



Fair, safe and productive workplaces

Labour

Employment Equity in Your Workplace Federal Contractors Program

STEP 4 – Implementing and Sustaining an Employment Equity Program

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Introduction

Step 4 provides guidance on how to sustain your employment equity plan once it has been developed and put in place.

Your organization must make all reasonable efforts to implement its employment equity plan to ensure that reasonable progress is achieved toward a favourable workplace environment and a representative workforce.

You must put into action the mechanisms from Steps 1, 2 and 3 to:

- a. recognize positive and negative results of employment equity implementation and correct areas where it has not produced the desired results;
- b. communicate with employees, employee representatives and bargaining agents;
- c. ensure consultation and collaboration between managers, employee representatives and bargaining agents;
- d. keep appropriate employment equity records;
- e. monitor implementation of employment equity, particularly the measures outlined in your employment equity plan;
- f. keep your workforce analysis and employment systems review results current; and
- g. review and revise your employment equity plan goals and measures, as appropriate.

An employment equity plan is a systematic and structured approach to removing barriers and implementing positive and special measures that will decrease and eventually eliminate all gaps in representation of the four designated groups.

Your plan is an important document. It keeps the goals of employment equity and the path to reach those goals clear. Having completed Steps 1 through 3, you have developed an appropriate employment equity plan and will now move forward to implement it.

Remember: *If your workforce analysis did not reveal any gaps in representation—minor or significant—and your employment systems review did not identify any barriers to the employment of designated group members, you are not required to have an employment equity plan. However, you must implement an employment equity program that fulfills the requirements of the Act and of the Federal Contractors Program and creates the basis to maintain a representative workforce and favourable work environment.*

Step 4 is for organizations that have completed Steps 1 to 3 and have an employment equity plan. If you have completed Steps 1 to 3 and are not required to have a formal employment equity plan, and you have chosen not to develop an informal plan, see **Appendix 4B** for details on how to implement an effective employment equity program when a formal plan is not required.

Through compliance reviews, your organization's employment equity plan and program are subject to scrutiny and evaluated for compliance with the Act, Regulations and Federal Contractors Program Requirements. More details on initial and follow-up compliance reviews are available in the introductions to the four steps.

Upon completion of Step 4: Implementing and Sustaining an Employment Equity Program, you will have:

- ✓ *continued to implement monitoring and revision procedures of both the employment equity program and plan;*
- ✓ *created the basis for a favourable workplace environment (one that is fair, equitable and free of employment barriers);*
- ✓ *made all reasonable efforts to ensure that reasonable progress is achieved toward a workforce that is representative of the available Canadian labour market;*
- ✓ *made reasonable progress towards eliminating areas of under-representation; and*
- ✓ *reviewed and revised your employment equity plan before it expires.*

This introduction provides background and summary information on sustaining an employment equity program, including:

- a summary of the legislative requirements under the Act, the Regulations and the Federal Contractors Program;
- the key points to remember;
- the tools and templates associated with Step 4; and
- a summary of the basic methodology involved in sustaining an employment equity program.

Following this introduction is an outline of the tasks involved in sustaining employment equity in your workplace and details on how to complete each task.

Legislative Framework

The implementation and maintenance of your employment equity program is required by the Act, the Regulations and the Federal Contractors Program Requirements.

The *Employment Equity Act*

Sections 11, 12 and 13 of the Act require that you make all reasonable efforts to implement your employment equity plan, to monitor this implementation, and to review and revise your plan at least once every three years to ensure that reasonable progress is achieved. Reviewing and revising your employment equity plan includes updating your goals and making any other changes necessary as a result of changing circumstances.

Sections 5, 14 and 15 of the Act continue to apply in Step 4, because they are required ongoing activities whose purposes are to sustain work already completed and to ensure that positive results are achieved. This includes identifying and eliminating employment barriers; instituting positive policies and practices; making reasonable accommodations; communicating with employees and bargaining agents; consulting with employee representatives and bargaining agents to get their help with communications; and preparing, implementing and revising your employment equity plan.

Employment Equity Regulations

Sections 5, 9(2), 11 and 12 of the Regulations refer to the ongoing requirements necessary to maintain an employment equity program. Essentially, you are required to keep all employment equity information up to date and maintain a record of activities undertaken for a minimum of two years after the activity or document to which they relate is complete.

Federal Contractors Program Requirements

As part of the Federal Contractors Program, you must comply with the requirements. Your organization must implement and sustain its employment equity program in order to meet the requirements by:

- ✓ making reasonable efforts to implement your employment equity program;
- ✓ achieving reasonable progress toward a representative workforce;
- ✓ reviewing and revising your employment equity plan and program at least once every three years; and
- ✓ continuing to satisfy the obligations outlined by each requirement.

Key Points to Remember

Communication, consultation and record keeping are crucial to the maintenance of employment equity. These three ongoing requirements cannot be stressed enough; they are often the key factors that determine the success of employment equity implementation in your workplace.

Communication

Communicating information from senior positions in the organization to employees plays a significant role in the success of your employment equity program. This ongoing communication regarding the program must be with employees, employee representatives and bargaining agents.

Consultation

Consultation requires that information be given **and** received by all individuals involved. Through ongoing consultations, you will involve employees, management, bargaining agents and employee representatives in your employment equity program, which will increase the program's sustainability and success.

Record Keeping

Record keeping plays a significant role in tracking your progress and efforts to implement your employment equity program. Record keeping becomes particularly critical when your organization is chosen for a compliance review under the Federal Contractors Program.

Resources for Sustaining Employment Equity

Step 4 provides a tool to calculate numerical progress, a tool that outlines the ongoing requirements, and a tool that details how to implement employment equity effectively when a formal employment equity plan is not required. It also provides two template examples of how you may undertake ongoing communications with employees through bulletins. Part of sustaining your employment equity program is updating and analyzing workforce data regularly and monitoring and reviewing your employment systems and your employment equity plan continuously. You will need to continue to use the tools and templates provided in the previous three steps, or your own equivalents, as appropriate.

