
*Achieving
Employment
Equity at
Queen's*

*Part 3:
Ten Years in Review*



Council on Employment Equity

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INTRODUCTION

This report is the third 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.

The second publication, ***Achieving Employment Equity at Queen's, Part 2: Snapshots***, compared the diversity of the Queen's workforce population to the diversity of the three domestic pools from which candidates are recruited (Canada, Ontario and the Kingston Census Metropolitan Area).

This third report ***Achieving Employment Equity at Queen's, Part 3: Ten Years in Review***, illustrates the representation of the designated groups, women, Aboriginal peoples, racialized persons and persons with disabilities¹, in the workforce population at Queen's over the past decade. The report examines the past ten years by analyzing the yearly gap between the representation rates that we would expect and the actual representation rates at Queen's within the various occupational groups.

The goal of this publication is to highlight areas in which the University has made progress in the past ten years as well as areas of concern affecting the four designated groups.

This publication will provide the University community with information that helps us better understand the employment equity situation at Queen's and position us to set realistic goals for the implementation of strategic measures to improve the representational rates of the four designated groups.

Representation of the Four Designated Groups from 2000-2009

The following charts indicate how the representation of women, persons with disabilities, Aboriginal peoples and racialized persons in the Queen's workforce has changed over the past decade.

Women

The population of female employees grew every year without exception

Women in the Queen's Workforce

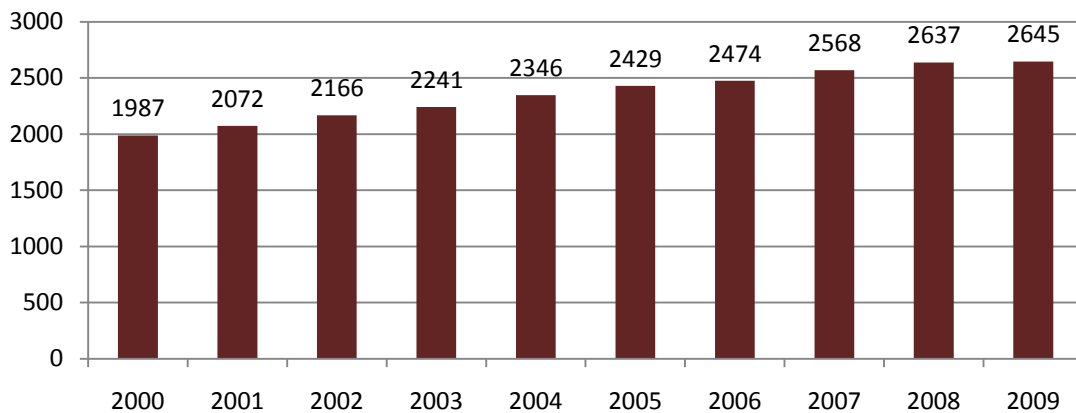


Figure 1

Aboriginal Peoples

The population of Aboriginal employees grew every year, except in 2006 when it remained stable and 2009 when it declined.

Aboriginal Peoples in the Queen's Workforce

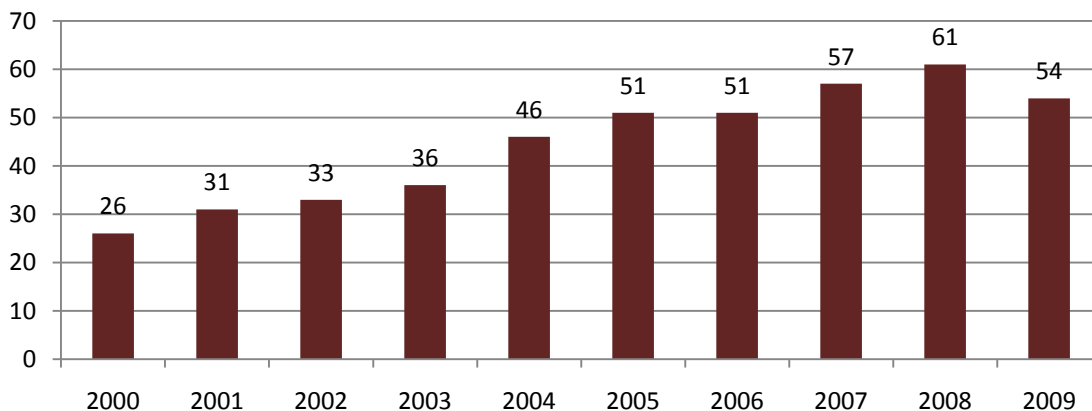


Figure 2

Racialized Persons

The population of racialized employees grew every year, except in 2007 when it declined.

