



OFFICIAL USE ONLY  
 Agreement N°:  
 060420

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization University of Ottawa	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) as above	Procurement Business Number: [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 6113	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 6325 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 550 Cumberland Street (046)	City Ottawa	Province ON	Postal Code K1N 6N5
	Telephone Number 613-562-5800 X1553	Fax Number 613-562-5783	

EMPLOYMENT EQUITY CONTACT	
Name (print) Carole Bourque	Title Diversity and Inclusion Specialist
Telephone Number 613-562-5800 X1527	E-mail Address cbourque@uottawa.ca

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul>
Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml</a>
<b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization	
Name (print) Denis Cossette	Title Associate Vice-President, Financial Resources
[REDACTED]	E-mail Address denis.cossette@uottawa.ca
[REDACTED]	Date August 2, 2013

RETURN INSTRUCTIONS
<b>IMPORTANT</b>
<ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca</li> </ul>



APPLICATION FOR EXTENSION – COMPLIANCE ASSESSMENT
Federal Contractors Program

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

PROCEDURE FOR THE EXTENSION

- 1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).

Once completed, the form can be submitted by e-mail to: ee-eme@hrsdc-rhdcc.gc.ca

I, the undersigned, on behalf of University of Ottawa, AIEE 060420

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

- 1. I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.

I am making the claim that University of Ottawa is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until December 23rd, 2016 because of:

The unanticipated results clearly indicate that we have significant and widespread GAPS across all four designated groups and, as such, we have a tremendous amount of work ahead of us to redress these gaps.

Our challenge with producing a complete action plan at this point mainly stems from delays incurred following internal transformation/modernisation initiatives resulting in changes in key stakeholders, union negotiations and system-related limitations/complexities.

In order to adequately complete the numerical goals piece of our action plan and due to our highly decentralized environment, we are seeking an extended period to allow for discussions between multiple unions, an employee association, two separate HR teams (Support Staff, Academic Staff), Faculties and Services, the Human Rights Office and other key leaders at the University.

[Empty box for additional information]

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.

Date: August 31/2016
Name: Sonya Nigam Signature: [Redacted]
Title: Director Telephone Number: 438-562-5800 x 3103
Email address: snigam@uottawa.ca
Address: 1 Stewart Street, Ottawa, ON K1N 6N5



Agreement number : 060420

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

September 1, 2016

Sonya Nigam  
Director  
University of Ottawa  
1 Stewart St  
Ottawa, ON K1N 6N5

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

Dear Ms. Nigam,

You have sent an application requesting an extension for submitting the required documentation to complete the Compliance Assessment under the Federal Contractors Program as part of University of Ottawa obligations.

As requested, we hereby grant to University of Ottawa an extension until **October 17, 2016**.

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

Sincerely,

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

c.c. Carole Bourque, Diversity and Inclusion Specialist



Workplace Equity Information Management System - University of Ottawa

Workforce Analysis - Summary Report

Date: 2016-11-14

Women

Employment Equity Occupational Group	Women					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	18	5	27.8 %	27.4 %	5	0
02 : Middle and Other Managers	139	71	51.1 %	38.9 %	54	17
03 : Professionals	1919	945	49.2 %	48.9 %	938	7
04 : Semi-Professionals and Technicians	187	57	30.5 %	37.4 %	70	13
05 : Supervisors	35	21	60.0 %	50.7 %	18	3
06 : Supervisors: Crafts and Trades	15	2	13.3 %	7.4 %	1	1
07 : Administrative and Senior Clerical Personnel	321	269	83.8 %	77.2 %	248	21
09 : Skilled Crafts and Trades Workers	67	2	3.0 %	5.8 %	4	2
10 : Clerical Personnel	249	173	69.5 %	65.8 %	164	9
11 : Intermediate Sales and Service Personnel	166	116	69.9 %	61.8 %	103	13
12 : Semi-Skilled Manual Workers	6	0	0.0 %	14.6 %	1	1
13 : Other Sales and Service Personnel	17	5	29.4 %	49.9 %	8	3
14 : Other Manual Workers	1	0	0.0 %	9.3 %	0	0
<b>Total</b>	<b>3140</b>	<b>1666</b>	<b>53.0 %</b>	<b>51.4 %</b>	<b>1614</b>	<b>52</b>

Total may not equal sum of components due to rounding.

