

Revised Agreement

ORGANIZATION

Legal Name of Organization Tundra Technical Solutions Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Operating Name (if different from Legal Name of Organization)	Business Number	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 100	
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 561320	<input checked="" type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated		

HEAD OFFICE

Address (building number, street, suite, etc.) 1 Eglinton Avenue East, Suite 705	City Toronto	Province ON	Postal Code M4P3A1
Telephone Number 4169157878			

EMPLOYMENT EQUITY CONTACT

Name (print) Jonathan Prothero	Title President		
Telephone Number 4169157878 x 102	E-mail Address jonathanp@tundratechnical.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION

The above-named organization:


- having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND
- intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)

hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml> :

Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY

NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.

Name (print) Jonathan Prothero	Title President		
Telephone Number 4169157878	E-mail Address jonathanp@tundratechnical.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 	Date (YYYY-MM-DD) 2016-05-18		

Privacy Notice:

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

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

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2018-07-04 to 2018-07-04

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	64	0	0	64	Calgary	8	0	0	8
Québec	26	0	0	26	Montréal	11	0	0	11
Manitoba	3	0	0	3	Toronto	56	0	0	56
British Columbia	8	0	0	8	Vancouver	8	0	0	8
Alberta	8	0	0	8	Winnipeg	3	0	0	3
Total Employees in Canada				109	Québec	15	0	0	15
					Ottawa - Gatineau	7	0	0	7
					Ont. less CMAs	1	0	0	1
					Total Employees in Canada				109

Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2018-07-04

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	2	1	50.0 %	27.4 %	1	0	National
02 : Middle and Other Managers	National	24	10	41.7 %	38.9 %	9	1	National
03 : Professionals		1	0	0.0 %	42.5 %	0	0	
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
07 : Administrative and Senior Clerical Personnel		49	25	51.0 %	80.3 %	39	-14	
Employment Equity Occupational Group	Calgary	4	3	75.0 %	80.5 %	3	0	Calgary
Employment Equity Occupational Group	Montréal	9	4	44.4 %	80.8 %	7	-3	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	77.2 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	13	7	53.8 %	80.9 %	11	-4	Québec
Employment Equity Occupational Group	Toronto	17	8	47.1 %	80.1 %	14	-6	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	79.0 %	2	-2	Vancouver
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	81.1 %	2	-1	Winnipeg
10 : Clerical Personnel		7	4	57.1 %	65.4 %	5	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	65.8 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	4	80.0 %	65.2 %	3	1	Toronto
11 : Intermediate Sales and Service Personnel		20	6	30.0 %	63.9 %	13	-7	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	66.1 %	2	-2	Calgary
Employment Equity Occupational Group	Montréal	2	2	100.0 %	61.8 %	1	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	61.8 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	2	25.0 %	63.9 %	5	-3	Toronto
Employment Equity Occupational Group	Vancouver	4	2	50.0 %	64.2 %	3	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	65.5 %	1	-1	Winnipeg



Workforce Analysis - Detailed Report

Date: 2018-07-04

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		103	46	44.7 %	65.1 %	67	-21	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2018-07-04

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	24	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		1	0	0.0 %	1.6 %	0	0	
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
07 : Administrative and Senior Clerical Personnel		49	2	4.1 %	1.4 %	1	1	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	9	1	11.1 %	0.7 %	0	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	13	0	0.0 %	0.7 %	0	0	Québec
Employment Equity Occupational Group	Toronto	17	1	5.9 %	0.8 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	8.5 %	0	0	Winnipeg
10 : Clerical Personnel		7	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.7 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		20	0	0.0 %	2.0 %	0	0	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg



Workforce Analysis - Detailed Report

Date: 2018-07-04

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Representation %	Availability %		
Total		103	2	2.0 %	1.7 %	2	0

