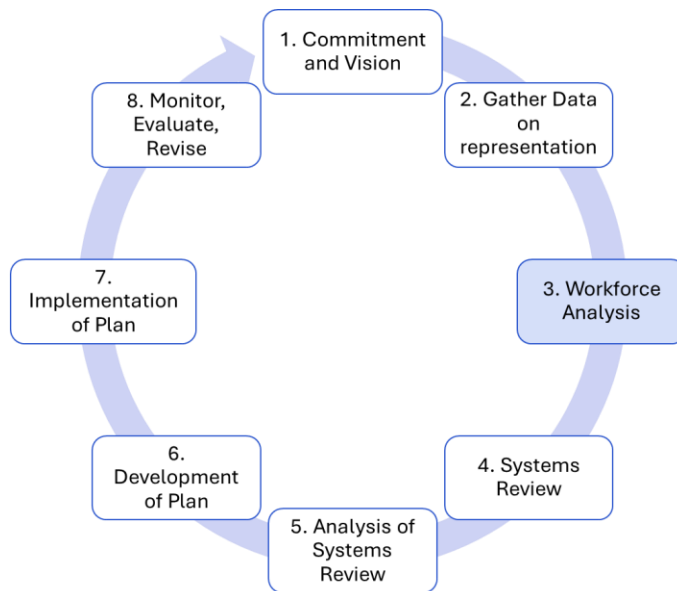




# Employment and Human Resources Toolkit

## Tool 6: HR Cycle – Workforce Analysis



The purpose of a workforce analysis (WFA) is to determine how equity groups are represented in your organization is compared to their representation in the Canadian workforce. In other words, how does your organization compare to the outside labour market? Does it reflect the diversity that's out there?

To do this, a comparison must be made between your organization's workplace identity data and the labour market availability (LMA) rate in the workforce for similarly skilled equity group members. LMA refers to the share of equity group members in the workforce from which employers could hire.

A workforce analysis involves:

- examining the workforce data, you collected through the self-identification questionnaire to find out if:
  - the representation of the equity groups in your organization is equal to their availability in the Canadian workforce
  - equity group members are concentrated in specific occupational groups
- identifying any gaps in representation for each of the designated groups by occupation, including areas of significant under-representation
- examining all hires, promotions, and terminations

- creating a report that highlights the results of the WFA

The LMA can be in either the Canadian workforce as a whole or segments of the Canadian workforce identified by job category. These categories are called Employment Equity Occupational Groups (EEOGs). For small organizations with not many employees in a single job category, it may only be appropriate to use the national LMA. Although this sounds technical, it does not have to be done by an expert in employment equity data analysis. It does require understanding of where and how to gather the data.

Part of the data includes determining the Occupational Classification (NOC) codes and corresponding EEOG for your workplace. Once you have a list of your EEOG then compare the number of employees in each of those NOC codes and/or EEOGs with the LMA of those NOC codes and/or EEOG.

The LMA rates are set out in the [Employment Equity Data Report](#), which Employment and Social Development Canada issues after each Canadian census. The national LMA for the four equity groups is found in Table 1 at the beginning of the Report. The 2016 national LMA for each of the four equity groups is as follows:

Women	48.2%
Indigenous peoples	4.0%
Racialized people	21.3%
Persons with disabilities	9.1%

Information about EEOGs for each equity group is found in the sections dealing with each of those groups. Note: Currently, there is no data for the LGBTQ2+ group, as Statistics Canada does not yet provide this data.

Currently, only the 2016 census data for NOC and EEOGs is available. The data provides national, provincial, or territorial, and census metropolitan area (CMA). The CMA consists of major cities in Canada, including Ottawa.

This data can be found at [here](#) and [here](#).

Note that because the LMA provided by ESDC is limited because it is out of date and consequently, the demographics have changed for the equity groups. As well, there are limitations for data related to Indigenous groups because the census does not cover all Indigenous communities when gathering census data. Therefore, organizations should factor these changes into the LMA rates used.

Once an organization has the identity survey data and the LMA rates, then the workforce analysis can be undertaken to determine how the organization's representation of equity groups overall and in different occupational groups compares to

their respective LMA rates. This can also show whether equity groups are clustered in specific occupational groups. As well, the data should allow an analysis of hiring, promotion, and termination rates. Depending on the organization's size and desire to do a more detailed analysis, a salary analysis, employment status (e.g., full time, part time, temporary, etc.) could also be done.

If the LMA rate is greater than the organization's representation rate of an equity group then there is a gap or in other words, that equity group is under-represented. How significant a gap or under-representation will depend on how large the gap is. Representation gaps can be overall representation or specific to occupational categories. In other words, even though an organization may not have overall under-representation gaps does not mean that there is no under-representation issue. There may be a clustering of an equity group in specific occupations and not enough in others. In some organizations, mostly clerical, manual, or front-line work may be done by an equity group while they are under-represented at the managerial or leadership levels. In the analysis on hires, promotions and terminations, the equity group occupational group is compared to:

- the percentage of hires of equity groups compared to the LMA rate of that equity group.
- percentage of promotions of equity groups compared to non-equity groups
- percentage of terminations of equity groups compared to non-equity groups

This analysis allows organizations to see if there are gaps in hiring and promotions and if equity groups are leaving the workplace at higher rates than non-equity groups. Other areas could also be captured such as percentage of training opportunities or acting opportunities for equity groups compared to non-equity groups.

Lastly, the workforce analysis should result in a report that highlights:

- how you conducted the workforce analysis; and
- results of the workforce analysis for each equity group including detailed description of representation rates, LMAs, gaps, and clustering identified.

Ensuring the analysis and report is adequately done is important because identifies gaps that need to be addressed. It is crucial for the next step to identify and remove barriers, as well as the development of an equity plan.



**Sample Workforce Analysis Summary Table<sup>1</sup> of a specific equity group as of specific date:**

Occupational Category	All Employees	Representation of _____ (specific equity group)	Labour Market Availability of _____ (specific equity group)	Gap	
		# %	# %	#	%
Senior Manager					
Middle & Managers					
Professionals					
Semi-Professionals and Trades					
Supervisors					
Administrative & Senior Clerical Professionals					
Skilled Sales & Service Personnel					
Skilled Crafts & Trades Workers					
Clerical Personnel					
Other manual work					
<b>TOTAL</b>					

Source: WFA rates from 2016 National Household Survey

<sup>1</sup> Adopted from the Annual Treasury Board Report on Employment Equity in the Federal Public Service:  
<https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/employment-equity-annual-reports.html>.



### Sample of a Hiring, Promotions, and Separation Table:

	<b>All employees</b>	<b>Women</b>	<b>Indigenous Peoples</b>	<b>Persons with Disabilities</b>	<b>Racialized Members</b>
	<b>#</b>	<b>#   %</b>	<b>#   %</b>	<b>#   %</b>	<b>#   %</b>
Hirings					
Promotions					
Separations					

(From X date to X date)

### Questions to ask:

- Are there gaps for any equity groups? Subgroups? How significant are the gaps for the organization?
- Where are the gaps – occupational, job levels (e.g., senior management vs clerical), salary?
- Are there gaps in hiring, promotions, and terminations?
- Are there gaps between workplace representation and the clients served