



UNIVERSITY OF CALGARY

**2010 Workforce Analysis Summary
March 4, 2010**

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Introduction

The University of Calgary is one of Canada's major research institutions. Founded in 1966, it operates as a public university under the authority of Alberta's Post-secondary Learning Act offering a broad range of highly respected programs of study at the baccalaureate, master's and doctoral level. The U of C also offers an assortment of credit-bearing diplomas, certificates and executive development programs.

The U of C campus occupies a beautiful, park-like setting covering more than 200 hectares, an area larger than Calgary's entire downtown. The university is home to scholars in 17 faculties (offering more than 100 academic programs) and more than 30 research institutes and centres. More than 27,600 students are currently enrolled in undergraduate, graduate and professional degree programs.

The U of C has about 1,800 academic staff actively engaged in research, scholarship and teaching in Canada and around the world, and about 4,000 staff, making it one of the four largest employers in Calgary.

The University of Calgary has seventeen faculties with more than sixty departments: Law; Nursing (Calgary); Qatar; Social Work; Communication and Culture; Education; Environmental Design; Fine Arts; Haskayne School of Business; Humanities; Kinesiology; Medicine; Schulich School of Engineering; Science; Social Sciences; Veterinary Medicine and Graduate Studies.

The Faculty of Qatar, offers internationally accredited nursing degrees to students in the Middle East. University of Calgary-Qatar in cooperation with the Hamad Medical Corporation offers world-class clinical nursing education in the clinical specialties and to create a sustainable nursing workforce in Qatar.

The Faculty of Medicine and the Faculty of Veterinary Medicine are located on the south campus adjacent to the Foothills Hospital. The Biogeoscience Institute, located on the eastern slopes of the Rocky Mountains, and the Rothney Astrophysical Observatory, located in the foothills south of the city, represent satellite institutes of the university. In addition, the Faculty of Social Work offers programs in both Lethbridge and Edmonton.

The University of Calgary has four staff groups: the Senior Administrative Group, Academic Staff, Management and Professional Staff (MaPs) and Support Staff. The academic staff are represented by the Faculty Association of the University of Calgary and the support staff are represented by Local 52 of the Alberta Union of Provincial Employees.

There is an Executive Committee of the Management and Professional Staff who consult with the University on matters concerning the salaries and benefits for MaPs.

The employment equity data presented in this report include regular, full and part-time staff and temporary staff with appointments of six months or more. Casual, recurring part-time staff, term certain academic staff, and student employees are not included. The data include 5,242 full-time staff and 383 part-time staff.

The University's formal commitment to employment equity dates back to 1989 when the University first became a signatory to the Federal Contractors program (FCP). The University is committed to employment equity because our scholars and researchers bid on and receive research contracts with the Federal Government. The University aspires to increase research contracts as part of the research vision to increase both the quantity and quality of the research conducted by our scholars. Currently, the University has research contracts valued at over \$12 million, the largest of which is a contract for research by the Faculty of Science for the Canada Space Agency.

Employment Equity Compliance Review 2009

On March 19, 2009, the University of Calgary was advised that it would be the subject of a compliance review under the Federal Contractors Program.

The University of Calgary entered into a new relationship with trust employees on January 1, 2009, as a result of an Alberta Labour Relations Board decision that trust employees are in fact university employees. Due to this decision approximately 1,500 former trust employees became U of C employees. This was a major undertaking by the department of Human Resources which resulted in the University requesting a delay in the start of the compliance review to May of 2009.

The compliance review process consists of a series of steps determined by Human Resources and Development Canada and this report deals with activities required in Step 1.

Step 1 Initiation of the Compliance Review and Data Collection

- Communication and Consultation
- Workforce Survey
- National Occupational Classification

University of Calgary Employment Equity Compliance Review Proposed Timelines

June 2009

- Developed communication strategy for employment equity and workforce survey

July 2009 - August 2009

- Preparation for workforce survey
- Ensure all positions are coded with the appropriate National Occupational Code

September 2009 -November 13, 2009

- Conduct workforce survey

November 16, 2009 - December 11, 2009

- Workforce analysis narrative report

December 14, 2009 – March 31, 2010

- Employment Systems Review

May 31, 2010

- Submit Employment Equity Plan

Communication and Consultation

The University of Calgary has a revised website which serves as a general resource to staff and students which includes the Workplace Diversity and Employment Equity strategy, plan, frequently asked questions and the workforce survey. The Workplace Diversity and Employment Equity Strategy was revised recently and will be submitted to the President/Vice-Presidents Group for approval.

Over the course of the survey period extensive electronic communications were sent to all employees regarding the compliance review and workforce survey on behalf of the Vice-President, Finance and Services. Targeted emails were also sent to members of the AUPE Support Staff, Management and Professional Staff and Academic staff members by union/association representatives. In addition to electronic communications Employment Equity posters were placed throughout the campus to increase awareness.

Workforce Survey 2009

The University is in the midst of a university-wide administrative review designed to improve support services and reduce the costs of delivering these services. As part of this administrative review, a large majority of employees were asked to complete an intensive activity analysis throughout the month of August, over the same period of time for which the workforce survey would have been active. Several concerns were discussed with the Workplace Equity Officer which resulted in a mutual agreement to delay the workforce survey until September 2009.

Over the period of September 8, 2009 to November 13, 2009, University employees were asked to complete the employment equity survey by completing an on-line survey accessible through the Human Resources Workplace Diversity and Employment Equity webpage. The results of the workforce survey conducted were used for the workforce analysis (WFA). The return rate was 62% and the response rate was 60%. This analysis is based on our entire workforce including the 38% who failed to respond to the self-identification questionnaire. The internal data for Aboriginal peoples, visible minorities and persons with disabilities were taken from the survey. The data for women were extracted from our Human Resource Information System (HRIS).

Throughout the survey period, challenges presented which resulted in lower than sought after survey response rates. We had created the new on-line survey for data collection and had to

remove it from the website shortly after the initial communication was sent to all staff asking for their participation due to secure server issues. The delay in moving the survey to a secure server resulted in a two and half day shut down which lost momentum in our communications. In efforts to improve response rates we extended the survey deadline and provided an incentive by offering all employees who completed the survey a chance to win an iPod. Employment Equity sessions were held for Caretaking and Residence Services staff, providing the opportunity to complete a paper survey. These groups were targeted as employees in this area generally do not have access to a computer at work providing the ability to complete the on-line survey. This survey was also made available in alternate formats.

