

s.19(1)

s.24(1)

Labour Program  
 Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

### Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization University of New Brunswick	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 [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/ist-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/ist-liste-eng.htm</a> 6113 Universities	Total number of employees (Permanent Full-Time and/or Part-Time) 1336  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 3 Bailey Drive	City Fredericton	Province NB	Postal Code E3B5A3
Telephone Number 506-453-4648			

EMPLOYMENT EQUITY CONTACT			
Name (print) Monique Dunlap	Title Human Resources Consultant (Employment)		
Telephone Number 506-458-7674	E-mail Address md:dunlap@unb.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization			
Name (print) David MaGee	Title Acting Vice-President (Research)		
Telephone Number 506-453-6100	E-mail Address [REDACTED].ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
[REDACTED]		Date (YYYY-MM-DD) 2017/11/30	

**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.

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



## Federal Contractors Program

Contractors who are awarded an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to the Labour Program of Employment and Social Development Canada (ESDC):

- a. One year after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
  - Self-identification questionnaire used to collect workforce information;
  - Initial WFA; and
  - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
  - Updated WFA;
  - Updated annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified; and
  - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the Federal Contractors Program (FCP).

Contractors found to be in non-compliance will be ineligible for future goods or services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>.

## Questions and Answers

### Subsidiary vs. Division/Branch

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

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

**Division:** A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

**Branch:** A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

**Subsidiary:** A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

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

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

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

**Q3 When should a new Agreement be completed and signed?**

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

### Employment Status

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

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

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

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

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

**Q3 How are students counted under the FCP?**

A3 Students employed during a school break, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

**Q4 How are other employees counted under the FCP?**

A4 Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time or permanent part-time employees and maintain the right to return to work.



Workplace Equity Information Management System - University of New Brunswick

Workforce Analysis - Detailed Report

Date: 2018-08-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	2	28.6 %	27.4 %	2	0	National
<b>02 : Middle and Other Managers</b>	National	82	46	56.1 %	38.9 %	32	14	National
<b>03 : Professionals</b>		850	419	49.3 %	48.4 %	411	8	
1111 : Financial auditors and accountants	National	6	6	100.0 %	55.1 %	3	3	National
1112 : Financial and investment analysts	National	17	15	88.2 %	50.1 %	9	6	National
1114 : Other financial officers	National	8	7	87.5 %	44.1 %	4	3	National
1121 : Human resources professionals	National	5	5	100.0 %	71.1 %	4	1	National
1122 : Professional occupations in business management consulting	National	2	1	50.0 %	42.0 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	19	13	68.4 %	66.4 %	13	0	National
2111 : Physicists and astronomers	National	1	0	0.0 %	16.0 %	0	0	National
2112 : Chemists	National	1	1	100.0 %	40.6 %	0	1	National
2115 : Other professional occupations in physical sciences	National	2	2	100.0 %	16.8 %	0	2	National
2121 : Biologists and related scientists	National	1	1	100.0 %	50.9 %	1	0	National
2122 : Forestry professionals	National	1	1	100.0 %	17.0 %	0	1	National
2132 : Mechanical engineers	National	2	0	0.0 %	9.0 %	0	0	National
2134 : Chemical engineers	National	1	0	0.0 %	24.5 %	0	0	National
2146 : Aerospace engineers	National	1	1	100.0 %	12.1 %	0	1	National
2147 : Computer engineers (except software engineers and designers)	National	3	1	33.3 %	12.6 %	0	1	National
2148 : Other professional engineers, n.e.c.	National	5	0	0.0 %	15.8 %	1	-1	National
2171 : Information systems analysts and consultants	National	21	5	23.8 %	28.3 %	6	-1	National
2172 : Database analysts and data administrators	National	12	5	41.7 %	35.2 %	4	1	National
2173 : Software engineers and designers	National	2	0	0.0 %	17.4 %	0	0	National
2174 : Computer programmers and interactive media developers	National	25	5	20.0 %	17.9 %	4	1	National
2175 : Web designers and developers	National	11	3	27.3 %	32.9 %	4	-1	National

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
3011 : Nursing co-ordinators and supervisors	National	2	2	100.0 %	88.2 %	2	0	National
3012 : Registered nurses and registered psychiatric nurses	National	4	4	100.0 %	92.9 %	4	0	National
3112 : General practitioners and family physicians	National	3	2	66.7 %	42.4 %	1	1	National
3124 : Allied primary health practitioners	National	1	1	100.0 %	91.5 %	1	0	National
3144 : Other professional occupations in therapy and assessment	National	1	1	100.0 %	76.5 %	1	0	National
4011 : University professors and lecturers	National	512	217	42.4 %	43.3 %	222	-5	National
4012 : Post-secondary teaching and research assistants	National	11	4	36.4 %	52.6 %	6	-2	National
4021 : College and other vocational instructors	National	1	0	0.0 %	53.8 %	1	-1	National
4033 : Educational counsellors	National	2	1	50.0 %	76.3 %	2	-1	National
4153 : Family, marriage and other related counsellors	National	8	7	87.5 %	74.6 %	6	1	National
4156 : Employment counsellors	National	2	2	100.0 %	74.6 %	1	1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	1	100.0 %	41.0 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	5	3	60.0 %	50.7 %	3	0	National
4164 : Social policy researchers, consultants and program officers	National	10	7	70.0 %	67.3 %	7	0	National
4165 : Health policy researchers, consultants and program officers	National	2	1	50.0 %	73.5 %	1	0	National
4166 : Education policy researchers, consultants and program officers	National	108	75	69.4 %	71.2 %	77	-2	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	1	0	0.0 %	70.2 %	1	-1	National
4169 : Other professional occupations in social science, n.e.c.	National	2	0	0.0 %	58.1 %	1	-1	National
5111 : Librarians	National	22	14	63.6 %	83.1 %	18	-4	National
5112 : Conservators and curators	National	2	1	50.0 %	59.7 %	1	0	National
5113 : Archivists	National	1	1	100.0 %	64.5 %	1	0	National
5122 : Editors	National	2	2	100.0 %	62.7 %	1	1	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	1	100.0 %	55.0 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		126	43	34.1 %	29.4 %	37	6	

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2211 : Chemical technologists and technicians	New Brunswick	8	1	12.5 %	51.9 %	4	-3	New Brunswick
2212 : Geological and mineral technologists and technicians	New Brunswick	5	2	40.0 %	22.0 %	1	1	New Brunswick
2221 : Biological technologists and technicians	New Brunswick	23	14	60.9 %	49.1 %	11	3	New Brunswick
2223 : Forestry technologists and technicians	New Brunswick	3	0	0.0 %	5.9 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	New Brunswick	3	0	0.0 %	9.6 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	New Brunswick	6	0	0.0 %	0.0 %	0	0	New Brunswick
2234 : Construction estimators	New Brunswick	7	2	28.6 %	10.9 %	1	1	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	14	1	7.1 %	6.2 %	1	0	New Brunswick
2243 : Industrial instrument technicians and mechanics	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	15.0 %	0	0	New Brunswick
2254 : Land survey technologists and technicians	New Brunswick	1	0	0.0 %	26.5 %	0	0	New Brunswick
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	0	0.0 %	38.0 %	1	-1	New Brunswick
2262 : Engineering inspectors and regulatory officers	New Brunswick	1	1	100.0 %	14.3 %	0	1	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	3	0	0.0 %	21.7 %	1	-1	New Brunswick
2281 : Computer network technicians	New Brunswick	13	3	23.1 %	13.9 %	2	1	New Brunswick
2282 : User support technicians	New Brunswick	4	2	50.0 %	33.0 %	1	1	New Brunswick
3219 : Other medical technologists and technicians (except dental health)	New Brunswick	1	1	100.0 %	92.9 %	1	0	New Brunswick
4213 : NOC 2006 - Employment Counsellors	New Brunswick	1	1	100.0 %	49.9 %	0	1	New Brunswick
4214 : Early childhood educators and assistants	New Brunswick	3	3	100.0 %	98.2 %	3	0	New Brunswick
5211 : Library and public archive technicians	New Brunswick	3	3	100.0 %	87.0 %	3	0	New Brunswick
5225 : Audio and video recording technicians	New Brunswick	2	0	0.0 %	15.7 %	0	0	New Brunswick
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	New Brunswick	5	2	40.0 %	0.0 %	0	2	New Brunswick
5241 : Graphic designers and illustrators	New Brunswick	3	3	100.0 %	39.7 %	1	2	New Brunswick
5252 : Coaches	New Brunswick	10	3	30.0 %	40.0 %	4	-1	New Brunswick

