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EMPLOYMENT EQUITY REPORT AND MULTI-YEAR PLAN

FY 1998 - 1999

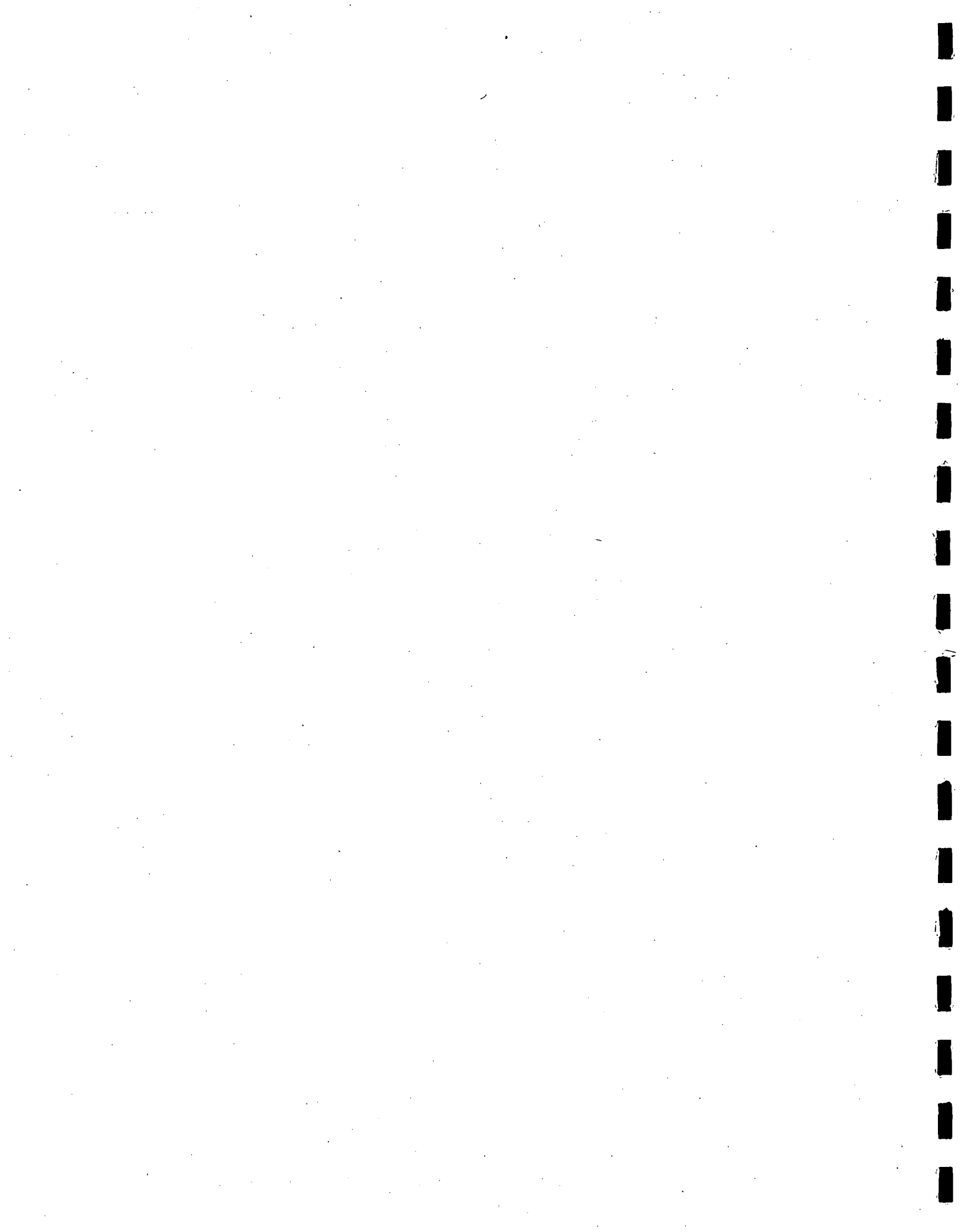
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Employment Equity at Statistics Canada

Statistics Canada's strategy in achieving Employment Equity is to build equity principles into day-to-day operations and to create an environment conducive to career opportunities for all employees, including those from the Employment Equity groups.

A unique committee structure encourages the commitment and involvement of management in human resources initiatives and ensures that Employment Equity is integrated with other Human Resources programs.

The Employment Equity Committee (EEC), composed of senior managers, representatives from the four Employment Equity groups and Human Resources Advisors provides policy advice and implements programs to ensure equitable representation and treatment of employees in Employment Equity groups. The EEC reports on its progress and initiatives through the EE Plan, which is submitted annually to Treasury Board.

The sub-committees and working groups of the EEC provide much of the effort and inspiration that further the initiatives taken for the four Employment Equity groups. As well, working groups composed of managers and Employment Equity group members oversee work on issues as they are identified through the EEC.

Appendix 1 includes a chart depicting the complete committee structure for Employment Equity as well as a description of the sub-committees and working groups.

Highlights of Accomplishments and Goals

Looking Back

Statistics Canada has had several noteworthy accomplishments in its quest to further Employment Equity in the workplace. Significant initiatives undertaken or continued during the 1997/98 review period are described below. These initiatives will produce positive results in achieving our goals and targets in the years ahead.

- ✓ The Agency has articulated a **Comprehensive HR Strategy** to address specific human resource challenges. The strategy covers recruitment, training and career broadening assignments, set within a positive work environment. The formula works because senior managers throughout the Agency feel a sense of ownership of human resources development, and because employees willingly adapt to changes in programs and technology.

This report has been prepared by Diane Snowball and Monique Clément of the Human Resources Development Division. Additionally, valuable assistance or input was provided by Louise Bard, Jennifer Blackwell, Jean-Paul Brunet, Cathy Cotton, Eve Simpson, Francine Trottier, Maryanne Webber and Sue Whalen.

- ✓ A number of **new data programs**, including the Project to Improve Provincial Economic Statistics (PIPES) and initiatives under GAPS II will result in an increased workforce. Statistics Canada has put in place a number of recruitment initiatives to ensure we make the most of these opportunities in achieving Employment Equity recruitment and promotion targets.
- ✓ In 1997-1998, the accountability for attaining recruitment targets for Aboriginal Peoples and Persons with Disabilities shifted from the EEC to the **Recruitment and Development Committee (RDC)**. Recruitment teams comprised of representatives from the Employment Equity groups have been added to existing ES and SI recruitment teams. Sensitization sessions have also taken place for the ES, MA, CS and SI recruitment teams.
- ✓ The **Corporate Assignment Division (CAD)** has assumed an additional role in relation to Employment Equity. Beyond its previous function of support for Employees with Disabilities, it is now focal point for the recruitment and retention of Aboriginal Peoples. CAD provides leadership to the specialized recruiting team for Aboriginal Peoples as well as mentoring and career counseling for Aboriginal Peoples.
- ✓ The recruitment and development model previously in place for ES, MA and CS has been extended to the SI group. The new **Social Science Recruitment and Development Program (SIRDP)** consists of two assignments coupled with twelve weeks of training over a two year period. Recruitment is undertaken both externally and within Statistics Canada. The SIRDP is particularly important to Employment Equity groups as it serves as a bridging program and offers a career path to support staff. The first recruitment phase of the SIRDP was an internal SI-01 competition open to employees of STC. Of the 491 applicants, 63% were women and of the 75 successful candidates 48% were women and 8% were from other Employment Equity groups.
- ✓ A number of noteworthy **training** initiatives have been launched. The **Business Economic Statistics Training Program (BEST)** provides students with an introduction to business statistics. It can fast track employees into the realm of Business Statistics in preparation for work related to PIPES. The new **Management of Statistics Projects course** provides participants with the skills to manage in a matrix environment and to strengthen leadership skills. Also, in the vein of leading, managing and motivating staff, the workshop **Effective Leaders, Effective Employees: Workshop on Managing Performance** targeted at middle to senior managers was put on-line.
- ✓ A new comprehensive program which will consist of counseling, needs assessment and training, **"Taking the Road to Technology"**, was developed to enable participants with little or no computer experience to learn the basics of computers and software. The program is of particular interest to employees returning from extended leave and to support staff in production areas. This program has the potential for removing barriers to advancement of clerical staff into the technical work stream.

