

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 Regina		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	
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-sciar/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm</a> 611310		Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 1,273	
		<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated	
HEAD OFFICE			
Address (building number, street, suite, etc.) 3737 Wascana Parkway 514 Ad Hum Building		City Regina	Province SK
		Postal Code S4S 0A2	Telephone Number 306-585-5200
EMPLOYMENT EQUITY CONTACT			
Name (print) Neil Brotheridge		Title Director, Organizational Dev. & People Programs	
Telephone Number 306-585-4452	E-mail Address neil.brotheridge@uregina.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
CERTIFICATION			
The above-named organization:			
<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>			
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.shtm">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtm</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) Dave Malloy, PhD		Title Vice President (Research)	
Telephone Number 306-5	E-mail Address h@uregina.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature		Date (YYYY-MM-DD) 2018-03-20	
Privacy			
The information is collected in accordance with the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contract.			
Completion of this form and the provision of the requested 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 <i>Privacy Act</i> 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 <i>Info Source</i> , which is available at the following website address: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a> . <i>Info Source</i> 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@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.</li> </ul>			

**Workplace Equity Information Management System - University of Regina**  
**Workforce Analysis - Detailed Report**  
 Date: 2018-11-30

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	23	12	52.2 %	27.4 %	6	6	National
<b>02 : Middle and Other Managers</b>	National	148	70	47.3 %	38.9 %	58	12	National
<b>03 : Professionals</b>		633	336	53.1 %	49.3 %	312	24	
1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1112 : Financial and investment analysts	National	10	6	60.0 %	50.1 %	5	1	National
1121 : Human resources professionals	National	12	12	100.0 %	71.1 %	9	3	National
1122 : Professional occupations in business management consulting	National	3	1	33.3 %	42.0 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	30	24	80.0 %	66.4 %	20	4	National
2113 : Geoscientists and oceanographers	National	2	0	0.0 %	22.4 %	0	0	National
2153 : Urban and land use planners	National	2	0	0.0 %	42.2 %	1	-1	National
2171 : Information systems analysts and consultants	National	23	6	26.1 %	28.3 %	7	-1	National
2172 : Database analysts and data administrators	National	11	4	36.4 %	35.2 %	4	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	17.9 %	0	0	National
2175 : Web designers and developers	National	2	0	0.0 %	32.9 %	1	-1	National
4011 : University professors and lecturers	National	425	191	44.9 %	43.3 %	184	7	National
4021 : College and other vocational instructors	National	9	6	66.7 %	53.8 %	5	1	National
4033 : Educational counsellors	National	61	57	93.4 %	76.3 %	47	10	National
4112 : Lawyers and Quebec notaries	National	1	1	100.0 %	42.5 %	0	1	National
4151 : Psychologists	National	1	0	0.0 %	74.4 %	1	-1	National
4153 : Family, marriage and other related counsellors	National	2	2	100.0 %	74.6 %	1	1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	41.0 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	1	1	100.0 %	42.3 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	50.7 %	2	-1	National
4164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	67.3 %	1	0	National

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Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
4165 : Health policy researchers, consultants and program officers	National	2	2	100.0 %	73.5 %	1	1	National
4166 : Education policy researchers, consultants and program officers	National	3	2	66.7 %	71.2 %	2	0	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	8	6	75.0 %	70.2 %	6	0	National
5111 : Librarians	National	14	9	64.3 %	83.1 %	12	-3	National
5113 : Archivists	National	2	1	50.0 %	64.5 %	1	0	National
5121 : Authors and writers	National	1	1	100.0 %	54.9 %	1	0	National
5122 : Editors	National	1	1	100.0 %	62.7 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>65</b>	<b>15</b>	<b>23.1 %</b>	<b>36.2 %</b>	<b>24</b>	<b>-9</b>	
2211 : Chemical technologists and technicians	Saskatchewan	1	1	100.0 %	45.2 %	0	1	Saskatchewan
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	0	0.0 %	26.6 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	Saskatchewan	1	1	100.0 %	54.6 %	1	0	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	3	0	0.0 %	7.4 %	0	0	Saskatchewan
2243 : Industrial instrument technicians and mechanics	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
2253 : Drafting technologists and technicians	Saskatchewan	2	2	100.0 %	22.6 %	0	2	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	4	2	50.0 %	36.1 %	1	1	Saskatchewan
2281 : Computer network technicians	Saskatchewan	18	2	11.1 %	21.3 %	4	-2	Saskatchewan
2282 : User support technicians	Saskatchewan	13	2	15.4 %	27.1 %	4	-2	Saskatchewan
5221 : Photographers	Saskatchewan	2	1	50.0 %	55.7 %	1	0	Saskatchewan
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Saskatchewan	7	1	14.3 %	64.7 %	5	-4	Saskatchewan
5241 : Graphic designers and illustrators	Saskatchewan	1	0	0.0 %	56.7 %	1	-1	Saskatchewan
5242 : Interior designers and interior decorators	Saskatchewan	1	1	100.0 %	90.9 %	1	0	Saskatchewan
5252 : Coaches	Saskatchewan	9	2	22.2 %	63.2 %	6	-4	Saskatchewan
<b>05 : Supervisors</b>		<b>11</b>	<b>2</b>	<b>18.2 %</b>	<b>52.5 %</b>	<b>6</b>	<b>-4</b>	
<b>Employment Equity Occupational Group</b>	Regina	<b>11</b>	<b>2</b>	<b>18.2 %</b>	<b>52.5 %</b>	<b>6</b>	<b>-4</b>	Regina

Workplace Equity Information Management System - University of Regina

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		10	2	20.0 %	5.4 %	1	1	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Saskatchewan	2	0	0.0 %	11.8 %	0	0	Saskatchewan
7203 : Contractors and supervisors, pipefitting trades	Saskatchewan	4	0	0.0 %	7.7 %	0	0	Saskatchewan
7204 : Contractors and supervisors, carpentry trades	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
7303 : Supervisors, printing and related occupations	Saskatchewan	2	2	100.0 %	0.0 %	0	2	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		78	68	87.2 %	80.7 %	63	5	
Employment Equity Occupational Group	Regina	78	68	87.2 %	80.7 %	63	5	Regina
<b>09 : Skilled Crafts and Trades Workers</b>		44	3	6.8 %	4.4 %	2	1	
7241 : Electricians (except industrial and power system)	Saskatchewan	9	0	0.0 %	2.8 %	0	0	Saskatchewan
7251 : Plumbers	Saskatchewan	10	0	0.0 %	0.8 %	0	0	Saskatchewan
7252 : Steamfitters, pipefitters and sprinkler system installers	Saskatchewan	1	0	0.0 %	1.9 %	0	0	Saskatchewan
7271 : Carpenters	Saskatchewan	4	1	25.0 %	2.6 %	0	1	Saskatchewan
7294 : Painters and decorators (except interior decorators)	Saskatchewan	4	1	25.0 %	21.1 %	1	0	Saskatchewan
7313 : Refrigeration and air conditioning mechanics	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
7384 : Other trades and related occupations, n.e.c.	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9241 : Power engineers and power systems operators	Saskatchewan	13	1	7.7 %	4.9 %	1	0	Saskatchewan
<b>10 : Clerical Personnel</b>		191	173	90.6 %	70.2 %	134	39	
Employment Equity Occupational Group	Regina	191	173	90.6 %	70.2 %	134	39	Regina
<b>11 : Intermediate Sales and Service Personnel</b>		18	3	16.7 %	65.7 %	12	-9	
Employment Equity Occupational Group	Regina	18	3	16.7 %	65.7 %	12	-9	Regina
<b>12 : Semi-Skilled Manual Workers</b>		4	2	50.0 %	12.4 %	0	2	
Employment Equity Occupational Group	Regina	4	2	50.0 %	12.4 %	0	2	Regina
<b>13 : Other Sales and Service Personnel</b>		88	51	58.0 %	54.4 %	48	3	
Employment Equity Occupational Group	Regina	88	51	58.0 %	54.4 %	48	3	Regina





Workplace Equity Information Management System - University of Regina

**Workforce Analysis - Detailed Report**

Date: 2018-11-30

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>14 : Other Manual Workers</b>		14	1	7.1 %	10.8 %	2	-3	
<b>Employment Equity Occupational Group</b>	Regina	14	1	7.1 %	10.8 %	2	-3	Regina
<b>Total</b>		1327	738	55.6 %	50.2 %	668	70	

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 Regina

Workforce Analysis - Detailed Report

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
<b>01 : Senior Managers</b>	National	23	1	4.3 %	2.9 %	1	0	National
<b>02 : Middle and Other Managers</b>	National	148	8	5.4 %	2.2 %	3	5	National
<b>03 : Professionals</b>		633	26	4.1 %	1.9 %	12	14	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	10	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	12	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	3	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	30	2	6.7 %	2.1 %	1	1	National
2113 : Geoscientists and oceanographers	National	2	0	0.0 %	1.4 %	0	0	National
2153 : Urban and land use planners	National	2	0	0.0 %	2.7 %	0	0	National
2171 : Information systems analysts and consultants	National	23	0	0.0 %	1.1 %	0	0	National
2172 : Database analysts and data administrators	National	11	2	18.2 %	1.3 %	0	2	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.0 %	0	0	National
2175 : Web designers and developers	National	2	0	0.0 %	1.5 %	0	0	National
4011 : University professors and lecturers	National	425	15	3.5 %	1.3 %	6	9	National
4021 : College and other vocational instructors	National	9	0	0.0 %	2.4 %	0	0	National
4033 : Educational counsellors	National	61	7	11.5 %	6.0 %	4	3	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
4151 : Psychologists	National	1	0	0.0 %	1.4 %	0	0	National
4153 : Family, marriage and other related counsellors	National	2	0	0.0 %	7.2 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.7 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	1.2 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	2.0 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	6.2 %	0	0	National



