3	1111	- 1111	Availability	Present Gap	Gap	Representation	Years
	2017-04-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-04-03	Annually	Over 3 Years	Years	2017	2020					
	#	%	%	#	%	9/0	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	140	-100.0%	8.0%	34	0.0%	13.0%	55	89			10	3	9	10.1%	10.1%	11	6	17.9%	13.8%
02 Middle & Other Managers	167	-100.0%	8.0%	40	1 8	13.0%	65	105	29		11		16		15.0%	1	3	17.4%	16.4%
03 Professionals	738	-100.0%	8.0%	177	0.0%	13.0%	288	465	179	13.0%	70		152		32.6%	-62	l .	24.3%	28.5%
04 Semi-Professionals & Tech	197	-100.0%	8.0%	47	0.0%	13.0%	77	124	52		20	53	43		34.9%	-17	-10	26.4%	30.7%
05 Supervisors 06 Supervisors: Crafts & Trades	12	-100.0% 0.0%	8.0% 0.0%	3	0.0% 0.0%	13.0% 0.0%	3	8	0	13.0% 0.0%	0	2	1	12.0% 0.0%	12.0% 0.0%	-1	-1	0.0% #DIV/0!	6.7% #DIV/0!
07 Administrative & Sr Clerical	79	-100.0%	8.0%	19	1 1	13.0%	31	50	18	13.0%	7	6	١	17.4%	17.4%		3	22.8%	20.4%
08 Skilled Sales & Service	84	-100.0%	8.0%	20	0.0%	13.0%	33	53	15	13.0%	6	11	10	19.5%	19.5%	] -1	-1	17.9%	18.3%
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	1 8	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	أ أ	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	110	-100.0%	8.0%	26	0.0%	13.0%	43	69	29	13.0%	11	-2	8	11.8%	11.8%	16	10	26.4%	19.1%
11 Intermediate Sales & Service	49	-100.0%	8.0%	12	0.0%	13.0%	19	31	13	13.0%	5	10	9	29.6%	29.6%	-2	-1	26.5%	27.9%
12 Semi-Skilled Manual	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!
13 Other Sales & Service	25	-100.0%	8.0%	6	0.0%	13.0%	10	16	6	13.0%	2	6	5	31.2%	31.2%	-2	-1	24.0%	29.0%
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!

<sup>†</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

0.0%

Total

1,601

-100.0%

366

-366

0.0%

366

366

						Table 8: Members of Visible Minorities
F2	1	Meml	ers of Visi	ble Minorit	ies	
Employment Equity Occupational Group (EEOG)		Short-term Goals		Long-term Goals		Comments
01	Senior Managers	# 9	% 10.1	# 9	10.1	
	Middle & Other Managers	16	15.0	16	15.0	
03	Professionals	152	32.6	152	32.6	
04	Semi-Professionals & Tech	43	34.9	43	34.9	
05	Supervisors	1	12.0	1	12.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	9	17.4	9	17.4	
08	Skilled Sales & Service	10	19.5	10	19.5	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	8	11.8	8	11.8	
11	Intermediate Sales & Service	9	29.6	9	29.6	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	5	31.2	5	31.2	003986

22.9%

22.9%

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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14 Other Manual Workers Total	0 0.0 0 0.0 0 0.0

# Federal Contractors Program Achievement Report Part 3: Goals OpenTet 42828

									Data for	Subseque	nt/Curre	it Goals								
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	О	Р	Q	R	s	Т	U	
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	у СхЕхЗ	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)	
		↓		↓				<b></b>		<u>↓</u>	<u> </u>			↓	↓			↓	↓	
		Table 9: Women Subsequent/Current Short-term Goals																		
				40.6					Subseque	ent/Current	t Short-terr	n Goals		***						
				All El	nployees			1	<del>-                                     </del>						Women 3 Year Goals					
	Number	Grow	vth (New Pos	itions)	Turnover (Rep	olacement o Employees)	f Terminated		Number	Turnover (Re		Hires		r Goais n - To						
Employment Equity	YYYY-MM-DD	Actual	Pro	jected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)		Over 3			Actual	110	Over 3	Years	1111-000-00		Over 3	Over 3 Years		T	Availability		Gap	Representation	Years	
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years	2 Citis	0	3						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	100.070		(	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	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		(	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	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trade	l l	0.0%		1	0.0%		0	0	0	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerica	1 0	-100.0%		1 '	0.0%		1 0	0	0	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service		-100.0%			0.0%		"	"	0	0.0% 0.0%	"	0			0.0%	1 0	"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
09 Skilled Crafts & Trades		0.0% -100.0%		1 '	0.0%		"	"	"	0.0%		0	'		0.0% 0.0%	1 %	"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
10 Clerical Personnel 11 Intermediate Sales & Service	.   0	-100.0% -100.0%		] '	0.0%		] ,			0.0%		0			0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
12 Semi-Skilled Manual	e   0	0.0%			0.0%		"	"		0.0%	"	٥			0.0%	] ,	"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!	
13 Other Sales & Service		-100.0%		] '	0.0%		1 0	1 0		0.0%	1 0	١	۱ ۵		0.0%	1 ,	١	#DIV/0!	#DIV/0! #DIV/0!	
14 Other Manual Workers		0.0%		1 7	0.0%		1 6		"	0.0%	"	١			0.0%	1 6	"	#DIV/0!	#DIV/0!	
11 Julie Manual Workers	<u> </u>	0.070		<u>'</u>	/ 0.0/0		ı			1 0.070	1 0			P	0.070	'I		#D1 V/U:	#D1 V/U:	

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

Calculated by using the following formula: (Terminated full-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)	Short-ter	Women m Goals Long-	term Goals	Comments
Occupational Group (EEOG)		%	%	
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	
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	003988
14 Other Manual Workers		0.0	0.0	

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	42828
Total	0.0

# Federal Contractors Program Achievement Report Part 3: Goals OpenTet 42828

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓		↓		↓		↓	<u> </u>		<u> </u>		↓	↓	↓		↓	<u> </u>	<b></b>
										11: Abor									
				400.00					Subsequ	ent/Current	Short-tern	n Goals			ial Peoples				
				AHEn	ployees		1					2.87	A DOFIGII ir Goals	iai Peoples	1			1	
	Number	Grow	th (New Posit	ions)	Turnover (Re	placement o Employees)	f Terminated		Number	Turnover (Re	eplacement of	Hires		From - To					
Employment Equity	YYYY-MM-DD		Proj		Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		m - 10 - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1111-MM-DD	Actual	Over 1				1	Years	TTTT-MM-DD			Over 3 Years	,,,,	1	Availability	resear oup	Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	1 cars	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	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	#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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	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	#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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	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	#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	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

				Table 12: Aboriginal Peoples
Employment Equity Occupational Group (EEOG)	Short-ter	Aboriginal Peoples m Goals Long-	term Goals	Comments
Occupational Group (EEOG)		%	%	
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	
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	003990
14 Other Manual Workers		0.0	0.0	