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Date: 2018-08-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5254 : Program leaders and instructors in recreation, sport and fitness	New Brunswick	1	1	100.0 %	66.5 %	1	0	New Brunswick
<b>05 : Supervisors</b>		8	6	75.0 %	65.7 %	5	1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	8	6	75.0 %	65.7 %	5	1	N.B. less CMA
<b>06 : Supervisors: Crafts and Trades</b>		6	0	0.0 %	4.5 %	0	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	New Brunswick	1	0	0.0 %	7.8 %	0	0	New Brunswick
7203 : Contractors and supervisors, pipefitting trades	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	1	0	0.0 %	3.8 %	0	0	New Brunswick
7303 : Supervisors, printing and related occupations	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	New Brunswick	1	0	0.0 %	7.9 %	0	0	New Brunswick
9212 : Supervisors, petroleum, gas and chemical processing and utilities	New Brunswick	1	0	0.0 %	7.6 %	0	0	New Brunswick
<b>07 : Administrative and Senior Clerical Personnel</b>		241	220	91.3 %	86.1 %	208	12	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	241	220	91.3 %	86.1 %	208	12	N.B. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		46	1	2.2 %	2.6 %	1	0	
7231 : Machinists and machining and tooling inspectors	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
7241 : Electricians (except industrial and power system)	New Brunswick	9	1	11.1 %	2.1 %	0	1	New Brunswick
7251 : Plumbers	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
7271 : Carpenters	New Brunswick	4	0	0.0 %	2.6 %	0	0	New Brunswick
7272 : Cabinetmakers	New Brunswick	1	0	0.0 %	8.3 %	0	0	New Brunswick
7291 : Roofers and shinglers	New Brunswick	1	0	0.0 %	2.9 %	0	0	New Brunswick
7294 : Painters and decorators (except interior decorators)	New Brunswick	3	0	0.0 %	11.0 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
7313 : Refrigeration and air conditioning mechanics	New Brunswick	7	0	0.0 %	0.0 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	1	0	0.0 %	0.5 %	0	0	New Brunswick
7381 : Printing press operators	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick

Workplace Equity Information Management System - University of New Brunswick

**Workforce Analysis - Detailed Report**

Date: 2018-08-13

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7384 : Other trades and related occupations, n.e.c.	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
9241 : Power engineers and power systems operators	New Brunswick	9	0	0.0 %	4.8 %	0	0	New Brunswick
<b>10 : Clerical Personnel</b>		121	97	80.2 %	72.6 %	88	9	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	121	97	80.2 %	72.6 %	88	9	N.B. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		22	2	9.1 %	71.8 %	16	-14	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	21	1	4.8 %	71.9 %	15	-14	N.B. less CMA
<b>Employment Equity Occupational Group</b>	Saint John	1	1	100.0 %	68.1 %	1	0	Saint John
<b>12 : Semi-Skilled Manual Workers</b>		5	0	0.0 %	15.8 %	1	-1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	5	0	0.0 %	15.8 %	1	-1	N.B. less CMA
<b>13 : Other Sales and Service Personnel</b>		22	4	18.2 %	61.1 %	13	-9	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	22	4	18.2 %	61.1 %	13	-9	N.B. less CMA
<b>14 : Other Manual Workers</b>		10	0	0.0 %	25.1 %	3	-3	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	10	0	0.0 %	25.1 %	3	-3	N.B. less CMA
<b>Total</b>		1546	840	54.3 %	52.8 %	817	23	

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 - University of New Brunswick

Workforce Analysis - Detailed Report

Date: 2018-08-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	82	1	1.2 %	2.2 %	2	-1	National
<b>03 : Professionals</b>		850	15	1.8 %	1.9 %	16	-1	
1111 : Financial auditors and accountants	National	6	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	17	0	0.0 %	0.9 %	0	0	National
1114 : Other financial officers	National	8	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	5	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	19	1	5.3 %	2.1 %	0	1	National
2111 : Physicists and astronomers	National	1	0	0.0 %	0.0 %	0	0	National
2112 : Chemists	National	1	0	0.0 %	0.6 %	0	0	National
2115 : Other professional occupations in physical sciences	National	2	0	0.0 %	0.7 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	1.7 %	0	0	National
2122 : Forestry professionals	National	1	0	0.0 %	2.7 %	0	0	National
2132 : Mechanical engineers	National	2	0	0.0 %	0.7 %	0	0	National
2134 : Chemical engineers	National	1	0	0.0 %	0.6 %	0	0	National
2146 : Aerospace engineers	National	1	0	0.0 %	0.6 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	3	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	5	0	0.0 %	1.0 %	0	0	National
2171 : Information systems analysts and consultants	National	21	0	0.0 %	1.1 %	0	0	National
2172 : Database analysts and data administrators	National	12	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	25	0	0.0 %	1.0 %	0	0	National
2175 : Web designers and developers	National	11	0	0.0 %	1.5 %	0	0	National

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
3011 : Nursing co-ordinators and supervisors	National	2	0	0.0 %	3.0 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	4	0	0.0 %	2.3 %	0	0	National
3112 : General practitioners and family physicians	National	3	0	0.0 %	0.8 %	0	0	National
3124 : Allied primary health practitioners	National	1	0	0.0 %	4.1 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	1	0	0.0 %	2.1 %	0	0	National
4011 : University professors and lecturers	National	512	8	1.6 %	1.3 %	7	1	National
4012 : Post-secondary teaching and research assistants	National	11	0	0.0 %	1.6 %	0	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	2.4 %	0	0	National
4033 : Educational counsellors	National	2	1	50.0 %	6.0 %	0	1	National
4153 : Family, marriage and other related counsellors	National	8	0	0.0 %	7.2 %	1	-1	National
4156 : Employment counsellors	National	2	0	0.0 %	7.8 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.7 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	5	0	0.0 %	2.0 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	10	0	0.0 %	6.2 %	1	-1	National
4165 : Health policy researchers, consultants and program officers	National	2	1	50.0 %	4.4 %	0	1	National
4166 : Education policy researchers, consultants and program officers	National	108	4	3.7 %	4.3 %	5	-1	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	1	0	0.0 %	4.8 %	0	0	National
4169 : Other professional occupations in social science, n.e.c.	National	2	0	0.0 %	4.7 %	0	0	National
5111 : Librarians	National	22	0	0.0 %	2.0 %	0	0	National
5112 : Conservators and curators	National	2	0	0.0 %	2.5 %	0	0	National
5113 : Archivists	National	1	0	0.0 %	3.1 %	0	0	National
5122 : Editors	National	2	0	0.0 %	1.6 %	0	0	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	0	0.0 %	2.1 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>126</b>	<b>0</b>	<b>0.0 %</b>	<b>1.9 %</b>	<b>2</b>	<b>-2</b>	