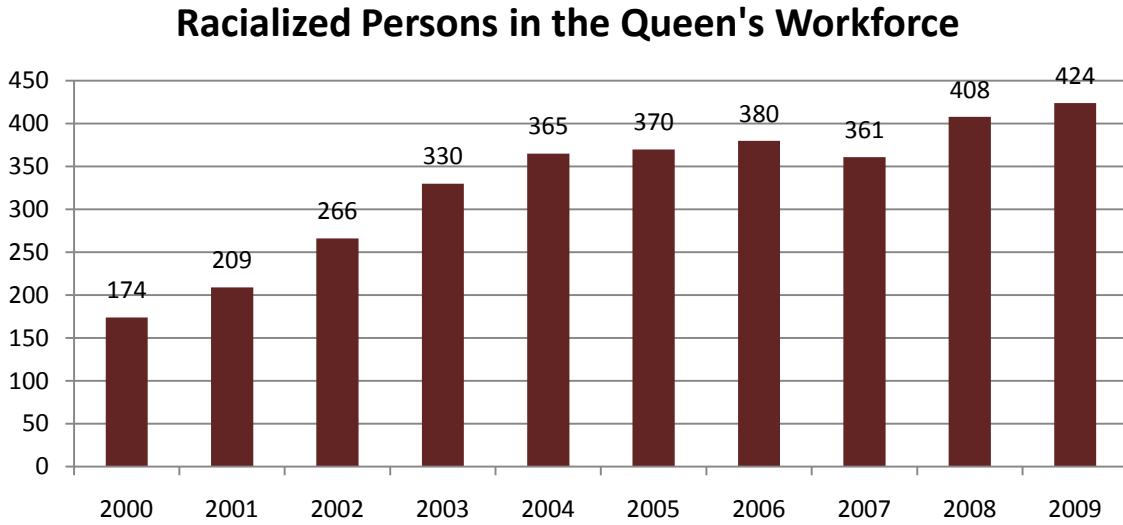


Figure 3

Persons with Disabilities

The population of persons with disabilities increased from 2000 to 2003 but remained relatively constant at an average of 160.

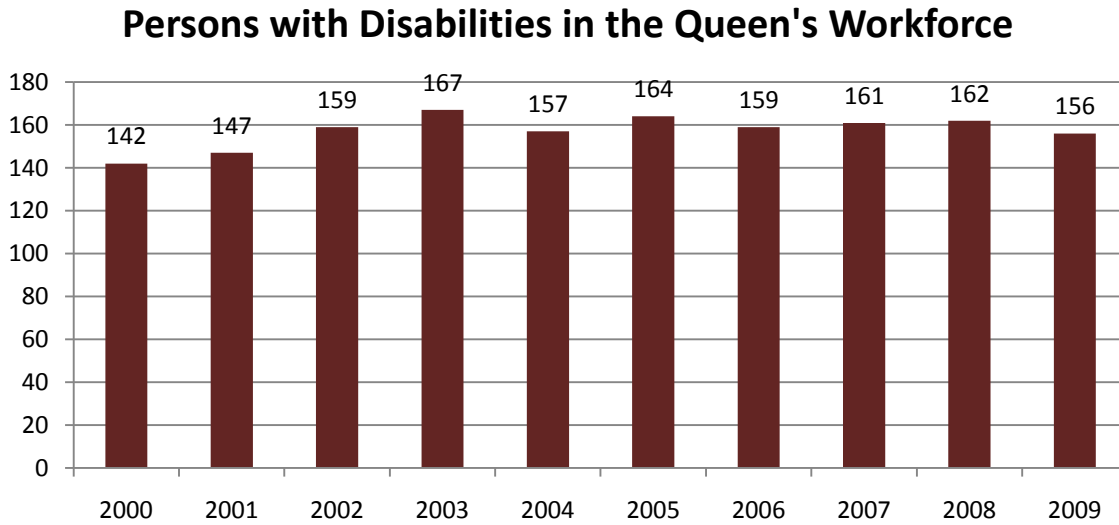


Figure 4

Gaps over the Past Ten Years

Interestingly, although racialized persons and Aboriginal peoples more than doubled in number from 2000 to 2009, growing by 143.7% and 107.7% respectively, they were farther from equity at the end of the period than at the beginning.

Although persons with disabilities grew the least in terms of numbers they were closer to equity at the end of the decade than they were at the beginning.

This reveals two seeming contradictions.

In order to determine how well the University is achieving equity as defined by the Federal Contractors Program (FCP) it is necessary to look beyond just the absolute numbers of staff and faculty at any given time. We must also consider the percentage representation, (i.e. the relative relationship) of an equity seeking group and the entire workforce population of Queen's. This may then be compared to the external workforce.

The following chart indicates the percentage representation of the four designated groups at Queens between 2001 and 2009. It illustrates that the percentage representation of three out of the four designated groups (racialized persons, Aboriginal peoples and women) has grown over the decade whereas that of persons with disabilities has decreased.

