Employment and Social Development Canada Dévelopment social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - EL

OFFICIAL USE ONLY	
Agreement N°:	

# **Agreement to Implement Employment Equity**

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Legal Name of Organization			Parent company is	located outside	Canada
Royal Ottawa Health Care G	roup		l is	Yes	□ No
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Operating Name (if different from Legal Name	e of Organization)	o o o o o o o o o o o o o o o o o o o	<b>1.</b>		······································
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	HEA	D OFFICE			
Address (building number, street, suite, etc.)		City		Province	Postal Code
1145 Carling Avenue		Ottawa		l On	K1Z 7K4
		Telephone Numbe			
		613-722-652			
	EMPLOYMENT	EQUITY CONT	ACT		
Name (print) Cal. Crocker		Time Executive V	ice-Presiden	t and CFO	
Telephone Number	E-mail Address	1	and the second s	ALEXANDER OF THE PROPERTY OF T	ge of Correspondence
613-722-6521 × 6379	cal, crocker@there	yal.ca	1	[v] English	[] French
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Emploi et Développement social Canada

Agreement number: 10000450

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

February 9th, 2016

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

<u>Subject: Request for Extension - Compliance Assessment - Federal Contractors Program</u>

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.



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



## Nyirasafari, Ange AN [NC]

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 <u>ward.normandin@labour-travail.gc.ca</u>.

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

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca

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
Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca

----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

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

eme@hrsdc-rhdcc.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,

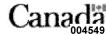
Équipe de l'équité en emploi / Workplace Equity Team Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca Workplace Equity Division, Labour Program Employment and Social Development Canada / Government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

# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

#### Women

Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	7	4	57.1 %	27.4 %	2	2	National
02 : Middle and Other Managers	National	89	65	73.0 %	38.9 %	35	30	National
03 : Professionals		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		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		National



# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		ilability	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
04 : Semi-Professionals and Technicians		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
05 : Supervisors		3	2	66.7 %	50.7 %	2	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	2	66.7 %	50.7 %	2	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		131	121	92.4 %	77.2 %	101	20	
Employment Equity Occupational Group	Ottawa - Gatineau	131	121	92.4 %	77.2 %	101	20	Ottawa - Gatineau
09 : Skilled Crafts and Trades Workers		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



# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

#### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		69	52	75.4 %	65.8 %	45	7	
Employment Equity Occupational Group	Ottawa - Gatineau	69	52	75.4 %	65.8 %	45	7	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		119	63	52.9 %	61.8 %	74	-11	
Employment Equity Occupational Group	Ottawa - Gatineau	119	63	52.9 %	61.8 %	74	-11	Ottawa - Gatineau
13 : Other Sales and Service Personnel		9	6	66.7 %	49.9 %	4	2	
Employment Equity Occupational Group	Ottawa - Gatineau	9	6	66.7 %	49.9 %	4	2	Ottawa - Gatineau
Total		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

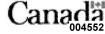


# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

## **Aboriginal Peoples**

		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ability	Gap	Recruitment Area	
		#	#	%	%	#	#		
01 : Senior Managers	National	7	0	0.0 %	2.9 %	0	0	National	
02 : Middle and Other Managers	National	89	1	1.1 %	2.2 %	2		National	
03 : Professionals		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	
121 : Human resources professionals	National	3	0	0.0 %	2.7 %	0	0	National	
122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National	
123 : 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	
1021 : College and other vocational instructors	National	1	0	0.0 %	2.4 %	0	0	National	
9033 : Educational counsellors	National	3	0	0.0 %	6.0 %	0	0	National	
112 : Lawyers and Quebec notaries	National	2	0	0.0 %	1.6 %	0	0	National	
151 : Psychologists	National	34	0	0.0 %	1.4 %	0	0	National	
1152 : Social workers	National	73	1	1.4 %	6.3 %	5	-4	National	

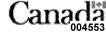


# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

## **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
04 : Semi-Professionals and Technicians		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
D5 : Supervisors		3	0	0.0 %	2.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		131	2	1.5 %	3.2 %	4	-2	
Employment Equity Occupational Group	Ottawa - Gatineau	131	2	1.5 %	3.2 %	4	-2	Ottawa - Gatineau
09 : Skilled Crafts and Trades Workers		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



# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

#### **Aboriginal Peoples**

				Aboriç	ginal Peoples	;		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		69	4	5.8 %	2.8 %	2	2	
Employment Equity Occupational Group	Ottawa - Gatineau	69	4	5.8 %	2.8 %	2	2	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		119	1	0.8 %	3.0 %	4	-3	
Employment Equity Occupational Group	Ottawa - Gatineau	119	1	0.8 %	3.0 %	4	-3	Ottawa - Gatineau
13 : Other Sales and Service Personnel		9	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	9	0	0.0 %	2.9 %	0	0	Ottawa - Gatineau
Total		1187	14	1.2 %	2.8 %	33	-19	
i otal		1107	17	3 x 60 70	£.0 /0	00	10	

Total may not equal sum of components due to rounding.