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2211 : Chemical technologists and technicians	New Brunswick	8	0	0.0 %	0.0 %	0	0	New Brunswick
2212 : Geological and mineral technologists and technicians	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
2221 : Biological technologists and technicians	New Brunswick	23	0	0.0 %	6.5 %	1	-1	New Brunswick
2223 : Forestry technologists and technicians	New Brunswick	3	0	0.0 %	2.9 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	New Brunswick	6	0	0.0 %	0.0 %	0	0	New Brunswick
2234 : Construction estimators	New Brunswick	7	0	0.0 %	0.0 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	14	0	0.0 %	1.2 %	0	0	New Brunswick
2243 : Industrial instrument technicians and mechanics	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2254 : Land survey technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2262 : Engineering inspectors and regulatory officers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	3	0	0.0 %	8.3 %	0	0	New Brunswick
2281 : Computer network technicians	New Brunswick	13	0	0.0 %	1.0 %	0	0	New Brunswick
2282 : User support technicians	New Brunswick	4	0	0.0 %	4.2 %	0	0	New Brunswick
3219 : Other medical technologists and technicians (except dental health)	New Brunswick	1	0	0.0 %	1.1 %	0	0	New Brunswick
4213 : NOC 2006 - Employment Counsellors	New Brunswick	1	0	0.0 %	2.8 %	0	0	New Brunswick
4214 : Early childhood educators and assistants	New Brunswick	3	0	0.0 %	3.0 %	0	0	New Brunswick
5211 : Library and public archive technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
5225 : Audio and video recording technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
5241 : Graphic designers and illustrators	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
5252 : Coaches	New Brunswick	10	0	0.0 %	0.0 %	0	0	New Brunswick



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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Gap #	Recruitment Area
			Representation		Availability				
			#	%	%	#			
5254 : Program leaders and instructors in recreation, sport and fitness	New Brunswick	1	0	0.0 %	2.0 %	0	0	New Brunswick	
<b>05 : Supervisors</b>		8	0	0.0 %	2.9 %	0	0		
<b>Employment Equity Occupational Group</b>	N.B. less CMA	8	0	0.0 %	2.9 %	0	0	N.B. less CMA	
<b>06 : Supervisors: Crafts and Trades</b>		6	1	16.7 %	0.0 %	0	1		
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
7203 : Contractors and supervisors, pipefitting trades	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
7303 : Supervisors, printing and related occupations	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	New Brunswick	1	1	100.0 %	0.0 %	0	1	New Brunswick	
9212 : Supervisors, petroleum, gas and chemical processing and utilities	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
<b>07 : Administrative and Senior Clerical Personnel</b>		241	5	2.1 %	2.7 %	7	-2		
<b>Employment Equity Occupational Group</b>	N.B. less CMA	241	5	2.1 %	2.7 %	7	-2	N.B. less CMA	
<b>09 : Skilled Crafts and Trades Workers</b>		46	1	2.2 %	1.9 %	1	0		
7231 : Machinists and machining and tooling inspectors	New Brunswick	3	0	0.0 %	2.1 %	0	0	New Brunswick	
7241 : Electricians (except industrial and power system)	New Brunswick	9	0	0.0 %	1.7 %	0	0	New Brunswick	
7251 : Plumbers	New Brunswick	3	0	0.0 %	4.2 %	0	0	New Brunswick	
7271 : Carpenters	New Brunswick	4	0	0.0 %	3.2 %	0	0	New Brunswick	
7272 : Cabinetmakers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
7291 : Roofers and shinglers	New Brunswick	1	0	0.0 %	2.0 %	0	0	New Brunswick	
7294 : Painters and decorators (except interior decorators)	New Brunswick	3	0	0.0 %	2.4 %	0	0	New Brunswick	
7311 : Construction millwrights and industrial mechanics	New Brunswick	2	0	0.0 %	0.5 %	0	0	New Brunswick	
7313 : Refrigeration and air conditioning mechanics	New Brunswick	7	0	0.0 %	0.0 %	0	0	New Brunswick	
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	1	0	0.0 %	2.8 %	0	0	New Brunswick	
7381 : Printing press operators	New Brunswick	1	1	100.0 %	0.0 %	0	1	New Brunswick	

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**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
7384 : Other trades and related occupations, n.e.c.	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
9241 : Power engineers and power systems operators	New Brunswick	9	0	0.0 %	3.2 %	0	0	New Brunswick
<b>10 : Clerical Personnel</b>		121	0	0.0 %	3.0 %	4	-4	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	121	0	0.0 %	3.0 %	4	-4	N.B. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		22	0	0.0 %	3.3 %	1	-1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	21	0	0.0 %	3.4 %	1	-1	N.B. less CMA
<b>Employment Equity Occupational Group</b>	Saint John	1	0	0.0 %	1.6 %	0	0	Saint John
<b>12 : Semi-Skilled Manual Workers</b>		5	0	0.0 %	3.0 %	0	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	5	0	0.0 %	3.0 %	0	0	N.B. less CMA
<b>13 : Other Sales and Service Personnel</b>		22	0	0.0 %	3.9 %	1	-1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	22	0	0.0 %	3.9 %	1	-1	N.B. less CMA
<b>14 : Other Manual Workers</b>		10	0	0.0 %	4.6 %	0	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	10	0	0.0 %	4.6 %	0	0	N.B. less CMA
<b>Total</b>		1546	23	1.5 %	2.2 %	34	-11	

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	7	0	0.0 %	10.1 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	82	3	3.7 %	15.0 %	12	-9	National
<b>03 : Professionals</b>		850	110	12.9 %	19.5 %	166	-56	
1111 : Financial auditors and accountants	National	6	0	0.0 %	27.5 %	2	-2	National
1112 : Financial and investment analysts	National	17	1	5.9 %	35.4 %	6	-5	National
1114 : Other financial officers	National	8	0	0.0 %	21.7 %	2	-2	National
1121 : Human resources professionals	National	5	0	0.0 %	14.1 %	1	-1	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	19	0	0.0 %	16.9 %	3	-3	National
2111 : Physicists and astronomers	National	1	0	0.0 %	22.9 %	0	0	National
2112 : Chemists	National	1	1	100.0 %	37.3 %	0	1	National
2115 : Other professional occupations in physical sciences	National	2	1	50.0 %	19.3 %	0	1	National
2121 : Biologists and related scientists	National	1	0	0.0 %	17.2 %	0	0	National
2122 : Forestry professionals	National	1	1	100.0 %	2.8 %	0	1	National
2132 : Mechanical engineers	National	2	0	0.0 %	28.6 %	1	-1	National
2134 : Chemical engineers	National	1	1	100.0 %	30.8 %	0	1	National
2146 : Aerospace engineers	National	1	1	100.0 %	25.0 %	0	1	National
2147 : Computer engineers (except software engineers and designers)	National	3	1	33.3 %	38.2 %	1	0	National
2148 : Other professional engineers, n.e.c.	National	5	0	0.0 %	27.3 %	1	-1	National
2171 : Information systems analysts and consultants	National	21	1	4.8 %	31.4 %	7	-6	National
2172 : Database analysts and data administrators	National	12	3	25.0 %	32.3 %	4	-1	National
2173 : Software engineers and designers	National	2	0	0.0 %	40.5 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	25	8	32.0 %	31.5 %	8	0	National
2175 : Web designers and developers	National	11	1	9.1 %	22.8 %	3	-2	National

