

s.24(1) Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <div style="font-size: 2em; font-family: cursive;">VALARD CONSTRUCTION LP</div>	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm NFLD INDUSTRY CODE: 4124	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 4209-99th Street	City Edmonton	Province AB	Postal Code T6E 5V7
Telephone Number 780-436-9876			

EMPLOYMENT EQUITY CONTACT			
Name (print) BRIAN ROBINSON	Title SUPERVISOR, FIELD SERVICES, HR	Telephone Number 780-436-9876 x168	E-mail Address brobinson@valard.com
		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY	
<p>NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>	
Name (print) <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>	Title Chief Commercial Officer
Telephone Number <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature <div style="background-color: #cccccc; height: 20px; width: 100%;"></div>	Date (YYYY-MM-DD) 2017-11-28

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

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

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

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

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



Federal Contractors Program

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

Contractors are required to conduct, develop and maintain:

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

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

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

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

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

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

Questions and Answers

Subsidiary vs. Division/Branch

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

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

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

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

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

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

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

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

Q3 When should a new Agreement be completed and signed?

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

Employment Status

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

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

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

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

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

Q3 How are students counted under the FCP?

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

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

Q4 How are other employees counted under the FCP?

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **Valard Construction LP** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) _____, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) December 31, 2018 for the following reason(s):

(Please describe) **Valard LP did not realize it was still bound by the requirements of the FCP as the contract for which it entered into the Agreement to Implement Employment Equity (AIEE) was completed over a year ago. Therefore no steps were taken to complete the FCP requirements. However, though the contract is complete, Valard intends to diligently comply with all FCP requirements and respectfully requests a 2 month extension to be able to complete the survey of its 2000 salaried employees.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Steve Sousa**

Position Title: **Chief Commercial Officer**

Email address: **ssousa@valard.com**

Telephone number: **403-279-1003**

Business address: **3595 114 Ave SE, Calgary, AB T2Z 3X2**

s.19(1)

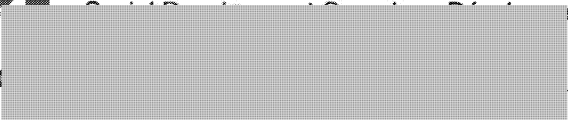


Employment and

Emploi et

Employment social Canada

Signature



Date: **October 18, 2018**

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: October 19, 2018 3:47 PM
To: 'ssousa@valard.com' <ssousa@valard.com>; EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Brusse, Jennifer <JBrusse@valard.com>; 'Feniuk, Jessie' <JFeniuk@valard.com>
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - 10000650

Good afternoon,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **December 31, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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

From: Feniuk, Jessie [<mailto:JFeniuk@valard.com>]
Sent: October-18-18 4:59 PM
To: EE-EME
Cc: Brusse, Jennifer
Subject: Application for Extension to Submit Compliance Assessment Information

Afternoon,

In furtherance to previous discussions with your office, please accept the attached application for an extension to provide compliance assessment information relating to the Federal Contractors Program submitted on behalf of Valard Construction LP. Valard is requesting an extension until December 31, 2018, and will ensure to prioritize this matter during that period.

Should you have any questions, please don't hesitate to contact myself or my colleague, Jennifer Brusse.

Thank you for your time and consideration,

Jessie

Jessie Feniuk | Legal Counsel | Valard Construction LP

3595 - 114 Ave SE | Calgary, AB T2Z 3X2 | www.valard.com

Main: 403.279.1003 | Mobile: 403.828.7780 | Fax: 403.236.1303 | Email: JFeniuk@valard.com



Quanta Services, Inc. (NYSE: PWR) | www.quantaservices.com



Clause d'exonération – Version d'Entreprise – Ce courriel et tout document qui s'y rattache sont confidentiels et destinés au(x) destinataire(s) ciblé(s) uniquement. Si vous n'êtes pas le destinataire visé, vous ne devez pas lire, distribuer, copier ou modifier ce courriel. Les opinions exprimées dans ce courriel sont celles de l'auteur et ne représentent pas celles de Construction Valard PL. Attention: Malgré les précautions prises afin de s'assurer qu'aucun virus n'était présent dans ce courriel, Construction Valard PL ne saura accepter aucune responsabilité pour tout dégât ou perte qui pourrait survenir lors de l'ouverture de ce courriel et de ses fiches jointes.

Disclaimer – Corporate Version – This email and any attached files are confidential and intended solely for the intended recipient(s). If you are not the named recipient, you should not read, distribute, copy or alter this email. Any views or opinions expressed in this email are those of the author and do not represent those of Valard Construction LP. Warning: Although precautions have been taken to make sure no viruses are present in this email, Valard Construction LP cannot accept responsibility for any loss or damages that arise from the use of this email or attachments.



