

2009-2012

Employment

**Equity and
Diversity Plan**



Implementation of the
Employment Equity Act

2009-2012
Employment **Equity** and
Diversity Plan

March 2009

2009-2012
Employment Equity
and Diversity Plan
published by

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of Canada for the Regions of Quebec
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Table of Contents

SECTION I

General Information	1
Message from the Deputy Minister/President	3
Introduction	5

SECTION 2

Requirement 1: Collection of workforce information	7
Requirement 2: Workforce analysis	8
Requirement 3: Employment Systems Review	9
Requirement 4: Positive practices	10
• 4.1 Integration in management priorities	10
• 4.2 Recruitment, selection and hiring	11
• 4.3 Training and development	13
• 4.4 Retention	14
• 4.5 Accommodation measures	14
• 4.6 Awareness measures for all staff	15
Requirements 5 and 6: Monitoring of progress Review and revision of the Plan	16
Requirement 7: Communication with employees	16
Requirement 8: Consultation and collaboration with employee representatives	17
Requirement 9: Maintenance of records	17

APPENDICES

1	Figure: <i>Representation of designated group members in the Agency as at March 31, 2008, based on 2001 and 2006 Censuses</i>	19
2	Table: <i>Representation gaps by occupational category and by employment group in the Agency as at March 31, 2008, based on 2006 Census data</i>	20
3	Employee self-identification form	21

SECTION 1

GENERAL INFORMATION

**Economic Development Agency
of Canada for the Regions of Quebec**
Dominion Square Building
1255 Peel Street, Suite 900
Montréal, Quebec H3B 2T9

AGENCY MANDATE

To promote the economic development of the regions of Quebec, paying special attention to those where slow economic growth is prevalent or where opportunities for productive employment are inadequate.

To promote cooperation and complementarity with Quebec and the communities in Quebec.

PERSONS RESPONSIBLE FOR IMPLEMENTATION OF THE ACT

Deputy Minister/President
Guy Mc Kenzie

Vice-President, Operations
Manon Brassard

Vice-President, Policy and Planning
France Pégeot

Delegated Managers
Delegated managers are executives and managers who exercise human resources and financial delegation powers and who ensure program delivery.

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Pierre Bordeleau

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MESSAGE FROM THE DEPUTY MINISTER/PRESIDENT

I am pleased to present the *2009-2012 Employment Equity and Diversity Plan* of the Economic Development Agency of Canada for the Regions of Quebec. This Plan sets out employment equity targets, our commitments and performance measurements for the next three years.

Our pride: the 2005-2008 results

This document reflects the results achieved through the *2005-2008 Employment Equity Plan*, results I am proud of and would like to share with you.

- Compared to labour market availability estimates taken from the **2001 Census**, overall, we exceeded the representation goals for three of the designated groups, namely, women, Aboriginal peoples and members of visible minorities, and met the representation goals for persons with disabilities.
- For most of the designated groups, we achieved a share of recruitment, promotion and retention comparable to the organizational average for all employees.
- We have become more open to differences between peers and have helped our managers become better equipped to manage diverse teams.

Our challenge: the 2009-2012 results

The *2009-2012 Employment Equity and Diversity Plan* was developed in consultation with the Diversity Committee, the Labour-Management Consultation Committee, the delegated managers and human resource management professionals. The commitments and performance measurements consolidate and strengthen a representative and respectful workplace at the Agency.

MESSAGE FROM THE DEPUTY MINISTER/PRESIDENT (continued)

Unifying theme
of our Equity Plan:
A representative
and respectful
workplace

- We are stepping up our efforts with regard to representation, to take **2006 Census** data into consideration, particularly the internal representation of the visible minorities group which saw a decrease compared to labour market availability.¹ We are closely monitoring the distribution of the four designated groups by *occupational category* and by *employment group*.² Essentially, we are focussing on meeting representation targets where the gaps are negative and maintaining the positive gaps because, in a small organization like ours, even small staff movements can be of consequence.
- We will continue to introduce positive practices to strengthen delegated managers' accountability for implementation of the Plan; to improve our workforce analysis and our employment systems; to enrich our knowledge of the limitations, origins and cultures of Canadians; and to provide reasonable accommodation for our designated group employees.

