

Achieving Employment Equity at Queen's

Part 2: Snapshots



Council on Employment Equity

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Table of Contents

INTRODUCTION

Flashback: Part 1 Challenges	1
Flashforward: Part 2 Snapshots.....	3

SECTION I: DIVERSITY SNAPSHOTS

Overall Diversity of the Recruitment Pools	4
Overall Diversity at Queen's	5

SECTION II: DIVERSITY WITHIN EEOG SNAPSHOTS

Defining Employment Equity Occupational Groups.....	6
Senior Managers	8
Middle/Other Managers	9
Professional.....	10
University Professors (NOC 4121)	11
Semi-Professionals and Technicians	12
Administrative and Senior Clerical Personnel	13
Supervisors	14
Clerical Personnel	15
Skilled Sales and Service Personnel	16
Intermediate Sales and Service Personnel.....	17
Other Sales and Service Personnel	18
Supervisors (Crafts and Trades).....	19
Skilled Crafts and Trades.....	20
Semi-Skilled Manual Workers	21
Other Manual Workers	22

SECTION III: TRENDS

Employment Equity Trends for Women	23
Employment Equity Trends for Persons with Disabilities	25
Employment Equity Trends for Racialized Persons	27
Employment Equity Trends for Aboriginal Persons	29

CONCLUSION

Recommended Action	31
Appendix 1 Employment Equity Occupational Groups Defined	32
Appendix 2 Resources.....	36

INTRODUCTION

This report is the second in a series of joint publications by the Queen's Equity Office and the Council on Employment Equity, highlighting employment equity at Queen's University. The first publication, *Achieving Employment Equity at Queen's, Part 1: Challenges*, introduced the concept of employment equity and its application to Queen's.

Flashback: Part 1 Challenges

The Canadian government requires all federally-regulated employers and federal contractors to achieve employment equity for women, Aboriginal persons, racialized persons/visible minorities¹ and persons with disabilities. This means that Queen's University, a federal contractor, must strive to reflect, *at minimum*, the estimated availability of each of the four "designated groups" in the Canadian workforce.

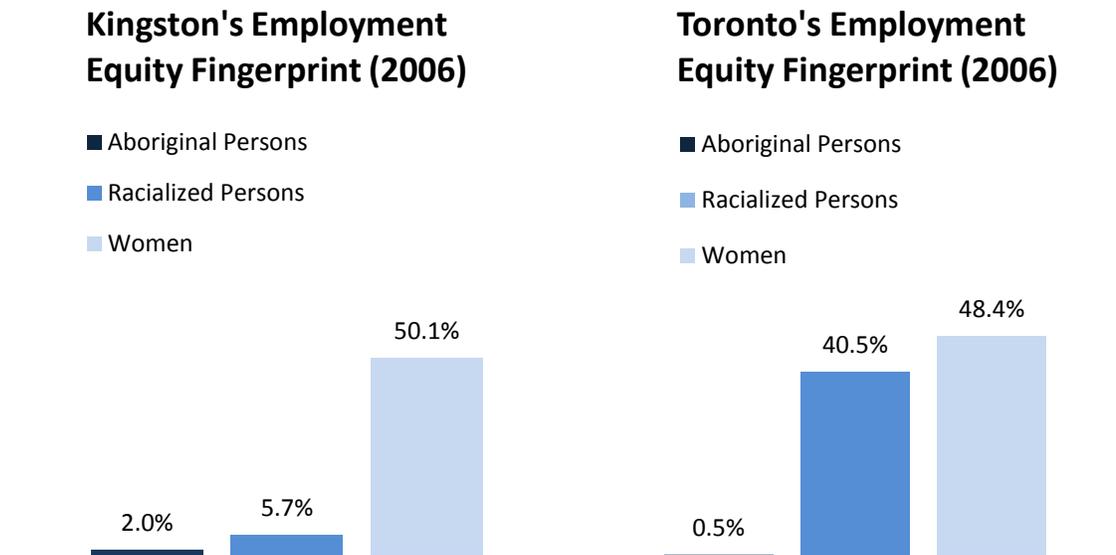
To estimate the availability of women, Aboriginal persons, racialized persons and persons with disabilities in the Canadian workforce, *Statistics Canada* uses two tools: the *National Census* and the *Participation and Activity Limitation Survey (PALS)*. The *National Census* is used to count the number of women, aboriginal persons and racialized persons in three workforce populations (National, Provincial and Census Metropolitan Area), whereas *PALS* is used to count the number of persons with disabilities in two workforce populations (National and Provincial). After collecting the data, *Statistics Canada* assigns an "employment equity fingerprint" to each workforce population, identifying the percentage representations of each designated group by occupational detail and by geographic region. Each employment equity fingerprint is unique.

In order for Queen's to comply with the Federal Contractors Program (FCP), it must therefore work actively towards achieving a workforce that reflects the diversity of the Canadian workforce. That is, at least 3.1% of its employees should be Aboriginal persons, 4.9% should be persons with disabilities, 15.3% should be racialized persons and 47.9% should be women (*Statistics Canada 2006*). Many issues make this challenging.

One challenge to achieving equity is that employers cannot always recruit candidates from across Canada. Very often, for logistical and financial reasons, an employer may limit a search to a

¹ The term "racialized persons" is used instead of "members of visible minorities" because it is more inclusive. In some urban areas, non-Caucasian persons are more numerous than Caucasian persons, so they are no longer "minorities", although they are still disadvantaged in gaining employment. It is recognized that the data presented from the 2006 *Statistics Canada Census* pertain to persons who self-identified on their census forms as being "members of visible minorities".

particular municipality or province. This strategy would present a barrier to achieving employment equity at Queen’s, which is located in a region with less diversity than many larger centers, such as the Greater Toronto Area. A quick glance at the employment equity fingerprints of the Kingston and Toronto workforces, shown below, indicates that racialized persons are poorly represented in Kingston, but well represented in Toronto. The University of Toronto would therefore have less difficulty achieving equity for racialized persons than Queen’s University would, if the two institutions recruited locally. However, if they both recruited provincially, they would be on an even “equity” par. A diverse recruitment pool removes a great barrier to achieving equity, just as a non-diverse recruitment pool creates one.



Source: 2006 Canadian Census.
 (Pals does not provide information for Persons with Disabilities by Census Metropolitan Areas (CMA))

Another challenge is that diversity varies greatly among occupational groups. In other words, our equity achievements are affected greatly by the workforce availability of candidates from designated groups. For example, 83.2% of the Administrative and Senior Clerical Personnel in Canada are women, but only 5.4% of Skilled Crafts and Trades Workers are women. This means that achieving equity is more difficult when filling crafts and trades positions than when filling administrative positions, due to the differences in workforce availability.

Flashforward: Part 2 Snapshots

Equitable workplaces tend to reflect the diversity of the workforce populations and occupational groups from which they recruit employees. If an employer recruits candidates from a pool that strongly represents Aboriginal persons, racialized persons, persons with disabilities and women, the employer is very likely to attract high numbers of candidates from designated groups. This increases the probability of achieving an equitable workforce.

With this in mind, *Achieving Employment Equity at Queen's Part II: Snapshots* will compare the diversity of the Queen's workforce population to the diversity of three pools from which it can recruit candidates. To do this, we will present snapshots of the designated groups in the workforce populations of the three recruitment pools, Canada, Ontario and the Kingston Census Metropolitan Area (CMA), and within the fourteen Employment Equity Occupational Groups (EEOG²).

If the representation of designated groups at Queen's reflects the diversity of its recruitment pools, we can conclude that the University is practicing equitable recruitment and hiring practices, even if its employment equity fingerprint does not reflect that of the national workforce population. On the other hand, if the representation of one or more designated groups at Queen's is lower than that of its three recruitment pools, we could conclude that Queen's needs to take more effective measures to identify and remove barriers to employment equity, such as reexamining the pools from which candidates are recruited.

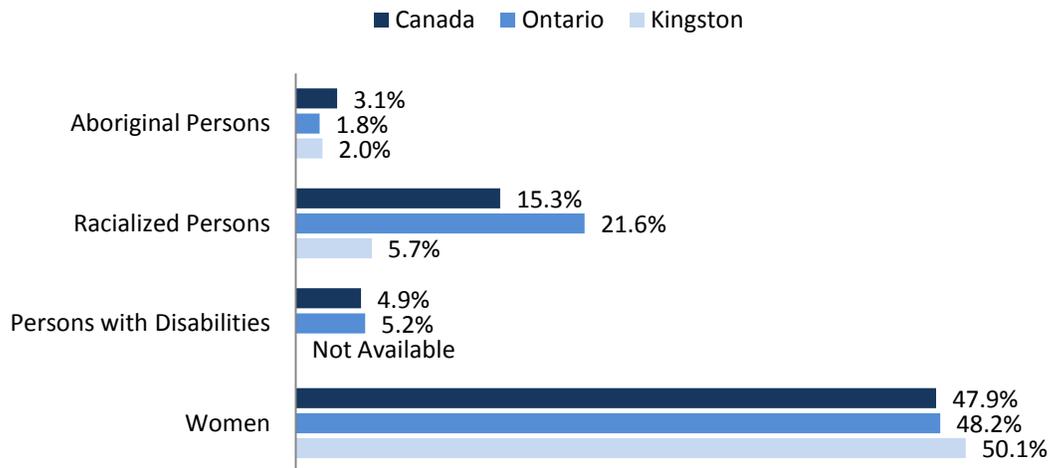
Section I shows the overall diversity of the three recruitment pools and contrasts the representation of designated groups in the Queen's workforce with their representation in the Canadian workforce. Section II examines differences in diversity among EEOGs at Queen's and within the national, provincial (Ontario) and municipal (Kingston) recruitment pools. Section III highlights employment equity trends for the four designated groups. We conclude with recommendations for improving the representation of designated groups in the Queen's workforce.

