



BANK OF CANADA
BANQUE DU CANADA

2015

Employment Equity Report

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Executive Summary

The *2015 Employment Equity Report* summarizes the Bank of Canada's progress toward achieving equitable representation of the four designated employment equity groups (women, visible minorities, Aboriginal peoples and persons with disabilities) and creating an inclusive work environment free of barriers for all employees.

Although the Bank is gender-balanced overall (49.45 per cent), representation of women is approximately 10 per cent lower than market availability for the economic and financial sector specialization group. In the 2015 university recruitment (UR) campaign, measures were initiated to reduce potential barriers for women, including providing departments with regular status updates regarding the representation of women at each step of the recruitment and selection process. This may have contributed to the increase to 31 percent in female economists hired during the 2015 UR campaign compared with 25 per cent in 2014.

Representation of visible minorities at the Bank has been steadily increasing each year (from 18.20 per cent in 2013 to 20.21 per cent in 2015). The Bank continues to face underrepresentation in management positions, however. In 2014, the labour market availability figures were updated with data from the 2011 Census, resulting in the emergence of new areas of underrepresentation in the visible minority group, particularly in the professionals group. The Bank is currently investigating the root cause of this underrepresentation.

Although we have seen small increases in the representation of Aboriginal peoples and persons with disabilities, these two groups continue to be underrepresented in most areas of the Bank. To address this gap, a scholarship and work placement program open to indigenous students and students with disabilities was launched in 2015. Given the particularly significant underrepresentation of persons with disabilities, in 2015 we piloted a temporary work experience program targeting this group to increase opportunities for meaningful employment through short-term work arrangements.

In 2015, the Bank launched several initiatives both to remove barriers and to foster a diverse and inclusive workplace environment. Some of the key initiatives address leadership, recruitment, awareness and accessibility.

Section 1: General Overview

1.1 The Bank of Canada

The mandate of the Bank of Canada (the Bank), the nation's central bank, is to promote the economic and financial well-being of Canadians. It does so through four core functions: monetary policy, financial system, currency and funds management.

Sound monetary policy contributes to solid economic performance and rising living standards for Canadians by keeping inflation low, stable and predictable. Together with other federal partners, the Bank works to promote a safe, sound and efficient financial system, within Canada and internationally. The Bank is also responsible for the design, production and distribution of Canada's bank notes, ensuring that they are trusted and secure against counterfeiting. The Bank's funds-management activities are primarily related to its role as fiscal agent for the federal government.

The Bank's head office is in Ottawa. It also has operations centres in Ottawa, Toronto and Montréal, as well as small regional offices in Halifax, Montréal, Toronto, Calgary and Vancouver. These offices are integral to the Bank's service to Canadians, strengthening its ties with the financial community, provincial governments, the private sector, educational institutions and the public. In 2002, the Bank established an office in New York to enhance communication with the US financial community.

1.2 Employment equity

Committed to providing an inclusive, equitable and respectful work environment for its employees, the Bank recognizes that a diverse and talented workforce can foster innovative thinking, approaches and ideas, resulting in better policy outcomes for Canadians. The equitable representation of women, visible minorities, Aboriginal peoples and persons with disabilities is essential to creating such an environment. Through proactive human resources management strategies and comprehensive diversity and inclusion initiatives, the Bank promotes and supports diversity, offers opportunities on the basis of skills and merit and reflects the composition of Canada's labour market.

1.3 Reporting

In compliance with the Legislated Employment Equity Program, the Bank submits an annual report to Employment and Social Development Canada (ESDC) detailing the status of the four designated employment equity groups in its workforce.

Section 2: Diversity

This section reviews the employment equity profile of the Bank’s workforce and the measures we have implemented to remove barriers and assist the designated groups. As part of its mandate to serve the Canadian public, the Bank strives to ensure that its workforce reflects the composition of the Canadian population as closely as possible. The figures in this section show the progress we made toward this goal in 2015.