National Occupational Classification and Employment Equity Occupational Groups

The National Occupational Classification (NOC) provides a standardized language for describing the work performed by Canadians in the labour market. It is used for many applications including defining and collecting statistics, managing information databases, analyzing labour market trends and extracting practical career planning information. This classification system provides statisticians, labour market analysts, career counsellors, employers and individual job seekers a consistent way to collect data and describe and understand the nature of work.

The NOC is updated in partnership with Statistics Canada according to the five year Census cycles. It is based on occupational research and consultations conducted across the country, reflecting the evolution of the Canadian labour market.

The NOC tool classifies occupations with a four-digit code according to skill type and skill level. The digits of the NOC code reflect important information about the occupation it represents (e.g., 3113 Dentists - "31" indicates that this is a health occupation and it requires university level education). There are 520 occupational groups identified.

For employment equity analysis, the 520 occupational groups are organized into fourteen employment equity occupational groups. They are:

- Senior Managers
- Middle and Other Managers
- Professionals
- Semi-Professionals and Technicians
- Supervisors
- Supervisors: Crafts and Trades
- Administrative and Senior Clerical Personnel
- Skilled Sales and Service Personnel
- Skilled Crafts and Trades Workers
- Clerical Personnel
- Intermediate Sales and Service Personnel
- Semi-Skilled Manual Workers
- Other Sales and Service Personnel

- Other Manual Workers

The Employment Equity Occupational Groups have been developed by Human Resources Services Development Canada (HRSDC) to reflect the departmental and hierarchical structure of organizations. Grouping NOC codes by Employment Equity Occupational Group enables an organization to analyse the movement of members of the designated groups over time among departments and from one hierarchical level of the organization to the other (transfers, promotions, and demotions).

Appendix A shows the distribution of the U of C workforce by Employment Equity Occupational Group. Nearly 31% of the U of C workforce consists of positions that fall within the University Professor unit group of the Professionals employment equity occupational group. The next largest employment equity occupational group is the Administrative and Senior Clerical group at 16.9% of the U of C workforce and Semi-Professional and Technicians at 15.6%.

All U of C jobs have a four digit NOC code. Appendix B is a sample of U of C positions that fall into each of the 14 Employment Equity Occupational Groups.

Occupational Analysis

The largest area of growth at the University of Calgary is the Administrative and Senior Clerical Personnel EEOG and the Clerical Personnel EEOG however we predict a fairly steady state and very little growth in all EEOGs given the current budget constraints at the University of Calgary.

The occupational group with the largest turnover rate is the Administrative and Senior Clerical Personnel EEOG and the Clerical Personnel EEOG. This is due to regular attrition and other opportunities both internal and external.

Employees seeking individual growth can choose from several career paths within the University of Calgary. To ensure that all University employees have equal access to opportunities, job vacancies are posted on our U of C careers website and when possible secondments are recommended for temporary opportunities for select positions. The following is a list of the EEOGs and occupations in which employees can advance with appropriate training and experience:

Semi-Professional and Technicians	Professionals	Middle and Other Managers
<i>Example of U of C position(s)</i>		
Research Assistant	Research Associate	Laboratory Manager
Clerical Personnel	Administrative and Senior Clerical	Supervisors
<i>Example of U of C position(s)</i>		
Receptionist	Administrative Assistant	Administrative Team Lead
Skilled Crafts and Trades	Supervisors: Crafts and Trades	
<i>Example of U of C position(s)</i>		
Electrician	Zone Operator	

Workforce Analysis

Overview

The Federal Contractors Program requires employers to conduct a workforce analysis to determine the degree of under-representation of designated group members within their workforce. According to Human Resources Services Development Canada (HRSDC), a workforce analysis is essentially a comparison of two separate labour force data sets.

Employers compare their internal representation of designated group members to the representation of the designated group members in the external labour pool. This comparison assists employers to determine the extent of underrepresentation in their workforce and may identify potential problem areas. It also may indicate barriers in the employer's employment systems, policies and practices.

The workforce analysis also forms the basis for the Employment Systems Review (ESR) and Numerical Goals.

The data on women used for the workforce analysis is taken from the University's employment records rather than the employment equity survey responses. The data on aboriginal people, people with disabilities and visible minorities were collected through the employment equity survey this fall. The Federal Contractors Program requires the University to determine the internal representation of the three designated groups assuming that the university employees who did not complete the employment equity survey are not members of any of the three designated groups, aboriginal people, people with disabilities or visible minorities.

The representation of the designated group members in the external labour pool is determined by the relevant geographic area recruitment area. For the University of Calgary, we recruit Canada-wide for Senior Managers, Middle and Other Managers, and Professionals; Alberta-wide for Semi-Professionals and Technicians, Supervisors: Skilled Crafts and Trades, Skilled

Sales and Service Personnel and Skilled Crafts and Traders Workers. The remaining occupational groups are recruited locally or from the Calgary Metropolitan Area (CMA)

The external or availability data come from the 2006 Census of Canada, or post-census surveys. Data on persons with disabilities are taken from the Participation and Activity Limitation Survey which is a survey conducted by Statistics Canada.

The internal representation of the four designated groups is then compared to their representation in the Canadian, Albertan or Calgary labour force as determined by the 2006 Census.

Based on the comparison with the availability data, employers determine the representation gaps within their workforce. The representation gap can be presented as both an absolute number or 'gap number' and a percentage called the 'gap percentage'. Both the gap number and the gap percentage indicate the difference between the representation of the designated group members in the University's workforce and their representation in the external labour market.