Workplace Equity Information Management System - Valard Construction LP

Workforce Analysis - Summary Report

Date: 2019-02-15

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	16	2	12.5 %	27.6 %	4	-2
02 : Middle and Other Managers	189	32	16.9 %	39.4 %	74	-42
03 : Professionals	70	15	21.4 %	42.7 %	30	-15
04 : Semi-Professionals and Technicians	64	10	15.6 %	18.0 %	12	-2
06 : Supervisors: Crafts and Trades	245	7	2.9 %	5.5 %	13	-6
08 : Skilled Sales and Service Personnel	3	0	0.0 %	24.8 %	1	-1
10 : Clerical Personnel	122	97	79.5 %	71.8 %	88	9
14 : Other Manual Workers	107	16	15.0 %	19.1 %	20	-4
Total	816	179	21.9 %	29.7 %	242	-63

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Valard Construction LP

Workforce Analysis - Summary Report

Date: 2019-02-15

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	16	1	6.3 %	3.2 %	1	0
02 : Middle and Other Managers	189	11	5.8 %	2.7 %	5	6
03 : Professionals	70	1	1.4 %	1.6 %	1	0
04 : Semi-Professionals and Technicians	64	2	3.1 %	3.3 %	2	0
06 : Supervisors: Crafts and Trades	245	29	11.8 %	4.9 %	12	17
08 : Skilled Sales and Service Personnel	3	0	0.0 %	2.9 %	0	0
10 : Clerical Personnel	122	8	6.6 %	5.4 %	7	1
14 : Other Manual Workers	107	8	7.5 %	10.5 %	11	-3
Total	816	60	7.3 %	4.8 %	39	21

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Valard Construction LP

Workforce Analysis - Summary Report

Date: 2019-02-15

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	16	3	18.8 %	11.5 %	2	1
02 : Middle and Other Managers	189	19	10.1 %	17.6 %	33	-14
03 : Professionals	70	22	31.4 %	26.4 %	18	4
04 : Semi-Professionals and Technicians	64	8	12.5 %	26.5 %	17	-9
06 : Supervisors: Crafts and Trades	245	9	3.7 %	5.2 %	13	-4
08 : Skilled Sales and Service Personnel	3	0	0.0 %	13.8 %	0	0
10 : Clerical Personnel	122	15	12.3 %	21.5 %	26	-11
14 : Other Manual Workers	107	6	5.6 %	18.4 %	20	-14
Total	816	82	10.1 %	15.9 %	129	-47

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Valard Construction LP

Workforce Analysis - Summary Report

Date: 2019-02-15

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	205	3	1.5 %	5.0 %	10	-7
03 : Professionals	70	0	0.0 %	8.9 %	6	-6
04 : Semi-Professionals and Technicians	64	1	1.6 %	7.6 %	5	-4
06 : Supervisors: Crafts and Trades	245	6	2.4 %	10.1 %	25	-19
08 : Skilled Sales and Service Personnel	3	0	0.0 %	8.0 %	0	0
10 : Clerical Personnel	122	3	2.5 %	9.3 %	11	-8
14 : Other Manual Workers	107	3	2.8 %	6.8 %	7	-4
Total	816	16	2.0 %	8.0 %	64	-48

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-15

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
06 : Supervisors: Crafts and Trades	NOC	Provincial
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-02-15

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
06 : Supervisors: Crafts and Trades	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Valard Construction LP

2019-02-15

Data from First/Previous Workforce Analysis

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	12	31

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Table 1: Women

Table 5: Women

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	16	2	27.6
02	Middle & Other Managers	189	32	39.4
03	Professionals	70	15	42.7
04	Semi-Professionals & Technicians	64	10	18.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	245	7	5.5
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	3	0	24.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	122	97	71.8
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	107	16	19.1
Total		816	179	29.7

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	
0	0	0.0	
0	0	0.0	

* Source:

* Source:

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Valard Construction LP
2019-02-15

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	12	31

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

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	16	1	3.2
02	Middle & Other Managers	189	11	2.7
03	Professionals	70	1	1.6
04	Semi-Professionals & Technicians	64	2	3.3
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	245	29	4.9
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	3	0	2.9
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	122	8	5.4
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	107	8	10.5
Total		816	60	4.8

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
0	0	0.0
0	0	0.0

*** Source:**

0

*** Source:**

0

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Valard Construction LP
2019-02-15

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	12	31

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

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

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	16	3	11.5
02	Middle & Other Managers	189	19	17.6
03	Professionals	70	22	26.4
04	Semi-Professionals & Technicians	64	8	26.5
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	245	9	5.2
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	3	0	13.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	122	15	21.5
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	107	6	18.4
Total		816	82	15.9

Table 7: Members of Visible Minorities

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
0	0	0.0

*** Source:**
0

*** Source:**
0

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Valard Construction LP
2019-02-15

Data from First/Previous Workforce Analysis

Data from Subsequent/Current Workforce Analysis

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	12	31

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

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	205	3	5.0
03	Professionals	70	0	8.9
04	Semi-Professionals & Technicians	64	1	7.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	245	6	10.1
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	3	0	8.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	122	3	9.3
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	107	3	6.8
Total		816	16	8.0

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0

* Source:

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Valard Construction LP

2019-02-15

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 1: Women

Table 5: Women

Table 9: Women

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
Total	0	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Valard Construction LP

2019-02-15

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 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
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Valard Construction LP

2019-02-15

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities 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
Total	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Valard Construction LP

