

Application Submitted 5-17-2018 by HMM

s.24(1)

Labour Program  
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°:

### Agreement to Implement Employment Equity

(All sections must be completed)


- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <i>R.V. Anderson Associates Limited</i>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Bu [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time) <i>254</i>
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scan/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scan/2007/list-liste-eng.htm</a> <i>5413</i>	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) <i>2001 Sheppard Ave. East Suite 300</i>	City <i>Toronto</i>	Province <i>ON</i>	Postal Code <i>M2S 4Z8</i>
Telephone Number <i>416-497-8600</i>			

EMPLOYMENT EQUITY CONTACT			
Name (print) <i>TERRI ZIMMER</i>	Title <i>Human Resource Manager</i>		
Telephone Number <i>416-497-8600</i>	E-mail Address <i>Tzimmer@rvanderson.com</i>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) <i>Shawn W. Scott</i>	Title <i>President &amp; CEO</i>		
Telephone Number <i>416-497-8600</i>	E-mail Address <i>SScott@rvanderson.com</i>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 		Date (YYYY-MM-DD) <i>2018-05-17</i>	

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

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

Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	20	2	10.0 %	27.6 %	6	-4	National
<b>02 : Middle and Other Managers</b>	National	42	6	14.3 %	39.4 %	17	-11	National
<b>03 : Professionals</b>		108	26	24.1 %	21.6 %	23	3	
1111 : Financial auditors and accountants	National	1	0	0.0 %	56.0 %	1	-1	National
1121 : Human resources professionals	National	2	2	100.0 %	73.2 %	1	1	National
2131 : Civil engineers	National	98	20	20.4 %	17.7 %	17	3	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	27.7 %	0	1	National
2175 : Web designers and developers	National	1	0	0.0 %	30.8 %	0	0	National
5111 : Librarians	National	2	2	100.0 %	81.4 %	2	0	National
5121 : Authors and writers	National	3	1	33.3 %	56.1 %	2	-1	National
<b>04 : Semi-Professionals and Technicians</b>		26	5	19.2 %	14.7 %	4	1	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	12.0 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	5	20.0 %	14.9 %	4	1	Ontario
<b>05 : Supervisors</b>		1	1	100.0 %	52.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.0 %	1	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	14	100.0 %	81.4 %	11	3	
Employment Equity Occupational Group	Greater Sudbury	2	2	100.0 %	85.7 %	2	0	Greater Sudbury
Employment Equity Occupational Group	London	1	1	100.0 %	82.8 %	1	0	London
Employment Equity Occupational Group	Moncton	1	1	100.0 %	81.6 %	1	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	76.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saint John	1	1	100.0 %	84.3 %	1	0	Saint John
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	100.0 %	82.4 %	1	0	St. Catharines - Niagara
Employment Equity Occupational Group	Toronto	6	6	100.0 %	79.1 %	5	1	Toronto



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>10 : Clerical Personnel</b>		8	5	62.5 %	65.5 %	5	0	
<b>Employment Equity Occupational Group</b>	Toronto	8	5	62.5 %	65.5 %	5	0	Toronto
<b>Total</b>		219	59	27.0 %	30.3 %	67	-8	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
<b>01 : Senior Managers</b>	National	20	0	0.0 %	3.2 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	42	2	4.8 %	2.7 %	1	1	National
<b>03 : Professionals</b>		108	0	0.0 %	1.5 %	2	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	3.1 %	0	0	National
2131 : Civil engineers	National	98	0	0.0 %	1.4 %	1	-1	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.3 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.6 %	0	0	National
5111 : Librarians	National	2	0	0.0 %	2.4 %	0	0	National
5121 : Authors and writers	National	3	0	0.0 %	2.3 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		26	2	7.7 %	1.9 %	0	2	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	2.3 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	2	8.0 %	1.9 %	0	2	Ontario
<b>05 : Supervisors</b>		1	0	0.0 %	0.9 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	0	0.0 %	2.6 %	0	0	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	2	0	0.0 %	8.8 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	London	1	0	0.0 %	1.6 %	0	0	London
<b>Employment Equity Occupational Group</b>	Moncton	1	0	0.0 %	1.8 %	0	0	Moncton
<b>Employment Equity Occupational Group</b>	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Saint John	1	0	0.0 %	1.4 %	0	0	Saint John
<b>Employment Equity Occupational Group</b>	St. Catharines - Niagara	1	0	0.0 %	1.9 %	0	0	St. Catharines - Niagara
<b>Employment Equity Occupational Group</b>	Toronto	6	0	0.0 %	0.8 %	0	0	Toronto