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2018-07-04

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Gap #	Recruitment Area
			Representation		Availability				
			#	%	%	#			
01 : Senior Managers	National	2	0	0.0 %	10.1 %	0	0	National	
02 : Middle and Other Managers	National	24	8	33.3 %	15.0 %	4	4	National	
03 : Professionals		1	0	0.0 %	12.5 %	0	0		
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National	
07 : Administrative and Senior Clerical Personnel		49	14	28.6 %	19.3 %	9	5		
Employment Equity Occupational Group	Calgary	4	2	50.0 %	16.5 %	1	1	Calgary	
Employment Equity Occupational Group	Montréal	9	2	22.2 %	12.2 %	1	1	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	12.2 %	0	1	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	13	3	23.1 %	1.5 %	0	3	Québec	
Employment Equity Occupational Group	Toronto	17	4	23.5 %	37.3 %	6	-2	Toronto	
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	35.3 %	1	-1	Vancouver	
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	11.1 %	0	2	Winnipeg	
10 : Clerical Personnel		7	3	42.9 %	38.6 %	3	0		
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	5	3	60.0 %	48.1 %	2	1	Toronto	
11 : Intermediate Sales and Service Personnel		20	3	15.0 %	39.1 %	8	-5		
Employment Equity Occupational Group	Calgary	3	0	0.0 %	29.7 %	1	-1	Calgary	
Employment Equity Occupational Group	Montréal	2	0	0.0 %	22.2 %	0	0	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	8	2	25.0 %	48.9 %	4	-2	Toronto	
Employment Equity Occupational Group	Vancouver	4	1	25.0 %	47.5 %	2	-1	Vancouver	
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	23.2 %	0	0	Winnipeg	



Workforce Analysis - Detailed Report

Date: 2018-07-04

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Total		103	28	27.2 %	23.2 %	24	4

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Detailed Report

Date: 2018-07-04

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
01/02 : Managers	National	26	0	0.0 %	4.3 %	1	-1	National
03 : Professionals	National	1	0	0.0 %	3.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	49	1	2.0 %	3.4 %	2	-1	National
10 : Clerical Personnel	National	7	1	14.3 %	7.0 %	0	1	National
11 : Intermediate Sales and Service Personnel	National	20	0	0.0 %	5.6 %	1	-1	National
Total		103	2	1.9 %	4.3 %	4	-2	

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: 2018-07-04

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2018-07-04

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Summary Report

Date: 2018-07-04

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	1	50.0 %	27.4 %	1	0
02 : Middle and Other Managers	24	10	41.7 %	38.9 %	9	1
03 : Professionals	3	2	66.7 %	61.5 %	2	0
07 : Administrative and Senior Clerical Personnel	51	25	49.0 %	80.3 %	41	-16
10 : Clerical Personnel	8	5	62.5 %	65.4 %	5	0
11 : Intermediate Sales and Service Personnel	21	6	28.6 %	63.9 %	13	-7
Total	109	49	45.0 %	65.4 %	71	-22

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Summary Report

Date: 2018-07-04

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	24	0	0.0 %	2.2 %	1	-1
03 : Professionals	3	0	0.0 %	2.3 %	0	0
07 : Administrative and Senior Clerical Personnel	51	2	3.9 %	1.3 %	1	1
10 : Clerical Personnel	8	0	0.0 %	1.2 %	0	0
11 : Intermediate Sales and Service Personnel	21	0	0.0 %	1.9 %	0	0
Total	109	2	1.8 %	1.7 %	2	0

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Summary Report

Date: 2018-07-04

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	2	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	24	8	33.3 %	15.0 %	4	4
03 : Professionals	3	0	0.0 %	13.6 %	0	0
07 : Administrative and Senior Clerical Personnel	51	14	27.5 %	20.0 %	10	4
10 : Clerical Personnel	8	3	37.5 %	39.8 %	3	0
11 : Intermediate Sales and Service Personnel	21	3	14.3 %	39.6 %	8	-5
Total	109	28	25.7 %	23.8 %	25	3

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tundra Technical Solutions Inc.

Workforce Analysis - Summary Report

Date: 2018-07-04

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	26	0	0.0 %	4.3 %	1	-1
03 : Professionals	3	0	0.0 %	3.8 %	0	0
07 : Administrative and Senior Clerical Personnel	51	1	2.0 %	3.4 %	2	-1
10 : Clerical Personnel	8	1	12.5 %	7.0 %	1	0
11 : Intermediate Sales and Service Personnel	21	0	0.0 %	5.6 %	1	-1
Total	109	2	1.9 %	4.3 %	5	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-07-04

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-07-04

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

[Organization's Legal Name]

