

Labour Program / Federal Contractors Program

OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- [X] New Agreement [ ] Revised Agreement

ORGANIZATION section containing fields for Legal Name of Organization, Parent company location, Operating Name, NAICS Code Number, and Regulatory status.

HEAD OFFICE section containing fields for Address, City, Province, Postal Code, and Telephone Number.

EMPLOYMENT EQUITY CONTACT section containing fields for Name, Title, Telephone Number, E-mail Address, and Preferred Language of Correspondence.

CERTIFICATION section containing a declaration of workforce size and intent to bid, and a note regarding audit consequences.

SIGNATORY section containing a note on signatory authority and fields for Name, Title, Telephone Number, E-mail Address, Preferred Language, Signature, and Date.

Privacy section containing information about data collection under the Employment Equity Act and the Privacy Act.

RETURN INSTRUCTIONS section containing an important note about sending the signed agreement to the Labour Program.



**Agreement number : 10000450**

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

February 9<sup>th</sup>, 2016

Cal Crocker  
Executive Vice-President and CFO  
**Royal Ottawa Health Care Group**  
1145 Carling Avenue  
Ottawa, Ontario  
K1Z7K4

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

Dear Mr. Crocker,

You requested an extension for submitting the required documentation to complete the Compliance Assessment under the Federal Contractors Program as part of Royal Ottawa Health Care Group obligations.

As requested, we hereby grant to Royal Ottawa Health Care Group an extension until July 15<sup>th</sup>, 2017.

Please provide us with a project plan detailing specific milestone dates.

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



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

## **Nyirasafari, Ange AN [NC]**

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**From:** Normandin, Ward W [NC] on behalf of EE-EME  
**Sent:** March 7, 2017 3:40 PM  
**To:** 'Cal.Crocker@theroyal.ca'  
**Cc:** 'Dana Bilodeau'  
**Subject:** RE: Government of Canada Agreement 10000450 - Notification of First Compliance Assessment under the Federal Contractors Program  
**Attachments:** FP-Email-WEDFCP  
RoyalOttawaHealthCareGroupExtensionResponseLetter-20170307.pdf

Good afternoon Mr. Crocker,

Please find attached a letter confirming your extension for submitting the required documentation to complete the Compliance Assessment under the Federal Contractors Program as part of Royal Ottawa Health Care Group obligations.

As requested, we have granted Royal Ottawa Health Care Group an extension until **October 31st, 2017**.

Should you have any questions, please contact your Program Officer, Ward Normandin, at [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca).

Équipe de l'équité en emploi / Workplace Equity Team

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

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

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**From:** Normandin, Ward W [NC] **On Behalf Of** EE-EME  
**Sent:** 2017-03-07 2:33 PM  
**To:** 'Dana Bilodeau'  
**Cc:** 'Cal.Crocker@theroyal.ca'  
**Subject:** RE: Government of Canada Agreement 10000450 - Notification of First Compliance Assessment under the Federal Contractors Program

Good afternoon,

Thank you for your e-mail with the attached Extension Request. We will process it immediately and will send you an Extension Approval letter under separate cover.

Kind regards,

Équipe de l'équité en emploi / Workplace Equity Team  
Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada

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

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-----Original Message-----

From: Dana Bilodeau [mailto:Dana.Bilodeau@theroyal.ca]

Sent: 2017-03-07 2:13 PM

To: Normandin, Ward W [NC]

Subject: FW: Message from "RNP002673CB3D89"

This email is sent on behalf of Cal Crocker, Executive Vice President and CFO

Please advise me directly should you have any difficulty opening the attachment

Could you kindly confirm your receipt of this email and its attachment?

Many thanks

Dana

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From: ward.normandin@labour-travail.gc.ca [mailto:ward.normandin@labour-travail.gc.ca] On Behalf Of ee-eme@hrsdcc.gc.ca

Sent: March-07-17 11:35 AM

To: Cal Crocker

Subject: RE: Government of Canada Agreement 10000450 - Notification of First Compliance Assessment under the Federal Contractors Program

Good morning Mr. Crocker,

We are following up on our request for a completed Extension Form for us to proceed with your extension request. We cannot process your extension request until we receive this completed document. Please submit it at your earliest convenience.

Thank you,

Équipe de l'équité en emploi / Workplace Equity Team Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdcc.gc.ca Workplace Equity Division, Labour Program Employment and Social Development Canada / Government of Canada ee-eme@hrsdcc.gc.ca



Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	4	57.1 %	27.4 %	2	2	National
<b>02 : Middle and Other Managers</b>	National	89	65	73.0 %	38.9 %	35	30	National
<b>03 : Professionals</b>		600	488	81.3 %	83.2 %	499	-11	
1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1112 : Financial and investment analysts	National	5	3	60.0 %	50.1 %	3	0	National
1121 : Human resources professionals	National	3	3	100.0 %	71.1 %	2	1	National
1122 : Professional occupations in business management consulting	National	2	2	100.0 %	42.0 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	5	71.4 %	66.4 %	5	0	National
2111 : Physicists and astronomers	National	1	0	0.0 %	16.0 %	0	0	National
2112 : Chemists	National	3	1	33.3 %	40.6 %	1	0	National
2171 : Information systems analysts and consultants	National	17	9	52.9 %	28.3 %	5	4	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	35.2 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	315	266	84.4 %	92.9 %	293	-27	National
3124 : Allied primary health practitioners	National	1	0	0.0 %	91.5 %	1	-1	National
3131 : Pharmacists	National	9	8	88.9 %	61.3 %	6	2	National
3132 : Dietitians and nutritionists	National	6	6	100.0 %	93.8 %	6	0	National
3142 : Physiotherapists	National	2	2	100.0 %	78.6 %	2	0	National
3143 : Occupational therapists	National	23	20	87.0 %	92.3 %	21	-1	National
3144 : Other professional occupations in therapy and assessment	National	40	29	72.5 %	76.5 %	31	-2	National
4021 : College and other vocational instructors	National	1	1	100.0 %	53.8 %	1	0	National
4033 : Educational counsellors	National	3	2	66.7 %	76.3 %	2	0	National
4112 : Lawyers and Quebec notaries	National	2	2	100.0 %	42.5 %	1	1	National
4151 : Psychologists	National	34	26	76.5 %	74.4 %	25	1	National
4152 : Social workers	National	73	60	82.2 %	83.3 %	61	-1	National

Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
4153 : Family, marriage and other related counsellors	National	21	17	81.0 %	74.6 %	16	1	National
4154 : Professional occupations in religion	National	4	3	75.0 %	25.0 %	1	2	National
4163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	50.7 %	1	0	National
4164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	67.3 %	1	0	National
4165 : Health policy researchers, consultants and program officers	National	13	10	76.9 %	73.5 %	10	0	National
4169 : Other professional occupations in social science, n.e.c.	National	11	10	90.9 %	58.1 %	6	4	National
<b>04 : Semi-Professionals and Technicians</b>		155	115	74.2 %	85.9 %	133	-18	
2281 : Computer network technicians	Ontario	9	2	22.2 %	20.8 %	2	0	Ontario
3212 : Medical laboratory technicians and pathologists' assistants	Ontario	4	4	100.0 %	80.8 %	3	1	Ontario
3215 : Medical radiation technologists	Ontario	1	0	0.0 %	72.3 %	1	-1	Ontario
3217 : Cardiology technologists and electrophysiological diagnostic technologists, n.e.c.	Ontario	1	1	100.0 %	85.0 %	1	0	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	14	10	71.4 %	85.1 %	12	-2	Ontario
3233 : Licensed practical nurses	Ontario	108	89	82.4 %	93.0 %	100	-11	Ontario
4212 : Social and community service workers	Ontario	18	9	50.0 %	78.1 %	14	-5	Ontario
<b>05 : Supervisors</b>		3	2	66.7 %	50.7 %	2	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	2	66.7 %	50.7 %	2	0	Ottawa - Gatineau
<b>07 : Administrative and Senior Clerical Personnel</b>		131	121	92.4 %	77.2 %	101	20	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	131	121	92.4 %	77.2 %	101	20	Ottawa - Gatineau
<b>09 : Skilled Crafts and Trades Workers</b>		5	0	0.0 %	2.7 %	0	0	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	1.5 %	0	0	Ontario
7247 : Cable television service and maintenance technicians	Ontario	1	0	0.0 %	4.7 %	0	0	Ontario
7251 : Plumbers	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario
7271 : Carpenters	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
7322 : Motor vehicle body repairers	Ontario	1	0	0.0 %	3.5 %	0	0	Ontario

Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Detailed Report**

Date: 2018-02-07

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>10 : Clerical Personnel</b>		69	52	75.4 %	65.8 %	45	7	
Employment Equity Occupational Group	Ottawa - Gatineau	69	52	75.4 %	65.8 %	45	7	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		119	63	52.9 %	61.8 %	74	-11	
Employment Equity Occupational Group	Ottawa - Gatineau	119	63	52.9 %	61.8 %	74	-11	Ottawa - Gatineau
<b>13 : Other Sales and Service Personnel</b>		9	6	66.7 %	49.9 %	4	2	
Employment Equity Occupational Group	Ottawa - Gatineau	9	6	66.7 %	49.9 %	4	2	Ottawa - Gatineau
<b>Total</b>		1187	916	77.2 %	75.4 %	895	21	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	89	1	1.1 %	2.2 %	2	-1	National
<b>03 : Professionals</b>		600	6	1.0 %	2.9 %	17	-11	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	5	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	0	0.0 %	2.1 %	0	0	National
2111 : Physicists and astronomers	National	1	0	0.0 %	0.0 %	0	0	National
2112 : Chemists	National	3	0	0.0 %	0.6 %	0	0	National
2171 : Information systems analysts and consultants	National	17	1	5.9 %	1.1 %	0	1	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	1.3 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	315	3	1.0 %	2.3 %	7	-4	National
3124 : Allied primary health practitioners	National	1	0	0.0 %	4.1 %	0	0	National
3131 : Pharmacists	National	9	0	0.0 %	1.1 %	0	0	National
3132 : Dietitians and nutritionists	National	6	0	0.0 %	1.9 %	0	0	National
3142 : Physiotherapists	National	2	0	0.0 %	0.9 %	0	0	National
3143 : Occupational therapists	National	23	0	0.0 %	1.0 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	40	1	2.5 %	2.1 %	1	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	2.4 %	0	0	National
4033 : Educational counsellors	National	3	0	0.0 %	6.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	2	0	0.0 %	1.6 %	0	0	National
4151 : Psychologists	National	34	0	0.0 %	1.4 %	0	0	National
4152 : Social workers	National	73	1	1.4 %	6.3 %	5	-4	National

Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
4153 : Family, marriage and other related counsellors	National	21	0	0.0 %	7.2 %	2	-2	National
4154 : Professional occupations in religion	National	4	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	6.2 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	13	0	0.0 %	4.4 %	1	-1	National
4169 : Other professional occupations in social science, n.e.c.	National	11	0	0.0 %	4.7 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		155	0	0.0 %	2.6 %	4	-4	
2281 : Computer network technicians	Ontario	9	0	0.0 %	1.4 %	0	0	Ontario
3212 : Medical laboratory technicians and pathologists' assistants	Ontario	4	0	0.0 %	1.6 %	0	0	Ontario
3215 : Medical radiation technologists	Ontario	1	0	0.0 %	1.5 %	0	0	Ontario
3217 : Cardiology technologists and electrophysiological diagnostic technologists, n.e.c.	Ontario	1	0	0.0 %	3.1 %	0	0	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	14	0	0.0 %	1.9 %	0	0	Ontario
3233 : Licensed practical nurses	Ontario	108	0	0.0 %	2.3 %	2	-2	Ontario
4212 : Social and community service workers	Ontario	18	0	0.0 %	6.0 %	1	-1	Ontario
<b>05 : Supervisors</b>		3	0	0.0 %	2.7 %	0	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
<b>07 : Administrative and Senior Clerical Personnel</b>		131	2	1.5 %	3.2 %	4	-2	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	131	2	1.5 %	3.2 %	4	-2	Ottawa - Gatineau
<b>09 : Skilled Crafts and Trades Workers</b>		5	0	0.0 %	2.7 %	0	0	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
7247 : Cable television service and maintenance technicians	Ontario	1	0	0.0 %	4.0 %	0	0	Ontario
7251 : Plumbers	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
7271 : Carpenters	Ontario	1	0	0.0 %	4.4 %	0	0	Ontario
7322 : Motor vehicle body repairers	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario



Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Detailed Report**

Date: 2018-02-07

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability %	Availability #	Gap #	Recruitment Area
			Representation #	Representation %				
<b>10 : Clerical Personnel</b>		69	4	5.8 %	2.8 %	2	2	
Employment Equity Occupational Group	Ottawa - Gatineau	69	4	5.8 %	2.8 %	2	2	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		119	1	0.8 %	3.0 %	4	-3	
Employment Equity Occupational Group	Ottawa - Gatineau	119	1	0.8 %	3.0 %	4	-3	Ottawa - Gatineau
<b>13 : Other Sales and Service Personnel</b>		9	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	9	0	0.0 %	2.9 %	0	0	Ottawa - Gatineau
<b>Total</b>		1187	14	1.2 %	2.8 %	33	-19	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	0	0.0 %	10.1 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	89	5	5.6 %	15.0 %	13	-8	National
<b>03 : Professionals</b>		600	39	6.5 %	17.1 %	103	-64	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1112 : Financial and investment analysts	National	5	0	0.0 %	35.4 %	2	-2	National
1121 : Human resources professionals	National	3	0	0.0 %	14.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	7	1	14.3 %	16.9 %	1	0	National
2111 : Physicists and astronomers	National	1	0	0.0 %	22.9 %	0	0	National
2112 : Chemists	National	3	0	0.0 %	37.3 %	1	-1	National
2171 : Information systems analysts and consultants	National	17	4	23.5 %	31.4 %	5	-1	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	32.3 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	315	17	5.4 %	18.3 %	58	-41	National
3124 : Allied primary health practitioners	National	1	0	0.0 %	15.9 %	0	0	National
3131 : Pharmacists	National	9	2	22.2 %	32.2 %	3	-1	National
3132 : Dietitians and nutritionists	National	6	0	0.0 %	16.3 %	1	-1	National
3142 : Physiotherapists	National	2	0	0.0 %	15.4 %	0	0	National
3143 : Occupational therapists	National	23	1	4.3 %	13.6 %	3	-2	National
3144 : Other professional occupations in therapy and assessment	National	40	1	2.5 %	12.4 %	5	-4	National
4021 : College and other vocational instructors	National	1	0	0.0 %	13.4 %	0	0	National
4033 : Educational counsellors	National	3	1	33.3 %	14.7 %	0	1	National
4112 : Lawyers and Quebec notaries	National	2	1	50.0 %	12.5 %	0	1	National
4151 : Psychologists	National	34	1	2.9 %	8.5 %	3	-2	National
4152 : Social workers	National	73	7	9.6 %	14.2 %	10	-3	National

Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Detailed Report

Date: 2018-02-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
4153 : Family, marriage and other related counsellors	National	21	1	4.8 %	10.5 %	2	National
4154 : Professional occupations in religion	National	4	1	25.0 %	18.3 %	1	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	21.9 %	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	18.5 %	0	National
4165 : Health policy researchers, consultants and program officers	National	13	1	7.7 %	21.0 %	3	National
4169 : Other professional occupations in social science, n.e.c.	National	11	0	0.0 %	9.9 %	1	National
<b>04 : Semi-Professionals and Technicians</b>		155	13	8.4 %	23.6 %	37	
2281 : Computer network technicians	Ontario	9	2	22.2 %	34.1 %	3	Ontario
3212 : Medical laboratory technicians and pathologists' assistants	Ontario	4	0	0.0 %	41.1 %	2	Ontario
3215 : Medical radiation technologists	Ontario	1	0	0.0 %	22.0 %	0	Ontario
3217 : Cardiology technologists and electrophysiological diagnostic technologists, n.e.c.	Ontario	1	0	0.0 %	24.8 %	0	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	14	1	7.1 %	29.5 %	4	Ontario
3233 : Licensed practical nurses	Ontario	108	9	8.3 %	22.0 %	24	Ontario
4212 : Social and community service workers	Ontario	18	1	5.6 %	19.4 %	3	Ontario
<b>05 : Supervisors</b>		3	0	0.0 %	14.7 %	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	0	0.0 %	14.7 %	0	Ottawa - Gatineau
<b>07 : Administrative and Senior Clerical Personnel</b>		131	7	5.3 %	12.2 %	16	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	131	7	5.3 %	12.2 %	16	Ottawa - Gatineau
<b>09 : Skilled Crafts and Trades Workers</b>		5	0	0.0 %	15.5 %	1	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	13.1 %	0	Ontario
7247 : Cable television service and maintenance technicians	Ontario	1	0	0.0 %	22.7 %	0	Ontario
7251 : Plumbers	Ontario	1	0	0.0 %	9.9 %	0	Ontario
7271 : Carpenters	Ontario	1	0	0.0 %	10.5 %	0	Ontario
7322 : Motor vehicle body repairers	Ontario	1	0	0.0 %	21.2 %	0	Ontario





Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Detailed Report**

Date: 2018-02-07

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>10 : Clerical Personnel</b>		69	6	8.7 %	14.7 %	10	-4	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	69	6	8.7 %	14.7 %	10	-4	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		119	11	9.2 %	22.0 %	26	-15	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	119	11	9.2 %	22.0 %	26	-15	Ottawa - Gatineau
<b>13 : Other Sales and Service Personnel</b>		9	0	0.0 %	25.3 %	2	-2	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	9	0	0.0 %	25.3 %	2	-2	Ottawa - Gatineau
<b>Total</b>		1187	81	6.8 %	17.6 %	209	-128	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Detailed Report**

Date: 2018-02-07

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
<b>01/02 : Managers</b>	National	96	6	6.3 %	4.3 %	4	2	National
<b>03 : Professionals</b>	National	600	25	4.2 %	3.8 %	23	2	National
<b>04 : Semi-Professionals and Technicians</b>	National	155	9	5.8 %	4.6 %	7	2	National
<b>05 : Supervisors</b>	National	3	0	0.0 %	13.9 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	131	8	6.1 %	3.4 %	4	4	National
<b>09 : Skilled Crafts and Trades Workers</b>	National	5	0	0.0 %	3.8 %	0	0	National
<b>10 : Clerical Personnel</b>	National	69	6	8.7 %	7.0 %	5	1	National
<b>11 : Intermediate Sales and Service Personnel</b>	National	119	1	0.8 %	5.6 %	7	-6	National
<b>13 : Other Sales and Service Personnel</b>	National	9	0	0.0 %	6.3 %	1	-1	National
<b>Total</b>		<b>1187</b>	<b>55</b>	<b>4.6 %</b>	<b>4.3 %</b>	<b>51</b>	<b>4</b>	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-02-07

### 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
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2018-02-07

### 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
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Summary Report**

Date: 2018-09-24

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	4	57.1 %	27.4 %	2	2
02 : Middle and Other Managers	89	65	73.0 %	38.9 %	35	30
03 : Professionals	600	488	81.3 %	83.2 %	499	-11
04 : Semi-Professionals and Technicians	155	115	74.2 %	85.9 %	133	-18
05 : Supervisors	3	2	66.7 %	50.7 %	2	0
07 : Administrative and Senior Clerical Personnel	131	121	92.4 %	77.2 %	101	20
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	2.7 %	0	0
10 : Clerical Personnel	69	52	75.4 %	65.8 %	45	7
11 : Intermediate Sales and Service Personnel	119	63	52.9 %	61.8 %	74	-11
13 : Other Sales and Service Personnel	9	6	66.7 %	49.9 %	4	2
<b>Total</b>	<b>1187</b>	<b>916</b>	<b>77.2 %</b>	<b>75.4 %</b>	<b>895</b>	<b>21</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Royal Ottawa Health Care Group

Workforce Analysis - Summary Report

Date: 2018-09-24

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	89	1	1.1 %	2.2 %	2	-1
03 : Professionals	600	6	1.0 %	2.9 %	17	-11
04 : Semi-Professionals and Technicians	155	0	0.0 %	2.6 %	4	-4
05 : Supervisors	3	0	0.0 %	2.7 %	0	0
07 : Administrative and Senior Clerical Personnel	131	2	1.5 %	3.2 %	4	-2
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	2.7 %	0	0
10 : Clerical Personnel	69	4	5.8 %	2.8 %	2	2
11 : Intermediate Sales and Service Personnel	119	1	0.8 %	3.0 %	4	-3
13 : Other Sales and Service Personnel	9	0	0.0 %	2.9 %	0	0
<b>Total</b>	<b>1187</b>	<b>14</b>	<b>1.2 %</b>	<b>2.8 %</b>	<b>33</b>	<b>-19</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Summary Report**

Date: 2018-09-24

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	89	5	5.6 %	15.0 %	13	-8
03 : Professionals	600	39	6.5 %	17.1 %	103	-64
04 : Semi-Professionals and Technicians	155	13	8.4 %	23.6 %	37	-24
05 : Supervisors	3	0	0.0 %	14.7 %	0	0
07 : Administrative and Senior Clerical Personnel	131	7	5.3 %	12.2 %	16	-9
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	15.5 %	1	-1
10 : Clerical Personnel	69	6	8.7 %	14.7 %	10	-4
11 : Intermediate Sales and Service Personnel	119	11	9.2 %	22.0 %	26	-15
13 : Other Sales and Service Personnel	9	0	0.0 %	25.3 %	2	-2
<b>Total</b>	<b>1187</b>	<b>81</b>	<b>6.8 %</b>	<b>17.6 %</b>	<b>209</b>	<b>-128</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Royal Ottawa Health Care Group

**Workforce Analysis - Summary Report**

Date: 2018-09-24

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	96	6	6.3 %	4.3 %	4	2
03 : Professionals	600	25	4.2 %	3.8 %	23	2
04 : Semi-Professionals and Technicians	155	9	5.8 %	4.6 %	7	2
05 : Supervisors	3	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	131	8	6.1 %	3.4 %	4	4
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	3.8 %	0	0
10 : Clerical Personnel	69	6	8.7 %	7.0 %	5	1
11 : Intermediate Sales and Service Personnel	119	1	0.8 %	5.6 %	7	-6
13 : Other Sales and Service Personnel	9	0	0.0 %	6.3 %	1	-1
<b>Total</b>	<b>1187</b>	<b>55</b>	<b>4.6 %</b>	<b>4.3 %</b>	<b>51</b>	<b>4</b>

Total may not equal sum of components due to rounding.