2019-02-15

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	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
Total	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals										Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years					
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY											
	2018-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-12-31	Annually	Over 3 Years	2018	2021												
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%						
01 Senior Managers	16	-100.0%	5.0%	2	0.0%	8.0%	4	6	2	8.0%	0	3	2	27.6%	27.6%	-2	-1	12.5%	22.2%					
02 Middle & Other Managers	189	-100.0%	5.0%	28	0.0%	8.0%	45	73	32	8.0%	8	61	29	39.4%	39.4%	-42	-32	16.9%	24.4%					
03 Professionals	70	-100.0%	5.0%	11	0.0%	8.0%	17	28	15	8.0%	4	24	12	42.7%	42.7%	-15	-12	21.4%	28.4%					
04 Semi-Professionals & Tech	64	-100.0%	5.0%	10	0.0%	8.0%	15	25	10	8.0%	2	5	5	18.0%	18.0%	-2	0	15.6%	17.6%					
05 Supervisors	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!					
06 Supervisors: Crafts & Trades	245	-100.0%	5.0%	37	0.0%	8.0%	59	96	7	8.0%	2	11	5	5.5%	5.5%	-6	-6	2.9%	3.5%					
07 Administrative & Sr Clerical	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!					
08 Skilled Sales & Service	3	-100.0%	5.0%	0	0.0%	8.0%	1	1	0	8.0%	0	1	0	24.8%	24.8%	-1	-1	0.0%	0.0%					
09 Skilled Crafts & Trades	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!					
10 Clerical Personnel	122	-100.0%	5.0%	18	0.0%	8.0%	29	47	97	8.0%	23	27	0	71.8%	71.8%	9	-27	79.5%	52.9%					
11 Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
12 Semi-Skilled Manual	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!					
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	107	-100.0%	5.0%	16	0.0%	8.0%	26	42	16	8.0%	4	11	8	19.1%	19.1%	-4	-3	15.0%	16.3%					
Total	816	-100.0%	5.0%	122	0.0%	8.0%	196	318	179	8.0%	43	143	94	29.7%	29.7%	-63	-49	21.9%	24.5%					

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	2	27.6	0	27.6	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
02 Middle & Other Managers	29	39.4	0	39.4	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
03 Professionals	12	42.7	0	42.7	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
04 Semi-Professionals & Tech	5	18.0	0	18.0	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	5	5.5	0	5.5	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	24.8	0	24.8	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

14	Other Manual Workers	8	19.1	0	19.1	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.
Total		94	29.7	0	29.7	Valard will seek to improve the representation of women in this occupational group by hiring at a minimum level equivalent to the present availability.

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for First/Previous Goals

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

**Table 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					
	2018-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-12-31	Annually	Over 3 Years	Years	2018	2021	%	#	#	%	#	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	16	-100.0%	5.0%	2	0.0%	8.0%	4	6	1	8.0%	0	0	0	0	3.2%	0	0	6.3%	5.6%
02 Middle & Other Managers	189	-100.0%	5.0%	28	0.0%	8.0%	45	73	11	8.0%	3	-2	0	2.7%	6	2	5.8%	3.7%	
03 Professionals	70	-100.0%	5.0%	11	0.0%	8.0%	17	28	1	8.0%	0	0	0	1.6%	0	0	1.4%	1.2%	
04 Semi-Professionals & Tech	64	-100.0%	5.0%	10	0.0%	8.0%	15	25	2	8.0%	0	0	0	3.3%	0	0	3.1%	2.7%	
05 Supervisors	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	245	-100.0%	5.0%	37	0.0%	8.0%	59	96	29	8.0%	7	-8	0	4.9%	17	8	11.8%	7.8%	
07 Administrative & Sr Clerical	0	0.0%	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	3	-100.0%	5.0%	0	0.0%	8.0%	1	1	0	8.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	122	-100.0%	5.0%	18	0.0%	8.0%	29	47	8	8.0%	2	2	0	5.4%	1	-2	6.6%	4.3%	
11 Intermediate 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!	
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	107	-100.0%	5.0%	16	0.0%	8.0%	26	42	8	8.0%	2	7	4	10.5%	10.5%	-3	-3	7.5%	8.1%
Total	816	-100.0%	5.0%	122	0.0%	8.0%	196	318	60	8.0%	14	-1	0	4.8%	21	1	7.4%	4.9%	

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

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

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

14	Other Manual Workers	4	10.5	0	10.5	Valard will seek to improve the representation of aboriginal peoples in this occupational group by hiring at a minimum level equivalent to the present availability.
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees																					
		First/Previous Short-term Goals																					
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Persons with Disabilities			3 Year Goals				Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Number	Actual			Projected			Actual			Projected			Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years					
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Anticipated Hires Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	Over 3 Years	Annually	Over 3 Years	Over 3 Years	2018	2021		
2018-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-12-31	Annually	Over 3 Years	Over 3 Years	Annually	Over 3 Years	Over 3 Years	#	#				
#	%	%	#	%	%	#	%	%	#	#	#	%	#	#	%	#	#	%	#	%			
01/02	Managers	205	-100.0%	5.0%	31	0.0%	8.0%	49	80	3	8.0%	1	10	4	5.0%	5.0%	-7	-6	1.5%	2.5%			
03	Professionals	70	-100.0%	5.0%	11	0.0%	8.0%	17	28	0	8.0%	0	7	2	8.9%	8.9%	-6	-5	0.0%	2.5%			
04	Semi-Professionals & Tech	64	-100.0%	5.0%	10	0.0%	8.0%	15	25	1	8.0%	0	5	2	7.6%	7.6%	-4	-3	1.6%	4.1%			
05	Supervisors	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!			
06	Supervisors: Crafts & Trades	245	-100.0%	5.0%	37	0.0%	8.0%	59	96	6	8.0%	1	23	10	10.1%	10.1%	-19	-13	2.4%	5.3%			
07	Administrative & Sr Clerical	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!			
08	Skilled Sales & Service	3	-100.0%	5.0%	0	0.0%	8.0%	1	1	0	8.0%	0	0	0	8.0%	8.0%	0	0	0.0%	0.0%			
09	Skilled Crafts & Trades	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!			
10	Clerical Personnel	122	-100.0%	5.0%	18	0.0%	8.0%	29	47	3	8.0%	1	11	4	9.3%	9.3%	-8	-7	2.5%	4.3%			
11	Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	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!			
13	Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	107	-100.0%	5.0%	16	0.0%	8.0%	26	42	3	8.0%	1	6	3	6.8%	6.8%	-4	-3	2.8%	4.1%			
Total		816	-100.0%	5.0%	122	0.0%	8.0%	196	318	16	8.0%	4	63	25	8.0%	8.0%	-49	-38	2.0%	3.9%			