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
3011 : Nursing co-ordinators and supervisors	National	2	0	0.0 %	11.8 %	0	0	National
3012 : Registered nurses and registered psychiatric nurses	National	4	0	0.0 %	18.3 %	1	-1	National
3112 : General practitioners and family physicians	National	3	0	0.0 %	28.1 %	1	-1	National
3124 : Allied primary health practitioners	National	1	0	0.0 %	15.9 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	1	0	0.0 %	12.4 %	0	0	National
4011 : University professors and lecturers	National	512	81	15.8 %	19.1 %	98	-17	National
4012 : Post-secondary teaching and research assistants	National	11	3	27.3 %	31.6 %	3	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	13.4 %	0	0	National
4033 : Educational counsellors	National	2	0	0.0 %	14.7 %	0	0	National
4153 : Family, marriage and other related counsellors	National	8	0	0.0 %	10.5 %	1	-1	National
4156 : Employment counsellors	National	2	0	0.0 %	15.5 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	13.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	5	0	0.0 %	21.9 %	1	-1	National
4164 : Social policy researchers, consultants and program officers	National	10	0	0.0 %	18.5 %	2	-2	National
4165 : Health policy researchers, consultants and program officers	National	2	0	0.0 %	21.0 %	0	0	National
4166 : Education policy researchers, consultants and program officers	National	108	3	2.8 %	12.4 %	13	-10	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	1	0	0.0 %	10.6 %	0	0	National
4169 : Other professional occupations in social science, n.e.c.	National	2	2	100.0 %	9.9 %	0	2	National
5111 : Librarians	National	22	1	4.5 %	11.9 %	3	-2	National
5112 : Conservators and curators	National	2	0	0.0 %	5.4 %	0	0	National
5113 : Archivists	National	1	0	0.0 %	6.4 %	0	0	National
5122 : Editors	National	2	0	0.0 %	13.2 %	0	0	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	0	0.0 %	19.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>126</b>	<b>8</b>	<b>6.3 %</b>	<b>1.4 %</b>	<b>2</b>	<b>6</b>	

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Gap #	Recruitment Area
			Representation		Availability				
			#	%	%	#			
2211 : Chemical technologists and technicians	New Brunswick	8	3	37.5 %	0.0 %	0	3	New Brunswick	
2212 : Geological and mineral technologists and technicians	New Brunswick	5	2	40.0 %	0.0 %	0	2	New Brunswick	
2221 : Biological technologists and technicians	New Brunswick	23	2	8.7 %	4.6 %	1	1	New Brunswick	
2223 : Forestry technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick	
2231 : Civil engineering technologists and technicians	New Brunswick	3	0	0.0 %	2.6 %	0	0	New Brunswick	
2232 : Mechanical engineering technologists and technicians	New Brunswick	6	0	0.0 %	0.0 %	0	0	New Brunswick	
2234 : Construction estimators	New Brunswick	7	0	0.0 %	0.0 %	0	0	New Brunswick	
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	14	1	7.1 %	0.0 %	0	1	New Brunswick	
2243 : Industrial instrument technicians and mechanics	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick	
2253 : Drafting technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick	
2254 : Land survey technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
2255 : Technical occupations in geomatics and meteorology	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick	
2262 : Engineering inspectors and regulatory officers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick	
2281 : Computer network technicians	New Brunswick	13	0	0.0 %	3.1 %	0	0	New Brunswick	
2282 : User support technicians	New Brunswick	4	0	0.0 %	3.0 %	0	0	New Brunswick	
3219 : Other medical technologists and technicians (except dental health)	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
4213 : NOC 2006 - Employment Counsellors	New Brunswick	1	0	0.0 %	2.1 %	0	0	New Brunswick	
4214 : Early childhood educators and assistants	New Brunswick	3	0	0.0 %	1.7 %	0	0	New Brunswick	
5211 : Library and public archive technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick	
5225 : Audio and video recording technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick	
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick	
5241 : Graphic designers and illustrators	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick	
5252 : Coaches	New Brunswick	10	0	0.0 %	0.0 %	0	0	New Brunswick	

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
5254 : Program leaders and instructors in recreation, sport and fitness	New Brunswick	1	0	0.0 %	5.3 %	0	New Brunswick
<b>05 : Supervisors</b>		8	0	0.0 %	2.2 %	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	8	0	0.0 %	2.2 %	0	N.B. less CMA
<b>06 : Supervisors: Crafts and Trades</b>		6	0	0.0 %	0.0 %	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
7203 : Contractors and supervisors, pipefitting trades	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
7303 : Supervisors, printing and related occupations	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
9212 : Supervisors, petroleum, gas and chemical processing and utilities	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
<b>07 : Administrative and Senior Clerical Personnel</b>		241	9	3.7 %	1.0 %	2	7
<b>Employment Equity Occupational Group</b>	N.B. less CMA	241	9	3.7 %	1.0 %	2	7
<b>09 : Skilled Crafts and Trades Workers</b>		46	3	6.5 %	0.6 %	0	3
7231 : Machinists and machining and tooling inspectors	New Brunswick	3	0	0.0 %	0.0 %	0	New Brunswick
7241 : Electricians (except industrial and power system)	New Brunswick	9	1	11.1 %	0.0 %	0	1
7251 : Plumbers	New Brunswick	3	0	0.0 %	1.9 %	0	New Brunswick
7271 : Carpenters	New Brunswick	4	0	0.0 %	0.5 %	0	New Brunswick
7272 : Cabinetmakers	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
7291 : Roofers and shinglers	New Brunswick	1	0	0.0 %	0.0 %	0	New Brunswick
7294 : Painters and decorators (except interior decorators)	New Brunswick	3	1	33.3 %	0.0 %	0	1
7311 : Construction millwrights and industrial mechanics	New Brunswick	2	0	0.0 %	0.0 %	0	New Brunswick
7313 : Refrigeration and air conditioning mechanics	New Brunswick	7	0	0.0 %	0.0 %	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	1	0	0.0 %	1.4 %	0	New Brunswick
7381 : Printing press operators	New Brunswick	1	1	100.0 %	0.0 %	0	1

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**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
7384 : Other trades and related occupations, n.e.c.	New Brunswick	2	0	0.0 %	0	0	New Brunswick
9241 : Power engineers and power systems operators	New Brunswick	9	0	0.0 %	0	0	New Brunswick
<b>10 : Clerical Personnel</b>		121	2	1.7 %	2	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	121	2	1.7 %	2	0	N.B. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		22	3	13.6 %	0	3	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	21	3	14.3 %	0	3	N.B. less CMA
<b>Employment Equity Occupational Group</b>	Saint John	1	0	0.0 %	0	0	Saint John
<b>12 : Semi-Skilled Manual Workers</b>		5	0	0.0 %	0	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	5	0	0.0 %	0	0	N.B. less CMA
<b>13 : Other Sales and Service Personnel</b>		22	2	9.1 %	0	2	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	22	2	9.1 %	0	2	N.B. less CMA
<b>14 : Other Manual Workers</b>		10	1	10.0 %	0	1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	10	1	10.0 %	0	1	N.B. less CMA
<b>Total</b>		1546	141	9.1 %	12.1 %	185	-44

Total may not equal sum of components due to rounding.