## Workforce Analysis - Summary Report

Date: 2018-09-24

### 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
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2018-09-24

### 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
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	09	17

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

**Table 1: Women**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	7	4	27.4
02	Middle & Other Managers	89	65	38.9
03	Professionals	600	488	83.2
04	Semi-Professionals & Technicians	155	115	85.9
05	Supervisors	3	2	50.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	131	121	77.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	5	0	2.7
10	Clerical Personnel	69	52	65.8
11	Intermediate Sales & Service Personnel	119	63	61.8
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	9	6	49.9
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>1,187</b>	<b>916</b>	<b>0.0</b>

**Table 5: Women**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	0	0	0.0
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0.0</b>

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

**\* Source:**

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

#### Data from First/Previous Workforce Analysis

↓                                ↓                                ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	09	17

#### Data from Subsequent/Current Workforce Analysis

↓                                ↓                                ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

#### Table 2: Aboriginal Peoples

##### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		#	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	7	0	2.9
02	Middle & Other Managers	89	1	2.2
03	Professionals	600	6	2.9
04	Semi-Professionals & Technicians	155	0	2.6
05	Supervisors	3	0	2.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	131	2	3.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	5	0	2.7
10	Clerical Personnel	69	4	2.8
11	Intermediate Sales & Service Personnel	119	1	3.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	9	0	2.9
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>1,187</b>	<b>14</b>	<b>0.0</b>

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

#### Table 6: Aboriginal Peoples

##### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		
		#	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	0	0	0.0
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0.0</b>

**\* Source:**  
0



**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	09	17

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	96	6	4.3
03	Professionals	600	25	3.8
04	Semi-Professionals & Technicians	155	9	4.6
05	Supervisors	3	0	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	131	8	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	5	0	3.8
10	Clerical Personnel	69	6	7.0
11	Intermediate Sales & Service Personnel	119	1	5.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	9	0	6.3
14	Other Manual Workers	0	0	0.0
Total		<b>1,187</b>	<b>55</b>	<b>0.0</b>

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		<b>0</b>	<b>0</b>	<b>0.0</b>

\* Source:  
2012 Canadian Survey on Disability

\* Source:

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

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

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Federal Contractors Program Achievement Report

## Part 2: Flow Data Analysis

### Royal Ottawa Health Care Group

[Date: 2018-09-24]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

#### Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

**Table 4: Members of Visible Minorities**

#### Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

**Table 8: Members of Visible Minorities**

#### Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	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**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

**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)	All Employees										First/Previous Short-term Goals										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	Actual			Projected	From - To		YYYY - YYYY												
	2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-17	Annually	Over 3 Years	2018	2021													
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%							
01 Senior Managers	7	-100.0%		0	0.0%		0	0	4	0.0%	0	-2	0	27.4%	2	2	57.1%	57.1%							
02 Middle & Other Managers	89	-100.0%		0	0.0%		0	0	65	0.0%	0	-30	0	38.9%	30	30	73.0%	73.0%							
03 Professionals	600	-100.0%		0	0.0%		0	0	488	0.0%	0	11	0	83.2%	-11	-11	81.3%	81.3%							
04 Semi-Professionals & Tech	155	-100.0%		0	0.0%		0	0	115	0.0%	0	18	0	85.9%	-18	-18	74.2%	74.2%							
05 Supervisors	3	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	50.7%	0	0	66.7%	66.7%							
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
07 Administrative & Sr Clerical	131	-100.0%		0	0.0%		0	0	121	0.0%	0	-20	0	77.2%	20	20	92.4%	92.4%							
08 Skilled Sales & Service	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	5	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.7%	0	0	0.0%	0.0%							
10 Clerical Personnel	69	-100.0%		0	0.0%		0	0	52	0.0%	0	-7	0	65.8%	7	7	75.4%	75.4%							
11 Intermediate Sales & Service	119	-100.0%		0	0.0%		0	0	63	0.0%	0	11	0	61.8%	-11	-11	52.9%	52.9%							
12 Semi-Skilled Manual	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	9	-100.0%		0	0.0%		0	0	6	0.0%	0	-2	0	49.9%	2	2	66.7%	66.7%							
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
<b>Total</b>	<b>1,187</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>916</b>	<b>0.0%</b>	<b>0</b>	<b>-916</b>	<b>0</b>	<b>0.0%</b>	<b>916</b>	<b>916</b>	<b>77.2%</b>	<b>77.2%</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 2: Women**

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

Federal Contractors Program Achievement Report

Part 3: Goals

Royal Ottawa Health Care Group

[Date: 2018-09-24]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

**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	Actual			Projected	Over 3 Years		Over 3 Years	From - To					
	2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-17	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	7	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	89	-100.0%	0.0%	0	0.0%	3.4%	9	9	1	3.4%	0	1	0	2.2%	2.2%	-1	-1	1.1%	1.1%
03 Professionals	600	-100.0%	0.0%	0	0.0%	9.1%	164	164	6	9.1%	2	13	5	2.9%	2.9%	-11	-8	1.0%	1.5%
04 Semi-Professionals & Tech	155	-100.0%	0.0%	0	0.0%	1.0%	5	5	0	1.0%	0	4	0	2.6%	2.6%	-4	-4	0.0%	0.0%
05 Supervisors	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.7%	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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	131	-100.0%	0.0%	0	0.0%	3.9%	15	15	2	3.9%	0	2	0	3.2%	3.2%	-2	-2	1.5%	1.5%
08 Skilled Sales & Service	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	5	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.7%	0	0	0.0%	0.0%	
10 Clerical Personnel	69	-100.0%		0	0.0%		0	0	4	0.0%	0	-2	0	2.8%	2	2	5.8%	5.8%	
11 Intermediate Sales & Service	119	-100.0%	0.0%	0	0.0%	5.3%	19	19	1	5.3%	0	3	1	3.0%	3.0%	-3	-2	0.8%	1.7%
12 Semi-Skilled Manual	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	9	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.9%	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	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,187</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>14</b>	<b>0.0%</b>	<b>0</b>	<b>-14</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>14</b>	<b>14</b>	<b>1.2%</b>	<b>1.2%</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	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.2	1	2.2	Availability low
03 Professionals	5	2.9	3	2.9	Availability low
04 Semi-Professionals & Tech	0	2.6	2	2.6	Availability low
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	3.2	2	3.2	Availability low
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	3.0	1	3.0	Availability low
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Royal Ottawa Health Care Group