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	4	5.0	0	5.0	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
03	Professionals	2	8.9	0	8.9	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
04	Semi-Professionals & Tech	2	7.6	0	7.6	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	10	10.1	0	10.1	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	4	9.3	0	9.3	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	3	6.8	0	6.8	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.
Total		25	8.0	0	8.0	Valard will seek to improve the representation of persons with disabilities in this occupational group by hiring at a minimum level equivalent to the present availability.

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-12-31	Annually	Over 3 Years	2018	2021							
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	16	-100.0%	5.0%	2	0.0%	8.0%	4	6	3	8.0%	1	0	0	11.5%	1	0	18.8%	11.1%	
02 Middle & Other Managers	189	-100.0%	5.0%	28	0.0%	8.0%	45	73	19	8.0%	5	24	13	17.6%	17.6%	-14	-11	10.1%	12.4%
03 Professionals	70	-100.0%	5.0%	11	0.0%	8.0%	17	28	22	8.0%	5	4	0	26.4%	4	-4	31.4%	21.0%	
04 Semi-Professionals & Tech	64	-100.0%	5.0%	10	0.0%	8.0%	15	25	8	8.0%	2	14	7	26.5%	26.5%	-9	-7	12.5%	17.6%
05 Supervisors	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	245	-100.0%	5.0%	37	0.0%	8.0%	59	96	9	8.0%	2	8	#VALUE!	5.2%	5.2%	-4	#VALUE!	3.7%	#VALUE!
07 Administrative & Sr Clerical	0	0.0%	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	3	-100.0%	5.0%	0	0.0%	8.0%	1	1	0	8.0%	0	0	0	13.8%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	122	-100.0%	5.0%	18	0.0%	8.0%	29	47	15	8.0%	4	19	10	21.5%	21.5%	-11	-9	12.3%	15.0%
11 Intermediate 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!	
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	107	-100.0%	5.0%	16	0.0%	8.0%	26	42	6	8.0%	1	18	8	18.4%	18.4%	-14	-10	5.6%	10.6%
Total	816	-100.0%	5.0%	122	0.0%	8.0%	196	318	82	8.0%	20	87	51	15.9%	15.9%	-48	-36	10.0%	12.0%

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	13	17.6	0	17.6	Valard will seek to improve the representation of members of visible minorities in this occupational group by hiring at a minimum level equivalent to the present availability.
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	7	26.5	0	26.5	Valard will seek to improve the representation of members of visible minorities in this occupational group by hiring at a minimum level equivalent to the present availability.
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	#VALUE!	#VALUE!	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	10	21.5	0	21.5	Valard will seek to improve the representation of members of visible minorities in this occupational group by hiring at a minimum level equivalent to the present availability.
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

14	Other Manual Workers	8	18.4	0	18.4	Valard will seek to improve the representation of members of visible minorities in this occupational group by hiring at a minimum level equivalent to the present availability.
Total		51	15.9	0	15.9	Valard will seek to improve the representation of members of visible minorities in this occupational group by hiring at a minimum level equivalent to the present availability.

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	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	#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	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	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	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-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)^{1/3} - 1) x 100.

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

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Total		0.0	0.0
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To YYYY - YYYY	0					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	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	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-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)^{1/3} - 1) x 100.

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

§ Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Total		0.0	0.0
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 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										
		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	Actual	Over 3 Years	From - To		Present Availability	Present Gap					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	0	3	%	#	#	%	%			
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	-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	0.0%		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	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	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	0.0%		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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	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)^{1/3} - 1) x 100.

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Valard Construction LP

2019-02-15

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	0	3	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-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	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	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	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	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	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-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)^{1/3} - 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

Valard Construction LP

2019-02-15

Total		0.0	0.0
-------	--	-----	-----

Federal Contractors Program Achievement Report

Part 4: Results - Women

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	16	2	12.5	27.6	4	-2	45.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	189	32	16.9	39.4	74	-42	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
03 Professionals	2018	70	15	21.4	42.7	30	-15	50.2																	
	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	64	10	15.6	18.0	12	-2	86.8																	
	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
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	245	7	2.9	5.5	13	-6	51.9																	
	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

