

2013-2018 |

Employment **EQUITY** and **DIVERSITY PLAN**



Canada Economic
Development
for Quebec Regions

Développement
économique Canada
pour les régions du Québec

Canada

2013-2018 |

Employment **EQUITY** and **DIVERSITY PLAN**



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and Diversity Plan**
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SECTION I

General Information

Economic Development Agency of Canada for the Regions of Quebec

Dominion Square Building
1255 Peel Street, Suite 900
Montréal, Quebec H3B 2T9

Agency Mission

The mission of the Agency is to promote the long-term economic development of the regions of Quebec by giving special attention to those where slow economic growth is prevalent or opportunities for productive employment are inadequate. In carrying out this mission, the Agency is committed to promoting cooperation and complementarity with Quebec and communities in Quebec.

Persons Responsible for Implementation of the *Employment Equity Act*

Deputy Minister/President
Guy Mc Kenzie

Vice-President, Operations
Thao Pham

Vice-President, Policy and Communications
Rita Tremblay

Executive Director, Corporate Services
Pierre Bordeleau

Delegated Managers
Delegated managers are managers who exercise human resources and financial delegation powers and ensure program delivery.

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Message from the Deputy Minister/President

I am pleased to present to you the *2013-2018 Employment Equity and Diversity Plan*. The Agency “should be proud of what it has accomplished¹” since the last equity plan (2009-2012). I can tell you that I am, and I wish to thank each and every one of you for your precious collaboration.

The *2009-2012 Employment Equity and Diversity Plan* allowed us, among other noteworthy results, to increase our internal representation of visible minorities. Indeed, thanks to your individual and collective efforts, the level of representation of visible minorities within the Agency today exceeds this population’s rate of availability in the workforce.

The Agency is considered “to be a good EE employer²” in that three of the four designated groups, namely women, Aboriginal persons, and visible minorities, are fully represented within our organization. Further progress still needs to be made, however, in the employment of persons with disabilities, whose level of representation remains below their availability rate in the workforce. The Agency also needs to keep a close eye on the representation of Aboriginal persons. It goes without saying that this new equity plan consolidates the positive practices that promote the improved representation of persons with disabilities and Aboriginal persons as well as the job maintenance of women and visible minorities³.

The Agency has succeeded in creating a strong culture of human rights by fostering equality, dignity and respect in the workplace, a situation confirmed by the findings of the *2011 Public Service Employee Survey*, among others. The *2013-2018 Employment Equity and Diversity Plan* reaffirms our commitment to respecting these rights through a series of concrete measures, including celebration of Diversity Day, that serve to facilitate best-practice sharing and open dialogue among concerned stakeholders.

Employment equity and diversity is one of the Agency’s core values. This new action plan is the roadmap we will be following over the next five years to build on our achievements and to reach the goals that are essential to ensuring equal opportunity for all.

Guy Mc Kenzie
Deputy Minister/President

¹ *Employment Equity Status Report. Economic Development Agency of Canada for the Regions of Quebec*. August 15, 2012. Canadian Human Rights Commission, 7 pages, p.7.