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>10 : Clerical Personnel</b>		8	0	0.0 %	0.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto
<b>Total</b>		219	4	1.8 %	2.0 %	4	0	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>01 : Senior Managers</b>	National	20	4	20.0 %	11.5 %	2	National	
<b>02 : Middle and Other Managers</b>	National	42	14	33.3 %	17.6 %	7	National	
<b>03 : Professionals</b>		108	49	45.4 %	29.0 %	31	18	
1111 : Financial auditors and accountants	National	1	1	100.0 %	32.3 %	0	1	National
1121 : Human resources professionals	National	2	0	0.0 %	16.7 %	0	0	National
2131 : Civil engineers	National	98	45	45.9 %	30.0 %	29	16	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	38.6 %	0	1	National
2175 : Web designers and developers	National	1	0	0.0 %	27.5 %	0	0	National
5111 : Librarians	National	2	0	0.0 %	11.4 %	0	0	National
5121 : Authors and writers	National	3	2	66.7 %	12.8 %	0	2	National
<b>04 : Semi-Professionals and Technicians</b>		26	10	38.5 %	22.8 %	6	4	
2231 : Civil engineering technologists and technicians	New Brunswick	1	0	0.0 %	1.1 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Ontario	25	10	40.0 %	23.7 %	6	4	Ontario
<b>05 : Supervisors</b>		1	0	0.0 %	51.5 %	1	-1	
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	51.5 %	1	-1	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		14	3	21.4 %	20.2 %	3	0	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	2	0	0.0 %	2.1 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	London	1	0	0.0 %	8.8 %	0	0	London
<b>Employment Equity Occupational Group</b>	Moncton	1	0	0.0 %	2.4 %	0	0	Moncton
<b>Employment Equity Occupational Group</b>	N.B. less CMA	1	0	0.0 %	1.2 %	0	0	N.B. less CMA
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	14.1 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Saint John	1	0	0.0 %	2.8 %	0	0	Saint John
<b>Employment Equity Occupational Group</b>	St. Catharines - Niagara	1	1	100.0 %	5.5 %	0	1	St. Catharines - Niagara
<b>Employment Equity Occupational Group</b>	Toronto	6	2	33.3 %	40.6 %	2	0	Toronto



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Detailed Report**

Date: 2019-05-17

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
<b>10 : Clerical Personnel</b>		8	5	62.5 %	52.2 %	4	1
<b>Employment Equity Occupational Group</b>	Toronto	8	5	62.5 %	52.2 %	4	1 Toronto
<b>Total</b>		219	85	38.8 %	24.9 %	54	31

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

Workforce Analysis - Detailed Report

Date: 2019-05-17

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Availability #	Gap #	Recruitment Area
			Representation #	Representation %				
<b>01/02 : Managers</b>	National	62	0	0.0 %	5.0 %	3	-3	National
<b>03 : Professionals</b>	National	108	5	4.6 %	8.9 %	10	-5	National
<b>04 : Semi-Professionals and Technicians</b>	National	26	2	7.7 %	7.6 %	2	0	National
<b>05 : Supervisors</b>	National	1	0	0.0 %	27.5 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	14	0	0.0 %	10.0 %	1	-1	National
<b>10 : Clerical Personnel</b>	National	8	0	0.0 %	9.3 %	1	-1	National
<b>Total</b>		219	7	3.2 %	7.8 %	17	-10	

Total may not equal sum of components due to rounding.

