

Supplementary Guide to the Workforce Analysis Summary

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Introduction

Western's formal commitment to diversity dates back to 1988 when the University first became a signatory to the Federal Contractors Program (FCP)¹. Since that time, the FCP has guided the implementation of employment equity practices, policies and reporting at Western. It is through its employment equity initiatives that Western works towards achieving and maintaining a diverse workforce which is representative of designated group members (women, visible minorities, Aboriginal persons and persons with disabilities). Western's workforce analysis summary seeks to quantify the under-representation of the designated group members as determined by the guidelines set out in the Federal Contractors Program.

As a Supplementary Guide to the Workforce Analysis Summary Report, this document is intended to provide detailed information about the workforce analysis and the data sources used in the analysis. For information about the representation of designated group members at Western, please refer to the Workforce Analysis Summary Report and the Workforce Analysis Summary Tables, which are available online at <http://www.uwo.ca/equity/diversity/employment/reports.html>.

Section I: Workforce Analysis Overview

As a condition of the Federal Contractors Program, employers are required to conduct a workforce analysis to determine the degree of under-representation of designated group members within their workforce. According to Human Resources Development Canada (HRDC), a workforce analysis "is essentially a comparison of two separate labour force data sets" (HRDC, 2001a, p.7). Employers are asked to compare their internal representation of designated group members to the representation of the designated group members in the external labour pool.

This comparison can assist employers with determining the extent of under-representation in their workforce. Additionally, it can help to identify "potential problem areas and provides one indication of barriers that may exist in the employer's employment systems, policies and practices" (HRDC, 2001a, p. 5). Ultimately, performing a workforce analysis is important for two additional employer obligations under the Act:

- 1) ***Employment Systems Review (ESR)*** – It triggers the requirement to undertake a review of all employment systems, policies and practices related to that occupational group to identify any barriers that may be responsible for the under-representation of designated group members.
- 2) ***Numerical Goals*** – It triggers the requirement to set numerical goals for the hiring and promotion of designated group members in that occupational group (HRDC, 2001a, p. 5).

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

Collection of Workforce Data

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

While a nation-wide census was conducted in 2011, Western’s current reporting relies on data from the 2006 Census conducted by Statistics Canada. The 2011 data set required for this analysis is not yet available. As such, the external labour pool for the staff analysis is drawn from the 2006 Census data and is limited to individuals with experience within the 14 Employment Equity Occupational Groups (EEOG)² (refer to Appendix A for more information on specific EEOG’s). In the faculty analysis, the external labour pool is limited to individuals classified as ‘university professors’ (NOC code 4121) in the 2006 Census data. In both the staff and faculty analysis, the external representation rates of persons with disabilities are drawn from the Participation and Activity Limitation Survey, which is a post-censal survey conducted by Statistics Canada. This survey collects information about persons whose everyday activities are in some way limited by a health-related condition or problem.

Having determined the appropriate external comparisons groups, employers are required to determine the numbers of designated group members in their workforce. In the case of women, the FCP suggests that the number of women in an employer’s workforce is best ascertained through the use of employment records. Consequently, the data on women in this report are extracted from Western’s Human Resources database. This data represents a complete picture of the representation of women in each category.

As suggested by the FCP, the data on visible minorities, Aboriginal persons, and persons with disabilities have been collected via a voluntary, self-identification survey. The Employment Equity Survey is available to staff and faculty in both paper form and on-line. Additionally, the survey can be accessed, reviewed, and updated at any time by Western’s employees (<http://www.uwo.ca/equity/diversity/employment/survey.html>). It is important to note that, as specified by the FCP, the internal representation rates of the designated groups are calculated assuming that all non-respondents do not belong to any

of the designated groups. Given this assumption, the actual representation of designated groups may be higher than indicated in this analysis.

Conducting the Workforce Analysis

Having collected data on the external representation of designated group members, employers are asked to undertake a workforce analysis to compare this labour force data to their internal data. The first step of the analysis is to determine the internal representation rate of designated group members. Secondly, the external representation rates are used to calculate the expected number of designated group members in each occupational group. The expected number is calculated as:

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

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

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

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

Determining Significance of the 'Gaps'

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

As indicated by the FCP, two separate benchmarks are used to determine whether or not the under-representation is significant. Occupational groups with both a gap number of -3 or greater⁴ and a gap percentage of 80% or less have been identified as occupational groups with under-representation. It is important to note that HRSDC has revised the suggested method for arriving at the 'gap percentage'. Using this new method, rather than

looking for a gap percent of 20% or higher, organizations must investigate for under-representation if the percentage representation is 80% or lower.

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

In previous reporting, occupational groups with a gap number representing 30 employees or higher were also identified as occupational groups with under-representation. The FCP no longer identifies this as a filter for significance. However, where there are gaps of -3 or less (i.e. -3, -2, -1) “for a particular designated group in several EEOGs, and/or for all designated groups in one EEOG” (HRSDC, 2009, p. 22), the FCP suggests that these gaps should be examined further.