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Total	0.0

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OpenTet
42828

									12020										
		Data for Subsequent/Current Goals																	
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓ ↓	. ↓	1	↓	<b>\</b>	1	` ↓	↓	↓	↓	<u> </u>	<u> </u>	` ↓	<u> </u>	<b>\</b>	↓	\	↓	↓
										3: Persons									
				400.00					Subsequ	ent/Curren	t Short-teri	m Goals			th Disabilitie				
				AH En	ployees			1	1	T	2.1/	r Goals	th Disabilitie	s	1	ı	1		
	Number	Grow	th (New Posit	ions)	Turnover (Re	eplacement of Employees)	f Terminated		Number	Turnover (Replacement of		Hires		n - To					
Employment Equity	YYYY-MM-DD	Actual	Proje	ected				Anticipated Hires Over 3	YYYY-MM-DD Terminated Employees)			Required	<b></b>	- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1111	Actual		Over 3	Actual		Over 3	Years	1111-000-00		Over 3	Over 3 Years			Availability		Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0		0.0%				)	0.0%		0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	"	-100.0% -100.0%		0	0.0%			"	"	0.0%	1 0				0.0% 0.0%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
08 Skilled Sales & Service 09 Skilled Crafts & Trades	"	0.0%		0	0.0%		"	"	"	0.0%	1 %				0.0%		] "	#DIV/0!	#DIV/0! #DIV/0!
10 Clerical Personnel	١	-100.0%		0	0.0%		1 0	"	1 0	0.0%		] "			0.0%		1 0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	ا ا	-100.0%		0	0.0%		1 0	١ ٥	"	0.0%	J ő	ا ا	]		0.0%	() 0	٥	#DIV/0	#DIV/0!
12 Semi-Skilled Manual	ن ا	0.0%		0	0.0%		1 0	ا آ	0	0.0%	J ő	ا ا	م ا		0.0%	<u>.</u>	l ő	#DIV/0	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%			0	0	0.0%	ه ا	Ö	0		0.0%	1	0	#DIV/0	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	, o	0	ol č		0.0%	1	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!

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

Calculated by using the following formula: (Terminated full-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.

Workforce Analysis) · 2) x 10	0.			Table 14: Persons with Disabilities
	Po	rsons with Disal	nilities	Table 14: Fersons with Disabilities
Employment Equity	Short-teri		ng-term Goals	Comments
Occupational Group (EEOG)		%	%	
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	
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	003992

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									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	К	L	М	N	0	P	Q	R	s	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	y CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		↓		↓		↓		<u>_</u>	<u> </u>			<u>↓</u>	↓					↓	
		Table 15: Members of Visible Minorities Subsequent/Current Short-term Goals																	
				40.6					Subsequ	ent/Curren	t Short-terr	n Goals			27. 19.3. 3.81				
				All El	nployees			1					Members of Visible Minorities  3 Year Goals						
	Number	Grov	vth (New Pos	itions)	Turnover (Replacement of Terminated Employees)				Number		eplacement of	Hires		m - To					
Employment Equity	YYYY-MM-DD	Actual	Pro	jected	Actual Projected			Anticipated Hires Over 3	YYYY-MM-DD		Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	Over 3			Actual		Over 3	Years	1111-000		Over 3	Over 3 Years		Τ	Availability		Gap	Representation	Years	
	-	Annually	Annually	Years	Annually	Annually	Years		-	Annually	Years	7003	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	100.070		(	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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		1	0.0%		0	0	0	0.0%	0	0		)	0.0%		0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		1 '	0.0%		0	0	0	0.0% 0.0%	0	0		()	0.0% 0.0%		0	#DIV/0!	#DIV/0! #DIV/0!
05 Supervisors 06 Supervisors: Crafts & Trades	"	-100.0% 0.0%			0.0%		"	"	"	0.0%	"	"		()	0.0%		"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
07 Administrative & Sr Clerical		-100.0%		1 7	0.0%		l 0		1 6	0.0%	0	"		()	0.0%			#DIV/0!	#DIV/0!
08 Skilled Sales & Service		-100.0%		1 6	0.0%		٠ ا	0		0.0%	١٠٠	0			0.0%	() ,	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		1 7	0.0%		آ آ	0	0	0.0%	Ĭ	0	] (		0.0%	هُ ا	l ŏ	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		(	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%	6 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%			0.0%		0	0	0	0.0%	0	0	(	)	0.0%	6 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	#DIV/0!	#DIV/0!
14 Other Manual Workers	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	#DIV/0!	#DIV/0!

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

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

				Table 16: Members of Visible Minorities
Employment Equity Occupational Group (EEOG)	Mem Short-ter	bers of Visible Mine m Goals Long-	orities term Goals	Comments
Occupational Group (EEGG)		%	%	
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	
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	003993
14 Other Manual Workers		0.0	0.0	

	Federal Contractors Program Achievement Report
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Total	0.0

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A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Data	sources.		Analysis	Analysis	x 100	Analysis	÷ 100	E-11	x 100	Data Analysis	Analysis	x 100	K X G - 100	E-IN	Data Analysis	Analysis	100	1 X1 - 100	Q-3	Data Analysis	Analysis	100	0 X1 - 100	
		ı	<b>1</b>	<b></b>	<b>1</b>	<b>↓</b>				<b>,</b>					<u> </u>	↓	↓		↓	↓	↓	_↓	↓	
E	ployment Equity			W		orce An						***			т	Flow I		•		ı				
00000000	cupational Group	Year	All		·······································	orkforce Wor				All	1	Hires W	omen .		All	P	romotio W	ns omen		All	1 er	minatio w	omen	
(EI	EOG)		Employees	Representa	ition	Availa		Gap	EE Result	Employees	Ac	tual	Expected	Difference		Act		Expected	Difference	Employees	Actu		Expected	Difference
	T	#	#	Ħ	%	%	#	#	%	#	#	%	#	#	¥	#	%	#	Ħ	#	#	%	#	#
01	Senior Managers	2017	140	47 0	33.6 0.0	27.4 0.0	38 0	9	122.5 0.0	0	0	0.0	0		0 (	0	0.0	0	0	0	0	0.0	0	0
02	Middle & Other	2017	167		36.5	38.9		-4	93.9									_						
-	Managers	2017	738	0 255	0.0 34.6	0.0 31.2	230	25	0.0	0	0	0.0	0	(	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	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2017	197	26	13.2	24.7 0.0	49	-23 0	53.4	0	0	0.0	0		0 (	0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	2017	12	11	91.7	54.2	7	4	169.1			0.0		,		, 0	0.0	· ·	0	Ü	· ·	0.0	Ü	0
-	Supervisors: Crafts &	0 2017	0	<u>*</u>	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	Trades	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0 (	0	0.0	0	0	0	0	0.0	0	0
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Data	sources:		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											
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			New	v Entrants	S				G	oals														
	ployment Equity	Year	F	low Data				rm Goals			Long-ter													
	cupational Group EOG)		All	Women			Wo Percent of		Percent of		Won Percent of		Percent of					C	ommen	ts				
(1)1	.00)		Employees	Actual		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	I	# 0	# 0	# 0	<b>%</b> 0.0	# 24	0.0	0.0	0.0	# 24	0.0	<b>%</b>	0.0											
1	Senior Managers	3	0	0	0.0	- '		0.0	0.0			0.0	0.0											
02	Middle & Other Managers	3	0		0.0	41	0.0	38.9 0.0	0.0	UNION TURING NEURON TURING NEURON TURING	0.0	38.9 0.0												
02		0	0	0	0.0	145	0.0	0.0	0.0	336 1 336 1 336 1 336 1 336	0.0													
03	Professionals	3	0	0	0.0			0.0	0.0			0.0	<b>.</b>											
04	Semi-Professionals & Technicians	3	0	0	0.0	31	0.0	24.7 0.0	0.0		0.0	24.7 0.0												
05	Supervisors	0	0	0	0.0	4	0.0	0.0	0.0	2000-1-200	0.0	0.0	0.0											
	Supervisors: Crafts &	3	0	0	0.0	0	0.0	0.0	0.0	n	0.0	0.0												
06	Trades	3	0	0	0.0	J	0.0	0.0	0.0		1 0.0	0.0												