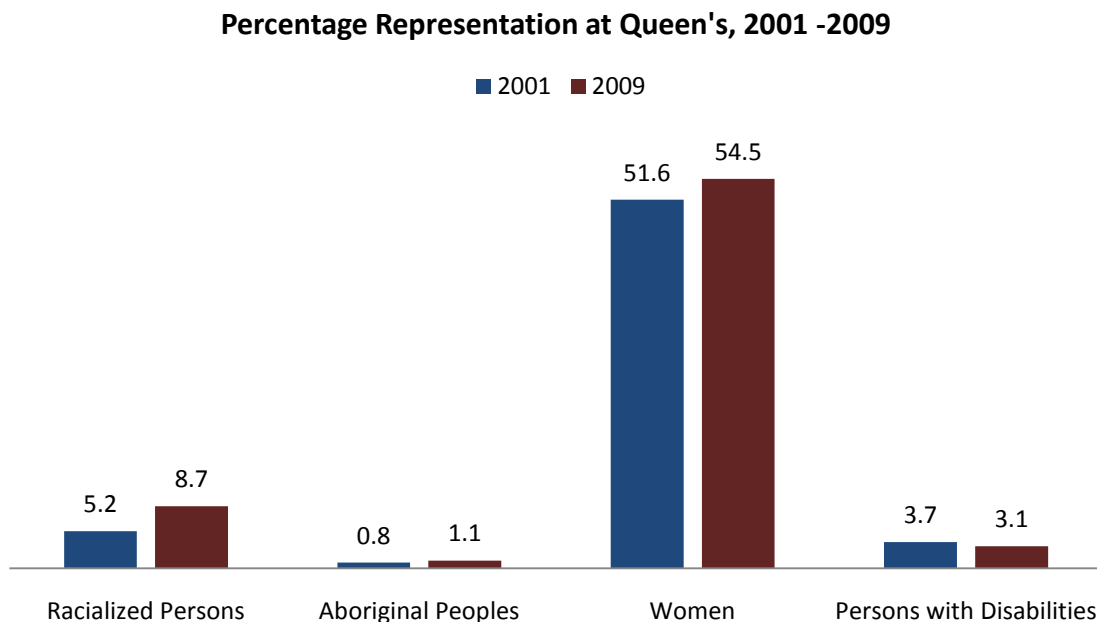


Figure 5

The following chart illustrates the changes in the percentage representation in the national workforce population for a similar time period, 2001 to 2006.

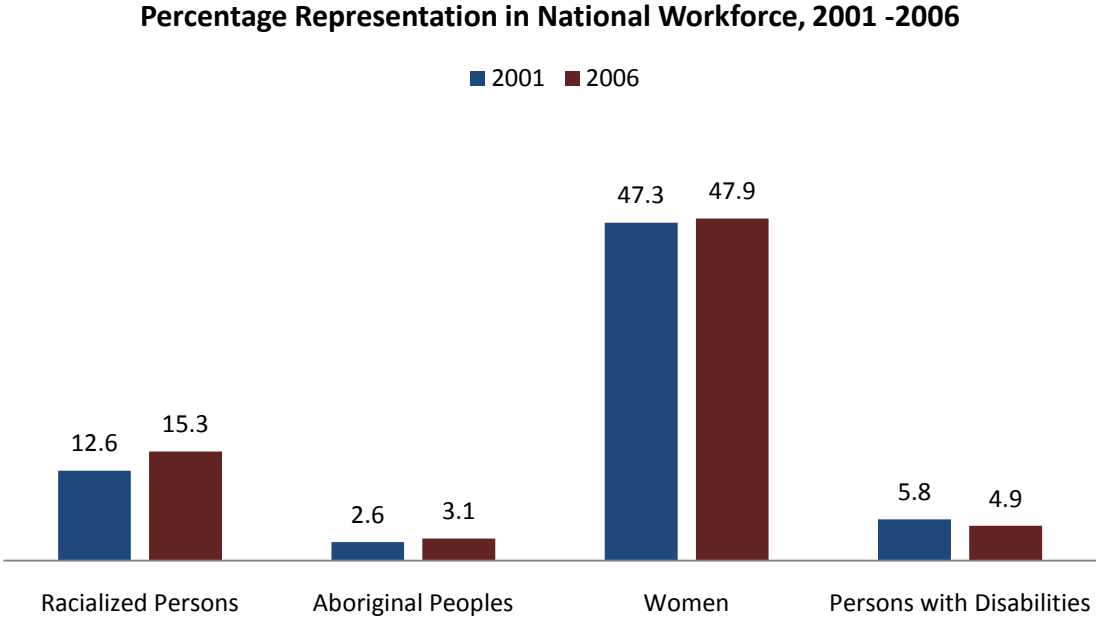


Figure 6

Comparing the national data to Queen’s data allows us to make some key observations:

- The percentage representation of racialized persons, Aboriginal peoples and persons with disabilities in the national workforce are consistently higher than the percentage representation of the Queen’s workforce.
- The percentage representation of women in the national workforce is consistently lower than the percentage representation of the Queen’s workforce.

It is in fact the percentage representation gap that clearly illustrates the difference between the representation of designated group at Queen’s and in Canada as shown in the chart following.

**Percentage Representation Gaps of Queen's Designated Groups,
2001 -2009**

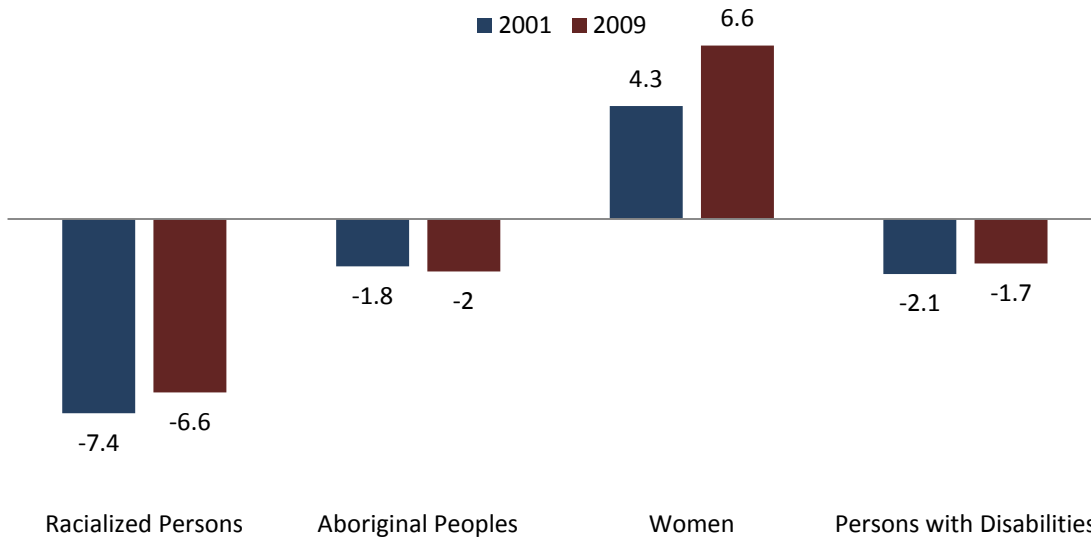


Figure 7

The **percentage representation gap** refers to the difference between the percentage representation of a designated group in the external workforce and Queen’s workforce. A **positive gap** shows that the percentage representation of a Queen’s workforce designated group is superior to that of its national counterpart. A **negative gap** shows that the percentage representation of a Queen’s workforce designated group proportion is inferior to that of its national counterpart. If there is **no gap** this indicates that the two percentage representations are equal; thus the Queen’s workforce population is said to have “achieved equity” according to the FCP. The chart above leads us to the following observations:

- The percentage representation gap of racialized persons, Aboriginal peoples and persons with disabilities is consistently negative whereas the percentage representation of women is consistently positive.
- All negative gaps widened in 2001, while the positive gap narrowed. This means that the equity gains of all four designated groups at Queen’s were set back following the release of the 2001 Census data.
- In 2009, racialized persons and Aboriginal peoples were not as well represented in comparison to the national workforce as they were in 2000, whereas the representation gap for persons with disabilities decreased and therefore the representation of persons with disabilities improved during the same approximate time period.

Why might this happen?

Federal Contractors, such as Queen's, base their equity goals on statistics released every five years. These national percentage representations serve as static benchmarks until the next Census is released. However, over those five years, there is movement in the actual workforce: As the Queen's workforce population and percentage representation of designated groups grows, so do the national workforce population and its designated group percentage representation. Unless an employer foresees this movement and adjusts its employment equity strategies to reflect the change, it is difficult to keep pace with the evolving national percentage representation.

Another important factor to consider is the percentage representation of designated group employees within the distinct occupational segments of the local workforce. Each occupational segment (senior managers vs. clerical staff) has its own employment equity target based on the gap within that EEOG.

A gap is the difference between the actual number of designated group members within Queen's workforce and the expected number based on the appropriate external workforce data. Although all gaps must be addressed and closed through numerical goal setting an organization must review the nature of the gaps to determine whether or not they are significant enough to require further analysisⁱⁱ. The next section will examine the various gaps defined below.

Comparable representation (CR): means that the gap between actual and expected representation rates falls within an acceptable range such that the diversity within the University workforce resembles that of the external workforce from which it draws candidates.

Significant Overrepresentation (SOR): means that the gap between actual and expected representation rates is unaccountably high. Significant overrepresentation means that certain designated group members are overly represented within Queen's workforce or within a particular occupational group compared to the external workforce. This may signal the presence of hiring practices based on stereotypes of the four designated groups which leads to systemic discrimination.

Significant Underrepresentation (SUR): means that the gap between actual and expected representation rates is unacceptably high. However, in this instance, this means that compared to the external workforce there are too few members of a designated group within Queen's workforce or within a particular occupational group.

Absence (A): means that there are no members of one or more designated group employed within Queen's workforce in general or a particular occupational group. Paradoxically, it is actually possible for a designated group to be both comparably represented and absent. This occurs when the workforce population from which Queen's recruits and the expected representation rate are both very small.

Representation within the 14 Employment Equity Occupational Groups (EEOG)

Women

The representation of women at Queen's was consistently equal to, or greater than, the representation of women in the external workforce as illustrated below.

Overall Representation of Women at Queen's

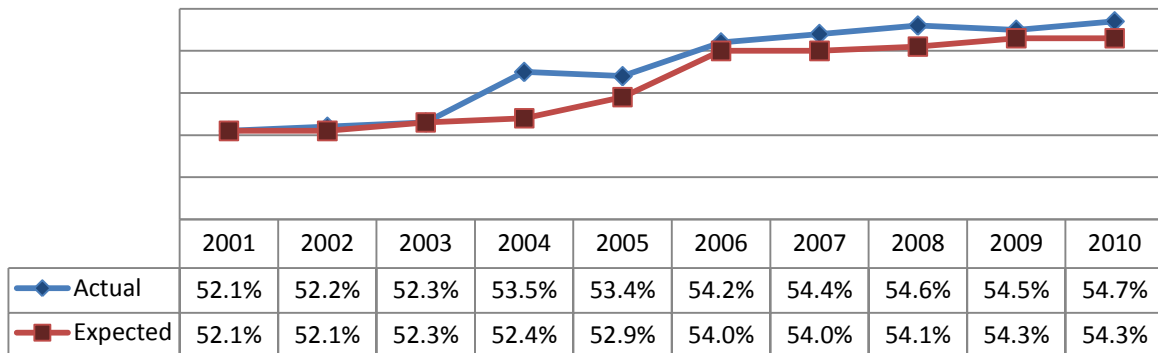


Figure 8

Figure 9 shows that Queen's University "comparably" represented women nine times out of ten in the past decade. In 2004, however, women were "significantly over-represented".

Representation Type	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Comparable Representation	✓	✓	✓		✓	✓	✓	✓	✓	✓
Significant Overrepresentation				✓						
Significant Underrepresentation										
Absence										

Figure 9

Representation of Women within the 14 EEOGs

EEOGs	Comparable Representation	Significant Over representation	Significant Under representation	Absence
<i>Senior Managers</i>	✓			
<i>Middle and Other Managers</i>	✓			
<p><i>Professionals</i></p> <p>Note: Professionals actually make up 55% of the Queen's workforce population. In this chart we have depicted general proportions which are not to scale due to lack of space. The intent is to give a general reflection of the distribution of the EEOGs</p>			✓	
<i>Semi-Professionals</i>	✓			
<i>Supervisors</i>	✓			
<i>Supervisors: Crafts and Trades</i>	✓			✓
<i>Administrative and Senior Clerical Personnel</i>		✓		
<i>Skilled Sales and Service</i>	✓			
<i>Skilled Crafts and Trades</i>	✓			✓
<i>Clerical</i>		✓		
<i>Intermediate Sales and Service</i>	✓			
<i>Semi-Skilled Manual Workers</i>	✓			✓
<i>Other Sales and Service</i>			✓	
<i>Other Manual Workers</i>	✓			✓

Figure 10

Despite the fact that women were comparably represented in a consistent manner over the past decade this does not mean that there are no employment equity concerns. Figure 10 illustrates some of these areas of concern.