² *Employment Equity Occupational Groups are fourteen occupational categories assigned by Human Resources and Skills Development Canada (HRSDC). They were developed using a standard business model and do not map directly into a university setting. The EEOGs are fully defined at the end of this booklet (Appendix 1).*

SECTION I: DIVERSITY SNAPSHOTS

Overall Diversity of the Recruitment pools

Employment Equity Fingerprints: Canada, Ontario and Kingston



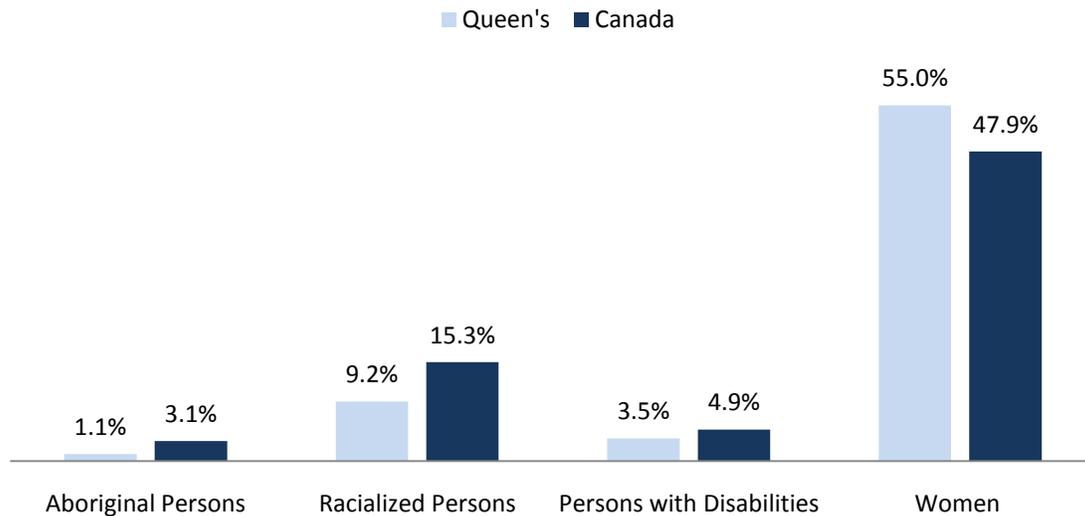
Source: 2006 Canadian Census and 2006 PALS

A quick glance at the employment equity fingerprints of Kingston, Ontario and Canada, three of Queen's University's recruitment pools, reveals that:

- **To attract large numbers of women, the University could recruit from any of the recruitment pools.** This is because the percentage representation of women does not differ greatly among Canada (47.9%), Ontario (48.2%) and Kingston (50.1%).
- **To attract large numbers of persons with disabilities, the University could recruit from Canada or Ontario.** This is because the percentage representation of persons with disabilities does not differ greatly between Canada (4.9%) and Ontario (5.2%). We do not know the results of recruiting from Kingston as workforce data is unavailable for this group.
- **To attract large numbers of Aboriginal candidates, the University would need to recruit nationally.** The proportion of Aboriginal persons varies greatly over the three workforce populations. Aboriginal persons are more highly represented in Canada (3.1%) than in Ontario (1.8%) or Kingston (2.0%).
- **To attract large numbers of racialized candidates, the University can limit itself to a province-wide search.** This is because racialized persons represent only 5.7% of the Kingston workforce population and 15.3% of the National workforce population, but 21.6% of the Ontario workforce population.

Overall Diversity at Queen's

Employment Equity Fingerprints: Queen's and Canada



Source: 2006 Canadian Census, 2006 PALS, 2009 Queen's Employment Equity Data Warehouse

To comply with employment equity legislation, Queen's University must try to reflect the diversity of the Canadian workforce. The figure above compares the percentage representation of the four designated groups at Queen's (August 2009) against their estimated availability in the Canadian workforce (2006).

- 47.9% of Canadian employees were women, whereas 55.0% of Queen's employees were members of that designated group.
- 3.1% of Canadian employees were Aboriginal persons, whereas 1.1% of Queen's employees were members of that designated group.
- 4.9% of Canadian employees were persons with disabilities, whereas 3.5% of Queen's employees were members of that designated group.
- 15.3% of Canadian employees were racialized persons, whereas 9.2% of Queen's employees were members of that designated group.

The proportion of women in the Queen's workforce reflects their representation in the national workforce; however, the proportion of Aboriginal persons, racialized persons and persons with disabilities does not.

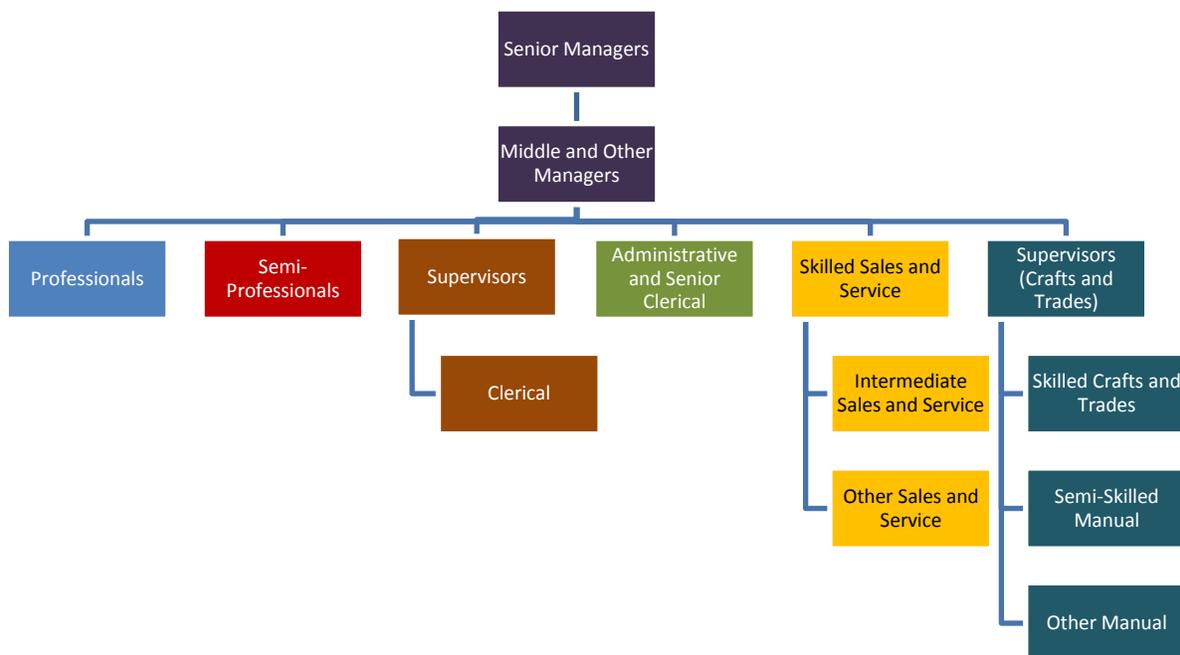
SECTION II: DIVERSITY WITHIN EEOG SNAPSHOTS

Defining Employment Equity Occupational Groups

Analyzing employment equity is more complicated than just calculating the percentage representation of the four designated groups in the overall workforce of a given organization. It is also necessary to determine where, and to what extent, the designated groups are employed within the organization. This is because members of designated groups may be employed in the lower-paying, more short-term and less stable positions.

The federal government classifies all occupations into fourteen Employment Equity Occupational Groups (EEOGs): *Senior Managers, Middle & Other Managers, Professionals, Semi-Professionals & Technicians, Supervisors, Supervisors - Crafts & Trades, Administrative & Senior Clerical Personnel, Skilled Sales & Service Personnel, Skilled Crafts & Trades Workers, Clerical Personnel, Intermediate Sales & Service Personnel, Semi-Skilled Manual Workers, Other Sales & Service Personnel, and Other Manual Workers.*

Employment Equity Occupational Groups



Each EEOG represents a cluster of occupations and each occupation is assigned a National Occupational Code (NOC). In all, there are 520 NOCs. For example, the *Professionals* EEOG includes NOCs for engineers, chemists, biologists, architects, economists, lawyers, teachers, professors, doctors, accountants, computer programmers, registered nurses, physiotherapists and ministers of religion. The *Other Sales and Service Personnel* EEOG includes NOCs for security guards, custodians, kitchen and food service helpers, laundry staff and attendants in recreation and sport.

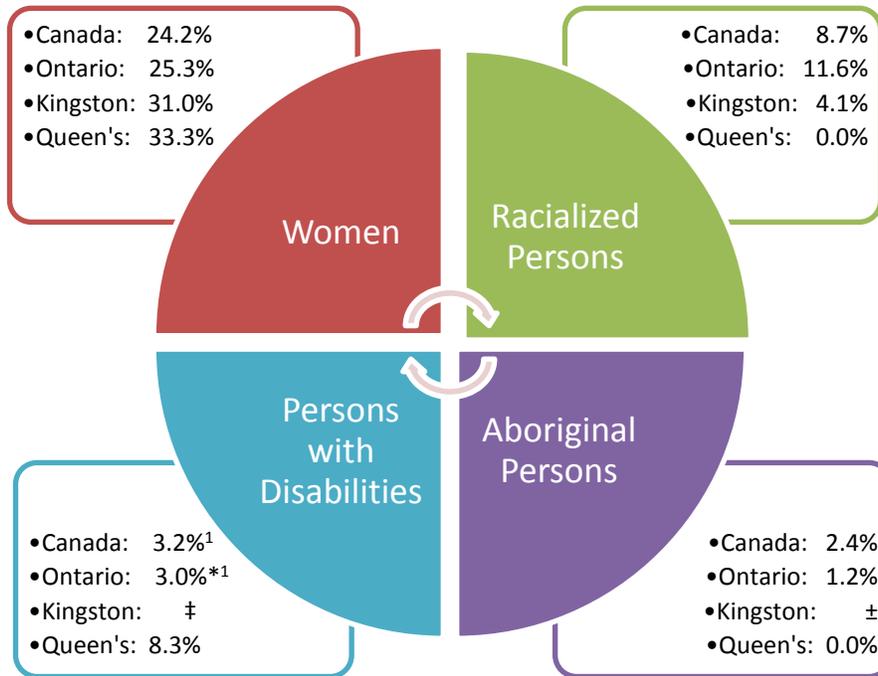
According to the Employment Equity Act (1996), an employer must “collect information and *conduct an analysis of the employer’s workforce*, to determine the degree of the underrepresentation of persons in designated groups in each occupational group in that workforce”. The Federal Contractors’ Program requires the University to calculate its designated group representation at either the EEOG or NOC occupational detail depending on the occupation, then compare its internal designated group representation to that in the workforce at a specified level of occupational detail and geographic region (national, provincial or census metropolitan area). For persons with disabilities, representation is always calculated at the EEOG occupational detail internally, and compared with the representation in the workforce at the EEOG level nationally. For the other three designated groups, the legislative requirements are more complicated. The Federal Contractor’s Program specifies that designated group representation for *Professionals, Semi-Professionals & Technicians, Supervisors - Crafts & Trades, Skilled Sales & Service Personnel, and Skilled Crafts & Trades Workers* must be calculated at the NOC occupational detail because of the specialized qualifications required for each occupation within those EEOGs (Table 1). Due to the high degree of specialization, jobs in those EEOGs are not interchangeable.