no temp  
4 on leave  
5 casual



Workplace Equity Information Management System - University of Ottawa

Workforce Analysis - Summary Report

Date: 2016-11-14

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation #	%	Availability %	#	
01 : Senior Managers	18	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	139	1	0.7 %	2.2 %	3	-2
03 : Professionals	1919	12	0.6 %	1.8 %	35	-23
04 : Semi-Professionals and Technicians	187	0	0.0 %	1.9 %	4	-4
05 : Supervisors	35	1	2.9 %	2.7 %	1	0
06 : Supervisors: Crafts and Trades	15	0	0.0 %	2.1 %	0	0
07 : Administrative and Senior Clerical Personnel	321	4	1.2 %	3.2 %	10	-6
09 : Skilled Crafts and Trades Workers	67	0	0.0 %	2.0 %	1	-1
10 : Clerical Personnel	249	3	1.2 %	2.8 %	7	-4
11 : Intermediate Sales and Service Personnel	166	0	0.0 %	3.0 %	5	-5
12 : Semi-Skilled Manual Workers	6	0	0.0 %	3.3 %	0	0
13 : Other Sales and Service Personnel	17	0	0.0 %	2.9 %	0	0
14 : Other Manual Workers	1	0	0.0 %	3.0 %	0	0
<b>Total</b>	<b>3140</b>	<b>21</b>	<b>0.6 %</b>	<b>2.1 %</b>	<b>67</b>	<b>-46</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Ottawa

**Workforce Analysis - Summary Report**

Date: 2016-11-14

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	18	0	0.0 %	10.1 %	2	-2
02 : Middle and Other Managers	139	5	3.6 %	15.0 %	21	-16
03 : Professionals	1919	137	7.1 %	19.1 %	367	-230
04 : Semi-Professionals and Technicians	187	20	10.7 %	25.4 %	47	-27
05 : Supervisors	35	1	2.9 %	14.7 %	5	-4
06 : Supervisors: Crafts and Trades	15	0	0.0 %	13.9 %	2	-2
07 : Administrative and Senior Clerical Personnel	321	20	6.2 %	12.2 %	39	-19
09 : Skilled Crafts and Trades Workers	67	1	1.5 %	14.6 %	10	-9
10 : Clerical Personnel	249	13	5.2 %	14.7 %	37	-24
11 : Intermediate Sales and Service Personnel	166	11	6.6 %	22.0 %	37	-26
12 : Semi-Skilled Manual Workers	6	0	0.0 %	19.9 %	1	-1
13 : Other Sales and Service Personnel	17	2	11.8 %	25.3 %	4	-2
14 : Other Manual Workers	1	0	0.0 %	10.4 %	0	0
<b>Total</b>	<b>3140</b>	<b>210</b>	<b>6.7 %</b>	<b>18.2 %</b>	<b>572</b>	<b>-362</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Ottawa

Workforce Analysis - Summary Report

Date: 2016-11-14

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #
		#	%	%	#	
01/02 : Managers	157	6	3.8 %	4.3 %	7	-1
03 : Professionals	1919	42	2.2 %	3.8 %	73	-31
04 : Semi-Professionals and Technicians	187	4	2.1 %	4.6 %	9	-5
05 : Supervisors	35	1	2.9 %	13.9 %	5	-4
06 : Supervisors: Crafts and Trades	15	0	0.0 %	7.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	321	8	2.5 %	3.4 %	11	-3
09 : Skilled Crafts and Trades Workers	67	0	0.0 %	3.8 %	3	-3
10 : Clerical Personnel	249	7	2.8 %	7.0 %	17	-10
11 : Intermediate Sales and Service Personnel	166	2	1.2 %	5.6 %	9	-7
12 : Semi-Skilled Manual Workers	6	0	0.0 %	4.8 %	0	0
13 : Other Sales and Service Personnel	17	1	5.9 %	6.3 %	1	0
14 : Other Manual Workers	1	0	0.0 %	5.3 %	0	0
<b>Total</b>	<b>3140</b>	<b>71</b>	<b>2.3 %</b>	<b>4.3 %</b>	<b>136</b>	<b>-65</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2016-11-14

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

Default Geographic Location of Recruitment changed to correspond to defaults established in HRSDC Compliance Audit in 2006-2007.

Recruitment Area for EEOG 01 and 02 is National.

Recruitment Area for EEOG 3 is CMA EXCEPT for NOC 4121 (professors) which is National.