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

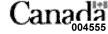


# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

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

1. Senior Managers								
National   Part   Par	Employment Equity Occupational Group	Internal Location	· ·	•			•	•
National   89   5   5.6 %   15.0 %   13   8   National   89   15   5.6 %   15.0 %   13   8   National   11   11   11   11   11   11   11			#	#	<b>%</b>	%	#	#
1111 : Financial auditors and accountants   National   1   0   0.0 %   27.5 %   0   0   National   1121 : Financial auditors and accountants   National   1   0   0.0 %   27.5 %   0   0   National   1121 : Financial and investment analysts   National   1   0   0.0 %   27.5 %   0   0   National   1121 : Financial and investment analysts   National   1   0   0.0 %   35.4 %   2   2   National   1121 : Financial and investment analysts   National   1   0   0.0 %   35.4 %   2   2   National   1121 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1221 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1221 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1222 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1222 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1223 : Financial and investment analysts   National   1   0   0.0 %   21.6 %   0   0   National   1223 : National   1224 : Chemists   National   1   0   0.0 %   37.3 %   1   3   National   1224 : Chemists   National   1   0   0.0 %   32.3 %   0   0   National   1224 : Allied primary health practitioners   National   1   0   0.0 %   32.3 %   0   0   National   1224 : Allied primary health practitioners   National   1   0   0.0 %   15.9 %   0   0   National   1224 : Allied primary health practitioners   National   1   0   0.0 %   15.4 %   0   0   National   1224 : Physiotherapists   National   1   0   0.0 %   15.4 %   0   0   National   1224 : Physiotherapists   National   1   0   0.0 %   15.4 %   0   0   National   1224 : Physiotherapists   National   1   0   0.0 %   15.4 %   0   0   National   1224 : National   1224 : National   1225   0   0	01 : Senior Managers	National	7	0	0.0 %	10.1 %	1	-1 National
National   1	02 : Middle and Other Managers	National	89	5	5.6 %	15.0 %	13	-8 National
National   National   Society   Octoor   Octoo	03 : Professionals		600	39	6.5 %	17.1 %	103	-64
National   122 : Professionals   National   3   0   0.0 %   14.1 %   0   0   National   122 : Professional occupations in business management consulting   National   123 : Professional occupations in advertising, marketing and public relations   National   1   1   14.3 %   16.9 %   1   0   National   111 : Physicists and astronomers   National   1   0   0.0 %   22.9 %   0   0   National   111 : Physicists and astronomers   National   1   0   0.0 %   22.9 %   0   0   National   112 : Chemists   National   17   4   23.5 %   31.4 %   5   1   National   171 : Information systems analysts and consultants   National   17   4   23.5 %   31.4 %   5   1   National   172 : Database analysts and data administrators   National   1   0   0.0 %   32.3 %   0   0   National   122 : Registered nurses and registered psychiatric nurses   National   315   17   5.4 %   18.3 %   58   41   National   124 : Allied primary health practitioners   National   1   0   0.0 %   15.9 %   0   0   National   131 : Pharmacists   National   1   0   0.0 %   15.9 %   0   0   National   132 : Dietitians and nutritionists   National   2   0   0.0 %   15.4 %   0   0   National   142 : Physiotherapists   National   2   0   0.0 %   15.4 %   0   0   National   143 : Occupational therapists   National   2   0   0.0 %   15.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National   144 : Other professional occupations in therapy and assessment   National   1   0   0.0 %   13.4 %   0   0   National	1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0 National
National 2 : Professional occupations in business management consulting National 2 0 0.0 % 21.6 % 0 0 National 123 : Professional occupations in advertising, marketing and public relations National 7 1 14.3 % 16.9 % 1 0 National 111 : Physicists and astronomers National 1 0 0.0 % 22.9 % 0 0 National 112 : Chemists National 3 0 0.0 % 37.3 % 1 1 1 National 112 : Chemists National 17 4 23.5 % 31.4 % 5 1 National 171 : Information systems analysts and consultants National 17 4 23.5 % 31.4 % 5 1 National 172 : Database analysts and data administrators National 1 0 0.0 % 32.3 % 0 0 National 172 : Registered nurses and registered psychiatric nurses National 315 17 5.4 % 18.3 % 58 41 National 124 : Allied primary health practitioners National 1 0 0.0 % 15.9 % 0 0 National 131 : Pharmacists National 9 2 22.2 % 32.2 % 3 1 National 132 : Dietitians and nutritionists National 6 0 0.0 % 16.3 % 1 National 142 : Physiotherapists National 2 0 0.0 % 15.4 % 0 0 National 143 : Occupational therapists National 2 1 4.3 % 13.6 % 3 2 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 0 0 National 144 : Other professional occupations in therapy and assessment National 1	1112 : Financial and investment analysts	National	5	0	0.0 %	35.4 %	2	-2 National
123 : Professional occupations in advertising, marketing and public relations  National  National  1 14.3 % 16.9 % 1 0 National  111 : Physicists and astronomers  National  112 : Chemists  National  113 : O 0.0 % 22.9 % 0 0 0 National  114 : Chemists  National  117 : Information systems analysts and consultants  National  117 : Information systems analysts and data administrators  National  117 : Database analysts and data administrators  National  118 : Pharmacists  National  129 : Registered nurses and registered psychiatric nurses  National  120 : National  121 : Allied primary health practitioners  National  122 : Dietitians and nutritionists  National  123 : Dietitians and nutritionists  National  124 : Physiotherapists  National  125 : National  126 : Physiotherapists  National  127 : Database analysts and data administrators  National  128 : Allied primary health practitioners  National  129 : Detitians and nutritionists  National  130 : O 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1121 : Human resources professionals	National	3	0	0.0 %	14.1 %	0	0 National
National 1: Physicists and astronomers	1122 : Professional occupations in business management consulting	National	2	0	0.0 %	21.6 %	0	0 National
National 112 : Chemists National 3 0 0.0 % 37.3 % 1 1 National 171 : Information systems analysts and consultants National 17 4 23.5 % 31.4 % 5 1 National 172 : Database analysts and data administrators National 1 0 0.0 % 32.3 % 0 0 National 172 : Registered nurses and registered psychiatric nurses National 315 17 5.4 % 18.3 % 58 41 National 172 : Registered nurses and registered psychiatric nurses National 315 17 5.4 % 18.3 % 58 41 National 172 : Allied primary health practitioners National 1 0 0.0 % 15.9 % 0 0 National 173 : Pharmacists National 9 2 22.2 % 32.2 % 3 1 National 173 : Pharmacists National 6 0 0.0 % 16.3 % 1 National 174 : Physiotherapists National 2 0 0.0 % 15.4 % 0 0 National 174 : Occupational therapists National 2 1 4.3 % 13.6 % 3 2 National 174 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 National 174 : College and other vocational instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 174 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 175 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 175 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 175 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 National 175 : Other professional instructors National 1 0 0.0 % 13.4 % 0 0 0 0 National 175	1123 : Professional occupations in advertising, marketing and public relations	National	7	1	14.3 %	16.9 %	1	0 National
171 : Information systems analysts and consultants  National  172 : Database analysts and data administrators  National  173	2111 : Physicists and astronomers	National	1	0	0.0 %	22.9 %	0	0 National
172 : Database analysts and data administrators  National  1 0 0.0 % 32.3 % 0 0 National  122 : Registered nurses and registered psychiatric nurses  National  124 : Allied primary health practitioners  National  125 : Diametria Data : Pharmacists  National  126 : Dietitians and nutritionists  National  127 : Database analysts and data administrators  National  128 : Allied primary health practitioners  National  129 : Dietitians and nutritionists  National  130 : Dietitians and nutritionists  National  142 : Physiotherapists  National  143 : Occupational therapists  National  144 : Other professional occupations in therapy and assessment  National  National  145 : Oliege and other vocational instructors  National  150 : Dietitians and nutritionists  National  160 : Dietitians and nutritionists  National  170 : Dietitians and nutritionists  National  180 : Dietitians and nutritionists	2112 : Chemists	National	3	0	0.0 %	37.3 %	1	-1 National
National 315 17 5.4 % 18.3 % 58 41 National 124 : Allied primary health practitioners National 1 0 0.0 % 15.9 % 0 0 National 131 : Pharmacists National 9 2 22.2 % 32.2 % 3 1 National 132 : Dietitians and nutritionists National 9 0 0.0 % 16.3 % 1 1 National 142 : Physiotherapists National 2 0 0.0 % 15.4 % 0 0 National 143 : Occupational therapists National 2 1 0 0.0 % 15.4 % 0 0 National 144 : Other professional occupations in therapy and assessment National 1 0 0.0 % 13.4 % 0 0 National 145 : College and other vocational instructors National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National 1 0 0 0.0 % 13.4 % 0 0 0 0 National	2171 : Information systems analysts and consultants	National	17	4	23.5 %	31.4 %	5	-1 National
124 : Allied primary health practitioners       National       1       0       0.0 %       15.9 %       0       0       National         131 : Pharmacists       National       9       2       22.2 %       32.2 %       3       -1       National         132 : Dietitians and nutritionists       National       6       0       0.0 %       16.3 %       1       -1       National         142 : Physiotherapists       National       2       0       0.0 %       15.4 %       0       0       National         143 : Occupational therapists       National       23       1       4.3 %       13.6 %       3       -2       National         144 : Other professional occupations in therapy and assessment       National       40       1       2.5 %       12.4 %       5       -4       National         121 : College and other vocational instructors       National       1       0       0.0 %       13.4 %       0       0       National	2172 : Database analysts and data administrators	National	1	0	0.0 %	32.3 %	0	0 National
131 : Pharmacists       National       9       2       22.2 %       32.2 %       3       -1       National         132 : Dietitians and nutritionists       National       6       0       0.0 %       16.3 %       1       -1       National         142 : Physiotherapists       National       2       0       0.0 %       15.4 %       0       0       National         143 : Occupational therapists       National       23       1       4.3 %       13.6 %       3       -2       National         144 : Other professional occupations in therapy and assessment       National       40       1       2.5 %       12.4 %       5       -4       National         021 : College and other vocational instructors       National       1       0       0.0 %       13.4 %       0       0       National	3012 : Registered nurses and registered psychiatric nurses	National	315	17	5.4 %	18.3 %	58	-41 National
National 6 0 0.0 % 16.3 % 1 1 1 National 142 : Physiotherapists National 2 0 0.0 % 15.4 % 0 0 National 143 : Occupational therapists National 23 1 4.3 % 13.6 % 3 2 National 144 : Other professional occupations in therapy and assessment National 140 1 2.5 % 12.4 % 5 4 National 141 : College and other vocational instructors National 1 0 0.0 % 13.4 % 0 0 National 145 in the national 146 in the national 147 in the national 148 in the national 149	3124 : Allied primary health practitioners	National	1	0	0.0 %	15.9 %	0	0 National
142 : Physiotherapists       National       2       0       0.0 %       15.4 %       0       0       National         143 : Occupational therapists       National       23       1       4.3 %       13.6 %       3       -2       National         144 : Other professional occupations in therapy and assessment       National       40       1       2.5 %       12.4 %       5       -4       National         021 : College and other vocational instructors       National       1       0       0.0 %       13.4 %       0       0       National	3131 : Pharmacists	National	9	2	22.2 %	32.2 %	3	-1 National
National 23 1 4.3 % 13.6 % 3 2 National 144 : Other professional occupations in therapy and assessment National 40 1 2.5 % 12.4 % 5 4 National 221 : College and other vocational instructors National 1 0 0.0 % 13.4 % 0 0 National	3132 : Dietitians and nutritionists	National	6	0	0.0 %	16.3 %	1	-1 National
National 40 1 2.5 % 12.4 % 5 4 National 21 : College and other vocational instructors National 1 0 0.0 % 13.4 % 0 0 National	3142 : Physiotherapists	National	2	0	0.0 %	15.4 %	0	0 National
D21 : College and other vocational instructors  National  1 0 0.0 % 13.4 % 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
National Seducational counsellors National 3 1 33.3 % 14.7 % 0 1 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
112 : Lawyers and Quebec notaries	4112 : Lawyers and Quebec notaries	National	2	1	50.0 %	12.5 %	0	1 National
151 : Psychologists National 34 1 2.9 % 8.5 % 3 -2 National	4151 : Psychologists	National	34	1	2.9 %	8.5 %	3	-2 National
152 : Social workers National 73 7 9.6 % 14.2 % 10 -3 National	4152 : Social workers	National	73	7	9.6 %	14.2 %	10	-3 National



# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ability G	•	Recruitment Area
		#	#	%	%	#	#	
4153 : Family, marriage and other related counsellors	National	21	1	4.8 %	10.5 %	2	-1	National
4154 : Professional occupations in religion	National	4	1	25.0 %	18.3 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	21.9 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	18.5 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	13	1	7.7 %	21.0 %	3	-2	National
4169 : Other professional occupations in social science, n.e.c.	National	11	0	0.0 %	9.9 %	1	-1	National
04 : Semi-Professionals and Technicians		155	13	8.4 %	23.6 %	37	-24	
2281 : Computer network technicians	Ontario	9	2	22.2 %	34.1 %	3	-1	Ontario
3212 : Medical laboratory technicians and pathologists' assistants	Ontario	4	0	0.0 %	41.1 %	2	-2	Ontario
3215 : Medical radiation technologists	Ontario	1	0	0.0 %	22.0 %	0	0	Ontario
3217 : Cardiology technologists and electrophysiological diagnostic technologists, n.e.c.	Ontario	1	0	0.0 %	24.8 %	0	0	Ontario
3219 : Other medical technologists and technicians (except dental health)	Ontario	14	1	7.1 %	29.5 %	4	-3	Ontario
3233 : Licensed practical nurses	Ontario	108	9	8.3 %	22.0 %	24	-15	Ontario
4212 : Social and community service workers	Ontario	18	1	5.6 %	19.4 %	3	-2	Ontario
05 : Supervisors		3	0	0.0 %	14.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		131	7	5.3 %	12.2 %	16	-9	
Employment Equity Occupational Group	Ottawa - Gatineau	131	7	5.3 %	12.2 %	16	-9	Ottawa - Gatineau
09 : Skilled Crafts and Trades Workers		5	0	0.0 %	15.5 %	1	-1	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	13.1 %	0	0	Ontario
7247 : Cable television service and maintenance technicians	Ontario	1	0	0.0 %	22.7 %	0	0	Ontario
7251 : Plumbers	Ontario	1	0	0.0 %	9.9 %	0	0	Ontario
7271 : Carpenters	Ontario	1	0	0.0 %	10.5 %	0	0	Ontario
7322 : Motor vehicle body repairers	Ontario	1	0	0.0 %	21.2 %	0	0	Ontario



# **Workforce Analysis - Detailed Report**

Date: 2018-02-07

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

				Members o	f Visible Min	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
10 : Clerical Personnel		69	6	8.7 %	14.7 %	10	-4	
Employment Equity Occupational Group	Ottawa - Gatineau	69	6	8.7 %	14.7 %	10	-4	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		119	11	9.2 %	22.0 %	26	-15	
Employment Equity Occupational Group	Ottawa - Gatineau	119	11	9.2 %	22.0 %	26	-15	Ottawa - Gatineau
13 : Other Sales and Service Personnel		9	0	0.0 %	25.3 %	2	-2	
Employment Equity Occupational Group	Ottawa - Gatineau	9	0	0.0 %	25.3 %	2	-2	Ottawa - Gatineau
Total		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



# **Workforce Analysis - Detailed Report**

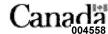
Date: 2018-02-07

#### Persons with Disabilities

	Persons with Disabilities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	96	6	6.3 %	4.3 %	4	2	National
03 : Professionals	National	600	25	4.2 %	3.8 %	23	2	National
04 : Semi-Professionals and Technicians	National	155	9	5.8 %	4.6 %	7	2	National
05 : Supervisors	National	3	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	131	8	6.1 %	3.4 %	4	4	National
09 : Skilled Crafts and Trades Workers	National	5	0	0.0 %	3.8 %	0	0	National
10 : Clerical Personnel	National	69	6	8.7 %	7.0 %	5	1	National
11 : Intermediate Sales and Service Personnel	National	119	1	0.8 %	5.6 %	7	-6	National
13 : Other Sales and Service Personnel	National	9	0	0.0 %	6.3 %	1	-1	National
Total		1187	55	4.6 %	4.3 %	51	4	
i Ottal		1101	55	7.0 70	7.0 70	01	-	

Total may not equal sum of components due to rounding.

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

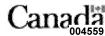


# **Workforce Analysis - Detailed Report**

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

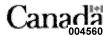


# **Workforce Analysis - Detailed Report**

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



# **Workforce Analysis - Summary Report**

Date: 2018-09-24

#### Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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
7 : Administrative and Senior Clerical Personnel	131	121	92.4 %	77.2 %	101	20
9 : 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
Total	1187	916	77.2 %	75.4 %	895	21



# **Workforce Analysis - Summary Report**

Date: 2018-09-24

#### **Aboriginal Peoples**

Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	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	
Total	1187	14	1.2 %	2.8 %	33	-19	



# **Workforce Analysis - Summary Report**

Date: 2018-09-24

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

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees		Representation		ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	10.1 %	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 : Semí-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
Total	1187	81	6.8 %	17.6 %	209	-128



# **Workforce Analysis - Summary Report**

Date: 2018-09-24

#### Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	Representation		lability	Gap	
	#	#	%	%	#	#	
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	
Total	1187	55	4.6 %	4.3 %	51	4	

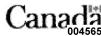


# **Workforce Analysis - Summary Report**

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

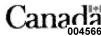


# **Workforce Analysis - Summary Report**

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



# Part 1: Workforce Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

# Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2018	09	17

Data from St	ıbsequent/Curre Analysis .l.	nt Workforc
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

		Table 1: Women						
		First/Previous Workforce Analysis						
E	syment Fauity Occupational Croup (FFOC)	All Employees	Women					
Empr	oyment Equity Occupational Group (EEOG)	ational Group (EEOG)		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				
Total		1,187	916	0.0				

,	Гable 5: Women							
Subsequent	Subsequent/Current Workforce Analysis							
All Employees	Won	ien						
	Representation	Availability*						
#	#	%						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						

* Source:			
2011 Nationa	d Household S	urvey	

*	S	C	)	1	ľ	c	e	۰																													~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~

# Part 1: Workforce Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

# Data from First/Previous Workforce Analysis

2018	09	17
VVVV	MM	aa
Data from Fi	rst/Previous Work	force Analysis

Data from S	ubsequent/Currei Analysis	nt Workforce
L	1	L

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

		Table 2: Aboriginal Peoples										
		First/Pr	evious Workforce Analysis									
Emale	oyment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples									
Empic	yment Equity Occupational Group (EEOG)		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								
Total		1,187	14	0.0								

	6: Aboriginal Pe t/Current Workford	
All Employees	Aborigina	·
• •	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Sour	ce:			
2011 N	ational Ho	usehold Surv	ey	