- ✓ Having identified that **generic selection processes** increase the opportunities for employees, particularly women, to progress in their career path, the Agency increased the use of generic competitions. Generic selection processes at the Assistant Director and Section Chief levels took place during the review period. There has also been a move toward generic selection processes at other levels within individual fields. To facilitate this exercise the Agency has focused upon streamlining classification through preparation of generic work descriptions.
- ✓ **Career broadening assignments** continue to be an essential element of the HR management strategy at Statistics Canada. The Corporate Assignment Division (CAD) has provided developmental assignments for Statistics Canada employees over the past fourteen years. CAD facilitates career broadening and removes barriers. A measure of success has been achieved for women, who made up 57% of all employees on CAD in 1997/98. Additionally, special programs within CAD help to secure developmental assignments for Persons with Disabilities and Aboriginal Peoples.
- ✓ Representatives from Statistics Canada have attended numerous **meetings** with representatives from the Assembly of Manitoba Chiefs and the Human Rights Commission with regard to the AMC Agreement. The Agency has also reported on its initiatives to further the employment prospects of Aboriginal Peoples in Statistics Canada in conformity with the requirements stated in the Agreement.

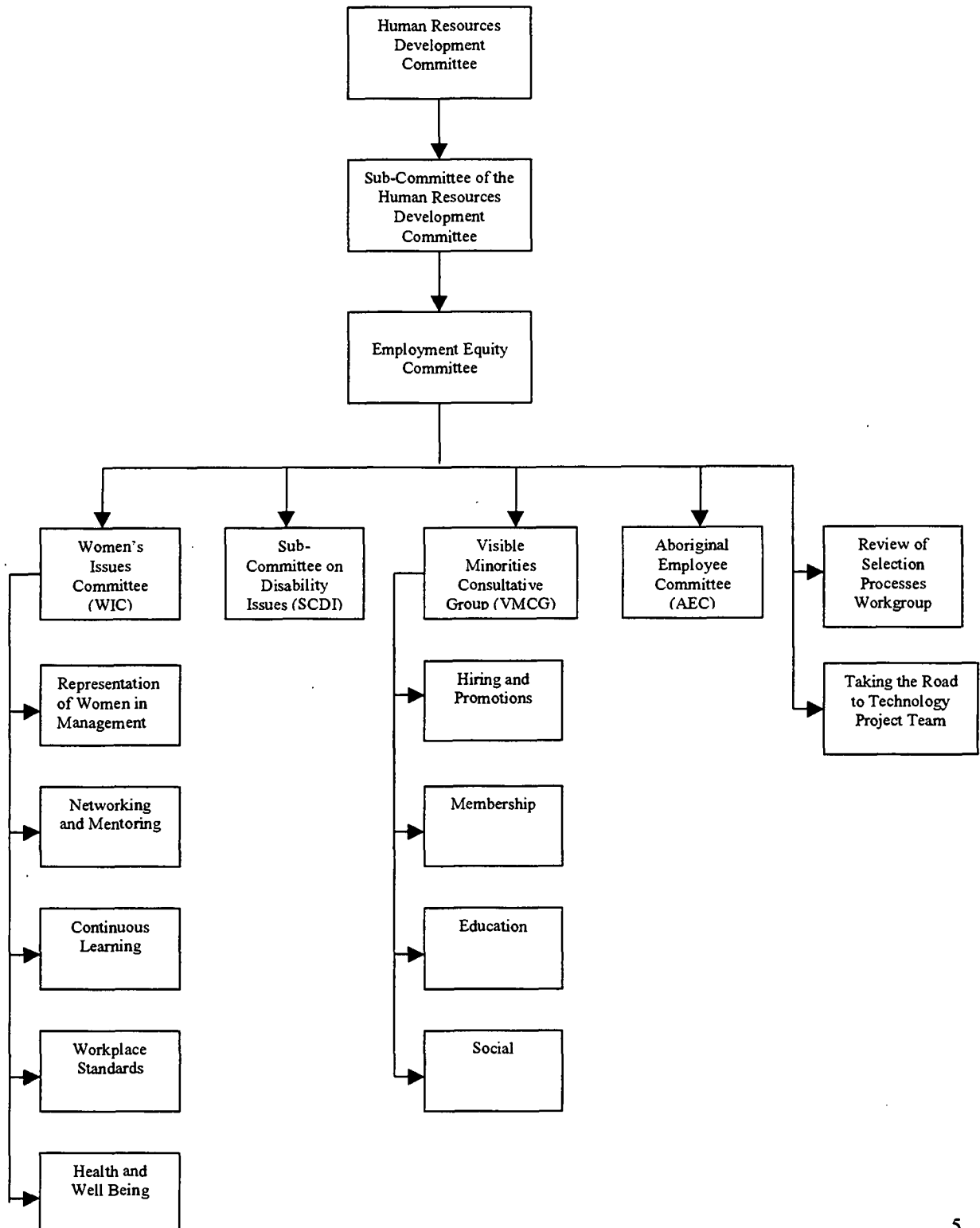
A vast array of other initiatives and achievements have also been undertaken in 1997/98 by Agency managers and employees to achieve Employment Equity. These are described in **Appendix 2** of this report while the numerical achievements are identified in **Appendix 3**.

Looking Forward

- ✓ Statistics Canada is committed to encouraging employment prospects of Aboriginal Peoples and is anxious to achieve an equitable workplace representation. This remains one of the Agency's top priorities during 1998/99. The Agency hopes to increase the representation of Aboriginal Peoples at Statistics Canada through existing initiatives such as the Targeted Recruitment Inventory, the sensitization of recruiters in our University Recruitment Campaigns and the new Social Science Recruitment and Development Program. As well, new initiatives such as an apprenticeship program for Aboriginal students will be considered in the year ahead.
- ✓ The Agency is determined to reach recruitment and retention targets for Persons with Disabilities. Through the various initiatives undertaken in collaboration with the EEC, the Recruitment and Development Committee, CAD and the Sub-Committee on Disability Issues, the Agency expects to take a big step forward in attaining its goals in the upcoming year.

- ✓ The Agency will continue to strive to increase promotion rates for visible minorities. In cooperation with the Visible Minorities Consultative Group, sensitization and awareness to issues of concern to visible minorities will be promoted.
- ✓ The advancement and retention of women into senior management positions remains a concern. To this end, the Review of Selection Processes Workgroup will closely examine the effectiveness of recent generic competition processes. The Agency will also continue to promote a supportive work environment to help women achieve their goals. In 1998-1999, a special study will be undertaken on future representation of women in senior management.
- ✓ Finally, the Agency will continue to foster an equitable and supportive environment for all of its employees. Through its comprehensive HR strategy, the Agency not only addresses human resource challenges but also does so in a way that provides opportunities for employees to set and reach individual developmental goals and aspirations.

Appendix 1: Departmental Employment Equity Committee Structure



Description of Employment Equity Sub-Committees and Workgroups

A unique committee structure encourages the commitment and involvement of managers and employees in human resources initiatives aimed at Employment Equity. Employment Equity group committees identify issues and propose initiatives. Workgroups develop specific programs to address needs. Human Resources Officers offer the support needed to research and implement initiatives.

Sub-Committees

The *Women's Issues Committee (WIC)* coordinates and supports the activities of five work groups. Each of these groups, composed of female and male employees, examines workplace issues of the 1990's such as how employees can benefit from working together, how they balance their personal and professional lives, or how they can make the most of their time. Many of the issues examined are of particular concern to women, for example, how to develop a career without a traditional network. Other issues are of equal importance to women and men – coping with the pressures of parenthood while working outside the home or harassment in the workplace.

The *Aboriginal Employee Committee (AEC)* promotes the recruitment, retention and advancement of Aboriginal employees. The AEC acts as a support network for Aboriginal employees in the Agency and it promotes awareness and sensitivity toward Aboriginal Peoples. Members of the committee are active in the organization of activities such as the Aboriginal Awareness Week and visits to campuses for promotion and recruitment.