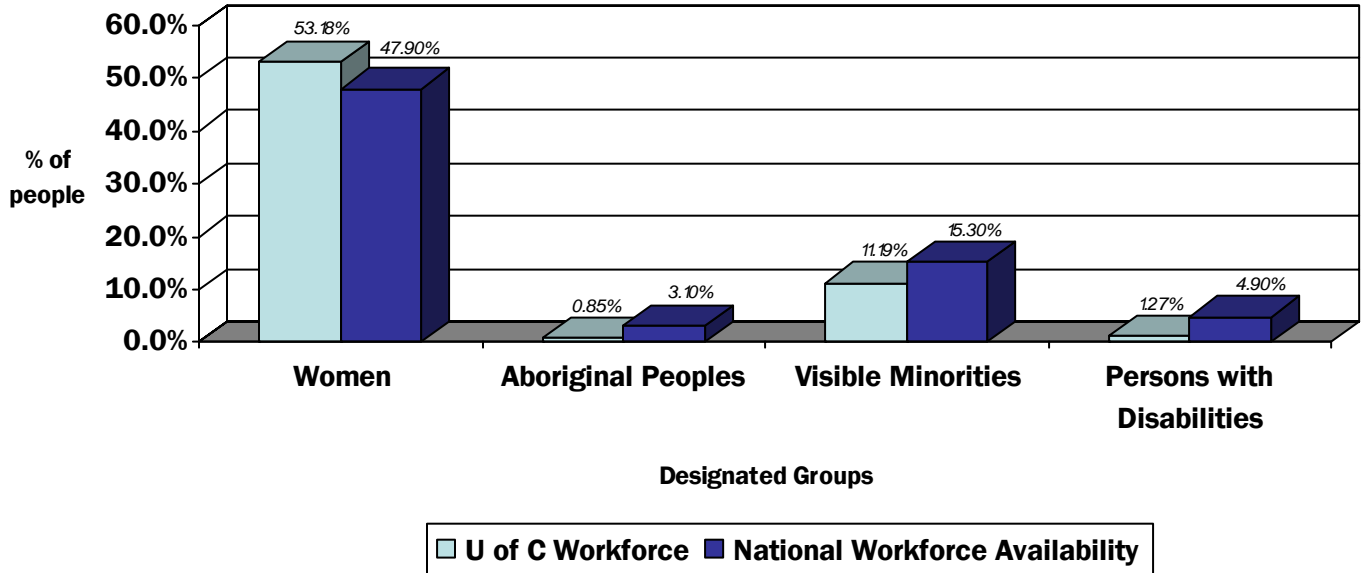
Human Resources Development Canada defines the gap number as the actual number minus the expected number in the employer's workforce and the gap percentage as the expected number minus actual number divided by the expected number multiplied by 100.

The FCP suggests employers calculate the representation gap using both gap numbers and gap percentages to determine the significance of the gap. This approach 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.

The FCP determines if the under-representation is significant when the gap number is greater than -3 and the percentage gap is 20% or greater. Later in this report in Tables 2, 3, 4 and 5 you will find the details of the representation gaps for women, aboriginal people, people with disabilities and visible minorities.

Table 1 shows the overall representation of women, aboriginal people, visible minorities and people with disabilities in the U of C workforce compared to the Canadian Workforce Availability.

Table 1 - Workforce Comparison



As you can see, women are represented at about the same level as in the National workforce availability while the other three designated groups, aboriginal people, visible minorities and people with disabilities are underrepresented in the University’s workforce.

Designated Groups Representation in the U of C Workforce

Women

Overall, women make up 53.18% of the workforce at the University of Calgary. The workforce analysis reveals that women are under-represented only in Intermediate Sales and Service Personnel.

Table 2 – Under-representation of Women by Occupational Group

Occupation Groups	Gap #	Gap %
Intermediate Sales and Service Personnel	-5	45%

Appendix C shows the representation of women in the U of C workforce by employment equity group.

In addition, this report includes an analysis of the unit group, University Professors, detailed separately because of the unique nature of these positions and the large number of employees at the U of C who fall within this group. However, there is no unit group level analysis for people with disabilities available.

Appendix D shows the representation of women in the Employment Equity Occupational Group, Professionals, detailed by unit group, University Professors, and the remaining positions in Professionals.

Aboriginal Persons

Aboriginal persons account for 0.85% of the workforce at the University of Calgary. The workforce analysis reveals there are several significant gaps in the representation of aboriginal people. Aboriginal people are under-represented among Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Administrative and Senior Clerical Personnel, Clerical Personnel and Other Sales and Service Personnel.

Table 3 – Under-representation of Aboriginal Persons by Occupational Group

Occupation Groups	Gap #	Gap %
Middle and Other Managers, Professionals	-5	83%
Professionals* (excluding University Professors)	-3	79%
Professionals – University Professors	-11	69%
Semi-Professionals and Technicians	-15	75%
Administrative and Senior Clerical Personnel	-5	26%
Clerical Personnel	-8	50%
Other Sales and Service Personnel	-4	36%

**Note: The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.*

Appendix E shows the representation of aboriginal people in the U of C workforce by employment equity group.

Appendix F shows the representation of aboriginal people in the Employment Equity Occupational Group, Professionals, detailed by unit group, University Professors, and the remaining positions in Professionals.

Visible Minorities

Visible minorities make up 11.19% of the workforce at the University of Calgary. Based on the workforce analysis, visible minorities are under-represented in several of the occupation groups, including Senior Managers, Middle and Other Managers, Professionals*, Semi-

Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trade Workers, Clerical Personnel, Semi-skilled Manual Workers.

Table 4 – Under-representation of Visible Minorities by Occupational Group

Occupation Groups	Gap #	Gap %
Senior Managers	-3	75%
Middle and Other Managers	-16	33%
Professionals* (excluding University Professors)	-17	21%
Professionals – University Professors	-151	57%
Semi-Professionals and Technicians	-58	34%
Supervisors	-6	54%
Administrative and Senior Clerical Personnel	-30	25%
Skilled Crafts and Trade Workers	-5	100%
Clerical Personnel	-55	42%
Semi-skilled Manual Workers	-4	41%

**Note_The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.*

Appendix G shows the representation of visible minorities in the U of C workforce by employment equity group.

Appendix H shows the representation of visible minorities in the Employment Equity Occupational Group, Professionals, detailed by unit group, University Professors, and the remaining positions in Professionals.

People with Disabilities

People with disabilities represent 1.27% of the workforce at the University of Calgary. Based on the workforce analysis, people with disabilities are under-represented among Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trade Workers, Clerical Personnel and Other Sales and Service Personnel.