Table 1: FCP specified workforce analysis occupational detail and recruitment area for women, Aboriginal persons and visible minorities.

Employment Equity Occupational Group	Occupational detail	Recruitment area
1. Senior Managers	EEOG	National
2. Middle and Other Managers	EEOG	National
3. Professionals	NOC	National
4. Semi-Professionals and Technicians	NOC	Provincial
5. Supervisors	EEOG	Kingston
6. Supervisors - Crafts and Trades	NOC	Provincial
7. Administrative and Senior Clerical Personnel	EEOG	Kingston
8. Skilled Sales and Service Personnel	NOC	Provincial
9. Skilled Crafts and Trades Workers	NOC	Provincial
10. Clerical Personnel	EEOG	Kingston
11. Intermediate Sales and Service Personnel	EEOG	Kingston
12. Semi-Skilled Manual Workers	EEOG	Kingston
13. Other Sales and Service Personnel	EEOG	Kingston
14. Other Manual Workers	EEOG	Kingston

Senior Managers

“Senior Managers” are “employees holding the most senior positions in large firms or corporations. They are responsible for the corporation’s policy and strategic planning and for directing and controlling the functions of the organization”. (All definitions of EEOG categories are given in full in Appendix 1.) At Queen’s, this EEOG includes the Principals, Vice-Principals and Associate Vice-Principals.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

¹ Includes data for Senior Managers and Middle/Other Managers combined.

* Large coefficient of variation – use with caution.

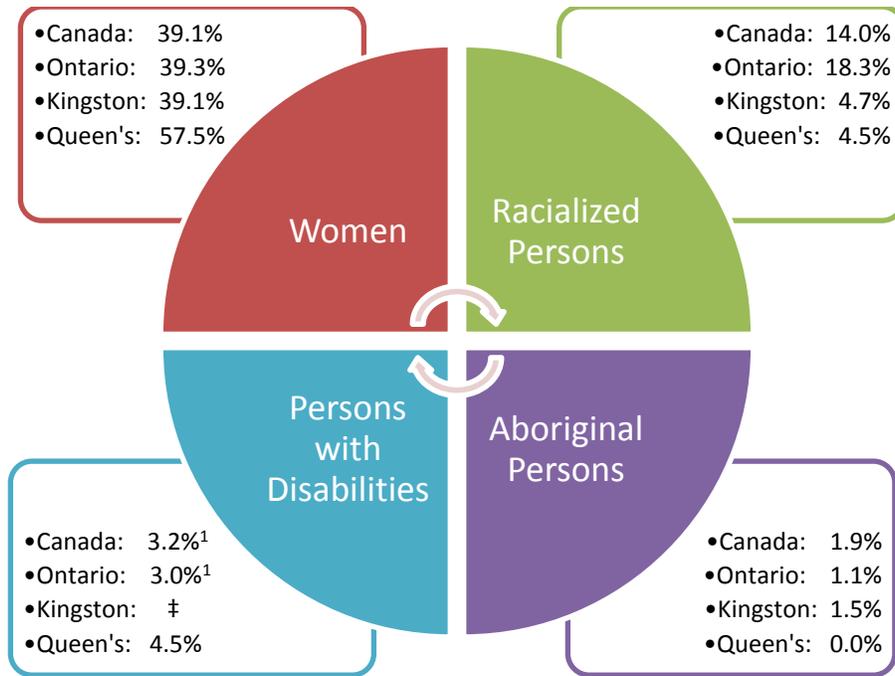
‡ Data for persons with disabilities are not available at the Census Metropolitan Area (municipal) level.

± Number too small to express.

Compared to designated group representation rates within the “Senior Managers” EEOG in Canada, Ontario and Kingston, a higher proportion of women (33.3%) and a higher proportion of persons with disabilities (8.3%), but not racialized persons (0.0%) or Aboriginal persons (0.0%) are employed as Senior Managers at Queen’s.

Middle/Other Managers

“Middle/Other Managers” are “managers [who] receive instructions from Senior Managers and administer the organization’s policy and operations through subordinate managers or supervisors”. At Queen’s, Deans, Associate Deans and Directors are categorized within the Middle and Other Managers EEOG.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

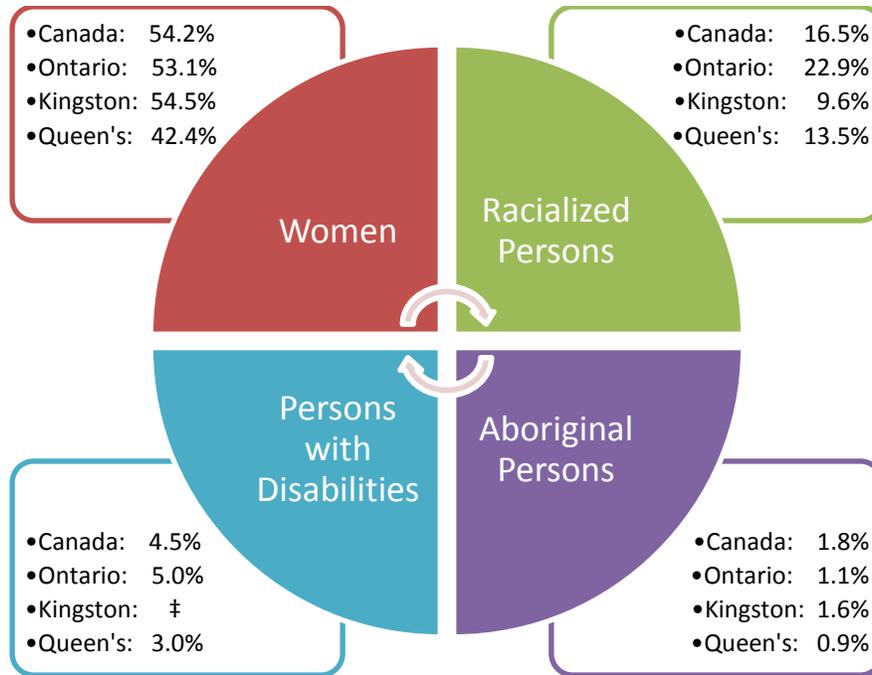
¹ Includes data for Senior Managers and Middle/Other Managers combined.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Middle/Other Managers” EEOG in Canada, Ontario and Kingston, Queen’s employs a higher proportion of women (57.5%) and persons with disabilities (4.5%), a lower proportion of racialized persons (4.5%) and no Aboriginal persons (0.0%).

Professionals

“Professionals” are employees who “usually need either university graduation or prolonged formal training and often have to be members of a professional organization”. At Queen’s professors, accountants, lawyers, nurses and doctors, are categorized within the Professionals EEOG. In the case of Queen’s and other universities, lower-paid occupations like marking assistants and research assistants are also included in this EEOG because of the advanced academic qualifications required.



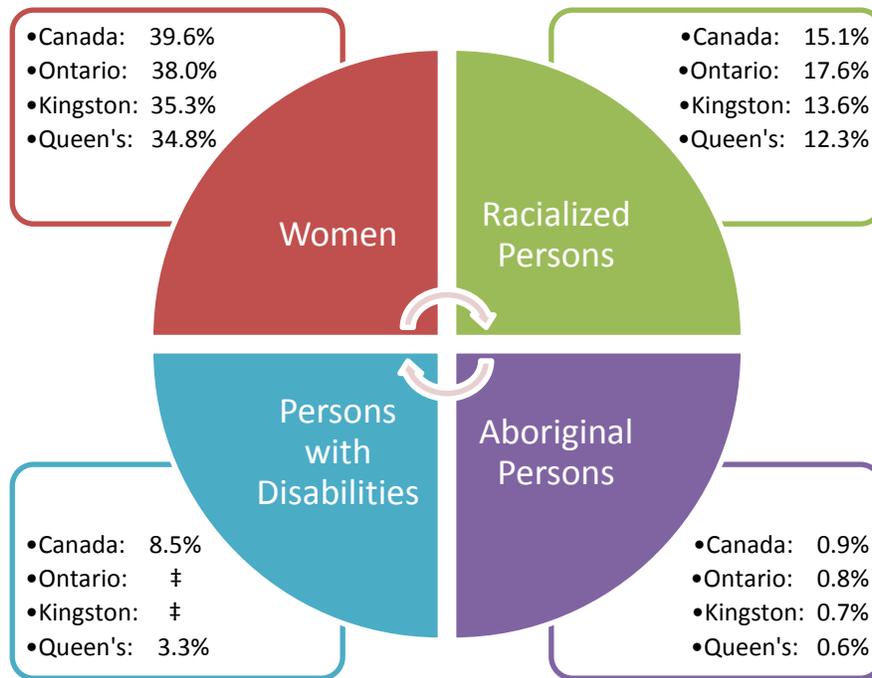
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Professionals” EEOG in Canada, Ontario and Kingston, Queen’s employs a lower proportion of women (42.4%), Aboriginal persons (0.9%) and persons with disabilities (3.0%) as Professionals. Although the proportion of racialized persons among Professionals employed at Queen’s (13.5%) is higher than in Kingston’s workforce (9.6%), it is lower than the proportion of racialized persons working as Professionals in Ontario and in Canada.

University Professors

“University Professors” is one National Occupational Code category within the “Professionals” EEOG. It has the National Occupational Code ‘4121’. University Professors “teach courses to undergraduate and graduate students and conduct research at universities and degree-granting colleges”. University Professors who are heads of departments are included within this occupational code.



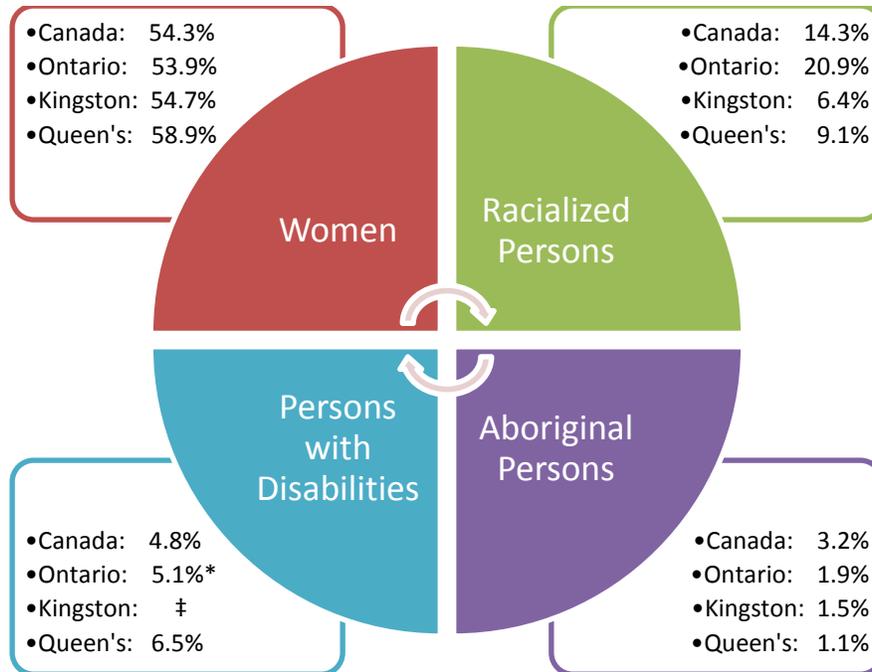
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the provincial or CMA level for NOC 4121.