The first issue of concern for women at Queen's is what appears to be systemic exclusion from traditionally male-dominated occupational groups. Notably, women were not considered significantly underrepresented in any of the four EEOGs that excluded them systematically. This is because the workforce population for women in these specific occupational groups, for example, Skilled Crafts and Trades and Semi-Skilled Manual Workers, is very small. Nevertheless, women are present in those occupational groups and we should see this reflected in our workforce.

The second issue of concern is linked to the first. Not only do women continue to be excluded from what has traditionally been considered "men's work", they also continue to be consistently overrepresented in traditionally female-dominated occupational groups, such as the two clerical EEOGs; Unfortunately, it appears that the comparable representation of women in the Queen's workforce is owed to the clustering of women in these particular roles, the second and third largest occupational groups on campus (after Professionals).

Surprisingly, women are significantly underrepresented in Other Sales and Service, which is also a female-dominated occupational group in Canada.

Finally a third area of concern is the significant underrepresentation of women in the largest EEOG, "Professionals", which includes faculty. (In fact women are chronically underrepresented in about half of the EEOG's at Queen's but significant gaps are not flagged in many instances because the external workforce population is low.)

Aboriginal Peoples

Aboriginal peoples have been poorly represented at Queen's in the past decade.

Figure 11 compares actual and expected representation rates of Aboriginal peoples in the overall Queen's workforce from 2001 to 2010 where the actual rates were lower than the expected rates 70% of the time.

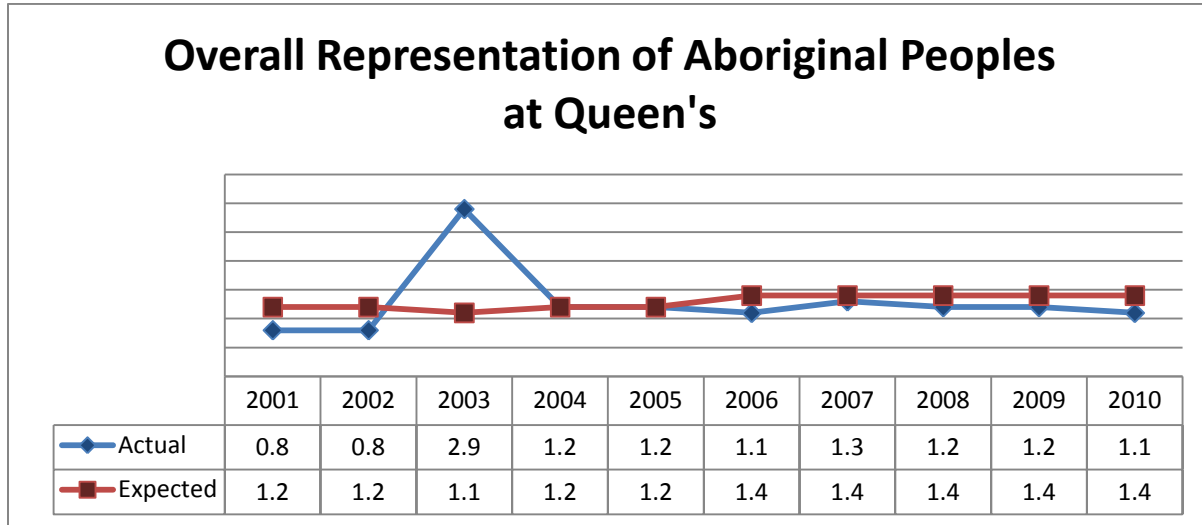


Figure 11

In examining the entire workforce population at Queen's, it becomes evident that Aboriginal persons have been significantly underrepresented 70% of the time over the past ten years.

Representation Type	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Comparable Representation			✓	✓	✓					
Significant Overrepresentation										
Significant Under-representation	✓	✓				✓	✓	✓	✓	✓
Absence										

Figure 12

Representation of Aboriginal peoples within the 14 EEOGs

EEOGs	Comparable Representation	Significant Over representation	Significant Under representation	Absence
Senior Managers	✓			✓
Middle and Other Managers	✓			✓
<p>Professionals</p> <p>Note: Professionals actually make up 55% of the Queen's workforce population. In this chart we have depicted general proportions which are not to scale due to lack of space. The intent is to give a general reflection of the distribution of the EEOGs</p>			✓	
Semi-Professionals	✓			
Supervisors	✓			✓
Supervisors: Crafts and Trades	✓			✓
Administrative and Senior Clerical Personnel	✓			
Skilled Sales and Service	✓			✓
Skilled Crafts and Trades	✓			✓
Clerical	✓			
Intermediate Sales and Service	✓			✓
Semi-Skilled Manual Workers	✓			✓
Other Sales and Service	✓			
Other Manual Workers	✓			✓

Figure 13

Ironically, while Aboriginal peoples were significantly underrepresented 70% of the time within the Queen's workforce in the past decade, they were nevertheless comparably represented within 12 occupational groups. This is because the workforce population for Aboriginal peoples in these specific occupational groups is very small. Nevertheless, as is the case for women, Aboriginal peoples are present in those occupational groups and we should see this reflected in our workforce.