All parties, employees and managers, are responsible for achieving tangible employment equity and diversity results. Thank you very much for your commitment and your valuable cooperation.

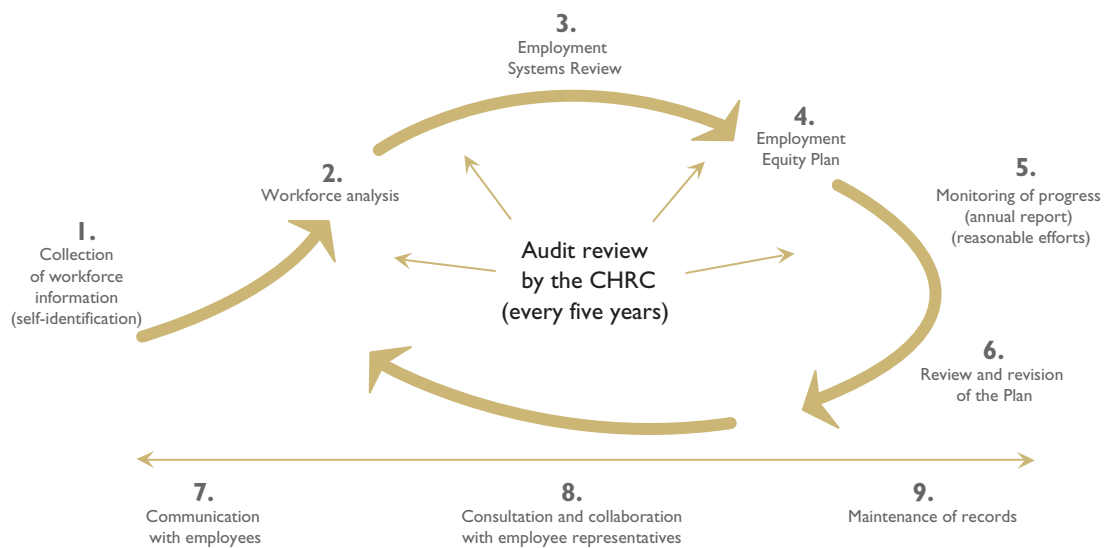
Guy Mc Kenzie
Deputy Minister/President

1. To consult the figure, refer to Appendix 1.
2. To consult the table, refer to Appendix 2.

INTRODUCTION

An action plan helps to share an understanding of the efforts required to attain the targeted results. It is also intended to be an accountability tool. Since the implementation of employment equity is based on a strong legislative framework, we have focussed on a plan based on the nine Canadian Human Rights Commission (CHRC) statutory requirements regarding the four designated groups.³

Canadian Human Rights Commission Statutory



Under each statutory requirement, the Plan sets out:

- the targeted result
- the commitments
- the performance measurement
- the due date.

3. For a definition of the four designated groups, refer to Appendix 3.

Summary of targeted results

Requirements of the Act	Targeted results
1. Collection of workforce information	<ul style="list-style-type: none"> – Employee self-identification is voluntary. – 80% of self-identification forms are returned.
2. Workforce analysis	<ul style="list-style-type: none"> – Under-representation of designated group members is measured and gaps are closed.
3. Employment Systems Review	<ul style="list-style-type: none"> – Barriers to employment of designated group members are identified and eliminated.
4. Employment Equity Plan (requirement presented as Positive Practices and divided into six sub-requirements)	<ul style="list-style-type: none"> – Introduction of positive hiring, development and retention practices, as well as accommodation and sensitivity measures.
4.1 Integration in management priorities	<ul style="list-style-type: none"> – Delegated managers are responsible for implementing employment equity.
4.2 Recruitment, selection and hiring	<ul style="list-style-type: none"> – Designated group members are recruited and retained.
4.3 Training and development	<ul style="list-style-type: none"> – Designated group members are supported in their development process.
4.4 Retention	<ul style="list-style-type: none"> – Designated group members are satisfied with their integration, and measures promoting retention are communicated to the delegated managers.
4.5 Accommodation measures	<ul style="list-style-type: none"> – Designated group members have access to reasonable accommodations.
4.6 Awareness measures for all staff	<ul style="list-style-type: none"> – Work environment is inclusive and respectful.
5. Monitoring of progress	<ul style="list-style-type: none"> – Reasonable progress supports implementation of the Equity Plan.
6. Review and revision of the Plan	
7. Communication with employees	<ul style="list-style-type: none"> – All staff are kept regularly informed of employment equity initiatives.
8. Consultation and collaboration with employee representatives	<ul style="list-style-type: none"> – Employee representatives contribute to implementing the Equity Plan.
9. Maintenance of records	<ul style="list-style-type: none"> – Records are maintained in accordance with the Act.

