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ADVANCEMENT OF WOMEN

ISTC REVIEW — PHASE II

Canada 

ADVANCEMENT OF WOMEN

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EXECUTIVE SUMMARY

OCTOBER 1990

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Copies of the complete reports of the five
working groups on the advancement of
women may be obtained by telephoning:
(613) 954-5716.

VISION

The ISTC Task Force on the Advancement of Women envisions equitable treatment for women and men with special emphasis on the following:

- recruitment
- development
- retention

The increased involvement and participation of women in the workforce means we must look to ways in which we can support their equitable treatment to the fullest extent possible.

INTRODUCTION

Following the release of the report of the Task Force on Barriers to Women in the Public Service, entitled *Beneath the Veneer*, ISTC established a Task Force on the Advancement of Women to study ways in which we could encourage the equitable treatment of women and men in this department. The terms of reference for the review were as follows:

To examine, consult and report on how ISTC ensures:

- recognition of women in the work of the Department and their participation in departmental activities;
- working environments conducive to the full and equal participation of women and consistent with existing government policies;
- opportunities for advancement that are equally available to women and men at all levels; and
- recognition of the importance of the female workforce to Canada's competitiveness agenda and the effectiveness of the Department.

To recommend short and medium-term measures which will provide:

- specific actions to remove any procedural or structural barriers to the full participation of women;
- processes to address any attitudinal obstacles among women and men;
- means to improve working relationships between women and men at all levels of the organization; and
- ongoing procedures for monitoring ISTC's progress in these areas.

The structure for the Task Force involved a Steering Committee, a Coordinating Secretariat and an Advisory Group. These three bodies were comprised of over 100 employees from throughout the Department, all of whom volunteered their time and effort for the study.

The review was carried out in the following two stages:

Phase I involved an intense, three-week consultation process conducted throughout ISTC in May and June. The Department responded well to the request for opinions, with over 350 employees attending workshop sessions held across the country, almost 200 responding to a questionnaire, and many calling the Task Force to express their views. Presented to the Departmental Management Committee (DMC) on June 26 was a set of systemic and attitudinal issues identified over the course of the consultations, with recommendations to look at ways in which we could address these issues. An interim report on these findings was published in July.

Phase II, starting in July, involved an active review of the feasibility of implementing the recommendations regarding the systemic and attitudinal issues. Four of the systemic issues were looked at by working groups comprised of volunteers which formed the Advisory Group for this exercise. The four issues studied were: the feasibility of establishing a formal education program to complement a proposed departmental assignment program; whether the Department should strengthen support mechanisms for family responsibilities; the current use of flexible work options; and the changing role of support staff due to the introduction of technology.

Other systemic issues studied by the Finance, Personnel and Administration sector included: the feasibility of establishing a departmental assignment program; modifying staffing requirements to make competitions less restrictive; making the appraisal process more career development oriented; establishing a career-counselling service within the Department; and developing an enhanced data base/monitoring system to profile ISTC's workforce.

The DMC has approved the establishment of a departmental assignment program for all levels of employees in the Department, and revised performance review appraisal guidelines have been approved as well.

Tourism was asked to consider developing an awareness program which would identify suitable awareness training for women and men as well as a marketing plan for this training.

GENERAL APPROACH

The support and commitment of the Deputy Minister and senior management in launching this exercise, and the extensive participation by members of the Department has been particularly important to the success of this review. Representatives from most of the occupational groups within the Department, at Headquarters and in the regions, participated in the different working groups.

A study of the workforce within ISTC, conducted during the early stages of the review, showed figures comparable to the Public Service in general. The study demonstrated that while female employees constitute 48 percent of ISTC's total staff, 68 percent of these employees are concentrated in the CR, ST and AS occupational groups. The data show not only that women are under-represented in the management category and in the main professional group (CO), but also that within most groups women are over-represented at the lower levels.