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
4165 : Health policy researchers, consultants and program officers	National	2	0	0.0 %	4.4 %	0	0	National
4166 : Education policy researchers, consultants and program officers	National	3	0	0.0 %	4.3 %	0	0	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	8	0	0.0 %	4.8 %	0	0	National
5111 : Librarians	National	14	0	0.0 %	2.0 %	0	0	National
5113 : Archivists	National	2	0	0.0 %	3.1 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	1.9 %	0	0	National
5122 : Editors	National	1	0	0.0 %	1.6 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>65</b>	<b>0</b>	<b>0.0 %</b>	<b>4.8 %</b>	<b>3</b>	<b>-3</b>	
2211 : Chemical technologists and technicians	Saskatchewan	1	0	0.0 %	2.2 %	0	0	Saskatchewan
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	0	0.0 %	11.9 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	3	0	0.0 %	5.0 %	0	0	Saskatchewan
2243 : Industrial instrument technicians and mechanics	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
2253 : Drafting technologists and technicians	Saskatchewan	2	0	0.0 %	2.4 %	0	0	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	4	0	0.0 %	8.4 %	0	0	Saskatchewan
2281 : Computer network technicians	Saskatchewan	18	0	0.0 %	4.8 %	1	-1	Saskatchewan
2282 : User support technicians	Saskatchewan	13	0	0.0 %	7.9 %	1	-1	Saskatchewan
5221 : Photographers	Saskatchewan	2	0	0.0 %	8.9 %	0	0	Saskatchewan
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
5241 : Graphic designers and illustrators	Saskatchewan	1	0	0.0 %	5.8 %	0	0	Saskatchewan
5242 : Interior designers and interior decorators	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
5252 : Coaches	Saskatchewan	9	0	0.0 %	3.5 %	0	0	Saskatchewan
<b>05 : Supervisors</b>		<b>11</b>	<b>1</b>	<b>9.1 %</b>	<b>5.9 %</b>	<b>1</b>	<b>0</b>	
<b>Employment Equity Occupational Group</b>	Regina	<b>11</b>	<b>1</b>	<b>9.1 %</b>	<b>5.9 %</b>	<b>1</b>	<b>0</b>	Regina

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area	
			Representation #	Representation %				
<b>06 : Supervisors: Crafts and Trades</b>		10	0	0.0 %	3.0 %	0	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Saskatchewan	2	0	0.0 %	2.9 %	0	0	Saskatchewan
7203 : Contractors and supervisors, pipefitting trades	Saskatchewan	4	0	0.0 %	0.0 %	0	0	Saskatchewan
7204 : Contractors and supervisors, carpentry trades	Saskatchewan	2	0	0.0 %	12.1 %	0	0	Saskatchewan
7303 : Supervisors, printing and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		78	5	6.4 %	6.4 %	5	0	
Employment Equity Occupational Group	Regina	78	5	6.4 %	6.4 %	5	0	Regina
<b>09 : Skilled Crafts and Trades Workers</b>		44	2	4.5 %	8.4 %	4	-2	
7241 : Electricians (except industrial and power system)	Saskatchewan	9	0	0.0 %	6.6 %	1	-1	Saskatchewan
7251 : Plumbers	Saskatchewan	10	1	10.0 %	9.2 %	1	0	Saskatchewan
7252 : Steamfitters, pipefitters and sprinkler system installers	Saskatchewan	1	0	0.0 %	10.6 %	0	0	Saskatchewan
7271 : Carpenters	Saskatchewan	4	0	0.0 %	19.3 %	1	-1	Saskatchewan
7294 : Painters and decorators (except interior decorators)	Saskatchewan	4	0	0.0 %	5.7 %	0	0	Saskatchewan
7313 : Refrigeration and air conditioning mechanics	Saskatchewan	1	0	0.0 %	7.4 %	0	0	Saskatchewan
7384 : Other trades and related occupations, n.e.c.	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9241 : Power engineers and power systems operators	Saskatchewan	13	1	7.7 %	7.6 %	1	0	Saskatchewan
<b>10 : Clerical Personnel</b>		191	5	2.6 %	7.1 %	14	-9	
Employment Equity Occupational Group	Regina	191	5	2.6 %	7.1 %	14	-9	Regina
<b>11 : Intermediate Sales and Service Personnel</b>		18	0	0.0 %	9.2 %	2	-2	
Employment Equity Occupational Group	Regina	18	0	0.0 %	9.2 %	2	-2	Regina
<b>12 : Semi-Skilled Manual Workers</b>		4	0	0.0 %	8.3 %	0	0	
Employment Equity Occupational Group	Regina	4	0	0.0 %	8.3 %	0	0	Regina
<b>13 : Other Sales and Service Personnel</b>		88	1	1.1 %	10.4 %	9	-8	
Employment Equity Occupational Group	Regina	88	1	1.1 %	10.4 %	9	-8	Regina



Workplace Equity Information Management System - University of Regina

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**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area
			Representation #	Representation %			
<b>14 : Other Manual Workers</b>		14	0	0.0 %	2	-2	
<b>Employment Equity Occupational Group</b>	Regina	14	0	0.0 %	2	-2	Regina
<b>Total</b>		1327	49	3.7 %	56	-7	

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				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
<b>01 : Senior Managers</b>	National	23	1	4.3 %	10.1 %	2	-3	National
<b>02 : Middle and Other Managers</b>	National	148	7	4.7 %	15.0 %	22	-15	National
<b>03 : Professionals</b>		633	74	11.7 %	18.9 %	120	-46	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1112 : Financial and investment analysts	National	10	1	10.0 %	35.4 %	4	-3	National
1121 : Human resources professionals	National	12	1	8.3 %	14.1 %	2	-1	National
1122 : Professional occupations in business management consulting	National	3	0	0.0 %	21.6 %	1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	30	2	6.7 %	16.9 %	5	-3	National
2113 : Geoscientists and oceanographers	National	2	1	50.0 %	13.2 %	0	1	National
2153 : Urban and land use planners	National	2	0	0.0 %	12.8 %	0	0	National
2171 : Information systems analysts and consultants	National	23	3	13.0 %	31.4 %	7	-4	National
2172 : Database analysts and data administrators	National	11	1	9.1 %	32.3 %	4	-3	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	31.5 %	0	0	National
2175 : Web designers and developers	National	2	0	0.0 %	22.8 %	0	0	National
4011 : University professors and lecturers	National	425	53	12.5 %	19.1 %	81	-28	National
4021 : College and other vocational instructors	National	9	0	0.0 %	13.4 %	1	-1	National
4033 : Educational counsellors	National	61	8	13.1 %	14.7 %	9	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
4151 : Psychologists	National	1	0	0.0 %	8.5 %	0	0	National
4153 : Family, marriage and other related counsellors	National	2	0	0.0 %	10.5 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	13.6 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	1	0	0.0 %	26.3 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	21.9 %	1	0	National
4164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	18.5 %	0	1	National

**Workplace Equity Information Management System - University of Regina**  
**Workforce Analysis - Detailed Report**  
 Date: 2018-11-30

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
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	3	1	33.3 %	12.4 %	0	1	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	8	0	0.0 %	10.6 %	1	-1	National
5111 : Librarians	National	14	1	7.1 %	11.9 %	2	-1	National
5113 : Archivists	National	2	0	0.0 %	6.4 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	10.7 %	0	0	National
5122 : Editors	National	1	0	0.0 %	13.2 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>65</b>	<b>5</b>	<b>7.7 %</b>	<b>5.8 %</b>	<b>4</b>	<b>1</b>	
2211 : Chemical technologists and technicians	Saskatchewan	1	0	0.0 %	8.9 %	0	0	Saskatchewan
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	9.3 %	0	0	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	3	0	0.0 %	17.1 %	1	-1	Saskatchewan
2243 : Industrial instrument technicians and mechanics	Saskatchewan	2	0	0.0 %	7.5 %	0	0	Saskatchewan
2253 : Drafting technologists and technicians	Saskatchewan	2	0	0.0 %	6.3 %	0	0	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	4	0	0.0 %	2.8 %	0	0	Saskatchewan
2281 : Computer network technicians	Saskatchewan	18	3	16.7 %	8.8 %	2	1	Saskatchewan
2282 : User support technicians	Saskatchewan	13	2	15.4 %	7.9 %	1	1	Saskatchewan
5221 : Photographers	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
5241 : Graphic designers and illustrators	Saskatchewan	1	0	0.0 %	8.8 %	0	0	Saskatchewan
5242 : Interior designers and interior decorators	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
5252 : Coaches	Saskatchewan	9	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>05 : Supervisors</b>		<b>11</b>	<b>1</b>	<b>9.1 %</b>	<b>9.8 %</b>	<b>1</b>	<b>0</b>	
<b>Employment Equity Occupational Group</b>	Regina	<b>11</b>	<b>1</b>	<b>9.1 %</b>	<b>9.8 %</b>	<b>1</b>	<b>0</b>	Regina

Workplace Equity Information Management System - University of Regina

Workforce Analysis - Detailed Report

Date: 2018-11-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
<b>06 : Supervisors: Crafts and Trades</b>		10	0	0.0 %	1.1 %	0	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
7203 : Contractors and supervisors, pipefitting trades	Saskatchewan	4	0	0.0 %	0.0 %	0	0	Saskatchewan
7204 : Contractors and supervisors, carpentry trades	Saskatchewan	2	0	0.0 %	5.6 %	0	0	Saskatchewan
7303 : Supervisors, printing and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		78	5	6.4 %	5.3 %	4	1	
Employment Equity Occupational Group	Regina	78	5	6.4 %	5.3 %	4	1	Regina
<b>09 : Skilled Crafts and Trades Workers</b>		44	0	0.0 %	3.6 %	2	-2	
7241 : Electricians (except industrial and power system)	Saskatchewan	9	0	0.0 %	2.8 %	0	0	Saskatchewan
7251 : Plumbers	Saskatchewan	10	0	0.0 %	3.5 %	0	0	Saskatchewan
7252 : Steamfitters, pipefitters and sprinkler system installers	Saskatchewan	1	0	0.0 %	3.4 %	0	0	Saskatchewan
7271 : Carpenters	Saskatchewan	4	0	0.0 %	2.1 %	0	0	Saskatchewan
7294 : Painters and decorators (except interior decorators)	Saskatchewan	4	0	0.0 %	7.6 %	0	0	Saskatchewan
7313 : Refrigeration and air conditioning mechanics	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
7384 : Other trades and related occupations, n.e.c.	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9241 : Power engineers and power systems operators	Saskatchewan	13	0	0.0 %	4.2 %	1	-1	Saskatchewan
<b>10 : Clerical Personnel</b>		191	22	11.5 %	6.7 %	13	9	
Employment Equity Occupational Group	Regina	191	22	11.5 %	6.7 %	13	9	Regina
<b>11 : Intermediate Sales and Service Personnel</b>		18	3	16.7 %	11.9 %	2	1	
Employment Equity Occupational Group	Regina	18	3	16.7 %	11.9 %	2	1	Regina
<b>12 : Semi-Skilled Manual Workers</b>		4	0	0.0 %	8.8 %	0	0	
Employment Equity Occupational Group	Regina	4	0	0.0 %	8.8 %	0	0	Regina
<b>13 : Other Sales and Service Personnel</b>		88	19	21.6 %	19.3 %	17	2	
Employment Equity Occupational Group	Regina	88	19	21.6 %	19.3 %	17	2	Regina