Tools for Sustaining Employment Equity

- ✓ *Ongoing Employment Equity Requirements (Appendix 4A)*
- ✓ *Sustaining Employment Equity When a Formal Plan Is Not Required (Appendix 4B)*
- ✓ *Achievement Table and instructions (Appendix 4E)*
- ✓ *Tools provided in the previous steps*

Templates for Sustaining Employment Equity

- ✓ *Employment Equity Bulletin: Quick Reminder (Appendix 4C)*
- ✓ *Employment Equity Bulletin: Progress Report (Appendix 4D)*

Summary of Methodology

Step 4 clarifies how to satisfy the ongoing requirements to implement, track, monitor, review, revise and sustain, as appropriate, all work completed in the previous steps and to ensure that reasonable efforts and reasonable progress are made toward achieving a favourable workplace and a representative workforce. Appendix 4A provides a complete list of the ongoing employment equity requirements your organization must fulfill. You sustain your employment equity program by:

- having a clearly identified person or team led by a senior official responsible for your employment equity program, who will be held accountable for the success of implementing the program in your workplace;
- communicating with employees, employee representatives and bargaining agents the purpose of employment equity, the actions taken or planned to implement employment equity, and the progress made;
- consulting and collaborating regularly with employee representatives and bargaining agents by inviting them to provide input on the assistance they could give in implementing employment equity and communicating to the workforce as well as the preparation, implementation and revision of the employment equity plan;
- maintaining records of all employment equity activities that are sufficient to demonstrate satisfaction of the Federal Contractors Program Requirements **at all times**;
- making reasonable efforts to implement, monitor and update your employment equity plan and program to ensure reasonable progress toward the implementation of employment equity;
- updating, monitoring and analyzing your workforce and workplace information (Step 2: Workforce Analysis and Employment Systems Review) to identify and eliminate under-representation and employment barriers;
- reviewing your new employment systems to ensure that they do not constitute a barrier to the employment of designated group members and reviewing all systems related to any new gaps in representation; and
- reviewing and revising your employment equity plan at least once every three years and implementing the newly revised plan to ensure continued reasonable progress and to respond to areas where reasonable progress has not been achieved.

Implementing and Sustaining an Employment Equity Program: A–E Task Outline

TASK A: Sustaining accountability, communication, consultation, collaboration and record keeping

For your employment equity program and plan to maintain direction and produce results, a senior official and other managers must be responsible for ensuring their success. This includes instituting an accountability mechanism to support the achievement of employment equity goals and measures.

To further support your implementation of employment equity, management, employees, employee representatives and bargaining agents must communicate, consult and collaborate on employment equity matters on a continuous basis. Finally, you must also maintain appropriate records of all employment equity activities.

TASK B: Make all reasonable efforts to implement your employment equity plan

Now that an appropriate employment equity plan is developed, make all reasonable efforts to implement its components in a manner that would be expected to achieve the desired results and within the time frames established.

TASK C: Monitor for reasonable progress

Keep your employment equity information current; this includes keeping self-identification information up to date and updating your workforce analysis regularly.

Using the Achievement Table, or an equivalent tool, assess if your organization is achieving reasonable progress toward eliminating gaps in representation.

TASK D: Monitor and assess new human resources systems, policies and practices

Review all new employment systems to determine whether or not they have an adverse impact and, if so, whether or not they are valid. If new gaps appear, the employment systems that may have had an impact must be considered. Further, you must monitor previously reviewed systems to ensure that they remain barrier free.

TASK E: Review and revise your employment equity plan

Review and revise your employment equity plan to ensure that you make reasonable efforts and progress toward a fully representative workforce and a favourable workplace environment. A full review and revision of the employment equity plan has to be completed at least once every three years

Task A: Sustaining Accountability, Communication, Consultation, Collaboration and Record Keeping

The first task for sustaining employment equity in your workplace is to sustain the mechanisms for accountability, communication, consultation, collaboration and record keeping that you first developed and implemented in Step 1. These mechanisms are continuous strategies that form the foundation for a sustainable employment equity program and for the success of your employment equity plan.

Upon completion of Task A, you will have:

- ✓ *upheld and enforced your accountability mechanism, and ensured that the senior official responsible for employment equity fulfills his or her duties;*
- ✓ *continued implementation of your communication, consultation and collaboration mechanisms;*
- ✓ *ensured maintenance of employment equity records; and*
- ✓ *continued to implement monitoring and revision procedures of both the employment equity program and plan.*

Accountability

The responsibilities of the senior official accountable for employment equity do not end once the employment equity plan is developed and the employment equity program is being implemented. The implementation of employment equity is continuous. The responsible senior official and his or her team must be accountable for the successes and failures of all ongoing employment equity activities. They are also responsible for evaluating progress and undertaking actions to correct issues that may be having a negative impact on the employment equity process and on achieving quantitative goals.

As detailed in Step 1, the accountability mechanism you use is appropriate for your organization and applied to each person involved in achieving an employment equity goal or measure. This accountability mechanism can take many forms, and you are encouraged to be creative in order to establish a mechanism that works in your workplace. Examples of potential accountability mechanisms that complement the assignment of a senior official responsible for employment equity include:

- linking employment equity goals and measures to year-end bonuses;
- making the achievement of employment equity goals and measures part of the responsible employee's performance agreement; and
- requiring managers of areas with gaps in representation of the designated groups to report on efforts and progress made to remove barriers and eliminate the gaps.

Support and sustain the implementation of employment equity in your workplace by doing the key activities highlighted in each step regularly: communication, consultation, collaboration and record keeping.

Communication

Communication is required to ensure that all staff are provided with the information they need to understand and support employment equity in your workplace. Communication enables management to:

- convey to employees the importance of employment equity, the benefits to be gained through an equitable workplace environment, and the message that management will not tolerate discrimination based on gender, race, culture, disability or ethnicity;
- remind employees regularly that they may update their self-identification information, that the information they provide for employment equity purposes (i.e., answers on the self-identification questionnaire) is kept confidential and separate from personnel files and that identification as a designated group member is voluntary;
- inform employees of the employment equity efforts undertaken by your organization; and
- update employees on progress made to implement employment equity and to achieve a favourable workplace environment and a representative workforce.

Often, communications with employees take the form of a progress report or a reminder bulletin. For examples of what you might include in regular communications to employees, please consult Appendices 4C and 4D.

As indicated in Step 1, you must communicate information related to employment equity to all staff **at least** once a year. More frequent updates (for example, weekly, bi-weekly or monthly) are strongly encouraged but will depend on what works best in your organization.