Table 5 – Under-representation of People with Disabilities by Occupational Group

Occupation Groups	Gap #	Gap %
Middle and Other Managers	-10	76%
Professionals	-79	79%
Semi-Professionals and Technicians	-28	66%
Supervisors	-3	60%
Administrative and Senior Clerical Personnel	-11	44%
Skilled Crafts and Trade Workers	-4	100%
Clerical Personnel	-16	53%
Other Sales and Service Personnel	-19	95%

Appendix I shows the representation of people with disabilities in the U of C workforce by employment equity group.

Clustering Analysis

There were minor discrepancies revealed when reviewing the internal workforce from the Clustering Analysis and the top and bottom salary quarters. The largest discrepancies occurred in the EEOGs Professionals and Semi-professionals & Technicians with respect to women. There is a higher concentration of women in the bottom two salary quarters as compared to men. Overall, salaries of men at the U of C tend to be more evenly distributed than those of women.

The Visible Minorities group is not represented across all EEOGs in the top salary quarter (i.e. quarter 4) however there is a very low concentration of employees overall in this quarter.

No significant discrepancies were revealed in the employment equity groups of Persons with Disabilities or Aboriginal Peoples.

This clustering analysis will be useful for identifying how promotions and salaries are set for all employment equity groups in the employment systems review. Appendix N represents the clustering analysis used to review salary distributions across all employment equity groups.

Appendix A

EEOG #	Employment Equity Occupational Group	# of Employees	% Workforce
01	Senior Managers	51	.9
02	Middle and Other Managers	340	6
03	Professionals *	2240	39.8
04	Semi-Professionals and Technicians	877	15.6
05	Supervisors	56	1
06	Supervisors: Crafts and Trades	16	.3
07	Administrative and Senior Clerical Personnel	950	16.9
08	Skilled Sales and Service Personnel	5	.1
09	Skilled Crafts and Trade Workers	72	1.3
10	Clerical Personnel	671	11.9
11	Intermediate Sales and Service Personnel	17	.3
12	Semi-skilled Manual Workers	13	.2
13	Other Sales and Service Personnel	310	5.5
14	Other Manual Workers	8	.1
	Total	5626	100

*Note_The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.

Appendix B - Employment Equity Occupational Groups (EEOG)

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

EEOG	Example of U of C positions
01: Senior Managers	President and Vice-Presidents Associate Vice-Presidents Provost, Deputy Provost and Vice-Provosts Deans
02 Middle and Other Managers	Directors and Associate Directors Senior Business and Finance Analysts Managers (Administration, Facility, Finance, HR, Development, Research and Laboratory) ERP Senior Systems Analysts Applications Architects and Consultants Software Developers Program Directors and Managers Associate and Assistant Registrars Legal Counsel Information and Privacy Coordinator Architect
03 Professionals	Business and Finance Analysts HR Consultants and Officers Coordinators (Research, Customer Support, Classroom Services) Budget Officers Engineers Scientists Team Leaders Systems Specialists ERP Systems Analyst Physiotherapists Veterinarians Registered Nurses University Professors Librarians Development Officers Communication and Public Relations Officers Curator Archivist
04 Semi-Professionals and Technicians	Research Assistants/Associate Laboratory Analyst Technician (Medical, Laboratory, Chemical, Biological, Mechanical, Electrical and Animal Lab) Technician (Media and Desk Support) IT Hardware Specialist Programmer Licensed Practical Nurses Career Advisors

	Coaches Occupational Health and Safety Consultant Cataloguer Graphic Designer
05 Supervisors	Team Leader, Building Services Caretaking Manager Security Supervisors
06 Supervisors – Craft and Trades	Zone Operators Team Lead - Trades
07 Administrative and Senior Clerical Personnel	Executive Assistants and Administrators Assistants to the Deans and Department Heads Administrative Team Manager or Officer Project Administrator Admissions Officer Transcriptionists Customer Service Coordinator Procurement Administrators and Specialists Conference Manager Event Planner/Coordinator Administrator (Finance, HR and/or Payroll) Accounts Payable Administrator or Specialists Fees Receivable Cashier Enrolment Service Advisor/Administrator Chair Secretary Medical Office Assistant
08 Skilled Sales and Service Personnel	Buyers
09 Skilled Crafts and Trades Worker	Machinist (includes Apprentice) Electricians Maintenance Planner Plumbers Carpenter Locksmith Tiler Mechanics Shift Engineer Painter Parts Person Building Operator
10 Clerical Personnel	General Office Clerks Administrative Assistants and/or Secretary Receptionist Assistant (Faculty and Admissions) Distribution Services Clerk Records Coordinator Zone Coordinators Porter Laboratory Aide Information Commons Night Assistant Conference Assistant

	Client Services Assistant Research Assistants Library Clerks Encoding Clerk
11 Intermediate Sales and Service Personnel	Core Support Technician Nurse Aids
12 Semi-Skilled Manual Workers	Delivery Driver General Services Worker
13 Other Sales and Service Personnel	Security Officer Building Service Worker Residence Housekeeper Groundskeeper Facilities Attendant
14 Other Manual Workers	Construction Trades Helpers and Labourers

**Appendix C - Women by Employment Equity Occupational Group
University of Calgary as of November 15, 2009**

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
01	Senior Managers	41.2	24.2		
02	Middle and Other Managers	57.4	39.1		
03	Professionals *	39.4*	42*		
04	Semi-Professionals and Technicians	51.7	59.3		
05	Supervisors	51.8	56		
06	Supervisors: Crafts and Trades	0	6.2		
07	Administrative and Senior Clerical Personnel	83.1	81.8		
08	Skilled Sales and Service Personnel	40	55.2		
09	Skilled Crafts and Trade Workers	4.2	4.9		
10	Clerical Personnel	83	74		
11	Intermediate Sales and Service Personnel	35.3	66.9	-5	45
12	Semi-Skilled Manual Workers	7.7	17.1		
13	Other Sales and Service Personnel	51.9	55		
14	Other Manual Workers	12.5	21		