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





### Workforce Analysis - Detailed Report

Date: 2019-05-17

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

test

#### 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
10 : Clerical Personnel	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2019-05-17

### 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
10 : Clerical Personnel	EEOG	National



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Summary Report**

Date: 2019-05-24

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	20	2	10.0 %	27.6 %	6	-4
02 : Middle and Other Managers	42	6	14.3 %	39.4 %	17	-11
03 : Professionals	108	26	24.1 %	21.6 %	23	3
04 : Semi-Professionals and Technicians	26	5	19.2 %	14.7 %	4	1
05 : Supervisors	1	1	100.0 %	52.0 %	1	0
07 : Administrative and Senior Clerical Personnel	14	14	100.0 %	81.4 %	11	3
10 : Clerical Personnel	8	5	62.5 %	65.5 %	5	0
<b>Total</b>	<b>219</b>	<b>59</b>	<b>27.0 %</b>	<b>30.3 %</b>	<b>67</b>	<b>-8</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Summary Report**

Date: 2019-05-24

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	20	0	0.0 %	3.2 %	1	-1
02 : Middle and Other Managers	42	2	4.8 %	2.7 %	1	1
03 : Professionals	108	0	0.0 %	1.5 %	2	-2
04 : Semi-Professionals and Technicians	26	2	7.7 %	1.9 %	0	2
05 : Supervisors	1	0	0.0 %	0.9 %	0	0
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	2.6 %	0	0
10 : Clerical Personnel	8	0	0.0 %	0.8 %	0	0
<b>Total</b>	<b>219</b>	<b>4</b>	<b>1.8 %</b>	<b>2.0 %</b>	<b>4</b>	<b>0</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Summary Report**

Date: 2019-05-24

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	20	4	20.0 %	11.5 %	2	2
02 : Middle and Other Managers	42	14	33.3 %	17.6 %	7	7
03 : Professionals	108	49	45.4 %	29.0 %	31	18
04 : Semi-Professionals and Technicians	26	10	38.5 %	22.8 %	6	4
05 : Supervisors	1	0	0.0 %	51.5 %	1	-1
07 : Administrative and Senior Clerical Personnel	14	3	21.4 %	20.2 %	3	0
10 : Clerical Personnel	8	5	62.5 %	52.2 %	4	1
<b>Total</b>	<b>219</b>	<b>85</b>	<b>38.8 %</b>	<b>24.9 %</b>	<b>54</b>	<b>31</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - R.V. Anderson Associates Limited (Volunteer)

**Workforce Analysis - Summary Report**

Date: 2019-05-24

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	62	0	0.0 %	5.0 %	3	-3
03 : Professionals	108	5	4.6 %	8.9 %	10	-5
04 : Semi-Professionals and Technicians	26	2	7.7 %	7.6 %	2	0
05 : Supervisors	1	0	0.0 %	27.5 %	0	0
07 : Administrative and Senior Clerical Personnel	14	0	0.0 %	10.0 %	1	-1
10 : Clerical Personnel	8	0	0.0 %	9.3 %	1	-1
<b>Total</b>	<b>219</b>	<b>7</b>	<b>3.2 %</b>	<b>7.8 %</b>	<b>17</b>	<b>-10</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-05-24

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

test

#### 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
10 : Clerical Personnel	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2019-05-24

### 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
10 : Clerical Personnel	EEOG	National











**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

Start Date of Flow Data		
YYYY	MM	DD
05	05	24

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	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
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

Start Date of Flow Data		
YYYY	MM	DD
05	05	24

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	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
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

Start Date of Flow Data		
YYYY	MM	DD
05	05	24

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	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
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