Workplace Equity Information Management System - University of Regina

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**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
<b>14 : Other Manual Workers</b>		14	0	0.0 %	5.7 %	1	-3	
<b>Employment Equity Occupational Group</b>	Regina	14	0	0.0 %	5.7 %	1	-3	Regina
<b>Total</b>		1327	137	10.3 %	14.2 %	188	-51	

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 Regina

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Date: 2018-11-30

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01/02 : Managers	National	171	4	2.3 %	4.3 %	7	-3	National
03 : Professionals	National	633	9	1.4 %	3.8 %	24	-15	National
04 : Semi-Professionals and Technicians	National	65	1	1.5 %	4.6 %	3	-2	National
05 : Supervisors	National	11	0	0.0 %	13.9 %	2	-2	National
06 : Supervisors: Crafts and Trades	National	10	0	0.0 %	7.8 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	78	2	2.6 %	3.4 %	3	-1	National
09 : Skilled Crafts and Trades Workers	National	44	0	0.0 %	3.8 %	2	-2	National
10 : Clerical Personnel	National	191	8	4.2 %	7.0 %	13	-5	National
11 : Intermediate Sales and Service Personnel	National	18	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	4	1	25.0 %	4.8 %	0	1	National
13 : Other Sales and Service Personnel	National	88	5	5.7 %	6.3 %	6	-1	National
14 : Other Manual Workers	National	14	0	0.0 %	5.3 %	1	-1	National
<b>Total</b>		<b>1327</b>	<b>30</b>	<b>2.2 %</b>	<b>4.7 %</b>	<b>63</b>	<b>-33</b>	

Total may not equal sum of components due to rounding.

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



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**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: 2018-11-30

**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 Regina

**Workforce Analysis - Summary Report**

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**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	23	12	52.2 %	27.4 %	6	6
02 : Middle and Other Managers	148	70	47.3 %	38.9 %	58	12
03 : Professionals	633	336	53.1 %	49.3 %	312	24
04 : Semi-Professionals and Technicians	65	15	23.1 %	36.2 %	24	-9
05 : Supervisors	11	2	18.2 %	52.5 %	6	-4
06 : Supervisors: Crafts and Trades	10	2	20.0 %	5.4 %	1	1
07 : Administrative and Senior Clerical Personnel	78	68	87.2 %	80.7 %	63	5
09 : Skilled Crafts and Trades Workers	44	3	6.8 %	4.4 %	2	1
10 : Clerical Personnel	191	173	90.6 %	70.2 %	134	39
11 : Intermediate Sales and Service Personnel	18	3	16.7 %	65.7 %	12	-9
12 : Semi-Skilled Manual Workers	4	2	50.0 %	12.4 %	0	2
13 : Other Sales and Service Personnel	88	51	58.0 %	54.4 %	48	3
14 : Other Manual Workers	14	1	7.1 %	10.8 %	2	-1
<b>Total</b>	<b>1327</b>	<b>738</b>	<b>55.6 %</b>	<b>50.2 %</b>	<b>668</b>	<b>70</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Regina

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**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	23	1	4.3 %	2.9 %	1	0
02 : Middle and Other Managers	148	8	5.4 %	2.2 %	3	5
03 : Professionals	633	26	4.1 %	1.9 %	12	14
04 : Semi-Professionals and Technicians	65	0	0.0 %	4.8 %	3	-3
05 : Supervisors	11	1	9.1 %	5.9 %	1	0
06 : Supervisors: Crafts and Trades	10	0	0.0 %	3.0 %	0	0
07 : Administrative and Senior Clerical Personnel	78	5	6.4 %	6.4 %	5	0
09 : Skilled Crafts and Trades Workers	44	2	4.5 %	8.4 %	4	-2
10 : Clerical Personnel	191	5	2.6 %	7.1 %	14	-9
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	9.2 %	2	-2
12 : Semi-Skilled Manual Workers	4	0	0.0 %	8.3 %	0	0
13 : Other Sales and Service Personnel	88	1	1.1 %	10.4 %	9	-8
14 : Other Manual Workers	14	0	0.0 %	11.7 %	2	-2
<b>Total</b>	<b>1327</b>	<b>49</b>	<b>3.7 %</b>	<b>4.1 %</b>	<b>56</b>	<b>-7</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Regina

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**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	23	1	4.3 %	10.1 %	2	-1
02 : Middle and Other Managers	148	7	4.7 %	15.0 %	22	-15
03 : Professionals	633	74	11.7 %	18.9 %	120	-46
04 : Semi-Professionals and Technicians	65	5	7.7 %	5.8 %	4	1
05 : Supervisors	11	1	9.1 %	9.8 %	1	0
06 : Supervisors: Crafts and Trades	10	0	0.0 %	1.1 %	0	0
07 : Administrative and Senior Clerical Personnel	78	5	6.4 %	5.3 %	4	1
09 : Skilled Crafts and Trades Workers	44	0	0.0 %	3.6 %	2	-2
10 : Clerical Personnel	191	22	11.5 %	6.7 %	13	9
11 : Intermediate Sales and Service Personnel	18	3	16.7 %	11.9 %	2	1
12 : Semi-Skilled Manual Workers	4	0	0.0 %	8.8 %	0	0
13 : Other Sales and Service Personnel	88	19	21.6 %	19.3 %	17	2
14 : Other Manual Workers	14	0	0.0 %	5.7 %	1	-1
<b>Total</b>	<b>1327</b>	<b>137</b>	<b>10.3 %</b>	<b>14.2 %</b>	<b>188</b>	<b>-51</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Regina

**Workforce Analysis - Summary Report**

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**Persons with Disabilities**

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01/02 : Managers	171	4	2.3 %	4.3 %	7	-3
03 : Professionals	633	9	1.4 %	3.8 %	24	-15
04 : Semi-Professionals and Technicians	65	1	1.5 %	4.6 %	3	-2
05 : Supervisors	11	0	0.0 %	13.9 %	2	-2
06 : Supervisors: Crafts and Trades	10	0	0.0 %	7.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	78	2	2.6 %	3.4 %	3	-1
09 : Skilled Crafts and Trades Workers	44	0	0.0 %	3.8 %	2	-2
10 : Clerical Personnel	191	8	4.2 %	7.0 %	13	-5
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	5.6 %	1	-1
12 : Semi-Skilled Manual Workers	4	1	25.0 %	4.8 %	0	1
13 : Other Sales and Service Personnel	88	5	5.7 %	6.3 %	6	-1
14 : Other Manual Workers	14	0	0.0 %	5.3 %	1	-1
<b>Total</b>	<b>1327</b>	<b>30</b>	<b>2.2 %</b>	<b>4.7 %</b>	<b>63</b>	<b>-33</b>

Total may not equal sum of components due to rounding.





**Workforce Analysis - Summary Report**

Date: 2018-11-30

**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**

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**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>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>University of Regina</b>
<b>2018-11-30</b>

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	30

**Data from Subsequent/Current Workforce Analysis**

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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Employment Equity Occupational Group (EEOG)	<b>Table 1: Women</b>		
	First/Previous Workforce Analysis		
	All Employees	Women	
		Representation	Availability*
#	#	%	
01 Senior Managers	23	12	27.4
02 Middle & Other Managers	148	70	38.9
03 Professionals	633	336	49.3
04 Semi-Professionals & Technicians	65	15	36.2
05 Supervisors	11	2	52.5
06 Supervisors: Crafts & Trades	10	2	5.4
07 Administrative & Senior Clerical Personnel	78	68	80.7
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	44	3	4.4
10 Clerical Personnel	191	173	70.2
11 Intermediate Sales & Service Personnel	18	3	65.7
12 Semi-Skilled Manual Workers	4	2	12.4
13 Other Sales & Service Personnel	88	51	54.4
14 Other Manual Workers	14	1	10.8
<b>Total</b>	<b>1,327</b>	<b>738</b>	<b>50.2</b>

Employment Equity Occupational Group (EEOG)	<b>Table 5: Women</b>		
	Subsequent/Current Workforce Analysis		
	All Employees	Women	
		Representation	Availability*
#	#	%	
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
	0	0	0.0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.0</b>

<b>* Source:</b>
2006 Participation and Activity Limitation Survey

<b>* Source:</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>University of Regina</b>
<b>2018-11-30</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	30

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	23	1	2.9
02	Middle & Other Managers	148	8	2.2
03	Professionals	633	26	1.9
04	Semi-Professionals & Technicians	65	0	4.8
05	Supervisors	11	1	5.9
06	Supervisors: Crafts & Trades	10	0	3.0
07	Administrative & Senior Clerical Personnel	78	5	6.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	44	2	8.4
10	Clerical Personnel	191	5	7.1
11	Intermediate Sales & Service Personnel	18	0	9.2
12	Semi-Skilled Manual Workers	4	0	8.3
13	Other Sales & Service Personnel	88	1	10.4
14	Other Manual Workers	14	0	11.7
<b>Total</b>		<b>1,327</b>	<b>49</b>	<b>0.0</b>