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	2	0.0	27.6	0.0	0	0.0	27.6	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
02 Middle & Other Managers	0	0	0	0.0	29	0.0	39.4	0.0	0	0.0	39.4	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
03 Professionals	0	0	0	0.0	12	0.0	42.7	0.0	0	0.0	42.7	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
04 Semi-Professionals & Technicians	0	0	0	0.0	5	0.0	18.0	0.0	0	0.0	18.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	0	0	0	0.0	5	0.0	5.5	0.0	0	0.0	5.5	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Women				Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#			
07	Administrative & Senior Clerical	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
08	Skilled Sales & Service Personnel	2018	3	0	0.0	24.8	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	122	97	79.5	71.8	88	9	110.7	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	0	0	0.0	0.0	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	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments				
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Women		Women				Women							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	#	%	#	%	#	%	#	%						
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	3	0	0	0.0	0	0.0	24.8	0.0	0	0.0	24.8	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Women				All Employees	Women		All Employees	Women		All Employees	Women		All Employees	Women							
			Representation	Availability	Gap	EE Result		Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	107	16	15.0	19.1	20	-4	78.3																
	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
Total	2018	816	179	21.9	29.7	242	-63	73.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	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	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
14 Other Manual Workers	0	0	0	0.0	8	0.0	19.1	0.0	0	0.0	19.1	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
Total	0	0	0	0.0	94	0.0	29.7	0.0	0	0.0	29.7	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

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations								
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2018	16	1	6.3	3.2	1	0	195.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	189	11	5.8	2.7	5	6	215.6																	
	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	70	1	1.4	1.6	1	0	89.3																	
	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
04 Semi-Professionals & Technicians	2018	64	2	3.1	3.3	2	0	94.7																	
	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	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	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	245	29	11.8	4.9	12	17	241.6																	
	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

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	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	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
08	Skilled Sales & Service Personnel	2018	3	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	122	8	6.6	5.4	7	1	121.4	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	0	0	0.0	0.0	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	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Aboriginal Peoples									All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0		
14 Other Manual Workers	2018	107	8	7.5	10.5	11	-3	71.2																		
	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		
Total	2018	816	60	7.4	4.8	39	21	153.2																		
	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		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
14 Other Manual Workers	0	0	0	0.0	4	0.0	10.5	0.0	0	0.0	10.5	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

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	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					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
01&02 Managers	2018	205	3	1.5	5.0	10	-7	29.3																		
	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
03 Professionals	2018	70	0	0.0	8.9	6	-6	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	64	1	1.6	7.6	5	-4	20.6																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	245	6	2.4	10.1	25	-19	24.2																		
	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

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	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	4	0.0	5.0	0.0	0	0.0	5.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	2	0.0	8.9	0.0	0	0.0	8.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	2	0.0	7.6	0.0	0	0.0	7.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	10	0.0	10.1	0.0	0	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities					All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	0	0	0.0	0.0	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	3	0	0.0	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
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	122	3	2.5	9.3	11	-8	26.4	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	0	0	0.0	0.0	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	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments					
		Flow Data		Short-term Goals				Long-term Goals											
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities											
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met							
#	#	%	%	#	%	%	%	#	%	%	%								
07	Administrative & Senior Clerical	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	3	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0	4	0.0	9.3	0.0	0	0.0	9.3	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis																		
		Workforce									Hires			Promotions			Terminations												
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities											
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference		Actual	Expected		Difference											
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%						
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0.0	0	0	0	0	0	0.0	0	0	0.0	
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0.0	0	0	0	0	0	0.0	0	0	0.0	
14 Other Manual Workers	2018	107	3	2.8	6.8	7	-4	41.2																					
	0	0	0	0.0	0.0	0	0	0.0																					
Total	2018	816	16	2.0	8.0	65	-49	24.5																					
	0	0	0	0.0	0.0	0	0	0.0																					

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0									
14 Other Manual Workers	0	0	0	0.0	3	0.0	6.8	0.0	0	0.0	6.8	0.0	
	3	0	0	0.0									
Total	0	0	0	0.0	25	0.0	8.0	0.0	0	0.0	8.0	0.0	
	3	0	0	0.0									

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	16	3	18.8	11.5	2	1	163.0																	
	0	0	0	0.0	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	189	19	10.1	17.6	33	-14	57.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	70	22	31.4	26.4	18	4	119.0																	
	0	0	0	0.0	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	64	8	12.5	26.5	17	-9	47.2																	
	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
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	245	9	3.7	5.2	13	-4	70.6																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0		
02 Middle & Other Managers	0	0	0	0.0	13	0.0	17.6	0.0	0	0.0	17.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	7	0.0	26.5	0.0	0	0.0	26.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	#####	0.0	#####	0.0	0	0.0	0.0	0.0		
	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

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	0	0	0.0	0.0	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	3	0	0.0	13.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	122	15	12.3	21.5	26	-11	57.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	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	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%					
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	0	0	0.0	10	0.0	21.5	0.0	0	0.0	21.5	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Valard Construction LP

2019-02-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations								
		All Employees	Visible Minorities						All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	107	6	5.6	18.4	20	-14	30.5																	
	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
Total	2018	816	82	10.0	15.9	130	-48	63.2																	
	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0		
14 Other Manual Workers	0	0	0	0.0	8	0.0	18.4	0.0	0	0.0	18.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	51	0.0	15.9	0.0	0	0.0	15.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Valard Construction LP
2019-02-15

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).

[Redacted]

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

[Redacted]

- Other.

[Redacted]

Additional Details

Please provide any additional information (optional):

Valard takes ensuring equality in the workplace very seriously. This has and always will be a goal of Valard. In order to ensure compliance with this program Valard has reached out to members of the program, as well as discussed this issue with external legal counsel to ensure full transparency. We continue to educate members of our organization and have already looked into sending members of our organization to seminars as early as January, 2019. We were constantly looking for ways to

Self-Identification Questionnaire

Instructions

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

This self-identification survey is designed to collect information on the composition of our workforce allowing for a picture of employment equity and the statistical data required to allow for bid submissions for certain projects.