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

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**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>01/02 : Managers</b>	National	89	3	3.4 %	4.3 %	4	-1	National
<b>03 : Professionals</b>	National	850	35	4.1 %	3.8 %	32	3	National
<b>04 : Semi-Professionals and Technicians</b>	National	126	5	4.0 %	4.6 %	6	-1	National
<b>05 : Supervisors</b>	National	8	0	0.0 %	13.9 %	1	-1	National
<b>06 : Supervisors: Crafts and Trades</b>	National	6	1	16.7 %	7.8 %	0	1	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	241	15	6.2 %	3.4 %	8	7	National
<b>09 : Skilled Crafts and Trades Workers</b>	National	46	4	8.7 %	3.8 %	2	2	National
<b>10 : Clerical Personnel</b>	National	121	6	5.0 %	7.0 %	8	-2	National
<b>11 : Intermediate Sales and Service Personnel</b>	National	22	1	4.5 %	5.6 %	1	0	National
<b>12 : Semi-Skilled Manual Workers</b>	National	5	0	0.0 %	4.8 %	0	0	National
<b>13 : Other Sales and Service Personnel</b>	National	22	2	9.1 %	6.3 %	1	1	National
<b>14 : Other Manual Workers</b>	National	10	2	20.0 %	5.3 %	1	1	National
<b>Total</b>		1546	74	4.8 %	4.2 %	64	10	

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: 2018-08-13

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2018-08-13

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - University of New Brunswick

**Workforce Analysis - Summary Report**

Date: 2018-08-13

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	2	28.6 %	27.4 %	2	0
02 : Middle and Other Managers	82	46	56.1 %	38.9 %	32	14
03 : Professionals	850	419	49.3 %	48.4 %	411	8
04 : Semi-Professionals and Technicians	126	43	34.1 %	29.4 %	37	6
05 : Supervisors	8	6	75.0 %	65.7 %	5	1
06 : Supervisors: Crafts and Trades	6	0	0.0 %	4.5 %	0	0
07 : Administrative and Senior Clerical Personnel	241	220	91.3 %	86.1 %	208	12
09 : Skilled Crafts and Trades Workers	46	1	2.2 %	2.6 %	1	0
10 : Clerical Personnel	121	97	80.2 %	72.6 %	88	9
11 : Intermediate Sales and Service Personnel	22	2	9.1 %	71.8 %	16	-14
12 : Semi-Skilled Manual Workers	5	0	0.0 %	15.8 %	1	-1
13 : Other Sales and Service Personnel	22	4	18.2 %	61.1 %	13	-9
14 : Other Manual Workers	10	0	0.0 %	25.1 %	3	-3
<b>Total</b>	<b>1546</b>	<b>840</b>	<b>54.3 %</b>	<b>52.8 %</b>	<b>817</b>	<b>23</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - University of New Brunswick

**Workforce Analysis - Summary Report**

Date: 2018-08-13

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	82	1	1.2 %	2.2 %	2	-1
03 : Professionals	850	15	1.8 %	1.9 %	16	-1
04 : Semi-Professionals and Technicians	126	0	0.0 %	1.9 %	2	-2
05 : Supervisors	8	0	0.0 %	2.9 %	0	0
06 : Supervisors: Crafts and Trades	6	1	16.7 %	0.0 %	0	1
07 : Administrative and Senior Clerical Personnel	241	5	2.1 %	2.7 %	7	-2
09 : Skilled Crafts and Trades Workers	46	1	2.2 %	1.9 %	1	0
10 : Clerical Personnel	121	0	0.0 %	3.0 %	4	-4
11 : Intermediate Sales and Service Personnel	22	0	0.0 %	3.3 %	1	-1
12 : Semi-Skilled Manual Workers	5	0	0.0 %	3.0 %	0	0
13 : Other Sales and Service Personnel	22	0	0.0 %	3.9 %	1	-1
14 : Other Manual Workers	10	0	0.0 %	4.6 %	0	0
<b>Total</b>	<b>1546</b>	<b>23</b>	<b>1.5 %</b>	<b>2.2 %</b>	<b>34</b>	<b>-11</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - University of New Brunswick

**Workforce Analysis - Summary Report**

Date: 2018-08-13

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	7	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	82	3	3.7 %	15.0 %	12	-9
03 : Professionals	850	110	12.9 %	19.5 %	166	-56
04 : Semi-Professionals and Technicians	126	8	6.3 %	1.4 %	2	6
05 : Supervisors	8	0	0.0 %	2.2 %	0	0
06 : Supervisors: Crafts and Trades	6	0	0.0 %	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	241	9	3.7 %	1.0 %	2	7
09 : Skilled Crafts and Trades Workers	46	3	6.5 %	0.6 %	0	3
10 : Clerical Personnel	121	2	1.7 %	1.9 %	2	0
11 : Intermediate Sales and Service Personnel	22	3	13.6 %	1.8 %	0	3
12 : Semi-Skilled Manual Workers	5	0	0.0 %	0.7 %	0	0
13 : Other Sales and Service Personnel	22	2	9.1 %	2.0 %	0	2
14 : Other Manual Workers	10	1	10.0 %	0.8 %	0	1
<b>Total</b>	<b>1546</b>	<b>141</b>	<b>9.1 %</b>	<b>12.1 %</b>	<b>185</b>	<b>-44</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - University of New Brunswick

**Workforce Analysis - Summary Report**

Date: 2018-08-13

**Persons with Disabilities**

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	89	3	3.4 %	4.3 %	4	-1
03 : Professionals	850	35	4.1 %	3.8 %	32	3
04 : Semi-Professionals and Technicians	126	5	4.0 %	4.6 %	6	-1
05 : Supervisors	8	0	0.0 %	13.9 %	1	-1
06 : Supervisors: Crafts and Trades	6	1	16.7 %	7.8 %	0	1
07 : Administrative and Senior Clerical Personnel	241	15	6.2 %	3.4 %	8	7
09 : Skilled Crafts and Trades Workers	46	4	8.7 %	3.8 %	2	2
10 : Clerical Personnel	121	6	5.0 %	7.0 %	8	-2
11 : Intermediate Sales and Service Personnel	22	1	4.5 %	5.6 %	1	0
12 : Semi-Skilled Manual Workers	5	0	0.0 %	4.8 %	0	0
13 : Other Sales and Service Personnel	22	2	9.1 %	6.3 %	1	1
14 : Other Manual Workers	10	2	20.0 %	5.3 %	1	1
<b>Total</b>	<b>1546</b>	<b>74</b>	<b>4.8 %</b>	<b>4.2 %</b>	<b>64</b>	<b>10</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-08-13

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2018-08-13

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National





**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of New Brunswick**

**2018-08-13**



**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of New Brunswick**

**2018-08-13**



**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of New Brunswick**

**2018-08-13**





**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of New Brunswick**

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Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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







**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**University of New Brunswick**

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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 4: Members of Visible Minorities**

↓ ↓ ↓ ↓  
**Table 8: Members of Visible Minorities**

↓ ↓ ↓ ↓  
**Table 12: Members of Visible Minorities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of New Brunswick

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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 <sup>1</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)