**Note. The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.*

Appendix D – Women: Professionals Employment Equity Occupational Group

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
03	Professionals * (excluding 4121: University Professors)	56	42		
03	4121: University Professors	34.7	39.6		

**Appendix E - Aboriginal People by Employment Equity Occupational Group
University of Calgary as of November 15, 2009**

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
01	Senior Managers	2	2.4		
02	Middle and Other Managers	.3	1.9	-5	83
03	Professionals *	.3*	1*	-16*	72
04	Semi-Professionals and Technicians	.6	2.3	-15	75
05	Supervisors	3.6	2.6		
06	Supervisors: Crafts and Trades	0	5.1		
07	Administrative and Senior Clerical Personnel	1.5	2	-5	26
08	Skilled Sales and Service Personnel	0	3.8		
09	Skilled Crafts and Trade Workers	2.8	3.9		
10	Clerical Personnel	1.2	2.4	-8	50
11	Intermediate Sales and Service Personnel	5.9	2.4		
12	Semi-skilled Manual Workers	0	3.1		
13	Other Sales and Service Personnel	2.3	3.5	-4	36

*Note_The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.

Appendix F - Aboriginal People: Professionals Employment Equity Occupational Group

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
03	Professionals * (excluding 4121: University Professors)	.21	1	-3.8	79
03	4121: University Professors	0.3	0.9	-11	69

**Appendix G - Visible Minorities by Employment Equity Occupational Group
University of Calgary as of November 15, 2009**

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
01	Senior Managers	2	8.7	-3	75
02	Middle and Other Managers	9.4	14	-16	33
03	Professionals *	8*	17.1*	-203	53
04	Semi-Professionals and Technicians	12.3	18.9	-58	34
05	Supervisors	8.9	20.1	-6	54
06	Supervisors: Crafts and Trades	6.3	5.2		
07	Administrative and Senior Clerical Personnel	9.3	12.4	-30	25
08	Skilled Sales and Service Personnel	20	10.4		
09	Skilled Crafts and Trade Workers	0	6.5	-5	100
10	Clerical Personnel	11.3	19.5	-55	42
11	Intermediate Sales and Service Personnel	29.4	22		
12	Semi-skilled Manual Workers	0	27.2	-4	41
13	Other Sales and Service Personnel	41.3	33.9		
14	Other Manual Workers	37.5	24.3		

*Note_The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.

Appendix H - Visible Minorities: Professionals Employment Equity Occupational Group

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
03	Professionals * (excluding 4121: University Professors)	13.5	17.1	-17	21
03	4121: University Professors	6.5	15.1	-151	57

**Appendix I - People with Disabilities by Employment Equity Occupational Group
University of Calgary as of November 15, 2009**

EEOG #	Employment Equity Occupational Group	% of Employees	Availability Data %	Gap #	Gap %
01	Senior Managers	-	-	-	-
02	Middle and Other Managers	.8	3.2	-10	76
03	Professionals *	1	4.5	-79	79
04	Semi-Professionals and Technicians	1.6	4.8	-28	66
05	Supervisors	3.6	9.5	-3	60
06	Supervisors: Crafts and Trades	0	4.6		
07	Administrative and Senior Clerical Personnel	1.5	2.6	-11	44
08	Skilled Sales and Service Personnel	20	5.6		
9	Skilled Crafts and Trade Workers	0	5.3	-4	100
10	Clerical Personnel	2.1	4.4	-16	53
11	Intermediate Sales and Service Personnel	0	5.3		
12	Semi-skilled Manual Workers	0	5.5		
13	Other Sales and Service Personnel	.3	6.5	-19	95
14	Other Manual Workers	0	5.2		

*Note_The data for this employment equity occupation group will be analysed at the national occupational classification level (NOC) rather than at the employment equity occupational group level. It is more appropriate for a university to analyse faculty or academic staff as a separate occupational group because not only on they the largest of any occupational group at the NOC level but also have very specific skill level.

Appendix J University of Calgary Internal Workforce Unit Group Level: Women

Employment Equity Occupational Groups {EEOG} and NOC Unit Groups	Organization's Internal Workforce	
	Total	Women
Senior Managers		
0014 Senior Managers – Health, Education, Social and Community Services and Membership ...	51	21
Sub-total	51	21
Middle and Other Managers		
0111 Financial Managers	30	15
0112 Human Resources Managers	5	4
0114 Other Administrative Services Manager	197	115
0212 Architecture and Science Managers	53	35
0213 Computer and Information Systems Manager	16	4
0511 Library, Archive, Museum and Art Gallery Managers	1	1
0513 Recreation and Sports Program and Service Directors	7	3
0611 Sales, Marketing and Advertising Manager	23	18
0621 Retail Trade Managers	1	0
0632 Accommodation Services Manager	1	0
0721 Facility Operation and Maintenance Managers	6	0
Sub-total	340	195
Professionals		
1111 Financial Auditors and Accountants	28	20
1121 Specialists in Human Resources	31	26
1122 Professional Occupations in Business Services to Management	1	1
2112 Chemists	184	93
2132 Mechanical Engineers	1	0
2147 Computer Engineers (Except Software Engineers)	1	0
2148 Other Professional Engineers, n.e.c.	8	2
2151 Architects	1	0
2161 Mathematicians, Statisticians and Actuaries	2	2
2171 Information Systems Analysts and Consultants	51	13
2172 Database Analysts and Data Administrators	9	2
2173 Software Engineers	1	0
2174 Computer Programmers and Interactive Media Developers	31	8
2175 Web Designers and Developers	2	1
3114 Veterinarians	1	0
3131 Pharmacists	1	0
3142 Physiotherapists	5	2
3151 Head Nurses and Supervisors	5	5
3152 Registered Nurses	24	24
4112 Lawyers and Quebec Notaries	5	2
4121 University Professors	1759	611
4151 Psychologists	7	5
4152 Social Worker	1	1
4166 Education Policy Researchers, Consultants and Program Officers	18	13
5111 Librarians	48	38
5112 Conservators and Curators	4	4