* Source:	
0	

# Part 1: Workforce Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

# Data from First/Previous Workforce Analysis

2018	09	17
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

# Data from Subsequent/Current Workforce Analysis

	0	0	0
	YYYY	MM	DD
Da	ta from Subs	equent/Current Wo	orkforce Analysis

		Table 3: Me	embers of Visible	e Minorities
		First/Pr	evious Workforce A	<b>Analysis</b>
Casal	ormant Faulty Occupational Cycup (FFOC)	All Employees	Members of Vis	ible Minorities
Embr	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	0	10.1
02	Middle & Other Managers	89	5	15.0
03	Professionals	600	39	17.1
04	Semi-Professionals & Technicians	155	13	23.6
05	Supervisors	3	o	14.7
06	Supervisors: Crafts & Trades	0	o	0.0
07	Administrative & Senior Clerical Personnel	131	7	12.2
08	Skilled Sales & Service Personnel	0	o	0.0
09	Skilled Crafts & Trades Workers	5	ol	15.5
10	Clerical Personnel	69	6	14.7
11	Intermediate Sales & Service Personnel	119	11	22.0
12	Semi-Skilled Manual Workers	0	ol	0.0
13	Other Sales & Service Personnel	9	ol	25.3
14	Other Manual Workers	0	o	0.0
Total		1,187	81	0.0

Subsequen	t/Current Workford	e Analysis
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
n	n	0.0

	* So	urce	:					
١	2011	Nat	ional	l Hous	ehold	Survey		

* Source:	
0	

# Part 1: Workforce Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

# Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2018	09	17

Data from S	ubsequent/Curr Analysis	ent Workforce
J.	J	L

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

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce /	Analysis
Emplo	ymant Faulty Occupational Cycup (FFOC)	All Employees	Persons with	Disabilities
Embio	yment Equity Occupational Group (EEOG)		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		1,187	55	0.0

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

* Source:				
2012 Canad	lian Survey	on Disabil	ity	

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***	**	*	*	*	*	*	ä	۳	*	×	×	8	*	×	8	×	۳	8	×	×	8	8	×	×	8	×	×	8	3	۳	×	8	8	8	3	×	×	۳	۳	×	8	×	Š	۳	×	8	S	۰	×	۳	×	۳	۳	8	8	8	۳	×	ä	8	8	S	۳	8	8	8	3	×	×	×	8	8	×	8	8	8	×	×	8	8	8	3	×	×	×	8	8	۳	۳	×	×	×	۳	×	×	8	8	8	8	8	8	×	8	8	8		8	8	8	
*	*	۳	*		*								ï		8			ŝ																Š	Š	ï														ï													ï															Ĭ								ŝ			ï									8	8	8	8	Ĭ				8			8	Ü
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# Part 2: Flow Data Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

S	tart Da	ite of Flo	ow Data
YYY	ΎΥ	MM	DD

End I	Date of Flow	Data
YYYY	MM	DD

Data from Form 4 - Employees Hired

0

Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

	Ψ.	Ψ	Ψ.	•	
		Table 1:	Women		
	Full-time	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	0	0	0	0	
03 Professionals	0	0	0	0	
04 Semi-Professionals & Technicians	0	0	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	0	0	0	0	
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	
•		1			

Table 5: Women			
Full-time /	National	Part-time /	'National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	C
0	0	0	0
0	0	0	C
0	0	0	0
0	0	0	C
0	0	0	C
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 9: Women			
Full-time	Full-time / National		/ 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
0	0	0	0

#### Part 2: Flow Data Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

0

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples Full-time / National Part-time / National **Employment Equity Occupational Group** All ΑII Aboriginal Aboriginal Employees Employees (EEOG) Peoples Hired Peoples Hired Hired Hired # # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel

14 Other Manual Workers

All Employees Promoted	Aboriginal Peoples	All	Aboriginal
	Promoted	Employees Promoted	Peoples Promoted
#	#	#	#
0	0	0	0
o	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 10: Aboriginal Peoples				
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	
0	0	0	0	

## Part 2: Flow Data Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

0

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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

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

Data from Form 6 - Employees Terminated

	4	4	Ψ.	₩
	Table	3: Persons	with Disa	bilities
	Full-time	/ National	Part-time	/ National
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
Senior Managers	0	0	0	0
Middle & Other Managers	0	0	0	0
Professionals	0	0	0	0
Semi-Professionals & Technicians	0	0	0	0
Supervisors	0	0	0	0
Supervisors: Crafts & Trades	0	0	0	0
Administrative & Senior Clerical Personnel	0	0	0	0
Skilled Sales & Service Personnel	0	0	0	0
Skilled Crafts & Trades Workers	0	0	0	0
Clerical Personnel	0	0	0	0
Intermediate Sales & Service Personnel	0	0	0	0
Semi-Skilled Manual Workers	0	0	0	0
Other Sales & Service Personnel	0	0	0	0
Other Manual Workers	0	0	0	0
	Senior Managers Middle & Other Managers Professionals Semi-Professionals & Technicians Supervisors Supervisors: Crafts & Trades Administrative & Senior Clerical Personnel Skilled Sales & Service Personnel Skilled Crafts & Trades Workers Clerical Personnel Intermediate Sales & Service Personnel Semi-Skilled Manual Workers Other Sales & Service Personnel Other Manual Workers	Senior Managers Middle & Other Managers Professionals Semi-Professionals & Technicians Supervisors Supervisors: Crafts & Trades Administrative & Senior Clerical Personnel Skilled Sales & Service Personnel Skilled Crafts & Trades Workers Clerical Personnel Intermediate Sales & Service Personnel Semi-Skilled Manual Workers Other Sales & Service Personnel Other Sales & Service Personnel Other Sales & Service Personnel	Full-time / National   All Employees Hired   Hired	All Employees Hired

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

Table 1	1: Persons	s with Dis:	abilities					
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					

## Part 2: Flow Data Analysis

# Royal Ottawa Health Care Group

[Date: 2018-09-24]

0

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

Ţ

		Table 4:	Members o	f Visible N	Inorities		
		Full-time	/ National	Part-time / National			
	nployment Equity Occupational Group EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired		
		#	#	#	#		
01	Senior Managers	0	0	0	0		
02	Middle & Other Managers	0	0	0	0		
03	Professionals	0	0	0	0		
04	Semi-Professionals & Technicians	0	0	0	0		
05	Supervisors	0	0	0	0		
06	Supervisors: Crafts & Trades	0	0	0	0		
07	Administrative & Senior Clerical Personnel	0	0	0	0		
08	Skilled Sales & Service Personnel	0	0	0	0		
09	Skilled Crafts & Trades Workers	0	0	0	0		
10	Clerical Personnel	0	0	0	0		
11	Intermediate Sales & Service Personnel	0	0	0	0		
12	Semi-Skilled Manual Workers	0	0	0	0		
13	Other Sales & Service Personnel	0	0	0	0		
14	Other Manual Workers	0	0	0	0		

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

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

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data f	or First/F	Previous (	Goals							
**************************************	C	<u> </u>	E	F		H	<u></u>	J	<u>K</u>	L	M	N.	O	P	Q	R	S	T	U.
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C
	Ţ	Ţ	Τ	<b>1</b>		Ţ	1	Ţ	<b>1</b>	J	Ţ	J		J.	1	1	<b></b>	J	<b></b>
										Table 1:									
		First/Previous Short-term Goals																	
				All En	nployees									N	omen				
Employment Equity	Number	Gres	vth (New Posi	tions)	Turnover (Re	placement o Employees)	(Terminated	Anticipated	Number	nber Turnover (Replacement of Terminated Employees)		Hires	3 Year Fron						Projected
Occupational Group (EEOG)	VVVV-MM-00	Actual	Pro	jected	Actual	Actual Projected		Hires Over 3	AAAA-MM-DD			Required VVVV-VVVV		. 1111	Present Present Gap			Present Representation	Representation in 3
Straphina Strap (SES S)	2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-09-17	Annually	Over 3 Years	Years	2018	2021			•	•	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	-100.0%		(	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	65	0.0%	0	-30	0		38.9%	30	30	73.0%	73.0%
03 Professionals	600	-100.0%		(	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	115	0.0%	0	18	0		85.9%	-18	-18	74.2%	74.2%
05 Supervisors	3	-100.0%		(	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	131	-100.0%		(	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%		1 0	0	0	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	5	-100.0%			0.0%		1 0	0	0	0.0%	0	0	0		2.7%	0	0	0.0%	0.0%
10 Clerical Personnel	69	-100.0%		1 .	0.0%		1 0	0	52 63	0.0%	0	-7	0		65.8% 61.8%	1	/	75.4%	75,4%
11 Intermediate Sales & Service 12 Semi-Skilled Manual	119	-100.0% 0.0%		1 :	0.0%		1 ,	0	0.5	0.0%	0	11	0		0.0%	-11	-11	52.9% #DIV/0!	52.9% #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	0	-100.0%			0.0%		1 0	0	0	0.0%	0	0	0		49.9%	1 2	0	#DIV/0! 66.7%	#DIV/0! 66.7%
14 Other Manual Workers	9	-100.0%			0.0%		"	0 n	0	0.0%	0	-2	n n		0.0%	1 6	2	#DIV/0!	#DIV/0!
17 Conci standar Workers	U	9.078		,	7 0.070		, v	- 0		0.076	U	V	0		0.070	916	U	77.2%	77.2%