The long-term vision of the Task Force was therefore to enhance ways in which women are able to participate in the workforce to the fullest extent possible. By ensuring that we increase the equitable treatment of women and men, particularly by placing special emphasis on recruitment, development and retention, the Task Force hopes to generate a working environment within ISTC which will help women balance the conflicting demands sometimes placed upon them by their

family and work responsibilities — demands which now impede their full participation. The majority of the systems-related recommendations contained in the report deal with ways to enhance recruitment and development of women, although retention will be affected to a large extent by how we approach the question of attitudes.

During the course of the review, there was much debate about whether the Department should establish formal quotas or targets as part of a larger accountability framework. For many, this issue seemed to present a conflict between core values, such as equality, and the need to recognize individual merit. From a management perspective, the issue is whether we should be taking a more active approach to increasing the representation of women in the management category and its feeder groups by establishing targets. As well, there is a need to focus on the middle and lower levels of the organization, in terms of reducing the compression and concentration found in those categories. The options are numerous and range from looking only at environmental factors to assessing progress based on the proposed Equity Index developed by the Task Force on Barriers to Women in the Public Service, as presented in *Beneath the Veneer*.

THE FIVE WORKING GROUPS

1) Staff Development Through Formal Education

The mandate of this working group was to examine ways and means by which the Department can provide support and assistance to further staff development through formal education. Consultations with private sector companies, other government departments and agencies, and ISTC employees, formed a strong basis for the findings.

The key findings of the group are as follows:

- The traditional approach in the Public Service and this Department has been to train rather than develop staff. However, staff development through formal education provides an important means of developing all employees in relation to the Department's new mandate and the changing work environment.

- Deliberate and specific program initiatives related to staff development through formal education must be taken to help women in their efforts to advance their careers within the Department. Formal education presents a real opportunity to reduce compression and concentration of women in lower job categories, and should be carried out in recognition of the fact that many women need ways to balance work and family responsibilities.
- Changes to policies and programs can only be effective when implemented in the context of a heightened awareness of the need to change attitudes.

2) Flexible Work Arrangements

The mandate of this working group was to examine the current use of flexible work arrangements within ISTC and develop best practice awareness approaches for managers. The options examined included part-time work, flexible time, compressed work week, job sharing, work at home and leave (with pay, without pay and self-funded).

The key finding of the group is as follows:

- ISTC has well established policies regarding flexible work arrangements but implementing these policies is the issue to be addressed. Most of the flexible working options are in collective agreements, while others are in the pilot stage and are proceeding on a best practice approach. The full commitment of management and employees will be needed to make these policies effective. Flexible work arrangements can be introduced in a way which provides opportunities to make the workforce more qualified, committed and productive. There are several best practice and pilot-project approaches being undertaken in the Department and within the federal public service which can serve as models.

3) Family Support Mechanisms

The mandate of this working group was to examine barriers resulting from family responsibilities and the feasibility of providing a work-related day care centre and emergency brokerage services for children and adults.

The key findings of the group are as follows:

- Lack of support mechanisms for family care affects women more than men since women usually carry the primary family responsibilities for child care, family health problems and elder care. Conditions for leave, reimbursement for child care expenses, flexibility in electing and paying back superannuation upon return from leave, the need to recognize core working hours and allowing flexibility in working hours are some of the issues which must be addressed.
- Employer roles are changing and will require continued change to keep pace with the changing demographics of our workforce. Organizations such as The Conference Board of Canada and The Vanier Institute of the Family have published detailed papers on this subject which show that private sector companies have taken the lead in establishing work-related day care centres, information/referral services, and various types of subsidization. These types of benefits may well become as important as salary and work packages in attracting, developing and retaining a productive workforce.
- Lack of accessible, affordable and high-quality day care is a major concern for working parents, and Treasury Board policies which regulate federal day care centres are complex and undergoing constant renegotiation. Six pilot-project day care centres currently exist within the federal public service, and despite the complexities in getting started, each of these centres is successful and has a long waiting list. A minimum response to helping employees successfully balance work and family demands would be to provide an information/emergency brokerage referral service for child care within the Department. While it is not feasible to establish a day care centre within the C.D. Howe Building, other options, such as a day care centre close to the building, should be explored.
- Although child care is the most prominent issue, elder care is fast becoming a major challenge for employees. The private sector is addressing this issue through information/referral services and ISTC should consider this option when attempting to redress this problem.