5113 Archivists	6	6
5124 Professional Occupations in Public Relations and Communications	4	3
5131 Producers, Directors, Choreographers and Related Occupations	1	0
Sub-total	2240	882
Semi-professionals and Technicians		
2211 Chemical Technologists and Technicians	90	30
2212 Geological and Mineral Technologists and Technicians	5	3
2221 Biological Technologists and Technicians	24	13
2231 Civil Engineering Technologists and Technicians	3	0
2241 Electrical and Electronics Engineering Technologists and Technicians	128	34
2242 Electronic Service Technicians	8	2
2253 Drafting Technologists and Technicians	1	1
2263 Inspectors in Public and Environmental Health and Occupational Health and Safety	10	2
2281 Computer and Network Operators and Web Technicians	5	1
2282 User Support Technicians	119	29
3211 Medical Laboratory Technologists and Pathologists Assistant	131	94
3212 Medical Laboratory Technicians	221	145
3233 Licensed Practical Nurses	9	9
5211 Library and Archive Technicians and Assistants	67	59
5223 Graphic Arts Technicians	4	2
5252 Coaches	23	10
5254 Program Leaders and Instructors in Recreation and Sport	3	3
Sub-total	877	453
Supervisors		
1211 Supervisors, General Office ...	21	19
6215 Cleaning Supervisors	17	6
6216 Other Service Supervisors	18	4
Sub-total	56	29
Supervisors: Crafts and Trades	0	0
7212 Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	1	0
7215 Contractors and Supervisor, Carpentry Trades	1	0
7216 Contractors and Supervisors, Mechanic Trades	2	0
7219 Contractors and Supervisors, Other Construction Trades, Installers, Repairers	11	0
8256 Supervisors, Landscape and Horticulture	1	0
Sub-total	16	0
Administrative and Senior Clerical Personnel		
1221 Administrative Officers	889	735
1222 Executive Assistants	5	5
1225 Purchasing Agents and Officers	5	2
1226 Conference and Event Planners	8	6
1231 Bookkeepers	3	3
1241 Secretaries (Except Legal and Medical)	24	23
1244 Court Recorders and Medical Transcriptions	16	15

Sub-total	950	789
Skilled Sales and Service Personnel		
6233 Retail and Wholesale Buyers	5	2
Sub-total	5	2
Skilled Crafts and Trade Workers		
7231 Machinists and Machining and Tooling Inspectors	4	0
7241 Electricians	17	1
7251 Plumbers	4	0
7271 Carpenters	6	0
7283 Tilesetters	1	0
7311 Construction Millwrights and Industrial Mechanics	2	0
7313 Refrigeration and Air Conditioning Mechanics	2	0
7321 Automotive Service Technicians, Truck Mechanics and Mechanical Repairers	1	0
7351 Stationary Engineers and Auxiliary Equipment Operators	12	0
7383 Other Trades and Related Occupations	23	2
Sub-total	72	3
Clerical Personnel		
1411 General Office Clerks	417	390
1422 Data Entry Clerks	98	57
1413 Records Management and Filing Clerks	2	1
1414 Receptionists and Switchboard Operators	10	9
1431 Accounting and Related Clerks	15	11
1432 Payroll Clerks	3	3
1441 Administrative Clerks	72	65
1442 Personnel Clerks	3	3
1451 Library Clerks	19	8
1453 Customer Service, Information and Related Clerks	7	2
1461 Mail, Postal and Related Clerks	7	2
1471 Shippers and Receivers	3	0
1472 Storekeepers and Parts Clerks	9	2
Sub-total	671	557
Intermediate Sales and Service Personnel		
6421 Retail Salespersons and Sales Clerks	2	0
6483 Pet Groomers and Animal Care Workers	15	6
Sub-total	17	6
Semi-Skilled Manual Workers		
7414 Delivery and Couriers Service Drivers	5	0
8432 Nursery and Greenhouse Workers	8	1
Sub-total	13	1
Other Sales and Service Personnel		
6651 Security Guards and Related Occupations	27	11
6661 Light Duty Cleaners	9	6
6663 Janitors, Caretakers and Building Superintendents	259	137
6671 Operators and Attendants in Amusement, Recreation and Sport	9	3
6683 Other Elemental Service Occupations	6	4
Sub-total	310	161
Other Manual Workers		
7612 Other Trades Helpers and Labourers	8	1

Appendix K - University of Calgary Internal Workforce Unit Group Level: Aboriginal Peoples

**Please note that some numbers in the table below have been removed to ensure confidentiality of the employment equity survey results.

Employment Equity Occupational Groups {EEOG} and NOC Unit Groups	Organization's Internal Workforce	
	Total	Aboriginal Peoples
Senior Managers		
0014 Senior Managers – Health, Education, Social and Community Services and Membership ...	51	**
Sub-total	51	**
Middle and Other Managers		
0111 Financial Managers	30	0
0112 Human Resources Managers	5	0
0114 Other Administrative Services Manager	197	**
0212 Architecture and Science Managers	53	0
0213 Computer and Information Systems Manager	16	0
0511 Library, Archive, Museum and Art Gallery Managers	**	0
0513 Recreation and Sports Program and Service Directors	7	0
0611 Sales, Marketing and Advertising Manager	23	0
0621 Retail Trade Managers	**	0
0632 Accommodation Services Manager	**	0
0721 Facility Operation and Maintenance Managers	6	0
Sub-total	340	**
Professionals		
1111 Financial Auditors and Accountants	28	0
1121 Specialists in Human Resources	31	0
1122 Professional Occupations in Business Services to Management	**	0
2112 Chemists	184	**
2132 Mechanical Engineers	**	0
2147 Computer Engineers (Except Software Engineers)	**	0
2148 Other Professional Engineers, n.e.c.	8	0
2151 Architects	**	0
2161 Mathematicians, Statisticians and Actuaries	2	0
2171 Information Systems Analysts and Consultants	51	0
2172 Database Analysts and Data Administrators	9	0
2173 Software Engineers	**	0
2174 Computer Programmers and Interactive Media Developers	31	0
2175 Web Designers and Developers	2	**
3114 Veterinarians	**	0
3131 Pharmacists	**	0
3142 Physiotherapists	5	0
3151 Head Nurses and Supervisors	5	0
3152 Registered Nurses	24	0
4112 Lawyers and Quebec Notaries	5	0
4121 University Professors	1759	5
4151 Psychologists	7	0
4152 Social Worker	**	0