[Date: 2018-09-24]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

**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 + 1	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																		
		First/Previous Short-term Goals											Persons with Disabilities							
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		Present Availability	Present Gap					
		2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-09-17	Annually	Over 3 Years	#	2018	2021	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	96	-100.0%		0	0.0%		0	0	6	0.0%	0	-2	0		4.3%	2	2	6.3%	6.3%
03	Professionals	600	-100.0%	0.0%	0	0.0%	3.4%	61	61	25	3.4%	3	1	0		3.8%	2	-1	4.2%	3.7%
04	Semi-Professionals & Tech	155	-100.0%	0.0%	0	0.0%	9.1%	42	42	9	9.1%	2	0	0		4.6%	2	0	5.8%	4.5%
05	Supervisors	3	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0		13.9%	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	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	131	-100.0%		0	0.0%		0	0	8	0.0%	0	-4	0		3.4%	4	4	6.1%	6.1%
08	Skilled Sales & Service	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	5	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
10	Clerical Personnel	69	-100.0%		0	0.0%		0	0	6	0.0%	0	-1	0		7.0%	1	1	8.7%	8.7%
11	Intermediate Sales & Service	119	-100.0%	0.0%	0	0.0%	5.3%	19	19	1	5.3%	0	6	1	5.6%	5.6%	-6	-5	0.8%	1.7%
12	Semi-Skilled Manual	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	9	-100.0%	0.0%	0	0.0%	7.1%	2	2	0	7.1%	0	1	0	6.3%	6.3%	-1	-1	0.0%	0.0%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		1,187	-100.0%		0	0.0%		0	0	55	0.0%	0	-55	0		0.0%	55	55	4.6%	4.6%

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

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

**Table 6: 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	0.0	
03	Professionals	0	0.0	1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	1	5.6	2	5.6	Availability low
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	6.3	1	6.3	Availability low
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

**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)	All Employees																			First/Previous Short-term Goals																			Members of Visible Minorities																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																																						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To																																												
	2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-17	Annually	Over 3 Years	2018	2021																																													
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%																																							
01 Senior Managers	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%																																						
02 Middle & Other Managers	89	-100.0%	0.0%	0	0.0%	3.4%	9	9	5	3.4%	1	9	1	15.0%	15.0%	-8	-8	5.6%	5.6%																																						
03 Professionals	600	-100.0%	0.0%	0	0.0%	9.1%	164	164	39	9.1%	11	75	28	17.1%	17.1%	-64	-47	6.5%	9.3%																																						
04 Semi-Professionals & Tech	155	-100.0%	0.0%	0	0.0%	1.0%	5	5	13	1.0%	0	24	1	23.6%	23.6%	-24	-23	8.4%	9.0%																																						
05 Supervisors	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	14.7%	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	#DIV/0!	#DIV/0!																																							
07 Administrative & Sr Clerical	131	-100.0%	0.0%	0	0.0%	3.9%	15	15	7	3.9%	1	10	2	12.2%	12.2%	-9	-8	5.3%	6.1%																																						
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	5	-100.0%	0.0%	0	0.0%	10.0%	2	2	0	10.0%	0	1	0	15.5%	15.5%	-1	-1	0.0%	0.0%																																						
10 Clerical Personnel	69	-100.0%	0.0%	0	0.0%	15.4%	32	32	6	15.4%	3	7	5	14.7%	14.7%	-4	-2	8.7%	11.6%																																						
11 Intermediate Sales & Service	119	-100.0%	0.0%	0	0.0%	5.3%	19	19	11	5.3%	2	17	4	22.0%	22.0%	-15	-13	9.2%	10.9%																																						
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!																																							
13 Other Sales & Service	9	-100.0%	0.0%	0	0.0%	7.1%	2	2	0	7.1%	0	2	1	25.3%	25.3%	-2	-1	0.0%	11.1%																																						
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	1,187	-100.0%	0.0%	0	0.0%	0.0%	0	0	81	0.0%	0	-81	0	0.0%	0.0%	81	81	6.8%	6.8%																																						

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	1	10.1	
02 Middle & Other Managers	1	15.0	3	15.0	
03 Professionals	28	17.1	5	17.1	
04 Semi-Professionals & Tech	1	23.6	4	23.6	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	2	12.2	3	12.2	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	15.5	1	15.5	
10 Clerical Personnel	5	14.7	2	14.7	
11 Intermediate Sales & Service	4	22.0	4	22.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	1	25.3	1	25.3	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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[Date: 2018-09-24]

**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**

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

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 10: Women**

Employment Equity Occupational Group (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	

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[Date: 2018-09-24]

Total		0.0		0.0
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**Part 3: Goals**

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[Date: 2018-09-24]

**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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	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	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	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	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#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 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	

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**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

Total		0.0		0.0
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[Date: 2018-09-24]

**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										
		Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	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		
		Number	Year	Actual	Projected	Actual		Projected	Actual		Over 3 Years	From - To							
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Over 3 Years	YYYY - YYYY										
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	0	3									
#	%	%	#	%	%	#	#	%	#	%	%	#	#	%	%				
01/02	Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	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	#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	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<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		



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[Date: 2018-09-24]

**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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 15: Members of Visible Minorities**

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

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis ÷ (Total number of employees from Previous Workforce Analysis ÷ Total number of employees from Current

‡ Workforce Analysis) ÷ 2) x 100.

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (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	



Federal Contractors Program Achievement Report

Part 3: Goals

Royal Ottawa Health Care Group

[Date: 2018-09-24]

Total		0.0		0.0
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**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
01 Senior Managers	2018	7	4	57.1	27.4	2	2	208.6																
	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
02 Middle & Other Managers	2018	89	65	73.0	38.9	35	30	187.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	600	488	81.3	83.2	499	-11	97.8																
	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
04 Semi-Professionals & Technicians	2018	155	115	74.2	85.9	133	-18	86.4																
	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
05 Supervisors	2018	3	2	66.7	50.7	2	0	131.5																
	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
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#			
07	Administrative & Senior Clerical	2018	131	121	92.4	77.2	101	20	119.6																
		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
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	5	0	0.0	2.7	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	69	52	75.4	65.8	45	7	114.5																
		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
11	Intermediate Sales & Service Personnel	2018	119	63	52.9	61.8	74	-11	85.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Women				All Employees	Women				All Employees	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	0.0	0.0	0.0						
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0						
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0						
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0						
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0						
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0						
		3	0	0	0.0			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	0.0	0.0	0.0						
		3	0	0	0.0			0.0	0.0				0.0	0.0	0.0	0.0						

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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	Women				All Employees	Women				All Employees	Women				All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	9	6	66.7	49.9	4	2	133.6																		
	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	
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	2018	1,187	916	77.2	0.0	916	0.0																			
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	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			
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			
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			

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	7	0	0.0	2.9	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	89	1	1.1	2.2	2	-1	51.1																	
	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
03 Professionals	2018	600	6	1.0	2.9	17	-11	34.5																	
	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
04 Semi-Professionals & Technicians	2018	155	0	0.0	2.6	4	-4	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	3	0	0.0	2.7	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	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		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.2	0.0	1	0.0	2.2	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	5	0.0	2.9	0.0	3	0.0	2.9	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	2.6	0.0	2	0.0	2.6	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 5: Results - Aboriginal Peoples**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		Aboriginal Peoples										Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		All Employees	Representation		Availability		Gap	EE Result		All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07	Administrative & Senior Clerical	2018	131	2	1.5	3.2	4	-2	47.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	5	0	0.0	2.7	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	69	4	5.8	2.8	2	2	207.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	119	1	0.8	3.0	4	-3	28.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		All Employees	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	3.2	0.0	2	0.0	3.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	3.0	0.0	1	0.0	3.0	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	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13	Other Sales & Service Personnel	2018	9	0	0.0	2.9	0	0	0.0																
		0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	0	0	0.0	0	0	0	0.0																
		0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	1,187	14	1.2	0	14	0	0.0																
		0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