Recruitment Area for Persons with Disabilities is National

Noted by Barbara Smith Updated April 8, 2010

**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

38







## Workforce Analysis - Summary Report

Date: 2016-11-14

### 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

<b>Summary of Goals</b>
<b>University of Ottawa</b>
<b>October 21<sup>st</sup>, 2016</b>

**Women**

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
04	Semi-Professionals and Technicians	-13 ✓	3	3	uOttawa is under institution wide budget review with 1) upcoming cuts and 2) 0 growth for employee positions unless circumstances oblige otherwise, i.e., legislative changes or unexpected growth
09	Skilled Crafts and Trade Workers	-2 ✓	0	1	
12	Semi-Skilled Manual Workers	-1 ✓	0	1	
13	Other Sales and Service Personnel	-3 ✓	0	1	

OK

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-1 ✓	0	1	uOttawa is under institution wide budget review with 1) upcoming cuts and 2) 0 growth for employee positions unless circumstances oblige otherwise, i.e., legislative changes or unexpected growth
02	Middle and Other Managers	-2 ✓	0	1	
03	Professionals	-23 ✓	5	6	
04	Semi-Professionals and Technicians	-4 ✓	1	1	
07	Administrative and Senior Clerical Personnel	-6 ✓	1	2	
09	Skilled Crafts and Trade Workers	-1 ✓	0	1	
10	Clerical Personnel	-4 ✓	1	1	
11	Intermediate Sales and Service Personnel	-5 ✓	1	1	

## Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01/02	Senior Managers/ Middle and Other Managers	-1 ✓	0	1	uOttawa is under institution wide budget review with 1) upcoming cuts and 2) 0 growth for employee positions unless circumstances oblige otherwise, i.e., legislative changes or unexpected growth
03	Professionals	-31 ✓	7	8	
04	Semi-Professionals and Technicians	-5 ✓	1	1	
05	Supervisors	-4 ✓	1	1	
06	Supervisors: crafts and trades	-1 ✓	0	1	
07	Administrative and Senior Clerical Personnel	-3 ✓	0	1	
09	Skilled Crafts and Trade Workers	-3 ✓	0	1	
10	Clerical Personnel	-10 ✓	2	3	
11	Intermediate Sales and Service Personnel	-7 ✓	1	2	

## Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-2 ✓	0	1	uOttawa is under institution wide budget review with 1) upcoming cuts and 2) 0 growth for employee positions unless circumstances oblige otherwise, i.e., legislative changes or unexpected growth
02	Middle and Other Managers	-16 ✓	4	4	
03	Professionals	-230 ✓	57	58	
04	Semi-Professionals and Technicians	-27 ✓	6	7	
05	Supervisors	-4 ✓	1	1	
06	Supervisors: crafts and trades	-2 ✓	0	1	
07	Administrative and Senior Clerical Personnel	-19 ✓	4	5	
09	Skilled Crafts and Trade Workers	-9 ✓	2	2	
10	Clerical Personnel	-24 ✓	6	6	
11	Intermediate Sales and Service Personnel	-26 ✓	6	7	
12	Semi-Skilled Manual Workers	-1 ✓	0	1	
13	Other Sales and Service Personnel	-2 ✓	0	1	

# Self-Identification Questionnaire

The University of Ottawa strongly supports the principle of equity in the workplace, and as such, wishes to ensure that the groups designated by the Government of Canada, namely women, Aboriginal peoples, members of visible minorities, and persons with disabilities, are equitably represented at all levels of employment at the University of Ottawa and that they are provided with equal opportunities for advancement according to their aptitudes and expertise.

As part of our Employment Equity Program, we collect information about our workforce. Identifying as a member of a designated group (**women, Aboriginal people, persons with disabilities, members of visible minorities**) will help create an accurate picture of our workforce. We would like to assure our employees that our workforce is a safe environment in which to self-identify. It is also possible to ask for the accommodation that you need in order to fulfill your job functions to the best of your potential.

**Accordingly, your response to the self-identification questionnaire is voluntary. The questionnaire must however be returned to the Human Rights Office even if you choose not to fill out any additional information.**

The data collected will remain confidential and will be used for employment equity purposes only. We encourage you to review, update and correct information about yourself at any time and you can be assured that it will not be used for unauthorized purposes.

Please return the questionnaire to our office in the envelope provided. If you have any questions or comments, or require a survey in Braille or large print, please contact our Employment Equity Officer at 1527, email address [equity@uottawa.ca](mailto:equity@uottawa.ca).

**Name:**

**Employee Number:**

## Questionnaire

### Instructions

- Please note that it is possible to self-identify in more than one group.
- Please check all the appropriate boxes.
- The following definitions are those established by the *Employment Equity Act*.

### Question 1: Are you an Aboriginal person?

Yes  No

### Question 2: Are you a member of a visible minority group?

Yes  No

### Question 3: Are you a person with a disability?

Yes  No

### Additional data for accommodation purposes:

Please specify how we may accommodate you to help you participate fully in the workplace. If implemented, we want to assure you that these accommodation measures will in no way impact negatively on your hiring, training, promotion or retention in our organization.

As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g. committees, focus groups, to provide feedback on new programs). If you agree to be contacted directly by the Employment Equity Officer for such purposes please check "Yes" below.

Yes  No

If you have any observations, questions or suggestions regarding this questionnaire please comment in the space provided below or send an email to [equity@uottawa.ca](mailto:equity@uottawa.ca).