[Date:2018-09-19]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	07	04

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

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

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities	
		Representation	Availability*
		#	%
01/02 Managers	26	0	4.3
03 Professionals	3	0	3.8
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	51	1	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	8	1	7.0
11 Intermediate Sales & Service Personnel	21	0	5.6
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	109	2	4.3

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

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

*** Source:**
2011 National Household Survey

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

[Organization's Legal Name]

[Date:2018-09-19]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees																	First/Previous Short-term Goals					Women				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY														
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-04	Annually	Over 3 Years	2018	2021															
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%									
01 Senior Managers	2	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	27.4%	0	0	50.0%	50.0%								
02 Middle & Other Managers	24	-100.0%		0	0.0%		0	0	10	0.0%	0	-1	0	38.9%	1	1	41.7%	41.7%									
03 Professionals	3	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	61.5%	0	0	66.7%	66.7%									
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
07 Administrative & Sr Clerical	51	-100.0%	5.0%	8	0.0%		0	8	25	0.0%	0	22	4	50.0%	80.3%	-16	-18	49.0%	49.2%								
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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	5	0.0%	0	0	0	65.4%	0	0	62.5%	62.5%									
11 Intermediate Sales & Service	21	-100.0%	10.0%	6	0.0%	3.0%	2	8	6	3.0%	1	12	4	50.0%	63.9%	-7	-8	28.6%	33.3%								
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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
Total	109	-100.0%		0	0.0%		0	0	49	0.0%	0	22	0	65.4%	-22	-22	45.0%	45.0%									

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	4	50.0	1	50.0	
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	4	50.0	4	50.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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Part 3: Goals

[Organization's Legal Name]

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for First/Previous Goals

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

**Table 3: Aboriginal Peoples
First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-04	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%						
01 Senior Managers	2	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	24	-100.0%	2.0%	1	0.0%		0	1	0.0%	0	1	0	3.0%	2.2%	-1	-1	0.0%	0.0%	
03 Professionals	3	-100.0%		0	0.0%		0	0	0.0%	0	0	0		2.3%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	51	-100.0%		0	0.0%		0	2	0.0%	0	-1	0		1.3%	1	1	3.9%	3.9%	
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	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	21	-100.0%		0	0.0%		0	0	0.0%	0	0	0		1.9%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	109	-100.0%		0	0.0%		0	2	0.0%	0	0	0		1.7%	0	0	1.8%	1.8%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	1	3.0	1	3.0	
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	

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

Federal Contractors Program Achievement Report

Part 3: Goals

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[Date:2018-09-19]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-04	Annually	Over 3 Years	2018	2021	2018	2021					
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	26	-100.0%	5.0%	4	0.0%	3.0%	2	6	0	3.0%	0	1	0	5.0%	4.3%	-1	-1	0.0%	0.0%
03 Professionals	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.8%	0	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	51	-100.0%	5.0%	8	0.0%		0	8	1	0.0%	0	1	0	5.0%	3.4%	-1	-1	2.0%	1.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	7.0%	0	0	0	12.5%	12.5%
11 Intermediate Sales & Service	21	-100.0%	10.0%	6	0.0%	3.0%	2	8	0	3.0%	0	2	0	6.0%	5.6%	-1	-2	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	109	-100.0%		0	0.0%		0	0	2	0.0%	0	3	0		4.3%	-3	-3	1.8%	1.8%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	5.0	0	5.0	
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	5.0	0	5.0	
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	6.0	0	6.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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Part 3: Goals

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																			First/Previous Short-term Goals					Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years										
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY																
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-04	Annually	Over 3 Years	2018	2021																	
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%											
01 Senior Managers	2	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	10.1%	0	0	0.0%	0.0%											
02 Middle & Other Managers	24	-100.0%		0	0.0%		0	0	0.0%	0	-4	0	0	15.0%	4	4	33.3%	33.3%											
03 Professionals	3	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	13.6%	0	0	0.0%	0.0%											
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
07 Administrative & Sr Clerical	51	-100.0%		0	0.0%		0	14	0.0%	0	-4	0	0	20.0%	4	4	27.5%	27.5%											
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
10 Clerical Personnel	8	-100.0%		0	0.0%		0	3	0.0%	0	0	0	0	39.8%	0	0	37.5%	37.5%											
11 Intermediate Sales & Service	21	-100.0%	10.0%	6	0.0%	3.0%	2	8	3.0%	0	8	3	40.0%	39.6%	-5	-5	14.3%	22.2%											
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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
Total	109	-100.0%		0	0.0%		0	0	0.0%	0	-2	0	0	23.8%	2	2	25.7%	25.7%											