**Federal Contractors Program Achievement Report**

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

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
01&02 Managers	2018	96	6	6.3	4.3	4	2	145.3																		
	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
03 Professionals	2018	600	25	4.2	3.8	23	2	109.6																		
	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
04 Semi-Professionals & Technicians	2018	155	9	5.8	4.6	7	2	126.2																		
	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
05 Supervisors	2018	3	0	0.0	13.9	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	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										
				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	0.0	0.0	0	0.0	0.0	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	0.0	0.0	1	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	



**Federal Contractors Program Achievement Report**

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

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2018	131	8	6.1	3.4	4	4	179.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	5	0	0.0	3.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	69	6	8.7	7.0	5	1	124.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	119	1	0.8	5.6	7	-6	15.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
07	Administrative & Senior Clerical	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	1	0.0	5.6	0.0	2	0.0	5.6	0.0			
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0			

**Federal Contractors Program Achievement Report**

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

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#	
13 Other Sales & Service Personnel	2018	9	0	0.0	6.3	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
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	1,187	55	4.6	0.0	0	55	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	6.3	0.0	1	0.0	6.3	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 7: Results - Members of Visible Minorities**

**Royal Ottawa Health Care Group**

[Date: 2018-09-24]

<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	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	7	0	0.0	10.1	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	89	5	5.6	15.0	13	-8	37.5																	
	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
03 Professionals	2018	600	39	6.5	17.1	103	-64	38.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	155	13	8.4	23.6	37	-24	35.5																	
	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
05 Supervisors	2018	3	0	0.0	14.7	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	0	0	0	0.0	0	0.0	10.1	0.0	1	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	15.0	0.0	3	0.0	15.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	28	0.0	17.1	0.0	5	0.0	17.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	23.6	0.0	4	0.0	23.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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 (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	131	7	5.3	12.2	16	-9	43.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
09	Skilled Crafts & Trades Workers	2018	5	0	0.0	15.5	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	69	6	8.7	14.7	10	-4	59.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	119	11	9.2	22.0	26	-15	42.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	2	0.0	12.2	0.0	3	0.0	12.2	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	15.5	0.0	1	0.0	15.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	5	0.0	14.7	0.0	2	0.0	14.7	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	4	0.0	22.0	0.0	4	0.0	22.0	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	

**Federal Contractors Program Achievement Report**

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

**Royal Ottawa Health Care Group**

**[Date: 2018-09-24]**

<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	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	9	0	0.0	25.3	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	1,187	81	6.8	0.0	81	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments											
		Flow Data		Short-term Goals				Long-term Goals																	
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities																
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met														
#	#	%	#	%	%	#	%	%	#	%	%														
13 Other Sales & Service Personnel	0	0	0	0.0	1	0.0	25.3	0.0																	
	3	0	0	0.0			0.0	0.0																	
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0																	
	3	0	0	0.0			0.0	0.0																	
Total	0	0	0	0.0	0	0.0	0.0	0.0																	
	3	0	0	0.0			0.0	0.0																	



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Royal Ottawa Health Care Group</b>
<b>[Date: 2018-09-24]</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):



**Short-term Goal Setting Tool**  
**Royal Ottawa Health Care Group**  
**31-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN											
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals YYYY-YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
								Annually	Over 3 Years		#	%						#
		#	%	#	%		#	%	%	#	#	%	#	%				
Senior Managers			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Middle & Other Managers			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Professionals			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Supervisors			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0	0	0	0	0	0	#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Royal Ottawa Health Care Group  
31-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Senior Managers			0		0	0		0.0%	0	0	0	0		0	0	#DIV/0!	#DIV/0!
Middle & Other Managers	85	0.0%	0	3.4%	9	9	0	3.4%	0	2	0	2.2%	2.2%	-2	-2	0.0%	0.0%
Professionals	622	0.0%	0	9.1%	170	170	6	9.1%	2	14	5	2.9%	2.9%	-12	-9	1.0%	1.4%
Semi-Professionals & Technicians	178	0.0%	0	0.8%	4	4	0	0.8%	0	5	0	2.6%	2.6%	-5	-5	0.0%	0.0%
Supervisors			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	131	0.0%	0	3.9%	15	15	1	3.9%	0	3	0	3.2%	3.2%	-3	-3	0.8%	0.8%
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	127	0.0%	0	5.3%	20	20	0	5.3%	0	4	1	3.0%	3.0%	-4	-3	0.0%	0.8%
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Royal Ottawa Health Care Group  
31-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	PERSONS WITH DISABILITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Senior Managers			0		0	0		0.0%	0	0	0	0			1	#DIV/0!	#DIV/0!
Middle & Other Managers	92	0.0%	0	3.4%	9	9	4	3.4%	1	2	0	4.3%	4.3%	-1	8	14.1%	13.0%
Professionals	622	0.0%	0	9.1%	170	170	24	9.1%	7	15	6	3.8%	3.8%	-8	-1	3.9%	3.7%
Semi-Professionals & Technicians	178	0.0%	0	0.8%	4	4	8	0.8%	0	2	0	4.6%	4.6%	-2	0	4.5%	4.5%
Supervisors			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	127	0.0%	0	5.3%	20	20	7	5.3%	1	8	1	5.6%	5.6%	-7	0	5.5%	5.5%
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	12	0.0%	0	7.1%	3	3	1	7.1%	0	1	0	6.3%	6.3%	-1	0	8.3%	8.3%
Other Manual Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Royal Ottawa Health Care Group  
31-Oct-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	MEMBERS OF VISIBLE MINORITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Senior Managers	7	0.0%	0	0.0%	0	0	1	0.0%	#REF!	#REF!	0	10.1%	10.1%	-1	#REF!	#REF!	#REF!
Middle & Other Managers	85	0.0%	0	3.4%	9	9	13	3.4%	#REF!	#REF!	1	15.0%	15.0%	-9	#REF!	#REF!	#REF!
Professionals	622	0.0%	0	9.1%	170	170	106	9.1%	29	109	29	17.1%	17.1%	-80	0	17.0%	17.0%
Semi-Professionals & Technicians	178	0.0%	0	0.8%	4	4	42	0.8%	1	36	1	23.7%	23.7%	-35	0	23.6%	23.6%
Supervisors			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	131	0.0%	0	3.9%	15	15	16	3.9%	2	14	2	12.2%	12.2%	-12	0	12.2%	12.2%
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers	6	0.0%	0	10.0%	2	2	1	10.0%	0	1	0	15.3%	15.3%	-1	0	16.7%	16.7%
Clerical Personnel	77	0.0%	0	15.4%	36	36	11	15.4%	5	11	5	14.7%	14.7%	-6	0	14.3%	14.3%
Intermediate Sales & Service Personnel	127	0.0%	0	5.3%	20	20	28	5.3%	4	25	4	22.0%	22.0%	-21	0	22.0%	22.0%
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	12	0.0%	0	7.1%	3	3	3	7.1%	1	4	1	25.3%	25.3%	-3	0	25.0%	25.0%
Other Manual Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