**Table 1: Women**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	2018						2021
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-13	Annually	Over 3 Years	2018	2021	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0	0	27.4%	0	0	28.6%	28.6%		
02 Middle & Other Managers	82	-100.0%	0.0%	0	0.0%	0.0%	0	0	46	0.0%	0	-14	0	38.9%	14	14	56.1%	56.1%		
03 Professionals	850	-100.0%	0.0%	0	0.0%	0.0%	0	0	419	0.0%	0	-8	0	48.4%	8	8	49.3%	49.3%		
04 Semi-Professionals & Tech	126	-100.0%	0.0%	0	0.0%	0.0%	0	0	43	0.0%	0	-6	0	29.4%	6	6	34.1%	34.1%		
05 Supervisors	8	-100.0%	0.0%	0	0.0%	0.0%	0	0	6	0.0%	0	-1	0	65.7%	1	1	75.0%	75.0%		
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	4.5%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	241	-100.0%	0.0%	0	0.0%	0.0%	0	0	220	0.0%	0	-12	0	86.1%	12	12	91.3%	91.3%		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	46	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	2.6%	0	0	2.2%	2.2%		
10 Clerical Personnel	121	-100.0%	0.0%	0	0.0%	0.0%	0	0	97	0.0%	0	-9	0	72.6%	9	9	80.2%	80.2%		
11 Intermediate Sales & Service	22	-100.0%	0.0%	0	0.0%	5.0%	3	3	2	5.0%	0	14	2	50.0%	-14	-12	9.1%	18.2%		
12 Semi-Skilled Manual	5	-100.0%	0.0%	0	0.0%	5.0%	1	1	0	5.0%	0	1	0	15.8%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	22	-100.0%	0.0%	0	0.0%	5.0%	3	3	4	5.0%	1	10	2	50.0%	-9	-8	18.2%	22.7%		
14 Other Manual Workers	10	-100.0%	0.0%	0	0.0%	5.0%	2	2	0	5.0%	0	3	1	25.1%	-3	-2	0.0%	10.0%		
Total	1,546	-100.0%		0	0.0%		0	0	840	0.0%	0	-24	0	52.8%	24	24	54.3%	54.3%		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	50.0	0	50.0	Our Security Department has been proactive in targeted recruitment of females as it is important to our student population

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**University of New Brunswick**

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12	Semi-Skilled Manual	0	15.8	0	15.8	We have 5 Heavy Equipment Operators within this EEOG with the projected turnover rate very low. The applicant pool for these position is typically very small.
13	Other Sales & Service	0	50.0	0	50.0	We are hopeful to fill this gap within our Cleaner occupation (NOC 6733)
14	Other Manual Workers	0	25.1	0	25.1	This is a difficult position to recruit with very few female applicants.
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	

**Federal Contractors Program Achievement Report**

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

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

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		Annually	Over 3 Years					
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-13	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	82	-100.0%	0.0%	0	0.0%	5.0%	12	12	1	5.0%	0	1	2.2%	2.2%	-1	-1	1.2%	1.2%	
03 Professionals	850	-100.0%	0.0%	0	0.0%	5.0%	128	128	15	5.0%	2	3	1.9%	1.9%	-1	-1	1.8%	1.8%	
04 Semi-Professionals & Tech	126	-100.0%	0.0%	0	0.0%	5.0%	19	19	0	5.0%	0	2	1.9%	1.9%	-2	-2	0.0%	0.0%	
05 Supervisors	8	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	241	-100.0%	0.0%	0	0.0%	5.0%	36	36	1	5.0%	0	6	2.7%	2.7%	-6	-5	0.4%	0.8%	
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	46	-100.0%	0.0%	0	0.0%	0.0%	0	0	5	0.0%	0	-4	0	1.9%	4	4	10.9%	10.9%	
10 Clerical Personnel	121	-100.0%	0.0%	0	0.0%	5.0%	18	18	1	5.0%	0	3	1	3.0%	-3	-2	0.8%	1.7%	
11 Intermediate Sales & Service	22	-100.0%	0.0%	0	0.0%	5.0%	3	3	0	5.0%	0	1	0	3.3%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.0%	0	0	0.0%	0.0%	
13 Other Sales & Service	22	-100.0%	0.0%	0	0.0%	5.0%	3	3	0	5.0%	0	1	0	3.9%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	10	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%	
Total	1,546	-100.0%		0	0.0%		0	0	23	0.0%	0	11	0	2.2%	-11	-11	1.5%	1.5%	

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.2	0	2.2	We will improve our recruiting activities by connecting with local organizations.
03 Professionals	0	1.9	0	1.9	
04 Semi-Professionals & Tech	0	1.9	0	1.9	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	2.7	0	2.7	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	3.0	0	3.0	
11 Intermediate Sales & Service	0	3.3	0	3.3	

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12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	3.9	0	3.9
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0



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

**Table 5: Persons with Disabilities**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To YYYY - YYYY	2018	2021								
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-13	Annually	Over 3 Years	Over 3 Years	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01/02 Managers	89	-100.0%	0.0%	0	0.0%	5.0%	13	13	3	5.0%	0	1	1	4.3%	4.3%	-1	0	3.4%	4.5%	
03 Professionals	850	-100.0%	0.0%	0	0.0%	0.0%	0	0	35	0.0%	0	-3	0	3.8%	3.8%	3	3	4.1%	4.1%	
04 Semi-Professionals & Tech	126	-100.0%	0.0%	0	0.0%	5.0%	19	19	5	5.0%	1	2	1	4.6%	4.6%	-1	-1	4.0%	4.0%	
05 Supervisors	8	-100.0%	0.0%	0	0.0%	5.0%	1	1	0	5.0%	0	1	0	13.9%	13.9%	-1	-1	0.0%	0.0%	
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0	7.8%	7.8%	1	1	16.7%	16.7%	
07 Administrative & Sr Clerical	241	-100.0%	0.0%	0	0.0%	0.0%	0	0	15	0.0%	0	-7	0	3.4%	3.4%	7	7	6.2%	6.2%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	46	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	-2	0	3.8%	3.8%	2	2	8.7%	8.7%	
10 Clerical Personnel	121	-100.0%	0.0%	0	0.0%	5.0%	18	18	6	5.0%	1	3	1	7.0%	7.0%	-2	-2	5.0%	5.0%	
11 Intermediate Sales & Service	22	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	5.6%	5.6%	0	0	4.5%	4.5%	
12 Semi-Skilled Manual	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	4.8%	4.8%	0	0	0.0%	0.0%	
13 Other Sales & Service	22	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	6.3%	6.3%	1	1	9.1%	9.1%	
14 Other Manual Workers	10	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	5.3%	5.3%	1	1	20.0%	20.0%	
Total	1,546	-100.0%	0.0%	0	0.0%	0.0%	0	0	74	0.0%	0	-9	0	4.2%	4.2%	9	9	4.8%	4.8%	

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	4.3	0	4.3	We will improve our recruiting activities by connecting with local organizations.
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	4.6	0	4.6	
05 Supervisors	0	13.9	0	13.9	
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	7.0	0	7.0	
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

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

**Table 7: Members of Visible Minorities**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees									Members of Visible Minorities										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To YYYY - YYYY	2018	2021								
	2018-08-13	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-13	Annually	Over 3 Years	Over 3 Years	2018	2021	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	7	-100.0%	0.0%	0	0.0%	5.0%	1	1	0	5.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	82	-100.0%	0.0%	0	0.0%	5.0%	12	12	3	5.0%	0	9	2	15.0%	15.0%	-9	-7	3.7%	6.1%	
03 Professionals	850	-100.0%	0.0%	0	0.0%	5.0%	128	128	110	5.0%	17	73	25	19.5%	19.5%	-56	-48	12.9%	13.9%	
04 Semi-Professionals & Tech	126	-100.0%	0.0%	0	0.0%	0.0%	0	0	8	0.0%	0	-6	0	1.4%	1.4%	6	6	6.3%	6.3%	
05 Supervisors	8	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	2.2%	2.2%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	241	-100.0%	0.0%	0	0.0%	0.0%	0	0	9	0.0%	0	-7	0	1.0%	1.0%	7	7	3.7%	3.7%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	46	-100.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	-3	0	0.6%	0.6%	3	3	6.5%	6.5%	
10 Clerical Personnel	121	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0	0	1.9%	1.9%	0	0	1.7%	1.7%	
11 Intermediate Sales & Service	22	-100.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	-3	0	1.8%	1.8%	3	3	13.6%	13.6%	
12 Semi-Skilled Manual	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.7%	0.7%	0	0	0.0%	0.0%	
13 Other Sales & Service	22	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-2	0	2.0%	2.0%	2	2	9.1%	9.1%	
14 Other Manual Workers	10	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0	0.8%	0.8%	1	1	10.0%	10.0%	
<b>Total</b>	<b>1,546</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>0.0%</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>12.1%</b>	<b>12.1%</b>	<b>-46</b>	<b>-46</b>	<b>9.1%</b>	<b>9.1%</b>	