Consultation

Consultations enable employee representatives and bargaining agents to respond to how initiatives are progressing and to contribute to any new actions or emerging issues. This will often give employees a sense of ownership and personal interest in the success of the employment equity program in the organization. Consultations are required to ensure that:

- employees and bargaining agents understand the purpose of employment equity in general and in your workplace;
- the perspectives of employees and bargaining agents are taken into consideration when your organization undertakes activities related to employment equity; and
- you have a high degree of certainty that the employment equity activities you implement will achieve their purpose.

As with communication, and as related in Step 1, you must consult with employee representatives and bargaining agents **at least** once every year, although more frequent consultations are strongly encouraged. Organizations often maintain an ongoing employment equity committee to ensure regular and informed consultations.

Collaboration

Collaboration encourages employees and bargaining agents to participate in implementing employment equity activities, and it plays a key role in ensuring that employees develop a personal interest in the success of your employment equity program.

As detailed in Step 1, you must collaborate with employee representatives and bargaining agents regarding the **preparation, implementation** and **revision** of your employment equity plan and program.

Record Keeping

As with all good corporate initiatives or programs, record keeping is integral to demonstrating work done and results achieved, as well as for determining how best to move forward with implementing employment equity. There is no ideal procedure for ensuring that your organization has good record keeping mechanisms in place. Use your own corporate experiences to determine the most effective processes to keep clear and accessible employment equity records while satisfying the Federal Contractors Program Requirements.

According to Section 11 of the Regulations, you must maintain the following records as evidence of successfully implementing employment equity:

- a record of each employee's:
 - designated group membership;
 - occupational group classification;
 - salary;
 - salary increases;
 - promotions;
- a copy of the self-identification questionnaire and any other related information provided to employees;
- a copy of all information used to conduct workforce analyses;
- a summary of the workforce analyses results;
- a description of the employment systems review activities and results;
- a copy of the current employment equity plan and any previous version, as well as a description of review and revision activities undertaken;

-
- a record of monitoring activities undertaken in relation to employment equity implementation; and
 - a record of activities undertaken and information provided to employees, employee representatives and bargaining agents over the course of communications, consultations and collaborations.

The Regulations also specify that these records must be kept for at least two years after the end of an employment equity plan to which the record relates. For terminated employees, keep a record of the terminated employee's employment equity data for a minimum of two years after the termination date. Please note, however, that the Federal Contractors Program requires at least three years of workforce employment equity data to conduct a thorough review of evidence and determine if your organization has implemented employment equity in compliance with the Requirements. In light of this, a five-year life cycle is recommended for employment equity records.

***Note:** It is crucial to have good records at hand when you are notified that you have been chosen for a compliance review; you will be required to provide suitable evidence that you fulfilled each Federal Contractors Program Requirement*

Task B: Make All Reasonable Efforts to Implement Your Employment Equity Plan

Upon completion of Task B, you will have:

- ✓ *made all reasonable efforts to ensure that reasonable progress is achieved toward a workforce that is representative of the available Canadian labour market*

You must make reasonable efforts to implement employment equity in terms of executing the actions outlined in your plan effectively. Further, you are required to monitor the implementation and take corrective action if reasonable efforts are not being made.

***What is reasonable?:** This will vary from one situation to another. The Act requires organizations to attain a representative workforce within a reasonable period of time. In doing so, organizations must implement an employment equity plan to address all gaps in representation. The plan must contain acceptable goals and sufficient measures to support these goals. If you have been found in compliance following a compliance review, your employment equity plan has been assessed to meet this standard. Your obligation is now to implement all the elements of your plan in a manner that could be expected to produce targeted results.*

To assess whether or not you made reasonable efforts to implement your employment equity plan, ask yourself three questions for each measure outlined by the plan:

- 1) Was the measure carried out?
- 2) Was the quality of the measure carried out sufficient to create a reasonable expectation of success?
- 3) Was the measure carried out according to the plan's deadlines?

Other indicators that reasonable efforts were made to implement the measures contained in your employment equity plan include:

- there is evidence of ongoing senior-level support for employment equity and its implementation;
- accountability mechanisms are in use for the implementation of employment equity;
- adequate resources (financial and human) are devoted to the implementation of each measure contained in your employment equity plan;
- a measure is replaced with a more appropriate measure where the measure was not implemented or was found to have no or little effect; and
- new or additional measures, not originally included in the plan, were undertaken. This might include using internal expertise (employees, including members of designated groups) and external sources (such as the community and advocacy organizations,

employer associations, regional and national labour federations, government departments and agencies) to maximize your success in implementing employment equity.

Example:

If your plan includes outreach to organizations capable of providing candidates of a particular designated group for Semi-Skilled Manual Workers, you would ask some of the following questions:

- Did outreach occur? If so, what was its frequency? Does it take place each time there is recruitment?
- What efforts were made to identify appropriate organizations?
- Were records kept of efforts and results?
- Were alternative actions taken if results were not satisfactory?
- What is the impact on the numerical goal?

Example:

If your employment equity plan includes introducing a more structured and objective process for selection, you would ask:

- Has this been done and, if so, was it done within the deadline of the plan?
- What were the steps taken to ensure objectivity?
- Is the new process now being implemented consistently when staffing?
- Is the selection process properly documented?
- What is the impact on the numerical goal?

Note: Where efforts to implement all or some key components of the employment equity plan are minimal or non-existent, you must be able to demonstrate that factors beyond your organization's control hindered its ability to achieve its goals and implement its employment equity plan. Such factors may include changes in the workforce in the form of significant downsizing or major changes in your organization's industrial sector or economic situation.

Implementing employment equity does not require your organization to take measures that would cause undue hardship, to hire or promote unqualified people, or to create new positions within your organization (Section 6 of the Act). It does require a concerted effort and an ongoing commitment to achieve a representative workforce and a favourable workplace environment.

Task C: Monitor for Reasonable Progress

The *Employment Equity Act* requires that the hiring and promotion goals in your employment equity plan be sufficient to ensure that reasonable progress is made toward achieving full representation within the time frame of the plan. To measure progress made toward achieving the goals you have set effectively, first update your workforce information, workforce analysis, flow data analysis and clustering analysis.