We thank you in advance for taking a few minutes of your time to complete the questionnaire.

## FAQ's

### Question 1

#### Why should I answer and return the questionnaire?

Your response to the questionnaire is an essential component of the University's commitment to the FCP. Should we fail to comply with these regulations, the University's federal contracts may be at stake. We need all questionnaires to be returned to update information about the University's current staff. However, whether or not you choose to identify yourself as a member of a designated group is left entirely to your discretion.

### Question 2

#### What are the designated groups and why are other groups not mentioned?

Many studies have shown that women, Aboriginal peoples, members of visible minorities and persons with disabilities must overcome major obstacles in terms of employment, such as a high unemployment rate, lower than average salaries, professional segregation and limited chances of advancement. While the federal *Employment Equity Act* only highlights these four groups, policies implemented will be advantageous for the entire work force, including other minority groups not mentioned, since non-discriminatory policies and procedures are beneficial for all members of the University of Ottawa community. Employment equity is thus not an exclusive process, but rather an inclusive one.

### Question 3

#### If the information provided is confidential, why then must my name and identification number appear on the questionnaire?

The University of Ottawa must know, for statistical purposes, the present make-up of its staff, and it must also prepare reports for the government about staff changes. To update the required data, we must remove from the records the names of those employees who leave the University and we must note staffing changes such as promotions and transfers. No information about individuals will be passed on. Further, the reports will not contain any personal information.

## Question 4

### How will the information be used?

The data from the self-identification questionnaire will be used to compile comprehensive statistical reports which will enable the University to:

- Set hiring and promotional objectives for members of the designated groups;
- Eliminate any discrimination measures or practices affecting members of the designated groups;
- Measure future progress towards employment equity.

The University will then be able to meet the requirements of the Federal Contractors Program and fulfill its commitment towards employment and education equity.

For more information, contact the Employment Equity Officer at 613 562-5800 (1527), email address [equity@uottawa.ca](mailto:equity@uottawa.ca).



## Definition of designated groups

- **An Aboriginal person** is a North American Indian, Métis or Inuit and/or a Treaty Indian or a Registered Indian and/or a member of an Indian Band/First Nation.
- **Members of a visible minority** are persons in Canada (other than Aboriginal persons defined above) who are non-white in colour or race, regardless of place of birth or citizenship. Examples of visible minority groups include, **but are not limited to**:
  - Black
  - Non-white Latin American (including indigenous persons from Central and South America)
  - East Asia (e.g. Chinese, Japanese, Korean)
  - South Asian/East Indian (e.g. Indian, Pakistani, Bangladeshi, East Indians from Guyana, Trinidad, East Africa)
  - Southeast Asian (e.g. Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
  - Non-white West Asian, North African or Arab (e.g. Iranian, Lebanese, Egyptian, Libyan)
  - Persons of Mixed Origin (e.g. with one parent in one of the visible minority groups listed above).
- **Persons with disabilities** are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment(s) and who consider themselves to be disadvantaged in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment. This also includes persons whose impairment has been accommodated in their current job or workplace.

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

- Co-ordination or dexterity: difficulty using hands or arms, such as grasping objects or using a keyboard
- Mobility: difficulty moving around from one office to another, walking long distances or using stairs
- Blind or visual impairment: unable to see or difficulty seeing, glaucoma ( do not include yourself if you can see well with glasses or contact lenses)
- Deaf or hard of hearing: unable to hear or difficulty hearing

- Speech: unable to speak or difficulty speaking and being understood
- Long-term illness: for example asthma, Crohn's disease, arthritis
- Other disabilities: learning, developmental and other types of disabilities.

## Nyirasafari, Ange AN [NC]

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**From:** Begg, Suzanne SV [NC]  
**Sent:** January 4, 2017 7:32 AM  
**To:** 'elvio.buono@uOttawa.ca'; 'cbourque@uottawa.ca'  
**Subject:** Government of Canada Certification 060420 – Notification in Compliance with the Federal Contractors Program  
**Attachments:** SummaryUniversityOfOttawa-2017-01-03.pdf  
**Importance:** High

Good morning,

This email is to confirm that the compliance assessment initiated on July 29<sup>th</sup>, 2016 has been completed. As a result of the assessment, the University of Ottawa has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) of the Employment Equity Act.

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

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of The University of Ottawa's employment equity program:

- We require you to increase your follow-up with employees to strengthen your workforce survey's return and response rates.
- We acknowledge receipt of your explanation for only establishing a few goals and encourage you to hire and promote more designated group members as opportunities arise.

Attached for your reference is a summary of The University of Ottawa's employment equity results compared against Employment Equity Occupational Group (EEOG) levels in your industry as well as overall Canadian labour market availability.