Start Date of Flow Data		
YYYY	MM	DD
05	05	24

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	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
04 Semi-Professionals & Technicians	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
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Women										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-24	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%		
01	Senior Managers	20	-100.0%	10.0%	6	0.0%	1.0%	1	7	2	1.0%	0	5	2	27.6%	27.6%	-4	-3	10.0%	15.4%
02	Middle & Other Managers	42	-100.0%	10.0%	13	0.0%	1.0%	1	14	6	1.0%	0	16	6	39.4%	39.4%	-11	-10	14.3%	21.8%
03	Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	26	8.0%	6	10	0	21.6%	21.6%	3	-10	24.1%	14.3%
04	Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	5	6.0%	1	1	0	14.7%	14.7%	1	-1	19.2%	11.8%
05	Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	52.0%	52.0%	0	0	100.0%	100.0%
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	14	0.0%	0	-2	0	81.4%	81.4%	3	2	100.0%	93.3%
08	Skilled Sales & Service	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!
09	Skilled Crafts & 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	#DIV/0!	#DIV/0!
10	Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	5	1.0%	0	1	0	65.5%	65.5%	0	-1	62.5%	55.6%
11	Intermediate Sales & Service	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!
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	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!
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		219	-100.0%	46.0%	302	0.0%	17.0%	112	414	59	17.0%	30	129	0	30.3%	30.3%	-7	-129	26.9%	5.6%

† 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.

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		27.6		27.6	
02	Middle & Other Managers		39.4		39.4	
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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Aboriginal Peoples											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-24	Annually	Over 3 Years	#	#	#	%	%	#	#	%	%
		#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01	Senior Managers	20	-100.0%	10.0%	6	0.0%	1.0%	1	7	0	1.0%	0	1	0	3.2%	3.2%	-1	-1	0.0%	0.0%
02	Middle & Other Managers	42	-100.0%	10.0%	13	0.0%	1.0%	1	14	2	1.0%	0	-1	0	2.7%	2.7%	1	1	4.8%	3.6%
03	Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	0	8.0%	0	2	1	1.5%	1.5%	-2	-1	0.0%	0.7%
04	Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	2	6.0%	0	-1	0	1.9%	1.9%	2	1	7.7%	5.9%
05	Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.9%	0.9%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	0	0.0%	0	0	0	2.6%	2.6%	0	0	0.0%	0.0%
08	Skilled Sales & Service	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!
09	Skilled Crafts & 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	#DIV/0!	#DIV/0!
10	Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	0	1.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%
11	Intermediate Sales & Service	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!
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	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!
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!
<b>Total</b>		<b>219</b>	<b>-100.0%</b>	<b>46.0%</b>	<b>302</b>	<b>0.0%</b>	<b>17.0%</b>	<b>112</b>	<b>414</b>	<b>4</b>	<b>17.0%</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>2.0%</b>	<b>2.0%</b>	<b>0</b>	<b>-8</b>	<b>1.8%</b>	<b>0.4%</b>

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
			%	
01	Senior Managers		3.2	3.2
02	Middle & Other Managers		0.0	0.0
03	Professionals		1.5	1.5
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
<b>Total</b>			<b>0.0</b>	<b>0.0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-05-24	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	62	-100.0%	10.0%	19	0.0%	1.0%	2	21	0	1.0%	0	4	1	5.0%	5.0%	-3	-3	0.0%	1.2%
03 Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	5	8.0%	1	8	5	8.9%	8.9%	-5	-3	4.6%	6.4%
04 Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	2	6.0%	0	1	0	7.7%	7.6%	0	-1	7.7%	5.9%
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	27.5%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	0	0.0%	0	2	0	10.0%	10.0%	-1	-2	0.0%	0.0%
08 Skilled Sales & Service	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!
09 Skilled Crafts & Trades	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!
10 Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	0	1.0%	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	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!
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	#DIV/0!	#DIV/0!
13 Other Sales & Service	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!
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	#DIV/0!	#DIV/0!
<b>Total</b>	<b>219</b>	<b>-100.0%</b>	<b>36.0%</b>	<b>237</b>	<b>0.0%</b>	<b>16.0%</b>	<b>105</b>	<b>342</b>	<b>7</b>	<b>16.0%</b>	<b>3</b>	<b>48</b>	<b>0</b>	<b>11.3%</b>	<b>-18</b>	<b>-48</b>	<b>3.2%</b>	<b>0.9%</b>	