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				W	orkfo	orce An	alysis									Flow	Data A	nalysis						
	ployment Equity	Year			W	orkforce						Hires				P	romotio				Te	rminati		
000000000	upational Group EOG)		All Employees	Representa	ution	Wor Availa		Gap	EE Result	All Employees	Ac	VI tual	omen Expected	Difference	All Employees	Acc	ual V	omen Expected	Difference	All Employees	Acti		omen Expected	Difference
		#	#	#	%	%	#	# #	%	#	#	%	#	#	#	#	%	##	#	#	#	%	##	#
07	Administrative &	2017	79	l i	81.0	82.0		-1	98.8															
	Senior Clerical Skilled Sales &	2017	84	0 41	0.0 48.8	0.0 28.3	0 24	17	0.0 172.5	0	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	0
08	Service Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C	C	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0															
		2017	110	93	0.0 84.5	0.0 67.8	0 75	18	0.0 124.7	0	0	0.0	0	C		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	C	C	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2017	49		57.1	66.9	33	-5	85.4															
-	Semi-Skilled Manual	2017	0	0	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	Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C	C	0	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis		E ÷ <b>D</b> 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											
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Occ	upational Group	Year	All	Womer	1			men			Won	nen						C	ommen	ts				
(EF	OG)		Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	La como o	#	#	#	%	# 4.1	%	% 50.0	%	#	%	%	%											
07	Administrative & Senior Clerical	3	0	0	0.0	41	0.0	50.0	0.0	41	0.0	50.0	0.0											
08	Skilled Sales &	0	0	0	0.0	15	0.0		0.0	15	0.0	0.0	0.0											
	Service Personnel	3	0	0	0.0		^ ^	0.0	0.0	^		0.0												
09	Skilled Crafts & Trades Workers	3	0	0	0.0	0	0.0	0.0	0.0	U	0.0	0.0												
10	Clerical Personnel	0 3	0	0	0.0	47	0.0	0.0	0.0	47	0.0	0.0	0.0											
11	Intermediate Sales & Service Personnel	0 3	0	0	0.0	21	0.0	50.0 0.0	0.0	21	0.0	50.0	0.0											
12	Semi-Skilled Manual Workers	0 3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis		′÷Ux 100	U x F ÷ 100	V - X
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			1	Vorkf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			N	orkforce						Hires				P	romotio				Tern	ninatio		
Occupational Group (EEOG)		All Employees	Represen	tation	Wor Avails		Gap	EE Result	All Employees	A.o.	tual	omen Expected	Difference	All Employees	Ac		omen Expected	Difference	All Employees	Actual		Expected	Difference
Í	#	#	# #	%	%	#	#	%	#	#	· %	#	#	#	#	%	##	#	#	#	%	##	#
13 Other Sales & Service Personnel	2017 0	25 0	14 0	56.0 0.0	57.0 0.0		0	98.2 0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Other Manual	2017	0	0	0.0	0.0		0	0.0															
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	0.0	0	0
Total	2017 0	1,601 0	640	40.0	0.0		640	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											
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Employment Equity	New Entrants Goals  Flow Data Short-term Goals Long-term Go																						
Occupational Group	Won							C	ommen	ts													
(EEOG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	# 0	# 0	# 0	0.0	# 9	% 0,0	0.0	0.0	# 9	0.0	% 0.0	% 0.0											
13 Personnel	3	0	0	0.0		0.0	0.0	0.0			0.0	0.0											
Other Manual	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	3	0	0	0.0		0.0	0.0	0.0		1 0.0	0.0	0.0											

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Data	sources:		Part 1: Workforce	Part 1: Workforce E ÷ D		DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
			Analysis	Analysis x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100	<u> </u>		Data Analysis	Analysis	100			Data Analysis	Analysis	100		
			<u> </u>	<u></u>	<u>\</u>				<u>↓</u>					↓	<u>_</u>	<u>↓</u>	<u>↓</u>		↓				
Em	ployment Equity				(force A) Workford	•					Hires			Т	Flow I	omotio	•		Ι	Тег	rminatio	ine	
Oc	upational Group	Year	All			nal Peoples			All			inal Peoples		All			nal Peoples		All	10		nal Peoples	
(EI	EOG)		Employees	Representation	Avai	lability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Acti	ıal	Expected	Difference
	I	#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2017	140	:	0.7 2.9 0.0 0.0	•	-3 0	24.6 0.0	0	0	0.0	0		0	0	0.0	0	0	0	0	0.0	0	0
02	Middle & Other	2017	167	1 (	.6 2.2	2 4	-3	27.2															
<u></u>	Managers	0	720	0 (			-5	0.0	0	0	0.0	0	(	0 (	0	0.0	0	0	0	0	0.0	0	0
03	Professionals	2017	738		0.4 1.1		-5	37.0 0.0	0	0	0.0	0	(	0 (	0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals &	2017	197	1 (	.5 1.7	3	-2	29.9															
H	Technicians	2017	12		0.0 0.0	•	0	0.0 833.3	0	0	0.0	0	(	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	0	0.0	0	0
06	Supervisors: Crafts &	2017	0		0.0		0	0.0			0.0					0.0				0	0.0	0	
	Trades	0	0	0 (	0.0	0	0	0.0	0	0	0.0	0	(	0 (	0	0.0	0	0	0	0	0.0	0	0
			Part 2: Flow	Part 2: E ÷ D	x Part 3:	E÷Gx	Part 3:	F 1 100	D . 2 C . 1	E÷Kx	Part 3:	F 100											
Data	sources:		Data Analysis	Flow Data 100 Analysis	Goals	100	Goals	F÷1x100	Part 3: Goals	100	Goals	F ÷ M x 100											
			, ↓	<b>↓</b> ↓	, V	<u> </u>	<u> </u>	1	↓	<u> </u>	<u> </u>	<u> </u>	1										
				Entrants					oals														
	ployment Equity	Year	F	low Data  Aboriginal People			rm Goals al Peoples	i		Long-ter Aborigina								,	4				
	cupational Group EOG)		All Employees	Actual	Goal	Percent of		Percent of	Goal	Percent of	Goal	Percent of					Ĺ	Commen	ES				
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0.1	Capiar Mar	0	0	0 (	0.0 3	0.0	2.9	0.0	3	0.0	2.9												
1	Senior Managers	3	0	<del> </del>	.0		0.0	0.0			0.0												
02	Middle & Other Managers	3	0		0.0 2	2 0.0	0.0	0.0	2	0.0	2.2 0.0												
02	Professionals	0	0		.0 5	0.0	1.1	0.0	5	0.0	1.1												
		3	0		0.0		0.0	0.0	-		0.0	<b>.</b>											
04	Semi-Professionals & Technicians	3	0		.0 2	0.0	1.7 0.0	0.0	2	0.0	1.7 0.0												
05	Supervisors	0	0	0 (	.0 (	0.0		0.0	0	0.0	0.0	<b>-</b>											
		3	0		.0		0.0	0.0	4	0.0	0.0												
06	Supervisors: Crafts & Trades	3	0		0.0	0.0	0.0	0.0	0	0.0	0.0												