The *Sub-Committee on Disability Issues* addresses topics of concern to employees with disabilities such as, career development, training, access to assistive devices, physical accessibility and accommodation, benefit issues, attitudinal barriers which persons with disabilities may encounter in the workplace and awareness of issues affecting employees with disabilities.

The *Visible Minorities Consultative Group* is a forum for all visible minorities' employees to express concerns and discuss issues related to Employment Equity. The Group acts as a consultative body to senior management on issues affecting visible minorities and it identifies issues of relevance for the visible minorities' community in the Agency. It promotes sensitization and awareness to issues of concern to visible minorities. Four work groups promote the activities of the Group.

Workgroup

The *Review of Selection Processes Workgroup* aims to eliminate barriers that could hinder the advancement of Employment Equity group members to intermediate or higher level positions. This is accomplished through a review of qualifications required for these positions. When necessary, managers are sensitized on the possible effects of being overly restrictive in specifying experience or other requirements. The workgroup also assesses the results of competitive processes to determine trends and other issues.

Human Resources

The *Employment Equity and Human Resources Planning Section* of the Human Resources Development Division provides support, consultation and advisory services to the EEC and to the various sub-committees, as well as to managers and to employees of the Agency. The section gives advice on compliance with legislative and central agency requirements; reviews practices and policies to identify those which potentially create barriers; organizes and conducts workshops; seminars and conferences; advertises and markets programs and initiatives; and monitors departmental performance on Employment Equity.

Appendix 2:

Departmental Employment Equity Initiatives

This appendix condenses into seven themes the EE related initiatives that Statistics Canada has undertaken during the 1997-98 period. Under each theme, specific initiatives are grouped into broad categories, as follows:

1. Recruitment

- 1.1 Referral of Employment Equity group candidates
- 1.2 Encouraging candidates from Employment Equity groups to apply to the University Recruitment Campaigns
- 1.3 Facilitating the recruitment of Employment Equity group members

2. Continuous Learning

- 2.1 Providing a suitable environment for the training of all employees
- 2.2 Training to facilitate career development

3. Career Development

- 3.1 Strengthening the career development of employees
- 3.2 Access to career broadening experience
- 3.3 Encouraging and facilitating career progression for candidates from Employment Equity groups
- 3.4 Identifying and eliminating bias in competitive processes

4. Work Environment

- 4.1 Ensuring departmental policies and practices foster a supportive environment
- 4.2 Accommodations or services to facilitate the integration of Employment Equity groups

5. Communication

- 5.1 Information sharing
- 5.2 Ensuring employees have access to information on services, programs and opportunities available at Statistics Canada

6. Awareness

- 6.1 Raising awareness – Aboriginal Peoples
- 6.2 Raising awareness – Persons with Disabilities
- 6.3 Raising awareness – Visible Minorities
- 6.4 Raising awareness – Women

7. Monitoring and Accountability

- 7.1 Updating information on the workplace and on employment systems
- 7.2 Monitoring staffing activity
- 7.3 Ensuring accountability to meet Employment Equity targets or agreements

The initiatives generally apply to all groups. Where the initiative relates to one or more specific Employment Equity group, the group names are bolded and italicized.

1. Recruitment

1.1 Referral of Employment Equity group candidates

- ✓ The Human Resources Operations Division (HROD) has developed a Targeted Recruitment Inventory (TRI), which focuses on candidates who are *Aboriginal Peoples* or *Persons with Disabilities*. This inventory is continuously updated. It contains résumés from PSC EE group inventories and from Indian and Northern Affairs Canada inventories. It also contains résumés received in response to targeted solicitation by STC through Aboriginal and Persons with Disabilities networks, résumés from candidates to ES/MA/CS campaigns who could qualify for other positions and résumés from associations that support disabilities. The TRI is used by HROD for job vacancies and by the Corporate Assignment Division for professional recruitment.
- ✓ In agreement with the Public Service Commission, the Agency became the focal point for *Aboriginal Peoples* and *Persons with Disabilities* seeking employment with the Agency. This unique procedure enabled applicants to reach the employer directly.
- ✓ The Atlantic Regional Office has introduced an Employment Equity group candidate search when staffing interviewer vacancies. In addition to requesting Employment Equity group referrals from the PSC, the HR Officer searches for qualified candidates from various organizations and associations specific to Aboriginal Peoples, Persons with Disabilities and Visible Minorities.

1.2 Encouraging candidates from Employment Equity groups to apply to the University Recruitment Campaigns

- ✓ STC funds outreach activities and promotes career opportunities for *Aboriginal Peoples* at STC. On- campus visits encourage members from Employment Equity groups to apply. In 1997 Aboriginal Recruitment took place at Laurentian University (Sudbury, Ont.), Lakehead University (Thunder Bay, Ont.), Manitoba University (Winnipeg, Manitoba), Regina University (Regina, Sask.), Brandon University (Brandon, Manitoba) and Saskatchewan University (Saskatoon, Sask.).
- ✓ A database containing addresses of *Aboriginal* organizations, associations, friendship centres, networks, groups, universities, colleges and government departments has been developed. It contains approximately one thousand addresses.
- ✓ A recruitment flyer for *Aboriginal Peoples* entitled "Recruitment at Statistics Canada" was prepared and distributed using the database of addresses. The recruitment flyer was also published in the APN newsletter. Similarly, a Career Opportunities Kit outlining the various job profiles at STC was distributed using the database. Over one thousand kits were also distributed at the Aboriginal Career Symposium in November 1997.
- ✓ The Federal Summer Work Experience Program (FSWEP) was marketed at the *Aboriginal* Career Symposium in November 1997 and presentations were given at post-secondary institutions.
- ✓ A recruitment flyer for *Persons with Disabilities* entitled "Career Opportunities" was sent out to post- secondary institutions.
- ✓ Recruitment presentations for *students with disabilities* were given at numerous Universities including Gallaudet University (Washington DC), York University (Toronto), University of Toronto (Toronto), St. Mary's University (Nova Scotia), St. Francis Xavier University (Nova Scotia) and Carleton University (Ottawa).

1.3 Facilitating the recruitment of Employment Equity group members

- ✓ Special recruitment teams, including *Aboriginal* employees and *employees with disabilities*, have been added to the roster of ES and SI recruitment teams. These teams are called upon to conduct recruitment when candidates have indicated membership in one of these two Employment Equity groups. As well, all University recruitment teams are composed of men and women.
- ✓ In 1997-98, the Chairs of the Sub-Committee on *Disability* Issues and of the *Aboriginal* Employee Committee presented eight sensitization sessions for the ES, MA, CS and SI recruitment teams. A total of 90 interviewers attended.
- ✓ *Aboriginal* candidates who applied for the professional recruitment programs and did not meet the requirements of the professional group in question were referred for positions in the administrative or technical category. This initiative serves as an offshoot to the targeted recruitment inventory.
- ✓ Applications of candidates who are *Aboriginal* and *Persons with Disabilities* are considered irrespective of the deadlines for application within the Professional Recruitment Programs.
- ✓ The first recruitment phase of the Social Science Recruitment and Development Program was an internal SI-01 competition open to employees of STC. A total of 491 applications were received, 309 women and 182 men. Of that total, 75 applicants were successful, 36 were men and 39 were women. Six of the successful candidates were members of Employment Equity groups.

2. Continuous Learning

2.1 Providing a suitable environment for the training of all employees

- ✓ The STC Training Institute houses classrooms and syndicate rooms to facilitate training within the Agency. Some 29,804 days of training were delivered in 1997-1998. This equates to an average of 5.4 days of training per employee. Further analysis shows that during this period Aboriginal employees received an average of 6.8 days of training, visible minorities received an average of 7 days and persons with disabilities received an average of 4.2 days.
- ✓ "Effective Leaders/Effective Employees: A Workshop on Managing Performance" sensitizes managers to best practices to enhance employee performance and encourage employee development and training. Three pilot courses were given.
- ✓ Information sessions were presented to all divisions to encourage managers to plan training and career development needs. Divisional managers were also encouraged to nominate a coordinator and set up divisional Training and Development Committees.
- ✓ A modified Orientation Program for new employees was initiated in May 1998. The full day session includes a component on the Agency's HR Strategy, as well as information on career development and training opportunities.