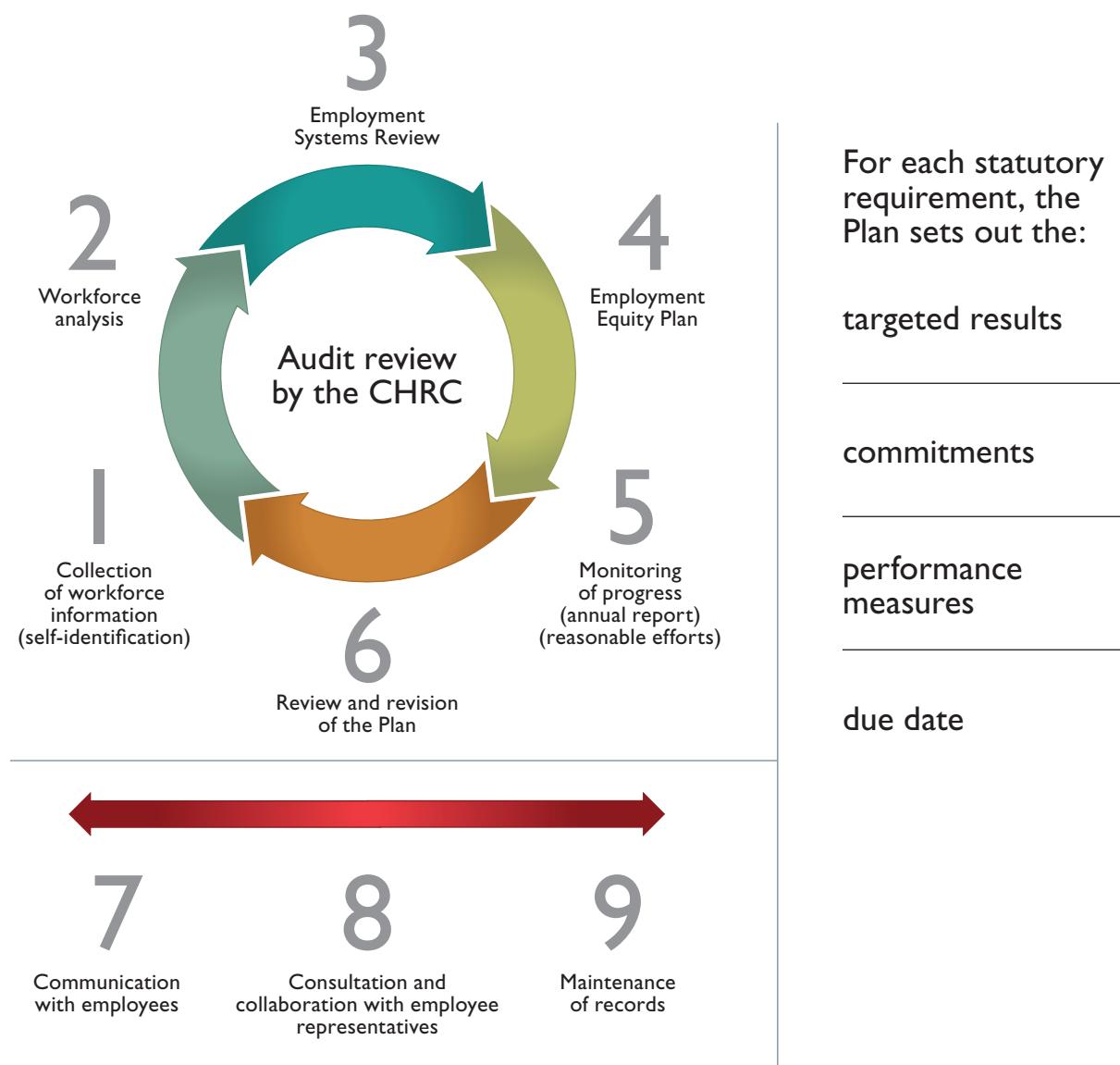
² Ibid, p.7.

³ See appendices 1 and 2 for an analysis of the Agency staff force from 2009 to 2012.

Introduction

This plan outlines the means to be used between now and 2018 to attain the targeted results for employment equity (EE) and diversity. It answers the nine statutory requirements laid out by the Canadian Human Rights Commission (CHRC) with regard to the four designated groups⁴.

Canadian human rights commission statutory requirements



⁴ See Appendix 3 for a definition of the four designated groups.