4166 Education Policy Researchers, Consultants and Program Officers	18	0
5111 Librarians	48	0
5112 Conservators and Curators	4	0
5113 Archivists	6	0
5124 Professional Occupations in Public Relations and Communications	4	0
5131 Producers, Directors, Choreographers and Related Occupations	**	0
Sub-total	2240	6
Semi-professionals and Technicians		
2211 Chemical Technologists and Technicians	90	3
2212 Geological and Mineral Technologists and Technicians	5	0
2221 Biological Technologists and Technicians	24	0
2231 Civil Engineering Technologists and Technicians	3	0
2241 Electrical and Electronics Engineering Technologists and Technicians	128	0
2242 Electronic Service Technicians	8	0
2253 Drafting Technologists and Technicians	**	0
2263 Inspectors in Public and Environmental Health and Occupational Health and Safety	10	0
2281 Computer and Network Operators and Web Technicians	5	0
2282 User Support Technicians	119	**
3211 Medical Laboratory Technologists and Pathologists Assistant	131	0
3212 Medical Laboratory Technicians	221	**
3213 Veterinary and Animal Health Technologists	26	0
3233 Licensed Practical Nurses	9	0
5211 Library and Archive Technicians and Assistants	67	0
5223 Graphic Arts Technicians	4	0
5252 Coaches	23	0
5254 Program Leaders and Instructors in Recreation and Sport	3	0
Sub-total	877	5
Supervisors		
1211 Supervisors, General Office ...	21	0
6215 Cleaning Supervisors	17	0
6216 Other Service Supervisors	18	**
Sub-total	56	**
Supervisors: Crafts and Trades		
7212 Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	**	
7215 Contractors and Supervisor, Carpentry Trades	**	0
7216 Contractors and Supervisors, Mechanic Trades	2	**
7219 Contractors and Supervisors, Other Construction Trades, Installers, Repairers	11	0
8256 Supervisors, Landscape and Horticulture	**	0
Sub-total	16	0
Administrative and Senior Clerical Personnel		
1221 Administrative Officers	889	14
1222 Executive Assistants	5	0

1225 Purchasing Agents and Officers	5	0
1226 Conference and Event Planners	8	0
1231 Bookkeepers	3	0
1241 Secretaries (Except Legal and Medical)	24	0
1244 Court Recorders and Medical Transcriptions	16	0
Sub-total	950	14
Skilled Sales and Service Personnel		
6233 Retail and Wholesale Buyers	5	0
Sub-total	5	0
Skilled Crafts and Trade Workers		
7231 Machinists and Machining and Tooling Inspectors	4	0
7241 Electricians	17	0
7251 Plumbers	4	**
7271 Carpenters	6	0
7283 Tilesetters	**	0
7311 Construction Millwrights and Industrial Mechanics	2	0
7313 Refrigeration and Air Conditioning Mechanics	2	0
7321 Automotive Service Technicians, Truck Mechanics and Mechanical Repairers	**	0
7351 Stationary Engineers and Auxiliary Equipment Operators	12	0
7383 Other Trades and Related Occupations	23	**
Sub-total	72	**
Clerical Personnel		
1411 General Office Clerks	417	3
1422 Data Entry Clerks	98	**
1413 Records Management and Filing Clerks	2	0
1414 Receptionists and Switchboard Operators	10	0
1431 Accounting and Related Clerks	15	0
1432 Payroll Clerks	3	0
1441 Administrative Clerks	72	3
1442 Personnel Clerks	3	0
1451 Library Clerks	19	0
1453 Customer Service, Information and Related Clerks	7	0
1461 Mail, Postal and Related Clerks	7	0
1471 Shippers and Receivers	3	0
1472 Storekeepers and Parts Clerks	9	**
Sub-total	671	8
Intermediate Sales and Service Personnel		
6421 Retail Salespersons and Sales Clerks	2	0
6483 Pet Groomers and Animal Care Workers	15	**
Sub-total	17	**
Semi-Skilled Manual Workers		
7414 Delivery and Couriers Service Drivers	5	0
8432 Nursery and Greenhouse Workers	8	0
Sub-total	13	0
Other Sales and Service Personnel		
6651 Security Guards and Related Occupations	27	0
6661 Light Duty Cleaners	9	0
6663 Janitors, Caretakers and Building Superintendents	259	7
6671 Operators and Attendants in Amusement, Recreation and Sport	9	0

6683 Other Elemental Service Occupations	6	0
Sub-total	310	7
Other Manual Workers		
7612 Other Trades Helpers and Labourers	8	0
Sub-total	8	0
Total All Employees	5626	47

Appendix L - University of Calgary Internal Workforce Unit Group Level: Visible Minorities

**Please note that some numbers in the table below have been removed to ensure confidentiality of the employment equity survey results.

Employment Equity Occupational Groups {EEOG} and NOC Unit Groups	Organization's Internal Workforce	
	Total	Visible Minorities
Senior Managers		
0014 Senior Managers – Health, Education, Social and Community Services and Membership ...	51	**
Sub-total	51	**
Middle and Other Managers		
0111 Financial Managers	30	8
0112 Human Resources Managers	5	0
0114 Other Administrative Services Manager	197	16
0212 Architecture and Science Managers	53	4
0213 Computer and Information Systems Manager	16	2
0511 Library, Archive, Museum and Art Gallery Managers	**	0
0513 Recreation and Sports Program and Service Directors	7	0
0611 Sales, Marketing and Advertising Manager	23	2
0621 Retail Trade Managers	**	0
0632 Accommodation Services Manager	**	0
0721 Facility Operation and Maintenance Managers	6	0
Sub-total	340	32
Professionals		
1111 Financial Auditors and Accountants	28	9
1121 Specialists in Human Resources	31	5
1122 Professional Occupations in Business Services to Management	**	**
2112 Chemists	184	26
2132 Mechanical Engineers	**	0
2147 Computer Engineers (Except Software Engineers)	**	0
2148 Other Professional Engineers, n.e.c.	8	0
2151 Architects	**	0
2161 Mathematicians, Statisticians and Actuaries	2	0
2171 Information Systems Analysts and Consultants	51	11
2172 Database Analysts and Data Administrators	9	**
2173 Software Engineers	**	0
2174 Computer Programmers and Interactive Media Developers	31	5
2175 Web Designers and Developers	2	0
3114 Veterinarians	**	0
3131 Pharmacists	**	0
3142 Physiotherapists	5	0
3151 Head Nurses and Supervisors	5	0
3152 Registered Nurses	24	0
4112 Lawyers and Quebec Notaries	5	0
4121 University Professors	1759	115
4151 Psychologists	7	**
4152 Social Worker	**	0