Upon completion of Task C, you will have:

- ✓ *updated your workforce analysis, flow data analysis and clustering analysis; and*
- ✓ *determined whether reasonable progress was made towards decreasing areas of under representation.*

Maintain Workforce Information and Update Analyses

In Step 1, you collected all required workforce information. Now, it is necessary to keep the information accurate and current. To do so, provide a self-identification questionnaire to all new employees and to employees who request to change or update information, and keep track of hires, promotions and terminations within your workforce.

Record all changes in your workforce employment equity information system (for example the Workplace Equity Information Management System) and use this information to keep the workforce analysis you completed in Step 2 updated. You are required to update your analysis (like the one you completed as a part of Step 2) once every three years. However, in order to ensure that you respond effectively to developments in your organization and achieve your employment equity goals and measures, it is recommended that you complete workforce analyses quarterly or, at minimum, once every year.

It is recommended, but not required, that you conduct a new, full workforce survey approximately once every three years. Over time, as employees become increasingly at ease with the implementation of employment equity in your organization, the level of self-identification (response rate) may also increase.

A new workforce survey is also suggested after major changes in the workforce occur, such as a merger or an acquisition.

Now that the implementation of employment equity is in progress in your organization, you will complete a flow data analysis and a clustering analysis to determine more accurately the representation of the four designated groups and any areas where they may face employment barriers in your workplace.

Flow Data Analysis and Clustering Analysis

If you have not already completed a clustering analysis, you may choose to complete one according to the instructions provided in Step 2. The information may be very useful to you. A clustering analysis provides information about whether or not, over time, designated group members receive disproportionately lower salaries, and if they tend to work more frequently than their counterpart employees who are not members of designated groups in lower salary occupational groups in your workforce.

Step 2 informed you that you must keep records of hires, promotions, salaries and terminations for three consecutive years. Using this information, and the instructions provided in Step 2, you will be able to complete a flow data analysis. A flow data analysis reveals whether or not employees who are members of designated groups in your workforce are hired at rates less than expected, receive fewer promotions than expected or are terminated more frequently than are their counterpart employees who are not members of designated groups. The information gathered through a flow data analysis can assist you in identifying issues with the hiring, promotion and termination of specific designated group members in certain occupational groups.

For example:

- Hiring: Aboriginal peoples constitute 1.5 percent of all hires into Semi-Skilled Manual Workers positions, while there is a labour market availability of 2.7 percent.
- Promotion: Women constitute 12 percent of all those promoted into Middle and Other Managers, even though their representation in the Professionals occupational group (the primary source for Middle and Other Managers) is 28 percent.
- Termination: Persons with disabilities constitute 6 percent of all terminations in Clerical Personnel, although they are only 2.3 percent of representation.

The information used to conduct a flow data analysis is also used to verify if reasonable progress is being made toward closing gaps in representation in your workforce, and maintaining full representation where it exists.

Assess Reasonable Progress

Reasonable progress is determined by verifying to what extent you have achieved your hiring and promotion goals as established in Step 3 and included in your employment equity plan.

To simplify the calculation of progress, the Federal Contractors Program uses an Achievement Table (see the following sample table—the full tool and explanation are located in Appendix 4E).

Achievement Table

Organization Name															
A	B	C	D	E	F	G	H	I	J	K	L	M	N		
Representation Data							Hiring and Promotion Goals								
Employment Equity Occupational Group (EEOG)	Year	Total Number of Employees		Women		2006 Census Availability		Gap	Total Number of New Entrants		Number of New Entrants: Women		Goal	Percent of Goal Met	Comments
		#	%	#	%	#	%		#	%	#	%	%		
Senior Managers	2003			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2004			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2005			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2006			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	Sub-Total		0.0		#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	
Middle & Other Managers	2003			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2004			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2005			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2006			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	Sub-Total		0.0		#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	
Professionals	2003			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2004			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2005			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2006			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	Sub-Total		0.0		#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	
Semi-Professionals & Technicians	2003			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2004			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2005			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	2006			#DIV/0!		0.0	0.0	0.0			#DIV/0!			#DIV/0!	
	Sub-Total		0.0		#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	

Note: You may choose to use a different tool, but it must be capable of providing the required information.

***Note:** To assess if you have met your goals during a compliance review, the workplace equity officer will evaluate the information your organization provides in the Achievement Table. The officer will also review your organization's original workforce analysis, goals and updated workforce analysis to ensure that the information contained in the Achievement Table is consistent.*

To determine reasonable progress, compare your goal to your results for each designated group and Employment Equity Occupational Group where a goal was set, and calculate the extent to which your goal was met (as a percentage). If you do not meet your goal, you must provide a reasonable explanation for the shortfall. If you meet or exceed your goal, you are encouraged to evaluate the measures you undertook to meet the goal and apply them to achieve your goals in other areas, where possible.

Task D: Monitor and Assess New Human Resource Systems, Policies and Practices

Human resource management is a rapidly evolving area of corporate interest. Your organization may make minor or significant changes to its employment policies and practices over the course of your employment equity plan implementation. For example, an organization may decide to implement human resource systems based on a competency model rather than a traditional skill-based assessment process. In addition, new occupational requirements, diversification or industrial sector changes may result in the implementation of new or modified job descriptions, practices, etc.

Upon completion of Task D, you will have:

- ✓ *continued to implement monitoring and revision procedures for the employment equity program and plan; and*
- ✓ *created the basis for a favourable workplace environment—one that is fair, equitable and free of employment barriers.*

It is important that you monitor these human resource developments and assess how you intend to implement changes that may have an impact on your employment equity objectives. This means:

- reviewing proposed changes to assess their potential impact using the same assessment procedures outlined in Step 2: Employment Systems Review;
- monitoring previously validated employment systems (policies and practices) to ensure that they do not develop barriers as changes and modifications are introduced; and
- reviewing employment systems that have an impact on occupational groups where new gaps in representation are found during monitoring and revision of the workforce analysis.

The process of how to ensure that these activities take place was outlined in Step 3. During the life of the employment equity plan, you must ensure that this process is followed and the results are documented.

Example:

Formal succession planning is initiated to ensure a smooth and efficient transition as expected vacancies occur. The requirement is to ensure that the process put in place uses valid standards to select candidates for eventual promotions; that development opportunities are equitably available to potential candidates; and that source areas for pulling candidates do not unduly restrict access in a manner that creates an adverse impact.