2.2 Training to facilitate career development

- ✓ The "Taking the Road to Technology" team identified a structure and means to ensure employees have the basic informatic training they need to work effectively. The comprehensive program will consist of counseling, needs assessment and training.

- ✓ Three workshops on interview preparation were held. A half-day module of this full day workshop has been included in the Survey's Skill Certificate Course (SSCC).
- ✓ The Computer Assistant Certificate Program (CACP) provides training in one of three specialty areas: LAN, Systems Applications or Subject Matter. During 1997-98, 142 employees have completed one of the three courses.
- ✓ The Technical Support Development Program (TSDP) was designed to give participants the necessary skills and knowledge to be eligible to compete for junior technical officer positions. It involves six months of classroom training and a minimum of two work assignments.
- ✓ The Survey Support Certificate Courses (SSCC) provide support staff with a complete overview of the survey process. By February 1997, close to 800 employees had participated in both SSCC Level I and Level II and 43 employees had participated in Level II.
- ✓ The Middle Management Development Program helps develop management skills needed at the Section Chief level. The first phase consists of a two-day conference, last held in April 1997, where participants are up-dated on current strategic plans. In the second phase, groups of 9 to 10 middle managers investigate a current issue and make recommendations to Policy Committee.
- ✓ The University Certificate Program (UCP) is offered to all employees in collaboration with the University of Ottawa and Carleton University. STC pays tuition fees and office time is granted to attend courses. In 1997-98, 41 employees enrolled in the UCP. Women account for 66% of total enrollments; other Employment Equity groups account for 10%.
- ✓ In-house sign language courses (ASL and LSQ) were advertised in the Agency's Calendar of Courses and scheduled according to demand. These courses are offered free of charge.

3. Career Development

3.1 Strengthening the career development of employees

- ✓ Employees have an opportunity to meet with their supervisor's supervisor (skip-level) at least every two years to discuss their career development plans.
- ✓ A booklet entitled Human Resources Development at Statistics Canada was prepared to describe the Agency's HR Strategy and explain the various initiatives and contact points for programs and projects relating to recruitment, training, career broadening and supportive work environment. The booklet is available on the Intranet.
- ✓ A Career Management Guide was prepared to provide managers and employees with an outline of tools and programs available at STC.
- ✓ In September 1997, the *Women's* Issues Committee held an open house to launch and promote up-coming information sessions planned for fall/winter 1997/98 sponsored by the various workgroups. The WIC organized information sessions and networking sessions on various subjects dealing with career development, juggling home and work responsibilities and health issues of interest to women.

3.2 Access to career broadening experience

- ✓ The Corporate Assignments Division (CAD) provides career development assignment opportunities. All permanent employees have the right to be considered for a corporate assignment after four years in the same position. Both the Aboriginal Recruitment and Retention Program and the Corporate Assignment Program for Persons with Disabilities make extensive use of CAD to find developmental opportunities. In 1997/98, 57% of the employees on a CAD assignment were women, 1.2% were employees with disabilities, 2.6% were visible minorities employees and 1.5% were Aboriginal employees.
- ✓ CAD matches *Aboriginal* candidates with available jobs and assists Aboriginal term employees seeking other assignments as their term expires. CAD also provides career counseling and arranges for mentors.
- ✓ The Corporate Assignment Program for *Employees with Disabilities* (CAPED) offers counseling, career planning services, and placement on work assignments for employees with disabilities. The target population for this program is 109 indeterminate self-identified employees with disabilities and approximately 70 employees receiving long-term disability benefits. In 1997/98, 31 employees with disabilities applied to the program and 19 assignments were arranged involving 15 employees.

3.3 Encouraging and facilitating career progression for candidates from Employment Equity groups

- ✓ Generic selection processes have been used to staff at the Director, Assistant Director and Section Chief levels for a number of years. A generic approach to staffing for other types of positions (i.e. ES-4 and ES-5) has been adopted in some areas. The ES group now has a complete career path from recruit to assistant director level.
- ✓ A workgroup identified needs and acquired or upgraded equipment and software for the Employee Resource Centre (ERC). The facility houses leading-edge technologies aimed at assisting *employees with disabilities*. It was used in the recruitment process when candidates requested special accommodation.
- ✓ The ERC contains hard copy, electronic and audio-visual material that can assist employees in career development and enhancement and help them prepare for competitions.
- ✓ In 1997, a document entitled "Guide to MA-4 Competitions" discussed competitive processes for methodologists. The guide is frequently used as a reference document for MA-4, MA-6 and MA-7 competitions.

3.4 Identifying and eliminating bias in competitive processes

- ✓ Competitions for middle level positions are systematically reviewed and monitored at each stage of the competition by the Review of Selection Processes Workgroup. Some aspects of the competition, such as screening criteria, are discussed with managers as the situation warrants.

4. Work Environment

4.1 Ensuring departmental policies and practices foster a supportive environment

- ✓ The Agency produced a new Employee Handbook, which acquaints employees with the Agency's mandate, role and services available for employees.
- ✓ A new booklet outlining the programs available to help and support employees is under development.
- ✓ A study of telework arrangements revealed that as of March 31, 1998, 2.1% of STC's indeterminate employees were teleworking. Of the 2.1%, 52% are junior professionals, 42% are mid-level to senior professionals and 6% are at the support level. Women account for 65% of telework arrangements. The Informatics Committee formed a task force to investigate the current technology and practices used for telework at STC. Their mandate is to identify impediments and recommend solutions to facilitate telework.
- ✓ The Human Resources Development Division conducted a study of part-time work arrangements. As of March 31, 1998, 5.2% of the Scientific and Professional groups were employed on a part-time basis, 3.8% Administrative and Foreign Service, 5.1% of Technical and 12.9% of Administrative Support and Operational groups.
- ✓ STC has a policy of zero tolerance for Harassment in the Workplace. Six senior managers were identified as Harassment Prevention Officers. They have attended the Investigative Training course (PSC) and Mediation Training (PSSRB). Managers and employees are sensitized to harassment in the workplace through posters displayed throughout the agency and harassment modules incorporated in management and supervisors' training programs.

4.2 Accommodations or services to facilitate the integration of Employment Equity groups

- ✓ Improvements have been made to automated door opening facilities in high traffic areas and additional automated doors have been installed through the complex. Additional emergency flashing lights have also been installed throughout the complex. All architectural changes are made in consultation with PWGSC and the Sub-Committee on *Disability Issues*.
- ✓ Arrangements are made on a case by case basis for *employees with disabilities*. These include personal attendant care, dietary services, referrals to provincial assistive devices programs, referrals for medical evaluations and psychological services, and the purchase or upgrade of equipment.
- ✓ Assistive devices, equipment and software are available in the ERC for *employees with disabilities*. All ERC and Library employees received training on the new technologies.
- ✓ *Deaf and hard of hearing employees* are supplied with emergency alarm pagers as needed.