Compared to designated group representation rates within the “University Professors” NOC in Canada, Ontario and Kingston, Queen’s employs a lower proportion of women (34.8%), racialized persons (12.3%), Aboriginal persons (0.6%) and persons with disabilities (3.3%).

Semi-Professionals and Technicians

“Semi-Professionals and Technicians have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training”. At Queen’s this EEOG includes civil and chemical engineering technologists, instrumentation technicians, draftspersons, video technicians and other technical personnel.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

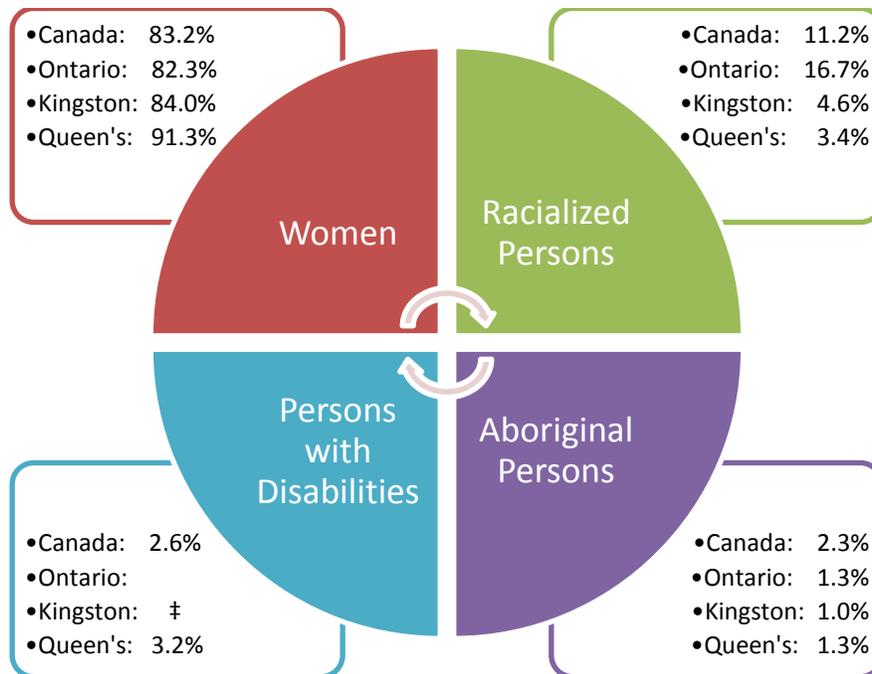
* Large coefficient of variation – use with caution.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Semi-Professionals and Technicians” EEOG in Canada, Ontario and Kingston, a higher proportion of women (58.9%) and persons with disabilities (6.5%), but a lower proportion of Aboriginal persons (1.1%) are employed as Semi-Professionals and Technicians at Queen’s. Queen’s also employs a smaller proportion of racialized persons in this EEOG (9.1%) than are employed in Ontario or in Canada, but it has a larger proportion of racialized persons working as Semi-Professionals and Technicians than Kingston does.

Administrative and Senior Clerical Personnel

“Administrative and Senior Clerical Personnel” are “workers [who] carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature”. At Queen’s this EEOG includes administrative personnel such as financial officers, executive assistants, secretaries and staffing officers.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

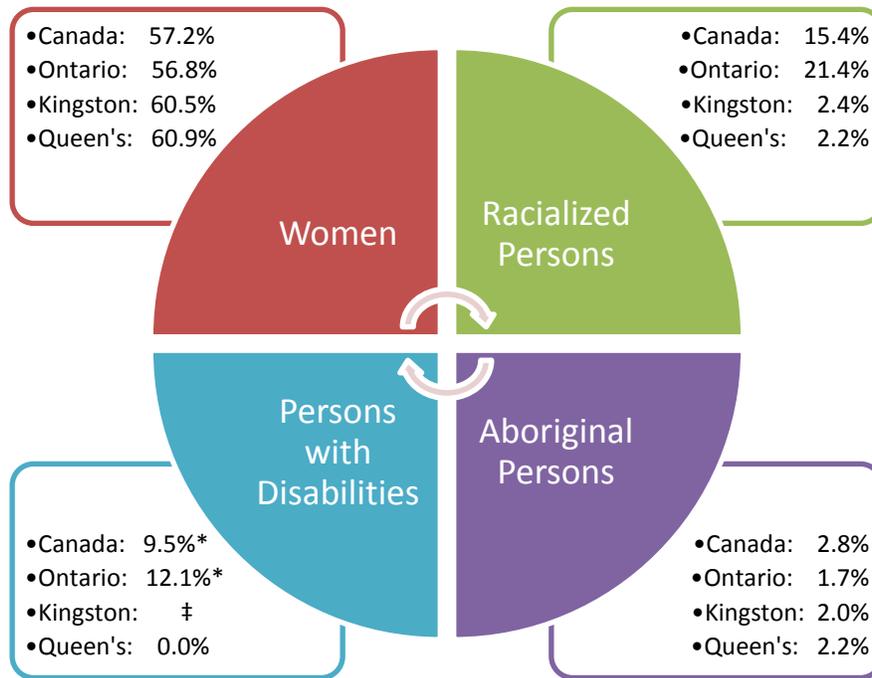
± Number too small to express.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Administrative and Senior Clerical Personnel” EEOG in Canada, Ontario and Kingston, Queen’s employs a higher proportion of women (91.3%) and persons with disabilities (3.2%), but a lower proportion of racialized persons (3.4%). Queen’s also employs a smaller proportion of Aboriginal persons as Administrative and Senior Clerical Personnel (1.3%) than are employed in Ontario or in Canada, but it has a larger proportion of Aboriginal persons working in this EEOG than Kingston does.

Supervisors

“Supervisors” are “non-management first-line coordinators of white-collar (administrative, clerical, sales and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision”. At Queen’s this EEOG includes positions such as operations supervisor, administrative coordinator, facility supervisor and departmental coordinator.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

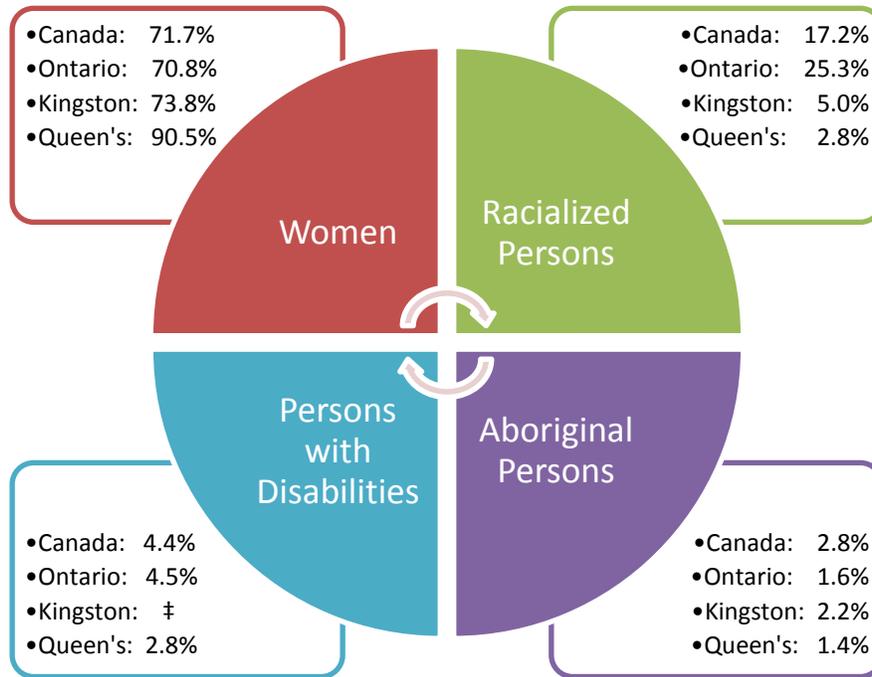
* Large coefficient of variation – use with caution.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Supervisors” EEOG in Canada, Ontario and Kingston, Queen’s employs a higher proportion of women (60.9%), a lower proportion of racialized persons (2.2%) and no persons with disabilities (0.0%). Queen’s also employs a lower proportion of Aboriginal persons (2.2%) in this EEOG than Canada does, but there is a higher proportion of Aboriginal persons working as Supervisors at Queen’s than in Kingston or Ontario.

Clerical Personnel

“Clerical Personnel” are “workers performing clerical work, other than senior clerical work”. Typical clerical positions at Queen’s include office assistants, medical records clerks, financial clerks, circulation clerks and accounts payable clerks.



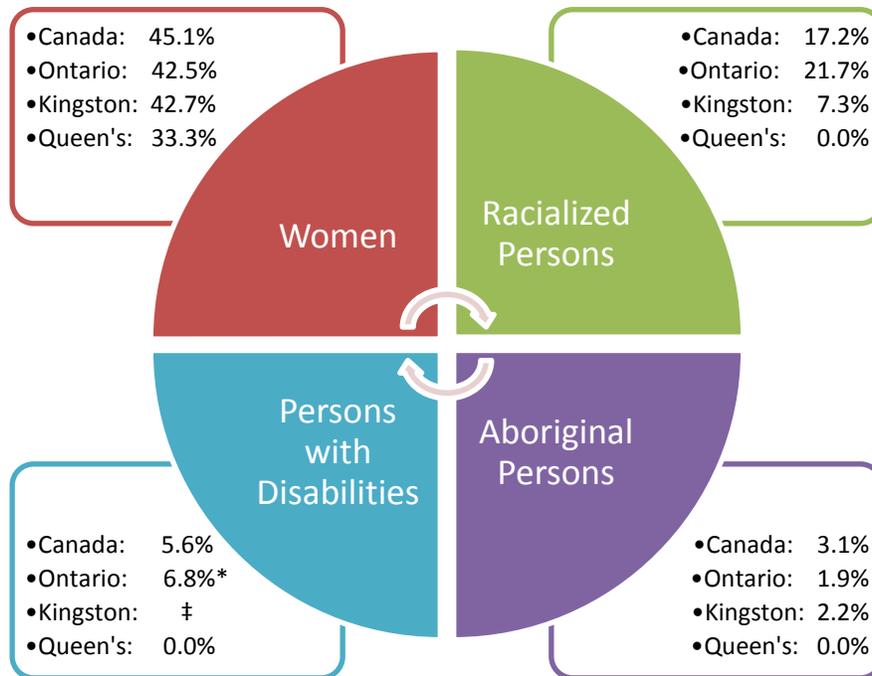
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Clerical Personnel” EEOG in Canada, Ontario, and Kingston, Queen’s employs a higher proportion of women (90.5%), but a lower proportion of persons with disabilities (2.8%), racialized persons (2.8%) and Aboriginal persons (1.4%) as Clerical Personnel.