Task E: Review and Revise Your Employment Equity Plan

To ensure the success of your organization's employment equity program, review and revise your employment equity plan frequently. This is critical to ensure that it adapts to changing circumstances, that reasonable progress is achieved and that reasonable efforts are always evident.

Upon completion of Task E, you will have:

- ✓ *reviewed and revised your employment equity plan, including the core mechanisms, the representation goals, the measures to remove barriers, the special measures, the positive policies and practices, and the monitoring mechanism.*

At minimum, you must review your organization's employment equity plan and produce a revised version at the end of the plan's original time frame of three years. This newly revised employment equity plan will then also be implemented, monitored, reviewed and revised over the next three years. Thus, every three years, you must perform a detailed review of the employment equity plan and produce a newly revised version of the plan.

Review and Revise Core Mechanisms

The first part of reviewing and revising your employment equity plan is to verify that all elements of your organization's accountability, communication, consultation, collaboration and record-keeping mechanisms outlined in your employment equity plan are in use and are contributing to a positive workplace environment. You will have reviewed these mechanisms as part of Task A.

Using the results of Task A, mechanisms that have proven successful do not need to be revised in the employment equity plan. However, if any element of a mechanism has not produced the desired result, you must change the element in the employment equity plan and monitor the results of the change.

Review and Revise Representation Goals

Once you have reviewed the core mechanisms, review and address all gaps in representation that remain and any new gaps that have developed. Compare your previous workforce analysis to the updated workforce analysis you completed in Task C. Then, revise your employment equity plan goals to reflect your organization's current situation in three ways.

- 1) Where a gap in representation is closed, record the goal as fulfilled and remove it from the employment equity plan. Then consider using the same measures, policies or practices to close gaps in other areas.

-
- 2) Where previously noted gaps persist, assess if you have made reasonable progress to close the gap.

If reasonable progress to close the gap is evident, continue to implement the measures related to this gap until it is closed.

If reasonable progress is not evident, verify if reasonable efforts were made to implement the measures related to this gap:

- if reasonable efforts to implement the measures related to this gap are evident, further review employment systems and develop new measures to ensure that all barriers are removed;
 - if reasonable efforts to implement the measures related to this gap are **not** evident, hold the responsible person(s) accountable and begin making reasonable efforts to implement the employment equity plan measures.
- 3) Where new gaps in representation have developed, determine if they are significant or minor, as per the workforce analysis portion of Step 2.

If the new gaps are minor, establish new numerical goals in the organization's employment equity plan to close the gap.

If the new gaps are significant, review all employment systems related to the occupational group where the gap is present to identify barriers to the employment of designated group members (as per the Employment Systems Review section of Step 2). Then, add measures into the organization's employment equity plan to remove those barriers, as per Step 3.

Review and Revise Measures to Remove Barriers

To ensure that all gaps in representation are closed and no new gaps develop, there cannot be any barriers to the employment of designated group members in your employment systems. Compare the results of your employment systems monitoring and revision activities, including those completed as a part of Task D, to the measures outlined in your employment equity plan. Using this comparison, adjust your employment equity plan in three ways to ensure that reasonable efforts and progress are evident toward a favourable work environment and a representative workforce:

- 1) Where the barrier is no longer present, record the measure as having successfully removed the barrier and remove it from the employment equity plan. You may consider the measure for use in the removal of other barriers, as appropriate.

-
- 2) Where a barrier persists, revise the measure(s) in place to remove the barrier. The revision of the measure(s) must result in the removal of the barrier and requires that you either:
 - i. modify the measure(s);
 - ii. replace the measure with a new measure; or
 - iii. add a new measure and/or a special measure.
 - 3) Where a new barrier is identified, develop new measures to remove this barrier and include them in your employment equity plan.

If a measure has successfully removed a barrier, but the numerical gap in representation continues to exist, determine if additional barriers are blocking progress. New measures must then be outlined in the employment equity plan to remove each identified barrier.

Review and Revise Special Measures, Positive Policies and Practices and the Monitoring Mechanism

To support your employment equity goals and measures to remove barriers, your organization's employment equity plan will include special measures, positive policies and practices and a monitoring mechanism. Each of these must be assessed to ensure that it is further achieving these goals and this barrier removal. Begin the assessment by determining the effect of the special measure, positive policy or practice and the monitoring mechanism.

If the effect is desired, continue to implement the action until it is no longer necessary (positive policies and practices and the monitoring mechanism will often be ongoing).

If the effect is not desired, the special measure, positive policy or practice or the monitoring mechanism must be revised by changing it, replacing it or adding to it.

For example, you could implement a special measure to undertake targeted recruitment of visible minority professionals using the NAS Institute Job and Education Fairs for new Canadians, Aboriginal peoples and visible minorities. If you discover that it did not address the under-representation in Professionals, but it did provide Skilled Crafts and Trades Workers, you would review the potential of using this special measure to address any representation gaps in the Skilled Crafts and Trades Workers occupational group and develop a new special measure, such as targeted recruitment with a different institute, for the under-representation of visible minorities in the Professionals group.

Review and Revise Your Employment Equity Plan to Ensure Reasonable Efforts and Reasonable Progress

The review of the measures in the organization's employment equity plan that you have implemented will determine which measures were successful and which were not. A successful measure is one that supported the goal and enabled you to make reasonable progress toward eliminating the gap in representation that the measure was put in place to address.

If a measure was successful, continue to implement it until the gap is eliminated and full representation is achieved. Review the possibility of adjusting the measure for use in making reasonable progress toward achieving other goals outlined in the employment equity plan.

For each measure that was not successful, take corrective action and outline a new measure to make reasonable progress toward removing the barriers and closing the gap in representation.

Where you discover that reasonable efforts are not being made to implement the employment equity plan, you must take steps to ensure that the situation is rectified and that the appropriate people are held accountable.

Review and Revision Records

Detailed records of the review and revision of your employment equity plan are required.