Table 6: Aboriginal Peoples			
Subsequent/Current Workforce Analysis			
All Employees	Aboriginal Peoples		
	Representation	Availability*	
#	#	%	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
<b>0</b>	<b>0</b>	<b>0.0</b>	

<b>* Source:</b>
2006 Participation and Activity Limitation Survey

<b>* Source:</b>
0

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**University of Regina**  
**2018-11-30**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	30

**Data from Subsequent/Current Workforce Analysis**

↓                                      ↓                                      ↓

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

Employment Equity Occupational Group (EEOG)		<b>Table 3: Members of Visible Minorities</b>		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
#	#	%		
01	Senior Managers	23	1	10.1
02	Middle & Other Managers	148	7	15.0
03	Professionals	633	74	18.9
04	Semi-Professionals & Technicians	65	5	5.8
05	Supervisors	11	1	9.8
06	Supervisors: Crafts & Trades	10	0	1.1
07	Administrative & Senior Clerical Personnel	78	5	5.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	44	0	3.6
10	Clerical Personnel	191	22	6.7
11	Intermediate Sales & Service Personnel	18	3	11.9
12	Semi-Skilled Manual Workers	4	0	8.8
13	Other Sales & Service Personnel	88	19	19.3
14	Other Manual Workers	14	0	5.7
<b>Total</b>		<b>1,327</b>	<b>137</b>	<b>0.0</b>

<b>* Source:</b>
2006 Participation and Activity Limitation Survey

		<b>Table 7: Members of Visible Minorities</b>		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
#	#	%		
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.0</b>	

<b>* Source:</b>
0



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

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Start Date of Flow Data		
YYYY	MM	DD
2018	11	30

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			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

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

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

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

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

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



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YYYY	MM	DD
2018	11	30

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples 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>



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Start Date of Flow Data		
YYYY	MM	DD
2018	11	30

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

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

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Start Date of Flow Data		
YYYY	MM	DD
2018	11	30

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 1: Women**

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals										Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years					
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To	YYYY - YYYY			
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	Years	2018	2021											
	#	%	%	#	%	%	#	#	#	#	#	#	%	%	%	#	#	%	%					
01 Senior Managers	23	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-6	0	27.4%	27.4%	6	6	52.2%	52.2%					
02 Middle & Other Managers	148	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-12	0	38.9%	38.9%	12	12	47.3%	47.3%					
03 Professionals	633	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-24	0	49.3%	49.3%	24	24	53.1%	53.1%					
04 Semi-Professionals & Tech	65	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	9	0	36.2%	36.2%	-9	-9	23.1%	23.1%					
05 Supervisors	11	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	4	0	52.5%	52.5%	-4	-4	18.2%	18.2%					
06 Supervisors: Crafts & Trades	10	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-1	0	5.4%	5.4%	1	1	20.0%	20.0%					
07 Administrative & Sr Clerical	78	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-5	0	80.7%	80.7%	5	5	87.2%	87.2%					
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	44	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-1	0	4.4%	4.4%	1	1	6.8%	6.8%					
10 Clerical Personnel	191	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-39	0	70.2%	70.2%	39	39	90.6%	90.6%					
11 Intermediate Sales & Service	18	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	9	0	65.7%	65.7%	-9	-9	16.7%	16.7%					
12 Semi-Skilled Manual	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-2	0	12.4%	12.4%	2	2	50.0%	50.0%					
13 Other Sales & Service	88	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	-3	0	54.4%	54.4%	3	3	58.0%	58.0%					
14 Other Manual Workers	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.8%	10.8%	-1	-1	7.1%	7.1%					
Total	1,327	-100.0%		0	0.0%		0	0	0	0.0%	0	-72	0	50.2%	50.2%	72	72	55.6%	55.6%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	27.4	0	27.4%	
02 Middle & Other Managers	0	38.9	0	38.9%	
03 Professionals	0	49.3	0	49.3%	
04 Semi-Professionals & Tech	0	36.2	0	36.2%	
05 Supervisors	0	52.5	0	52.5%	
06 Supervisors: Crafts & Trades	0	5.4	0	5.4%	
07 Administrative & Sr Clerical	0	80.7	0	80.7%	
08 Skilled Sales & Service	0	0.0	0	0.0%	
09 Skilled Crafts & Trades	0	4.4	0	4.4%	
10 Clerical Personnel	0	70.2	0	70.2%	
11 Intermediate Sales & Service	0	65.7	0	65.7%	
12 Semi-Skilled Manual	0	12.4	0	12.4%	
13 Other Sales & Service	0	54.4	0	54.4%	

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Part 3: Goals

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14	Other Manual Workers	0	10.8	0	10.8%
Total		0	50.2	0	0.0

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**Part 3: Goals**

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**Data for First/Previous Goals**

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

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

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	Years	2018	2021						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	23	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	2.9%	2.9%	0	0	4.3%	4.3%
02 Middle & Other Managers	148	-100.0%		0	0.0%		0	0	8	0.0%	0	-5	0	2.2%	2.2%	5	5	5.4%	5.4%
03 Professionals	633	-100.0%		0	0.0%		0	0	26	0.0%	0	-14	0	1.9%	1.9%	14	14	4.1%	4.1%
04 Semi-Professionals & Tech	65	-100.0%		0	0.0%		0	0	0	0.0%	0	3	0	4.8%	4.8%	-3	-3	0.0%	0.0%
05 Supervisors	11	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	5.9%	5.9%	0	0	9.1%	9.1%
06 Supervisors: Crafts & Trades	10	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.0%	3.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	78	-100.0%		0	0.0%		0	0	5	0.0%	0	0	0	6.4%	6.4%	0	0	6.4%	6.4%
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	44	-100.0%		0	0.0%		0	0	2	0.0%	0	2	0	8.4%	8.4%	-2	-2	4.5%	4.5%
10 Clerical Personnel	191	-100.0%		0	0.0%		0	0	5	0.0%	0	9	0	7.1%	7.1%	-9	-9	2.6%	2.6%
11 Intermediate Sales & Service	18	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	9.2%	9.2%	-2	-2	0.0%	0.0%
12 Semi-Skilled Manual	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	8.3%	8.3%	0	0	0.0%	0.0%
13 Other Sales & Service	88	-100.0%		0	0.0%		0	0	1	0.0%	0	8	0	10.4%	10.4%	-8	-8	1.1%	1.1%
14 Other Manual Workers	14	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	11.7%	11.7%	-2	-2	0.0%	0.0%
<b>Total</b>	<b>1,327</b>	<b>-100.0%</b>		<b>0</b>	<b>0.0%</b>		<b>0</b>	<b>0</b>	<b>49</b>	<b>0.0%</b>	<b>0</b>	<b>-49</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>49</b>	<b>49</b>	<b>3.7%</b>	<b>3.7%</b>

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

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

‡ Workforce Analysis) ÷ 2) x 100.

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	2.9	0	2.9%	
02 Middle & Other Managers	0	2.2	0	2.2%	
03 Professionals	0	1.9	0	1.9%	
04 Semi-Professionals & Tech	0	4.8	0	4.8%	
05 Supervisors	0	5.9	0	5.9%	
06 Supervisors: Crafts & Trades	0	3.0	0	3.0%	
07 Administrative & Sr Clerical	0	6.4	0	6.4%	
08 Skilled Sales & Service	0	0.0	0	0.0%	
09 Skilled Crafts & Trades	0	8.4	0	8.4%	
10 Clerical Personnel	0	7.1	0	7.1%	
11 Intermediate Sales & Service	0	9.2	0	9.2%	
12 Semi-Skilled Manual	0	8.3	0	8.3%	
13 Other Sales & Service	0	10.4	0	10.4%	

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14	Other Manual Workers	0	11.7	0	11.7%
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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																		
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Persons with Disabilities								
		Number	Actual			Projected			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	Years	2018	2021								
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01/02	Managers	171	-100.0%		0	0.0%		0	0	4	0.0%	0	3	0	4.3%	4.3%	-3	-3	2.3%	2.3%
03	Professionals	633	-100.0%		0	0.0%		0	0	9	0.0%	0	15	0	3.8%	3.8%	-15	-15	1.4%	1.4%
04	Semi-Professionals & Tech	65	-100.0%		0	0.0%		0	0	1	0.0%	0	2	0	4.6%	4.6%	-2	-2	1.5%	1.5%
05	Supervisors	11	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	13.9%	13.9%	-2	-2	0.0%	0.0%
06	Supervisors: Crafts & Trades	10	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	7.8%	7.8%	-1	-1	0.0%	0.0%
07	Administrative & Sr Clerical	78	-100.0%		0	0.0%		0	0	2	0.0%	0	1	0	3.4%	3.4%	-1	-1	2.6%	2.6%
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	44	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	3.8%	3.8%	-2	-2	0.0%	0.0%
10	Clerical Personnel	191	-100.0%		0	0.0%		0	0	8	0.0%	0	5	0	7.0%	7.0%	-5	-5	4.2%	4.2%
11	Intermediate Sales & Service	18	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	4	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0	4.8%	4.8%	1	1	25.0%	25.0%
13	Other Sales & Service	88	-100.0%		0	0.0%		0	0	5	0.0%	0	1	0	6.3%	6.3%	-1	-1	5.7%	5.7%
14	Other Manual Workers	14	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	5.3%	5.3%	-1	-1	0.0%	0.0%
Total		1,327	-100.0%		0	0.0%		0	0	30	0.0%	0	-30	0	0.0%	0.0%	30	30	2.3%	2.3%