Identifying (or choosing not to identify) as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections B to E will help create an accurate picture of our workforce.

The responses that you provide in this survey will be retained for statistical purposes only. Your confidentiality is protected and your name will not be disclosed; only the overall percentage of representation in each group (i.e. women, Aboriginal peoples, persons with disabilities and visible minorities) for each occupational group. Your information will not be used for unauthorized purposes. By responding to this survey you consent to your personal information being collected for the purposes set out in these instructions and the privacy notice on the following page.

This Self-Identification questionnaire can be made available in alternate formats upon request by emailing employmentequity@valard.com.

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, input your name in Section I, and submit, even if you choose not to fill out any additional information.



Powered by



See how easy it is to create a survey.

Self-Identification Questionnaire

Privacy Notice

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

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

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program.

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

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

OK

PREV NEXT

Self-Identification Questionnaire

Section A

* 1. Name

* 2. Location of your Project or Office (where you are working currently)

* 3. Occupational Group

* 4. Employment Status

Full-time Employee

Part-time Employee

PREV

NEXT

Powered by



4 of 10 answered

Self-Identification Questionnaire

Section B

5. Gender

- Female
- Male
- Prefer not to identify

PREV

NEXT

Powered by



See how easy it is to [create a survey](#).

Self-Identification Questionnaire

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

OK

PREV

NEXT

Powered by



See how easy it is to [create a survey](#).

Self-Identification Questionnaire

Section C

Aboriginal Peoples

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

6. Are you an Aboriginal person?

- Yes
- No
- Prefer not to identify

PREV

NEXT

Powered by



See how easy it is to [create a survey](#).

4 of 10 answered

Self-Identification Questionnaire

Section D

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

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

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

7. Are you a member of a visible minority?

- Yes
- No
- Prefer not to identify

PREV

NEXT

4 of 10 answered

Section E

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

Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment

(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)

- Mobility impairment

(e.g., difficulty moving from one office to another, walking long distances or using stairs)

- Blindness or visual impairment

(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)

- Speech impairment

(e.g., unable to speak or difficulty speaking and being understood)

- Deafness or hearing impairment

(e.g., unable to hear or difficulty hearing)

- Other disabilities

(e.g., learning, developmental and other types of disabilities)



8. Are you a person with a disability?

- Yes
- No
- Prefer not to identify

PREV

NEXT

Self-Identification Questionnaire

Section F

Additional Data for Accommodation Purposes

8. Please specify how we can accommodate you to help you participate fully in the workplace.

PREV

NEXT

Powered by



SurveyMonkey

See how easy it is to [create a survey](#).

Self-Identification Questionnaire

Section G

Voluntary Employee Participation

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

Yes

No

PREV

NEXT

Powered by



SurveyMonkey

See how easy it is to [create a survey](#).

Self-Identification Questionnaire

Section H

We would like to hear from you: if you have any comments/feedback on our employment equity program, or, if you would like to change any information given in this survey at any time please contact employmentequity@valard.com. All comments will be kept confidential.



Thank you for your participation!



Powered by



See how easy it is to [create a survey](#).

From: Feniuk, Jessie <JFeniuk@valard.com>
Sent: February 15, 2019 11:42 AM
To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>
Cc: Brusse, Jennifer <JBrusse@valard.com>; Williams, Kathy <kathy.williams@valard.com>
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Morning Neena,

Thanks again for the call this week. We have continued to take your feedback to finalize our compliance report. As you may recall, we previously provided a report with over 80% results. We included only the individuals who we had information for (the other 19% we did not have full information for). We now have added in results for all other employees (using the default settings you had suggested). We also double-checked and noted that two prior employees had been terminated since we started the process, this has been updated along with all other information.

We will continue to make this a priority until we perfect our report and I can make myself available for a call at any time of your convenience next week.

Jessie

From: Feniuk, Jessie
Sent: Thursday, February 7, 2019 2:35 PM
To: neena.sharan@labour-travail.gc.ca
Cc: Brusse, Jennifer <JBrusse@valard.com>; Williams, Kathy <kathy.williams@valard.com>
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Neena,

I want to start by reiterating our thanks to your department (especially yourself) in assisting Valard as we navigate completing this first assessment.

We have taken the information provided by yourself as well as information gained from a helpful seminar put on in Calgary by your office to work towards altering our previously submitted compliance report. We have now went through the process of gathering additional employee information, such that we can meet a minimum mark of 80% as required by the FCP program (which was no easy task as our employees are all across the country and often work in remote areas). However, we have already started to brainstorm how to improve this process internally moving forward. You will recall our survey was emailed to 818 employees in total, and we now have information on 657 of those individuals.

In addition to increasing our sample size, we have also altered our goal sections based on your previous helpful guidance. We now have focused on only the areas where Valard was found to be underrepresented and also ensured all goals are realistically achievable.

Please accept the attached submission (we can also send directly to your department's general email box if you would prefer). Jennifer will be away from the office next week, but if you have any concerns at all please feel free to reach out to myself or my colleague, Kathy Williams, and we will prioritizing addressing any outstanding issue.