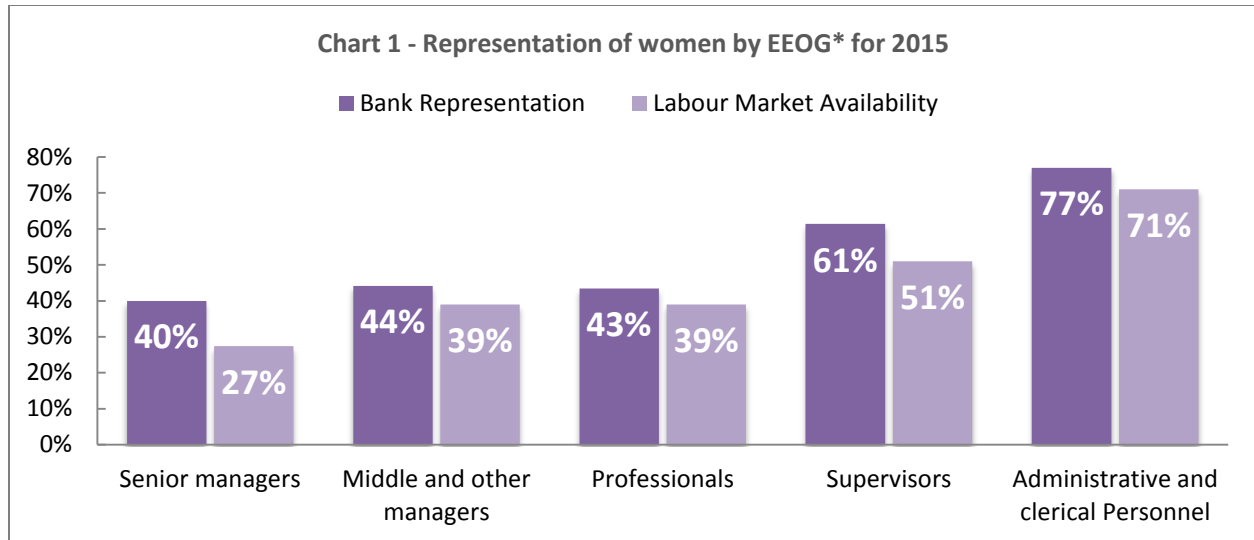
2.1 Overall representation

The table below shows the overall representation of each designated group at the Bank on 31 December 2013, 2014 and 2015. The “labour market availability” column represents the members of each designated group as a share of the workforce from which the Bank could hire, based on the most recent Census data (2011). These figures are benchmarks; comparing them with the Bank’s actual numbers indicates our level of success.

Overall representation (%) of the designated groups (Workplace Equity Information Management System)				
Designated group	Bank 31/12/2013	Bank 31/12/2014	Bank 31/12/2015	Labour market availability
Women	49.96	49.41	49.45	44.00
Visible minorities	18.20	19.35	20.21	22.40
Aboriginal peoples	0.98	1.10	1.32	1.80
Persons with disabilities	1.22	1.26	1.54	4.70

2.2 Women

Over the past three years, the gender split within the Bank’s workforce has remained relatively constant, with women making up about 50 per cent of employees. Although this figure drops slightly at the middle manager and senior manager levels, representation of women at both levels is above the labour market availability noted by ESDC (**Chart 1**). Moreover, compared with 2014, the representation of women at those levels has increased from 40 per cent to 44 per cent as a result of recruitment and promotions. In addition, the overall rate at which women are hired increased for a second consecutive year, by 1.15 per cent.



* EEOG means Employment Equity Occupational Groups. See Appendix B for a full description of the EEOGs.

Targeted Measures for Women

Although the Bank is gender-balanced overall, representation of women is approximately 10 per cent lower than market availability for the economic and financial sector specialization group. In 2015, we implemented the following measures in our university recruitment (UR) campaign to reduce potential barriers for women:

- Both male and female Bank employees were part of the BA/MA and PhD interview panels, and a female Bank employee attended lunches/dinners with each female PhD candidate. We also ensured that female Bank employees from HR or the economics departments were presenters at close to two-thirds of the campus presentations.
- We introduced a selection criteria grid that supports a more rigorous and objective screening process.
- Departments received regular updates on the representation of women at each step of the recruitment and selection process.
- Gender-neutral promotional material was prepared and disseminated.