5. Communication

5.1 Information Sharing

- ✓ Self-identified members of Employment Equity groups are informed by mail of matters of particular interest to them. In 1997-98 a total of 8 mail-outs were sent to self-identified employees.
- ✓ The final version of the Flexible Work Guidelines document was completed in August 1997 and has been made available to all employees in the ERC and in electronic format on the Intranet.
- ✓ In May 1997, STC launched its text to speech 1-800 telephone service for *The Daily*. Articles in the HR Bulletin and SCAN were also published.
- ✓ A mail-out was sent to 55 federal EE coordinators for distribution to personnel with sensory *disabilities* within their departments. Alternative format packages containing *The Daily* and TTS articles were sent.
- ✓ The publication entitled "A Portrait of *Persons with Disabilities*" was converted to WordPerfect 5.1 and HTML in English and French to increase accessibility.
- ✓ The final draft of the Employee Advisory Services booklet outlining various services such as Career Counseling, Employee Assistance, CAD, Employment Equity, and Contact Points was approved by management and has been printed. The booklet is available in alternative format upon request.
- ✓ Modules on *disability* issues from the Diversity Workshop have been incorporated into the Development Program for Supervisors

5.2 Ensuring employees have access to information on services, programs and opportunities available at Statistics Canada

- ✓ An Employee Resource Centre (ERC) is operating in the Library. It contains a multitude of information for employees on services and opportunities at STC as well as reference material relating to EE groups. It also contains information related to personal growth and career development. In the ERC, employees have access to the Job Alert Bulletin, EEC minutes, SCAN, the training catalogue and schedules, HR Bulletins and much more. The ERC has three workstations with enhanced PC capabilities that allow *persons with disabilities* to access information in a variety of alternative formats as well as the Internet.
- ✓ A permanent link on the Intranet to the alternative format site has been established. This promotes accessible web-sites and provides a self-administered "Web-site Accessibility Test".
- ✓ In 1997 a proposal was approved by the Diversity Management Directorate of TBS to share the cost with STC for a *Braille* printer and supplies through the Job Accommodation Fund (JAF), "Partners in accessibility". The proposal includes financial assistance to train three employees.
- ✓ In February 1998, the Human Resources Branch hosted an open house at which employees who are members of clubs, organizations and groups could publicize the activities of their organization.

- ✓ Monthly copies of Job Alert, Organizational Changes, Human Resources Bulletin and announcements were mailed to employees on leave of absence or extended periods of leave.

6. Awareness

6.1 Raising awareness - Aboriginal Peoples

- ✓ In celebration of *Aboriginal* Awareness Week (May 20 to 23, 1997) many events were organized. Bob Dixon from Aboriginal Business Canada spoke on "Aboriginal Economic Development" and Shirley Cardinal, a teacher from Fort Chipewyan, Alta. spoke on the role of women and traditional aboriginal family values. Other events included a magic show and a play.
- ✓ STC participated in the *Aboriginal* Career Symposium in November 1997. This was a joint initiative between the NRC, STC and the Canadian Aboriginal Science and Engineering Association. The theme for 1997 was "Careers in Science and Technology and related fields". Various workshops were presented. An STC kiosk advertised employment opportunities in the Agency.
- ✓ An Aboriginal employee evaluated existing flagship courses for their relevance to *Aboriginal* issues and developed a series of modules, associated training material and manuals to incorporate into courses for supervisors and managers. These modules are to be incorporated into existing training.

6.2 Raising awareness - Persons with Disabilities

- ✓ National Access Awareness Week 1997 - Integrating *Persons with Disabilities* - was celebrated on May 30, 1997. Mr. Cameron Crawford, Vice-President of the Roeher Institute was guest. Mr. Crawford is co-author of a major research study on labour market policy in Canada. The lecture dealt with employment issues relating to Persons with Disabilities.

6.3 Raising awareness - Visible Minorities

- ✓ In December 1997, the *Visible Minorities* Consultative Group (VMCG) organized a cross-cultural program throughout the lunch hour at the cafeteria. Entertainment included a lion dance, martial arts and Tai Chi demonstrations and the performance of Worldbeat music.
- ✓ To mark the International Day for the elimination of racial discrimination (March 19, 1998), the VMCG organized a lecture entitled "Diversity in the Canadian Labour Force". Professor Jean Renaud spoke on the role of ethnic origins in the differential economic integration of immigrants. Dr. John Samuel examined the representation of *visible minorities* in the public service since the Employment Equity legislation was adopted. Mr. Frank Ling addressed the relevance of ethnic community leaders' participation in the implementation of the Employment Equity Act in the workplace.

6.4 Raising awareness - Women

- ✓ At the Vancouver Regional Office, the Interdepartmental Diversity Network Committee, on which STC is a member, hosted a Breakfast in recognition of International *Women's* Day. The guest speaker, Kay Stanley, the Assistant Secretary, Employment Equity Division, Treasury Board Secretariat, related her personal career experiences, providing tips on advancement and overcoming barriers.
- ✓ In celebration of International *Women's* Day 1998, the WIC organized a half-day conference entitled "The Changing Face of the Public Service". The guest speaker was Janice Cochrane, Deputy Minister of Citizenship and Immigration. Over 225 participants attended. In addition, a total of 170 participants chose one of eight workshops on topics dealing with career building, social trends, communication and health and well being.

7. Monitoring and Accountability

7.1 Updating information on the workforce and on employment systems

- ✓ A workgroup including members of the Employment Equity groups and Human Resources Development Division Advisors is designing a new brochure, questionnaire and covering letter aimed at encouraging self-identification.
- ✓ The Business and Labour Market Analysis Division has designed a mathematical model, PERSIM, which projects future retirement and other exit patterns, based on historical data. Demographic analysis of the Agency's workforce reveals an aging workforce with a projected 30% loss in middle and senior ranks over the next 15 years. This will afford opportunities for the Agency to conduct demographic analysis on the Employment Equity groups workforce.

7.2 Monitoring staffing activity

- ✓ Analysis of staffing activities is now conducted on a quarterly basis. The review includes data on recruitment, promotion, deployment, transfers, and separations.
- ✓ The Senior Personnel Review Committee (SPRC) reviews all cases involving: reclassifications within one year of appointment by transfer or deployment; promotions without competition following an acting appointment in the previous 12 months; appointments of employees from term to indeterminate status without competition; and extensions of acting appointments beyond one year in a vacant position. The SPRC also reviews classification decisions having an inter-branch impact or establishing a departmental precedent.
- ✓ The Review of Selection Processes Workgroup aims to eliminate barriers that could hinder the advancement of Employment Equity group members to intermediate or higher level positions. This is accomplished through a review of qualifications required for these positions. When necessary, managers are sensitized on the possible effects of being overly restrictive in specifying experience or other requirements. The workgroup also assesses the results of competitive processes to determine trends and other issues.

7.3 Ensuring accountability to meet Employment Equity targets or agreements

- ✓ The Recruitment and Development Committee (RDC), under the direction of the HRD Sub-Committee, has assumed the overall responsibility for the achievement of hiring Employment Equity group members.
- ✓ In May 1997 and March 1998, Senior Managers from STC met with representatives of the AMC in Winnipeg to discuss progress and problems in achieving the 3% *Aboriginal* recruitment target. A status report on the "Initiatives to Further the Employment Prospects of Aboriginal Peoples at STC" was provided to representatives of the AMC at a meeting held in Ottawa in January 1998.
- ✓ In compliance with the new Employment Equity Act the Canadian Human Rights Commission (CHRC) is auditing the department. The Survey Questionnaire and accompanying documentation were submitted to the compliance officer at CHRC in March 1998.
- ✓ Directors must include Employment Equity initiatives and steps taken to implement these in the biennial Divisional Program Reports.

Appendix 3:

Workforce Analysis/Numerical Targets

Results for the period 1990 through 1998 are presented in graphical form. They compare performance to EE targets for recruitment and promotions. The targets were determined by the Treasury Board Secretariat.

Recruitment Targets

Recruitment targets are the proportions of new recruits who, other things being equal, might normally be expected to come from the Employment Equity groups. The data necessary for the calculation of these targets are generated from three sources: (1) the Census of Canada, for information on women, visible minorities and Aboriginal peoples; (2) the Health and Activity Limitation Survey (HALS), for information on persons with disabilities, and (3) the Government of Canada's Population Reporting File for information on the number of employees by occupational group in government departments. Information from the 1991 Census and HALS constitute external availability estimates, i.e. persons in the Canadian workforce who have the skills and experience suitable for occupations in the federal Public Service (PS).

Promotion Targets

Promotion targets are the shares of promotions which, other things being equal, might normally be expected to accrue to persons in the Employment Equity groups. They are based on internal availability, which is the proportion of persons in the department who are in the Employment Equity groups. Internal availability indicates the size of a pool from which qualified employees could be drawn for movement into progressively senior occupational groups and levels.