Thank you for your ongoing assistance and Valard looks forward to working with your department in the future.

Sincerely,

From: neena.sharan@labour-travail.gc.ca [mailto:neena.sharan@labour-travail.gc.ca]
Sent: Friday, January 18, 2019 12:02 PM
To: Feniuk, Jessie <JFeniuk@valard.com>
Cc: Brusse, Jennifer <JBrusse@valard.com>
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Hi Jessie,

Thank you for confirming about Monday's scheduled meeting.
Have a wonderful weekend.

Neena Sharan.

From: Feniuk, Jessie [mailto:JFeniuk@valard.com]
Sent: January-18-19 1:57 PM
To: Brusse, Jennifer; Sharan, Neena N [NC]
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Hey Neena,

Just echoing Jennifer's appreciation of you agreeing to provide some guidance as we finalize our report.
My contact information is below.

I'll call you on Monday, look forward to speaking.

Jessie

Jessie Feniuk | Legal Counsel | Valard Construction LP
3595 - 114 Ave SE | Calgary, AB T2Z 3X2 | www.valard.com
Main: 403.279.1003 | Mobile: 403.828.7780 | Fax: 403.236.1303 | Email: JFeniuk@valard.com

From: Brusse, Jennifer
Sent: Friday, January 18, 2019 11:51 AM
To: neena.sharan@labour-travail.gc.ca
Cc: Feniuk, Jessie <JFeniuk@valard.com>
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Hi Neena,

Thank you for making yourself available. I will be in a judicial review hearing at that time on Monday, so I've copied my colleague Jessie on this email and he can be available at that time for the call.

I'll connect with Jessie afterwards.

Best regards,

Jennifer
(403) 968-2949

From: neena.sharan@labour-travail.gc.ca [<mailto:neena.sharan@labour-travail.gc.ca>]
Sent: Friday, January 18, 2019 6:47 AM
To: Brusse, Jennifer <JBrusse@valard.com>
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Hi Jennifer,

Thank you for your quick response. You can reach me on Monday at 11.30 am (eastern time) at 873-396-0405.

Have a nice day.

Neena Sharan.

From: Brusse, Jennifer [<mailto:JBrusse@valard.com>]
Sent: January-17-19 6:51 PM
To: Sharan, Neena N [NC]
Cc: Feniuk, Jessie; Brusse, Jennifer
Subject: RE: [EXTERNAL] RE: First Compliance Assessment

Hi Neena,

Thanks for the email. We are working on supplementing the survey results with personal information on file from our HR department as we discussed on the phone. Our HR department just went through a massive restructuring including individuals who were directly assisting my team with this program. Therefore, it has been much harder to get the information we need. That said, we are diligently working on it.

We did start working on modifying our goals; however, as our goals will be dependent on the final percentages, it makes more sense to finalize the goals once we have all the updated information from HR.

As one final note, we will be sending representatives to a training session for the FCP in Calgary next Tuesday. We are hopeful that this will assist us with developing a better understanding of the program, but would be greatly appreciative if we could also arrange one more call with yourself next week if that can work for you?

I've copied Jessie Feniuk, another company lawyer, on this email as he is also very involved in this program.

Let me know what time can work for a call.

Best regards,

Jennifer
(403) 968-2949

From: neena.sharan@labour-travail.gc.ca [mailto:neena.sharan@labour-travail.gc.ca]
Sent: Thursday, January 17, 2019 12:26 PM
To: Brusse, Jennifer <JBrusse@valard.com>
Subject: [EXTERNAL] RE: First Compliance Assessment

Hi Jennifer,

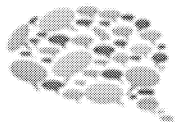
As per the e-mail below please send the corrected Survey results and also the achievement report.

Thank you and have a nice day.

Neena Sharan

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

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



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

From: Sharan, Neena N [NC]
Sent: January-03-19 1:19 PM
To: 'jbrusse@valard.com'
Subject: RE: First Compliance Assessment

Hi Jennifer,

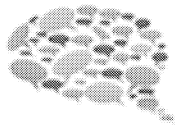
It was nice talking to you. As per the phone conversation earlier please send all the reports and information once completed to me. If you have any questions please do not hesitate to contact me.

Thank you.

Neena Sharan

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

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



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

From: Dorval, Frederic F [NC]
Sent: January-03-19 10:30 AM
To: Sharan, Neena N [NC]
Subject: FW: First Compliance Assessment

From: Brusse, Jennifer [<mailto:JBrusse@valard.com>]
Sent: 28 décembre 2018 15:44
To: EE-EME
Cc: Yakibonge, Ntambwe N [NC]; Feniuk, Jessie; Williams, Kathy
Subject: First Compliance Assessment

Good afternoon,

Enclosed please find the first Compliance Assessment for Valard Construction LP.

- Survey Questionnaire
- Workforce Survey Results
 - The survey was sent to 818 employees with Valard.com email addresses.
 - We received a response from 431 employees.
 - The number of partially completed questionnaires were 48 for a total of 383 fully completed. NOTE: 1 individual was terminated between the survey responses and the submission of this reporting. The reporting states 382 for totals.
- Workforce Analysis – please see attached Summary Report and Detail Report.
- Achievement Report – please see attached

Thank you for assisting Valard during the completion of this first report. If you have any questions or concerns please do not hesitate to contact us and we will address any concerns immediately. We look forward to working with you in the future.