† 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 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	4.3	0	4.3%	
03	Professionals	0	3.8	0	3.8%	
04	Semi-Professionals & Tech	0	4.6	0	4.6%	
05	Supervisors	0	13.9	0	13.9%	
06	Supervisors: Crafts & Trades	0	7.8	0	7.8%	
07	Administrative & Sr Clerical	0	3.4	0	3.4%	
08	Skilled Sales & Service	0	0.0	0	0.0%	
09	Skilled Crafts & Trades	0	3.8	0	3.8%	
10	Clerical Personnel	0	7.0	0	7.0%	
11	Intermediate Sales & Service	0	5.6	0	5.6%	
12	Semi-Skilled Manual	0	4.8	0	4.8%	
13	Other Sales & Service	0	6.3	0	6.3%	
14	Other Manual Workers	0	5.3	0	5.3%	
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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	All Employees																			First/Previous Short-term Goals																			Members of Visible Minorities																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																																						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		YYYY-MM-DD	Annually						Over 3 Years	From - To	YYYY - YYYY																																			
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021																																													
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%																																						
01 Senior Managers	23	-100.0%		0	0.0%		0	0	1	0.0%	0	1	0	10.1%	10.1%	-1	-1	4.3%	4.3%																																						
02 Middle & Other Managers	148	-100.0%		0	0.0%		0	0	7	0.0%	0	15	0	15.0%	15.0%	-15	-15	4.7%	4.7%																																						
03 Professionals	633	-100.0%		0	0.0%		0	0	74	0.0%	0	46	0	18.9%	18.9%	-46	-46	11.7%	11.7%																																						
04 Semi-Professionals & Tech	65	-100.0%		0	0.0%		0	0	5	0.0%	0	-1	0	5.8%	5.8%	1	1	7.7%	7.7%																																						
05 Supervisors	11	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	9.8%	9.8%	0	0	9.1%	9.1%																																						
06 Supervisors: Crafts & Trades	10	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.1%	1.1%	0	0	0.0%	0.0%																																						
07 Administrative & Sr Clerical	78	-100.0%		0	0.0%		0	0	5	0.0%	0	-1	0	5.3%	5.3%	1	1	6.4%	6.4%																																						
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	44	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	3.6%	3.6%	-2	-2	0.0%	0.0%																																						
10 Clerical Personnel	191	-100.0%		0	0.0%		0	0	22	0.0%	0	-9	0	6.7%	6.7%	9	9	11.5%	11.5%																																						
11 Intermediate Sales & Service	18	-100.0%		0	0.0%		0	0	3	0.0%	0	-1	0	11.9%	11.9%	1	1	16.7%	16.7%																																						
12 Semi-Skilled Manual	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	8.8%	8.8%	0	0	0.0%	0.0%																																						
13 Other Sales & Service	88	-100.0%		0	0.0%		0	0	19	0.0%	0	-2	0	19.3%	19.3%	2	2	21.6%	21.6%																																						
14 Other Manual Workers	14	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	5.7%	5.7%	-1	-1	0.0%	0.0%																																						
Total	1,327	-100.0%		0	0.0%		0	0	137	0.0%	0	-137	0	0.0%	0.0%	137	137	10.3%	10.3%																																						

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

Workforce Analysis) ÷ 2) x 100.

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	0	10.1%	
02 Middle & Other Managers	0	15.0	0	15.0%	
03 Professionals	0	18.9	0	18.9%	
04 Semi-Professionals & Tech	0	5.8	0	5.8%	
05 Supervisors	0	9.8	0	9.8%	
06 Supervisors: Crafts & Trades	0	1.1	0	1.1%	
07 Administrative & Sr Clerical	0	5.3	0	5.3%	
08 Skilled Sales & Service	0	0.0	0	0.0%	
09 Skilled Crafts & Trades	0	3.6	0	3.6%	
10 Clerical Personnel	0	6.7	0	6.7%	
11 Intermediate Sales & Service	0	11.9	0	11.9%	
12 Semi-Skilled Manual	0	8.8	0	8.8%	
13 Other Sales & Service	0	19.3	0	19.3%	

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14	Other Manual Workers	0	5.7	0	5.7%
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**

Employment Equity Occupational Group (EOG)	All Employees												Subsequent/Current Short-term Goals							Women	
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		Yyyy - Yyyy								
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years	0	3	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 10: Women**

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

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

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

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

§ Workforce Analysis) ÷ 2) x 100.

**Table 12: Aboriginal Peoples**

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

Federal Contractors Program Achievement Report

Part 3: Goals

University of Regina

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

**Part 3: Goals**

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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 + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

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



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**Part 3: Goals**

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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**

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

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

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

‡ Workforce Analysis) ÷ 2) x 100.

**Table 16: Members of Visible Minorities**

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



Federal Contractors Program Achievement Report

Part 3: Goals

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

**Part 4: Results - Women**

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	23	12	52.2	27.4	6	6	190.4																	
	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
02 Middle & Other Managers	2018	148	70	47.3	38.9	58	12	121.6																	
	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
03 Professionals	2018	633	336	53.1	49.3	312	24	107.7																	
	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
04 Semi-Professionals & Technicians	2018	65	15	23.1	36.2	24	-9	63.7																	
	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
05 Supervisors	2018	11	2	18.2	52.5	6	-4	34.6																	
	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
06 Supervisors: Crafts & Trades	2018	10	2	20.0	5.4	1	1	370.4																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0	0.0	27.4	0.0	0	0.0	0.3	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	38.9	0.0	0	0.0	0.4	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	49.3	0.0	0	0.0	0.5	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	36.2	0.0	0	0.0	0.4	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	52.5	0.0	0	0.0	0.5	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	5.4	0.0	0	0.0	0.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Regina**

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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	78	68	87.2	80.7	63	5	108.0																
		0	0	0	0.0	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
09	Skilled Crafts & Trades Workers	2018	44	3	6.8	4.4	2	1	155.0																
		0	0	0	0.0	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	191	173	90.6	70.2	134	39	129.0																
		0	0	0	0.0	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	18	3	16.7	65.7	12	-9	25.4																
		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
12	Semi-Skilled Manual Workers	2018	4	2	50.0	12.4	0	2	403.2																
		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

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments			
		Flow Data					Short-term Goals					Long-term Goals													
		All Employees	Women				All Employees	Women				All Employees	Women												
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met												
#	#	%	%	#	%	%	%	#	%	%	%	#	%	%	%										
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	80.7	0.0	0	0.0	0.8	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	4.4	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	70.2	0.0	0	0.0	0.7	0.0												
		3	0	0	0.0			0.0	0.0			0.0	0.0												
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	65.7	0.0	0	0.0	0.7	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	12.4	0.0	0	0.0	0.1	0.0												
		3	0	0	0.0			0.0	0.0			0.0	0.0												

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#	#		
13	Other Sales & Service Personnel	2018	88	51	58.0	54.4	48	3	106.5																
		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
14	Other Manual Workers	2018	14	1	7.1	10.8	2	-1	66.1																
		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
Total		2018	1,327	738	55.6	50.2	666	72	110.8																
		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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%				
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	54.4	0.0	0	0.0	0.5	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	10.8	0.0	0	0.0	0.1	0.0		
		3	0	0	0.0			0.0	0.0			0.0	0.0		
Total		0	0	0	0.0	0	0.0	50.2	0.0	0	0.0	0.0	0.0		
		3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	23	1	4.3	2.9	1	0	149.9																	
	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
02 Middle & Other Managers	2018	148	8	5.4	2.2	3	5	245.7																	
	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
03 Professionals	2018	633	26	4.1	1.9	12	14	216.2																	
	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
04 Semi-Professionals & Technicians	2018	65	0	0.0	4.8	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
05 Supervisors	2018	11	1	9.1	5.9	1	0	154.1																	
	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
06 Supervisors: Crafts & Trades	2018	10	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	0	0	0	0.0	0	0.0	2.9	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	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	1.9	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	4.8	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	5.9	0.0	0	0.0	0.1	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	3.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Regina**

**43434**

<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	Actual	Expected	Difference	Actual	Expected	Difference			
07	Administrative & Senior Clerical	2018	78	5	6.4	6.4	5	0	100.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	44	2	4.5	8.4	4	-2	54.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	191	5	2.6	7.1	14	-9	36.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	18	0	0.0	9.2	2	-2	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	4	0	0.0	8.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees		Aboriginal Peoples			All Employees		Aboriginal Peoples			All Employees		Aboriginal Peoples			All Employees		Aboriginal Peoples			
		#	%	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	6.4	0.0	0	0.0	0.1	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	8.4	0.0	0	0.0	0.1	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	7.1	0.0	0	0.0	0.1	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	9.2	0.0	0	0.0	0.1	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	8.3	0.0	0	0.0	0.1	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference		Actual	Expected		Difference						
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13 Other Sales & Service Personnel	2018	88	1	1.1	10.4	9	-8	10.9																
	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
14 Other Manual Workers	2018	14	0	0.0	11.7	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
Total	2018	1,327	49	3.7	0.0	0	49	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	10.4	0.0	0	0.0	0.1	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	11.7	0.0	0	0.0	0.1	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		

**Federal Contractors Program Achievement Report**

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

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
01&02 Managers	2018	171	4.3	2.3	4.3	7	-3	54.4																
	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	633	9.1	1.4	3.8	24	-15	37.4																
	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	65	1.5	1.5	4.6	3	-2	33.4																
	0	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	11	0.3	0.0	13.9	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	0
06 Supervisors: Crafts & Trades	2018	10	0.3	0.0	7.8	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	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				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	4.3	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			
03 Professionals	0	0	0.0	0	0.0	3.8	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			
04 Semi-Professionals & Technicians	0	0	0.0	0	0.0	4.6	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			
05 Supervisors	0	0	0.0	0	0.0	13.9	0.0	0	0.0	0.1	0.0			
	3	0	0.0	0.0	0.0	0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	0	0	0.0	0	0.0	7.8	0.0	0	0.0	0.1	0.0			
	3	0	0.0	0.0	0.0	0.0	0.0			0.0	0.0			