Summary of targeted results

Requirements of the Act	Targeted results
1. Collection of workforce information	<ul style="list-style-type: none"> - Employee self-identification is voluntary. - 80% of self-identification forms are returned by indeterminate and term employees. - 70% of self-identification forms are returned by students.
2. Workforce analysis	<ul style="list-style-type: none"> - Representation of designated group members is comparable to their labour market availability rates. - Representation of designated group members by occupational category and by employment group is measured and the gaps filled. - Recruitment, promotion and job retention rates for designated group members are comparable to the Agency average for all employees.
3. Employment Systems Review	<ul style="list-style-type: none"> - Barriers to employment of designated group members are identified and eliminated.
4. Employment Equity Plan – Positive practices	<ul style="list-style-type: none"> - Positive practices are instituted for EE integration in management priorities, hiring, professional development, accommodation measures and diversity awareness.
4.1 EE integration in management priorities	<ul style="list-style-type: none"> - Delegated managers facilitate implementation of the Equity Plan.
4.2 Hiring	<ul style="list-style-type: none"> - Designated group members are recruited and retained.
4.3 Professional development	<ul style="list-style-type: none"> - Designated group members are supported in their professional development.
4.4 Accommodation measures	<ul style="list-style-type: none"> - Designated group members have access to reasonable accommodations.
4.5 Employee awareness measures	<ul style="list-style-type: none"> - The workplace is inclusive and respectful.
5. Monitoring of progress	<ul style="list-style-type: none"> - Reasonable progress is made in implementing the Equity Plan.
6. Review and revision of the Plan	
7. Communication with employees	<ul style="list-style-type: none"> - Staff is regularly informed of employment equity initiatives.
8. Consultation and collaboration with employee representatives	<ul style="list-style-type: none"> - Employee representatives contribute to implementation of the Equity Plan.
9. Maintenance of records	<ul style="list-style-type: none"> - Records are kept in accordance with the Act.

SECTION 2

Requirement 1 – Collection of workforce information

Targeted results

Employee self-identification is voluntary.

80% of self-identification forms are returned by indeterminate and term employees.

70% of self-identification forms are returned by students.

Commitment	Performance measure	Due date
Encourage new employees to self-identify	Delivery of self-identification form and message encouraging self-identification to new employees	Ongoing
	Communication of Agency EE practices (Diversity Committee, Equity Plan, etc.) to new employees who have completed the form	Ongoing
	Analysis of form return rate	March 31 (annually)
	Telephone follow-up with employees who have not completed the form	March 31 (annually)

Requirement 2 – Workforce analysis

Targeted results

Representation of designated group members is comparable to their labour market availability rates.

Representation of designated group members by occupational category and by employment group is measured and the gaps filled.

Recruitment, promotion and job retention rates for designated group members are comparable to the Agency average for all employees.

Commitment	Performance measure	Due date
Analyze the representation of designated group members and distribution by occupational category and employment group	Gap analysis of the internal representation and distribution of designated group members versus labour market availability (LMA)	March 31 (annually)
Analyze the mobility rate of designated group members	Analysis of the recruitment, promotion and departure rates of designated group members	March 31 (annually)
Analyze the hiring rate of designated group members with student and graduate status	Analysis of the hiring rate of designated group members with student and graduate status	March 31 (annually)
Analyze the proportion of designated group members by employment level	Analysis of the proportion of designated group members in EX minus-1, minus-2, and minus-3 level positions	As required

Requirement 3 – Employment Systems Review

Targeted result

Barriers to employment of designated group members are identified and eliminated.

Commitment	Performance measure	Due date
Assess the need for an Employment Systems Review (ESR)	Employment Systems Review	2015-2016

Requirement 4 – Employment Equity Plan – Positive practices

Positive practices are instituted for EE integration in management priorities, hiring, professional development, accommodation measures and diversity awareness.

Sub-requirement 4.1 – EE integration in management priorities

Targeted result

Delegated managers facilitate implementation of the Equity Plan.