An issue of concern for Aboriginal peoples at Queen's is their systemic exclusion from the majority of the occupational groups. Curiously, Aboriginal peoples cannot be considered significantly underrepresented in all of the EEOGs that exclude them systematically. This is also because the workforce population for Aboriginal peoples in these specific occupational groups is very small. Once again, Aboriginal peoples are, in fact, present in those occupational groups and we should see this reflected in our workforce.

These types of results occur when both the expected representation rate and the population of the EEOG are so low that the University is not legally obligated to hire any Aboriginal peoples in order to comply with employment equity regulation. This is a good illustration of the fact that comparable representation is not always "equitable" in the broader sense of the term. In other words, if Queen's seeks to be truly representative of the population that we serve, we need to go beyond strict gap analysis.

Nevertheless, what the gap analysis does reflect is that Aboriginal peoples have been consistently significantly under-represented in the largest EEOG "Professionals" which has considerable academic impact on campus.

Racialized Persons

Racialized persons had the least favourable overall representation rates of the four designated groups at Queen's University from 2001 to 2010; they were significantly underrepresented in all ten years.

Figure 14 illustrates the fact that expected rates were consistently higher than the actual rates. The year 2003, however, marked an unusual rise in the Queen's workforce population resulting in a smaller gap than usual.

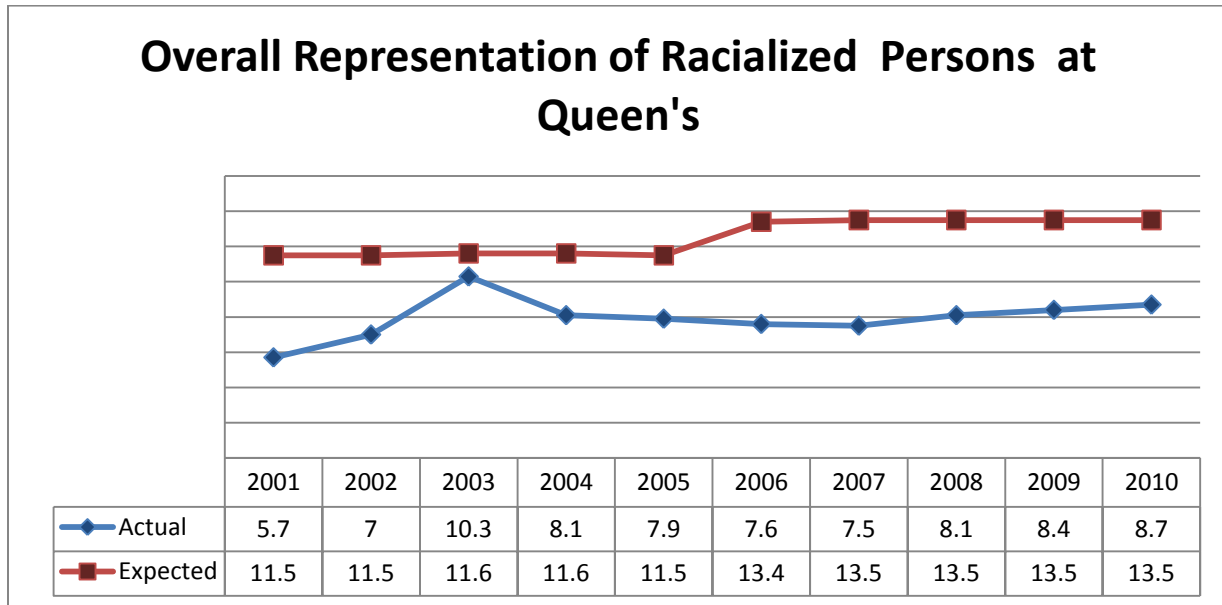


Figure 14

An analysis of the data demonstrates that every gap was significant, even that of 2003.

Representation Type	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Comparable Representation										
Significant Overrepresentation										
Significant Under-representation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Absence										

Figure 15

Representation of Racialized people within the 14 EEOGs

EEOGs	Comparable Representation	Significant Over representation	Significant Under representation	Absence
Senior Managers	✓			✓
Middle and Other Managers			✓	
Professionals Note: Professionals actually make up 55% of the Queen's workforce population. In this chart we have depicted general proportions which are not to scale due to lack of space. The intent is to give a general reflection of the distribution of the EEOGs			✓	
Semi-Professionals			✓	
Supervisors	✓			
Supervisors: Crafts and Trades	✓			✓
Administrative and Senior Clerical Personnel			✓	
Skilled Sales and Service	✓			✓
Skilled Crafts and Trades			✓	✓
Clerical Personnel			✓	
Intermediate Sales and Service	✓			✓
Semi-Skilled Manual Workers	✓			✓
Other Sales and Service			✓	
Other Manual Workers	✓			✓

Figure 16

When examining the overall numbers from the past decade several areas of concern emerge.

First, racialized persons were systemically excluded from half (7) the University's occupational groups. Although this includes five in which they were comparably represented due to a small availability pool, a complete absence in so many EEOGs nevertheless raises concerns.