### **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. 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 The University of Ottawa is notified of a follow-up assessment, the following information will be required:

1. A completed Achievement Table;
2. A current workforce analysis; and
3. Revised 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 first assessment. If over the three year period reasonable progress has not been made, The University of Ottawa 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 as well as a series of training modules.

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

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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

Équipe de l'équité en emploi / Workplace Equity Team

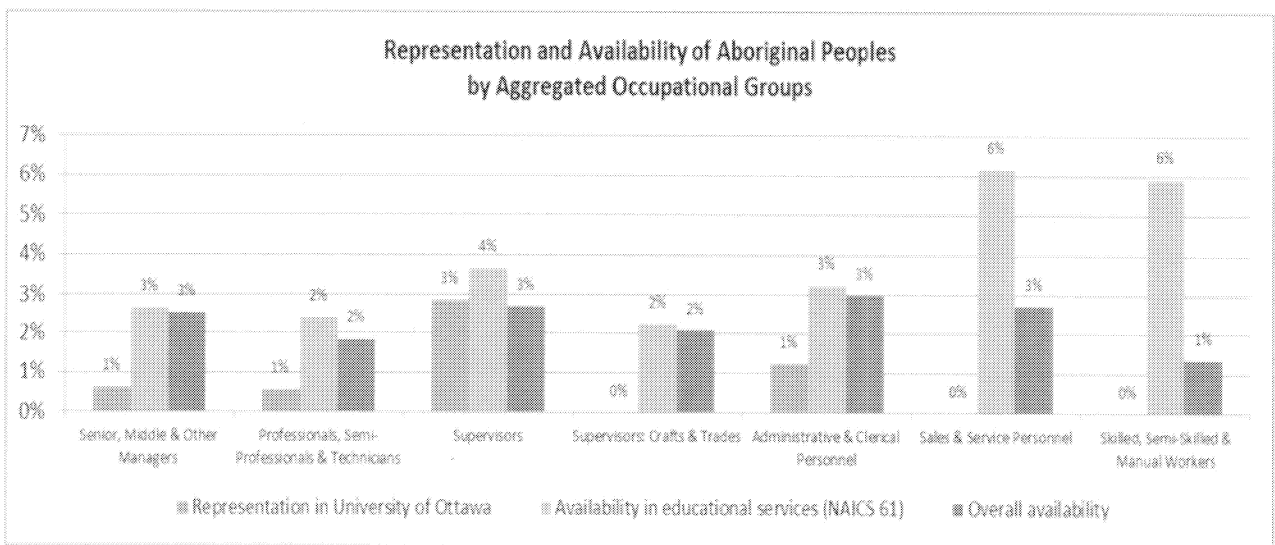
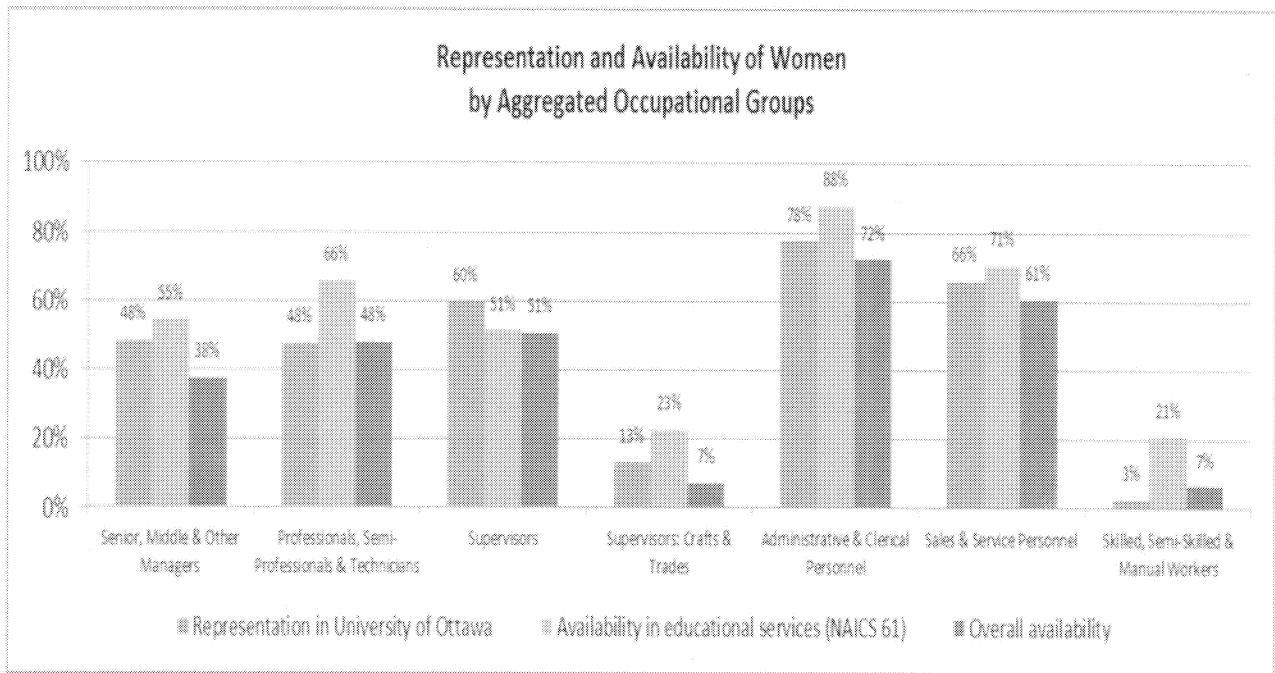
Direction de l'équité en milieu de travail, Programme du travail  
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[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