Skilled Sales and Service Personnel

“Skilled Sales and Service Personnel” includes “highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers [...] usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience”. At Queen’s, persons classified under this EEOG work as specialized sales staff in the campus computer store.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

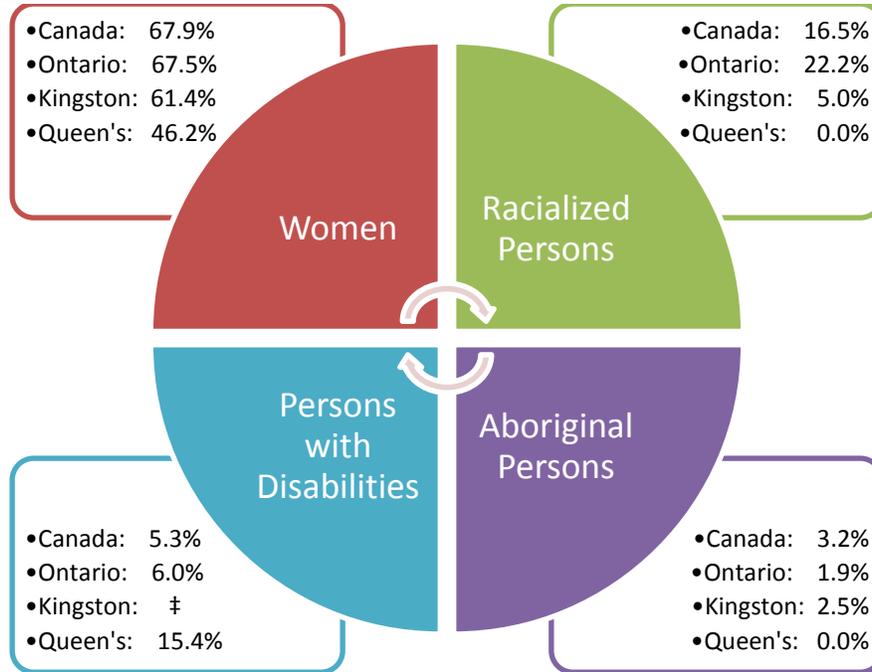
* Large coefficient of variation – use with caution.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Skilled Sales and Service Personnel” EEOG in Canada, Ontario, and Kingston, Queen’s employs a lower proportion of women (33.3%) and no persons with disabilities, racialized persons or Aboriginal persons as Skilled Sales and Service Personnel.

Intermediate Sales and Service Personnel

“Intermediate Sales and Service Personnel” are “Workers engaged wholly or primarily in selling or in providing personal services and who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience ...”. At Queen’s, animal care workers, by-law enforcement officers, front desk clerks, off-campus response coordinators and food servers are assigned to this EEOG.



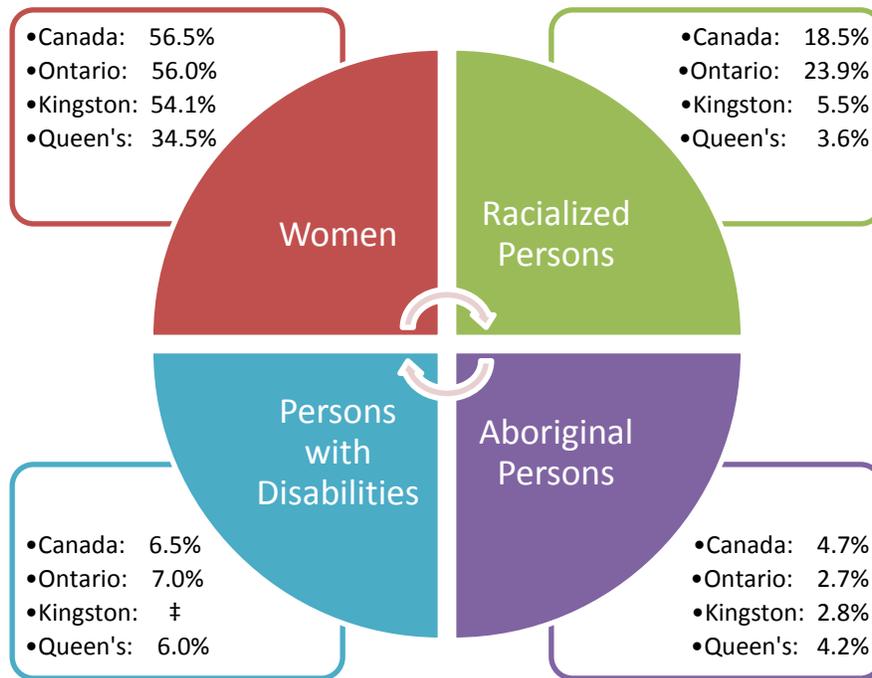
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Intermediate Sales and Service Personnel” EEOG in Canada, Ontario, and Kingston, Queen’s employs a higher proportion of persons with disabilities (15.4%), a lower proportion of women (46.2%), and no racialized persons (0.0%) or Aboriginal persons (0.0%) as Intermediate Sales and Service Personnel.

Other Sales and Service Personnel

“Other Sales and Services Personnel” are “workers in sales and service jobs that generally require only a few days of on-the-job training”. At Queen’s this EEOG includes cashiers, kitchen helpers, security guards, caretakers, building superintendants, athletics attendants and booth attendants.



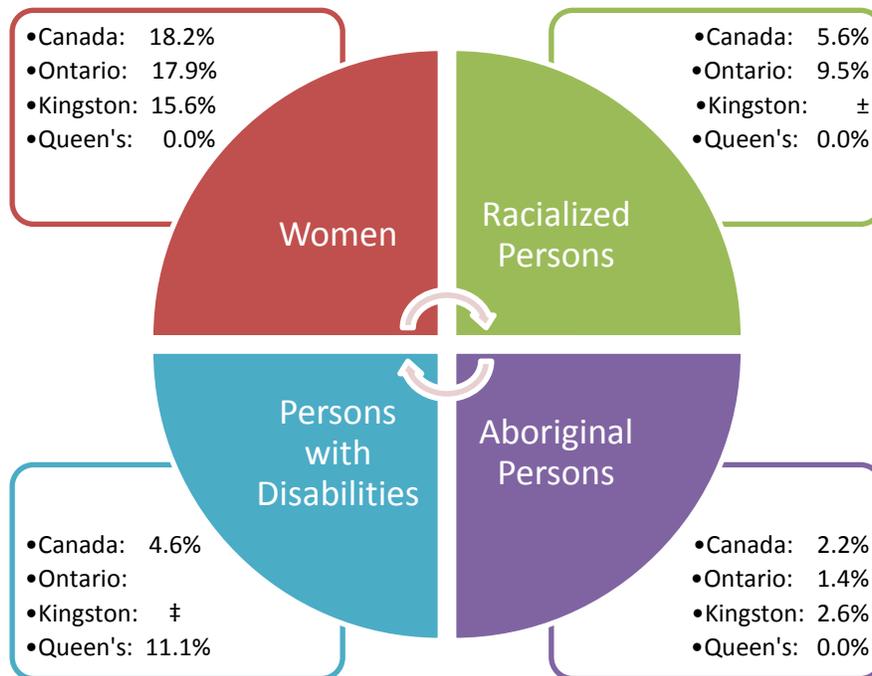
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Other Sales and Service Personnel” EEOG in Canada, Ontario, and Kingston, Queen’s employs a lower proportion of women (34.5%), persons with disabilities (6.0%) and racialized persons (3.6%) as Other Sales and Service Personnel. Although the proportion of Aboriginal persons employed as Other Sales and Service Personnel is higher at Queen’s (4.2%) than in Kingston or Ontario, it is lower than the national level.

Supervisors (Crafts and Trades)

“Supervisors (Crafts and Trades)” are “non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations”. At Queen’s this EEOG includes area managers, chief engineers and assistant chief engineers.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

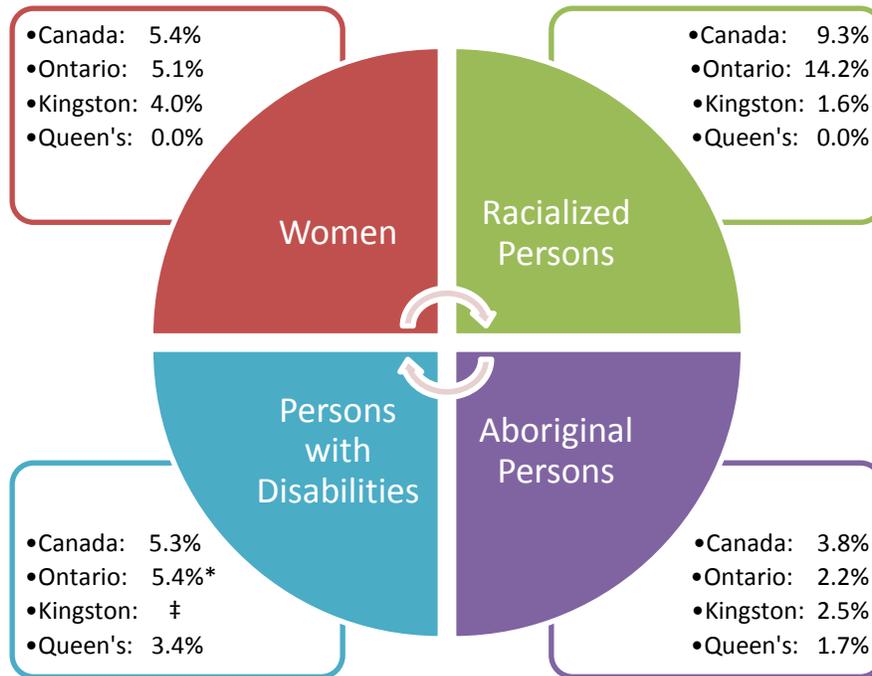
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‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Supervisors (Crafts and Trades)” EEOG in Canada, Ontario and Kingston, Queen’s employs a higher proportion of persons with disabilities (11.1%), but no racialized persons (0.0%), Aboriginal persons (0.0%) or women (0.0%) as Supervisors (Crafts and Trades).