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	0	10.1	
02 Middle & Other Managers	0	15.0	0	15.0	
03 Professionals	0	19.5	0	19.5	Faculty and Staff fall within this EEOG. Faculty are recruited nationally while staff are typically recruited within NB Less CMA. This could account for the larger gap.
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	

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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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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

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

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	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	

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12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

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

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	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	

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12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

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

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	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	



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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

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

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	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	

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12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01	Senior Managers	2018	7	2	28.6	27.4	2	0	104.3															
		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
02	Middle & Other Managers	2018	82	46	56.1	38.9	32	14	144.2															
		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
03	Professionals	2018	850	419	49.3	48.4	411	8	101.8															
		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
04	Semi-Professionals & Technicians	2018	126	43	34.1	29.4	37	6	116.1															
		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
05	Supervisors	2018	8	6	75.0	65.7	5	1	114.2															
		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
06	Supervisors: Crafts & Trades	2018	6	0	0.0	4.5	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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			Women				Women							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Percent of Goal Met					
#	#	#	%	#	%	%	%	#	%	%	%						
01	Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
		3	0	0	0.0		0.0	0.0	0.0			0.0	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				
		3	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				
		3	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				
		3	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				
		3	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				

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00	Trades	3	0	0	0.0			0.0	0.0			0.0	0.0
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<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	241	220	91.3	86.1	208	12	106.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	46	1	2.2	2.6	1	0	83.6															
		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
10	Clerical Personnel	2018	121	97	80.2	72.6	88	9	110.4															
		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
11	Intermediate Sales & Service Personnel	2018	22	2	9.1	71.8	16	-14	12.7															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	5	0	0.0	15.8	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

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			Women				Women							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						
#	#	#	%	#	%	%	%	#	%	%	%						
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
		3	0	0	0.0			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				
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				
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				
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0				
		3	0	0	0.0			0.0	0.0				0.0				
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	15.8	0.0	0	0.0	15.8	0.0				

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**Part 4: Results - Women**

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Workers	3	0	0	0.0			0.0	0.0			0.0	0.0
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**Part 4: Results - Women**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	22	4	18.2	61.1	13	-9	29.8																
	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
14 Other Manual Workers	2018	10	0	0.0	25.1	3	-3	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	1,546	840	54.3	52.8	816	24	102.9																
	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

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		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	50.0	0.0	0	0.0	50.0	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	25.1	0.0	0	0.0	25.1	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	



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**Part 5: Results - Aboriginal Peoples**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	7	0	0.0	2.9	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	82	1	1.2	2.2	2	-1	55.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	850	15	1.8	1.9	16	-1	92.9																
	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
04 Semi-Professionals & Technicians	2018	126	0	0.0	1.9	2	-2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2018	8	0	0.0	2.9	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	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

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			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		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.2	0.0	0	0.0	2.2	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	1.9	0.0	0	0.0	1.9	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	1.9	0.0	0	0.0	1.9	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	

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00	Trades	3	0	0	0.0			0.0	0.0			0.0	0.0
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<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	#	%	#	#					
07	Administrative & Senior Clerical	2018	241	1	0.4	2.7	7	-6	15.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	46	5	10.9	1.9	1	4	572.1																
		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
10	Clerical Personnel	2018	121	1	0.8	3.0	4	-3	27.5																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	22	0	0.0	3.3	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	0
12	Semi-Skilled Manual Workers	2018	5	0	0.0	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	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			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples					
			Actual	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	2.7	0.0	0	0.0	2.7	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
10	Clerical Personnel	0	0	0	0.0	0	0.0	3.0	0.0	0	0.0	3.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	3.3	0.0	0	0.0	3.3	0.0			
		3	0	0	0.0			0.0	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	0.0			

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Workers	3	0	0	0.0			0.0	0.0			0.0	0.0
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<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2018	22	0	0.0	3.9	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	0
14 Other Manual Workers	2018	10	0	0.0	4.6	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
Total	2018	1,546	23	1.5	2.2	34	-11	67.6																
	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

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		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	3.9	0.0	0	0.0	3.9	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	

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
01&02 Managers	2018	89	3	3.4	4.3	4	-1	78.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	850	35	4.1	3.8	32	3	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	0	0
04 Semi-Professionals & Technicians	2018	126	5	4.0	4.6	6	-1	86.3																	
	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
05 Supervisors	2018	8	0	0.0	13.9	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	0	0
06 Supervisors: Crafts & Trades	2018	6	1	16.7	7.8	0	1	213.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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 (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals					Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities					Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%	#	%			
01&02 Managers	0	0	0	0.0	0	0.0	4.3	0.0	0	0.0	4.3	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	4.6	0.0	0	0.0	4.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	13.9	0.0	0	0.0	13.9	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		



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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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	241	15	6.2	3.4	8	7	183.1																
		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
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	46	4	8.7	3.8	2	2	228.8																
		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
10	Clerical Personnel	2018	121	6	5.0	7.0	8	-2	70.8																
		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
11	Intermediate Sales & Service Personnel	2018	22	1	4.5	5.6	1	0	81.2																
		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
12	Semi-Skilled Manual Workers	2018	5	0	0.0	4.8	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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			All Employees	Persons with Disabilities				All Employees	Persons with Disabilities				
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%					
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
10	Clerical Personnel	0	0	0	0.0	0	0.0	7.0	0.0	0	0.0	7.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

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12	Workers	3	0	0	0.0			0.0	0.0			0.0	0.0
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<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X		

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	22	2	9.1	6.3	1	1	144.3																
	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
14 Other Manual Workers	2018	10	2	20.0	5.3	1	1	377.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	1,546	74	4.8	4.2	65	9	114.0																
	0	0	0	0.0	0.0	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
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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									
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	#	%	#	#		
01 Senior Managers	2018	7	0	0.0	10.1	1	-1	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	82	3	3.7	15.0	12	-9	24.4																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	850	110	12.9	19.5	166	-56	66.4																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	126	8	6.3	1.4	2	6	453.5																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2018	8	0	0.0	2.2	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	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

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			All Employees	Visible Minorities			All Employees	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	10.1	0.0	0	0.0	10.1	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
02 Middle & Other Managers	0	0	0	0.0	0	0.0	15.0	0.0	0	0.0	15.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
03 Professionals	0	0	0	0.0	0	0.0	19.5	0.0	0	0.0	19.5	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				

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00	Trades	3	0	0	0.0			0.0	0.0			0.0	0.0
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	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															
		All Employees	Visible Minorities							All Employees	Hires			Promotions			Terminations								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference									
			#	#	%	%	#	#	%		#	#	%	#	#	%	#	#	%	#	#				
07	Administrative & Senior Clerical	2018	241	9	3.7	1.0	2	7	373.4																
		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
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	46	3	6.5	0.6	0	3	1,087.0																
		0	0	0	0.0	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	121	2	1.7	1.9	2	0	87.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	22	3	13.6	1.8	0	3	757.6																
		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
12	Semi-Skilled Manual Workers	2018	5	0	0.0	0.7	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0

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
		All Employees	Flow Data		Short-term Goals				Long-term Goals								
			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				
		3	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								
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								
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								
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
		3	0	0	0.0			0.0	0.0								
12	Semi-Skilled Manual Workers	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**

**University of New Brunswick**

**43325**

Workers	3	0	0	0.0			0.0	0.0			0.0	0.0
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**Federal Contractors Program Achievement Report**

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

University of New Brunswick

43325

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires			Promotions				Terminations								
			Visible Minorities							Visible Minorities			Visible Minorities				Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
13 Other Sales & Service Personnel	2018	22	2	9.1	2.0	0	2	454.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2018	10	1	10.0	0.8	0	1	1,250.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
Total	2018	1,546	141	9.1	12.1	187	-46	75.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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								
		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	0.0	0.0	0.0	
	3	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0	
Total	0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>University of New Brunswick</b>
<b>43325</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.