4) Technology

The mandate of this working group was to examine the impact of technology on ISTC employees and identify opportunities for advancement resulting from utilization of technology. The focus was on ISTC support staff, although it is recognized that technology will have an impact on all levels and functions within the Department.

The key findings of the group are as follows:

- The introduction of technology into the workplace presents real opportunities for the advancement of women. The experience within ISTC has been that for the support staff, the introduction of technology has provided initial job enhancement and more available time to take on new line duties such as organizing trade shows and seminars, managing data bases, producing reports, acting as trainers for new systems and assisting officers and management. However, this job enhancement is usually relatively short-lived, as most of the systems and work processes now in place have not changed functions or resulted in the establishment of new functions within the organization.
- ISTC has made major technology purchases and the equipment and infrastructure is almost in place. However, we need to address, within the context of our Information Management Strategy, the impact on our workforce that is the result of the introduction of this technology. Private sector organizations such as IBM, DuPont and Northern Telecom have developed strategies to define new roles for support staff.
- True to the technology part of our name, ISTC could take a leadership role in managing technology within the public service by integrating the human dimension of technology management with the systems work which is now being studied.

5) Attitudinal Issues

The mandate of this working group was to identify and investigate the different attitudinal issues which affect the Department. The working group on Attitudinal Issues developed, over the course of the summer, a report which attempts to explain the issues and concerns of the ISTC population; including support, officer, operational management and executive management groupings. The working group then developed a list of issues and needs related to awareness for each of these groups. A partial list of potential tools to increase awareness was then developed.

The findings of the working group are based on consultations with private sector companies, particularly those companies with noted equitable female representation at all levels of the organization, and with those which had instituted specific measures to develop a culture that was open to recognizing the need to balance the different demands placed on women and minorities in the workplace.

The key findings of the group are as follows:

- Managing diversity in the workplace is key to a successful strategy for change. Workforce demographics have changed significantly over the last 30 years, and will continue to change with the increasing participation of women and minorities at all levels. In order to ensure a competitive workforce and to successfully recruit, develop and retain women, management must ensure that a new culture and an awareness program, which recognizes the value of managing diversity, be put in place.
- ISTC's review of attitudinal issues confirms the findings of *Beneath the Veneer*.
- There are different target groups within ISTC with different issues, needs and training requirements. These differences will have to be taken into account when developing an awareness program.

Overall Findings

Many of the recommendations from the different working groups emphasized that implementation rather than specific policies and procedures was the major challenge in removing some systemic issues.

The general finding is as follows:

- Annual, in-house leadership courses which examine the values and changing dynamics of today's workforce would go a long way toward removing the attitudinal barriers associated with implementing many of the recommendations.

These courses could cover sensitivity to the following areas:

- Family responsibilities of employees.
- Need for more flexible work arrangements.
- Need for alternatives to travel where possible.
- Working within core hours.
- Need to accommodate the demands of cooperative day care (through tools such as flexible working arrangements).
- Managerial discretion in authorizing extended family related leave.

PUBLIC SERVICE 2000

The Task Force noted that most of the recommendations which had been developed by the different working groups within the Department mirrored recommendations from PS 2000. Of special interest was the Public Service 2000 report *Task Force Recommendations and Employment Equity*, which summarized the recommendations from the PS 2000 reports dealing with this issue. The Task Force on the Advancement of Women has highlighted specific recommendations from the employment equity report which surfaced in our exercise as well, with the intent of recommending that the Department register specific endorsement for these proposals.