Skilled Crafts and Trades Workers

“Skilled Crafts and Trades workers” include “manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work”. At Queen’s, tradespersons such as electricians, plumbers, pipefitters, carpenters, millwrights, steamfitters and welders are classified in this EEOG.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

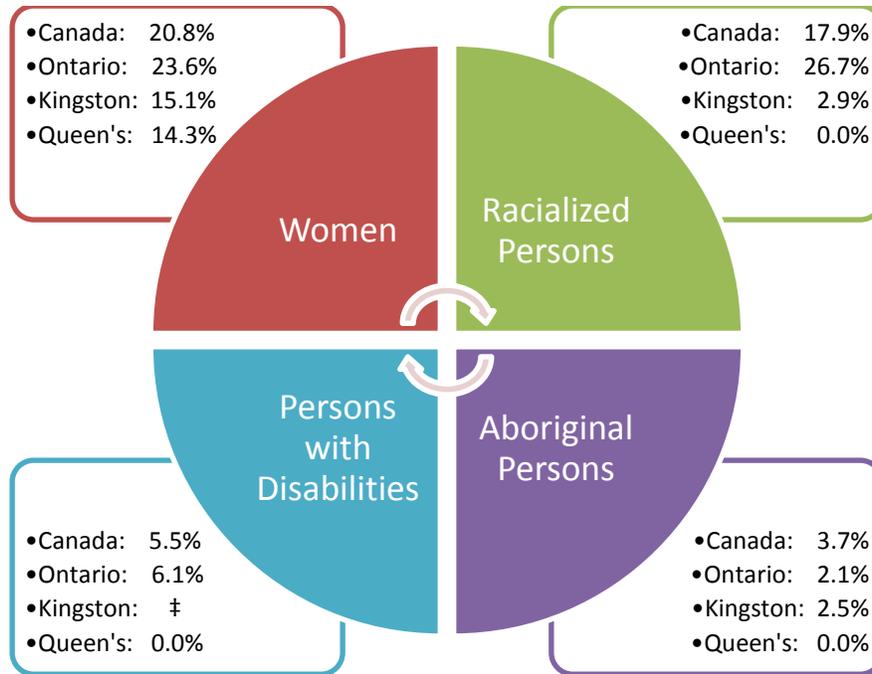
* Large coefficient of variation – use with caution.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Skilled Crafts and Trades Workers” EEOG in Canada, Ontario and Kingston, Queen’s employs a lower proportion of persons with disabilities (3.4%), a lower proportion of Aboriginal persons (1.7%), no women (0.0%) and no racialized persons (0.0%) as Skilled Crafts and Trades Workers.

Semi-Skilled Manual Workers

The “Semi-Skilled Manual Workers” EEOG consists of “manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of elementary manual workers”. At Queen’s, this EEOG includes delivery clerks, drivers, material handlers and machine operators.



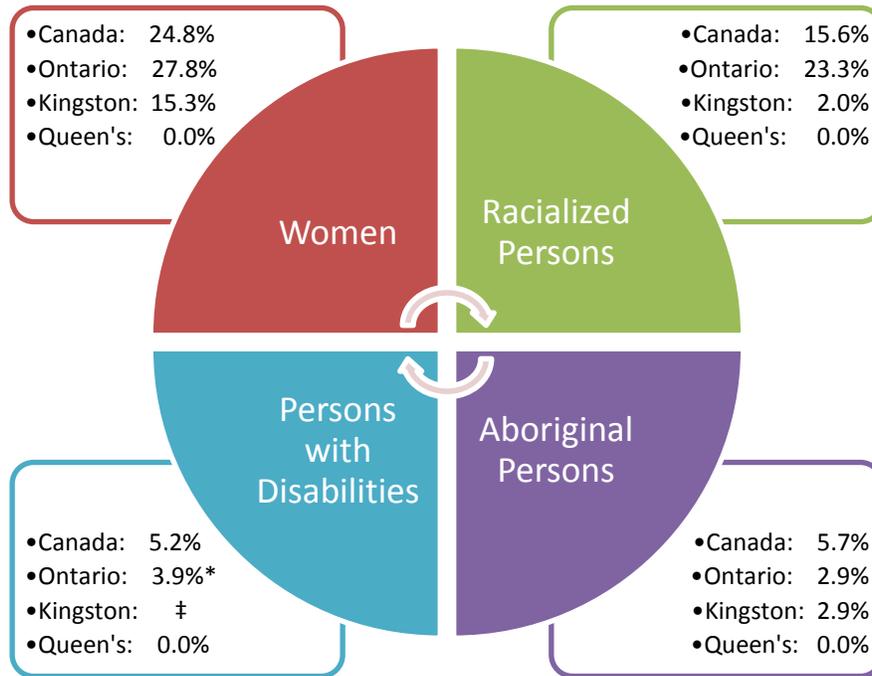
Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

‡ Data for persons with disabilities are not available at the CMA level.

Compared to designated group representation rates within the “Semi-Skilled Manual Workers” EEOG in Canada, Ontario and Kingston, Queen’s employs a lower proportion of women (14.3%), and no persons with disabilities (0.0%), racialized persons (0.0%) or Aboriginal persons (0.0%) as Semi-Skilled Manual Workers.

Other Manual Workers

“Other Manual Workers” are “workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration”. Queen’s positions classified under this EEOG include trades helpers, labourers and grounds keepers.



Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

* Large coefficient of variation - use with caution.

‡ Data for persons with disabilities are not available at the CMA level.

± Number too small to express.

Compared to the designated group representation rates within the “Other Manual Workers” EEOG in Canada, Ontario and Kingston, Queen’s employs no persons with disabilities (0.0%), no women (0.0%), no racialized persons (0.0%) and no Aboriginal persons (0.0%) as Other Manual Workers.

SECTION III: TRENDS

Employment Equity Trends for Women

- Overall, the representation of women at Queen's exceeds the workforce availability in Kingston, in Ontario and in Canada; however, women at Queen's are not represented equitably across the spectrum of positions.
- Women are not represented in three out of fourteen EEOGs at Queen's, even though in those EEOGs there is local workforce availability of 4.0% to 15.6%.
- Of the other eleven EEOGs, six (*Senior Managers, Middle and Other Managers, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel, and Clerical Personnel*) exceed the representation rates for all three recruitment pools.
- Representation for women is improving at Queen's in most EEOGs, but efforts must be made to ensure appropriate representation in the most senior positions and in the *Supervisors Crafts and Trades, Skilled Crafts and Trades* and *Other Manual Workers* EEOGs.

WOMEN	Queen's	Kingston	Ontario	Canada
Overall	55.0%	50.1%	48.2%	47.9%
Senior Managers	33.3%	31.0%	25.3%	24.2%
Middle and Other Managers	57.5%	39.1%	39.3%	39.1%
Professionals	42.4%	54.5%	53.1%	54.2%
University Professors (NOC 4121)	34.8%	35.3%	38.0%	39.6%
Semi-Professionals and Technicians	58.9%	54.7%	53.9%	54.3%
Supervisors	60.9%	60.5%	56.8%	57.2%
Administrative and Senior Clerical Personnel	91.3%	84.0%	82.3%	83.2%
Clerical Personnel	90.5%	73.8%	70.8%	71.7%
Skilled Sales and Service Personnel	33.3%	42.7%	42.5%	45.1%
Intermediate Sales and Service Personnel	46.2%	61.4%	67.5%	67.9%
Other Sales and Service Personnel	34.5%	54.1%	56.0%	56.5%
Supervisors: Crafts and Trades	0.0%	15.6%	17.9%	18.2%
Skilled Crafts and Trades Workers	0.0%	4.0%	5.1%	5.4%
Semi-Skilled Manual Workers	14.3%	15.1%	23.6%	20.8%
Other Manual Workers	0.0%	15.3%	27.8%	24.8%

Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

Queen's overall representation rate of 55.0% for women has surpassed the national employment equity benchmark of 47.9%. It is also higher than the representation rate in all three of its recruitment pools, Canada (47.9%), Ontario (48.9%) and Kingston (50.1%). However, it is apparent that few women at Queen's are employed in senior positions. Of non-management clerical and administrative positions at Queen's, 90.9% are held by women. In contrast, women are employed in only 43.7% of the more senior positions (*Senior Managers, Middle and Other Managers and Professionals*).

In all three recruitment pools, women are very strongly represented (47.9% or higher) in the following seven EEOGs: *Professionals, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel, Clerical Personnel, Intermediate Sales and Service Personnel and Other Sales and Service Personnel*.

In contrast, women at Queen's are strongly represented in only five of the seven traditionally female-dominated EEOGs: *Semi-Professionals and Technicians* (58.9%), *Supervisors* (60.9%), *Administrative and Senior Clerical Personnel* (91.3%), *Clerical Personnel* (90.5%) and *Intermediate Sales and Service Personnel* (46.2%). They are poorly represented in two other female-dominated EEOGs: *Professionals* (42.4%) and *Other Sales and Service Personnel* (34.5%). In *Other Sales and Service Personnel*, the representation rate for women at Queen's is almost twenty percentage points lower than in the weakest recruitment pool for that EEOG (Kingston). In *Professionals*, the representation rate for women at Queen's is 10.7 percentage points lower than in the weakest recruitment pool for women who are *Professionals* (Ontario). In *Skilled Sales and Service Personnel*, another EEOG with a relatively high proportion of women, the representation rate at Queen's is 9.4 percentage points lower than it is in the weakest recruitment pool (Ontario). Demographics do not explain these discrepancies.

At Queen's, 42.4% of the *Professionals* EEOG are women. However, this EEOG includes research assistants and marking assistants as well as university professors. Women represent only 34.8% of the professors at Queen's. The proportion of female university professors at Queen's is lower than it is in Canada (39.6%) and in Ontario (38.0%). It is also lower than (though close to) the proportion of female university professors in the Kingston census metropolitan area (35.3%).

In all of the recruitment pools, women are relatively poorly represented in the crafts and trades groups and as manual workers. Women are not represented in those categories at Queen's, even though 15.6% of *Supervisors Crafts and Trades* and 15.3% of *Other Manual Workers* in Kingston are women.