Promotion targets for the Employment Equity groups are equivalent to internal availability in the non-management occupational categories. For women, promotion targets (as for recruitment) are set by occupational category. Promotions within some occupational groups - for example, FS (Foreign Service) and LA (Law) are almost entirely self-contained; hence the feeder pools are easily determined. In others, for example, the Program Administration and Administrative Services groups in the Administrative and Foreign Service Category, there are promotional movements from other areas such as from the Economics, Sociology and Statistics group in the Scientific and Professional Category and from the Clerical and Regulatory group in the Administrative Support Category. The process of determining appropriate feeder pools is based on historical promotion patterns of cross-category movement for the Public Service as a whole.

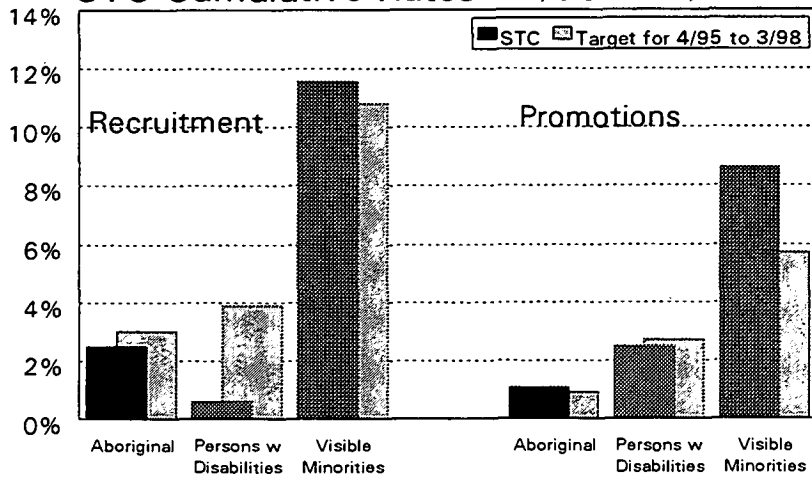
The Executive Group (EX)

The feeder pool for entry into the Executive Group comprises persons at the equivalent of executives (e.g. Senior Scientists) and those at the two levels immediately below the EX group (referred to as "feeder groups", for the Public Service as a whole. The representation of persons from the Employment Equity groups in this pool constitutes recruitment targets for entry into the Executive Group.



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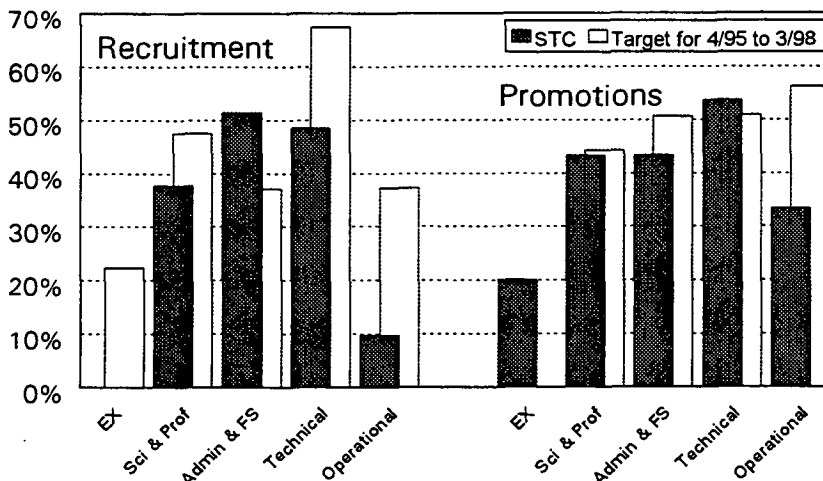
STC Cumulative Rates - 4/95 to 3/97



Recruitment Targets are set by TBS based on 1991 national availability rates for STC's occupational distribution. Promotion targets are set by TBS based on STC's internal availability rates.

Treasury Board Monitoring Reports

WOMEN: STC Cumulative Rates - 4/95 to 3/97

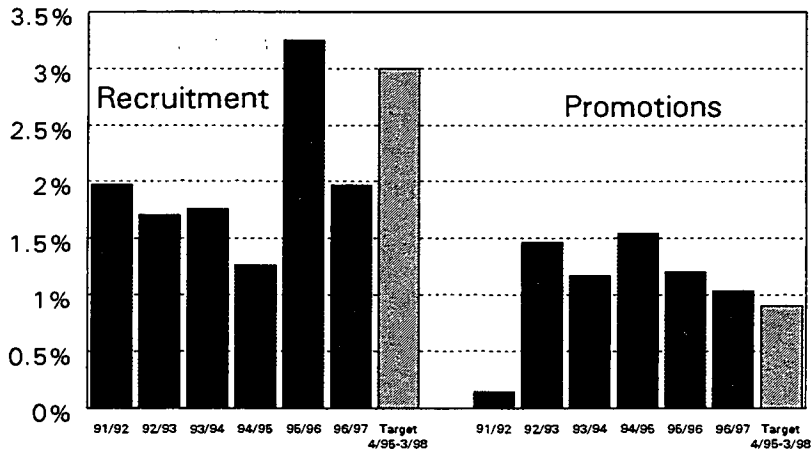


Recruitment Targets are set by TBS based on 1991 national availability rates for STC's occupational distribution. Promotion targets are set by TBS based on STC's internal availability rates.

Note: Targets data consisting of indeterminate and term (+ 3 months) employees.

Treasury Board Monitoring Reports

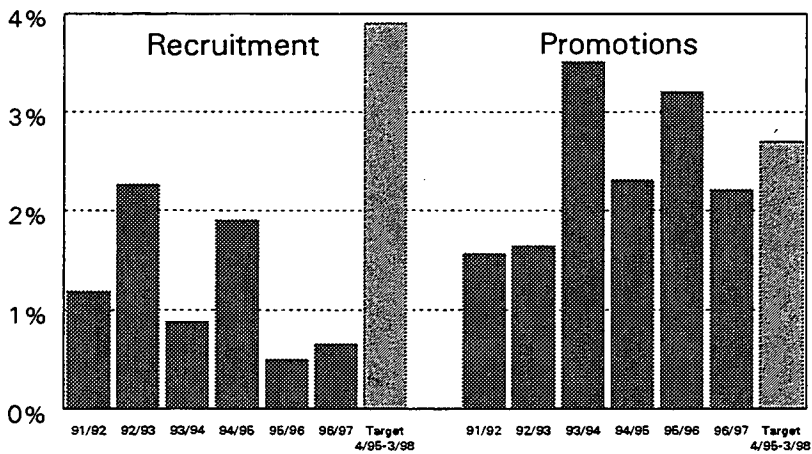
Statistics Canada - Aboriginal Peoples



Recruitment Targets have been established as a result of the AMC agreement
 Promotion targets are set by TBS based on STC's internal availability rates

Treasury Board Monitoring Reports

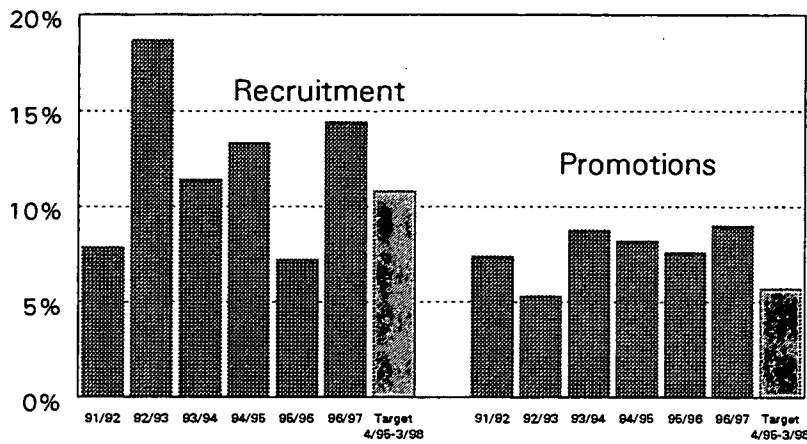
Statistics Canada - Persons with Disabilities