Commitment	Performance measure	Due date
Integrate EE results in delegated managers' performance agreements and, where applicable, formulate results by sector	Integration of EE results in delegated managers' performance agreements and, where applicable, formulation of results by sector	June 30 (annually)
Include targeted results in the Integrated Human Resources Management Plan (IHRMP)	Inclusion of equity and diversity results in the IHRMP	When drafting the IHRMP and during the annual Equity Plan update
Take EE into consideration when determining staffing requirements	Consideration of EE in the determination of staffing requirements	During the annual integrated planning process
Take into consideration the results of the Management Accountability Framework (MAF)	Consideration of the possibilities for EE improvement identified in the MAF	At the time of the annual Equity Plan follow-up
Take into consideration the findings of the Canadian Human Rights Commission EE Status Report	Integration in the Equity Plan of Canadian Human Rights Commission recommendations	On receipt of the Canadian Human Rights Commission report
Meet with new sector directors and present the EE challenges	Communication to new sector directors of expected results for equity and diversity	As required
Recognizing managers' contribution to implementing the Equity Plan	Recognition of managers' contribution to implementation of the Equity Plan	2015-2016 and 2017-2018

Sub-requirement 4. 2 – Hiring

Targeted result

Designated group members are recruited and retained.

Commitment	Performance measure	Due date
Make greater use of flexibility measures in the <i>Public Service Employment Act</i> (PSEA) for the hiring of designated group members (under- or over-represented occupational categories and employment groups)	<p>Number and type of flexibility measure leading to the appointment of designated group members:</p> <ul style="list-style-type: none"> - Posting and application of equity criteria as an organizational requirement in all external and internal/inter-departmental appointment processes - Expansion of area of selection in all internal/inter-departmental appointment processes - Restriction of area of selection - Unannounced appointment processes - Other measures 	Ongoing
Communicate external appointment processes to Aboriginal and disabled job seekers via CAMO, FNHRDCQ, job search sites and external recruitment agencies	<p>Number of external appointment processes posted (CAMO, FNHRDCQ, Workopolis, Jobboom and other external recruitment agencies and job search sites)</p> <p>Number of Aboriginal and disabled applicants, and number of appointments</p>	Ongoing

Commitment	Performance measure	Due date
Recruit students from the designated groups and communicate opportunities for Agency internships, particularly to Aboriginal and disabled students	<p>Establishment of links and modes of operation with university and college student services</p> <hr/> <p>Number of applicants and interns from the designated groups</p> <ul style="list-style-type: none"> - Federal Student Work Experience Program (FSWEP) - Co-operative Education and Internship Program (Co-op) - Research Affiliate Program (RAP) 	2013-2014
Hire graduates from the designated groups, particularly Aboriginal and disabled graduates, for term or indeterminate employment	<p>Proportion of graduates from designated groups hired as the result of:</p> <ol style="list-style-type: none"> 1) student bridging mechanisms (student gateway) 2) graduate recruitment programs: <ul style="list-style-type: none"> - Post-Secondary Recruitment (PSR) Program - Recruitment of Policy Leaders (RPL) Program 3) development programs: <ul style="list-style-type: none"> - Accelerated Economist Training Program - Other programs 	Ongoing

Sub-requirement 4.3 – Professional development

Targeted result

Designated group members are supported in their professional development.

Commitment	Performance measure	Due date
Follow up on results of the triennial public service employee surveys (PSES) from the perspective of designated group respondents	Analysis of results and, where applicable, development and implementation of courses of action	Triennially
Identify needs of Aboriginal and disabled employees with respect to professional development and, where applicable, develop and implement measures to meet those needs	Identification of needs and, where applicable, development and implementation of appropriate measures	2015-2016
Monitor the proportion of acting assignments of designated group employees	Proportion of acting assignments of designated group employees	March 31 (annually)
Monitor the level of participation of employees from the designated groups in departmental professional development programs	Level of participation of employees from the designated groups in departmental professional development programs	March 31 (annually)

Sub-requirement 4.4 – Accommodation measures

Targeted result

Designated group members have access to reasonable accommodations.

Commitment	Performance measure	Due date
See to the application of Agency guidelines regarding workplace arrangements and accommodation	Update of Agency guidelines and communication of these to employees and managers	Application: ongoing Update: as required

Sub-requirement 4.5 – Employee awareness measures

Targeted result

The workplace is inclusive and respectful.