At Queen's, women are represented in only one of the four crafts and trades and manual worker EEOGs, *Semi-Skilled Manual Workers*. Even in that group their representation rate is still lower than that of the weakest recruitment pool (Kingston).

Employment Equity Trends for Persons with Disabilities

- Persons with disabilities are not represented at all in four out of fourteen EEOGs at Queen's, even though for those EEOGs there is provincial workforce availability of 3.9% to 12.1%.
- Six of the other eleven EEOGs, *Senior Managers, Middle and Other Managers, Semi-Professionals and Technicians, Administrative and Senior Clerical Personnel, Intermediate Sales and Service Personnel* and *Supervisors Crafts and Trades*, had representation that exceeded the workforce availability in Ontario and nationally.
- In Canada, persons with disabilities are represented at a rate of 4.9% or more in eight EEOGs, whereas at Queen's they are represented at that level in only five EEOGs.
- Representation for persons with disabilities is improving at Queen's, but it still falls short of national levels in nine EEOGs, so recruitment efforts should be maintained.

PERSONS WITH DISABILITIES	Queen's	Ontario	Canada
Overall	3.5%	5.2%	4.9%
Senior Managers	8.3%	3.0%	3.2%
Middle and Other Managers	4.5%	3.0%	3.2%
Professionals	3.0%	5.0%	4.5%
University Professors (NOC 4121)	3.3%	-	8.5%
Semi-Professionals and Technicians	6.5%	5.1%	4.8%
Supervisors	0.0%	12.1%	9.5%
Administrative and Senior Clerical Personnel	3.2%	-	2.6%
Clerical Personnel	2.8%	4.5%	4.4%
Skilled Sales and Service Personnel	0.0%	6.8%	5.6%
Intermediate Sales and Service Personnel	15.4%	6.0%	5.3%
Other Sales and Service Personnel	6.0%	7.0%	6.5%
Supervisors: Crafts and Trades	11.1%	-	4.6%
Skilled Crafts and Trades Workers	3.4%	5.4%	5.3%
Semi-Skilled Manual Workers	0.0%	6.1%	5.5%
Other Manual Workers	0.0%	3.9%	5.2%

Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

Note: Data is not available at the CMA level for persons with disabilities.

Queen's overall representation rate of 3.5% is lower than the national employment equity benchmark for persons with disabilities (4.9%). The occupational distribution of this designated group at Queen's also differs from the two recruitment pools, Canada and Ontario.

In Canada, persons with disabilities are strongly represented (4.9% or higher) in the following seven EEOGs: *Supervisors, Skilled Sales and Service, Intermediate Sales and Service, Other Sales and Service, Skilled Crafts and Trades, Semi-Skilled Manual Workers* and *Other Manual Workers*. In comparison, at Queen's persons with disabilities are strongly represented in two of the Sales and Services EEOGs (*Intermediate Sales and Service* and *Other Sales and Service*), but are not represented at all as *Supervisors* and *Skilled Sales and Service Personnel*. They are also not represented in *Semi-Skilled Manual Workers* and *Other Manual Workers* and are relatively poorly represented in *Skilled Crafts and Trades*.

In the recruitment pools, persons with disabilities are best represented within the *Supervisors* EEOG, where they comprise 9.5% of all supervisors in Canada and 12.1% of those in Ontario. Although large numbers of persons with disabilities supervise clerical staff in both Canada and Ontario, they are not well represented in the *Administrative and Senior Clerical Personnel* and *Clerical Personnel* EEOGs. At Queen's, persons with disabilities are also poorly represented within those groups.

Although persons with disabilities are well represented as supervisors of clerical staff in Canada and Ontario, only a small number supervise crafts and trades workers. In Ontario, the number is so small that Statistics Canada does not offer a percentage. The picture for this group is different at Queen's. In fact, not only does *Supervisors Crafts and Trades* have the second highest representation rate among persons with disabilities at Queen's (11.1%), it also has the highest persons with disabilities representation rate of any EEOG in Canada and Ontario, with the exception of *Supervisors* in Ontario (12.1%). In the case of *Other Manual Workers*, persons with disabilities are well represented nationally (5.2%), less well represented in Ontario (3.9%) and totally absent at Queen's.

Persons with disabilities are poorly represented as *Senior Managers* and as *Middle and Other Managers* in Canada and in Ontario. Although the same holds true for Queen's within the *Middle and Other Managers* EEOG, 8.3% of the *Senior Managers* at Queen's self-identified as a person with a disability.

In Ontario, persons with disabilities are represented strongly, over 4.9%, as *Professionals* and *Semi-Professionals and Technicians* and in Canada their representation rate is slightly under 4.9%. At Queen's, although persons with disabilities are well represented as *Semi-Professionals and Technicians* (6.5%), they are less well represented as *Professionals* (3.0%). Within Canada, 8.5% of university professors are persons with disabilities, while at Queen's only 3.3% are from this designated group.

Employment Equity Trends for Racialized Persons

- Overall, the representation rate for racialized persons at Queen's exceeds the workforce availability in Kingston, but is only 42.6% of the workforce availability in Ontario and 60.1% of the workforce availability in Canada.
- Racialized persons are not represented at all in seven out of fourteen EEOGs at Queen's, even though for six of those EEOGs there is local workforce availability of 1.6% to 7.3%.
- Of the other seven EEOGs, two (*Professionals* and *Semi-Professionals and Technicians*), had representation rates that exceeded the workforce availability within Kingston, although workforce availability was much higher in Ontario and nationally.
- In Canada, racialized persons are represented at a rate of 15.3% or more in eight EEOGs, whereas at Queen's they are not represented at that level within any EEOG.
- Racialized persons are underrepresented at Queen's compared with their availability in the recruitment pools of Ontario and Canada. Immediate steps should therefore be taken to increase recruitment at all levels.

RACIALIZED PERSONS	Queen's	Kingston	Ontario	Canada
Overall	9.2%	5.7%	21.6%	15.3%
Senior Managers	0.0%	4.1%	11.6%	8.7%
Middle and Other Managers	4.5%	4.7%	18.3%	14.0%
Professionals	13.5%	9.6%	22.9%	16.5%
University Professors (NOC 4121)	12.3%	13.6%	17.6%	15.1%
Semi-Professionals and Technicians	9.1%	6.4%	20.9%	14.3%
Supervisors	2.2%	2.4%	21.4%	15.4%
Administrative and Senior Clerical Personnel	3.4%	4.6%	16.7%	11.2%
Clerical Personnel	2.8%	5.0%	25.3%	17.2%
Skilled Sales and Service Personnel	0.0%	7.3%	21.7%	17.2%
Intermediate Sales and Service Personnel	0.0%	5.0%	22.2%	16.5%
Other Sales and Service Personnel	3.6%	5.5%	23.9%	18.5%
Supervisors: Crafts and Trades	0.0%	0.0%	9.5%	5.6%
Skilled Crafts and Trades Workers	0.0%	1.6%	14.2%	9.3%
Semi-Skilled Manual Workers	0.0%	2.9%	26.7%	17.9%
Other Manual Workers	0.0%	2.0%	23.3%	15.6%

Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

The occupational distribution of racialized persons changes as the recruitment pool narrows from Canada to Kingston. Queen's has two strong recruitment pools for racialized persons (Canada 15.3% and Ontario 21.6%), and one weak recruitment pool (Kingston 5.7%). Queen's has an overall representation rate of 9.2%, so it is more diverse than its weakest pool, but it does not reflect the diversity of its stronger recruitment pools.

In all EEOGs, racialized persons are better represented in Ontario than in Canada. In both Canada and Ontario, racialized persons are well represented (15.3% or more) in eight EEOGs: *Professionals, Supervisors, Clerical Personnel, Skilled Sales and Service Personnel, Intermediate Sales and Service Personnel, Other Sales and Service Personnel, Semi-Skilled Manual Workers* and *Other Manual Workers*. Racialized persons are also well represented in Ontario (15.3% or more) in another three EEOGs: *Middle and Other Managers, Semi-Professionals and Technicians* and *Administrative and Senior Clerical Personnel*. Both Canada and Ontario have comparatively poor representation rates for racialized persons in the three remaining EEOGs: *Senior Managers, Supervisors Crafts and Trades* and *Skilled Crafts and Trades Workers*.

At this time racialized persons are poorly represented at Queen's in all fourteen EEOGs. In fact, Kingston, Queen's weakest recruitment pool, exceeds Queen's level of diversity in all but two occupational groups (*Professionals* and *Semi-Professionals and Technicians*).

Racialized persons are poorly represented relative to recruitment pools in Canada and Ontario in seven out of the fourteen EEOGs at Queen's: *Middle and Other Managers* (4.5%), *Professionals* (13.5%), *Semi-Professionals and Technicians* (9.1%), *Supervisors* (2.2%), *Administrative and Senior Clerical Personnel* (3.4%), *Clerical Personnel* (2.8%) and *Other Sales and Service Personnel* (3.6%). The remaining seven EEOGs at Queen's do not include any racialized persons at all: *Senior Managers, Skilled Sales and Service Personnel, Intermediate Sales and Service Personnel, Supervisors (Crafts and Trades), Skilled Crafts and Trades Workers, Semi-Skilled Manual Workers* and *Other Manual Workers*.

The representation rate for racialized persons within the university professor NOC at Queen's is lower than it is in Canada and Ontario and even slightly lower than within Kingston. However, the differences in the representation rates between Queen's and its recruitment pools are much lower for university professors than they are for the seven EEOGs where racialized groups are represented at Queen's. This narrowing of the representation gap may be a positive consequence of Queen's proactive equity hiring practices for its Faculty, Librarian and Archivist employee group.

Unlike Ontario and Canada, Kingston has a very low proportion of racialized persons in all EEOGs, so consideration should be given to broadening the recruitment area when hiring for any of the occupational groups. Ensuring that recruitment efforts extend to the Ontario pool should be effective at increasing representation rates for racialized persons at Queen's, because of the very high proportions of racialized persons within all EEOGs in Ontario.

Employment Equity Trends for Aboriginal Persons

- At Queen's, the representation rates for Aboriginal persons exceed those for the Kingston census metropolitan area in only three EEOGs. They are higher than the representation rates for Ontario in only two EEOGs and they do not surpass the representation rates of any EEOG nationally.
- Aboriginal persons are not represented at all in seven out of fourteen EEOGs at Queen's, even though for five of those EEOGs there is local workforce availability of over 2%.
- In Canada, Aboriginal persons are represented at a rate of 3.1% or more in seven EEOGs, whereas at Queen's they are represented at over 3.1% in only one EEOG.
- There is a serious underrepresentation of Aboriginal persons at Queen's across all EEOGs, therefore immediate steps should be taken to increase recruitment at all levels.