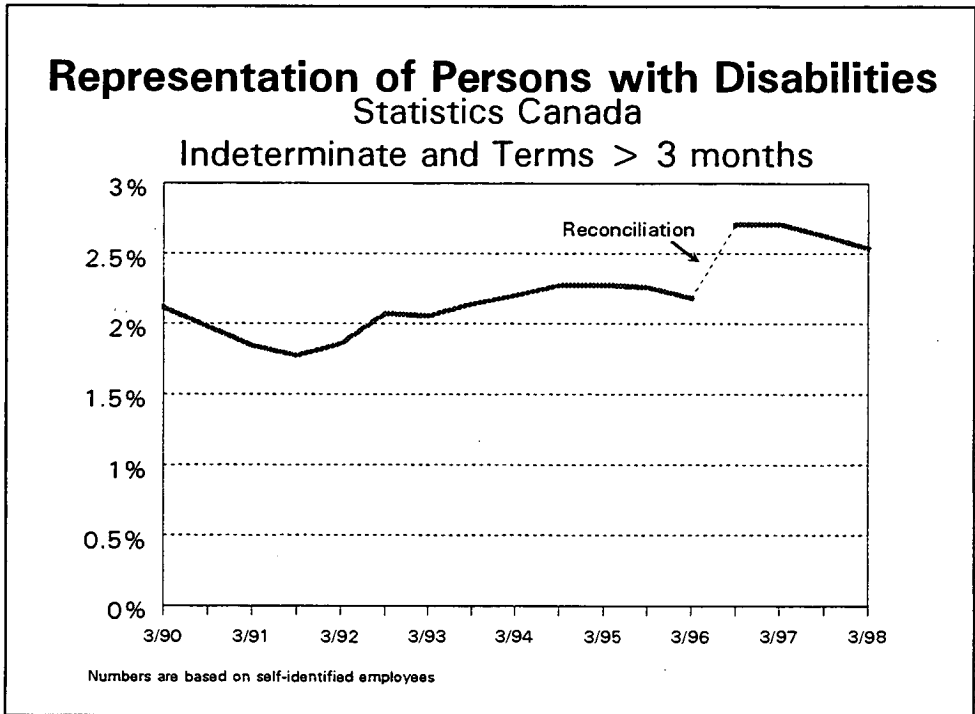
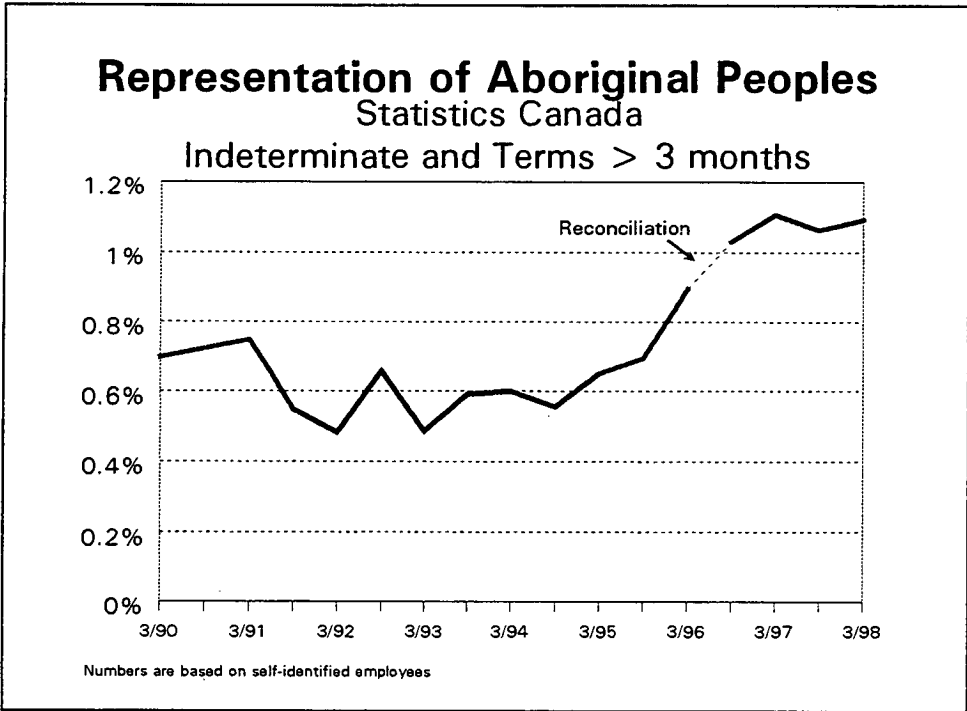
Recruitment Targets are set by TBS based on 1991 national availability rates for STC's occupational distribution. Promotion targets are set by TBS based on STC's internal availability rates

Treasury Board Monitoring Reports

Statistics Canada - Visible Minorities



Recruitment Targets are set by TBS based on 1991 national availability rates for STC's occupational distribution. Promotion targets are set by TBS based on STC's internal availability rates

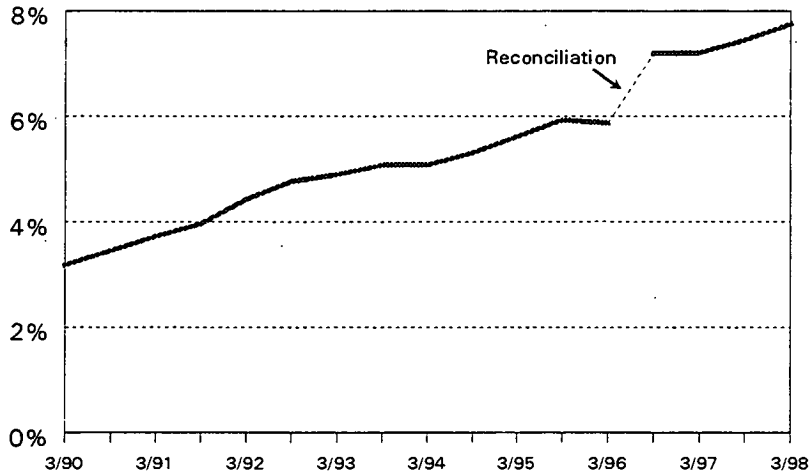


Note: "Reconciliation" refers to an extension of the self-identification data base to include individuals who self-identify on competition applications after joining the Agency.

Representation of Visible Minorities

Statistics Canada

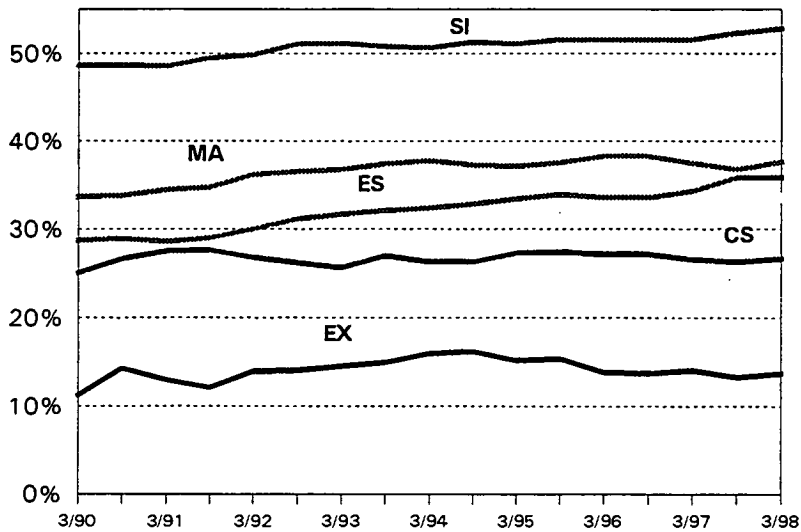
Indeterminate and Terms > 3 months



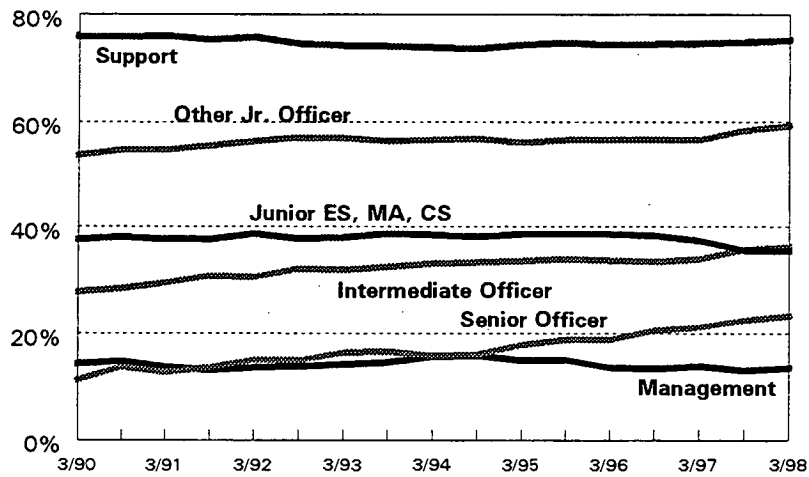
Numbers are based on self-identified employees