SECTION 2

Requirement 1 – Collection of workforce information

Targeted results

Employee self-identification is voluntary.
80% of self-identification forms are returned.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> Review and implement the lead-up communication strategy with new employees Review and implement the follow-up communication strategy with new employees 	<ul style="list-style-type: none"> Revision of three documents: the job offer, the advertising message annexed to the form, the New Employee Electronic Guide (clarification as it relates to the obligation to fill out the form with respect to voluntary self-identification) 	June 2009
	<ul style="list-style-type: none"> E-mail follow-up by the Employment Equity (EE) Coordinator with employees who have completed the form to inform them on Agency EE policy 	On an ongoing basis
	<ul style="list-style-type: none"> Revision of new employee introduction strategy to include a component on equity and diversity 	Depending on date when revision is undertaken
	<ul style="list-style-type: none"> Semi-annual comparison between completed forms and the list of new employees (indeterminate, term, student, casual, employee secondment with the Agency) to ensure an 80% return rate 	Summer 2009 (on a semi-annual basis)
	<ul style="list-style-type: none"> Phone or e-mail follow-up by the EE Coordinator with employees who have not completed the form 	Summer 2009 (on a semi-annual basis)

Requirement 2 – Workforce analysis

Targeted result

Under-representation of designated group members is measured and gaps are closed.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> Analyze internal representation and distribution for all occupational categories 	<ul style="list-style-type: none"> Annual analysis (as at March 31) of gaps between internal representation and labour market availability (LMA) based on 2006 Census 	<p>April 2009 (on an annual basis)</p>
<ul style="list-style-type: none"> Analyze share of hires of designated group members with student, casual (90 days) or secondment status with the Agency 	<ul style="list-style-type: none"> Annual analysis of share of hires of designated group members with student, casual (90 days) or secondment status with the Agency 	<p>April 2009 (on an annual basis)</p>
<ul style="list-style-type: none"> Analyze internal participation of employees with indeterminate or term status 	<ul style="list-style-type: none"> Development of a data retrieval system on the share of recruitment, promotion, and termination of designated group members 	<p>April 2010</p>
	<ul style="list-style-type: none"> Annual flow data analysis in terms of share of recruitment, promotion and termination of designated group members 	<p>April 2010 (on an annual basis)</p>

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Establish and promote short-term projections (one to three years) for recruiting designated group members 	<ul style="list-style-type: none"> • Development of a data book system on recruitment projections for designated group members 	Summer 2010
	<ul style="list-style-type: none"> • Short-term projections (one to three years) for recruitment of designated group members 	On a three-year basis
<ul style="list-style-type: none"> • Conduct a clustering analysis as required 	<ul style="list-style-type: none"> • Clustering analysis (in subordinate positions) 	As required

Requirement 3 – Employment Systems Review

Targeted result

Barriers to employment of designated group members are identified and eliminated.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Assess the need to conduct an Employment Systems Review (ESR) 	<ul style="list-style-type: none"> • Review of employment systems 	As required
<ul style="list-style-type: none"> • Examine Human Resources Management (HRM) employment equity policies and practices 	<ul style="list-style-type: none"> • Examination of 2007-2009 Human Resources Planning (HRP) as it relates to employment equity, including representation of the designated groups 	When developing the new 2007-2009 HRP

Requirement 4 – Positive Practices (Employment Equity Plan)

This requirement is divided into six sub-requirements.

Targeted result

Introduction of positive hiring, development and retention practices, as well as accommodation and sensitivity measures.