Commitment	Performance measure	Due date
Promote dialogue among managers on the retention of designated group members, particularly Aboriginal and disabled employees	Holding of workshops offered to managers	On an ad hoc basis
Hold staff awareness and information activities on employment equity and diversity	Organization of activities during official Government of Canada commemorations	Ongoing
	Holding of a Diversity Day (on a half-day basis)	Biennially
	Respect of maximum yearly budget of \$2,500	Annually

Requirement 5 – Monitoring of progress
Requirement 6 – Review and revision of the Plan

Targeted result

Reasonable progress is made in implementing the Equity Plan.

Commitment	Performance measure	Due date
Report on the progress of the Equity Plan and revise the Plan, as needed	Presentation of the annual follow-up on the Equity Plan to delegated managers	Fall (annually)
	Integration of EE results in the report on multiculturalism	Spring (annually)
	Integration of EE results in the annual report on the Management Accountability Framework (MAF)	Fall (annually)
	Integration of EE results in the Departmental Staffing Accountability Report (DSAR)	Winter (annually)

Requirement 7 – Communication with employees

Targeted result

Staff is regularly informed of employment equity initiatives.

Commitment	Performance measure	Due date
Inform employees of EE initiatives and progress	Regular updating of information on the “Employment Equity and Diversity” intranet page	Ongoing
	Communication of results of the annual follow-up on the Equity Plan	Annually
	Communication of initiatives and activities	Ongoing

Requirement 8 – Consultation and collaboration with employee representatives

Targeted result

Employee representatives contribute to implementation of the Equity Plan.

Commitment	Performance measure	Due date
Consult with the Diversity Committee and involve its members in the development, implementation and revision of the Equity Plan	Level of involvement of Diversity Committee members	Ongoing
Consult with the Labour-Management Consultation Committee (LMCC)	Level of involvement of Labour-Management Consultation Committee (LMCC) members	Ongoing

Requirement 9 – Maintenance of records

Targeted result

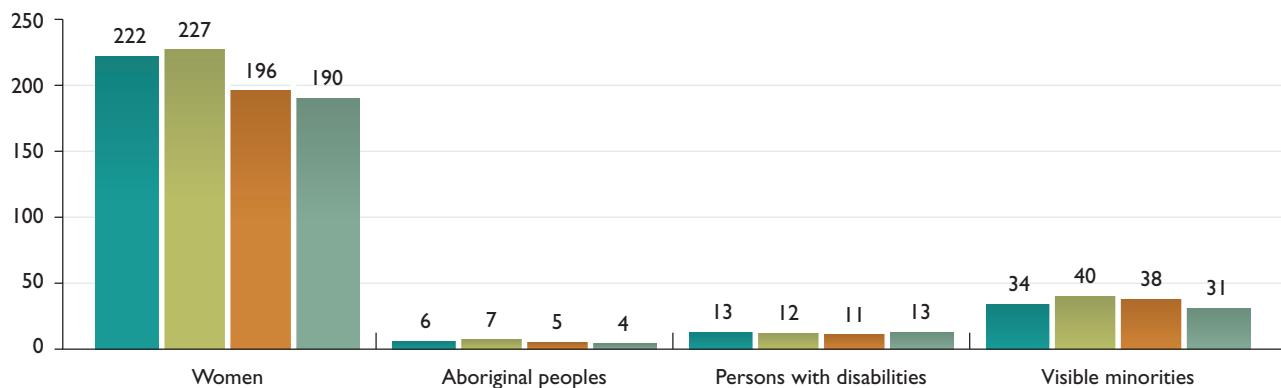
Records are kept in accordance with the Act.

Commitment	Performance measure	Due date
Keep all records as required under the <i>Employment Equity Act</i>	Confidential maintenance of records	Ongoing
	Categorization and archiving of records in a master file	Annually



APPENDIX I

Representation of designated group members⁵ in the Agency as at March 31, 2010, 2011, and 2012, in relation to their labour market availability (in number of persons)



- [Teal square] Representation in the Agency as at March 31, 2010
- [Light Green square] Representation in the Agency as at March 31, 2011
- [Orange square] Representation in the Agency as at March 31, 2012
- [Grey-green square] Labour market availability (LMA) estimates taken from the 2006 Census and 2006 Participation and Activity Limitation Survey (PALS)

⁵ Includes indeterminate employees and term employees of three months or more; does not include students, casual employees or employees on leave of absence without pay.