ABORIGINAL PERSONS	Queen's	Kingston	Ontario	Canada
Overall	1.1%	2.0%	1.8%	3.1%
Senior Managers	0.0%	0.0%	1.2%	2.4%
Middle and Other Managers	0.0%	1.5%	1.1%	1.9%
Professionals	0.9%	1.6%	1.1%	1.8%
University Professors (NOC 4121)	0.6%	0.7%	0.8%	0.9%
Semi-Professionals and Technicians	1.1%	1.5%	1.9%	3.2%
Supervisors	2.2%	2.0%	1.7%	2.8%
Administrative and Senior Clerical Personnel	1.3%	1.0%	1.3%	2.3%
Clerical Personnel	1.4%	2.2%	1.6%	2.8%
Skilled Sales and Service Personnel	0.0%	2.2%	1.9%	3.1%
Intermediate Sales and Service Personnel	0.0%	2.5%	1.9%	3.2%
Other Sales and Service Personnel	4.2%	2.8%	2.7%	4.7%
Supervisors: Crafts and Trades	0.0%	2.6%	1.4%	2.2%
Skilled Crafts and Trades Workers	1.7%	2.5%	2.2%	3.8%
Semi-Skilled Manual Workers	0.0%	2.5%	2.1%	3.7%
Other Manual Workers	0.0%	2.9%	2.9%	5.7%

Source: 2009 Employment Equity Warehouse; 2006 Canadian Census; 2006 PALS.

With an overall representation rate for Aboriginal persons of 1.1%, Queen's is less diverse than its weakest recruitment pool, Ontario (1.8%), and does not reflect the diversity of Canada's (3.1%) or Kingston's (2.0%) workforce populations.

In Canada, Ontario and Kingston, Aboriginal persons are strongly represented within the crafts and trades, manual workers and sales and service occupational clusters. At Queen's, Aboriginal persons are not represented in either the crafts and trades or the manual workers groups. They are employed in sales and service at the most junior level, within *Other Sales and Service Personnel*.

Aboriginal persons are represented at a rate of 3.1% or more in seven EEOGs nationally: *Semi-Professionals and Technicians* (3.2%), *Skilled Sales and Service Personnel* (3.1%), *Intermediate Sales and Service Personnel* (3.2%), *Other Sales and Service Personnel* (4.7%), *Skilled Crafts and Trades Workers* (3.8%), *Semi-Skilled Manual Workers* (3.7%) and *Other Manual Workers* (5.7%). In contrast, Aboriginal persons are not represented in managerial positions at Queen's, even though the only recruitment pool with a zero percent representation rate in Kingston is *Senior Managers*. In Canada, 2.4% of *Senior Managers* are Aboriginal persons and in Ontario 1.2% are Aboriginal persons. There is also workforce availability of Aboriginal *Middle and Other Managers* in Canada (1.9%), Ontario (1.1%) and Kingston (1.5%), yet at Queen's this EEOG does not include anyone who self-identifies as Aboriginal.

The representation rate of 0.9% for Aboriginal persons working as *Professionals* at Queen's is low compared with the rates for Kingston (1.6%), Ontario (1.1%) and Canada (1.8%). One category of *Professionals* is University Professors. Aboriginal persons are not represented strongly as University Professors in Canada (0.9%), Ontario (0.8%) or Kingston (0.7%). They are even less well represented at Queen's (0.6%).

Demographics alone do not explain the low numbers of Aboriginal persons working at Queen's, nor do they explain the absence of this designated group from seven EEOGs where there is workforce availability in Ontario and in Canada (*Senior Managers, Middle and Other Managers, Skilled Sales and Service Personnel, Intermediate Sales and Service Personnel, Supervisors Crafts and Trades, Semi-Skilled Manual Workers* and *Other Manual Workers*). In six of those EEOGs there is also workforce availability in Kingston. In all, Aboriginal persons are employed in only seven of the fourteen EEOGs at Queen's. It is clear that more employment equity measures need to be taken to close these gaps.

CONCLUSION

Recommended Steps To Improve Designated Group Representation at Queen's

There are significant employment equity representation gaps at Queen's for all four designated groups, most particularly for Aboriginal persons and racialized persons. Active measures must be taken to address these gaps. Some of these measures could include:

- Broadening recruitment efforts for designated group members; for instance, racialized persons should be recruited from appropriate pools, such as large urban centers, whenever feasible.
- Advertising positions using media that are likely to reach appropriate designated group candidates.
- Using networking and presentations to recruit candidates from target institutions; for instance, Aboriginal persons could be recruited from the First Nations Technical Institute in the nearby Tyendinaga Mohawk Territory.
- Focusing recruitment efforts for women on senior level positions and on the three EEOGs where there are no female employees at all: *Supervisors Crafts and Trades, Skilled Crafts and Trades* and *Other Manual Workers*.
- Developing a strategy to promote the hiring of designated group members at the most senior levels.
- Ensuring that hiring decisions are made with reference to the known gaps in designated group representation among EEOGs, as identified in this report.
- Ensuring that union positions that cannot be filled internally by union members are advertised widely to attract candidates from designated groups.
- Taking measures to assess and improve the climate for designated groups at Queen's so that, once hired, designated group members will elect to stay at Queen's.
- Tracking designated group members to ensure that they are not disproportionately affected by changes in organizational structure.
- Targeting anticipated future national workforce diversity: the workforce populations of Aboriginal persons and racialized persons are increasing exponentially. Even if Queen's achieves equity based on 2006 Census representation, the 2011 Census will still reveal significant gaps for those groups

Appendix 1: Employment Equity Occupational Groups Defined

Source: <http://www.hrsdc.gc.ca/eng/labour/publications/equality/eedr/2006/page20.shtml>

1. Senior Managers

Employees holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning, and for directing and controlling the functions of the organization.

Examples: President, chief executive officer, vice-presidents, chief operating officer, senior government officials, general managers and divisional heads, and directors who have several middle managers reporting to them or are responsible for the direction of a critical technical function.

2. Middle and Other Managers

Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.

Examples: Managers of transport operations, communications, finances, human resources, sales, advertising, purchasing, production, marketing, research and development, information systems, maintenance; commissioned police officers, commissioned officers in the armed forces.

3. Professionals

Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.

Examples: Engineers (civil, mechanical, electrical, petroleum, nuclear, aerospace), chemists, biologists, architects, economists, lawyers, teachers, doctors, accountants, computer programmers, registered nurses, physiotherapists, ministers of religion.

4. Semi-Professionals and Technicians

Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Technologists and technicians (broadcast, forestry, biological, electronic, meteorological, geological, surveying, drafting and design, engineering, library, medical, dental), specialized inspectors and testers (public and environmental health, occupational health and safety,

engineering, industrial instruments), dental hygienists, midwives, ambulance attendants, paralegal workers, graphic designers and illustrating artists, announcers and other broadcasters, coaches.

5. Supervisors

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

Examples: Supervisors of administrative and clerical workers such as general office clerks, secretaries, word processing operators, receptionists, and switchboard operators, computer operators, accounting clerks, letter carriers, tellers; supervisors of sales workers such as airline sales agents, service station attendants, grocery clerks and shelf stockers, cashiers; and supervisors of service workers such as food and beverage workers, canteen workers, hotel housekeeping, and cleaning workers, dry cleaning and laundry workers, janitors, grounds people, tour guides, parking lot attendants.

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

Examples: Supervisors of workers in manufacturing (motor vehicle assembling, electronics, electrical, furniture, fabric, etc.), processing (mineral and metal, chemical, food and beverage, plastic and rubber, textiles, etc.), trades (carpentry, mechanical, heavy construction equipment, printing, etc.), and primary industry (forestry, logging, mining and quarrying, oil and gas, agriculture and farms, etc.).

7. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature.

Examples: Administrative officers, executive assistants, personnel and recruitment officers, loan officers, insurance adjusters, secretaries, legal secretaries, medical secretaries, court recorders, property administrators.

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their

work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Sales – insurance agents and brokers, real estate agents, retail and wholesale buyers, technical sales specialists. Service – police officers, firefighters, chefs, cooks, butchers, bakers, funeral directors, and embalmers.

9. Skilled Crafts and Trades Workers

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training.

Examples: Sheet metal workers, plumbers, electricians, tool and die makers, carpenters, glaziers, welders, telecommunications line and cable, installation and repair technicians; mechanics (heavy duty, refrigeration, aircraft, elevator, motor vehicle), tailors, jewelers, oil and gas well drillers, fishing masters and officers, paper making control operators.

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

Examples: General office and other clerks (data entry, records and file, accounting, payroll, administrative, personnel, library, purchasing, storekeepers and parts, mail and postal, insurance clerks, customer service, statistics, purchasing and inventory clerks), typists and word processing operators, receptionists and switchboard operators, computer operators, typesetters, dispatchers and radio operators, couriers and messengers, letter carriers, tellers.

11. Intermediate Sales and Service Personnel

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.

Examples: Sales – airline sales agents, non-technical wholesale sales representatives, retail salespersons. Service – dental assistants, nurses aides and orderlies, tour and travel guides, hotel front desk clerks, correctional service officers, sheriffs and bailiffs, bartenders, nannies, aestheticians, pet groomers.

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of elementary manual workers.

Examples: Truck drivers; railway yard workers; long shore workers; material handlers; foundry workers; machine operators (plastics processing, chemical plant, sawmill, textile, pulp mill, tobacco, welding); workers assembling, inspecting, or testing products (motor vehicles, boats, electrical motors, furniture).

13. Other Sales and Service Personnel

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

Examples: Sales – service station attendants, grocery clerks, and shelf stockers, cashiers. Service – security guards, janitors, kitchen and food service helpers, dry cleaning and laundry occupations, attendants in recreation and sport.

14. Other Manual Workers

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Helpers and labourers in construction and other trades (plumber assistants, carpenter helpers, refrigeration mechanic helpers, surveyor helpers), garbage collectors, road maintenance workers, railway labourers, tobacco or fruit pickers, landscape labourers, fish farm helpers, roustabouts, roughnecks, swampers, labourers in processing industry.

Appendix 2: Resources

The Federal Contractors' Program

www.hrsdc.gc.ca/en/lp/lo/lswewe/programs/fcp/index-we.shtml

Queen's Council on Employment Equity

www.queensu.ca/equity/cee.php

Queen's Human Resources

www.hr.queensu.ca

Queen's Equity Office

www.queensu.ca/equity

For your convenience, this publication is available online on our website at: www.queensu.ca/equity and may also be obtained in alternative formats.

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