**Federal Contractors Program Achievement Report**

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

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2018	78	2	2.6	3.4	3	-1	75.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	44	0	0.0	3.8	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	191	8	4.2	7.0	13	-5	59.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	18	0	0.0	5.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	4	1	25.0	4.8	0	1	520.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
07	Administrative & Senior Clerical	0	0	0	0	0.0	3.4	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		
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	3.8	0.0	0	0.0	0.0	0.0		
10	Clerical Personnel	0	0	0	0	0.0	7.0	0.0	0	0.0	0.1	0.0		
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	5.6	0.0	0	0.0	0.1	0.0		
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	4.8	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
13 Other Sales & Service Personnel	2018	88	5	5.7	6.3	6	-1	90.2																	
	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
14 Other Manual Workers	2018	14	0	0.0	5.3	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	0
Total	2018	1,327	30	2.3	0.0	0	30	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	6.3	0.0	0	0.0	0.1	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	5.3	0.0	0	0.0	0.1	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		

**Federal Contractors Program Achievement Report**

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

**University of Regina**

**43434**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	23	1	4.3	10.1	2	-1	43.0																	
	0	0	0	0.0	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	148	7	4.7	15.0	22	-15	31.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	633	74	11.7	18.9	120	-46	61.9																	
	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
04 Semi-Professionals & Technicians	2018	65	5	7.7	5.8	4	1	132.6																	
	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
05 Supervisors	2018	11	1	9.1	9.8	1	0	92.8																	
	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
06 Supervisors: Crafts & Trades	2018	10	0	0.0	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities				Goal	Visible Minorities		
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%			
01 Senior Managers	0	0	0	0.0	0	0	0.0	10.1	0.0	0	0.0	0.1	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	0.2	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	18.9	0.0	0	0.0	0.2	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	5.8	0.0	0	0.0	0.1	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	9.8	0.0	0	0.0	0.1	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	1.1	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 7: Results - Members of Visible Minorities**

**University of Regina**

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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	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	78	5	6.4	5.3	4	1	120.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	44	0	0.0	3.6	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	191	22	11.5	6.7	13	9	171.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	18	3	16.7	11.9	2	1	140.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	4	0	0.0	8.8	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									
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%							
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	5.3	0.0	0	0.0	0.1	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	3.6	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	6.7	0.0	0	0.0	0.1	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	11.9	0.0	0	0.0	0.1	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	8.8	0.0	0	0.0	0.1	0.0									
		3	0	0	0.0			0.0	0.0			0.0	0.0									

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

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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 (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2018	88	19	21.6	19.3	17	2	111.9																	
	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
14 Other Manual Workers	2018	14	0	0.0	5.7	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
Total	2018	1,327	137	10.3	0.0	0	137	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	19.3	0.0	0	0.0	0.2	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	5.7	0.0	0	0.0	0.1	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		



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>University of Regina</b>
<b>43434</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):



## Employment Equity Survey

**Thank you in advance for your contribution to diversity and inclusion at the University of Regina by completing this survey. Please note that:**

- The completion of your self-declaration is voluntary and your individual responses will be kept confidential;
- You can revise your self-declaration at any time;
- You are able to self-declare as belonging to more than one of the diversity groups; and
- You can complete a paper copy of this survey by phoning (306) 585-4610 and a paper copy will be mailed out to you.

**Aboriginal Peoples (Native Canadians)**  Yes  No

Aboriginal peoples are native Canadians who identify themselves as Status Indian, Non-Status Indian, Inuit or Metis. Based on this description, are you an Aboriginal Person?

**Persons from Visible Minority Groups**  Yes  No

Members of visible minority groups are persons, other than Aboriginal people and Caucasians, who are people of colour. Based on this description, are you a member of the Visible Minority demographic?

**Persons with Disabilities**  Yes  No

Persons with disabilities are considered to be persons who:

- i. Have any persistent physical, intellectual, mental, psychological, sensory or learning impairment that:
  - a. Requires a technical device and/or personal support or service which enables such persons to perform the essential functions of a job; and/or,
  - b. Requires some form of accommodation such as extra rest breaks, time off/leave to obtain treatment as necessary, or modification to job responsibility, job site, or work hours

AND

- ii. Consider themselves to be, and believe an employer or potential employer would consider them to be, disadvantaged in finding, retaining, or advancing in employment because of that condition.

Based on this description do you have a disability?

**May we contact you in relation to Representative Workforce Strategy initiatives?**  Yes  No

**I choose not to self-declare**  Yes

Completed copies of this form are to be marked "personal and confidential" and sent to  
Dezreine Leon, Human Resources – Administration Humanities Building, Room 435.  
Phone: 306-585-4610.

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** University of Regina

**Primary Location:** Regina, Saskatchewan

**Number of Employees:** 1327

**Organization Overview:**

NAICS 6113 (*Universities*)

The University of Regina is a public research university. It helps create capacity for social, cultural and economic development, and has long been recognized as an economic driver in the local economy.

### Key Dates – First Year Assessment

Initiated: 2018-11-30

Received: 2018-11-30

Workforce Analysis: 2018-11-30

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	1327	100
Number of questionnaires returned:	1276	96
Number of completed questionnaires returned:	1276	96

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

## Observations:

- The original submission of the survey was incomplete. It did not indicate that it could be updated at any time nor that participation was voluntary and information kept confidential. The organization also established means for accepting paper versions of the survey. The self-identification questionnaire was updated accordingly, with the missing information mentioned above, and a memo highlighting the updates was sent back out to all employees.

**WORKFORCE ANALYSIS & GOAL SETTING**

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations: none

**SUMMARY OF GOALS****Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
04	Semi-Professionals & Technicians	-9	36.2	36.2	23.1	36.2
05	Supervisors	-4	52.5	52.5	18.2	52.5
11	Inter. Sales & Service Personnel	-9	65.7	65.7	16.7	65.7
14	Other Manual Workers	-1	10.8	10.8	7.1	10.8

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.
- EEOG 05: the organization has set hiring and promotion goals for the representation of women above 50% in this category.
- EEOG 11: the organization has set hiring and promotion goals for the representation of women above 50% in this category.

### Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
04	Semi-Professionals & Technicians	-3	4.8	4.8	0.0	4.8
09	Skilled Crafts & Trades Workers	-2	8.4	8.4	4.5	8.4
10	Clerical Personnel	-9	7.1	7.1	2.6	7.1
11	Inter. Sales & Service Personnel	-2	9.2	9.2	0.0	9.2
13	Other Sales & Service Personnel	-8	10.4	10.4	1.1	10.4
14	Other Manual Workers	-2	11.7	11.7	0.0	11.7

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

### Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	10.0	10.0	4.3	10.1
02	Middle & Other Managers	-15	15.0	15.0	4.7	15.0
03	Professionals	-46	18.9	18.9	11.7	18.9
09	Skilled Crafts & Trades Workers	-2	3.6	3.6	0.0	3.6
14	Other Manual Workers	-1	5.7	5.7	0.0	5.7

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

### Persons with Disabilities

Workforce Analysis Results	Goals	Representation	LMA
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Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
01/02	Managers	-3	4.3	4.3	2.3	4.3
03	Professionals	-15	3.8	3.8	1.4	3.8
04	Semi-Professionals & Technicians	-2	4.6	4.6	1.5	4.6
05	Supervisors	-2	13.9	13.9	0.0	13.9
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
07	Admin. & Senior Clerical Personnel	-1	3.4	3.4	2.6	3.4
09	Skilled Crafts & Trades Workers	-2	3.8	3.8	0.0	3.8
10	Clerical Personnel	-5	7.0	7.0	4.2	7.0
11	Inter. Sales & Service Personnel	-1	5.6	5.6	0.0	5.6
13	Other Sales & Service Personnel	-1	6.3	6.3	5.7	6.3
14	Other Manual Workers	-1	5.3	5.3	0.0	5.3

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- We noted that the organization has set hiring and promotion goals for the representation of women above 50% in two EEOGs. Please note that the Labour Program has a policy of not requiring that a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders.
- As a number of gaps are still 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.
  - 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 may 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.

**Name of Analyst: Céline Brown**

**Date: December 20, 2018**

## Nyirasafari, Ange AN [NC]

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**From:** Brown, Celine E [NC] on behalf of EE-EME  
**Sent:** January 16, 2019 8:21 AM  
**To:** 'VP Research'  
**Cc:** 'Neil Brotheridge'  
**Subject:** Government of Canada Agreement Number: 080016 – Notification of Compliance with the Federal Contractors Program (University of Regina)

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

Dear Dave Malloy:

I am writing to inform you that the compliance assessment initiated on November 30, 2018 has been completed. As a result of the assessment, University of Regina 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 Regina's employment equity program.

- We noted that the organization has set hiring and promotion goals for the representation of women above 50% in two EEOGs. Please note that the Labour Program has a policy of not requiring that a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders.
- As a number of gaps are still 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.
  - 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 may 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.

### 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 November 20, 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 Regina 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 Regina 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 Céline Brown at [Celine.Brown@labour-travail.gc.ca](mailto:Celine.Brown@labour-travail.gc.ca).

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

Workplace Equity Team

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



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



## Nyirasafari, Ange AN [NC]

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**From:** Brown, Celine E [NC]  
**Sent:** December 20, 2018 1:10 PM  
**To:** 'Neil Brotheridge'; Danni Kenzle  
**Subject:** RE: RE: Employment Equity (WEIMS access)

Hi Neil,

Thank you for providing the information regarding the number of employees that completed the survey. This would confirm that over 80% of your workforce completed it as required.

Please note that the Goal Setting Report is no longer required as all that information is now captured directly in the Achievement Report (Excel). The Achievement Report was already submitted and populated accordingly. I will continue with my assessment review and inform you once it is completed.

In the meantime, should you have any additional questions or concerns, please do not hesitate to let me know.

Thanks again and have a great day!

**Céline Brown**

Agente de programme / Program Officer

Équipe de l'équité en milieu de travail – Programme du travail / Workplace Equity Team – Labour Program

[celine.brown@labour-travail.gc.ca](mailto:celine.brown@labour-travail.gc.ca) / Tél. : 819-654-4400

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**From:** Neil Brotheridge [<mailto:Neil.Brotheridge@uregina.ca>]  
**Sent:** December-20-18 10:06 AM  
**To:** Brown, Celine E [NC]; Danni Kenzle  
**Subject:** RE: RE: Employment Equity (WEIMS access)

Good Morning Celine,

In answer to your first question:

Number of employees the questionnaire was sent to: 1327

Number of questionnaires returned: 1276

Number of completed questionnaires returned: 1276

(Under our electronic system you either complete the form - which would be considered "returned" or you don't complete the form so the number returned matches the completed forms returned)

We are having problems with Goal Setting Report. The system will not let any of us go into the Goal Setting Report. Can you tell us how we do this?