RECOMMENDATIONS

Staff Development/Formal Education

- *Policy — Philosophical Statement*

- A team, including representatives from senior management, Human Resources Branch and the Advisory Group, should develop an enhanced corporate philosophy and a policy that recognizes the importance of staff development to ISTC. This policy would also encourage equitable treatment in developmental opportunities by men and women at all levels and in all regions.

- *Formal Education*

- Recognizing that equitable access to formal education is a fundamental step toward the equitable participation of women and men, the Department should take the initiative to not only provide equitable access, but also to monitor and regulate such access.

- a) **Monitoring**

- Monitor participation in and results of formal education in the Department.

- b) **Flexibility**

- Develop a guidebook to assist managers in using their discretionary powers regarding approval of short-term (less than 65 days per year) education leave for developmental purposes, including leave during working hours.

- c) **Awareness/Communications**

- Communicate the Department's development policies and priorities on formal education to all employees through a guidebook, workshops and an internal communications program which could act as a link between managerial assignment needs and staff development/formal education needs.

d) Programs

- Taking into consideration the fact that formal education needs may differ between staff in the support, officer and management categories, ISTC should establish a formal education program which ensures equitable access for all staff in all occupational groups. Participation by women in any of these programs should be targeted at 50 percent. These programs should have incorporated in them a competitive procedure for participation to ensure the process is fair and equitable. This program should include the following elements:

- i) Study Leave
- ii) Study/Assignments
- iii) Crediting of Work Experience
- iv) Self-Funded Leave

Flexible Work Arrangements

- ***Endorsement By Management And Annual Report On Implementation***

- Management, recognizing that flexible work arrangements improve morale and productivity, should endorse and encourage increased use of flexible work arrangements within ISTC (subject to operational requirements). An annual report, regarding implementation of flexible work arrangements, should be prepared.

- ***Awareness Campaign***

- To increase awareness of flexible work arrangements, a "how to" booklet should be produced for management and employees.

Family Support

- ***Needs Analysis***

- The Department should proceed with the development, analysis and administration of a needs analysis survey on the feasibility of establishing a departmental day care facility and related family support services at Headquarters, and work toward developing similar services in the regions.

- *Information/Referral Service*

- The Department should establish a basic information/referral service for child care within the Department to serve employees living in the Ottawa-Hull area. This service would include 20 hours of on-site information sessions over six months. It would also maintain an up-to-date list of all vacant child care spaces and would refer parents to centres rather than recommend centres to parents.
- The Department should also assess the needs analysis, Child Care Information and Corporate Health Consultants contracts after six months to determine the scope for a more effective on-site information/referral service.

- *Emergency Brokerage Referral Service*

- ISTC should establish immediately a basic emergency brokerage service for employees in the Ottawa-Hull area. (List of qualified child care facilities that are available on very short notice.)

- *Emergency Parking*

- The Department should work toward increasing the number of emergency parking spaces within ISTC.
- The Department should communicate to employees the provisions for emergency parking which respond to family needs. It should also outline the relative responsibilities of line managers and the Facilities Management Directorate, and ensure that the parking system meets needs (in line with availability of parking spots).

Technology

- *Identify Opportunities*

- In the context of progressive technological change, ISTC's policy should be to look for and implement new opportunities for the advancement of women.

- *Complementary Initiatives*

- Expeditious implementation of a comprehensive, user-friendly information technology system for ISTC, as recommended in the Information Management Strategy, should be endorsed.

- *Pilot Projects*

- The Department should develop by January 31, 1991, within Headquarters and the regions, pilot projects which would define new roles for employees within the context of a broader Information Management Strategy, a strategy which optimizes the opportunities for the advancement of women.

- *Leadership*

- The Department should examine and advocate opportunities for technology management within the context of PS 2000.