Although not mandated by the FCP, designated group members are referred to as being ‘comparably represented’ in occupational groups where the actual number is equal to or greater than the expected number and where the gap number and percentage are not significant.

Interpreting the Results

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

SECTION II: Administrative Staff Workforce Analysis

Staff Workforce Profile

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

Internal Workforce Data

The data on women staff members is extracted from Western's Human Resources database. Consequently, the data and workforce analysis on the representation of women in Western's administrative staff can be considered highly accurate. The data on visible minorities, Aboriginal persons and persons with disabilities are extracted from the employment equity data and are solely based on voluntary completion of the equity survey.

External Workforce Data

For the purpose of comparison, the external workforce data for the staff analysis was limited to those individuals with experience in the 14 Employment Equity Occupational Groups (EEOGs). For details on the occupational groups and examples of positions at Western that fall into each of the categories refer to Appendix A. Data from the 2006 Census have been used for benchmarking the representation of women, Aboriginal persons and visible minorities, while the data for persons with disabilities was drawn from the 2006 Participation and Activity Limitation Survey (PALS).

Administrative staff members are recruited from varying geographic areas depending on their occupational group. As such, different census data have been used as benchmarks. For comparison purposes, the representation rates of the designated group members have been compared on a national level for 'Senior Managers', on a provincial level for 'Middle and Other Managers' and 'Professionals', and on a local level (i.e. London Metropolitan Area) for all other occupational groups. The only exception being in the case of persons with disabilities where local data was not available, in which case provincial data have been used⁵.

SECTION III: Faculty Workforce Analysis

Faculty Workforce Profile

The data presented in the workforce analysis reflects the composition of Western's workforce as of March 31st in the reporting year. Clinicians are included in the faculty data. Excluded from the analysis of faculty members are adjunct professors, professor emeriti, honorary professors and visiting professors. Additionally, to protect confidentiality, faculty level data are not presented for faculties with fewer than 10 members.

Internal Workforce Data

The data on women faculty have been extracted from Western's Human Resources database. As such, the workforce analysis pertaining to women faculty members can be considered highly accurate. The data on visible minorities, Aboriginal persons or persons with disabilities come from the employment equity data and are based solely on voluntary completion of the employment equity survey.

External Workforce Data

For the purpose of the analysis, the external labour pool is limited to individuals classified as 'university professors' [National Occupational Classification (NOC) code 4121]. In the case of women faculty, data from the 2006 Census was compared to the total representation of women faculty members on campus.

The 2006 Census data was also used for identifying the external representation rates of Aboriginal persons and visible minorities. It should be noted that there is no 2006 Census data available for university professors with disabilities. As such, for this comparison, the representation rate of 4.5% in the EEOG of Professionals has been drawn from the 2006 Participation and Activity Limitation Survey (PALS).

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

Appendix A – Employment Equity Occupational Groups (EEOG)

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

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

EEOG	Examples of Western positions
Clerical Personnel	Food Storeperson Assistants (e.g. Editorial, Payroll, Accounting, Administrative, Financial) Clerk 1-4
Intermediate Sales and Service Personnel	Book Sales Staff Assistants (e.g. Dental, Animal Lab) Hall Clerk Campus Tour Guide
Semi-Skilled Manual Workers	Driver Printing Production Operators (e.g. Copier, Lead, Grounds)
Other Sales and Service Personnel	Food Services Assistant Cashier Attendants (e.g. Booth, Locker Room) Concession/Event Staff Dishwasher
Other Manual Workers	Asbestos Worker

Please note: As indicated by HRSDC, Western's internal representation of faculty members is compared to the external labour pool of 'university professors' (NOC code 4121) in the 2006 Census data. As such, faculty members are not represented in the Employment Equity Occupational Groups (EEOG's) listed above.

References

- Human Resources Development Canada. (2001a). *Guidelines for the Employment Equity Act and Regulations*. Guideline 5: Workforce Analysis. Ottawa: Human Resources Development Canada.
- Human Resources Development Canada. (2001b). *Guidelines for the Employment Equity Act and Regulations*. Guideline 6: Employment Systems Review. Ottawa: Human Resources Development Canada.
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Endnotes

¹ The Federal Contractors Program (FCP) was initiated by Cabinet in 1986 and operates parallel to the Legislated Employment Equity Program (LEEP). Whereas the Employment Equity Act (1995) covers federally regulated employers, the FCP applies to provincially regulated employers with a workforce in Canada of 100 or more employees. Specifically, the FCP applies to contractors – those provincially regulated employers which receive federal government goods or services contracts of \$200, 000 or more. As a condition of bidding on federal contracts, such contractors are required to certify in writing their commitment to employment equity. Contractors which refuse to honour their commitment to employment equity and are found non-compliant with program criteria may lose the right to receive further federal government contracts.

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

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

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

⁵ Please note that in two EEOG’s (Supervisors: Crafts & Trades and Administrative & Senior Clerical) provincial level data from the 2006 Census was unavailable. As suggested by the FCP, national level data has been used for the external comparator for these EEOGs.