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Doto	sources:		Part 1: Workforce	Part 1: Workforce E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
Data	sources.		Analysis	Analysis x 100	Analysis	÷ 100	L-11	x 100	Data Analysis	Analysis	x 100	K X G - 100	E-IN	Data Analysis	Analysis	100	1 X1 - 100	Q-3	Data Analysis	Analysis	100	CX1 - 100	, , , ,
		ı	<b>1</b>	<b>→ →</b>					<b></b>					<u>\</u>	↓			↓	<b>\</b>			<b></b>	<b></b>
E	ployment Equity				force Ar	•					***			1	Flow I		•		ı				
	cupational Group	Year	All	'	Vorkforce Aborioin	e ial Peoples			All		Hires	inal Peoples		All	Pi	omotio Aberio	ns nal Peoples		All	Lei	minatio	ns nal Peoples	
	eog)		Employees	Representation		lability	Gap	EE Result	Employees	Aci	tual	Expected	Difference		Act		Expected	Difference	Employees	Actu		······	Difference
		#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/0	¥	#
07	Administrative & Senior Clerical	2017	79	1 :	1	•	0	90.4			0.0					0.0		0			0.0		
<u> </u>	Skilled Sales &	2017	84	* * * * * * * * * * * * * * * * * * * *		·	0	0.0 119.0	0	0	0.0	0	(		0	0.0	0	0	0	0	0.0	0	0
08	Service Personnel	0	0	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	2017	0	0 0.0		·	0	0.0			0.0	0	,	) (	0	0.0	0	0	0	0	0.0	0	
10		2017	110	<del>                                     </del>		<del></del>	-1	0.0		0	0.0	0	,		, 0	0.0	0	0	0	0	0.0	0	- 0
10		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	2017	49	0 0.0		<del>.</del>	-1 0	0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	
12	Semi-Skilled Manual	2017	0	i -			0	0.0			V.0		·			0.0	Ů		Ü	Ť	0.0	Ů	
	Workers	0	0	0 0.	0.0	0	0	0.0	0	0	0.0	0	(	0 (	0	0.0	0	0	0	0	0.0	0	0
[			Part 2: Flow	Part 2: E÷Dx	D- 4 2	F . C	D 2-			F . V	D 2-												
Data	sources:		Data Analysis	Flow Data 100 Analysis	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											
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			New	Entrants				G	oals														
	ployment Equity	Year	F	low Data		Short-te		i .		Long-ter								_					
	cupational Group EOG)		All Employees	Aboriginal Peoples		Aborigin Percent of	al Peoples	Percent of	6.1	Aborigina Percent of		Percent of					(	ommen	ES				
	,	#	##	Actual # %	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal %	Goal Met											
0.7	Administrative &	0	7 0	0 0.	0 0	0.0	0.0	0.0	1	0.0	1.4												
L 07	Senior Clerical	3	0	0 0.	0		0.0	0.0			0.0	0.0											
08	Skilled Sales & Service Personnel	3	0	- : - · ·		0.0	0.0	0.0	1	0.0	1.0 0.0												
09	Skilled Crafts &	0	0	0 0.	001004000100400010040001004	0.0	0.0	0.0	0	0.0	0.0												
L"	Trades Workers	3	0	0 0.	C (100800 (100800 (100800 (1008		0.0	0.0			0.0												
10	Clerical Personnel	3	0	0 0.		0.0	1.0 0.0	0.0	I	0.0	1.0 0.0												
11	Intermediate Sales &	0	0	0 0.	0 0	0.0	1.1	0.0	0	0.0	1.1	0.0											
<u> </u>	Service Personnel Semi-Skilled Manual	3	0	0 0.	31010013101001310100131000	0.0	0.0	0.0		0.0	0.0												
12	Workers	3	0	0 0.	S10000S10000S10000S1000	0.0	0.0	0.0	J	0.0	0.0												

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Employment Equity	Year			V	orkforce	2					Hires				P	romotio	ns			Tei	rminatio	ns	
Occupational Group (EEOG)		All			·	al Peoples		ı	All		Aborigi tual	nal Peoples		All		_	nal Peoples		All			nal Peoples	
(EEOO)	#	Employees #	Represe	entation %	Avail %	ability #	Gap #	EE Result	Employees #	Expected #	Difference #	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Acti	aal %	Expected #	Difference #		
Other Sales & Service	2017	25	0		1.7		0	0.0		#	%		£	#		/9	#	#		,	/6	*	-
Personnel	0	0	0		0.0		0	0.0	C	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017	0	0		0.0		0	0.0															
workers	0 2017	1,601	0 9		0.0		9	0.0		0	0.0	0	0	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	0	0	0.0	0	0
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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											
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		New	Entra	nts				G	oals														
Employment Equity	Year	FI	ow Data			Short-te		S		Long-ter													
Occupational Group (EEOG)		All	_	d Peoples		Aborigin. Percent of	d Peoples	Percent of		Aborigina Percent of	T	Percent of					C	Commen	ts				
(EEOG)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	# 0	# 0	# 0	<b>%</b>	# 0	0.0	% 1.7	9%	#	0.0	% 1.7	0.0											
Personnel	3	0	0			0.0	0.0	0.0		, 0.0	0.0	0.0											
Other Manual	0	0	0		0	0.0	0.0	0.0		0.0		0.0											
Workers	3	0	0		0	0.0	0.0	0.0		1 00	0.0	0.0											
Total	3	0	0		0	0.0	0.0	0.0		0.0	0.0	0.0											

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				force An									_	Flow	Data A	nalysis						
Employment Equity Occupational Group	Year		<b>\</b>	Vorkforce						Hires				F	romotio				Te	rminatio		
(EEOG)		All Employees	Representation	Persons with		S Gap	EE Result	All Employees	Ac.	Persons w	ith Disabilitie	Difference	All Employees		Persons w	th Disabilitie	Difference	All Employees	Acti		th Disabilities Expected	Difference
	#	#	# %	%	# #	#	%	#	#	: %	#	#	#	#	- %	#	#	#	#	%	#	#
01& 02 Managers	2017	307		0.0	:			•														
02 Printingers	0	0		0.0				0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 Professionals	2017	738 0		4.3 0.0				0	0	0.0	0	0		0	0.0	1 0	0	0	0	0.0	0	0
04 Semi-Professionals &	2017	197		3.8		,															·	
Technicians Technicians	0	0		0.0	<del></del>			0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2017	12		4.6				0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts &	2017	0		13.9	<u>:                                    </u>	_			0	0.0		0	, ,		0.0			0	0	0.0	U	
Trades	0	0		0.0	C	)		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
			Part 2:	· · · · · · · · · · · · · · · · · · ·		<u> </u>		<u> </u>	<u> </u>	·												
Data sources:		Part 2: Flow Data Analysis	Flow Data E ÷ D x Analysis 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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		New	Entrants				G	Toals														
Employment Equity		F	low Data		Short-te	rm Goa	ls		Long-ter	m Goals												
Occupational Group	Year	All	Persons with Disabilities		Persons wit	th Disabiliti	es		Persons with	Disabilities						(	Commen	ts				
(EEOG)		Employees	Actual	Goal	Percent of Goal Met		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
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01& Managers	0	0			•		<u> </u>	<u> </u>	•	•												
02 Ividiagers	3	0	_																			
03 Professionals	0 3	0																				
04 Semi-Professionals &	0	0																				
Technicians	3	0																				
05 Supervisors	3	0																				
O.6 Supervisors: Crafts &	0	0																				
06 Trades	3	0																				