Second, Figure 16 shows that racialized persons were comparably represented in seven EEOGs; Senior Manager, Supervisors, Supervisor: Crafts and Trades, Skills Sales and Service, Intermediate Sales Service, Semi-Skilled Manual Workers and Other Manual Workers. Notably, racialized persons were actually only present in one, Supervisors, yet considered comparably represented in the five EEOGs in which they were absent. This is because the workforce population for racialized persons in these specific occupation groups is very small. Nevertheless, racialized persons are present in those occupational groups and we should see this reflected in our workforce

Third, racialized persons were significantly underrepresented in seven of the EEOGs including the three largest: Professionals, Administrative and Senior Clerical Personnel, and Clerical Personnel. This would account for their overall significant underrepresentation.

Persons with Disabilities

The overall representation rate of persons with disabilities declined over the past decade. Figure 16 compares actual and expected representation rates of persons with disabilities at Queen's from 2001 to 2010. The year 2003 had an unusual increase in hiring resulting in a higher actual than expected rate. However, in 9 out of 10 years, expected rates were higher than the actual rates at Queen's.

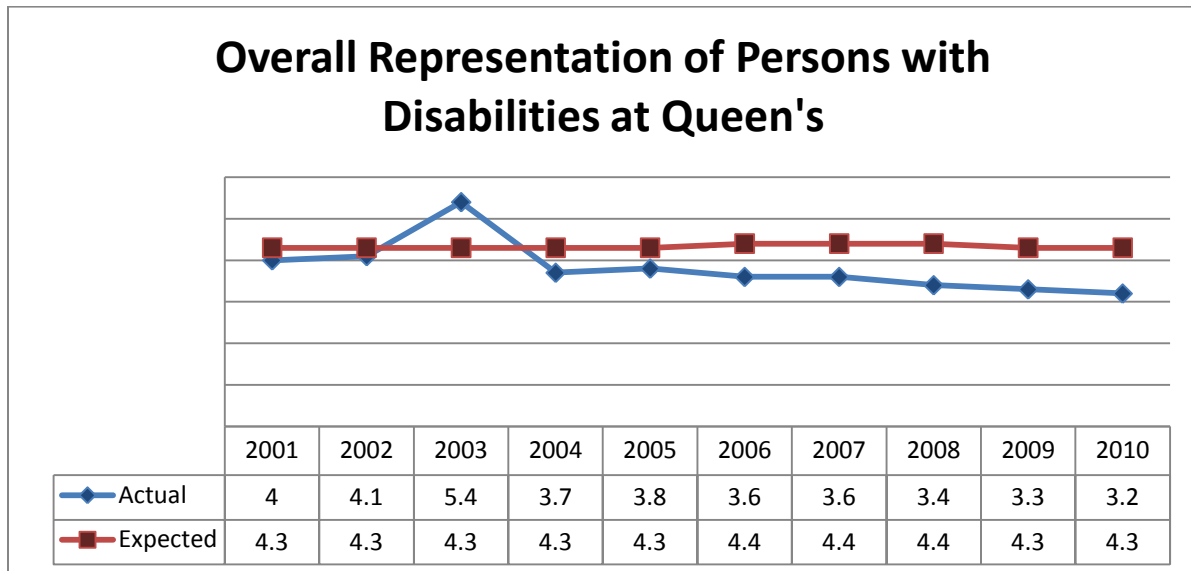


Figure 17

In examining the entire workforce population at Queen's, it became evident that persons with disabilities were comparably represented in the first half of the decade and then significantly underrepresented in the second half. This trend may have been influenced by the change in the specific data collection survey used for persons with disabilities, the Participation and Activity Limitation Survey (PALS), which was significantly changed from the previous Survey (e.g. including the identification of activity limitations instead of self identifying as a person with a disability).

Representation Type	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Comparable Representation	✓	✓	✓	✓	✓					
Significant Overrepresentation										
Significant Under-representation						✓	✓	✓	✓	✓
Absence										

Figure 18

Representation of Persons with Disabilities within the 14 EEOGs

EEOGs	Comparable Representation	Significant Over representation	Significant Under representation	Absence
Senior Managers	✓			
Middle and Other Managers	✓			
Professionals Note: Professionals actually make up 55% of the Queen's workforce population. In this chart we have depicted general proportions which are not to scale due to lack of space. The intent is to give a general reflection of the distribution of the EEOGs			✓	
Semi-Professionals	✓			
Supervisors			✓	✓
Supervisors: Crafts and Trades	✓			✓
Administrative and Senior Clerical Personnel	✓			
Skilled Sales and Service	✓			✓
Skilled Crafts and Trades	✓			
Clerical			✓	
Intermediate Sales and Service	✓			
Semi-Skilled Manual Workers	✓			✓
Other Sales and Service	✓			
Other Manual Workers	✓			✓

Figure 19

When examining the overall numbers from the past decade several areas of concern emerge.

First, persons with disabilities were systemically excluded from five of the University's occupational groups. Although this includes four in which they were comparably represented, due to a small availability pool a complete absence in a significant number of EEOGs nevertheless raises concerns.

Second, Figure 19 shows that persons with disabilities were comparably represented in eleven EEOGs however, they are actually present in only seven of these: Senior Managers, Middle and Other Managers, Semi Professionals, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades, Intermediate Sales and Service and Other Sales and Service. In the other four, persons with disabilities were considered comparably represented even though they are absent. This is because the workforce population for persons with disabilities in these specific occupation groups is very small. Nevertheless, persons with disabilities are present in those occupational groups and we should see this reflected in our workforce.

Third, persons with disabilities were significantly underrepresented in three of the EEOGs. This includes the largest EEOG, Professionals, which accounts in large part for the fact that they are considered significantly underrepresented in the overall workforce.