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

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

						Table 2: Women
E	loyment Equity		Wome	en		
	apational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
		#	%	#	%	
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	004575

	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

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data 1	or First/I	revious (	Goals							
A B	C	D	E	F	G	H	I		K	L	M	N	О	P	Q	R	S	**************************************	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	<b>F</b> + <b>I</b>	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
Services continues continu	1	J	······································	<b>1</b>	<b></b>	<b>T</b>	<b>.</b>	<b></b>	<b></b>	ļ	<u></u>	<b></b>	·············	<b>.</b>	<b></b>	,	<b></b>	J	J
										: 3: Abori	<u></u>	<u> </u>							
		First/Previous Short-term Goals																	
				All Em	ployees									Aborigi	nal Peoples				
	Number	Grov	rth (New Positi	ons)	Turnover (Re	eplacement o Employees)			Number Turnover (Replacement of 13 Year Goals										
Employment Equity	YYYY-MM-DD	Actual	Proje	etad				Anticipated Hires Over 3	Terminated Employees)			Hires From - To Required YYYY - YYYY		Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Сар	Representation	Years
	2018-09-17	Annually	Annually	Years	Annually	Annually	Years		2018-09-17	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	-100,0%		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 07 Administrative & Sr Clerical	131	0.0% -100.0%	0.0%	0	0.0% 0.0%	3.9%	1 15	15	2	3.9%	0	2	0	3.2%	0.0% 3.2%	1 3	2	#DIV/0! 1.5%	#DIV/0! 1.5%
08 Skilled Sales & Service	121	0.0%	U.U.78	0	0.0%	3.976	1 6	13	0	0.0%	0	6	0	3.270	0.0%	1 7	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	5	-100.0%		0	0.0%		1 0	0	0	0.0%	0	0	0		2.7%	1 0	0	0.0%	0.0%
10 Clerical Personnel	69	-100.0%		0	0.0%		1 0	n 0	4	0.0%	0	-2	0		2.8%	"	,	5.8%	5.8%
11 Intermediate Sales & Service	119	-100.0%	0.0%	0	0.0%	5.3%	19	19	1	5.3%	ő	3	1	3.0%	3.0%	_3	-2	0.8%	1.7%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		] 6	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	ő	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!
Total	1,187	+100.0%	0.0%	0	0.0%		0	0	14	0.0%	0	-14	0		0.0%	14	14	1.2%	1.2%

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

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

	• / /					Table 4: Aboriginal Peoples
	yment Equity	Short-ter	Aboriginal m Goals		erm Goals	Comments
Occup	ational Group (EEOG)	#	%	#	%	
01 S	Senior Managers	0	0.0	(	0.0	
02 N	Middle & Other Managers	0	2.2		1 2.2	Availability low
03 F	Professionals	5	2.9	3	3 2.9	Availability low
04 S	Semi-Professionals & Tech	0	2.6	2	2 2.6	Availability low
05 S	Supervisors	0	0,0	(	0.0	
06 S	Supervisors: Crafts & Trades	0	0.0	(	0.0	
07 /	Administrative & Sr Clerical	0	3.2	2	2 3.2	Availability low
08 S	Skilled Sales & Service	0	0,0	(	0.0	
09 S	Skilled Crafts & Trades	0	0.0	(	0.0	
10 C	Clerical Personnel	0	0.0	(	0.0	
11 1	ntermediate Sales & Service	1	3.0		3.0	Availability low
12 S	Semi-Skilled Manual	0	0.0	(	0.0	
13	Other Sales & Service	0	0.0	(	0.0	004577

	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

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data f	or First/F	revious (	Goals							
A	C	D	E	F	G	Н		J	K	L	M	N	0	P	Q	R	S	**************************************	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
331100000000000000000000000000000000000	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	J	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	<u> </u>
										Persons									
				All Fo	nlaveer				First	Previous Sh	iort-term C	oais		Parsons wi	th Disabilitie				
		All Employees  Turnover (Replacement of Terminated							T T 170					Persons with Disabilities					
	Number	Growth (New Positions)		ions)	Famelon and			Number	Turnover (Replacement of				n - To	-				Projected	
Employment Equity	VVVV-MM-00	Anticipated (YY-MM-DD Actual Projected Actual Projected Hires Over 3					YYYY-MM-DD Terminated Employees) Required Over 3				YYYY - YYYY Present Availability		Present Gap Projects	Projected	Present Representation	Representation in 3			
Occupational Group (EEOG)	2010 00 17			Over 3			Over 3	Years	2010 00 17		Over 3	Years	2010	2021	Availability		Оар	Representation	Years
	2018-09-17	Annually	Annually	Years	Annually	Annually	Years		2018-09-17	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	Ħ	#	%	#	#	Ħ	%	%	#	Ħ	%	%
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	1	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		-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% #DIV/0!
06   Supervisors: Crafts & Trades 07   Administrative & Sr Clerical	131	0.0% -100.0%		0	0.0%		0	0	0	0.0%	0	4	0		3,4%	1	4	#DIV/0! 6.1%	#DIV/0:
08 Skilled Sales & Service	131	0.0%		0	0.0%			0	0	0.0%	0	0	0		0.0%	7	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	5	-100.0%		0	0.0%		0	0	0	0.0%	ň	0	0		3.8%	0	0	0.0%	0.0%
10 Clerical Personnel	69	-100.0%		0	0.0%		l ől	0	6	0.0%	0	-1	0		7.0%	1 1	ĭ	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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current

	Workforce Analysis) + 2) x 10	10.										
						Table 6: Persons with Disabilities						
Employment Equity Occupational Group (EEOG)		P	ersons with	Disabilities								
		Short-term Goals Long-term Goals			als	Comments						
CCC	pational Group (EEOO)	# %		# 9	,							
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							
Total		0	0.0	0	0.0		004579					

Federal Contractors Program Achievement Report
Part 3: Goals
Royal Ottawa Health Care Group
[Date: 2018-09-24]

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data f	or First/P	revious (	Soals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	L. L.
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	Ţ	1	Ļ	1	Ų	1	↓	Ţ	1	Ţ	↓	Ţ	1	↓	Ţ	1	Ţ	J	<u> </u>
									Гable 7: М				i						
									First/	Previous Sh	iort-term G	oals							
				All En	ployees						isible Minor	ities							
	Number	Grov	vth (New Positio	ons)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	History.	3 Year Goals Hires From To						
Employment Equity					Antic			Anticipated Hires Over 3		Terminated Employees)		Required	From - To		Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1111-MM-00	<del>-  </del>			Actual Projected			Years	YYYY-MM-DD		1	Over 3	1111		Availability 1165cm Cap		Gap	Representation	Years
	2018-09-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-17	Annually	Over 3 Years	Years	2018	2021					
	#	%	9/6	H	%	%	##	Ħ	H	%	#	£	ii	%	%	ž	ti	%	%
01 Senior Managers	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	()	0.0%	0	1	. ()	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		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	#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	#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	#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	#DIV/0!	#DIV/0!
Total	1,187	-100.0%		0	0.0%		0	0	81	0.0%	0	-81	0		0.0%	81	81	6.8%	6.8%

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

Workforce Analysis) + 2) x 100.