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								Feder	ral Contr	actors l	Progra	m Achie	vement	Report									
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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Employment Equity Occupational Group	Year	All		V	Vorkforce Persons with				All		Hires Persons w	rith Disabilitie		All	P	romotio Persons w	n S ith Disabilitie		All	Te	Persons w	ons ith Disabilitie	E .
(EEOG)		An Employees	Represe	ntation	Avail		Gap	EE Result	Employees	Aci	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Ac	tual	Expected	Difference
Т	#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	Ħ
07 Administrative & Senior Clerical	2017	79 0			0.0				0	0	0.0	0	0		0	0.0	0		0	0	0.0	0	0
08 Skilled Sales &	2017	84			3.4	3	_																
Service Personnel Skilled Crafts &	2017	0			3.5				0	0	0.0	0	0	C	0	0.0	0	C	0	0	0.0	0	0
09 Trades Workers	0	0			0.0				0	0	0.0	0	0	C	0	0.0	0	C	0	0	0.0	0	0
10 Clerical Personnel	2017	110			0.0																		
Intermediate Sales &	2017	0 49	_		7.0				0	0	0.0	0	0		0	0.0	0	(	0	0	0.0	0	0
11 Service Personnel	0	0			0.0				0	0	0.0	0	0	C	0	0.0	0	C	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017	0			5.6					0	0.0		0		0	0.0	0		0	0	0.0	0	0
Workers		0			0.0	0				1 0	0.0	<u>' </u>	0	1	<u>'I</u>	0.0	0	C	7 0	0	<u> </u>	0	U
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											
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		New	Entra	nts				G	Coals														
Employment Equity			ow Data			Short-te	rm Goa	ls		Long-ter	m Goals												
Occupational Group	Year	All	Persor Disab			Persons wit	h Disabilitie	es		Persons with	Disabilities						(	Commen	its				
(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	Ħ	#	%	#	%	%	9%	#	%	%	%											
07 Administrative & Senior Clerical	3	0																					
Os Skilled Sales &	0	0																					
Service Personnel	3	0																					
O9 Skilled Crafts & Trades Workers	3	0																					
10 Clerical Personnel	0	0																					
11 Intermediate Sales & Service Personnel	0 3	0																					
Semi-Skilled Manual	0	0																					
Workers Workers	3	0																					

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							Feder	al Contr	actors	Progra	m Achie	vement	Report									
							J	Part 6: R	esults -	Person	s with I	Disabiliti	es									
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Data sources:		Part 1: Workforce Analysis	Part 1: E ÷ D Workforce x 100 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	$\begin{array}{c} Q \div P \ x \\ 100 \end{array}$	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
		J	J J		J	J	.i J	i	JJ		<u> </u>	J	i	LJ	T	J	J.	.i	J	T	.i	i J
		_	Work	force Aı	•	*	¥	•	*	*	*	<del>-</del>	*		· · · · · · · · · · · · · · · · · · ·	nalysis	<u> </u>	*	<b>▼</b>	*	<b>▼</b>	*
Employment Equity	Year			Workfore						Hires					romotio				Te	rminati	ons	
Occupational Group (EEOG)		All			h Disabilities			All			ith Disabilitie	·····	All			ith Disabilitie	,	All			ith Disabiliti	
(LEOG)	#	Employees #	Representation	Avai	lability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Act	ual %	Expected	Difference #	Employees	Act	ual %	Expected	Difference #
Other Sales & Service	2017	25	P ; /8	0.0	0	,	1 /0	T		,,		F	,		/0	#	#	,	"	/e	-	#
Personnel	0	0		0.0					0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	(	
Other Manual Workers	2017	0		6.3																0.0		
	0 2017	1,601		0.0		_			0	0.0	0	0	0	0	0.0	0	(	) 0	0	0.0	(	
Total	0	0		0.0				C	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	(	(
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis E ÷ D 100	x 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											
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		New	Entrants				G	oals														
Employment Equity			ow Data		Short-te	rm Goa	ls		Long-ter	m Goals												
Occupational Group	Year	All	Persons with Disabilities		Persons with	ı Disabilitic	25		Persons with	Disabilities						(	Commen	its				
(EEOG)		Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
01 01 00 :	#	#	# ! %	#	%	%	%	#	9%	%	%											
Other Sales & Service Personnel	3	0																				
Other Manual	0	0																				
Workers	3	0																				
Total	3	0																				
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Data	sources:		Workforce Analysis	Workforce E	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysi	Flore Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data Analysis	V ÷ U x 100	U x F ÷ 100 V - X
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r				W		orce An									т			nalysis					
	ployment Equity cupational Group	Year	All		····	orkforce Visible M				All		Hires Visible	Minorities		All	P	romotio Visible	Ninorities		All	Ter	minatio Visible	IIS Minorities
(EF	EOG)		Employees	Representat	tion	Availa	bility	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	ual	Expected	Difference	Employees	Actu	al	Expected Difference
	Γ	# 2017	# 140	25	<b>%</b> 17.9	% 10.1	# 14	# 11	<b>%</b> 176.8	#	#	%	#	#	#	#	%	#	#	#	#	%	# #
01	Senior Managers	0	0	0	0.0	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	2017	167	- i	17.4 0.0	15.0 0.0	25	4	115.8	0	0	0.0				0 0	0.0		0	0	0	0.0	0
02	Professionals	2017	738		24.3	32.6	241	-62	74.4	0	0	0.0	0	,	1	3 0	0.0	0	0	0	0:	0.0	
03		0	0		0.0	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	2017	197 0	52 0	26.4	34.9 0.0	69	-17 0	75.6 0.0	0	0	0.0	0	(	0 0	0 0	0.0	0	0	0	0	0.0	0
05	Supervisors	2017	12		0.0	12.0	1	-1	0.0														
06	Supervisors: Crafts &	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		'	0	0.0	0	0	0	0	0.0	0
	Trades	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0 0	0.0	0	0	0	0	0.0	0
[			Part 2: Flow	Part 2:	÷ D x	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:											
Data	sources:		Data Analysis		100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Goals	F ÷ M x 100										
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				Entrants	S		Short to	rm Goals		oals	Long-ter	m Coole											
	ployment Equity cupational Group	Year	All	Visible Minor	rities	,	Visible N				Visible M							C	ommen	ts			
(EE	EOG)		Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met										
		#	#	•	%	#	%	9/6	%	#	%	%	%										
01	Senior Managers	3	0	0	0.0	9	0.0	10.1	0.0	9	0.0	10.1	0.0										
02	Middle & Other	0	0	0	0.0	16	0.0	15.0	0.0	16	0.0	15.0	0.0	-									
	Managers	3	0	0	0.0	152	0.0	0.0 32.6	0.0	152	0.0	0.0 32.6											
03	Professionals	3	0	0	0.0			0.0	0.0			0.0	0.0										
04	Semi-Professionals & Technicians	3	0	0	0.0	43	0.0	34.9 0.0	0.0	43	0.0	34.9 0.0		-									
05	Supervisors	0	0	0	0.0	1	0.0	12.0	0.0	1	0.0	12.0	0.0										
	Supervisors: Crafts &	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0											
06	Trades	3	0	0	0.0	J	0.0	0.0	0.0		1 0.0	0.0		-									