Thanks

Neil Brotheridge

Director, Organizational Development and People Programs

University of Regina

T: (306) 585-4452



**SASKATCHEWAN'S  
TOP EMPLOYERS**

>>> <celine.brown@labour-travail.gc.ca> 2018-12-17 6:54 AM >>>

Good morning Danni and Neil,

I'm following up to my email below from December 6<sup>th</sup> regarding additional information required for your 2<sup>nd</sup> level compliance assessment. Please send along the information as soon as possible as I cannot begin the review until I have this information.

If you have any questions or concerns, please do not hesitate to let me know.

Thanks again!

**Céline Brown**

Agente de programme / Program Officer

Équipe de l'équité en milieu de travail – Programme du travail / Workplace Equity Team – Labour Program

celine.brown@labour-travail.gc.ca / Tél. : 819-654-4400

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**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME  
**Sent:** December-06-18 11:00 AM  
**To:** 'Danni Kenzle'  
**Cc:** Neil Brotheridge  
**Subject:** RE: RE: Employment Equity (WEIMS access)

Good morning Danni,

Thank you again for your submission from last Friday, November 30<sup>th</sup>, 2018. After reviewing the documentation provided, I do require some additional information before being able to proceed with the formal review:

1. You indicate in the Workforce Analysis that you have 1327 employees however, only 157 forms were completed and returned, is this accurate? Could you please reconfirm using the table below?

*\*Note: In order for your survey to be meaningful and capture a majority of your workforce, at least 80% of employees need to complete it and return it.*

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

2. Also, no need to add numerical goals as % goals are acceptable.
3. Please disregard forms 4, 5, 6 as they are not required for the first level assessment (my apologies for any confusion I may have caused you).
4. Lastly, in regards to the goals set for the Women's group. Please note that it is not required that a goal be set in cases where women are represented at 50% or above in any occupational group,

regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders. I will ask that you please revise the goals set for this designation group so they are more realistic and achievable for your organization in the short term.

As always, if you have any questions or concerns, please do not hesitate to contact me.

Thanks again and have a great day!

Céline Brown

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)



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

---

**From:** Danni Kenzle [<mailto:Danni.Kenzle@uregina.ca>]  
**Sent:** November-30-18 4:17 PM  
**To:** EE-EME  
**Cc:** Neil Brotheridge  
**Subject:** RE: RE: Employment Equity (WEIMS access)

Hi Celine,

I believe this is all the information you need:

1. A blank copy of our final **Workforce Survey Questionnaire** is attached

2. **Workforce Survey Results:**

2 a. All permanent full-time and permanent part-time employees are surveyed the first time they log into our UR Self-Service system. Given our business requirements, it would be rare for one of these employees to have never logged into the UR Self-Service system.

2 b. Our survey form is electronic. It only saves data if the form is completed. We do not track blank or partially completed questionnaires. We did not receive any blank paper copies back.

2 c. The chart below shows the completed survey forms from permanent full-time and permanent part-time employees for the past 5 years:

year	forms completed
2014	133
2015	147
2016	106
2017	86
2018	157

3. **Workforce Analysis** – copies of our Summary Report and Detailed Report are attached
4. **Achievement Report** – an Achievement Report is attached. Please note, I do not have access to numerical goals so have left most of that section at 0. This section will be updated when everyone is back in the office on Monday, December 3, 2018.

As discussed on the phone, I was not able to save PDF versions of forms 4, 5, or 6 so have not attached them.

I really appreciate the help and guidance you provided today. Please do not hesitate to let me know if you need anything else.

Have a great weekend.

Kind regards,  
Danni

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**Danni Kenzle**  
HR Business Partner  
University of Regina  
Treaty 4 Territory and Homelands of the Metis people  
Phone: [306-585-4166](tel:306-585-4166)

Please consider the environment before printing this email.

This e-mail message is privileged and/or confidential and is only for the intended recipient(s). If you have received this message in error, please advise the sender by return e-mail immediately, and permanently delete this message

>>> On 11/30/2018 at 10:54 AM, in message <[E60C4A8DC70E3B4AA1EE4DD7E842532A4939B289@MLEM2138.hrdc-drhc.net](mailto:E60C4A8DC70E3B4AA1EE4DD7E842532A4939B289@MLEM2138.hrdc-drhc.net)>, <[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)> wrote:  
Not a problem Danni – I will do all I can to help you in a timely manner.

So it appears that only Neil Brotheridge and Christa Walsh currently have access to the WEIMS system. Since Neil is the one who entered the Workforce Analysis Results into the system, I wonder whether or not he would have completed an Achievement Report? Unfortunately, I would have no way of knowing this but it is possible he has completed it and saved it somewhere.

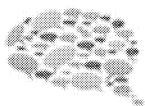
Having said that, if access for yourself is required, you will need to please complete and submit an [Authorization Form to Access WEIMS](#). Also, please confirm if Christa's access should remain or be revoked.

Once sent, I can grant you access immediately.

Thanks,  
Céline Brown  
Équipe de l'équité en emploi / Workplace Equity Team

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

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



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

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**From:** Danni Kenzle [<mailto:Danni.Kenzle@uregina.ca>]  
**Sent:** November-30-18 11:30 AM  
**To:** EE-EME  
**Subject:** RE: RE: Employment Equity (WEIMS access)

I appreciate your guidance.

Can you please tell me how and where to log into WEIMS? I'm sorry for all the questions but I'm just coming into this at the end of the process to pull all of this info together.

Kind regards,  
Danni

>>> On 11/30/2018 at 10:24 AM, in message <[E60C4A8DC70E3B4AA1EE4DD7E842532A4939B253@MLEM2138.hrdc-drhc.net](mailto:E60C4A8DC70E3B4AA1EE4DD7E842532A4939B253@MLEM2138.hrdc-drhc.net)>, <[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)> wrote:  
Hi Danni,

No worries, I can certainly help guide you ☺

- I am able to see in WEIMS that you have completed your Workforce Analysis Results. You will need to go back into the WEIMS system and "run the report" for both the Summary Report and Detailed Report. Save them as PDFs.
- As for the Achievement Report, it is an Excel spreadsheet that must be completed using the data gathered from your Workforce Analysis Results. It can be found on the WEIMS HELP page, under FCP documents but, I have gone ahead and attached above for you (along with a guide for completion). Keep backup copies as you will need this information moving forward.

All the documentation referenced must be submitted, together, via email to [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

If you still have further questions or concerns, please do not hesitate to let me know. If you prefer to speak by phone, I would be glad to set something up.

Thanks again,  
Céline Brown  
Équipe de l'équité en emploi / Workplace Equity Team

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

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



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

---

**From:** Danni Kenzle [<mailto:Danni.Kenzle@uregina.ca>]  
**Sent:** November-30-18 10:46 AM  
**To:** EE-EME  
**Subject:** RE: RE: Employment Equity (WEIMS access)

Hello Céline,

We have information to answer points 1 and 2 below and will forward that on to you shortly. However, we are unclear on what specifics are required to answer points 3 and 4. Can you please send specific details on what content and format you are looking for in the Summary Report, Detailed Report and Achievement Report?

I appreciate your help and will do everything in my power to get you the requested information today.

Kind regards,  
Danni

---

**Danni Kenzle**  
HR Business Partner  
University of Regina  
Treaty 4 Territory and Homelands of the Metis people  
Phone: [306-585-4166](tel:306-585-4166)

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>>> On 11/30/2018 at 8:40 AM, in message <E60C4A8DC70E3B4AA1EE4DD7E842532A4939ADC8@MLEM2138.hrdc-drhc.net>, <ee-eme@hrsdcc.gc.ca> wrote:

Good morning Danni,

Thank you for sharing the updated survey and email sent out to all staff.

As for the submission itself, I will ask that you please submit all of your documentation in one email for your 1<sup>st</sup> level compliance assessment to the following mailbox: [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca). From there, I will begin reviewing the submission and be able to inform you if there are any gaps or missing requirements.

As a reminder, the following information is required for your 1<sup>st</sup> level compliance submission :

1. A blank copy of your final **Workforce Survey Questionnaire** that was used to gather your employment equity data from your employees,
2. **Workforce Survey Results** – the following three numbers should be included in the body of your email:
  - a. The number of self-identification questionnaires sent out to employees or the number of permanent full-time and permanent part-time employees who were surveyed.
  - b. The total number of blank, partially and fully completed self-identification questionnaires that were returned.
  - c. The number of fully completed self-identification questionnaires returned.
3. **Workforce Analysis** – a copy of your Summary Report and Detailed Report. Also, please indicate if you have granted Labour Program ESDC officers access to view your workforce analysis results in the body of your email.
4. **Achievement Report** – a completed Achievement Report file in Excel format that includes your numerical short-term and long-term goals.

Please submit your information asap today so it is not late.

Should you have any additional questions or concerns, please do not hesitate to let me know.  
Thanks again and have a great Friday!

Céline Brown  
Équipe de l'équité en emploi / Workplace Equity Team

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

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



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---

**From:** Danni Kenzle [<mailto:Danni.Kenzle@uregina.ca>]  
**Sent:** November-29-18 3:14 PM  
**To:** EE-EME  
**Cc:** Neil Brotheridge  
**Subject:** Fwd: RE: Employment Equity (WEIMS access)

Hello Céline,

Neil is away this week and has asked me to follow up regarding the outstanding action items referenced in his November 21, 2018 e-mail below.

1. An e-mail has been sent from our President to all faculty and staff encouraging them to update their self-declaration survey and informing them of the various options for completing the survey (online, paper). I've attached a copy of this e-mail for your reference.