<b>Summary of Goals</b>
<b>Royal Ottawa Health Care Group</b>
<b>October 31, 2017</b>

**Women (no gaps)**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	

**Aboriginal Peoples**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
02	Middle & Other Managers	-2	1	1	
03	Professionals	-12	1	2	
04	Semi-Professionals & Technicians	-5	1	1	
07	Administrative & Senior Clerical	-3	0	1	Availability low
11	Intermediate Sales/Service Personnel	-4	0	1	Availability low

**Persons with Disabilities**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
01/02	Managers	-1	0	1	Availability low
03	Professionals	-8	2	1	
04	Semi-Professionals & Technicians	-2	1	1	
11	Intermediate Sales/Service Personnel	-7	0	1	Availability low
13	Other Sales & Service Personnel	-1	0	1	Availability low

## Members of Visible Minorities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0	1	Availability low
02	Middle & Other Managers	-9	2	2	
03	Professionals	-80	5	5	
04	Semi-Professionals & Technicians	-35	2	2	
07	Administrative & Senior Clerical	-12	2	2	
09	Skilled Crafts & Trades Workers	-1	0	1	Availability low
10	Clerical Personnel	-6	1	1	
11	Intermediate Sales & Service Personnel	-21	3	3	
13	Other Sales & Service Personnel	-3	0	1	Availability low

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Royal Ottawa Health Care Group

**Primary Location:** Ottawa (Ontario)

**Number of Employees:** 1187

**Organization Overview:**

NAICS 6222 – Psychiatric and Substance Abuse Hospitals

The Royal Ottawa Health Care Group is a mental health care and academic health science centres. The organisation combines the delivery of specialized mental health care, advocacy, research and education.

**Key Dates – First Year Assessment**

Initiated: 2017-03-17

Received: 2018-05-29

Workforce Analysis: 2018-09-24

**COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of employees the questionnaire was sent to:	1187	100
Number of questionnaires returned:	738	62
Number of completed questionnaires returned:	707	60

- 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:

- The organisation used the self-identification questionnaire template provided by ESDC.
- The survey results are under the minimum required of 80% of the workforce. The first submission received on October 30, 2017, after the first extension was granted, had survey's return rate of 40%. Another extension was granted and the response rate reached 57% on February 12, 2018. More time was given to the employer to improve the survey's results but unfortunately, the organisation reached a 60% response rate this time. The organization explained that they are more than willing to comply with the requirements of the Federal Contractors Program, they held meetings with union leadership, held awareness events and strongly encouraged employees to complete the survey through an awareness campaign but the result is still under 80%. They stated that there is not much more that they can do to increase the survey rate.
- In view of the above, the first compliance assessment is accepted with a response rate of 60%.

**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:



## SUMMARY OF GOALS

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
03	Professionals	-11	-	-	81.3	83.2
04	Semi-Professionals & Technicians	-18	-	-	74.2	85.9
11	Intermediate Sales & Service Personnel	-11	-	-	52.9	61.8

## Observations:

- No goals are required for EEOGs 03, 04 and 11 given that the current representation of women is above 50%.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-1	2.2	2.2	1.1	2.2
03	Professionals	-11	2.9	2.9	1.0	2.9
04	Semi-Professionals & Technicians	-4	2.6	2.6	0.0	2.6
07	Administrative & Senior Clerical Personnel	-2	3.2	3.2	1.5	3.2
11	Intermediate Sales & Service Personnel	-3	3.0	3.0	0.8	3.0

## Observations:

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-8	15.0	15.0	5.6	15.0
03	Professionals	-64	17.1	17.1	6.5	17.1
04	Semi-Professionals & Technicians	-24	23.6	23.6	8.4	23.6
07	Administrative & Senior Clerical Personnel	-9	12.2	12.2	5.3	12.2
09	Skilled Crafts & Trades Workers	-1	15.5	15.5	0.0	15.5
10	Clerical Personnel	-4	14.7	14.7	8.7	14.7
11	Intermediate Sales & Service Personnel	-14	22.0	22.0	9.2	22.0
13	Other Sales & Service Personnel	-2	25.3	25.3	0.0	25.3

Observations:

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
11	Intermediate Sales & Service Personnel	-6	5.6	5.6	0.8	5.6
13	Other Sales & Service Personnel	-1	6.3	6.3	0.0	6.3

Observations:

**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:

- It may be beneficial for Royal Ottawa Health Care Group to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the four designated groups. Fostering relationships with these organizations could allow Royal Ottawa Health Care Group to address and close gaps through internships or permanent employment when vacancies arise.
- In view of the results of the survey that are under 80%, it is important to make efforts to increase the number of questionnaires returned in order to have better coverage of your workforce. You must ensure that new employees are given the opportunity to self-identify as part of the hiring process. You are also required to update the workforce data to reflect new hires, promotions and terminations, and to include any changes employees made to their self-identification questionnaires.

**Name of Analyst: Maurice Yakibonge**

**Date: 2018-09-28**

## **Nyirasafari, Ange AN [NC]**

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**From:** Yakibonge, Maurice [NC]  
**Sent:** October 12, 2018 9:52 AM  
**To:** 'cal.crocker@theroyal.ca'  
**Cc:** 'Susanne Sargent'; Rosanna Lashley  
**Subject:** Government of Canada Agreement Number: 10000450 – Notification of Compliance with the Federal Contractors Program

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

Dear Cal Crocker:

I am writing to inform you that the compliance assessment initiated on March 15, 2017 has been completed. As a result of the assessment, Royal Ottawa Health Care Group 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 Royal Ottawa Health Care Group's employment equity program.

- It may be beneficial for Royal Ottawa Health Care Group to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the four designated groups. Fostering relationships with these organizations could allow Royal Ottawa Health Care Group to address and close gaps through internships or permanent employment when vacancies arise.
- In view of the results of the survey that are under 80%, it is important to make efforts to increase the number of questionnaires returned in order to have better coverage of your workforce. You must ensure that new employees are given the opportunity to self-identify as part of the hiring process. You are also required to update the workforce data to reflect new hires, promotions and terminations, and to include any changes employees made to their self-identification questionnaires.

### **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 March 15, 2020. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Royal Ottawa Health Care Group is notified of a subsequent assessment, the following information will be required:

- workforce data (Form 1 to 6) at the national level;
- a current workforce analysis; and
- a completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Royal Ottawa Health Care Group will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;

- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Royal Ottawa Health Care Group continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



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

## Nyirasafari, Ange AN [NC]

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**From:** Susanne Sargent <Susanne.Sargent@theroyal.ca>  
**Sent:** October 30, 2017 11:27 AM  
**To:** EE-EME  
**Cc:** Rosanna Lashley; Cal Crocker  
**Subject:** Compliance Assessment Submission  
**Attachments:** Self Identification Questionnaire 2016 2017 v2 -fillable form.docx; Detailed report - all groups\_20171003.pdf; Summary report - all groups\_20171003.pdf; WEDShortTermGoalSettingTool-20171031.xlsx; WEDFCPSummaryGoals-20171031.docx

Attached are our documents in regards to our 1<sup>st</sup> compliance assessment submission:

- Survey used
- Survey statistics – number sent out (1147), number returned in total (454), number returned completed (454)
- Workforce Analysis Summary and Detailed reports
- Short-term Goal Setting tool
- Summary of Goals document

Please let me know if you require any further documentation.

Thank you.