CONCLUSION

In “*Projections of the diversity of the Canadian population*”, published in 2010, Statistics Canada predicted that by 2031 between 29% and 32% of the Canadian population (15 years and older) will be made up of racialized persons. This is compared to the 2006 population rate of 16.2%. By 2031, Racialized persons are expected to comprise 63% of the population of Toronto, 59% in Vancouver and 31% in Montreal. The consequences on the Canadian workforce population, and on University workforce populations, are clear; the “expected rates” of representation within the 14 EEOG and within the Professional EEOG, which includes faculty, will increase sharply. Unless universities take measures to improve recruitment and hiring practices for these designated groups our equity achievements are likely to decline over time.

Recent research shows us that the population of Aboriginal peoples and racialized persons in Canada is increasing exponentially. In a 2005 publication entitled “*Canada’s Aboriginal Population in 2017*”, Statistics Canada reported that “Aboriginal population could account for roughly 4.1% of Canada's population by 2017...” This is because the Aboriginal population is growing much faster than the general population. As of 2005, it was expected to grow at an average annual rate of 1.8%, more than twice the rate of 0.78% for the general populationⁱⁱⁱ. According to the report, this population boom has implications for the Canadian workforce population: “The biggest challenge confronting the Aboriginal population by 2017 could be their large number of young adults aged 20 to 29 entering the labour market. This age group is projected to increase by over 40% to 242,000, more than four times the projected growth rate of 9% among the same age group in the general population”. Ontario is projected to be the province with the third largest Aboriginal population^{iv}. “

These demographic projections, combined with the analysis presented here, of the employment occupational groups at Queen’s over the past decade raises concerns that indicate several key areas are in need of attention at Queen’s:

- All four designated groups were significantly underrepresented in at least three EEOGs
- All four groups were significantly underrepresented in the largest EEOG, Professionals. It is also interesting to note that the only EEOG in which all four groups failed to achieve comparable status was Professionals, the largest occupational group on campus representing over half of the entire workforce and which includes faculty.
- Conversely, the only EEOG in which all four did succeed in achieving comparable representation was within Semi-Skilled Manual Workers, one of the smallest occupational groups at Queen’s.

- All four groups were absent from one EEOG and three were absent from three EEOGs.

In order to successfully address any employment equity concerns a critical first step is an analysis of each unit's employment equity profile leading to the setting of goals and timetables as part of a regular strategic planning process. A unit or department will need to consider many factors that can enhance equity including:

- The appropriate recruitment area
- The availability of designated groups in the recruitment pool
- The current unit or departmental profile of designated groups
- The representation rate of designated groups over time in the unit or department
- Whether the unit or department has an existing employment equity process for hiring
- Examine ways to eliminate stereotyping in units or departments' systems.
- Examine ways in which a unit or department accommodates for family responsibilities, disability and faith requirements and other equity matters.

A designated group profile for Queen's is available at www.queensu.ca/equity. For more detailed information relating to an individual department or unit contact the Equity Office at equity@queensu.ca to consult with an Equity Officer.

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. At Queen's this includes the Principal, Vice Principals and Associate Vice Principals.

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. At Queen's this includes positions such as Deans, Heads and Directors.

3. Professionals

Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization. At Queen's this includes positions such as Professors and Registered Nurses.

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. At Queen's this includes positions such as Veterinary Technologists and 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. At Queen's this includes positions such as Project Managers and Facility Supervisors.

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. At Queen's this includes positions such as Area Managers.

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. At Queen's this includes positions such as Administrative Assistants and Financial Coordinators.

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. At Queen's this includes positions such as Coordinators, Computing Information Centre.

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. At Queen's this includes positions such as Plumbers and Engineers.

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work. At Queen's this includes positions such as Accounting Clerks and Office Assistants.

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. At Queen's this includes positions such as Animal Care Helpers and Postal Clerks.

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. At Queen's this includes positions such as Delivery People and Postal Services Drivers

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. At Queen's this includes positions such as Care Taking Attendants and Custodians.

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. At Queen's this includes positions such as Groundskeepers and Trades Helpers.

Appendix 2: Resources

The Federal Contractors' Program

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

Queen's Council on Employment Equity

<http://www.queensu.ca/equity/content.php?page=CEE>

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.

END NOTES

ⁱ These four groups are designated groups under the Federal Contractors Program (FCP)

ⁱⁱ Human Resources and Skills Development Canada (HRSDC) addresses gaps by outlining a three filter test: a gap in representation can be identified as significant by applying three filters. Gaps that are identified as significant become the focus of employment systems analysis. In the first filter, if the number gap is -3 or greater the gap may be significant, must be recorded, and the second filter must be applied. In the second filter if the percentage representation is 80% or less further investigation is warranted. In the third filter, if there are gaps of -3 or less for a particular designated group in several EEOGs and/or for all designated groups in one EEOG the gaps are considered significant and must be examined systemically.

In this third filter there are specific rules of interpretation for the designated group women: if there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. There are also specific rules for interpreting results where availability is low: where availability for designated groups is low, the results of a workforce analysis are not a true indicator of potential barriers for the particular designated group. An organization must therefore consider the overall representation and percentage gap of that designated group. Where the percentage gap is 80% or less the organization must address the gap through goal setting in an employment equity plan.

ⁱⁱⁱ Statistics Canada: Canada's Aboriginal Population in 2007. The Daily, June 28, 2005.

^{iv} "Provincially, Alberta may overtake British Columbia in 2017 as the province with the second largest Aboriginal population. Alberta, projected to have 232,000 Aboriginal peoples, would be just behind Ontario with 268,000." (ibid)

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