Workforce Analysis) · 2) x /					Table 8: Members of Visible Minorities
Employment Equity			ble Minorit	ties	PROJECT (PERMOTES OF FINISHES)
Occupational Group (EEOG)	Short-ter		Long-ter		Comments
01 Senior Managers	# ()	% 10.1	72	% 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	1	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	0.0	
07 Administrative & Sr Clerical	2	12.2		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	1	14.7	
11 Intermediate Sales & Service	4	22.0		22.0	
12 Semi-Skilled Manual	0	0.0	1	0.0	
13 Other Sales & Service	1	25.3	1	25.3	004581

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

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

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data for	Subseque	nt/Curre	nt Goals								
A	C	<u> </u>	E	F	G	H	L	J	K	L	M	N	O	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	‡- 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
\$	ţ	·············	, <u> </u>	,	······································	<b></b>	Į		<u> </u>		<u>†</u>	<b></b>	<b></b>	. <del></del>	ļ	¥	<u> </u>	<u>,                                     </u>	<b></b>	
										Table 9:	Women									
									Subsequent/Current Short-term Goals											
				All En	iployees					,					omen	,				
	Number	Gree	wth (New Posi	itions)	Turnover (Re		Terminated		Number	Turnover (R	eplacement of		3 Year Goals							
Employment Equity						Employees)		Anticipated		Terminated	Employees)	Hires Required		m - To	Present		Projected	Present	Projected	
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3 Years	VVVV-MM-DB			Over 3	1111	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Сар	Representation	Representation in 3 Years	
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3						
	ŧi	9/6	%	1 cars	9/6	%	at at	#	44	96	44	44	44	9/6	%		#	9/6	%	
01 Senior Managers	(	100,0%		-	0.0%	70	0	0	- 0	0.0%		- 0	. (	)	0.0%	0		#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%			0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%	,	(	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	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%	,	(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	(	0.0%	,	(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	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	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	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	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%	,		0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%	,	(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	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	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%	,	(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	,	(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	(	-100.0%	,		0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

			Table 10: Women
Employment Equity	Women		
Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
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 & Trade	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	004583
14 Other Manual Workers	0.0	0.0	004303

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	Royal Ottawa Health Care Group
	[Date: 2018-09-24]
Total	0.0

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data for	Subseque	nt/Curre	nt Goals							
A B		D	E	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	r	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	± 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	<u>,                                     </u>	L	<b></b>	<b></b>	.i	1	J.	<b></b>	<b>1</b>	<del>.</del>	Ţ	<b>J</b>	1	. <del></del>	<u> </u>	<b>J</b>	<u> </u>	<b>J</b>	······································
											iginal Pe								
									Subsequ	ent/Curren	t Short-teri	n Goals							
				All En	iployees										nal Peoples				
	Number	Gres	vth (New Posit	tions)	Turnover (Re	placement ( Employees)			Number	Turnover (R	eplacement of	Hires	3 Year Goals						
Employment Equity								Anticipated Hires Over 3			Employees)	Required		m - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	7777-MM-00	Actual	Proj	ected	Actual	Pre	ijected	Years	YYYY-MM-DD		T	Over 3	1111	- 1111	Availability	rresent Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	)	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	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	#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%	<u> </u>	0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

			Table 12: Aboriginal Peoples
Employment Equity	Aboriginal Peoples		
Occupational Group (EEOG)	<del> </del>	erm Goals	Comments
	%a	%	
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	004585
14 Other Manual Workers	0.0	1 0.0F	004303

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	Royal Ottawa Health Care Group
	[Date: 2018-09-24]
Total	0.0

# Federal Contractors Program Achievement Report Part 3: Goals Royal Ottawa Health Care Group [Date: 2018-09-24]

									Data for	Subseque	nt/Currer	nt Goals								
A B	C	D	E	F	G	H	L	<b>J</b>	K	L	M	N	0	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 <sup>‡</sup>	Data Entry	CxHx3		From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	Ţ	↓	Ţ	1	Ţ	1	J	Ţ	Ţ	Ţ	Ţ	1	1	Į.	Ţ	Ţ	Ţ	Ţ	<u> </u>	
										: Persons										
									Subsequ	ent/Current	Short-tern	n Goals								
				All En	ployees										th Disabilitie	5				
	Number	Gres	vth (New Positi	ions)	Turnover (Re	placement o Employees)	f Terminated	Anticipated	Number	Turnover (Re Terminated		Hires		r Goals m - To					Projected	
Imployment Equity Occupational Group (EEOG)	7777-MM-00	Actual	Proje	cted	Actual Projected			Hires Over 3	VVVV-MM-DD			Required Over 3	1111	- ۲۲۲۲	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3	
occupational Group (EEGG)		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years		Annually	Over 3 Years	Years	0	3					Years	
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	9/a	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	+100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	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	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		1 0	0	0	0.0%	0	0	(	1	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		1 0	0	U	0.0%	0	0	(	4	0.0%	1 0	0	#DIV/0!	#DIV/0!	
Total	0	-100.0%			0.0%		1 0	1 0	()	0.0%	0	0	(	4	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 Current

Workforce Analysis) + 2) x 100.

	Workforce Analysis) + 2) x 10	JU.		
				Table 14: Persons with Disabilities
		Persons with Disabili	ties	
	loyment Equity pational Group (EEOG)	Short-term Goals Long	-term Goals	Comments
CALL	pational Group (EEOG)	%	%	
01/0	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	
Tota		0.0	0.0	004587

#### Part 3: Goals

#### Royal Ottawa Health Care Group

[Date: 2018-09-24]

									Data for	Subseque	nt/Curre	nt Goals							
A B		D	E	F	G	Н	Lini	J	K	L	M	N	0	P	Q	R	S	r	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	± 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) → (C + F)
\$	<u>,                                     </u>	L	<b></b>	<u> </u>	<b></b>	<b>T</b>	Į	<b></b>	<u>,                                     </u>	ļ	<u>,                                     </u>	<b></b>	<b></b>	<u> </u>	<u> </u>	<b>J</b>	<u> </u>	<b>J</b>	······································
								•	[able 15: <b>N</b>				·S						
									Subsequ	ent/Current	Short-teri	n Goals							
				All En	ployees										isible Minor	ities			
	Number	Gres	wth (New Posit	tions)	Turnover (Re	:placement ( Employees)			Number	Turnover (Re	eplacement of	Hires	3 Year Goals From - To						
Employment Equity	7777-MM-00	Actual	Proi	ected	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	-	Annually	Annually	Years	Annually	Annually	Years		-	Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	9/e	%	#	Ħ	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	€	)	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	€	)	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		] 0	0	0	0.0%	0	0	(		0.0%		0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	0.0% -100,0%		0	0.0% 0.0%		] 0	0	0	0.0%		0			0.0%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		1 0	0	0	0.0%	0	0		,	0.0%		0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	l "	-100.0%		0	0.0%		1 0		6	0.0%	0	0	r	1	0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		1 0	0	n	0.0%	0	0	6	1	0.0%		l n	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		1 0	l o	0	0.0%	o o	0	í		0.0%		0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		] o	0	0	0.0%	ő	0	r		0.0%	il o	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		ő	0.0%		1 0	0	0	0.0%	0	0	(	)	0.0%	J 0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		o o	0.0%		] 0	l ő	0	0.0%	ő	0		)	0.0%	J ő	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

			Table 16: Members of Visible Minorities
Employment Equity	Members of Visible Minor Short-term Goals Long-te	ities erm Goals	Comments
Occupational Group (EEOG)	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	004588
14 Other Manual Workers	0.0	0.0	004300

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Royal Ottawa Health Care Group
	[Date: 2018-09-24]
Total	0.0