For example, if one of your employment equity plan measures was to build a ramp to make your head office accessible, once the ramp was completed, you could create a record as follows:

“The ramp construction was completed within the timeline allotted by the employment equity plan. As a result, physical access to the premises is no longer a barrier to the hiring of persons with disabilities and it is no longer the cause of their overall under-representation in the workforce. This measure has been removed from the employment equity plan. The representation of this designated group will be monitored and, if gaps do not decrease within six months, a new employment systems review will be undertaken to identify any other barriers. New measures to remove the barriers and special measures to improve representation will be added into the employment equity plan.”



Fair, safe and productive workplaces

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Employment Equity in Your Workplace Federal Contractors Program

STEP 4 – Appendix

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Appendix 4A

Ongoing Employment Equity Requirements

Once you have started your employment equity program, you must implement continuous employment equity activities to sustain the work done and continue to move toward or sustain full representation and a favourable workplace environment.

- A senior official fulfills the role of senior official responsible for employment equity within the organization on a continuous basis.
- An accountability mechanism is in place and in use to ensure that all employment equity initiatives are carried out successfully.
- The organization communicates information regularly to its employees regarding employment equity, the steps taken to implement employment equity and the progress made.
- The organization consults and collaborates regularly with bargaining agents and/or employee representatives on matters regarding employment equity.
- The questionnaire used to survey the workforce satisfies the requirements of the Act and the Regulations.
- The workforce survey results are kept up to date by providing a self-identification questionnaire to new employees (including any new employees resulting from a merger or acquisition) and to others upon request, and by updating the database (Workplace Equity Information Management System or other) to reflect new hires, promotions, terminations and updates from employees.
- The workforce analysis is updated at least once every three years (recommended once quarterly or annually) using the appropriate availability estimates from the most recent Census and Participation and Activity Limitation Survey data.
- There is a process in place and in use to assess new policies and practices for potential barriers and to assess all employment systems related to a new gap in representation.
- The organization has, at minimum, an employment equity policy and an anti-harassment policy.
- An accommodation policy and procedures are in place for current employees and for candidates during the selection process.
- Records are maintained in accordance with the Act and the Regulations.

Additional requirements where gaps remain or new gaps develop:

- A new employment systems review is conducted to identify barriers and find probable cause for under-representation in the workforce.
- A flow data analysis is completed when 20 or more designated groups are found in one Employment Equity Occupational Group.
- An updated employment equity plan is in place and in use, which contains sufficient measures and appropriate goals that will, if implemented, lead to closing all identified representation gaps and employment barriers.
- Reasonable efforts and reasonable progress to implement the employment equity plan and meet hiring and promotion goals are evident.
- There is a process in place and in use to monitor, review and revise your employment equity plan at least once every three years.

Appendix 4B

Sustaining employment equity when a formal plan is not required

Implementing employment equity does not always mean that you have to have an employment equity plan in place and in use.

An employment equity plan is an action plan to remove gaps in representation and barriers to employment within your organization to achieve and maintain full representation. If you have neither minor nor significant gaps in representation in your workforce and you have determined that no barriers to the employment of designated group members exists within your workplace employment systems, you are not required to have a formal employment equity plan. However, you are required to continue to implement certain requirements established by the *Employment Equity Act*, the Regulations and the Federal Contractors Program Requirements.

- Have an active senior official responsible for employment equity.
- Have a functioning accountability mechanism for employment equity activities.
- Communicate regularly with employees (recommended at least twice each year) and ensure that the communications inform them periodically:
 - of the purpose of employment equity;
 - of completed employment equity measures;
 - of planned employment equity measures;
 - of progress made in implementing employment equity;
 - of senior management's commitment to employment equity; and
 - that self-identification as a member of a designated group is voluntary and that each employee may change or update his or her self-identification questionnaire answers at any time.
- Consult with employee representatives and bargaining agents on employment equity issues, and find out their opinions about how they can help the organization:
 - implement employment equity; and
 - communicate employment equity matters to employees.
- Maintain up-to-date workforce information by updating your information system (e.g., the Workplace Equity Information Management System). This includes:
 - 1) providing a blank self-identification questionnaire to:
 - new employees;
 - employees who want to update a previously submitted self-identification questionnaire;
 - employees who request one;

2) updating the employment equity information system to reflect all:

- hires;
 - promotions;
 - terminations;
 - salaries and salary changes;
 - new and updated self-identification questionnaire answers.
- Update your workforce analysis on the following occasions:
 - the release of new Census data;
 - the release of new Participation and Activities Limitation Survey data;
 - when major changes in the organization's workforce have occurred (e.g., downsizing, mergers); and
 - three years after the previous workforce analysis update.

If your workforce analysis update reveals one or more gaps in representation, you must determine if each gap is minor or significant, as per the instructions in Step 2.

- a. *If the gap is minor, you must develop and implement an employment equity plan (see Step 3) that contains goals to address and close the gap within a specified time frame.*
- b. *If the gap is significant, you must address and close it by:*
 - i. *undertaking an employment systems review to identify the barriers that are causing the gap (see Step 2); and*
 - ii. *developing an employment equity plan that outlines short- and long-term goals, measures to remove the barriers and special measures to correct the negative effects of the barriers (see Step 3).*

- Monitor previously reviewed employment systems to ensure that they do not develop employment barriers.
- Review all new employment systems to ensure that they do not constitute employment barriers.

If a review of an employment system that is already in place and in use reveals a barrier, you must develop an employment equity plan that outlines measures to address the barrier and special measures to correct the negative effects of the barrier (see Step 3).

If a review of a new employment system that has not been implemented reveals a barrier, the system is not to be put in place until the barrier has been removed.

Appendix 4C

Sample Employment Equity Bulletin: Quick Reminder

To: All Employees **Date:** [Date]

From: [Full name of senior official responsible for employment equity], [Title of senior official responsible for employment equity]

Subject: How you can help improve our workplace

As part of our employment equity program, [Organization's name] updates its employment equity information database constantly and tries to find new ways to improve how we implement employment equity in our workplace. The purpose of implementing employment equity is to:

- create a workplace that does not deny employment opportunities or benefits to any person for reasons that are not related to their skills and abilities;
- ensure that there are no barriers in our workplace to the employment and career progression of any employee, and particularly of employees who are members of one or more of the four designated groups: women, Aboriginal peoples, persons with disabilities and visible minorities; and
- undertake special measures to redress the effects of previously existing barriers to the employment and career progression of members of designated groups in our workplace.