Representation of Women in Various Groups

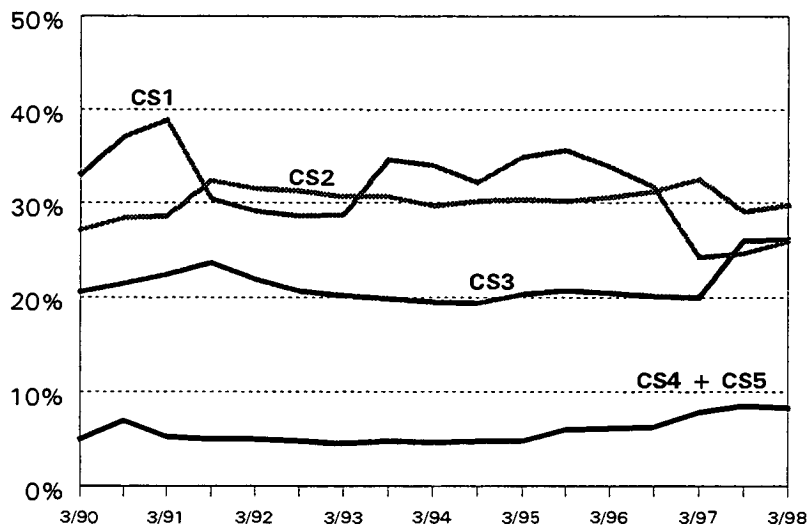
Statistics Canada - Indeterminate Only



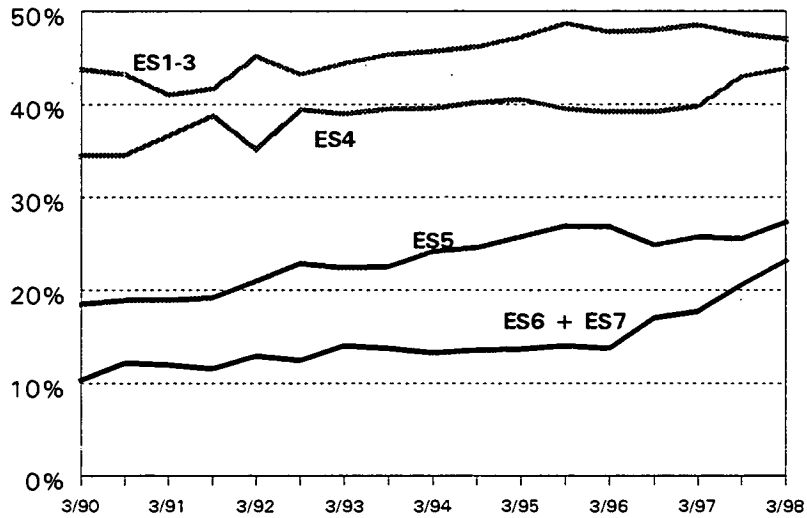
Representation of Women by level Statistics Canada - Indeterminate Only



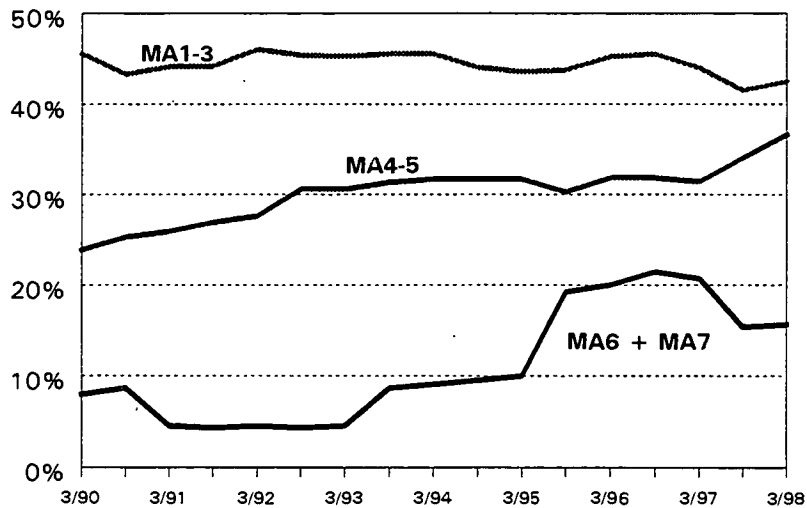
Representation of Women in the CS Group Statistics Canada - Indeterminate Only



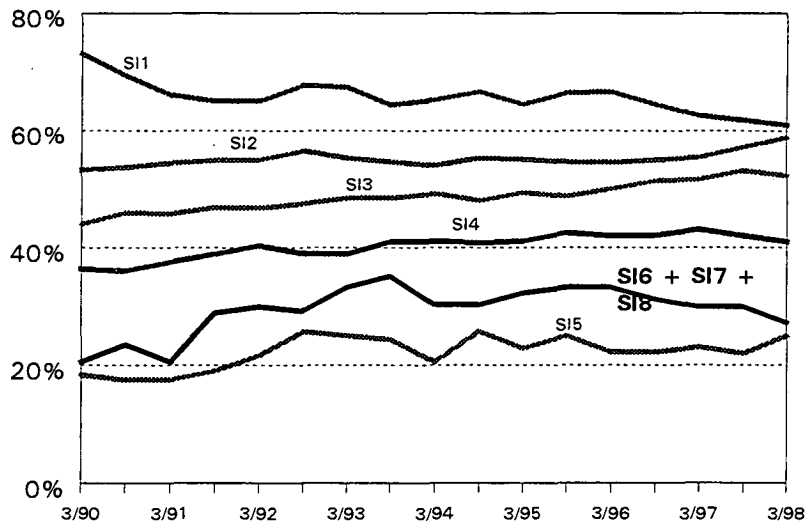
Representation of Women in the ES Group Statistics Canada - Indeterminate Only



Representation of Women in the MA Group Statistics Canada - Indeterminate Only

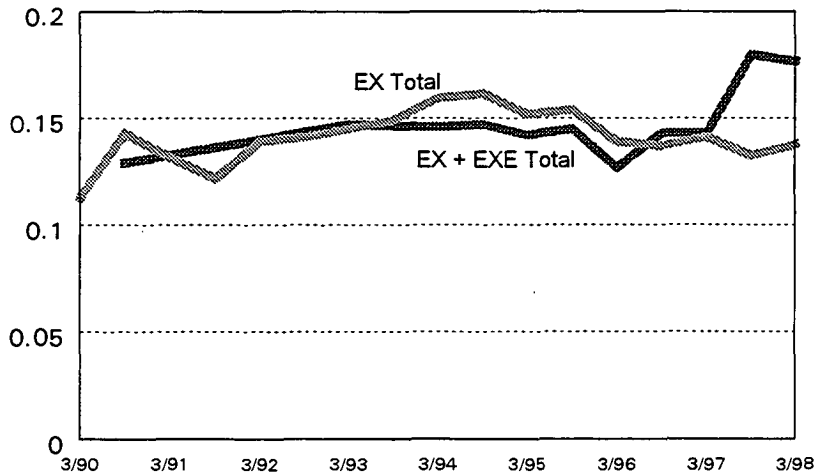


Representation of Women in the SI Group Statistics Canada - Indeterminate Only



Representation of Women in the EX Group

Statistics Canada



Data are from Global Files