Attitudinal Working Group

This working group recommends departmental endorsement to continue the activities of the working group for 12 months and produce an interim report by January 1991. Also, the Department should allocate resources to identify tools to increase awareness and manage change.

Public Service 2000

The Department should endorse the Public Service 2000 report *Task Force Recommendations and Employment Equity* released on August 30, 1990 in the following areas:

- *Staff Training And Development*

- Recommendation 54 regarding monitoring of training and development to ensure equitable access in relation to need.
- Recommendation 55 regarding new development experiences for public servants who demonstrate high performance.

- *Workforce Adaptiveness*

- Recommendation 23 regarding a fully professional career-counselling service.
- Recommendation 24 regarding an inventory of executives willing to counsel women.

- Recommendation 29 which suggests that employees returning from leave without pay should be able to elect longer superannuation payback periods, while being responsible for the time-value of money; or to elect to forego both payment and benefits.
- *Compensation And Benefits*
 - Recommendation 3 for the expeditious production of a final Treasury Board Workplace Day Care Centre Policy with a review and update every three years if necessary.
 - Recommendation 4 to include elder care information and counselling for employees.
 - Recommendation 5 that five-day allowance for family related responsibilities may be taken consecutively if required.
 - Recommendation 6 to permit integration of family related leave and paid sick leave to allow flexibility for family support.
 - Recommendation 7 which suggests that leave without pay for care and nurturing of pre-school-aged children be expanded to include care for a chronically ill child or parent.
 - Recommendation 8 to permit greater flexibility in allowing personal leave beyond the established one-time use of leave under three months and one-time use of leave under one year per employee.
 - Recommendation 9 to allow for the reimbursement of legitimate child care expenses varying with the number of children cared for.
 - Recommendations 13b, 13c and 14 regarding part-time employment, which recommends including part-time employees working less than 30 hours per week for training, development and pension benefits.
 - Recommendation 15 which allows for more flexibility in making superannuation payments after taking leave.

The Department should endorse the Public Service 2000 *Report of the Task Force on Workforce Adaptiveness* in the following area:

- Recommendation 16 regarding the publishing of a report on an annual basis showing the number of jobs opening by category and level for each of the next five years.

Advocacy

The Department should make known to Treasury Board its advocacy of the following points:

- The allowance of immediate reimbursement of tuition fees when the applicant has a proven record of academic achievement and a demonstrated financial need.
- The provision of compensation for child care expenses incurred by employees requested to work overtime.

Leadership Courses

The Department should develop an annual, in-house human resources management course for managers and executives which examines the values and changing dynamics of today's workforce, and the need to remove attitudinal barriers associated with this change.

The course could cover areas such as the following:

- Sensitivity to family responsibilities of employees.
- Need for more flexible work arrangements.
- Sensitivity to issues such as using alternatives to travel where possible (e.g. conference calls etc.), working within core hours, considering the demands of cooperative day care when arranging the schedules of working parents (through tools such as flexible working arrangements and managerial discretion in authorizing extended family related leave).

Other Systemic Issues

Continue to implement the following:

- Staffing and development requirements.
- Career-counselling service.
- Data base/monitoring system for profiling ISTC's workforce.

Annual Report To The DMC On Advancement Of Women

An annual report, to be presented to the DMC, outlining progress in meeting recommendations and results should be produced.

Next Steps

In working toward continued progress in facilitating the advancement of women within the Department, ISTC should implement the following:

- Devolve good management recommendations to operational authority (flexible work arrangements, formal education and day care needs analysis/information referral system) and continue work on technology and attitudinal issues.
- Continue some working groups and the Steering Committee for at least six months.
- Create a small representative advisory group, to be coordinated by a manager, to monitor on-going activities.
- Develop an action plan to assist ISTC to achieve equitable participation of women at all levels through the implementation of a wide range of measures which will result in well-established, realistic and aggressive targets.
- Hold consultations on strategy at the EX/SM Conference.

