

# **Supplementary Guide to the 2020 Workforce Analysis Summary**

**Prepared by Equity & Human Rights Services**

**Western University  
London, Ontario**



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## Introduction

Western recognizes that diversity enriches our experience, broadens our perspectives and allows us to compete effectively for talent at the local, provincial, national and global level. Western's formal commitment to diversity dates back to 1988 when the University became a signatory to the Federal Contractors Program (FCP)<sup>1</sup>. The FCP ensures that contractors that do business with the Government of Canada seek to achieve and maintain a workforce that is representative of the Canadian workforce, specifically with regards to designated group members (women, members of racialized groups, Indigenous peoples and persons with disabilities). Until 2013, the FCP applied to those provincially regulated employers with a workforce in Canada of 100 or more employees and that received federal government goods or services contracts of more than \$200,000.

In 2013, significant changes were made to the FCP. In particular, the redesigned FCP included an increase in the contract threshold from \$200,000 to \$1 million. Due to this change, Western is no longer classified as a contractor under this Program. However, Western remains committed to equity in employment and continues to use the best practices identified by the FCP to guide our employment equity initiatives.

Western's workforce analysis summary seeks to quantify the representation of designated group members using the guidelines provided through the Federal Contractors Program. This Supplementary Guide to the Workforce Analysis Summary Report is intended to provide detailed information about the workforce analysis and the data sources used in the analysis. For information about the representation of designated group members at Western, please refer to the Workforce Analysis Summary Report and the Workforce Analysis Summary Tables, which are available on the Equity & Human Rights Services' [reports page](#).

## Section I: Workforce Analysis Overview

A workforce analysis is "essentially a comparison of two separate labour force data sets" (HRDC, 2001a, p.7). Western's workforce analysis is intended to determine the degree of representation of designated group members within the University's workforce by comparing our internal representation of designated group members to the representation of designated group members in the external labour pool.

This comparison can help to identify where under-representations may be present and "provides one indication of barriers that may exist in the employer's employment systems, policies and practices" (HRDC, 2001a, p. 5). Ultimately, performing a workforce analysis is helpful in setting numerical goals for the hiring and promotion of designated group members in a particular occupational group (HRDC, 2001a, p. 5).

It should be noted that the setting of numerical goals is not akin to the setting of quotas. A quota “means a requirement to hire or to promote a fixed and arbitrary number of persons during a given period” (HRDC, 2001c, p. 5). Unlike a quota, short and long term numerical goals simply provide guidelines to assist with increasing the representation of designated group members within a workforce.

### *Collection of Workforce Data*

To conduct a workforce analysis, employers must first identify the geographic area where they would normally draw or recruit employees. At Western, the appropriate geographic area for recruitment varies by occupational category. The specific geographic recruitment areas for each particular occupational category will be identified within Sections II and III of this report. Furthermore, the labour market information used for comparison purposes is limited to members of the designated groups who are qualified for jobs within each occupational group in Western’s workforce.

Western’s current reporting relies on data from the 2016 Canadian Census conducted by Statistics Canada. As such, the external labour pool for the staff analysis is drawn from the 2016 Census data and is limited to individuals with experience within the 14 Employment Equity Occupational Groups (EEOG)<sup>2</sup> (refer to Appendix A for more information on specific EEOG’s). In the faculty analysis, the external labour pool is limited to individuals classified as ‘university professors and lecturers’ (NOC code 4011) in the 2016 Census data. In both the staff and faculty analysis, the external representation rates of persons with disabilities are drawn from the 2017 Canadian Survey on Disability, which is a post-censal survey conducted by Statistics Canada. This survey collects information about persons whose everyday activities are in some way limited by a long-term condition or health-related problem.

The data on members of the designated groups have been collected via [Western’s Employment Equity Survey](#), which is a voluntary, self-identification survey. The survey is available to staff and faculty in both paper form and on-line. Additionally, the survey can be accessed, reviewed, and updated at any time by Western’s employees. It is important to note that, as specified by the FCP, the internal representation rates of the designated groups are calculated assuming that all non-respondents do not belong to any of the designated groups. Given this assumption, the actual representation of designated groups may be higher than indicated in this analysis.