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Data	sources:		Workforce Analysis	Workforce Analysis E÷D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Flow Date	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flore Data	V ÷ U x 100	U x F ÷ 100 V - X
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	iployment Equity cupational Group	Year	All	\	Vorkforce Visible N	2 Ainorities			All		Hires Visible	Minorities		All	P	romotio Visible	Minorities		All	Ter	minatio Visible	Minorities
(EI	EOG)		Employees	Representation	Avail	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	ual	Expected	Difference	Employees	Actu	al	Expected Difference
	A desimination &	# 2017	# 79	# % 18 22.8	% 3 17.4	# 14	# 4	% 130.9	Ħ	#	%	#	#	#	#	%	Ħ	#	#	#	%	# #
07	Administrative & Senior Clerical	0	0	0 0.0	1		0	0.0	0	0	0.0	0	(	) (	0 0	0.0	0	0	0	0	0.0	0
08	Skilled Sales & Service Personnel	2017	84				-1	91.6								^ ^					^ ^	
-	Skilled Crafts &	2017	0	0 0.0			0	0.0	0	0	0.0	0	(		0	0.0	0	0	0	0	0.0	0
09	Trades 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	0
10	Clerical Personnel	2017	110	29 26.4 0 0.0	-		16	223.4	0	0	0.0	0	(		0	0.0	0	0	0	0	0.0	0
11	Intermediate Sales &	2017	49	<del> </del>	5 29.6	15	-2	89.6			0.0		`	,		0.0		v	Ů	Ů	0.0	
ļ.	Service Personnel Semi-Skilled Manual	0 2017	0	0 0.0	+		0	0.0	0	0	0.0	0	(	) (	0	0.0	0	0	0	0	0.0	0
12	Workers	0	0	0 0.0			0	0.0	0	0	0.0	0	(	) (	0	0.0	0	0	0	0	0.0	0
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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										
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07	Administrative &	0	0	0 0.0		0.0	17.4	0.0	9	0.0	17.4	0.0										
$\vdash$	Senior Clerical Skilled Sales &	3	0	0 0.0	0×0100×0100×0100×010	0.0	0.0 19.5	0.0	10	0.0	0.0 19.5	0.0										
08	Service Personnel	3	0	0 0.0	)		0.0	0.0	10		0.0	0.0										
09	Skilled Crafts & Trades Workers	3	0	0 0.0	000000000000000000000000000000000000000	0.0	0.0	0.0	0	0.0	0.0											
10	Clerical Personnel	0	0	0 0.0	8	0.0	11.8	0.0	8	0.0	11.8											
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11	Service Personnel	3	0	0 0.0		0.0	0.0	0.0	9	0.0	0.0											
12	Semi-Skilled Manual Workers	0 3	0			0.0	0.0	0.0	0	0.0	0.0											
l	MOINCIS	1 3	ı <sup>0</sup>	0.0	<b>/</b>		0.0	0.0			0.0	0.0										

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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(EEOG)		Employees	Represe		Avail	ability	Gap	EE Result	Employees	-	tual	Expected	Difference	Employees	Act	ial	Expected	Difference	All Employees	Ac	tual	Expected	Difference
Other Sales & Service	2017	# 25	# 6	24.0	31.2	# 8	-2	% 76.9	#	#	%	#	#	#	#	%	¥	Ħ	#	#	%	¥	#
Personnel	0	0	0	0.10	0.0		0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	
Other Manual Workers	2017	0	0		0.0		0	0.0	0	0	0.0	0	C	0 0	0	0.0	0	0	0	0	0.0	0	
Total	2017	1,601	366	22.9	0.0	0	366																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	С	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											
		↓		<b>↓</b>	↓	↓	↓	↓	↓	.i↓	↓	↓											
		New	Entrai	nts				G	oals														
Employment Equity	Year	F	ow Data			Short-te		S		Long-ter													
Occupational Group (EEOG)	. vai	All	Visible N			Visible A Percent of	linorities	Percent of		Visible M Percent of		Percent of					C	ommen	ts				
(EEOG)	#	Employees	Act #	ual %	Goal #	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	0	0	0	0.0	5	0.0	31.2	0.0	5	0.0	31.2	0.0											
Personnel Other Manual	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
Workers	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
Total	3	0	0		, and a	3.0	0.0	0.0		3.0	0.0	0.0											

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
OpenTet
42828

## **Efforts**

Ple C

	check the appropriate boxes next to the efforts that your organization made to implement the Federal ctors Program.
Requi	ired 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

	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	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.
Addit	tional Details
Please p	provide any additional information (optional):

Short-term Goal Setting Tool	
OPENTEXT 03-Apr-17	

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Data entry fr	m Date entry	BxCx3	Data entry	BxEx3	D+F	Data entry from	Equivalent	HxIx3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)
from						from	to E		- O + J			from	from	- ((B + D) x N)		÷ (B + D)
Workforce						Workforce						Workforce	Workforce			
Analysis						Analysis						Analysis	Analysis			
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Employment Equity	All	Growth (New	Positions)	Turnover (Re	placement of	Anticipated						WOMEN					
Occupational Group (EEOG)	Employees 2017/04/03	Annually	Over 3	Terminated Annually	Employees) Over 3	Hires Over 3 Years	Number	Turnover (Re Terminated		Hires Required	3 Year G 2018-20		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation
, ,			Years	-	Years			Annually	Over 3 Years								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	140	8.0%	34	13.0%	55	89	47	13.0%	18	18	32	36.0%	27.4%	į	13	33.6%	35.1%
Middle & Other Managers	167	8.0%	40	13.0%	65	105	61	13.0%	24	44	39	37.0%	38.9%		-5	36.5%	36.7%
Professionals	738	8.0%	177	13.0%	288	465	255	13.0%	99	129	153	33.0%	31.2%	2:	24	34.6%	33.8%
Semi-Professionals & Technicians	197	8.0%	47	13.0%	77	124	26	13.0%	10	45	16	13.0%	24.7%	-23	-28	13.2%	13.1%
Supervisors	12	8.0%	3	13.0%	5	8	- 11	13.0%	4	2	7	85.0%	54.2%	,	6	91.7%	93.3%
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	(	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	79	8.0%	19	13.0%	31	50	64	13.0%	25	42	43	86.0%	82.0%	-	2	81.0%	83.7%
Skilled Sales & Service Personnel	84	8.0%	20	13.0%	33	53	41	13.0%	16	5	22	41.0%	28.3%	17	18	48.8%	45.2%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	(	0	#DIV/0!	#DIV/0!
Clerical Personnel	110	8.0%	26	13.0%	43	69	93	13.0%	36	36	59	86.0%	67.8%	18	24	84.5%	85.3%
Intermediate Sales & Service Personnel	49	8.0%	12	13.0%	19	31	28	13.0%	11	24	11	34.0%	66.9%	-:	-13	57.1%	45.9%
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	(	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	25	8.0%	6	13.0%	10	16	14	13.0%	5	8	7	42.0%	57.0%	(	-2	56.0%	51.6%
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	(	0	#DIV/0!	#DIV/0!