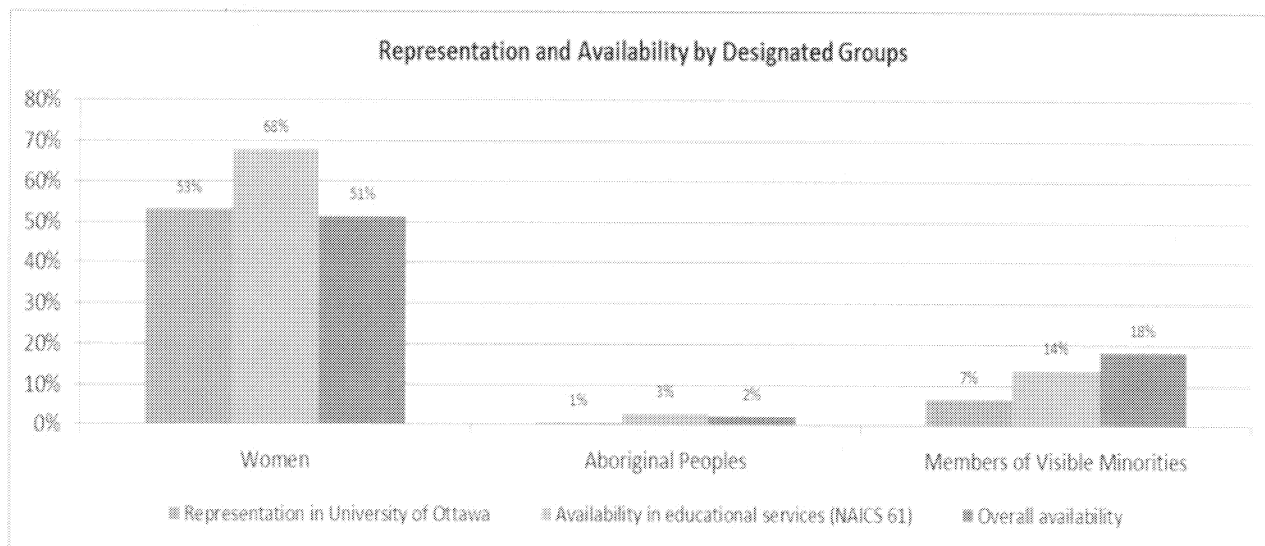
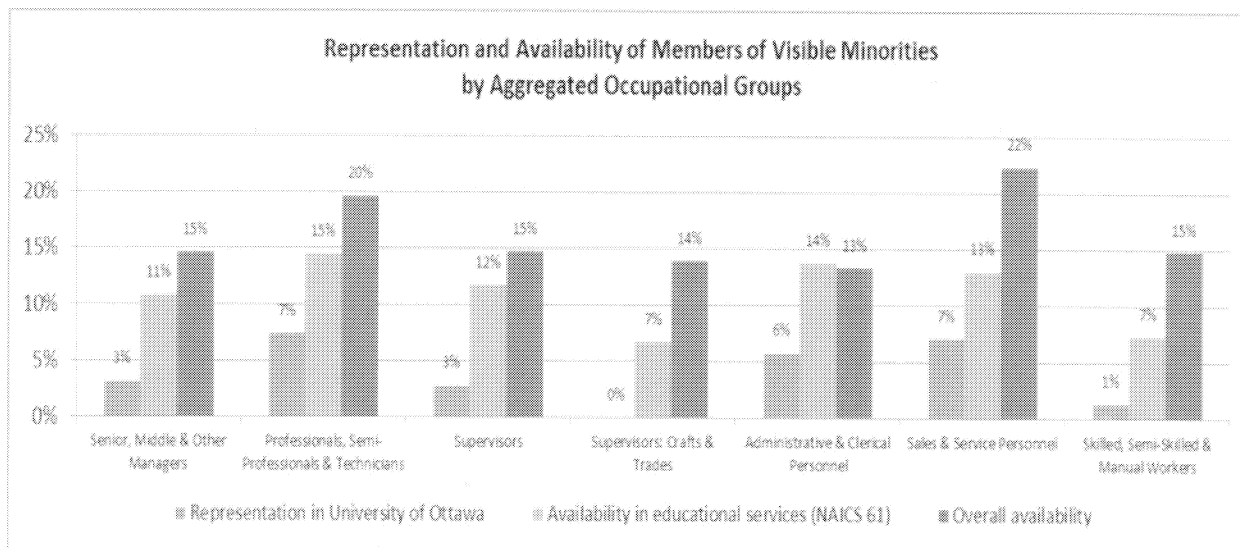
Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