DMC ENDORSEMENT

The DMC endorsed the above recommendations of the Task Force on the Advancement of Women on October 3, 1990, and consultations will take place with management at the November 13-14 EX/SM Conference.

**ISTC TASK FORCE
ON THE ADVANCEMENT
OF WOMEN**

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS | | | | | | | | |
|--|--|---|-------------|----------|---------------------------|----------|-------|--|-------|----------|
| FLEXIBLE WORK ARRANGEMENTS MANDATE — To examine, with the assistance of the Human Resources Branch (HRB), current use of flexible work options within ISTC and develop best practice awareness for managers. | | | | | | | | | | |
| Endorsement By Management And Annual Report On Implementation Management, recognizing that flexible work arrangements improve morale and productivity, should endorse and encourage increased use of flexible work arrangements within ISTC (subject to operational requirements). An annual report, regarding implementation of flexible work arrangements, should be prepared. | <p>a) Flexible work arrangements should be discussed at the EX-SM Conference in November. Following the Conference, a memorandum, which encourages the use of flexible work arrangements wherever possible, should be sent to all employees. IMMEDIATE</p> <p>b) ISTC should proceed with a self-funded leave policy and ensure that it is well promoted and supported by management. IMMEDIATE</p> <p>c) An annual progress report should be presented to the DMC, using, for example, such internal systems as the Resource Accounting Management System (RAMS) or the Human Resources Information System (HRIS). LONG TERM</p> | No financial cost | | | | | | | | |
| Awareness Campaign A "how to" booklet on flexible work arrangements should be published for management and employees. | <p>a) HRB should collect and assemble the information to be used to produce the "how to" booklet. SHORT TERM</p> <p>b) A human resources consultant should be retained, by HRB, to develop the booklet. LONG TERM</p> | <p>Minimal financial cost</p> <table><tr><td>Development</td><td>\$20 000</td></tr><tr><td>Printing/ Distribution</td><td>\$20 000</td></tr><tr><td colspan="2"><hr/></td></tr><tr><td>Total</td><td>\$40 000</td></tr></table> | Development | \$20 000 | Printing/ Distribution | \$20 000 | <hr/> | | Total | \$40 000 |
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| Total | \$40 000 | | | | | | | | | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months | | | | | | | | |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
|--|---|-----------------------|
| <p>STAFF DEVELOPMENT/FORMAL EDUCATION</p> <p>MANDATE — To examine ways and means by which the Department can provide support and assistance to further staff development through formal education.</p> <p>Policy — Philosophical Statement</p> <p>A team including representatives from senior management, HRB and the Advisory Group should develop an enhanced corporate philosophy and policy that recognizes the importance of staff development to ISTC. The policy would also encourage equitable participation in developmental opportunities by men and women at all levels and in all regions.</p> <p>Formal Education</p> <p>Monitoring</p> <p>To monitor participation in and results of formal education in the Department.</p> | <p>a) Produce a corporate philosophy to assist in the implementation of ISTC's policies, programs and procedures related to staff development. IMMEDIATE</p> <p>b) Explore how to eliminate barriers experienced in the Regional Offices when undertaking developmental courses (e.g. travel costs). SHORT TERM</p> <p>c) As a measure to reduce costs and increase educational and developmental opportunities, especially in the regions, in-house experts should be developed. LONG TERM</p> <p>In concert with the June 26th recommendation from the DMC, ensure that HRB undertakes more specific monitoring of program results. Monitoring should highlight the number of employees in full-time and part-time studies, by gender and by occupational group. These results would be made available to all staff on a yearly basis. In conjunction with this, DMC briefings on this topic would occur yearly to ensure ongoing awareness of staff development within ISTC. LONG TERM</p> | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS | | | | | | |
|--|---|--|-------------|----------|---------------------------|----------|-------|----------|