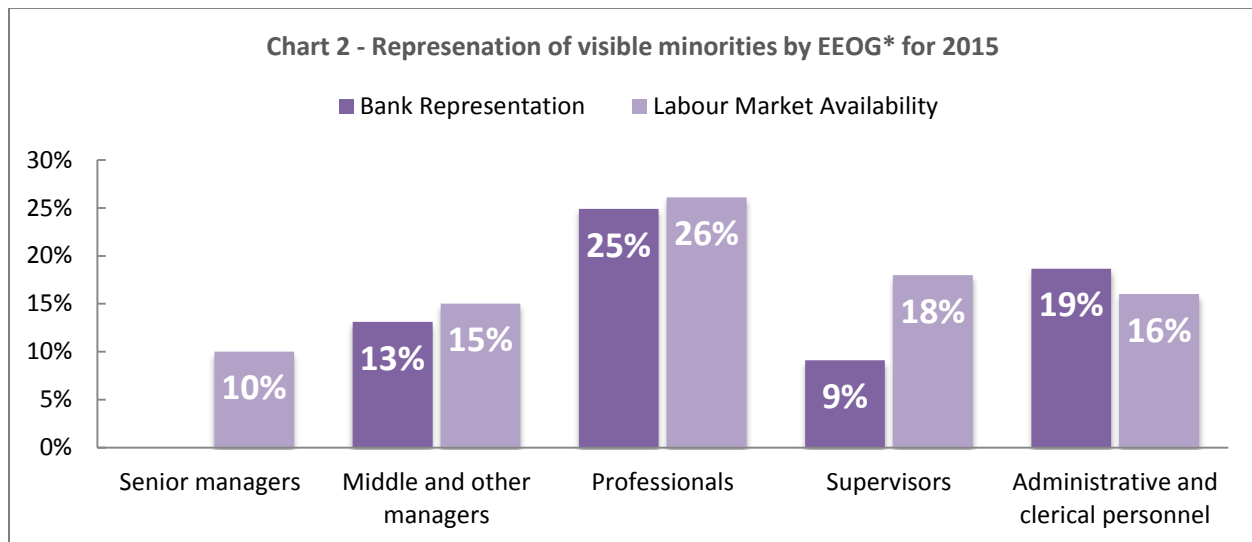
These measures may have contributed to the increase in the number of women hired for economic and financial sector specialization positions during the UR campaign, which rose from 25 per cent in 2014 to 31 per cent in 2015.

In addition, the Bank proactively investigated potential root causes for the underrepresentation of women in the economic and financial sector specialization group and identified possible approaches to address the gaps. These new approaches are being discussed with senior leaders, and some of them will be initiated in 2016.

2.3 Visible minorities

While slightly below the labour market availability figures, the Bank's overall representation of visible minorities rose from 19.35 per cent in 2014 to 20.21 per cent in 2015. This preserves a long sequence of annual increases in representation and marks a positive change of slightly more than 2 per cent since 2013. Much of the increase in 2015 can be attributed to a high number of status changes from temporary¹ to full-time (26), as well as an increase in self-identification (5).

Representation of visible minorities in the manager groups (**Chart 2**) is below labour market availability; however, 24 per cent of positions in job grades 17 to 21 are currently held by employees who identify as a member of a visible minority. Since positions at these levels represent a large share of the candidate pool for middle manager and senior manager positions, we can expect a positive increased in representation over time. Ongoing recruitment activities are also expected to result in greater representation.



*EEOG means Employment Equity Occupational Groups. See Appendix B for a full description of the EEOGs.

Targeted Measures for Visible Minorities

Before 2014, labour market availability figures were based on 2006 Census data. At that time, the data indicated that visible minorities were well represented across the organization. Labour market availability figures updated with 2011 Census data show that new gaps have emerged. The Bank is currently investigating the root causes of these gaps.