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	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	3	40.0	0	40.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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Part 3: Goals

[Organization's Legal Name]

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for Subsequent/Current Goals

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

Table 9: Women

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

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

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

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Total		0.0		0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

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

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

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

‡ Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Total		0.0		0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

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

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

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

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

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

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

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

[Organization's Legal Name]

[Date:2018-09-19]

Total		0.0		0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	2	1	50.0	27.4	1	0	182.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	24	10	41.7	38.9	9	1	107.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	3	2	66.7	61.5	2	0	108.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#						
07	Administrative & Senior Clerical	2018	51	25	49.0	80.3	41	-16	61.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	8	5	62.5	65.4	5	0	95.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	21	6	28.6	63.9	13	-7	44.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants												Goals												Comments
		Flow Data						Short-term Goals						Long-term Goals												
		All Employees	Women					All Employees	Women					All Employees	Women											
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met														
#	#	%	%	#	%	#	%	%	#	%	%	#	%	%												
07	Administrative & Senior Clerical	0	0	0	0.0	4	0.0	50.0	0.0	1	0.0	50.0	0.0	3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	4	0.0	50.0	0.0	4	0.0	50.0	0.0	3	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#	#			
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
Total	2018	109	49	45.0	65.4	71	-22	68.7																		
	0	0	0	0.0	0.0	0	0	0.0																		

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	
01 Senior Managers	2018	2	0	0.0	2.9	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	24	0	0.0	2.2	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	3	0	0.0	2.3	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	1	0.0	3.0	0.0	1	0.0	3.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	51	2	3.9	1.3	1	1	301.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	8	0	0.0	1.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	21	0	0.0	1.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13	Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	109	2	1.8	1.7	2	0	107.9																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
01&02 Managers	2018	26	0	0.0	4.3	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0	0
03 Professionals	2018	3	0	0.0	3.8	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference									
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	51	1	2.0	3.4	2	-1	57.7	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	8	1	12.5	7.0	1	0	178.6	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	21	0	0.0	5.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0	0	0.0	5.0	0.0	0	0.0	5.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	6.0	0.0	0.0	0	0.0	6.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13	Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	109	2	1.8	4.3	5	-3	42.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	2	0	0.0	10.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	24	8	33.3	15.0	4	4	222.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	3	0	0.0	13.6	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	51	14	27.5	20.0	10	4	137.3	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	8	3	37.5	39.8	3	0	94.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	21	3	14.3	39.6	8	-5	36.1	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments					
		Flow Data				Short-term Goals				Long-term Goals									
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities									
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
#	#	%	#	%	#	%	#	%	#	%									
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	3	0.0	40.0	0.0	0	0.0	40.0	0.0	0	0.0	40.0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

[Organization's Legal Name]

[Date:2018-09-19]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	109	28	25.7	23.8	26	2	107.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
[Organization's Legal Name]
[Date:2018-09-19]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Instructions

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

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

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

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

Privacy Notice

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

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

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the [Legislated Employment Equity Program or Federal Contractors Program. In the case of the Legislated Employment Equity Program, the aggregate employee information will be shared with the Canadian Human Rights Commission and with the general public.]

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

Your personal information is administered by ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire can be made available in braille if and as requested.

A. Name: _____

Section/Branch: _____

Position: _____

Employee number: N/A

Employment status: Full-time employee

Part-time employee

Temporary employee

B. Gender

Female Male

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

C. Aboriginal Peoples

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

Are you an Aboriginal person?

Yes No

D. Visible Minorities

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

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

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

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

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

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

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

G. Voluntary Employee Participation

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

Yes No

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

Yes No

H. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contact by email ‘fcp-ee@tundratechnical.com’ or by phone [613-627-0070, ext. 147].

I. Employee Signature

Thank you for your participation!

Please complete and return this form via email to:

Email. Fcp-ee@tundratechnical.com

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Tundra Technical Solutions Inc.

Primary Location: Toronto, Ontario

Number of Employees: 109

- Ontario – 64
- Quebec – 26
- British Columbia – 8
- Alberta – 8
- Manitoba - 3

Organization Overview:

NAICS : 5613 - Employment Services.