### *Conducting the Workforce Analysis*

Having collected data on the external representation of designated group members, a workforce analysis is conducted to compare the external labour force data to Western’s internal data. The first step of the analysis is to determine the internal representation rate of designated group members. Secondly, the external representation rates are used

to calculate the expected number of designated group members in each occupational group. The expected number is calculated as:

*Expected number = total number of all employees in each EEOG in the employer's workforce multiplied by the external availability rate of the designated group members (HRDC, 2001a, p.30).*

The actual number and the expected number of designated group members are used to determine the representation gap within Western's workforce. The representation gap can be presented as both an absolute number or 'gap number' and a percentage called the 'gap percentage'. Ultimately, both the gap number and the gap percentage indicate the difference between the representation of designated group members in Western's workforce and their representation in the external labour market. The gap number and the gap percentage are calculated as follows:

*Gap number (absolute number) = actual number minus the expected number in the employer's workforce (HRSDC, 2006, p.37)*

*Gap percentage = actual number divided by the expected number multiplied by 100 (HRSDC, 2009, p. 12)<sup>3</sup>*

### *Determining Significance of the 'Gaps'*

The FCP recommends that employers calculate the representation gap using actual numbers as well as percentages to determine the significance of the gap. This is recommended "because a very small percentage could sometimes represent a large number of designated group members (for a very large employer), and sometimes a very large percentage gap represents a very small number of designated group members" (HRDC, 2001a, p. 30).

In keeping with the recommendations under the FCP, two separate benchmarks are used to determine whether or not the under-representation is significant. Occupational groups with both a gap number of -3 or greater<sup>4</sup> (e.g. -4, -5, -6, etc.) and a gap percentage of 80% or less have been identified as occupational groups with significant under-representation.

***The size of the gap number and the gap percentage – where the gap number is greater than -3 and where the percentage gap is 80 percent or lower, this is a warning signal that there may be significant under-representation within the occupational group.***

Where there are gaps of -3 or less (i.e. -3, -2, -1) "for a particular designated group in several EEOGs, and/or for all designated groups in one EEOG" (HRSDC, 2009, p. 22), the FCP suggests that these gaps should be examined further.

## *Interpreting the Results*

Care should be exercised when interpreting the results for both Indigenous persons and persons with disabilities. In each of these cases, there may be fairly small numbers represented in both actual and expected numbers. As such, even if the gap number or percentage appears small the under-representation may still be significant when the overall picture is examined. In other words, it is important to remember that “a gap of one person in actual terms could represent serious under-representation of that designated group, particularly if the representation rate within that occupational group in the employer’s workforce is close to zero” (HRDC, 2001a, p. 33). Additionally, it is important to remember that changes from year to year among these designated groups should be interpreted with caution as even small changes in representation may greatly impact both the gap number and gap percentage. Where the external availability for a particular designated group is low, the FCP indicates that organizations should consider their overall representation and set appropriate numerical goals for that designated group.

## **SECTION II: Administrative Staff Workforce Analysis**

### *Staff Workforce Profile*

The data presented in the workforce analysis reflects the composition of Western’s workforce as of March 31<sup>st</sup> in the reporting year. Excluded from the employment equity survey for staff groups are all full-time undergraduate students, employees on long term disability who will not be returning to work, individuals who work for related but separately incorporated companies (such as Foundation Western), post-doctoral fellows and graduate research assistants. Graduate teaching assistants, while surveyed, are not currently included in the reporting. The staff members have been grouped into the fourteen Employment Equity Occupational Groups.

### *Internal Workforce Data*

The data on members of the designated groups have been collected via Western’s employment equity survey, which is a voluntary, self-identification survey. As specified by the FCP, the internal representation rates of the designated groups are calculated assuming that all non-respondents do not belong to any of the designated groups. Given this assumption, the actual representation of designated groups may be higher than indicated in this analysis.

### *External Workforce Data*

For the purpose of comparison, the external workforce data for the staff analysis was limited to those individuals with experience in the 14 Employment Equity Occupational Groups (EEOGs). For details on the occupational groups and examples of positions at Western that fall into each of the categories refer to Appendix A. Data from the 2016 Census have been used for benchmarking the representation of women, members of racialized groups and Indigenous persons, while the data for persons with disabilities was drawn from the 2017 Canadian Survey on Disability (CSD).

Administrative staff members are recruited from varying geographic areas depending on their occupational group. As such, different census data have been used as benchmarks. For comparison purposes, the representation rates of the designated group members have been compared on a national level for 'Senior Managers', on a provincial level for 'Middle and Other Managers' and 'Professionals', and on a local level (i.e. London Metropolitan Area) for all other occupational groups. The only exception being in the case of persons with disabilities where local data was not available, in which case provincial level data has been used.

## **SECTION III: Faculty Workforce Analysis**

### *Faculty Workforce Profile*

The data presented in the workforce analysis reflects the composition of Western's workforce as of March 31<sup>st</sup> in the reporting year. Clinicians are included in the faculty data. Excluded from the analysis of faculty members are professor emeriti, honorary professors and visiting professors.