| <p>Flexibility</p> <p>Assist managers in using their discretionary powers regarding approval of short-term (less than 65 days per year) education leave for developmental purposes, including leave during working hours.</p> | <p>Develop a guide to assist managers in using their discretionary powers to enable employees to undertake short-term education-leave during or outside working hours. This proposal should be discussed at the EX-SM Conference.</p> <p>SHORT TERM</p> | | | | | | | |
| <p>Awareness/Communications</p> <p>Communicate the Department's staff development/formal education philosophy, priorities, policies and procedures to all employees.</p> | <p>a) A human resource consultant should be hired to develop a guidebook which would include information on the Department's philosophy, priorities, policies and procedures regarding staff development/formal education.</p> <p>LONG TERM</p> <p>b) HRB should establish workshops for all employees to communicate ISTC's staff development/formal education policies and priorities. These workshops should be delivered within six months of this recommendation being tabled for the DMC and updated yearly.</p> <p>LONG TERM</p> <p>c) Develop an internal communications program with the potential to be linked to the Departmental Assignment Program. This program could be a source of information for all staff and a means of linking management's needs to staff development/formal education activity. This internal communications program could also serve as a link to establish a formal mentoring program within the Department. Annual updates should be completed on policies and priorities and made available to all staff.</p> <p>IMMEDIATE/ON-GOING</p> | <table><tr><td>Development</td><td>\$20 000</td></tr><tr><td>Printing/ Distribution</td><td>\$20 000</td></tr><tr><td>Total</td><td>\$40 000</td></tr></table> | Development | \$20 000 | Printing/ Distribution | \$20 000 | Total | \$40 000 |
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|---|--|-----------------------|
| <p>Programs</p> <p>Taking into consideration the fact that formal education needs may differ among staff in the support, officer and management categories, ISTC should establish a formal education program which ensures equitable access for all staff in all occupational groups. Participation by women in this program should be targeted at 50 percent. This program should have incorporated in it a competitive procedure for participation to ensure the process is fair and equitable. This program should include the following elements:</p> <ul style="list-style-type: none"> i) Study Leave ii) Study/ Assignments iii) Crediting of Work Experience iv) Self-Funded Leave <p>FAMILY SUPPORT</p> <p>MANDATE — To examine barriers resulting from family responsibilities and the feasibility of providing a work-related day care centre and emergency brokerage services for children and adults.</p> | <ul style="list-style-type: none"> i) Study Leave (short-term educational leave) The Department should communicate, to all staff, the existing Departmental best practices regarding short-term educational leave, including leave taken during the work day. SHORT TERM ii) Study Assignments (long-term educational leave) The Department should develop a study assignment program, with the potential to be linked to the Departmental Assignment Program, that would allow departmentally funded study during two semesters per year in a university or college. During the work term with the Department, the employee could work on assignments directly related to their field of study. LONG TERM iii) Crediting of Work Experience Within a Formal Education Program Several provinces/territories are currently reviewing the crediting of work experience with colleges. (This priority is for information only and should be pursued when more data becomes available with the view of potentially implementing and establishing guidelines in this area.) LONG TERM iv) Self-Funded Leave The Department should encourage use of self-funded leave as an option for formal education. SHORT TERM | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
|--|--|---|
| <p>Needs Analysis</p> <p>Proceed with the development, analysis and administration of a needs analysis survey on the feasibility of establishing a departmental day care facility and related family support services at Headquarters, and work toward developing similar services in the regions.</p> | <p>The Department should contract Child Care Information to develop a survey (to be administered by ISTC) and do the follow-up analysis. SHORT TERM</p> <p>If needs analysis indicates a demand, work toward establishing a work-related day care centre in a suitable location. LONG TERM</p> <p>If needs analysis does not indicate a demand for a work-related day care centre, ISTC should consider the following:</p> <ul style="list-style-type: none"> ■ consortium with other government department(s). ■ repeating the survey in one year. <p>LONG TERM</p> <p>Undertake similar work in the regions. LONG TERM</p> | <p>Contract — \$240 to develop survey. — \$2 400 to analyze survey.</p> <p>\$400 000 start-up cost. Approximately \$100 000 rent subsidy over three years. Thereafter, a proportional rent based on the number of employee children enrolled.</p> |