**Susanne Sargent**

Corporate HR Officer  
Agente de ressources humaines



T. 613.722.6521 ext. 6911  
F. 613.798.2970  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

1145, ave. Carling Ave.  
Ottawa, Ontario  
Canada K1Z 7K4



Mental Health - Care & Research  
Santé mentale - Soins et recherche

Royal Ottawa  
Health Care Group  
Services de santé  
Royal Ottawa

## Nyirasafari, Ange AN [NC]

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**From:** Yakibonge, Maurice [NC]  
**Sent:** September 28, 2018 12:07 PM  
**To:** 'Susanne Sargent'  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission  
**Attachments:** Royal Ottawa Health Care Group - Achievement Report Corrected.xlsx; Summary report - all groups\_20180924.pdf

Good day Susanne,

Thank you for your email. The approved Achievement Report has been placed on file.

We thank you for your cooperation.

Regards,

Maurice Yakibonge

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

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



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!

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**From:** Susanne Sargent [<mailto:Susanne.Sargent@theroyal.ca>]  
**Sent:** September-27-18 3:34 PM  
**To:** Yakibonge, Maurice [NC]  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Hi Maurice,

Thank you for reviewing this report and consider it approved.

### Susanne Sargent

Human Resources  
613-722-6521 ext. 6911  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** September-27-18 3:10 PM  
**To:** Susanne Sargent

**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Good afternoon Susanne,

I have updated the Achievement Report you submitted. Please be advised that you are required to set goals only where gaps are revealed. For person with disabilities, I removed three goals that you have set. According to the workforce analysis, there are only two gaps for persons with disabilities.

Please find attached the updated achievement report for your review and approval.

If you have any question, please do not hesitate to contact me.

Kind regards,

Maurice Yakibonge

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

Workplace Equity Division, Labour Program  
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**From:** Yakibonge, Maurice [NC]  
**Sent:** September-26-18 7:55 AM  
**To:** 'Susanne Sargent'  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Good morning Susanne,

Thank you for submitting the Compliance Assessment for Royal Ottawa Health Care Group. We will review and analyze the submission in the coming weeks.

In the meantime, if you have any questions please do not hesitate to contact us.

Kind regards,

Maurice Yakibonge

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

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**From:** Susanne Sargent [<mailto:Susanne.Sargent@theroyal.ca>]  
**Sent:** September-25-18 1:07 PM  
**To:** Yakibonge, Maurice [NC]  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Hi Maurice,

Thank you for the good news about the compliance assessment. The requested information is attached and below:

- Self-identification questionnaire used (attached)
- Results of workforce survey: number of employees surveyed (1207), number of questionnaires returned blank, partially & fully completed (738) and number of questionnaires fully completed & returned (707)
- Workforce analysis results – summary and detailed reports
- Achievement report

If you require any further information please let me know.

Thank you.

### Susanne Sargent

Human Resources  
613-722-6521 ext. 6911  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** September-19-18 7:26 AM  
**To:** Susanne Sargent  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Good morning Susanne,

We have reviewed the survey's results and the management has approved that your assessment be submitted with 58% response rate.

Could you provide me with the updated information below regarding your first compliance assessment:

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

Please be advised that the Achievement Report is a new tool that includes the short term goal setting tool and the summary of goals. In the Workforce Analysis worksheet, you will be data entering the results from your organization's Workforce Analysis – Summary Reports that will be submitted for the first compliance assessment. In the goals

worksheet, you will only need to complete Tables 1 to 8 for a first compliance assessment. All short-term and long-term goals must be at least equal to the current availability estimates (goals in percentage only).

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

Thank you for your time and collaboration.

Regards,

Maurice Yakibonge

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

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**From:** Susanne Sargent [<mailto:Susanne.Sargent@theroyal.ca>]  
**Sent:** September-17-18 3:24 PM  
**To:** Yakibonge, Maurice [NC]  
**Cc:** Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Hi Maurice,

Further to the email below that was sent to Ward in February, our numbers are as follows:

- Number of surveys handed out – 1207
- Number of surveys returned – 738
- Number of surveys completed – 707

Also, as discussed, we are more than willing to comply with the requirements of the Federal Contractors Program but as we are not under Federal jurisdiction, it makes it very difficult for us being in a unionized environment and under Provincial jurisdiction to make this survey mandatory for our staff to complete. There is no obligation for our employees to provide this personal information to their employer.

When we launched the survey, we held meetings with union leadership, held awareness events and strongly encouraged employees to complete the survey through an awareness campaign. We really feel that there is not much more that we can do to increase the survey rate. We do provide the survey to all new employees who join our organization to increase our participation rate and but we cannot make it mandatory for them to provide this personal information.

I want to thank you for your understanding and am more than happy to have a discussion with you if you wish to discuss further.

Thank you.

## Susanne Sargent

Human Resources  
613-722-6521 ext. 6911  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

---

**From:** Susanne Sargent  
**Sent:** September-11-18 8:33 AM  
**To:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)  
**Cc:** Rosanna Lashley  
**Subject:** FW: Compliance Assessment Submission

Hi Maurice,

Attached is the last thing I sent to Ward.

## Susanne Sargent

Human Resources  
613-722-6521 ext. 6911  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

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**From:** Susanne Sargent  
**Sent:** February-12-18 2:58 PM  
**To:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca)  
**Cc:** Rosanna Lashley  
**Subject:** FW: Compliance Assessment Submission

Hi Ward,

We have re-surveyed our employees as suggested below. Our new results are as follows:

- Survey used
- Survey statistics – number sent out (1140), number returned in total (686 plus 85 blank lines = 771), number returned completed (655)
- Workforce Analysis Summary and Detailed reports
- Short-term Goal Setting tool
- Summary of Goals document

Please let me know if you require any further documentation.

Thank you.

## Susanne Sargent

Human Resources  
613-722-6521 ext. 6911  
[susanne.sargent@theroyal.ca](mailto:susanne.sargent@theroyal.ca)

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**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>]  
**Sent:** December-11-17 1:32 PM  
**To:** Susanne Sargent  
**Cc:** Cal Crocker; [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca); Rosanna Lashley  
**Subject:** RE: Compliance Assessment Submission

Good afternoon Susanne,

Thank you again for sending in the compliance assessment. While analysing your submission we saw that the response and return rates for the employment equity survey were only 40%. We require that the number be much closer to 80%.

As such, we require that you re-survey your workforce and resubmit your compliance assessment with the new information. What we recommend to employers to improve the return rate is to make the return of the survey mandatory. This is very effective and should definitely get you much closer to the required 80%.

We kindly ask that you resubmit your compliance assessment after the resurveying of your employees no later than **January 29<sup>th</sup>, 2018**.

If you have any questions or comments, please do not hesitate to contact us.

Kind regards,  
Ward

Ward Normandin

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**From:** Susanne Sargent [<mailto:Susanne.Sargent@theroyal.ca>]

**Sent:** 2017-10-30 11:27 AM

**To:** EE-EME

**Cc:** Rosanna Lashley; Cal Crocker

**Subject:** Compliance Assessment Submission

Attached are our documents in regards to our 1<sup>st</sup> compliance assessment submission:

- Survey used
- Survey statistics – number sent out (1147), number returned in total (454), number returned completed (454)
- Workforce Analysis Summary and Detailed reports
- Short-term Goal Setting tool
- Summary of Goals document

Please let me know if you require any further documentation.

Thank you.

**Susanne Sargent**

Corporate HR Officer

Agente de ressources humaines



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