Tundra Technical Solutions Inc. provides staffing solutions and services. They serve a diverse range of industries such as automotive, healthcare, retail, information technology, energy & utilities, finance & insurance, construction, mining, telecommunications, transportation, government, food and beverage, etc.

Key Dates – First Year Assessment

Initiated: 2017-12-01
 Received: 2018-06-01
 WFA: 2017-11-03

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	117	100
Number of Surveys Returned:	117	100
Number of Completed Surveys Returned:	109	85.1

Company included six temporary employees who completed and returned the survey.

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.

- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

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

WORKFORCE ANALYSIS & GOAL SETTING

- The 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:

- All short and long-term goals are set as per the market availability. Goals were set for each and every gap respectively.
- All goals are set in numerical and percentage format. For the purpose of this assessment, only percentage format will be used.

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
07	Administrative & Sr. Clerical	-16	50.0	50.0	49.0	80.3
11	Intermediate Sales & Service	-7	50.0	50.0	28.6	63.9

Observations:

- With regards to EEOGs 07 and 11, the company set the short and long-term goals at 50.0% even though the market availability 80.3% and 63.9%, which is aligned with the Labour Program decision not to encourage organizations to seek representation levels of beyond 50% for women to prevent occupational segregation and ensure that those occupational groups are welcoming of all genders.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
02	Middle & Other Managers	-1	3.0	3.0	0.0	2.2

Observations:

- The short and long-term goals are set slightly above the labour market availability for the gaps identified in EEOG 02. Meeting these goals will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the long-term.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01/02	Managers	-1	5.0	5.0	0.0	4.3
07	Administrative & Sr. Clerical	-1	5.0	5.0	2.0	3.4
11	Intermediate Sales & Service	-1	6.0	6.0	0.0	5.6

Observations:

- The short-term goals for the gaps identified in EEOGs 01/02, 07 and 11, are all set slightly above the labour market availability. Meeting these goals will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the long-term.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
11	Intermediate Sales & Service	-5	40.0	40.0	14.3	39.6

Observations:

- The short-term goal for the gaps identified in EEOG 11 is set slightly above the labour market availability. Meeting this goal will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the long-term.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Tundra Technical Solutions Inc. has minor gaps in all four designated groups. Tundra Technical Solutions Inc. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

Name of Analyst: Neena Sharan

Date: September 21, 2018

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: October 1, 2018 1:29 PM
To: 'Mat VanMilligen'; 'jonathanp@tundratechnical.ca'
Subject: Government of Canada Agreement Number: 10000478 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Jonathan Prothero:

I am writing to inform you that the compliance assessment initiated on August 03, 2018 has been completed. As a result of the assessment, Tundra Technical Solutions Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of the Tundra Technical Solutions Inc. employment equity program.

- Tundra Technical Solutions Inc. has minor gaps in all four designated groups. Tundra Technical Solutions Inc. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on August 03, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Tundra Technical Solutions Inc. is notified of a subsequent assessment, the following information will be required:

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

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

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Neena Sharan at neena.sharan@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Tundra Technical Solutions Inc. continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



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

Nyirasafari, Ange AN [NC]

From: Mat VanMilligen <MVanMilligen@tundratechnical.ca>
Sent: August 3, 2018 4:18 PM
To: EE-EME
Subject: Tundra Technical Solutions FCP-EE Workforce Analysis and Report
Attachments: FCP- EE - Questionnaire TUNDRA.docx; Summary Report.pdf; Detailed Report.pdf; Tundra FP-Tmp-WEDFCPAchievementReportEN-20180131-FINAL (Updated).xlsx

Categories: Neena Responding

Good Day,

Please find the attached (updated) information in support of our first compliance assessment:

1. Self-identification questionnaire
2. Results of workforce survey

# of employees surveyed	# not returned	# Partially completed	# of fully completed and returned	# of Temp Employees who submitted completed surveys but are not represented in the report	# of employees represented in Reports
117	0	8	109	6	103

3. Summary Report and Detailed Report
4. A completed Achievement Report file in Excel format. (Updated as per instructions)

If anything further is required at this stage, please let us know.