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
		%	%	
01/02 Managers		5.0	5.0	
03 Professionals		8.9	8.9	
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		10.0	10.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		9.3	9.3	
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	
<b>Total</b>		<b>0.0</b>	<b>0.0</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2019-05-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-05-24	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	20	-100.0%	10.0%	6	0.0%	1.0%	1	7	4	1.0%	0	-1	0		11.5%	2	1	20.0%	15.4%
02	Middle & Other Managers	42	-100.0%	10.0%	13	0.0%	1.0%	1	14	14	1.0%	0	-4	0		17.6%	7	4	33.3%	25.5%
03	Professionals	108	-100.0%	10.0%	32	0.0%	8.0%	26	58	49	8.0%	12	4	0		29.0%	18	-4	45.4%	26.4%
04	Semi-Professionals & Tech	26	-100.0%	10.0%	8	0.0%	6.0%	5	13	10	6.0%	2	0	0		22.8%	4	0	38.5%	23.5%
05	Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	51.5%	51.5%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	-100.0%	3.0%	1	0.0%	0.0%	0	1	3	0.0%	0	0	0		20.2%	0	0	21.4%	20.0%
08	Skilled Sales & Service	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!
09	Skilled Crafts & Trades	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!
10	Clerical Personnel	8	-100.0%	3.0%	1	0.0%	1.0%	0	1	5	1.0%	0	0	0		52.2%	1	0	62.5%	55.6%
11	Intermediate Sales & Service	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!
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	#DIV/0!	#DIV/0!
13	Other Sales & Service	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!
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		219	-100.0%	46.0%	302	0.0%	17.0%	112	414	85	17.0%	43	88	0		24.9%	30	-88	38.8%	8.1%

† 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.

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		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	51.5		51.5		
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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

**Subsequent/Current Short-term Goals**

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

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

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

**Table 10: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples  
Subsequent/Current Short-term Goals**

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

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

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

**Table 12: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities  
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

**Table 14: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**R.V. Anderson Associates Limited**

[Date: 2019-05-24]

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Members of Visible Minorities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	0	3	%	#	#	%	%
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

**Table 16: Members of Visible Minorities**

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





**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		All Employees	Workforce						Hires			Promotions				Terminations									
			Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
07	Administrative & Senior Clerical	2019	14	14	100.0	81.4	11	3	122.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	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	2019	8	5	62.5	65.5	5	0	95.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100	
Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Women		Women		Women		Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	%	#	%	%	%	#	%	%	%	#	%	%	%	
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0									





**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	14	0	0.0	2.6	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	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	2019	8	0	0.0	0.8	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

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

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																	
		Workforce								Hires				Promotions				Terminations									
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference										
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#			
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																		
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0	
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																		
		0	0	0	0.0	0.0	0	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		2019	0	219	4	1.8	2.0	4	0	91.3	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0

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

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

**Federal Contractors Program Achievement Report**

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

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2019	62	0	0.0	5.0	3	-3	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	108	5	4.6	8.9	10	-5	52.0																	
	0	0	0	0.0	0.0	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	2019	26	2	7.7	7.6	2	0	101.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	1	0	0.0	27.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Persons with Disabilities	Persons with Disabilities								Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	#	%	%	#	%	%				
01&02 Managers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
03 Professionals	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	8.9	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				

**Federal Contractors Program Achievement Report**

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

**R.V. Anderson Associates Limited**

**[Date: 2019-05-24]**

		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	
		Workforce Analysis									Flow Data Analysis													
Employment Equity Occupational Group (EEOG)	Year	Workforce									Hires				Promotions					Terminations				
		All Employees		Persons with Disabilities							All Employees		Persons with Disabilities		All Employees			Persons with Disabilities		All Employees		Persons with Disabilities		
				Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07	Administrative & Senior Clerical	2019	14	0	0.0	10.0	1	-1	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	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	2019	8	0	0.0	9.3	1	-1	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