¹ Temporary status includes both short-term employees (hired for less than one year) and term employees (hired for one year or longer).

2.4 Aboriginal peoples

Overall representation of Aboriginal peoples rose slightly (0.22 per cent) to 1.32 per cent in 2015.² The increase was the result of two new hires and one status change from temporary to full-time. Despite this improvement, the Bank continues to sit slightly below labour market availability.

Targeted Measures for Aboriginal Peoples

To address the continued underrepresentation of Aboriginal peoples in most areas of the organization, we launched a scholarship and work placement program for Aboriginal university students in 2015. The program, which includes a work placement, helps students further their education and encourages them to take an interest in the Bank as a future employer of choice. To reach the greatest number of Aboriginal communities, we partnered with Indspire, a well-established organization that manages scholarships for Aboriginal students.

We announced our first two scholarship winners in February 2016, and one of the recipients accepted a summer work placement with the Bank.

2.5 Persons with disabilities

While representation of this group at the Bank continues to sit below labour market availability, the overall representation of persons with disabilities increased slightly over the past three years, from 1.23 per cent to 1.54 per cent.³ Most of the increase in 2015 can be attributed to four new hires, an increase in self-identifications (three) and one status change from temporary to full-time.

Targeted Measures for Persons with Disabilities

In light of the continued underrepresentation of persons with disabilities in most areas of the Bank, we implemented two targeted measures to increase representation.

- A scholarship and work placement program for students with disabilities was introduced in 2015. The program, which includes a work placement, helps students further their education and encourages them to take an interest in the Bank as a future employer of choice. The Bank received more than 50 applications in the first year of the program. The two successful recipients were announced in February 2016, and both accepted summer work placements at the Bank.
- The Bank piloted a temporary work experience program for persons with disabilities to increase opportunities for meaningful employment through short-term work arrangements (with a minimum duration of four months). The pilot was successful, and the program will be rolled out at the Bank in 2016. Moreover, the employee hired for the pilot will be taking part in presentations to senior leadership to discuss barriers faced by the disabled community and her own experience with the program.

² For privacy reasons, additional data for Aboriginal peoples are not reflected in charts because of the small population size.

³ For privacy reasons, additional data for persons with disabilities are not reflected in charts because of the small population size.

2.6 Broader employment equity measures

The following section highlights the additional initiatives and programs we have introduced to remove barriers and further assist members of the designated groups as a whole.

Employment Equity Plan

In 2015, we reviewed and updated the employment equity hiring goals in the Bank's 2013–18 Employment Equity Plan to reflect the changes in representation that occurred when ESDC updated the labour market availability figures with 2011 Census data. In addition to hiring goals, the Plan includes actions to help meet the goals, focusing on outreach, recruitment and diversity training.

Recruitment

The Careers section of the Bank's website provides information about the Bank's commitment to diversity and accommodation of candidates and employees and allows candidates to self-identify when submitting an application. In 2015, applicants were able to self-identify much earlier in the application process than in previous years. This likely contributed to the higher percentage of applicants who self-identified between 2014 (55.4 per cent) and 2015 (61.5 per cent).

The Bank strives to innovate when sourcing talent to attract the best fit from a diverse pool of candidates. In 2015, this led to a new partnership with Aboriginal Link—an organization that is recognized as one of the premiere advertising and communications services for the Aboriginal community. We also continued to work with Equitek⁴ and the Employment Accessibility Resource Network (EARN).⁵ The Bank's partnership with Equitek resulted in close to 4,500 candidates from the designated employment equity groups who demonstrated intent to apply for positions at the Bank of Canada. At the same time, we continued our efforts to forge stronger collaborative relationships with university diversity offices to identify new channels to connect with underrepresented employment equity groups.