Sub-requirement 4.1 – Integration in management priorities

Targeted result

Delegated managers are responsible for implementing employment equity.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Include targeted results in the delegated managers' performance agreements and, when possible, formulate results by sector 	<ul style="list-style-type: none"> • Results integrated into delegated managers' performance agreements and, when possible, stated by sectors 	<p>April 2009 (on an annual basis)</p>
<ul style="list-style-type: none"> • Meet with new managers and outline the challenges of EE for them 	<ul style="list-style-type: none"> • New managers informed of anticipated results for equity and diversity 	<p>On an <i>ad hoc</i> basis</p>
<ul style="list-style-type: none"> • Integrate targeted results in HRP 	<ul style="list-style-type: none"> • Equity and diversity results integrated in HRP 	<p>When developing the new 2007-2009 HRP</p>
<ul style="list-style-type: none"> • Stress managers' involvement in supporting the Equity Plan 	<ul style="list-style-type: none"> • Official recognition of delegated managers 	<p>2010-2011</p>

Sub-requirement 4.2 – Recruitment, selection and hiring

Targeted result

Designated group members are recruited and retained.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none">• Make greater use of the flexibility afforded under the <i>Public Service Employment Act</i> (PSEA) in under-represented and, where possible, over-represented employment categories and groups	<ul style="list-style-type: none">• Number and type of process leading to the appointment of designated group members:<ul style="list-style-type: none">– application of the organizational need criterion– application of the limited area of selection– application of the expanded area of selection	April 2009 (on an annual basis)
<ul style="list-style-type: none">• Recruit one in four students from the designated groups	<ul style="list-style-type: none">• Share of designated group students recruited for casual employment through student recruitment programs:<ul style="list-style-type: none">– Federal Student Work Experience Program (FSWEP)– Co-op/Internship Program– Research Affiliate Program (RAP)	April 2009 (on an annual basis)

Sub-requirement 4.2 – Recruitment, selection and hiring (continued)

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> Recruit graduates from the designated groups for term or indeterminate jobs 	<ul style="list-style-type: none"> Share of designated group graduates recruited through <ol style="list-style-type: none"> bridging mechanisms (student gateway) graduate recruitment programs for a term or indeterminate position: <ul style="list-style-type: none"> Post-Secondary Recruitment (PSR) Program Recruitment of Policy Leaders Program (RPL) development programs leading to indeterminate appointments: <ul style="list-style-type: none"> Management Trainee Program (MTP) Accelerated Economist Training Program etc. 	April 2009 (on an annual basis)
<ul style="list-style-type: none"> Increase representation of delegated managers from the designated groups 	<ul style="list-style-type: none"> Two of the 42 delegated managers are members of the following three designated groups: Aboriginal people, persons with disabilities and visible minorities 	Spring 2012
<ul style="list-style-type: none"> Promote representative selection juries 	<ul style="list-style-type: none"> Number of employees trained Number of employees on internal and external juries 	Winter 2010 Winter 2010

Sub-requirement 4.3 – Training and development

Targeted result

Designated group members are supported in their development process.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> Promote the Personal Learning Plan (PLP) to all employees 	<ul style="list-style-type: none"> Completed PLPs in the order of 90% annually 	April 2009 (on an annual basis)
<ul style="list-style-type: none"> Identify learning trends for designated groups 	<ul style="list-style-type: none"> Statistics on learning (e.g. number of training days used) 	April 2010 (on an annual basis)
<ul style="list-style-type: none"> Promote development and networking activities intended for designated group members 	<ul style="list-style-type: none"> Number and type of national council activities and number of participants Number of development programs from central agencies, number of recommendations and number of participants 	On an <i>ad hoc</i> basis On an <i>ad hoc</i> basis

Sub-requirement 4.4 – Retention

Targeted result

Designated group members are satisfied with their integration, and measures promoting retention are communicated to the delegated managers.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Meet with self-identified employees six months after their appointment to discuss their satisfaction with their integration 	<ul style="list-style-type: none"> • Number of employees interviewed and level of satisfaction • Communication to management of measures promoting retention 	<ul style="list-style-type: none"> On an ongoing basis On an annual basis
<ul style="list-style-type: none"> • Meet with self-identified employees upon their departure 	<ul style="list-style-type: none"> • Number of employees interviewed and level of satisfaction • Communication to management of measures promoting retention 	<ul style="list-style-type: none"> On an ongoing basis On an annual basis