## Summary of University of Ottawa's Employment Equity Results

In the charts below, the representation of women, Aboriginal peoples and members of visible minorities at the overall and aggregated Employment Equity Occupational Group (EEOG) levels in University of Ottawa based on your organization's submission are compared to the Educational Services industry and the overall Canadian labour market availability.

**Note:** The Canadian labour market availability at the industry level for persons with disabilities is not currently available.





The 14 EEOGs have been aggregated as follows:

- EEOG 1 Senior Managers and EEOG 2 Middle and Other Managers
- EEOG 3 Professionals and EEOG 4 Semi-Professionals and Technicians
- EEOG 5 Supervisors
- EEOG 6 Supervisors: Crafts and Trades
- EEOG 7 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel
- EEOG 8 Skilled Sales and Service Personnel, EEOG 11 Intermediate Sales and Service Personnel and EEOG 13 Other Sales and Service Personnel
- EEOG 9 Skilled Crafts and Trades Workers, EEOG 12 Semi-Skilled Manual Workers and EEOG 14 Other Manual Workers

## Nyirasafari, Ange AN [NC]

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**From:** Carole Bourque <Carole.Bourque@uottawa.ca>  
**Sent:** January 3, 2017 1:06 PM  
**To:** Begg, Suzanne SV [NC]  
**Cc:** Suzanne Bali-Courtemanche; Marc Alary; Manon Dugal; Sonya Nigam  
**Subject:** RE: Employee numbers

Hi Suzanne

- Number of surveys handed out - 3140
- Number of surveys returned - 2493
- Number of surveys returned completed. – 2466 (27 incomplete)

Return rate of 79.4%, response rate of 78.5% (I notice that in a previous email I had written 78% - I must have forgotten to write the 0.5).

If you have any further questions, please let me know.

Carole

---

**From:** Carole Bourque  
**Sent:** January-03-17 10:46 AM  
**To:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)  
**Subject:** RE: Employee numbers

Hi Suzanne and Happy New Year to you as well!

Yes, I'm just now finishing off going through my emails as [REDACTED] I'll send you the information requested today. My apologies, I thought we had already answered this question by providing you with the percentages for both the response and return rates. I thought that the question could be answered either by providing percentages OR raw numbers.

Talk to you soon.  
Carole

---

**From:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca) [<mailto:suzanne.begg@labour-travail.gc.ca>]  
**Sent:** January-03-17 9:51 AM  
**To:** Carole Bourque <[Carole.Bourque@uottawa.ca](mailto:Carole.Bourque@uottawa.ca)>  
**Subject:** FW: Employee numbers  
**Importance:** High

Hi Carole,

Hope you had a wonderful [REDACTED] Happy New Year.

Just a quick follow-up to my email of December 21<sup>st</sup>, 2016.

Kind regards,

Suzanne

---

**From:** Sonya Nigam [<mailto:snigam@uottawa.ca>]  
**Sent:** 2016-12-21 4:46 PM  
**To:** Suzanne Bali-Courtemanche; Begg, Suzanne SV [NC]

**Cc:** Manon Dugal; Marc Alary; Carole Bourque  
**Subject:** RE: Employee numbers

Hi Suzanne,

With the holidays and people being off on vacation, I am afraid that we will be able to provide this information only in the New Year. Please accept my apologies for any inconvenience this may cause.