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		Workforce						Workforce						Workforce	Workforce				
		Analysis						Analysis						Analysis	Analysis				
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Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					ABO	RIGINAL PEOF	LES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/04/03	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-	2020	Availability			Representation	Representation
			Years		Years			Annually	Over 3	1							in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	140	8.0%	34	13.0%	55	89	I	13.0%	0	4	1	1.0%	2.9%	-3	-3	0.7%	1.1%
Middle & Other Managers	167	8.0%	40	13.0%	65	105	1	13.0%	0	4	1	1.0%	2.2%	-9	-3	0.6%	1.0%
Professionals	738	8.0%	177	13.0%	288	465	3	13.0%	1	8	2	0.5%	1.1%	-5	-6	0.4%	0.4%
Semi-Professionals & Technicians	197	8.0%	47	13.0%	77	124	I	13.0%	0	3	1	1.0%	1.7%	-2	-2	0.5%	0.8%
Supervisors	12	8.0%	3	13.0%	5	8	1	13.0%	0	-1	0	2.0%	1.0%		1	8.3%	6.7%
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	(	0.0%	0	0	0	0.0%	0.0%	(	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	79	8.0%	19	13.0%	31	50	l	13.0%	0	0	0	0.0%	1.4%	(	0	1.3%	1.0%
Skilled Sales & Service Personnel	84	8.0%	20	13.0%	33	53	- 1	13.0%	0	0	1	2.0%	1.0%	(	1	1.2%	1.9%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	(	0	#DIV/0!	#DIV/0!
Clerical Personnel	110	8.0%	26	13.0%	43	69	(	13.0%	0	1	0	0.0%	1.0%	-)	-1	0.0%	0.0%
Intermediate Sales & Service Personnel	49	8.0%	12	13.0%	19	31	(	13.0%	0	1	0	0.0%	1.1%	-1	-1	0.0%	0.0%
Semi-Skilled 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!
Other Sales & Service Personnel	25	8.0%	6	13.0%	10	16	(	13.0%	0	C	0	0.0%	1.7%	(	-1	0.0%	0.0%
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!

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	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)

to E

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Workforce

Analysis

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Workforce

Analysis

- ((B + D) x N)

from

Workforce

Analysis

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					PERSON	S WITH DISAB	ILITIES				
Occupational Group	Employees *			Terminated	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Year (	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/04/03	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3	] [							in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	. (	0	#DIV/0!	#DIV/0!
Middle & Other Managers	307	8.0%	74	13.0%	120	194	3	13.0%	1	. 14	2	1.0%	4.3%	-10	-12	1.0%	1.0%
Professionals	738	8.0%	177	13.0%	288	465	17	13.0%	7	7 25	9	2.0%	3.8%	-11	-16	2.3%	2.1%
Semi-Professionals & Technicians	197	8.0%	47	13.0%	77	124	6	13.0%	2	2 7	4	3.0%	4.6%		-3	3.0%	3.3%
Supervisors	12	8.0%	3	13.0%	5	8	0	13.0%	0	2	0	0.0%	13.9%	-2	-2	0.0%	0.0%
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	. (	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	79	8.0%	19	13.0%	31	50	0	13.0%	0	4	0	0.0%	3.4%	-3	-3	0.0%	0.0%
Skilled Sales & Service Personnel	84	8.0%	20	13.0%	33	53	3	13.0%	1	. 2	1	2.0%	3.5%	. (	-1	3.6%	2.9%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	. (	0	#DIV/0!	#DIV/0!
Clerical Personnel	110	8.0%	26	13.0%	43	69	0	13.0%	0	10	1	1.0%	7.0%	1	-9	0.0%	0.7%
Intermediate Sales & Service Personnel	49	8.0%	12	13.0%	19	31	1	13.0%	0	3	1	2.5%	5.6%	-2	-1	2.0%	3.3%
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	. (	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	25	8.0%	6	13.0%	10	16	1	13.0%	0	1	1	4.0%	6.3%	-	0	4.0%	6.5%
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!

from

Workforce

Analysis

÷ (B + D)

						Short-term	Goal Settin	g Tool								
							PENTEXT 3-Apr-17									
Α	D	D	E	Б	C	П	T	) I	V	ı	M	N	0	D	1 0	D

Equivalent

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Workforce

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Analysis

Employment Equity Occupational Group	All Employees	Growth (New	w Positions)	Turnover (Rep		Anticipated Hires Over	Number	Turnover (Rep	Incoment of	Hires	MEMBERS 3 Year	OF VISIBLE M	INORITIES Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/04/03	Annually	Over 3	Annually	Over 3	3 Years	Number	Terminated I		Required	2018-		Availability	r resent Gap	Frojected Gap	Representation	Representation
			Years	-	Years			Annually	Over 3	1 -						-	in 3 Years
	#	%	#	%	#	#	#	%	Years #	#	#	%	%	#	#	%	%
Senior Managers	140	8.0%	34	13.0%	55	89	25	13.0%	10	2	11	12.0%	10.1%	11	8	17.9%	14.9%
Middle & Other Managers	167	8.0%	40	13.0%	65	105	29	13.0%	11	13	18	17.0%	15.0%	4	5	17.4%	17.4%
Professionals	738	8.0%	177	13.0%	288	465	179	13.0%	70	190	102	22.0%	32.6%	-62	-87	24.3%	23.1%
Semi-Professionals & Technicians	197	8.0%	47	13.0%	77	124	52	13.0%	20	53	32	26.0%	34.9%	-17	-21	26.4%	26.2%
Supervisors	12	8.0%	3	13.0%	5	8	0	13.0%	0	1	0	0.0%	12.0%	-1	-2	0.0%	0.0%
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	79	8.0%	19	13.0%	31	50	18	13.0%	7	6	10	19.0%	17.4%	4	4	22.8%	21.4%
Skilled Sales & Service Personnel	84	8.0%	20	13.0%	33	53	15	13.0%	6	11	10	18.0%	19.5%	-1	-1	17.9%	18.3%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Clerical Personnel	110	8.0%	26	13.0%	43	69	29	13.0%	11	-2	12	17.0%	11.8%	16	14	26.4%	22.19
Intermediate Sales & Service Personnel	49	8.0%	12	13.0%	19	31	13	13.0%	5	11	3	9.0%	29.6%	-2	-7	26.5%	18.0%
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	25	8.0%	6	13.0%	10	16	6	13.0%	2	6	3	17.0%	31.2%	-2	-3	24.0%	22.6%
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!

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# Summary of Goals OpenText May 30, 2017

### Women

	Workforce Analysis Res	ults		Goals	
E	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
1	Semi-Professionals & Technicians	-23	26 or 13.2%	16 or 13%	We recognize there are gaps in other EEOGs; however, want to focus on this one first.  Short term: make progress in closing the gaps  Long term: To have a representation reflective of the community and industry that OpenText operates in

## **Aboriginal Peoples**

	Workforce Analysis Resul	ts	Goals					
Empl	oyment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments			
#	Description	#	# or %	# or %				
1	Middle & Other Managers	-3	1 or .6%	1 or 1%	Short term: maintain representation Long term: To have a representation reflective of the community and industry that OpenText operates in			
2	Professionals	-5	3 or .4%	2 or 0.5%	Short term: make progress in closing the gaps Long term: To have a representation reflective of the community and industry that OpenText operates in			

### **Persons with Disabilities**

	Workforce Analysis Res	sults		Goals	
E	Employment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
1	Middle & Other Managers				
2	Professionals				
3	Clerical Personnel				

### **Members of Visible Minorities**

	Workforce Analysis Res	sults	Goals				
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments		
#	Description	#	# or %	# or %			
1	Professionals	-62	179 or 24.3%	102 or 22%	Focus on retaining in this EEOG in line with Year over Year average.		
2	Semi-Professionals & Technicians	-17	52 or 26.4%	32 or 26%	Focus on retaining in this EEOG in line with Year over Year average.		
3	Intermediate Sales & Service Personnel	-2	13 or 26.5%	3 or 9%	Focus on retaining in this EEOG in line with Year over Year.		