In September, we successfully launched Skype for Business⁶ across the Bank. This tool allows employees to communicate and work with each other in new ways, supporting the Bank's vision of an open and collaborative work environment. Our recruitment team uses the tool to reduce geographic barriers by conducting Skype interviews with prospective candidates from around the world. Previously, the Bank used a less-advanced videoconferencing tool.

Succession planning

We employ a robust succession planning process for all senior roles, as well as for key and essential roles at all job levels. Given that diversity at an organization's senior levels can help foster innovation, part of this process involves direct efforts in early identification of and investment in women and francophone employees in the emerging-leader pools.

⁴ Provides outreach solutions and strategic diversity sourcing

⁵ A community-led initiative that brings together employers and service providers to increase meaningful employment opportunities for people with disabilities in the National Capital Region

⁶ Skype for Business is an instant messaging application that includes calling, video calling and desktop-sharing capabilities.

In 2014, the Bank launched a pilot program to accelerate the development of high-potential employees through in-depth assessments, targeted coaching and development planning. In its pilot phase, which is ongoing, participation is focused on promoting the advancement of underrepresented groups such as women and visible minorities in the economic and financial sector specialist group.

Termination

Through the exit interview process, the Bank gathers feedback from departing employees to help identify areas of concern. Termination rates are reviewed annually to ensure that no systemic issues of discrimination are reflected in any of the designated groups.

Section 3: Inclusion

Promoting an inclusive work environment that encourages employees to contribute their unique perspectives to the Bank's work is crucial to meeting the objectives established in the *2016–18 Medium Term Plan*.⁷ It is important that we implement policies and practices that foster an inclusive environment, which allows employees to feel comfortable and share their ideas. Some key measures are helping the Bank create an environment that supports a diverse and inclusive workforce.

3.1 Communication

Using a variety of communication channels, the Bank delivers clear and consistent messaging designed to educate employees on inclusive practices and behaviours in our workplace. Banque Centrale⁸ is the primary medium through which we communicate with employees. We use the site to inform staff about all the Bank's accessibility and inclusiveness policies, initiatives and events. Internal communications are also supported through additional channels, such as InfoBytes,⁹ *Bank Notes*,¹⁰ lunch and learn events and employee surveys.

Banque Centrale

In 2015, the Bank continued to make its annual report on employment equity available to all employees and other interested parties by posting it on both our internal and external websites. In addition, the Bank sent employees an InfoByte message detailing the purpose of the scholarship and work placement program for students with disabilities and indigenous students before the program was launched in September. The InfoByte provided employees with more information on how the program relates to the Bank's stance on diversity and inclusion and encouraged them to share this information with others.

Lunch and learn events

Every year, the Bank offers employees several lunch and learn events to enable them to learn more about a range of topics. In 2015, we invited employees to a variety of events related to inclusion.

- More than 100 employees joined former Olympian Nathaniel Miller early in 2015 for a lunch and learn presentation on the **Power of Mentoring** in a knowledge-based organization such as

⁷ The Bank's three-year strategic plan

⁸ The Bank's intranet site

⁹ Daily emails that highlight and raise awareness on important Bank initiatives, events or practices

¹⁰ Quarterly internal magazine that highlights Bank-related events, activities and other happenings

the Bank. It also highlighted some of the key benefits to both the mentor and mentee, including knowledge sharing and career development.

- Open to managers, **Raising Awareness About Hiring Persons with Disabilities** was hosted by an external consultant specializing in disability management and human resources. The objective was to help debunk some of the most common myths about hiring persons with disabilities. Managers who attended had the opportunity to learn what they can do to overcome some of these unintentional barriers.
- Employees joined members of the Information Technology Services Department to learn more about **Skype for Business** and how to leverage the tool to connect with each other and collaborate in new and different ways. With this tool, employees are now more accessible and have more flexibility in the way they do their work.

Employee surveys

Communication is about more than providing employees with access to information; it's also about letting them have a say. By considering the different perspectives and opinions of our workforce, we create a better and more inclusive environment.