Implementing employment equity in our workplace is important. It has been shown to benefit all employees in an organization; it promotes a favourable workplace and a representative workforce. [Organization's name] senior managers, managers and supervisors are all aware of the weight of their responsibility to ensure that discrimination based on gender, race, disability, culture or ethnicity will not be tolerated in our organization. This, in turn, means that all employees function in an environment that is fair, positive and innovative.

You can help

Make our efforts to implement employment equity more meaningful by verifying and updating your self-identification questionnaire answers.

Remember: Answers on self-identification questionnaires are confidential, voluntary and kept separate from your personnel file. The information provided through self-identification questionnaire answers is not used individually; it is compiled into an overall organization profile. This means that when you identify yourself as a member of a designated group, you lose nothing and you actually gain because the information enables us to improve our employment equity initiatives.

If you have any questions about employment equity or other ways you can help, please feel free to contact [Employment equity contact's name], [Employment equity contact's title] at [Employment Equity contact's phone number].

[Name and title of senior official responsible for employment equity]

Appendix 4D

Sample Employment Equity Bulletin: Progress Report

To: All Employees **Date:** [Date]

From: [Full name of the Chief Executive Officer or President], [Title of Chief Executive Officer or President]

Subject: Current status of employment equity initiatives

[Organization's name] strives to ensure that employment equity efforts and progress achieve and sustain a positive workplace environment and a representative workforce where you feel proud and fulfilled.

Your employment equity committee has worked hard over the last quarter to make progress toward achieving the goal of a representative workforce and a favourable workplace environment at [Organization's name]. Current activities and successes demonstrate that we have come a long way in reaching our employment equity plan objectives.

We have formulated and are now implementing the following policies:

- an anti-harassment policy;
- an accommodation policy, which includes procedures for requesting accommodation and for responding efficiently and effectively to accommodation request; and
- an employment equity policy.

These policies are accessible to all employees on the employee information bulletin board, (located in the main entrance), through [Organization's name] human resources intranet pages or by request at the human resources department.

Our special recruitment initiative through WORKink (www.workink.com) has been very effective in generating qualified candidates who are representative of the Canadian labour market availability for persons with disabilities to fill vacant clerical positions throughout the organization. The selection process filled all of the vacant positions and resulted in the hiring of qualified persons with disabilities at a rate that is actually higher than availability. This enabled [Organization's name] to eliminate the gap for persons with disabilities in the Clerical Personnel occupational group sooner than projected. The employment equity committee is now pursuing other special initiatives to complement our current recruitment strategies to ensure that [Organization's name] recruits a group of qualified candidates for the Professionals occupational group that is representative of the availability of women and to ensure a representative number of

Aboriginal peoples are part of the recruited group of qualified candidates for positions as Semi-Skilled Manual Workers. Final initiative proposals will be presented, approved and integrated into our employment equity plan within the next three months, so stay tuned!

Finally, work has now begun to build the ramp outside of the side entrance into the building. While construction is underway, please use only the main entrance to enter and exit the building. Fire evacuation plans have been modified to ensure security in case of emergencies. Fire and emergency captains have been trained in these temporary procedures and a briefing and drill will be given to all employees in the coming week to ensure that everybody is evacuated in a timely manner in the case of an emergency. We apologize for any inconvenience and thank you for your patience in this matter.

If you have questions about employment equity or want to know how you can help, please feel free to contact [Employment equity contact's name], [Employment equity contact's title] at [Employment equity contact's phone number].

[Name and title of President or Chief Executive Officer]

Appendix 4E

Achievement Table

Understanding the Achievement Table

The following instructions explain how to use the Achievement Table. For the actual table, see the attached Excel file.

Federal Contractors Program: Follow-Up Compliance Review

Purpose

The Achievement Table is designed to help organizations track their progress toward achieving full representation of the designated groups (Aboriginal peoples, persons with disabilities, visible minorities and women). In particular, this table will demonstrate whether or not the goals set in the employment equity plan were met.

Information Required

In order to complete the Achievement Table, the following information will be needed for the current year, as well as for the three previous years:

- the number of employees in each Employment Equity Occupational Group (EEOG) and their designated group membership, if any;
- the availability (based on the 2006 Census and Participation and Activity Limitations Survey (PALS) for persons with disabilities);
- the number of new entrants (hires **and** promotions) in each EEOG; and
- the goals¹ set out in the employment equity plan.

¹ When completing this table for the purpose of a follow-up compliance review, organizations must use the goals that were set out in the employment equity plan found in compliance during the previous compliance review.

Using the Achievement Table

The Achievement Table is a combination of four sheets—one for each designated group. Using the previous list of required information, fill in the columns of each sheet in the Achievement Table as follows:

Column Description	TASKS
<p>Column A reflects the EEOGs that are present in the organization.</p> <p>Column B specifies the years from which the data applies.</p>	<p>TASK 1 Verify the entries in columns A and B to ensure that they are accurate. EEOGs not present in the organization should be shaded or deleted.</p>
<p>Column C indicates the total number of employees belonging to each EEOG by year.</p>	<p>TASK 2 Enter into column C the total number of employees present in each EEOG for each year.</p>
<p>Column D automatically calculates (once column E is filled out) the percentage of employees in each EEOG that are part of the designated group specified. This is done by dividing the number of designated group members (column E) by the total number of employees (column C) for each EEOG in the organization ($E \div C$).</p>	
<p>Column E indicates the number of employees belonging to the specified designated group in each EEOG for each year.</p>	<p>TASK 3 Enter the number of employees belonging to the specified designated group in each EEOG for each year.</p>
<p>Column F indicates workforce availability for the given designated group by EEOG. Availability is based on 2006 Census data and PALS for persons with disabilities.</p>	<p>TASK 4 If your organization has calculated availability at the National Occupational Classification level for any EEOG, the weighted availability must be inserted (as a percentage) in the appropriate boxes under column F.</p>
<p>Column G automatically calculates the expected number of designated group members based on labour market availability and the number of positions within the EEOG. This number is obtained by multiplying the</p>	