		Data sources:											Comments
		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100	
Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees		Persons with Disabilities	Persons with Disabilities				Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	10.0	0.0	0	0.0	10.0	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0
10	Clerical Personnel	0	0	0	0.0	0	0.0	9.3	0.0	0	0.0	9.3	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
		3	0	0	0.0			0.0	0.0			0.0	0.0











<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>R.V. Anderson Associates Limited</b>
<b>[Date: 2019-05-24]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):



## Self-identification Questionnaire

### Introduction

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

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

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

The responses that you provide on this form will be retained for statistical purposes only. Information provided will be kept confidential residing in a secure location at RVA. A report will be submitted to the Labour Program of Employment and Social Development Canada (ESDC) annually with overall grouped information about the representation of our workforce. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.





## Self-identification Questionnaire

### **Privacy Notice**

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

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

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

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

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

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



## Self-identification Questionnaire

This questionnaire is available in Braille, large print or audio format upon request.  
It is also available on ANet

- A. Name: \_\_\_\_\_  
Section/Branch: \_\_\_\_\_  
Position: \_\_\_\_\_  
Employee number: \_\_\_\_\_  
Hire date: \_\_\_\_\_

**Employment status:**

- Full-time employee  
 Part-time employee  
 Temporary employee

**B. Gender**

- Female  
 Male  
 Agender (someone does not identify as a male, female or any other gender)  
 Bigender (someone who identifies as both male and female)  
 Cisgender (someone who identifies with the sex assigned to them at birth)  
 Gender Fluid (Someone who identifies as having an unfixed gender)  
 Gender Questioning (Someone who is processing, or exploring their gender identity)  
 Transgender (someone who identifies differently to the sex they were assigned at birth)  
 Two-Spirited (Someone whose individual spirit is a blend of male and female)  
 Other (Specify): \_\_\_\_\_  
 Prefer not to answer

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



## Self-identification Questionnaire

### C. Aboriginal Peoples

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

Are you an Aboriginal person?

Yes       No

### D. Visible Minorities

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

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

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

Are you a member of a visible minority?

Yes       No

### E. Persons with Disabilities

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



## Self-identification Questionnaire

**Examples of disabilities include, but are not limited to:**

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

Are you a person with disability?

- Yes       No

**F. Voluntary Employee Participation**

- 1) Please indicate below if you wish to have your employment equity self-identification information used for employment equity initiatives.  
 Yes       No
  
- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check “Yes” below.  
 Yes       No



## Self-identification Questionnaire

### G. Employee Signature

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

*Thank you for your participation!*

**Please return this form in the envelope  
provided to:**

***R.V. Anderson Associates Limited  
2001 Sheppard Avenue East  
Suite 300 Toronto ON  
M2J 4Z8***

**From:** Heidi Mitchell <HMitchell@rvanderson.com>

**Sent:** May 24, 2019 8:17 AM

**To:** EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

**Cc:** Terri Zimmer <tzimmer@rvanderson.com>

**Subject:** Final FCP documents for submission

Good Morning Celine,

Attached is the documents requested for the final FCP Submission from R.V. Anderson Associates Limited. Please let me know if there is anything else that you need.

- A blank copy of your final **Workforce Survey Questionnaire** that was used to gather your employment equity data from your employees.
- **Workforce Survey Results** – the following three numbers should be included in the body of your email:
  - The number of self-identification questionnaires sent out to employees or the number of permanent full-time and permanent part-time employees who were surveyed. **221**
  - The total number of blank, partially and fully completed self-identification questionnaires that were returned. **4**
  - The number of fully completed self-identification questionnaires returned. **221**
- **Workforce Analysis** – a copy of your Summary Report and Detailed Report.
- **Achievement Report** – a completed Achievement Report file in Excel format that includes your numerical short-term and long-term goals.