Sub-requirement 4.5 – Accommodation measures

Targeted result

Designated group members have access to reasonable accommodations.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Upon receipt of the new <i>Accommodation Policy</i>, revise Agency guidelines 	<ul style="list-style-type: none"> • Agency guidelines revised and distributed to employees • Delegated managers trained 	<ul style="list-style-type: none"> On receipt of the <i>Policy</i> On receipt of the <i>Policy</i>

Sub-requirement 4.6 – Awareness measures for all staff

Targeted result

Work environment is inclusive and respectful.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Train, if necessary, new delegated managers on employment equity challenges 	<ul style="list-style-type: none"> • Training given to managers concerned 	2010-2011
<ul style="list-style-type: none"> • Organize staff information and awareness activities 	<ul style="list-style-type: none"> • Number of events among: <ul style="list-style-type: none"> – official Public Service (PS) events – official multicultural holidays – activities organized by interdepartmental employment equity networks 	On an ongoing basis
	<ul style="list-style-type: none"> • Seasonal publication of cultural calendar 	Every season (on an ongoing basis)
	<ul style="list-style-type: none"> • Four articles published in Gazette or <i>Kaleidoscope</i> (December, March, June, September) 	Depending on events organized and internal newsletter editions
	<ul style="list-style-type: none"> • Day dedicated to diversity 	2009-2010 and 2010-2011
	<ul style="list-style-type: none"> • Two to three mini awareness activities, including one for business office employees 	On an annual basis

Requirements 5 and 6 – Monitoring of progress Review and revision of the Plan

Targeted result

Reasonable progress supports implementation of the Equity Plan.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Report on Equity Plan progress and revise Plan if necessary 	<ul style="list-style-type: none"> • Presentation of the Equity Plan annual follow-up to the delegated managers: <ul style="list-style-type: none"> - senior management (Departmental Management Committee) - sector management committees 	September 2009 (on an annual basis)
	<ul style="list-style-type: none"> • Integration of the EE component in the report on multiculturalism 	September 2009 (on an annual basis)
	<ul style="list-style-type: none"> • Integration of the EE component in the annual report on the Management Accountability Framework (MAF), parts 10 and 11 	November 2009 (on an annual basis)

Requirement 7 – Communication with employees

Targeted result

All staff are kept regularly informed of employment equity initiatives.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Improve the information provided to employees 	<ul style="list-style-type: none"> • Revision of employment equity page in the Intranet 	On an <i>ad hoc</i> basis
	<ul style="list-style-type: none"> • Simplification of Equity Plan annual follow-up 	Fall 2009
	<ul style="list-style-type: none"> • Distribution of <i>2009-2012 Employment Equity and Diversity Plan</i> 	April 2009
	<ul style="list-style-type: none"> • Distribution of summary sheet: <i>Overview – 2009-2012 Employment Equity and Diversity Plan</i> 	April 2009

Requirement 8 – Consultation and collaboration with employee representatives

Targeted result
Employee representatives contribute to implementing the Equity Plan.