Best regards and Happy New Year.

Jennifer Brusse | General Counsel | **Valard Construction LP**

Main: 403.279.1003 | Mobile: 403.968.2949 | Email: jbrusse@valard.com | www.valard.com

Clause d'exonération – Version d'Entreprise – Ce courriel et tout document qui s'y rattache sont confidentiels et destinés au(x) destinataire(s) ciblé(s) uniquement. Si vous n'êtes pas le destinataire visé, vous ne devez pas lire, distribuer, copier ou modifier ce courriel. Les opinions exprimées dans ce courriel sont celles de l'auteur et ne représentent pas celles de Construction Valard PL. Attention: Malgré les précautions prises afin de s'assurer qu'aucun virus n'était présent dans ce courriel, Construction Valard PL ne saura accepter aucune responsabilité pour tout dégât ou perte qui pourrait survenir lors de l'ouverture de ce courriel et de ses fiches jointes.

Disclaimer – Corporate Version – This email and any attached files are confidential and intended solely for the intended recipient(s). If you are not the named recipient, you should not read, distribute, copy or alter this email. Any views or opinions expressed in this email are those of the author and do not represent those of Valard Construction LP. Warning: Although precautions have been taken to make sure no viruses are present in this email, Valard Construction LP cannot accept responsibility for any loss or damages that arise from the use of this email or attachments.

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Valard Construction LP

Primary Location: Edmonton (Alberta)

Number of Employees: 816

- | | | | |
|--------------------|----|-----------------------------|-----|
| • Ontario | 88 | • Prince Edward Island | 1 |
| • Québec | 1 | • Saskatchewan | 57 |
| • Nova Scotia | 4 | • Alberta | 546 |
| • New Brunswick | 6 | • Newfoundland and Labrador | 25 |
| • Manitoba | 54 | • Yukon | 2 |
| • British Columbia | 29 | • Northwest Territories | 3 |

Organization Overview:

NAICS 2211: Electric Power Generation, Transmission and Distribution

Valard Construction LP has service capabilities for transmission, distribution, substations, foundations, telecommunications and renewable energy. The organization offers full-service engineer procure, and construct services of power lines facilities.

Key Dates – First Year Assessment

Initiated: 2018-07-10

Received: 2019-02-15

Workforce Analysis: 2019-02-15

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

	#	%
Number of employees the questionnaire was sent to:	816	100
Number of questionnaires returned:	657	81
Number of completed questionnaires returned:	657	81

Number of questionnaires returned:

Number of completed questionnaires returned:

- 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: None

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)		Gap	Short-term (1 to 3 years)	Long-term (+3 more)		
#	Description	#	%	%	%	%
01	Senior Managers	-2	27.6	27.6	12.5	27.6

02	Middle & Other Managers	-42	39.4	39.4	16.9	39.4
03	Professionals	-15	42.7	42.7	21.4	42.7
04	Semi-Professionals & Technicians	-2	18.0	18.0	15.6	18.0
06	Supervisors: Crafts & Trades	-6	5.5	5.5	2.9	5.5
08	Skilled Sales & Service Personnel	-1	24.8	24.8	0.0	24.8
14	Other Manual Workers	-4	19.1	19.1	15.0	19.1

Observations: None

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
14	Other Manual Workers	-3	10.5	10.5	7.5	10.5

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
02	Middle & Other Managers	-14	17.6	17.6	10.1	17.6
04	Semi-Professionals & Technicians	-9	26.5	26.5	12.5	26.5
06	Supervisors: Crafts & Trades	-4	5.2	5.2	3.7	5.2
10	Clerical Personnel	-11	21.5	21.5	12.3	21.5
14	Other Manual Workers	-14	18.4	18.4	5.6	18.4

Observations: None

Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 more)	%
1/2	Managers	-7	5.0	5.0	1.5	5.0
03	Professionals	-6	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-4	7.6	7.6	1.6	7.6
06	Supervisors: Crafts & Trades	-19	10.1	10.1	2.4	10.1
10	Clerical Personnel	-8	9.3	9.3	2.5	9.3
14	Other Manual Workers	-4	6.8	6.8	2.8	6.8

Observations: None

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, considering their unique circumstances, I recommend the closing letter include the following:

- Given that Valard Construction LP has a number of gaps overall, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of designated groups members. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules under the [WEIMS help page](#)).
- It may be beneficial for Valard Construction LP to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of designated groups. Fostering relationships with these organizations could allow Valard Construction LP to address and close gaps through internships or permanent employment when vacancies arise.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-02-28

Subject: Government of Canada Agreement Number: 10000650 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Steve Sousa:

I am writing to inform you that the compliance assessment initiated on July 10, 2018 has been completed. As a result of the assessment, Valard Construction LP 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 Valard Construction LP's employment equity program.

- Given that Valard Construction LP has a number of gaps overall, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of designated groups members. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules under the [WEIMS help page](#)).
- It may be beneficial for Valard Construction LP to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of designated groups. Fostering relationships with these organizations could allow Valard Construction LP to address and close gaps through internships or permanent employment when vacancies arise.

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 July 10, 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 Valard Construction LP is notified of a subsequent assessment, the following information will be required:

- Workforce data (Form1 to 6) at the national level.
- A current workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Valard Construction LP 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.

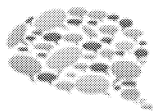
Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at maurice.yakibonge@labour-travail.gc.ca.

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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