Wishing you all the Best for the Holiday Season,

**Sonya Nigam, LL.M.**

Directrice, Bureau des droits de la personne / Director, Human Rights Office  
Université d'Ottawa / University of Ottawa

1 Stewart, 118

[snigam@uottawa.ca](mailto:snigam@uottawa.ca)

Tél | Tel : 613-562-5800 (3103)

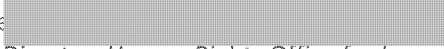
<http://www.uottawa.ca/respect/>

[Violence sexuelle : soutien et prévention](#)  [Sexual violence: support and prevention](#)

---

**From:** Suzanne Bali-Courtemanche  
**Sent:** December-19-16 4:39 PM  
**To:** 'suzanne.begg@labour-travail.gc.ca'  
**Cc:** Manon Dugal; Marc Alary; Sonya Nigam; Carole Bourque  
**Subject:** RE: Employee numbers

Bonjour Suzanne,

This information resides with Carole Bourque who will be  As such, I'm deferring your question to her supervisor, Sonya Nigam, Director, Human Rights Office for her perusal.

Merci,  
Suzanne

---

**From:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca) [<mailto:suzanne.begg@labour-travail.gc.ca>]  
**Sent:** December-19-16 2:07 PM  
**To:** Suzanne Bali-Courtemanche <[Suzanne.Bali@uottawa.ca](mailto:Suzanne.Bali@uottawa.ca)>  
**Cc:** Manon Dugal <[manon.dugal@uottawa.ca](mailto:manon.dugal@uottawa.ca)>; Marc Alary <[malary@uottawa.ca](mailto:malary@uottawa.ca)>; Sonya Nigam <[snigam@uottawa.ca](mailto:snigam@uottawa.ca)>; Carole Bourque <[Carole.Bourque@uottawa.ca](mailto:Carole.Bourque@uottawa.ca)>  
**Subject:** RE: Employee numbers  
**Importance:** High

Hi Suzanne,

We need to know:

- Number of surveys handed out
- Number of surveys returned
- Number of surveys returned completed.

Would you be able to give me that information?? I would appreciate if you could reply as soon as possible in order that I may complete the analysis of your file.

Suzanne

---

**From:** Suzanne Bali-Courtemanche [<mailto:Suzanne.Bali@uottawa.ca>]  
**Sent:** 2016-12-19 10:42 AM  
**To:** Begg, Suzanne SV [NC]



**Cc:** Manon Dugal; Marc Alary; Sonya Nigam; Carole Bourque  
**Subject:** RE: Employee numbers

Bonjour Suzanne,

Following an internal verification, it is the case that the larger figure provided in 2013 simply reflects our total workforce, including **all** employees in addition to those who are permanent.

In Carole's absence, please feel free to contact me should you require anything further.

Merci,  
Suzanne

**Suzanne Bali-Courtemanche, CHRL**  
Directrice | Director  
Gestion des talents | Talent Management  
Ressources humaines | Human Resources  
Université d'Ottawa | University of Ottawa  
Tél. | Tel : 613-562-5800 (1756)  
Télec. | Fax : 613-562-5206

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---

**From:** Carole Bourque  
**Sent:** December-16-16 3:30 PM  
**To:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)  
**Cc:** Suzanne Bali-Courtemanche <[Suzanne.Bali@uottawa.ca](mailto:Suzanne.Bali@uottawa.ca)>; Manon Dugal <[manon.dugal@uottawa.ca](mailto:manon.dugal@uottawa.ca)>; Marc Alary <[malary@uottawa.ca](mailto:malary@uottawa.ca)>; Sonya Nigam <[snigam@uottawa.ca](mailto:snigam@uottawa.ca)>  
**Subject:** Employee numbers  
**Importance:** High

Hi Suzanne Begg

Seeing as [REDACTED] HR will be replying to you directly on Monday December 19<sup>th</sup> to clarify what is the nature of the difference between the number of employees on the AIEE and the number submitted for the Workforce Analysis. You can contact Suzanne Bali-Courtemanche (cc on this email) by phone at 613-562-5800, ext. 1756 if you prefer to speak to her.

I know that the number submitted for the Workforce Analysis reflects all our permanent employees **only**; I assume the larger figure provided in 2013 simply reflects our total workforce, including **all** employees in addition to those who are permanent.

Carole

---

**From:** [suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca) [mailto:[suzanne.begg@labour-travail.gc.ca](mailto:suzanne.begg@labour-travail.gc.ca)]

**Sent:** December-09-16 10:12 AM

**To:** Carole Bourque <[Carole.Bourque@uottawa.ca](mailto:Carole.Bourque@uottawa.ca)>

**Subject:** RE: Self-Identification Questionnaire

**Importance:** High

Good morning Carole,

Thank you for your submission. Upon review we need clarification of the following for our analysis:

- There is a difference in the number of employees on the Agreement to Implement Employment Equity (AIEE) dated August 13<sup>th</sup>, 2013 which is 6,325 and the number of employees on your Workforce Analysis (November 2016) which is 3,140. Please explain the difference.

Please forward me this information as soon as possible, and contact me if you require further information.

Kind regards,

Suzanne

Équipe de l'équité en emploi / Workplace Equity Team

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

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