### *Internal Workforce Data*

The data on members of the designated groups have been collected via Western's employment equity survey, which is a voluntary, self-identification survey. As specified by the FCP, the internal representation rates of the designated groups are calculated assuming that all non-respondents do not belong to any of the designated groups. Given this assumption, the actual representation of designated groups may be higher than indicated in this analysis.

### *External Workforce Data*

For the purpose of the analysis, the external labour pool is limited to individuals classified as 'university professors and lecturers' [National Occupational Classification (NOC) code 4011]. Data drawn from the 2016 Census was used for identifying the external representation rates of women, members of racialized groups and Indigenous persons. It should be noted that there is no 2016 Census data available for university professors with disabilities. As such, for this comparison, the representation rate of 8.9% in the EEOG of 'Professionals' has been used (as suggested by the FCP).

The recruitment of faculty members takes place on a national level. As such, the representation rates of the designated groups within Western's faculty are being compared to national level data.



## Appendix A – Employment Equity Occupational Groups (EEOG)

The following is a sample of Western positions that fall into each of the 14 Employment Equity Occupational Groups (EEOG) identified by the FCP:

EEOG	Examples of Western positions
Senior Managers	President and Vice-Presidents Associate Vice-Presidents
Middle and Other Managers	Directors and Assistant Directors Managers
Professionals	Programmer/Web designer Analysts (e.g. Financial, Planning, Database) Physician and Nurse Coordinators (e.g. Systems, Program) Research Scientist/Associate Engineer
Semi-Professionals and Technicians	Health and Safety Officer Assistants (e.g. Library, Media, Programming) Groundsperson Technicians (e.g. Animal Lab, Graphic, Recording, Laboratory)
Supervisors	Supervisors (e.g. Housing and Ancillary, Building, Financial Aid) Lead Caretaker Unit Manager
Supervisors: Crafts and Trades	Trades Supervisors (e.g. Electrical, Power Plant) Ground Supervisor Supervisor Copy Centre
Administrative and Senior Clerical Personnel	Administrative Officer Coordinators (e.g. Administrative, Clinic, Recruitment) Officers (e.g. Budget, Admissions) Secretary 1-4
Skilled Sales and Service Personnel	Chef Cook Senior Buyer Sergeant/Constable
Skilled Crafts and Trades Workers	Carpenter Electrician Welder Plumber

EEOG	Examples of Western positions
Clerical Personnel	Food Storeperson Assistants (e.g. Editorial, Payroll, Accounting, Administrative, Financial)
Intermediate Sales and Service Personnel	Book Sales Staff Assistants (e.g. Dental, Animal Lab) Hall Clerk Campus Tour Guide
Semi-Skilled Manual Workers	Driver Printing Production Operators (e.g. Copier, Lead, Grounds)
Other Sales and Service Personnel	Food Services Assistant Cashier Attendants (e.g. Booth, Locker Room) Concession/Event Staff Dishwasher
Other Manual Workers	Note: There are no Western positions that currently fall within this EEOG.

Please note: Western's internal representation of faculty members is compared to the external labour pool of 'university professors and lecturers' (NOC code 4011) in the 2016 Census data. As such, faculty members are not represented in the Employment Equity Occupational Groups (EEOG's) listed above.

## References

Human Resources Development Canada. (2001a). *Guidelines for the Employment Equity Act and Regulations*. Guideline 5: Workforce Analysis. Ottawa: Human Resources Development Canada.

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## Endnotes

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<sup>1</sup> The Federal Contractors Program (FCP) was initiated by Cabinet in 1986 and operates parallel to the Legislated Employment Equity Program (LEEP). The FCP applies to provincially regulated employers with a workforce in Canada of 100 or more employees. Specifically, the FCP applies to provincially regulated employers that receive federal government goods or services contracts of \$1,000, 000 or more. As a condition of bidding on federal contracts, such contractors are required to certify in writing their commitment to employment equity. Contractors that refuse to honour their commitment to employment equity and are found non-compliant with program criteria may lose the right to receive further federal government contracts.

<sup>2</sup> The external representation figures only include “persons who have had some work experience in the seventeen month period prior to the Census. They do not include all those who are qualified and potentially available to work – for example, those who have not yet entered the labour force or those who have become discouraged because of systemic or attitudinal barriers and have dropped out the labour force” (HRDC, 2001a, p. 25).

<sup>3</sup> HRSDC has revised the suggested method for arriving at the ‘gap percentage’. Using this new method, rather than looking for a gap percent of 20% or higher, organizations must investigate for under-representation if the percentage representation is 80% or less.

<sup>4</sup> Please note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less (i.e. -3, -4, -5, etc).