Best regards,



Matthew VanMilligen

PROPOSAL MANAGER

phone. 613-627-0070, ext. 147

email. mvanmilligen@tundratechnical.ca

location. 251 Laurier Ave West, Suite #1050, Ottawa, ON K1P 5J6

website. <http://www.tundratechnical.ca>

To unsubscribe from receiving emails related to employment opportunities, please email us at unsubscribe@tundratechnical.ca

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca> **On Behalf Of** ee-eme@hrsdcc-rhdcc.gc.ca

Sent: May-25-18 3:11 PM

To: Mat VanMilligen <mVanmilligen@tundratechnical.ca>; ee-eme@hrsdcc-rhdcc.gc.ca

Subject: RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Hi Matthew,

Please enter your name on WEIMS as the second contact person and then we can communicate concerning all the reports / forms that are required in order to do the assessment. As part of the first compliance assessment, you are required to submit the following information by email to ee-eme@hrsdc-rhdcc.gc.ca **no later than July 4th, 2018**:

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

The first compliance assessment will comprise the analysis and verification of the documents your organization submits to ensure they are complete and meet the FCP requirements. You will be informed of our findings once the assessment is completed.

In order to upload the files in WEIMS, **Import employee.txt file into WEIMS for a First Compliance Assessment**

1. From the **WEIMS Main Menu** page, under **Employees for (Name of Your Organization)**, select **upload an employee record set**.
2. In the **Import Employee Data** page, under **Add New File**, next to the **File to upload** box, click on the **Browse** button.
3. Go to where you saved your **employee.txt** file in your computer and select the file. The **employee.txt** file will appear in the **File name** box. Click on the **Open** button. Then, click on the **Upload** button.
4. Under **Import Options**, select the **Period Start** and **Period End** dates. You can use **today's date** for both dates. Select **Compile Forms 2, 4, 5 and 6 by Occupational Group Only**.
5. Select **Include National Forms**.
6. Select **Compile Forms After Data Upload**.
7. Select **Update employees**.
8. Click the **Import the uploaded files** button, then click the **OK** button.

You can find all this information in WEIMS-Help, and go to FCP Quick Reference Guide for Contractors and How to create .txt files.

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

Regards,
Neena Sharan

Assessment Officer, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
neena.sharan@labour-travail.gc.ca / Tél. : 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada
neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



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: Mat VanMilligen [mailto:MVanMilligen@tundratechnical.ca]
Sent: 25 mai 2018 10:38
To: EE-EME
Subject: RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good morning Neena,

Many thanks for the quick reply. If I may follow up further to request more detail on the initial compliance assessment proposed for the 4th of July with Jonathan Prothero; As I am taking primary ownership of gathering the survey data, uploading to the WEIMS, and (obviously) reporting to Jonathan and seeking approval input on our organizational goal setting, would it be more appropriate for me to be part of that meeting as Jonathan's representative? If your practice is to conduct the compliance assessment at the executive level, I certainly don't want to short circuit that process. If this is the case, I can give Jonathan a detailed brief of the analysis in advance of the July 4th meeting. Please advise.

Thanks again for the quick follow-up,

Mat

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca> **On Behalf Of** ee-eme@hrsdc-rhdcc.gc.ca
Sent: May-25-18 8:49 AM
To: Mat VanMilligen <mVanmilligen@tundratechnical.ca>; ee-eme@hrsdc-rhdcc.gc.ca
Subject: RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good morning Matthew,

Thank you for sending a copy of the Self-ID questionnaire for us to review. The questionnaire looks great and also there is no issue in distributing this questionnaire by e-mail to all the employees for full distribution and timely response.

Thank you and if you have any questions please do not hesitate to contact me. Have a great weekend.

Regards,

Neena Sharan

Assessment Officer, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
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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: Mat VanMilligen [mailto:MVanMilligen@tundratechnical.ca]
Sent: 24 mai 2018 14:20

To: EE-EME

Subject: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good Day,

We have attached our Questionnaire for review and feedback. We have left the return information open as we are planning to distribute via a dedicated email address (which is intended to be an aggregate email for all matters related to the program). The form itself is set up to be distributed via hard-copy mail, and while I didn't see any items in the FAQ, I wanted to confirm that we are able to distribute the questionnaire via email to ensure full distribution and timely response to hit the program benchmarks. Please advise on this.

Otherwise, any feedback on the Questionnaire itself would be well received.



Matthew VanMilligen

PROPOSAL MANAGER

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