The Bank is currently renewing its head office complex on Wellington Street, overhauling building systems and modernizing the space. In 2015, the Bank made it a priority to engage employees in planning the interior design of our soon-to-be-renewed new head office space. Selected office furniture and layouts, including four potential designs for workstations, were showcased to all employees. Employees were invited to vote on their favourite, and the most popular option was selected as the standard.

Every three years, the Bank conducts a Work Environment Check Up (WECU) survey, giving employees the opportunity to provide feedback on a wide range of topics, such as career development, workload and recognition. Responses to this survey help shape our workplace by enabling senior management to identify areas where we can improve and track our progress on the key issues identified in previous surveys. Past feedback has influenced both the Bank's corporate medium-term plan and its departmental priorities. The next survey is scheduled for 2017.

3.2 Learning and development

As part of the Bank's focus on professional development, in 2015, we allotted 4 per cent of our annual payroll budget to employee learning and development. We make sure that our employees receive the necessary training to support them throughout their careers, as well as the knowledge that leads to a better understanding of other people's needs and perspectives.

- To ensure a supportive work environment for all staff, the Bank began offering half-day workshops on **Becoming Bias Aware** in 2014. In 2015, a total of 73 managers completed this training, and the feedback has continued to be very positive. The goal, as noted in the Employment Equity Plan, is to have all Bank managers complete this training by 2017.
- The Bank has a well-established **Mentoring Program** to facilitate and strengthen employee networks, information sharing and skills transfer and to enable both junior and senior staff to benefit from increased opportunities for two-way communication. More than 10 per cent of

employees currently benefit from the Bank's formal Mentoring Program, while many others enjoy more informal guidance from their colleagues.

- In 2015, the Bank developed a set of five **leadership competencies** that reflect what we value in and expect from leaders at the Bank. Behaviours related to diversity, bias awareness and inclusion are included, and managers can use a self-assessment tool to identify opportunities for development.
- All new managers are expected to attend the **Manager Orientation Program**, a two-day workshop that provides an overview of the essentials of being a manager at the Bank. Workshop participants benefit from an opportunity to interact with senior management and to network with other leaders across the Bank. Some of the elements of this workshop are related to understanding behaviours and effectively managing differences.
- New employees at the Bank are invited to attend an **Orientation Program** to learn about key policies and programs. In this program, we provide information and tools to support employee integration and highlight key HR policies and initiatives that support a diverse and inclusive environment.
- The Bank continues to offer **Career Management workshops** to all employees. These workshops help employees become more proactive in identifying and planning their career paths. Managers also have the opportunity to participate in **Career Management Coaching** workshops that focus on effective coaching methods for career management.
- Employees can access **LifeSpeak On Demand**, an online library of more than 400 videos and training materials on topics about health, wellness and family issues. This self-help service is available to employees and their families free of charge.

3.3 Bank policies

The Bank has instituted comprehensive policies and programs to promote and support an equitable work environment. These policies are reviewed periodically for systemic and attitudinal bias so that we can continue to attract, develop, retain and promote high-performing, talented people with diverse backgrounds and perspectives. Our policies include the following:

- Code of Business Conduct and Ethics
- Employment Equity
- Harassment in the Workplace
- Prevention of Workplace Violence
- Performance Management
- Leave of Absence for Child Care and Special Leave
- Flexible Work Arrangement
- Accommodation

3.4 Health and wellness

The Bank offers a variety of programs and services to support and encourage employee health and wellness. These programs are outlined on Banque Centrale and include the following:

- In 2015, employees joined physiotherapists from Human 2.0 to hear about **the importance of incorporating movement into your workday**. In this session, employees learned movement techniques and simple exercises that they can incorporate into their daily routine to help improve their productivity and overall well-being. There were also lunch and learn sessions for managers on **managing mental health in the workplace** and employee sessions on **the healthy mind at work**.
- **Wellness Matters** is a quarterly Health and Wellness newsletter designed to motivate employees and their families to be healthy and to live actively.
- The **Employee Assistance Program** provides employees and their immediate family with assistance in resolving personal problems and work-related concerns, including stress, anxiety and substance abuse. Through this service, employees and their family members have access to the relevant support to meet their individual needs.
- The **Wellness Centre** includes health break rooms and a self-service area equipped with a blood pressure machine, a light therapy lamp, a scale, a small refrigerator to store medication, and first-aid supplies. This area also includes a space for prayer and meditation.
- The Bank's **Ergonomic Assessment Program** gives employees access to volunteers (employees) who are trained in basic workstation adjustments. Complex cases are referred to an expert to ensure that the appropriate office equipment is set up correctly for the employee being assessed. This program helps ensure that the various health needs of employees are accommodated.
- The Bank is committed to supporting and assisting employees who are recovering from an injury or illness. The Bank's approach to **disability management** is intended to balance the time an employee needs to recover following an injury or illness with a timely and appropriate return to work.

3.5 Employee consultations

To ensure a continuous focus on diversity and inclusion, the Bank has established a Working Committee on Diversity and Inclusion. Led by the Human Resources Department, the Committee helps promote a work environment where employees appreciate diversity and understand how it supports the Bank's vision and strategic objectives. Members meet regularly (at least quarterly) to

- develop plans and activities (with due consideration for legislative requirements) that promote education and acceptance of the diversity of our employees;
- provide input into the Bank's annual reports on employment equity, multiculturalism and official languages; and
- represent the diversity of Bank employees by raising awareness, voicing concerns and identifying and sharing best practices.

The committee consists of eight employees and managers who represent a cross-section of departments, the four designated groups and the union bargaining agents. It is overseen by the Bank's Human Resources Oversight Committee, which supervises the Bank's employment equity planning and progress.

In 2015, in addition to providing input on the annual reports noted above, committee members participated in the interviews and selection process for the scholarship and work placement program and provided feedback on revisions to the Bank's Recruitment and Staffing policy. Committee members were asked to review the policy through a diversity and inclusion lens to ensure that the changes would not create unintentional barriers for Bank employees.

Section 4: Looking Ahead

In 2016, the Bank will continue to work toward achieving the objectives and measures established in our Employment Equity Plan. The focus is to remove potential barriers and increase the proportion of underrepresented groups so the Bank's workforce better reflects the Canadian population. Our ultimate goal is to achieve diversity of thought and approach to enable the Bank to best achieve its mandate.

For more details on the diversity measures in the Employment Equity Plan that the Bank will continue to work on into 2018, please see Appendix C.

Appendix A: Variance Explanations

A comparison of the data in the *2015 Employment Equity Report* with data from the previous year reveals two significant variances within the full-time employee categories.

Bottom-Line Variances

Visible minority women (+18)

The positive variance was caused by the movement into the full-time category of 14 employees who were classified as temporary (13) and on leave (1) in 2014. The remaining variance is explained by a net change of four employees self-identifying as visible minorities in 2015.

Missing Employees

Employees present in 2015 but missing from 2014 data (+3)

Three employees are present in 2015 data who were not present in 2014. Upon further investigation, it appears that this was the result of a variant¹¹ that we added to the Human Resources Information System in 2009 to resolve an issue where some employees, such as deferred pensioners, were included in employment equity data years after they had left the organization because they received payment from the Bank that year. The addition of this variant seems to have also resulted in the incorrect exclusion of a small number of employees from employment equity data in previous years. That variant has been updated, and these three employees are correctly represented in the data.

To prevent this type of exclusion from recurring, we reviewed the parameters in the variant for accuracy and added an additional step in the verification process.

¹¹ A set of parameters programmed into the system

Appendix B: Employment Equity Occupational Groups

For reporting purposes, the Bank is required to aggregate the different National Occupational Classification codes that we assigned to the occupations existing within the organization into 14 Employment Equity Occupational Groups (EEOGs). EEOGs were developed by Employment and Social Development Canada (ESDC) to reflect the underlying structure of the economy.