Kind regards,  
Heidi Mitchell, BSc, CHRP  
Human Resources Generalist



**R.V. Anderson Associates Limited**  
2001 Sheppard Avenue East, Suite 300  
Toronto, ON M2J 4Z8  
T 416 497 8600 x 1258  
[website](#) | [facebook](#) | [twitter](#) | [linkedin](#)

*Please consider the environment before printing this email.*

*R.V. Anderson Associates Limited has been engaged in the provision of professional engineering, operations, and management services since 1948. This message is intended only for the use of the individual(s) to whom it is addressed. If you are not the intended recipient(s), disclosure, copying, distribution and use are prohibited; please notify us immediately and delete this email from your systems. Please see <http://www.rvanderson.com> for Copyright and Terms of Use.*

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name: R.V. Anderson Associates Limited**

**Primary Location: Toronto, Ontario**

**Number of Employees: 219**

- Ontario 193
- New Brunswick 17
- Quebec 9

**Organization Overview:**

NAICS 5413 (Architectural, engineering and related services)

(R.V. Anderson Associates Limited is committed to providing quality consulting engineering services for sustainable infrastructure development.)

**Key Dates – First Year Assessment**

Initiated: 2019-05-24  
 Received: 2019-05-24  
 Workforce 2019-05-24  
 Analysis:

**COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of employees the questionnaire was sent to:	221	100
Number of questionnaires returned:	221	100
Number of completed questionnaires returned:	217	98

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.

- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

None

## WORKFORCE ANALYSIS & GOAL SETTING

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

Observations:

None

## SUMMARY OF GOALS

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-4	27.6	27.6	10.0	27.6
02	Middle & Other Managers	-11	39.4	39.4	14.3	39.4



## Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-1	3.2	3.2	0.0	3.2
03	Professionals	-2	1.5	1.5	0.0	1.5

## Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
05	Supervisors	-1	51.5	51.5	0.0	51.5

## Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**Persons with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01/02	Managers	-3	5.0	5.0	0.0	5.0
03	Professionals	-5	8.9	8.9	4.6	8.9
07	Administrative & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

**Observations:**

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**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:

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in the designated groups.
  - A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
  - Completing an ESR should assist the organization to identify and eliminate barriers that may be present which are preventing them from achieving employment equity goals in the workplace.
- Given the gaps in each designated group overall, the organization may consider collaborating with universities and professional associations, as well as forging links with trade programs and career fairs in order to identify potential employees from qualified members of the designated groups.

**Name of Analyst: Céline Brown**

**Date: May 27, 2019**

**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME

**Sent:** June 11, 2019 1:24 PM

**To:** 'sscott@rvanderson.com' <sscott@rvanderson.com>

**Cc:** Terri Zimmer <tzimmer@rvanderson.com>; 'Heidi Mitchell' <HMitchell@rvanderson.com>

**Subject:** Government of Canada Agreement Number: 10000676 – Notification of Compliance with the Federal Contractors Program

**Subject: Government of Canada Agreement Number: 10000676 – Notification of Compliance with the Federal Contractors Program**

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

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

Dear Scott:

I am writing to inform you that the compliance assessment initiated on May 17, 2019 has been completed. As a result of the assessment, R.V. Anderson Associates Limited 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 R.V. Anderson Associates Limited's employment equity program.

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in the designated groups.
  - A guide for completing an ESR can be found at the following link:  
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
  - Completing an ESR should assist the organization to identify and eliminate barriers that may be present which are preventing them from achieving employment equity goals in the workplace.
- Given the gaps in each designated group overall, the organization may consider collaborating with universities and professional associations, as well as forging links with trade programs and career fairs in order to identify potential employees from qualified members of the designated groups.

### **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 May 17, 2022. 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 R.V. Anderson Associates Limited is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 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, R.V. Anderson Associates Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish R.V. Anderson Associates Limited 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@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-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!