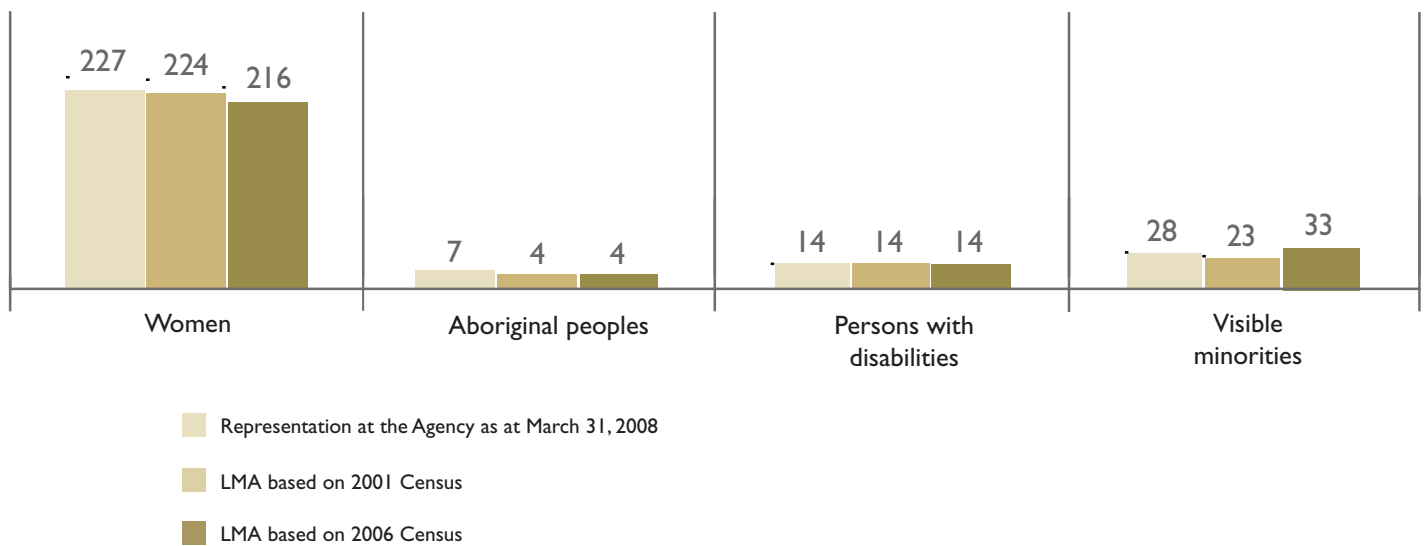
Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Consult the Diversity Committee and get members involved in organizing activities 	<ul style="list-style-type: none"> • Revision of committee mandate, composition and operation • Involvement of Committee members in organizing activities and consultations • Annual follow-up of Equity Plan 	<ul style="list-style-type: none"> Summer 2009 On an <i>ad hoc</i> basis Fall 2009 (on an annual basis)
<ul style="list-style-type: none"> • Consult the Labour–Management Consultation Committee (LMCC) 	<ul style="list-style-type: none"> • Annual follow-up of Equity Plan • Consultations when required 	<ul style="list-style-type: none"> Fall 2009 (on an annual basis) On an <i>ad hoc</i> basis

Requirement 9 – Maintenance of records

Targeted result
Records are maintained in accordance with the *Act*.

Commitment:	Performance Measurement:	Due date:
<ul style="list-style-type: none"> • Maintain all records as required by the <i>Employment Equity Act</i> 	<ul style="list-style-type: none"> • Records are kept confidential 	<ul style="list-style-type: none"> On an ongoing basis
<ul style="list-style-type: none"> • Prepare a body of evidence documenting 2005-2008 Action Plan achievements 	<ul style="list-style-type: none"> • Creation of a master file to categorize and archive achievements 	<ul style="list-style-type: none"> Fall 2009

Representation of designated group members in the Agency as at March 31, 2008 based on 2001 and 2006 Censuses¹



Note :

¹ Sources: Labour market availability estimates (LMA), taken from the Census of Canada and the Participation and Activity Limitation Survey (PALS) of 2001 and 2006.

APPENDIX 2

Representation gaps by occupational category and employment group in the Agency
as at March 31, 2008, based on 2006 Census data¹

Occupational category and employment group	Total Workforce ² (March 2008)	Women	Aboriginal peoples	Persons with disabilities	Visible minorities
MANAGEMENT					
EX Management	15	0,0	-0,6		-1,1
Total	15	0,0	-0,6	-0,5	-1,1
SCIENTIFIC AND PROFESSIONAL					
ES Economics	41	1,7	-0,5		-2,4
PC Physical Sciences	3	0,4	0		-0,5
Total	44	2,2	-0,5	-2,0	-2,8
ADMINISTRATION AND FOREIGN SERVICE					
AS - Administrative Services	59	7,3	0,5		-0,9
CO - Trade Officer	145	-15,9	4,3		-0,6
CS - Computer Systems Administration	21	3,7	-0,1		-2,1
FI - Financial Administration	14	-1,5	0		-1,6
IS - Information Services	26	1,7	-0,2		-1,0
PE - Personnel Administration	13	1,7	-0,1		1,5
PM - Programme Administration	1	0,5	0		-0,1
Total	279	-0,7	4,5	1,4	-4,6
TECHNICAL SUPPORT					
SI - Social Science Support	1	0,2	0		-0,1
Total	1	0,2	0	1,0	-0,1
ADMINISTRATIVE SUPPORT					
CR - Clerical and Regulatory	58	11,2	-0,8		3,1
Total	58	11,2	-0,8	0,6	3,1
GRAND TOTAL	397	11	2,6	0,5	-5,0