4166 Education Policy Researchers, Consultants and Program Officers	18	**
5111 Librarians	48	3
5112 Conservators and Curators	4	0
5113 Archivists	6	0
5124 Professional Occupations in Public Relations and Communications	4	2
5131 Producers, Directors, Choreographers and Related Occupations	**	0
Sub-total	2240	180
Semi-professionals and Technicians	877	108
2211 Chemical Technologists and Technicians	90	4
2212 Geological and Mineral Technologists and Technicians	5	0
2221 Biological Technologists and Technicians	24	**
2231 Civil Engineering Technologists and Technicians	3	0
2241 Electrical and Electronics Engineering Technologists and Technicians	128	12
2242 Electronic Service Technicians	8	0
2253 Drafting Technologists and Technicians	**	0
2263 Inspectors in Public and Environmental Health and Occupational Health and Safety	10	0
2281 Computer and Network Operators and Web Technicians	5	0
2282 User Support Technicians	119	28
3211 Medical Laboratory Technologists and Pathologists Assistant	131	19
3212 Medical Laboratory Technicians	221	31
3233 Licensed Practical Nurses	26	4
5211 Library and Archive Technicians and Assistants	9	**
5223 Graphic Arts Technicians	67	8
5252 Coaches	4	0
5254 Program Leaders and Instructors in Recreation and Sport	23	0
Sub-total	877	108
Supervisors		
1211 Supervisors, General Office ...	21	0
6215 Cleaning Supervisors	17	5
6216 Other Service Supervisors	18	0
Sub-total	56	5
Supervisors: Crafts and Trades		
7212 Contractors and Supervisors, Electrical Trades and Telecommunications Occupations	**	0
7215 Contractors and Supervisor, Carpentry Trades	**	0
7216 Contractors and Supervisors, Mechanic Trades	2	**
7219 Contractors and Supervisors, Other Construction Trades, Installers, Repairers	11	0
8256 Supervisors, Landscape and Horticulture	**	0
Sub-total	16	1
Administrative and Senior Clerical Personnel		
1221 Administrative Officers	889	83
1222 Executive Assistants	5	0

1225 Purchasing Agents and Officers	5	0
1226 Conference and Event Planners	8	**
1231 Bookkeepers	3	2
1241 Secretaries (Except Legal and Medical)	24	**
1244 Court Recorders and Medical Transcriptions	16	**
Sub-total	950	88
Skilled Sales and Service Personnel	5	**
6233 Retail and Wholesale Buyers	5	**
Sub-total	5	1
Skilled Crafts and Trade Workers		
7231 Machinists and Machining and Tooling Inspectors	4	0
7241 Electricians	17	0
7251 Plumbers	4	0
7271 Carpenters	6	0
7283 Tilesetters	**	0
7311 Construction Millwrights and Industrial Mechanics	2	0
7313 Refrigeration and Air Conditioning Mechanics	2	0
7321 Automotive Service Technicians, Truck Mechanics and Mechanical Repairers	**	0
7351 Stationary Engineers and Auxiliary Equipment Operators	12	0
7383 Other Trades and Related Occupations	23	0
Sub-total	72	0
Clerical Personnel		
1411 General Office Clerks	417	48
1422 Data Entry Clerks	2	0
1413 Records Management and Filing Clerks	10	**
1414 Receptionists and Switchboard Operators	98	10
1431 Accounting and Related Clerks	15	4
1432 Payroll Clerks	3	0
1441 Administrative Clerks	72	5
1442 Personnel Clerks	3	**
1451 Library Clerks	19	3
1453 Customer Service, Information and Related Clerks	13	3
1461 Mail, Postal and Related Clerks	7	**
1471 Shippers and Receivers	3	0
1472 Storekeepers and Parts Clerks	9	0
Sub-total	671	76
Intermediate Sales and Service Personnel		
6421 Retail Salespersons and Sales Clerks	2	**
6483 Pet Groomers and Animal Care Workers	15	4
Sub-total	17	5
Semi-Skilled Manual Workers		
7414 Delivery and Couriers Service Drivers	5	0
8432 Nursery and Greenhouse Workers	8	0
Sub-total	13	0
Other Sales and Service Personnel		
6651 Security Guards and Related Occupations	27	**
6661 Light Duty Cleaners	9	**
6663 Janitors, Caretakers and Building Superintendents	259	125

6671 Operators and Attendants in Amusement, Recreation and Sport	9	0
6683 Other Elemental Service Occupations	6	**
Sub-total	310	128
Other Manual Workers		
7612 Other Trades Helpers and Labourers	8	3
Sub-total	8	3
Total All Employees	5626	71

Appendix M - University of Calgary Internal Workforce: People with Disabilities

Employment Equity Occupational Groups {EEOG} and NOC Unit Groups	Organization's Internal Workforce	
	Total	Disabilities
Managers		
Sub-total	391	3
Professionals		
Sub-total	2240	22
Semi-professionals and Technicians		
Sub-total	877	14
Supervisors		
Sub-total	56	2
Supervisors: Crafts and Trades		
Sub-total	16	0
Administrative and Senior Clerical Personnel		
Sub-total	950	14
Skilled Sales and Service Personnel		
Sub-total	5	**
Skilled Crafts and Trade Workers		
Sub-total	72	0
Clerical Personnel		
Sub-total	671	14
Intermediate Sales and Service Personnel		
Sub-total	17	0
Semi-Skilled Manual Workers		
Sub-total	13	0
Other Sales and Service Personnel		
Sub-total	310	**
Other Manual Workers		
Sub-total	8	0
Total All Employees	5626	71