# Pages 4016 to / à 4018 are withheld pursuant to section sont retenues en vertu de l'article

20(1)(b)

of the Access to Information Act de la Loi sur l'accès à l'information

# Government of Canada Certification 060944 OpenText

- 1. The self-identification questionnaire used to conduct your workforce survey.
  - Upon hire an employee is given Self Identification Form pdf below



Self Identification Form.pdf

 At any point employees can go into their employee portal and update their information – screen shot of portal below



self identification questionairre - Empl

- 2.
- O Number of Employees Surveyed: 1668
- Number of fully completed and returned: 1472 or 88%
- O Number of surveys returned (blank, partial and fully complete): 1566 or 94%
- 3. The workforce analysis results (Summary Report and Detailed Report).
  - Summary Report



Summary Report - 040317.pdf

Detailed Report



Detailed Report - 040317.pdf

- 4. Short- and long-term numerical goals to address the representation gap identified through your workforce analysis.
  - Short- term goals



ShortTermGoalSetti ngTool.xlsx

Long-term goals



FCPSummaryGoals.

#### **Federal Contractors Program Report of the First Compliance Assessment**

**Employer Name:** OpenText Corporation

**Primary Location:** Waterloo, Ontario

**Number of Employees:** 1601 – the breakdown of the employees are:

Ontario - 1518 Quebec - 57 Alberta - 26

#### **Organization Overview:**

NAICS: 5112 - Software Publishers

OpenText Corporation develops and sells Enterprise Information Management (EIM) software. OpenText software applications manage content or unstructured data for large companies, government agencies, and professional service firms.

#### **Key Dates – First Year Assessment**

Initiated: 2017-01-30 2017-05-30 Received: 2017-04-03 WFA:

#### **COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of Surveys Handed Out:	1601	100
Number of Surveys Returned:	1502	94
Number of Completed Surveys Returned:	1415	88

- The questionnaire includes appropriate definitions.
- self-identify as being a member of more than one group.
- from payroll or personnel records.
- ☐ 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:

The self-identification questionnaire was reviewed and found to be in compliance by the Workplace Equity Division of the Labour Program.

#### **WORKFORCE ANALYSIS & GOAL SETTING**

- ☐ 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:

All the goals were set at levels equal to labour market availability applicable to each respective EEOG where a gap was found. All goals were set in percentage and numerical format. For the purpose of this analysis the goals in percentage (%) format will be used only.

#### **SUMMARY OF GOALS**

#### Women

	Workforce Analysis Results		Go	als		
			Short- term	Long- term	Representation	LMA
Emp	ployment Equity Occupational Group	Present		(3	Representation	LIVIA
	(EEOG)		(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
2	Middle & Other Managers	-4	38.9	38.9	36.5	38.9
4	Semi-Professionals and Technicians	-23	24.7	24.7	13.2	24.7
7	Administrative and Senior Clerical Personnel	-1	50.0	50.0	81.0	82.0
11	Intermediate Sales and Service Personnel	-5	50.0	50.0	57.1	66.9

#### Observations:

The organization has set appropriate short-term and long-term goals in all four EEOGs where a gap was uncovered. With regards to EEOGs 05 and 11, the goals were set at 50% even though availability is higher. This is in keeping with the program decision not to encourage organizations to seek representation levels of beyond 50% for women in order to discourage occupational segregation and ensure that those occupational groups are welcoming of all genders. For the other two EEOGs (01 and 03), goals were set at labour market availability.

The data submitted by the organization reveals limited anticipated opportunities for hires in EEOGs where gaps were found. However, the goals set at availability will serve them well should an unexpected vacancy occur.

#### **Aboriginal Peoples**

	Workforce Analysis Results		Go	als		
			Short- term	Long- term		
Emp	Employment Equity Occupational Group (EEOG)			(3	Representation	LMA
			(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
1	Senior Managers	-3	2.9	2.9	0.7	2.9
2	Middle & Other Managers	-3	2.2	2.2	0.6	2.2
3	Professionals	-5	1.1	1.1	0.4	1.1
4	Semi-Professionals & Technicians	-2	1.7	1.7	0.5	1.7
10	Clerical Personnel	-1	1.0	1.0	0.0	1.0
11	Intermediate Sales & Service Personnel	-1	1.1	1.1	0.0	1.1

#### Observation:

The organization has set short-term and long-term goals as per the market availability in all the EEOGs where a gap was uncovered.

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

	Workforce Analysis Results		Go	als		
			Short- term	Long- term	Representation	LMA
Emp	oloyment Equity Occupational Group	Present		(3	Representation	LIVIA
	(EEOG)		(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
3	Professionals	-62	32.6	32.6	24.3	32.6
4	Semi-Professionals & Technicians	-17	34.9	34.9	26.4	34.9
5	Supervisors	-1	12.0	12.0	0.0	12.0
8	Skilled Sales & Service	-1	19.5	19.5	17.9	19.5

11	Intermediate Sales & Service	-2	29.6	29.6	26.5	29.6
13	Other Sales & Service Personnel	-2	31.2	31.2	24.0	31.2

#### Observations:

The organization has set short-term and long-term goals as per the market availability in all the EEOGs where a gap was uncovered.

#### Person with Disabilities

There are no gaps in this designated group. Therefore no goals need to be set.

#### **RECOMMENDATION**

I recommend that	the employer be found
⊠in compliance	□in non-compliance

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

OpenText Corporation has a number of gaps in several Employment Equity Occupational Groups for Women, Indigenous People and Members of Visible Minorities. As such, the organization may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. As a federal contractor under the Federal Contractors Program (FCP), OpenText is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.

Given the gaps in EEOG 04 (Women) and EEOG 03 (Members of Visible Minority) it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group through the use of permanent full-time and permanent part-time employment when vacancies arise.

Name of Analyst: Neena Sharan	
<b>Date:</b> July 25, 2018.	

From: Sharan, Neena [NC] On Behalf Of EE-EME

Sent: September 5, 2018 8:54 AM

**Subject:** Government of Canada Agreement Number: 060944 – Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

#### Dear Leslie Sarauer:

I am writing to inform you that the compliance assessment initiated on January 30, 2017 has been completed. As a result of the assessment, OpenText Corporation has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

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

- OpenText Corporation has a number of gaps in women, Indigenous peoples and members of
  visible minorities. As such, the organization may want to support its hiring and promotion goals
  with a plan containing measures to attract and retain designated group employees. As a federal
  contractor under the Federal Contractors Program (FCP), OpenText is encouraged to adopt
  measures best suited to the organization in order to ensure reasonable progress towards
  achieving its goals.
- Given the gaps in EEOG 04 (Women) and EEOG 03 (Members of Visible Minority) it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

#### **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 January 31, 2020. 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 OpenText Corporation is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. 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, OpenText Corporation 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 underrepresented; 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 <u>Workplace Equity Information Management System</u> (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 Neena Sharan at neena.sharan@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish OpenText Corporation 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@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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