#### Federal Contractors Program Achievement Report Part 4: Results - Women Royal Ottawa Health Care Group [Date: 2018-09-24] T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % # % % % % 2018 57.1 27.4 208.6 4 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 89 65 73.0 38.9 35 30 187.7 02 Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 97.8 2018 600 488 81.3 83.2 499 -11 03 Professionals 0 0.0 0.0 03 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 155 115 74.2 85.9 133 -18 86.4 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 2 66.7 50.7 2 131.5 05 Supervisors 0 0.0 0.0 0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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] В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % # % % ۰. % 2018 131 121 92.4 77.2 101 119.6 Administrative & 20 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 2.7 0 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 69 52 75.4 65.8 45 114.5 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 119 63 52.9 61.8 74 -11 85.7 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 O 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 Clerical Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

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													h Care											
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A	B	С	D	E	F	G	H	<u> </u>	J	K	<u>L</u>	M	<u>N</u>	0	P	Q	R	S	T	U	<u>. V i</u>	W	X	<u>Y</u>
Data sc	aurces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E+D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ∻ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	PxF+100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V- X
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				1		orce An	alysis											nalysis						
	loyment Equity pational Group	Year			W	orkforce Won						Hires	omen			P	romotio	ns omen			Tei	minati	OHS omen	
(EEC			All Employees	Represei	itation	Availal		Gap	EE Result	All Employees	Ac		Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Acn		Expected	Difference
		#	u	и	%	**	#	#	%	#	#	%	£	#	И	4	%	#	#	#	#	%	#	#
	Other Sales & Service	2018	9	6	66.7	49.9	4	2	133.6					200										
<del></del>	Personnel Other Manual	0 2018	0	0	0.0	0.0	0	0	0.0	()	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	U	0
	Vorkers	0	ő	0	0.0	0.0	0	0	0.0	C	0	0.0	0	0	0	0	0.0	0	O	0	o į	0.0	0	0
Total		2018	1,187	916	77.2	0.0	0	916	0.0												0.000			
		0	0	0	0.0	0.0	0	0	0.0	0	1 0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sc	nurces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ 1 x 100	Part 3: Goals	E÷Kx 100	Part 3; Goals	F + M x 100											
			1	<u> </u>	Ψ.	<b>1</b>	1	<u> </u>	1	↓	1	1	↓											
				Entran	its					oals														
	loyment Equity pational Group	Year	FI	ow Data Won	nen	<i>J</i> 2	Short-ter Wo	rm Goals			Long-ter Won			al Met										
(EEC			All Employees	Acti			Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	N. A. D. C. C.	#	# 0	¥	*4	# 0	%	%	%	#	9/6	%	%											
1 151	Other Sales & Service Personnel	3	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
<b>├</b>	Other Manual	0	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
	Vorkers	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											

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Royal Ottawa Health Care Group [Date: 2018-09-24] T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data PxF + 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # # % % ۰. % 2018 0.0 2.9 0 0.0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 1 1.1 2.2 2 -1 51.1 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 17 34.5 2018 600 6 1.0 2.9 -11 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 155 0 0.0 2.6 -4 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 2.7 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF ± 1 x 100 E Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2.2 0.0 2.2 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0 0.0 0.0 0.0 0.0 2.9 2.9 0 0 0.0 0.0 0.0 0.0 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0 0.0 2.6 2.6 0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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] В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \mathbf{x}$ $E \not = D$ DxG E + HPart 2; Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Flow Data Analysis Workforce Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples** All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % % % 2018 131 3.2 47.7 Administrative & 2 1.5 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 2.7 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 69 4 5.8 2.8 207.0 10 Clerical Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 119 1 5 0.8 3.0 28.0 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0.0 n 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 3.2 0.0 0.0 3.3 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 Clerical Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0.0 3.0 0.0 3.0 0.0 Intermediate Sales & 0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

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Other Sales &	Service	2018	9	0	0.0	2.9	0	0	0.0															
Personnel		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers		2018 0	0 0	0	0.0	0.0	0	0		(	1 0	0.0	0	Ω		0	0.0	0	0	0	0	0.0		n
		2018	1,187	14	1.2	······································	0	14	<b></b>			0.0				· ·	0.7			Ĭ		V.V		
Total		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:	(8484*4494*449494		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	100 E÷Dx	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F+M x 100											
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			New	Entrant	S				G	oals														
Employment Eq	uity		Fl	ow Data			Short-te	m Goal	s		Long-ter	m Goals												
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(EEOG)			Employees	Actua		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goat	Percent of Goal Met											
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13 Other Sales & Personnel	: Service	0 3	0 n	0	0.0	0	0.0	0.0	Ī	0	0.0	0.0	0.0											
. Other Manual		0	0	0	0.0		0.0	0.0		0	0.0	0.0	0.0											
Workers Workers		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											
		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] T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % ۰. % 2018 4.3 145.3 01& 6 6.3 Managers 02 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 600 25 4.2 3.8 23 109.6 2018 03 Professionals 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 5.8 Semi-Professionals & 2018 155 9 4.6 126.2 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 13.9 0 0 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 Trades 0 0.0 0.0 0.0 0.0 0.0 0.0 0 0 Part 2: Part 2: Flow $B \oplus D \times$ Part 3: $E \oplus G|_X$ F = I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments All (EEOG) Employees Percent of Percent of Percent of Percent of Actual Goal Met Goal Met Gnal Met ٠, ٠,, % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Managers 02 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.00.0 0.0 0.0 0.0 03 Professionals 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0 0.0 0.0 0.0 0.0 Technicians 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 05 Supervisors 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 Supervisors: Crafts & 0 Trades 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] В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2; Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 Flow Data Analysis Workforce Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % ۰. % 2018 131 179.6 Administrative & 8 6.1 3.4 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 3.8 0 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0.0 0.0 ΩĖ 0.0 0 2018 69 6 8.7 7.0 124.2 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 119 1 0.8 5.6 -6 15.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 n 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % \*4 % % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.6 Administrative & 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 10 Clerical Personnel 3 0 0.0 0.00.0 0.0 0.0 0 0 0.0 0.0 5.6 0.0 0.0 5.6 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 Workers 3 03 0.0 0.0 0.0 0.0 0.0

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Data sources:		Part 1: Workforce Analysis		∻ D 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	PxF÷100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	UxF÷100	V-X
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(EEOG)		All Employees	Representati		Availa		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference
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13 Other Sales & Service Personnel	2018 0	9	0 0	0.0	6.3	1	-1		()	0	0.0				n	0.0					0.0	0	
Other Manual	2018	0	0	0.0	0.0	0	0	0.0			0.0	U	U	U	U	0.0	1	U	0	0	0.0	U	0
Workers	0	0	0 🖁	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0,0	0	0
Total	2018	1,187	55	4.6	0.0	0	55 0			0	0.0				0	0.0		0			20		l
	<u> </u>	U	U;	0.0	0.0	Ψ	<u> </u>	0.0	0	10	0.0	<u>U</u>	<u>U</u>	Ι υ	<u> </u>	0.0	1 0	<u> </u>	0	0 [	0.0	U	
Data sources:	*************	Part 2: Flow Data Analysis		÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F = 1 x 100	Part 3: Goals	E ÷ K. s 100	Part 3: Goals	F÷M x 100											
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		New	Entrants					G	oals														
Employment Equity		F	low Data		Ç	Short-te	rm Goal	S		Long-ter	m Goals												
Occupational Group (EEOG)	Year	All Employees	Persons wit Disabilities Actual		Goal	Percent of	n Disabilities Goal	Percent of	Goal	Persons with Percent of	Disabilities Goal	Percent of					C	Commen	ts				
	#	#		%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales & Service	0	0	0	0.0	0	0.0	6.3	<del></del>	1	0.0	6.3	0.0											
Personnel	3	0	0	0.0		0.0	0.0	<u> </u>		0.0	0.0	0.0											
14 Other Manual Workers	3	0	0	0.0	0	0.0	0.0 0.0	I	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] T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % ۰. % 2018 0.0 10.1 0 0.0 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 5 5.6 15.0 13 -8 37.5 02 Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 103 38.0 2018 600 39 6.5 17.1 -64 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 155 13 8.4 23.6 37 -24 35.5 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 14.7 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 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: Part 2: Flow E = D xE = G xF ± I x 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 0 0.0 0.0 10.1 0.0 0.0 10. 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 15.0 0.0 15.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 28 0.0 17.1 0.0 0.0 17.1 0.0 03 Professionals 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 23.6 0.0 23.6 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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] В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2; Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % % % 2018 131 5.3 12.2 43.8 Administrative & 16 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 15.5 -1 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 69 6 8.7 14.7 10 -4 59.2 10 Clerical Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 119 11 9.2 22.0 26 -15 42.0 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0 0.0 n 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 12. Administrative & 0 0.0 0.0 12.2 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 15.5 0.0 0.0 15.5 0.0 Skilled Crafts & Trades Workers 3 0.0 0.0 0.0 0 0.0 0.0 14.7 0.0 0.0 0 0 0.0 0.0 0.0 14.7 Clerical Personnel 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 22.0 0.0 22.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