2. We have updated our survey so people can complete it online or on paper (see attached).

Please let me know if you require any further information or confirmation of actions the University has taken in regards to the Compliance Assessment due November 30<sup>th</sup>, 2018.

Kind regards,  
Danni

---

**Danni Kenzle**  
HR Business Partner  
University of Regina  
Treaty 4 Territory and Homelands of the Metis people  
Phone: [306-585-4166](tel:306-585-4166)

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>>> <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)> 2018-11-21 2:43 PM >>>

Hi again Neil,

Based on the information provided below and the next steps you've identified (such as providing us the updated survey and the President's follow up email to all staff), I do not see at this time anything that would be missing for your 1<sup>st</sup> level compliance assessment to be considered complete.

As always, I'm available if you have any additional questions or concerns.

Thanks again and have a great end of day!

**Céline Brown**

**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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**From:** Neil Brotheridge [<mailto:Neil.Brotheridge@uregina.ca>]

**Sent:** November-21-18 3:05 PM

**To:** EE-EME

**Subject:** RE: Employment Equity (WEIMS access)

Hello Celine,

I just want to check the expectations.

- We have prepared all of our data and loaded it into the WEIMS system. I have provided access to the system.
- We have updated our Self-declaration database so that the self-declaration can be updated whenever the individual wishes and included that participation is voluntary; and that the information is confidential.
- We have established a system for the University to accept paper versions of the self-declaration form.

- Our President will be sending an email out shortly encouraging people to go in and update their self-declaration survey and telling them telling people that they can do a paper version of the self-declaration form if they wish.
- Once this email is sent I will send you a copy of the revised self-declaration form and a copy of the email.

Is there anything that I may have missed for the November 30 deadline?

Thank you

Neil Brotheridge  
Director, Organizational Development and People Programs  
University of Regina  
T: (306) 585-4452



>>> <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)> 2018-11-21 12:10 PM >>>  
Good afternoon Neil,

I am simply following up in regards to my email below in hopes that you've been able to access the WEIMS system and, that you are still on track to submit your 1st level compliance assessment on November 30<sup>th</sup>, 2018.

If you have any questions or concerns, please do not hesitate to let me know.

Thanks and have a great day!

**Céline Brown**  
Équipe de l'équité en emploi / Workplace Equity Team

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

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada

[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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---

**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME  
**Sent:** November-08-18 11:19 AM  
**To:** 'Neil Brotheridge'  
**Subject:** RE: Employment Equity (WEIMS access)

Hi Neil,

I can certainly provide you with your employer number for access to the WEIMS system; it is 080016.

If for whatever reason you are still having difficulty, please do not hesitate to let me know.

Thanks again and have a great day!

**Céline Brown**  
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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---

**From:** Neil Brotheridge [<mailto:Neil.Brotheridge@uregina.ca>]  
**Sent:** November-08-18 10:52 AM  
**To:** Brown, Celine E [NC]  
**Subject:** Re: Employment Equity

Dear Celine,

Could you possibly provide me with the Employer Number for the University of Regina to access WEIMS? None of our usual employer numbers seem to be working to access the system.

Thank you.

Neil Brotheridge  
Director, Organizational Development and People Programs  
University of Regina  
T: (306) 585-4452



**SASKATCHEWAN'S  
TOP EMPLOYERS**

>>> VP Research <[vp.research@uregina.ca](mailto:vp.research@uregina.ca)> 2018-11-08 9:26 AM >>>

Dear Celine

The contact person is Neil Brotheridge. I have ccd him on this email.

Sincerely

Dave

DC Malloy, PhD

Vice President (Research)

University of Regina

Canada

Sent from my iPhone

On Nov 8, 2018, at 08:53, <[celine.brown@labour-travail.gc.ca](mailto:celine.brown@labour-travail.gc.ca)> <[celine.brown@labour-travail.gc.ca](mailto:celine.brown@labour-travail.gc.ca)> wrote:

Good Morning Mr. Malloy,

I am attempting to communicate with Nathan Grudnizki regarding your 1<sup>st</sup> Compliance Assessment submission which is due to us on November 30, 2018 however, his email no longer seems to be valid.

Can you please confirm for me whom I can communicate with in regards to Employment Equity.

Thank you in advance for your support and have a great day!

**Céline Brown**

Agente de programme / Program Officer

Équipe de l'équité en milieu de travail – Programme du travail / Workplace Equity Team – Labour Program

[celine.brown@labour-travail.gc.ca](mailto:celine.brown@labour-travail.gc.ca) / Tél. : 819-654-4400

---

**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME

**Sent:** November-08-18 8:44 AM

**To:** 'Nathan.Grudnizki@uregina.ca'

**Subject:** RE: Employment Equity

Good morning Nathan,

I hope you're doing well. I wanted to introduce myself; my name is Céline Brown and I am the Program Officer now assigned to the University of Regina's file under the Federal Contractor's Program.

I am following up on the email exchanges you had previously with Alicia Dobney. I am unsure if a response was provided to your email dated July 4, 2018 therefore I wanted to touch base with you and re-confirm the requirements for the 1<sup>st</sup> Compliance Assessment due November 30<sup>th</sup>, 2018.

Regarding the survey itself, it did not meet all of our requirements as it failed to provide the following information to employees:

- It was not made available in alternative formats, and;
- It did not indicate how and where employees can update their information after the survey has been completed and submitted.

Please note that although the survey did not meet all requirements, you are not required to have employees complete the survey again. You must, however, ensure you do the following:

- Update your Employment Equity Self-ID Questionnaire to reflect the missing information mentioned above, and;
- Send an email to all-staff informing them of the above information (simply indicate how they can obtain it in alternative formats and how they can update their information after the fact), and;
- Finally, send us the updated copy of your survey for our records.

Should you have additional questions or concerns regarding any of the required documentation, please do not hesitate to let me know. If you prefer, I am also available anytime to speak with you by phone.

Thanks again and have a great day!

**Céline Brown**  
Équipe de l'équité en emploi / Workplace Equity Team

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

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---

**From:** Nathan Grudnizki [<mailto:Nathan.Grudnizki@uregina.ca>]  
**Sent:** July-04-18 5:58 PM  
**To:** Dobney, Alicia A  
**Subject:** RE: Employment Equity

Hi Alicia, I have reviewed our Equity survey May 2018 report and thought you would benefit from knowing that it had a 94.9% response rate from population of 1981. As this is so recent, I would prefer not to request essentially the same data again as it may not receive the same response rate.

Thoughts on using this data to continue?

**Nathan Grudnizki, CPHR**  
HR Partner/Analyst  
Organizational Development & People Programs

University of Regina  
Phone: 306-585-4164

3737 Wascana Parkway  
Regina SK S4S 0A2  
[www.uregina.ca/hr](http://www.uregina.ca/hr)

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>>> <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)> 7/4/2018 11:55 AM >>>  
That's great if you are already surveying your workforce on employment equity!

Please send me a copy of your latest survey at your earliest convenience and I will let you know if it meets our requirements.

Thanks!

A.

---

**From:** Nathan Grudnizki [<mailto:Nathan.Grudnizki@uregina.ca>]  
**Sent:** July-04-18 1:52 PM  
**To:** Dobney, Alicia A  
**Subject:** RE: Employment Equity

Hi Alicia, nice to meet you and thanks for the quick response.

I am currently reviewing the quick reference guide and other resources it is leading too. I will compare with the current process at the university and send any questions to you. We do track our employment equity groups regularly. Is there a requirement to complete a new survey, specific to the FCP if we have done one recently? I will track down our survey and send it to you for review if needed.

thanks

Nathan  
>>> <[alicia.dobney@labour-travail.gc.ca](mailto:alicia.dobney@labour-travail.gc.ca)> 7/4/2018 6:50 AM >>>  
Hi Nathan,

My name is Alicia and I am the Program Officer assigned to the University of Regina's file under the Federal Contractor's Program. Nice to virtually meet you!

I'm happy to hear that you are looking to begin working on your submission (which is due to us on November 30, 2018). Your first step will be to create a Self-ID Questionnaire that will be sent out to staff to allow them to self-identify as a member of one of the 4 designated groups. We do have a few requirements that need to be included on your questionnaire, so I would ask that you send me a copy for approval before you survey your workforce (to avoid having to re-survey if the questionnaire was missing any requirements).

Once the survey is complete, you upload the results into our Workplace Equity Information Management System (WEIMS) in order to generate a "Workforce Analysis". Your Workforce Analysis

will identify any places where you may have gaps in representation for the 4 designated groups. Following this and in order to address the gaps your organization might have, you will be setting goals using our Achievement Report.

All of these elements are required to be submitted to us for your 1<sup>st</sup> Compliance Assessment submission, and I am happy to walk you through the entire process one step at a time.

For your reference, I am attaching a copy of the Quick Reference Guide, which is a step-by-step guidance document that will help explain what needs to be done for your submission. If you'd like, I am also happy to set up a call with you any time this week to discuss further – just let me know when you are available!

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

<image002.png><image003.png>

**From:** [nathan.grudnizki@uregina.ca](mailto:nathan.grudnizki@uregina.ca) [<mailto:nathan.grudnizki@uregina.ca>]

**Sent:** July-03-18 6:07 PM

**To:** EE-EME

**Subject:** Employment Equity

This is a generated email from the form: [http://www.labour.gc.ca/cgi-bin/emailform/index.aspx?GoCTemplateCulture=en-CA&section=empl\\_equity](http://www.labour.gc.ca/cgi-bin/emailform/index.aspx?GoCTemplateCulture=en-CA&section=empl_equity)

1. Email: [nathan.grudnizki@uregina.ca](mailto:nathan.grudnizki@uregina.ca)
2. Subject: Federal Contractor Audit Information
3. Message: Hello, I am looking for information to assist in preparing for an upcoming Federal Contractor audit at the University of Regina. We have not received the scheduling letter, but would like to begin reviewing the audit requirements. Would I be able to discuss the audit with someone and/or receive further guidance on the specific information that needs to be provided? Thank you for your time, Nathan Grudnizki HR Analyst University of Regina 306-585-4164