	Definition	Examples in the Bank
Senior Managers	Employees holding the most senior positions in large firms or corporations. They are responsible for the corporation's policy and strategic planning and for directing and controlling the functions of the organization.	Advisors, Deputy Governors, Special Advisors, General Counsel and Corporate Secretary
Middle and Other Managers	Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.	Department Chiefs, Directors, Assistant Chiefs, Assistant Directors, Managers, Program Managers, Senior Representatives, Business Line Leaders
Professionals	Professionals usually need either university graduation or prolonged formal training and often have to be members of a professional organization.	Economists/Financial Sector Specialists, IT Specialists, Analysts, Librarians, Research Assistants, HR Specialists, Lawyers, Communications Consultants, Financial Consultants, Scientific Advisors
Semi-Professionals & Technicians	Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.	Graphic Designers, Museum Technicians, Photographers, Scanner Operators, Web Development Consultants
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.	Supervisors (Security), Managers (Administrative, Business Effectiveness, Data), Operations Managers, Team Leads (CUR)
Supervisors: Crafts and Trades	Non-management first-line coordinators of workers in manufacturing, processing, trades and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers and/or other manual workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.	Facility Operations Mechanical Systems Specialist Supervisor
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.	Senior Procurement Consultants, Purchasing Agents, Property Managers, Executive Administrative Assistants, Conference and Event Planners, Program Coordinators,

		Board Administrators
Skilled Sales and Service Personnel	Highly skilled workers engaged wholly or primarily in selling or in providing personal services. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.	Executive Chefs
Skilled Crafts and Trades Workers	Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.	Operations Building System Specialists, Systems Support Specialists
Clerical Personnel	Workers performing clerical work other than senior clerical work.	NCC Cataloguers, Production Coordinators, Client Service Representatives, Contract Administrators, Senior Administrators (Security), Project Administrators, Data Analysts, Payroll Specialists, Banking Services Representatives
Intermediate Sales and Service Personnel	Workers engaged primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.	Security Officers, Information Agents, Information Analysts
Semi-Skilled Manual Workers	Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers but greater than that of elementary manual workers.	Quality Management Analysts, Quality Management Mutilated Note Inspectors
Other Sales and Service Personnel	Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.	Not applicable
Other Manual Workers	Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary and require little or no independent judgment.	Maintenance Analysts, Accommodation Planning Analysts, Trades Workers

Appendix C: Future Diversity Measures and Timelines

In 2015, the Bank reviewed and updated our employment equity hiring goals. In 2016, we will review these new targets to ensure that they continue to be relevant (taking into account more-current data). In the autumn, HR representatives will meet with departmental leaders to increase awareness of the revised Employment Equity Plan and obtain commitments on hiring targets and employment equity initiatives.

The table below provides a summary of the diversity measures in the Employment Equity Plan that the Bank will continue to work on into 2018.

Initiative	Time frame	Status
Accountability Departmental ententes to include common objective of accountability to actively contribute to meeting the Bank’s employment equity goals. Progress will be reviewed semi-annually and reported to the HR Oversight Committee.	2014 and ongoing	Departmental ententes for 2015 generally included an objective of accountability for employment equity.
Outreach Establish new outreach partnerships to expand the pool of qualified candidates from the Aboriginal peoples and persons with disabilities groups. Consider an employee referral program	Q32015 2016	Launched a scholarship and work placement program for Aboriginal students and students with disabilities. In addition, the Bank established a partnership with Aboriginal Link in 2015 and continues to work with EARN and Equitek. In progress
Satisfaction Summary reports of annual exit interviews to include information related to employee equity groups when possible.	2016	The Bank is transitioning to a new vendor, and this will be considered when establishing reporting requirements.
Evaluation Review and adjust hiring goals set in the Employment Equity Plan (2013–18) after 2011 Census update	2015–16	We will be meeting with senior leaders to discuss the revised goals in the autumn of 2016.
Diversity training for all managers Training on unconscious bias will be implemented.	All managers by Q42017	126 managers have taken part in the unconscious bias workshops offered since the autumn of 2014. These workshops are ongoing.