APPENDIX 2

Representation gaps by occupational category of designated group members in the Agency as at March 31, 2012⁶

Occupational category	Women	Aboriginal peoples	Persons with disabilities	Visible minorities
Management (EX)		-1	-1	
Scientific and professional (EC, PG)		-1	-2	-3
Administration and foreign service (AS, CO, PG, CS, FI, IS, PE, PM)	-3			
Administrative support (CR)				-2

⁶ Gaps are based on labour market availability estimates taken from the 2006 Census and 2006 Participation and Activity Limitation Survey (PALS).

APPENDIX 3

Employee self-identification form

(Confidential when completed)

This form is designed to collect information on the composition of the Public Service workforce to comply with legislation on employment equity and to facilitate the planning and implementation of employment equity activities. Your response is voluntary and you may identify in more than one designated group.

The information you provide will be used in compiling statistics on employment equity in the federal Public Service. With your consent (see Box E), it may also be used by the employment equity co-ordinator of your department for human resource management purposes. This includes referral for training and developmental assignments and, in the case of persons with disabilities, facilitating appropriate accommodation in the workplace.

Employment equity information will be retained in the Employment Equity data Bank (EEdB) of the Treasury Board Secretariat and its confidentiality is protected under the Privacy Act. You have the right to review and correct information about yourself and can be assured that it will not be used for unauthorized purposes.

STEP 1

Complete boxes A to E. In boxes B, C and D, refer to the definitions provided.

STEP 2

Sign and date the form and return it to your department's EE coordinator.

Thank you for your cooperation

TBS/PPB 300-02432

TBS/SCT 330-78 (Rev. 1999-02)

A.

Given name and Initial

Family name

Department or Agency/Branch

Personal Record Identifier (PRI)

Telephone # (office)

Female

Male

19

B. A person with a disability...

- (i) has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and
 - a. considers himself/herself to be disadvantaged in employment by reason of that impairment;
 - b. believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment,
- (ii) and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Are you a person with a disability?

No Yes, check all that apply

- 11 Co-ordination or dexterity (difficulty using hands or arms, for example, grasping or handling a stapler or using a keyboard)
- 12 Mobility (difficulty moving around, for example, from one office to another or up and down stairs)
- 16 Blind or visual impairment (unable to see or difficulty seeing)
- 19 deaf or hard of hearing (unable to hear or difficulty hearing)
- 13 Speech impairment (unable to speak or difficulty speaking and being understood)
- 23 Other disability (including learning disabilities, developmental disabilities and all other types of disabilities)

(Please specify) _____

C. An Aboriginal person...

...is a North American Indian or a member of a First Nation or who is Métis, or Inuit. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

Are you an Aboriginal person?

No Yes, check the appropriate circle

- 03 North American Indian/First nation
- 02 Métis
- 01 Inuit

D. A person in a visible minority...

...in Canada is someone (other than an Aboriginal person as defined in C above) who is non-white in colour/race, regardless of place of birth.

Are you in a visible group?

No Yes, check the circle which best describes your visible minority group or origin

41 Black

45 Chinese

51 Filipino

47 Japanese

48 Korean

56 South Asian/East Indian (*including Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.*)

58 Southeast Asian (*including Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.*)

57 Non-White West Asian, north African or Arab (*including Egyptian; Libyan; Lebanese; Iranian; etc.*)

42 Non-White Latin American (*including indigenous persons from Central and South America, etc.*)

44 Person of Mixed Origin (*with one parent in one of the visible minority groups listed above*)

59 Other Visible Minority Group

(Please specify) _____

E. 99 The information in this form may be used for human resources management

Signature

(DD/MM/YY)