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								P	art 7:	Resul	lts - Mo	mbers	of Visib	le Mino	rities									
									1	Royal	Ottaw	a Healt	th Care	Group										
											[Date	: 2018	-09-24]											
A	B	С	D	E	F	G H	<u> </u>	J		K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data se	rices:	***************	Part 1: Workforce Analysis		E+D x 100	Part 1: D x Workforce + 10		H E+1		2; Flow Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V-X
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		#	#	4	%	% #	#			#	#	%	£	#	#	и	9/0	#	#	#	#	%	#	¥
1 [ 1 ]	Other Sales & Service	2018	9	0	0.0	25.3	2		0.0															
<del></del>	Personnel	0 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
1 (4.1	Other Manual Workers	0	0	0	0.0	0.0	0		0.0	0	0	0.0	0	0	0	0	0.0	0	O	0	0	0.0	0	0
Total		2018	1,187	81	6.8	0.0	0		0.0					••••••										
		0	0	0 1	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sc	nurces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: E ÷ C Goals 100			100 Part	3: Goals	E÷Kx 100	Part 3: Goals	F + M x 100											
			1	Į.	1	1 1	1	1		<b>J</b>	1	1	1											
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(EE	ipational Group OG)		All Employees	Actua		Goal Goal	t of from	Porcon		Goal	Percent of Goal Met	Goal	Percent of Goal Met						Commen	IS .				
		#	#	H	9/6	# %		<b>-</b>		Ħ	%	%	%											
	Other Sales & Service Personnel	0	0	0	0.0	1			0.0	1	0,0	25.3 0.0												
<del>    ,</del>	Other Manual	0	0	0	0.0	0			0.0	0	0.0	0.0												
	Workers	3	0	0	0.0			0.0	0.0			0.0												
Total		0 3	0	0	0.0 0.0	0		I	0.0 0.0	0	0.0	0.0 0.0												

# Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Royal Ottawa Health Care Group [Date: 2018-09-24]

## **Efforts**

equity.

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

Contra	ctors Program.
Requi	red measures:
<b>/</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>✓</b>	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:
<b>\</b>	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.
<b>√</b>	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
$\checkmark$	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

<b>✓</b>	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.
1	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	ional Details
Please p	provide any additional information (optional):

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

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

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Semi-Professionals & Technicians	178	0.0%		0.8%	4	4		0.8%	0	5	0	2.6%	2.6%		-5	0.0%	0.0%
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#### Short-term Goal Setting Tool Royal Ottawa Health Care Group 31-Oct-17

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Professionals	622	0.0%	(	9.1%	170	170	24	9.1%	1	15	6	3.8%	3.8%	-8	-1	3.9%	3.7%
Semi-Professionals & Technicians	178	0.0%	(	0.8%	4	4		0.8%	į.	2	0	4.6%	4.6%	-2	0	4.5%	4.5%
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#### Short-term Goal Setting Tool Royal Ottawa Health Care Group 31-Oct-17

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Employment Equity	All	Growth (New	w Positions)	Turnover (Re	placement of	Anticipated					MEMBERS	OF VISIBLE M	INORITIES				
Occupational Group	Employees			Terminated		Hires Over	Number	Turnover (Re		Hires	3 Year (		Present	Present Gap	Projected Gap		Projected
(EEOG)	YYYY/MM/DD	Assually	Over 3	Annually	Over 3	3 Years		Terminated		Required	YYYY-1	YYY	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
				5.0					Years								
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Middle & Other Managers	85	0.0%	!	3.4%	9	9	13	3.4%	#REF!	#REF!	1	15.0%	15.0%	9	#REF!	#REF!	#REF!
Professionals	622	0.0%	1	9.1%	170	170	100	9.1%	29	109	29	17.1%	17.1%	-80	0	17.0%	17.0%
Semi-Professionals & Technicians	178	0.0%		0.8%	4	4	43	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%		3.9%	15	15	16	3.9%	2	14	2	12.2%	12.2%	-12	0	12.2%	12.2%
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Skilled Crufts & Trades Workers	6	0.0%	1	0 10.0%	2	2		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	1	15.4%	5	11	5	14.7%	14.7%	6	0	14.3%	14.3%
Intermediate Sales & Service Personnel	127	0.0%		5.3%	20	20	2)	5.3%	4	25	4	22.0%	22.0%	-21	0	22.0%	22.0%
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Other Sales & Service Personnel	12	0.0%		7.1%	3	3		7.1%	I	4	1	25.3%	25,3%	-3	0	25.0%	25.0%
Other Manual Workers				9	0	0		0.0%;	Û	0	0		T T		0	#DIV/0!	#DIV/0!

# Summary of Goals Royal Ottawa Health Care Group October 31, 2017

# Women (no gaps)

	Workforce Analysis Res	sults		Goals	
E	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
			l		

# **Aboriginal Peoples**

	Workforce Analysis Res	ults		Goals	
E	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
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**

	Workforce Analysis Resu	lts		Goals	
Emplo	oyment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
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 Res	ults		Goals	
E	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
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:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
1187	100
738	62
707	60

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- 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		Go	als		
F	aloument Fourity Openingtional Cooper (FFOC)	C	Short- term	Long- term	Representation	LMA
Emb	oloyment Equity Occupational Group (EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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			
5 1 15 11 2 11 15 (5526)		Gap	Short- term	Long- term	Representation	LMA
Emp	Employment Equity Occupational Group (EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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			
Employment Equity Occupational Group (EEOG)		Gap	Short-	Long-	Representation	LMA
			term	term		
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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:

 $\boxtimes$  in compliance  $\square$  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 selfidentify 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]

From:Yakibonge, Maurice [NC]Sent:October 12, 2018 9:52 AMTo:'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 (Form1 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at <a href="mailto:mail

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.qc.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]

From: Susanne Sargent <Susanne.Sargent@theroyal.ca>

**Sent:** October 30, 2017 11:27 AM

To: EE-EME

Cc:Rosanna Lashley; Cal CrockerSubject: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 1st 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

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



Mental Health - Care & Research Santementale - Soins et recherche Royal Ottawa Health Care Group Services de santé Royal Ottawa

#### Nyirasafari, Ange AN [NC]

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 / Tel.: 819-654-6099

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



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!

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

From: 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 / Tel.: 819-654-6099

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



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

**From:** Yakibonge, Maurice [NC] **Sent:** September-26-18 7:55 AM

**To:** 'Susanne Sargent' **Cc:** Rosanna Lashlev

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 / Tel.: 819-654-6099

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

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

From: 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
  - o the number of fully completed and returned self-identification questionnaires.
- 3. The workforce analysis results (Summary Report and Detailed Report).
- 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 / Tel.: 819-654-6099

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



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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

From: Susanne Sargent

Sent: September-11-18 8:33 AM

To: 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

From: Susanne Sargent Sent: February-12-18 2:58 PM

To: 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

From: 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; 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 your 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

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program
Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334



Dignez-vivus au Forum de l'écluite, la civersite et l'inclusion en mineu de travail (FEDI n'ingne, un espace conaboratif pour employeurs, Envolvez-nous (in courrier pour vous joir bin the online workplace Equity, Divorsity and inclusion Forum (WEDIF), a collaboration page (or eraptoyers, Se, virus an omail to icin).

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 1st 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 1145, ave. Carling Ave. F. 613.798.2970

susanne.sargent@theroyal.ca

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Royal Ottawa Health Care Group Services de santé Royal Ottawa

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