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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

**Pages 5994 to / à 6000  
are withheld pursuant to section  
sont retenues en vertu de l'article**

**20(1)(b)**

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

## Nyirasafari, Ange AN [NC]

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**From:** Arnaoudova, Olga O [NC] on behalf of EE-EME  
**Sent:** March 19, 2019 4:22 PM  
**To:** 'dmagee@unb.ca'  
**Cc:** 'mdunlap@unb.ca'; 'sara.connell5@unb.ca'  
**Subject:** Subject: Government of Canada Agreement Number: 030019 – Notification of Compliance with the Federal Contractors Program

**Expires:** June 18, 2019 12:00 AM

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

Dear David Magee:

I am writing to inform you that the compliance assessment initiated on October 2, 2018 has been completed. As a result of the assessment, University of New Brunswick 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 University of New Brunswick's employment equity program.

- As a number of gaps are present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups. By achieving the goals set by the company, they might even succeed in eliminating the gaps. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- In addition, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing/eliminating the gaps.

### 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 **October 2, 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 University of New Brunswick 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, University of New Brunswick 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 Olga Arnaoudova at [Olga.Arnaoudova@labour-travail.gc.ca](mailto:Olga.Arnaoudova@labour-travail.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish University of New Brunswick continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada | Gouvernement du Canada  
Téléphone: 819-654-5349

Workplace Equity Division, Labour Program  
Employment and Social Development Canada | Government of Canada  
Telephone: 819-654-5349



Restez à jour! Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.  
Stay up to date! Get overview to all the legislative and regulatory changes underway.

## Nyirasafari, Ange AN [NC]

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**From:** Sara Connell <sara.connell5@unb.ca>  
**Sent:** August 23, 2018 1:51 PM  
**To:** Dobney, Alicia A  
**Cc:** Monique Cormier Dunlap  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Alicia,

I have been working away on the Achievement report and have a couple questions. Would we be able to set up another time to chat? I know you said you may be on [REDACTED] whenever you get a chance!

Thanks!!

Sara

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**From:** [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca) <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)>  
**Sent:** Tuesday, July 17, 2018 3:11 PM  
**To:** Sara Connell <[sara.connell5@unb.ca](mailto:sara.connell5@unb.ca)>  
**Cc:** Monique Cormier Dunlap <[mdunlap@unb.ca](mailto:mdunlap@unb.ca)>  
**Subject:** RE: Gov. of Canada Agreement 030019

Perfect! Thanks Sara!!

A.

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**From:** Sara Connell [<mailto:sara.connell5@unb.ca>]  
**Sent:** July-17-18 2:00 PM  
**To:** Dobney, Alicia A  
**Cc:** Monique Cormier Dunlap  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Alicia,

That's great! I'm glad everything looks good!

Here is the information you requested:

Number of employees the survey was sent to: 1690  
Number of completed surveys: 1544  
Total number returned: 1548

Thanks!

Sara

---

**From:** [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca) <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)>  
**Sent:** Tuesday, July 17, 2018 2:08 PM  
**To:** Sara Connell <[sara.connell5@unb.ca](mailto:sara.connell5@unb.ca)>  
**Cc:** Monique Cormier Dunlap <[mdunlap@unb.ca](mailto:mdunlap@unb.ca)>  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Sara,

Thanks so much for sending this so quickly. It looks perfect!! You guys did an excellent job – we should be using your questionnaire as our template!!

Could you please provide me with the following information regarding your response rates so that we can close off this portion of your submission?

- Number of employees the questionnaire was sent to:
- Number of completed questionnaires returned:
- Total number of questionnaires returned :

Thanks in advance,

A.

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**From:** Sara Connell [<mailto:sara.connell5@unb.ca>]  
**Sent:** July-17-18 12:53 PM  
**To:** Dobney, Alicia A  
**Cc:** Monique Cormier Dunlap  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Alicia,

Attached is the equity survey that UNB had circulated to its employees. We had a great response rate of 91%.

Let me know if you need anything further, and thanks again for all your help today!

Sara

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**From:** [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca) <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)>  
**Sent:** Tuesday, July 17, 2018 10:13 AM  
**To:** Monique Cormier Dunlap <[mdunlap@unb.ca](mailto:mdunlap@unb.ca)>; Sara Connell <[sara.connell5@unb.ca](mailto:sara.connell5@unb.ca)>  
**Subject:** RE: Gov. of Canada Agreement 030019

<https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-data-report/page13.html#h3.14>

A.

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**From:** Monique Cormier Dunlap [<mailto:mdunlap@unb.ca>]  
**Sent:** July-16-18 1:40 PM  
**To:** Dobney, Alicia A  
**Cc:** Sara Connell  
**Subject:** RE: Gov. of Canada Agreement 030019

My direct line is (506) 458-7674.

Thanks!

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**From:** [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca) [<mailto:alicia.dobney@labour-travail.gc.ca>]  
**Sent:** Monday, July 16, 2018 2:38 PM  
**To:** Monique Cormier Dunlap  
**Subject:** RE: Gov. of Canada Agreement 030019

Perfect! Let me know what number is best to call you at.

Thank you!

A.

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**From:** Monique Cormier Dunlap [<mailto:mdunlap@unb.ca>]  
**Sent:** July-16-18 1:38 PM  
**To:** Dobney, Alicia A  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Alicia,

Wow, that was fast! Thanks, tomorrow works perfectly and 9 am (10 am our time in New Brunswick).

Thanks!  
Monique

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**From:** [alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca) [<mailto:alicia.dobney@labour-travail.gc.ca>]  
**Sent:** Monday, July 16, 2018 2:19 PM  
**To:** Monique Cormier Dunlap  
**Subject:** RE: Gov. of Canada Agreement 030019

Hi Monique!

I would be happy to schedule some time with you tomorrow if that works for you!

Are you available at all between 9:00am and 11:30am, Eastern Standard Time?

Alicia Dobney

Program Officer | Agente de programme

Workplace Equity Division | Labour Program  
Employment and Social Development Canada | Government of Canada  
Phone: (819) 654-5735 | Office: 11D367

Direction de l'équité en milieu de travail | Programme du travail  
Emploi et développement social Canada | Gouvernement du Canada  
Téléphone : (819) 654-5735 | Bureau: 11D367



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

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**From:** Monique Cormier Dunlap [<mailto:mdunlap@unb.ca>]  
**Sent:** July-16-18 1:17 PM  
**To:** Dobney, Alicia A  
**Subject:** Gov. of Canada Agreement 030019

Hi Alicia,

We are preparing our submission report for the Federal Contractors program and were wondering if we could schedule a time to chat with you prior to our submission. We just have a few quick questions where this is our first submission.

We'd be happy to schedule a time that best suits you. This week (July 16-20) is fairly open for us and we are looking forward to chatting with you.

Sincerely,

Sara Connell & Monique Dunlap  
UNB Equity

**Monique Dunlap, BOM, CPHR**  
Human Resources Consultant (Employment) • HR&OD  
T 506 458-7674 F 506 453-4611



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