Notes :

¹ Gaps are based on labour market availability estimates, taken from the 2006 Census and the 2006 Participation and Activity Limitation Survey (PALS).

² Workforce includes indeterminate employees and term employees of three months or more. It does not include students, casual employees or employees on leave of absence without pay.

Employee self-identification form

(Confidential when completed)

This form is designed to collect information on the composition of the Public Service workforce to comply with legislation on employment equity and to facilitate the planning and implementation of employment equity activities. Your response is voluntary and you may identify in more than one designated group.

The information you provide will be used in compiling statistics on employment equity in the federal Public Service. With your consent (see Box E), it may also be used by the employment equity co-ordinator of your department for human resource management purposes. This includes referral for training and developmental assignments and, in the case of persons with disabilities, facilitating appropriate accommodation in the workplace.

Employment equity information will be retained in the Employment Equity Data Bank (EEDB) of the Treasury Board Secretariat and its confidentiality is protected under the Privacy Act. You have the right to review and correct information about yourself and can be assured that it will not be used for unauthorised purposes.

STEP 1:

Complete boxes A to E. In boxes B, C and D, refer to the definitions provided.

STEP 2

Sign and date the form and return it to your department's EE coordinator.

Thank you for your cooperation

TBS/PPB 300-02432

TBS/SCT 330-78 (Rev. 1999-02)

A.

<input type="text"/>	<input type="text"/>
Family Name	Given Name and Initial
<input type="text"/>	
Department or Agency/Branch	
<input type="text"/>	<input type="text"/>
Telephone # (office)	Personal Record Identifier (PRI)
<input type="radio"/> Female <input type="radio"/> Male	

B. A person with a disability... (i)

...has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and

1. considers himself/herself to be disadvantaged in employment by reason of that impairment;
2. believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment,

and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

ARE YOU A PERSON WITH A DISABILITY?

- No Yes, check all that apply
- 11 Co-ordination or dexterity (difficulty using hands or arms, for example, grasping or handling a stapler or using a keyboard)
- 12 Mobility (difficulty moving around, for example, from one office to another or up and down stairs)
- 16 Blind or visual impairment (unable to see or difficulty seeing)
- 19 Deaf or hard of hearing (unable to hear or difficulty hearing)
- 13 Speech impairment (unable to speak or difficulty speaking and being understood)
- 23 Other disability (including learning disabilities, developmental disabilities and all other types of disabilities)

(Please specify) _____

C. An Aboriginal person...

...is a North American Indian or a member of a First Nation or who is Métis, or Inuit. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

ARE YOU AN ABORIGINAL PERSON?

- No Yes, check the appropriate circle
- 03 North American Indian/First Nation
- 02 Métis
- 01 Inuit

D. A person in a visible minority...

...in Canada is someone (other than an Aboriginal person as defined in C above) who is non-white in colour/race, regardless of place of birth.

ARE YOU IN A VISIBLE GROUP?

- No Yes, check the circle which best describes your visible minority group or origin
- 41 Black
- 45 Chinese
- 51 Filipino
- 47 Japanese
- 48 Korean
- 56 South Asian/East Indian (*including Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.*)
- 58 Southeast Asian (*including Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.*)
- 57 Non-White West Asian, North African or Arab (*including Egyptian; Libyan; Lebanese; Iranian; etc.*)
- 42 Non-White Latin American (*including indigenous persons from Central and South America, etc.*)
- 44 Person of Mixed Origin (*with one parent in one of the visible minority groups listed above*)
- 59 Other Visible Minority Group
(Please specify) _____

- E.** 99 The information in this form may be used for human resources management

Signature

(DD/MM/YY)