Column Description	TASKS
percent availability (column F) by the total number of employees (column C) for each EEOG in the organization ($F \times C$).	
<p>Column H automatically calculates, for each EEOG, the gap that exists between the expected number of designated group members (according to the 2006 Census or PALS) and the actual number of designated group members that are currently working in each EEOG. This number is obtained by subtracting the expected number of designated group members (column G) from the actual number of designated group members in the EEOG (column E) ($E - G$).</p>	<p><i>Note: Information for columns A to H may be taken from the workforce analysis results.</i></p>
<p>Column I indicates the total number of employees that have entered the EEOG in the given year (both new hires and promotions).</p>	<p>TASK 5 Enter the total number of new entrants into column I.</p>
<p>Column J automatically calculates the percentage of new entrants into the EEOG that are part of the specified designated group. This is done by dividing the number of new entrants that are members of the designated group specified (column K) by the total number of new entrants (column I) for each EEOG in the organization ($K \div I$).</p>	
<p>Column K indicates the total number of new entrants into the EEOG that are part of the specified designated group.</p>	<p>TASK 6 Enter into column K the number of new entrants into each EEOG that are part of the specified designated group.</p>
<p>Column L indicates the goal set by the organization in its employment equity plan.</p> <p>Column M: Once the information from column A-K is entered in the appropriate fields of the Achievement Table, the “Percent of Goal Met” (column M) will be calculated automatically.</p>	<p>TASK 7 Enter into column L the goal set out in the employment equity plan.</p>

Column Description	TASKS
Column N provides a space for explanations about why goals are not being met or about any oddities in the data.	

Interpreting the Results

The percentage of the goal met will indicate how successfully the organization achieved the goals it set in its employment equity plan. While a result of 100 percent or more is ideal, a result of 85 percent or more will often be considered reasonable progress and an indication that reasonable efforts were made. All results that fall below 85 percent should be reviewed and corrective action taken to ensure that the goals are met in the future (including reviewing and updating the employment equity plan goals and measures to remove barriers).

Achievement Table

Organization Name

A	B	C	D	E	F	G	H	I	J	K	L	M	N
Representation Data								Hiring and Promotion Goals					
Employment Equity Occupational Group	Year	Total Number of Employees	Aboriginal peoples		2006 Census Availability		Gap	Total Number of New Entrants	Number of New Entrants: Aboriginal peoples		Goal	Percent of Goal Met	Comments
		#	%	#	%	#			%	#			
Senior Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Middle & Other Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Professionals	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Semi-Professionals & Technicians	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Supervisors	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Supervisors: Crafts & Trades	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Administrative & Senior Clerical	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Skilled Sales & Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Skilled Crafts & Trades Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Clerical Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Intermediate Sales and Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Semi-Skilled Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Other Sales & Service personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Other Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	
Formulas for Columns		Sum	E ÷ C	Sum	F + C	Sum	E - G	Sum	K ÷ I	Sum	L	J ÷ L	
A	B	C	D	E	F	G	H	I	J	K	L	M	N

Achievement Table

Organization Name													
A	B	C	D	E	F	G	H	I	J	K	L	M	N
Representation Data								Hiring and Promotion Goals					
Employment Equity Occupational Group	Year	Total Number of Employees	Persons with Disabilities		2006 PALS Availability		Gap	Total Number of New Entrants	Number of New Entrants: Persons with Disabilities		Goal	Percent of Goal Met	Comments
		#	%	#	%	#			%	#			
Senior Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Middle & Other Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Professionals	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Semi-Professionals & Technicians	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Supervisors	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Supervisors: Crafts & Trades	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Administrative & Senior Clerical	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Skilled Sales & Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Skilled Crafts & Trades Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Clerical Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Intermediate Sales and Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Semi-Skilled Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Other Sales & Service personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Other Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!		0.0	0.0	#DIV/0!
Formulas for Columns			Sum	E ÷ C	Sum		F * C Sum	E - G Sum	Sum	K ÷ I	Sum		J ÷ L
A	B	C	D	E	F	G	H	I	J	K	L	M	N

Achievement Table

Organization Name

A	B	C	D	E	F	G	H	I	J	K	L	M	N
Representation Data								Hiring and Representation Goals					
Employment Equity Occupational Group	Year	Total Number of Employees	Visible Minorities		2006 Census Availability		Gap	Total Number of New Entrants	Number of New Entrants: Visible Minorities		Goal	Percent of Goal Met	Comments
		#	%	#	%	#			%	#			
Senior Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Middle & Other Managers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Professionals	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Semi-Professionals & Technicians	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Supervisors	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Supervisors: Crafts & Trades	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Administrative & Senior Clerical	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Skilled Sales & Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Skilled Crafts & Trades Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Clerical Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Intermediate Sales and Service Personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Semi-Skilled Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Other Sales & Service personnel	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Other Manual Workers	2003	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2004	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2005	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	2006	0.0	#DIV/0!		0.0	0.0	0.0	0.0	#DIV/0!			#DIV/0!	
	Sub-Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
Total		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!	
Formulas for Columns		Sum	E ÷ C	Sum		F * C Sum	E - G Sum	Sum	K ÷ I	Sum		J ÷ L	
A	B	C	D	E	F	G	H	I	J	K	L	M	N

Achievement Table

Organization Name

A	B	C	D	E	F	G	H	I	J	K	L	M	N	
Representation Data							Hiring and Promotion Goals							
Employment Equity Occupational Group (EEOG)	Year	Total Number of Employees		Women		2006 Census Availability		Gap	Total Number of New Entrants	Number of New Entrants: Women		Goal	Percent of Goal Met	Comments
		#	%	#	%	#	%			#	%			
Senior Managers	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Middle & Other Managers	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Professionals	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Semi-Professionals & Technicians	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Supervisors	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Supervisors: Crafts & Trades	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Administrative & Senior Clerical	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Skilled Sales & Service Personnel	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Skilled Crafts & Trades Workers	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Clerical Personnel	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Intermediate Sales and Service Personnel	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Semi-Skilled Manual Workers	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Other Sales & Service personnel	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Other Manual Workers	2003		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2004		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2005		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	2006		#DIV/0!		0.0	0.0	0.0		#DIV/0!			#DIV/0!		
	Sub-Total	0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Totals		0.0	#DIV/0!	0.0	0.0	0.0	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		
Formulas for Columns		Sum	E ÷ C	Sum	F * C	E - G	Sum	K ÷ I	Sum		J ÷ L			
A	B	C	D	E	F	G	H	I	J	K	L	M	N	