| <p>Information/Referral Service</p> <p>Establish a basic information/referral service for child care within the Department to serve employees living in the Ottawa-Hull area. This service will include 20 hours of on-site information sessions over six months. It will maintain an up-to-date list of all vacant child care spaces and will refer parents to centres rather than recommend centres to parents.</p> | <p>a) ISTC should contract Child Care Information to provide a phone-in child care information/referral service. IMMEDIATE</p> <p>b) Negotiate with Facilities Management for suitable space for present service and for a larger, central and highly visible space on 1st floor of East Tower, following 1991 renovations, to accommodate a more effective service if required. IMMEDIATE</p> <p>c) ISTC should contract Child Care Information to produce 350 generic information kits on child care available to employees at Headquarters and in the regions. IMMEDIATE</p> | <p>Contract — \$8 000 for six months.</p> <p>Available in French and English \$8.50 per kit or \$2 970 for 350 kits.</p> |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
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| <p>Assess needs analysis, Child Care Information and Corporate Health Consultants contracts after six months to determine the scope for a more proactive on-site information/referral service.</p> | <p>a) ISTC should participate in the evaluation of the existing six-month (Sept. 17, 1990 to April 30, 1991) contract with Corporate Health Consultants to determine if elder care and support needs are being met, or if a more effective service is required to:</p> <ul style="list-style-type: none"> i) link into community resources. ii) provide seminars, workshops, hand-outs and referrals. iii) identify trends and needs not being met. iv) provide a service to all employees. v) consider extending to other government departments. <p style="text-align: right;">SHORT TERM</p> <p>b) Following evaluation of basic contracted referral and demand analysis, consider the need for an on-site contract person to administer services related to child, elder or emergency service; and assume responsibility for setting up seminars/workshops on these and other issues.</p> <p style="text-align: right;">SHORT TERM</p> <p>c) Undertake similar work in the regions.</p> <p style="text-align: right;">SHORT TERM</p> | <p>Approximately \$40 000 for salary and expenses.</p> |
| <p>Emergency Brokerage Referral Service</p> <p>Establish immediately a basic emergency brokerage service for employees in the Ottawa-Hull area. (List of qualified child care facilities that are available on very short notice.)</p> | <p>a) Negotiate a contract with Child Care Information to maintain an up-to-date list and provide telephone numbers for contacts.</p> <p style="text-align: right;">IMMEDIATE</p> <p>b) Undertake similar work in the regions.</p> <p style="text-align: right;">SHORT TERM</p> | <p>Included in the cost of information referral service.</p> |
| <p>IMMEDIATE = 2 months SHORT TERM = 6 months LONG TERM = 12 months</p> | | |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
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| <p>Emergency Parking</p> <p>To work toward increasing the number of emergency parking spaces within ISTC.</p> <p>Communicate to employees the provisions for emergency parking which respond to family needs. Outline the relative responsibilities of line managers and the Facilities Management Directorate, and ensure that the parking system meets needs (in line with availability of parking spots).</p> <p>TECHNOLOGY</p> <p>MANDATE — To examine the impact of technology on ISTC employees and identify the opportunities for advancement resulting from utilization of technology.</p> <p>Identify Opportunities</p> <p>In the context of progressive technological change, ISTC's policy should be to look for and implement new opportunities for the advancement of women.</p> <p>Complementary Initiatives</p> <p>Expedient implementation of a comprehensive, user-friendly information technology system for ISTC, as recommended in the Information Management Strategy, should be endorsed.</p> | <p>a) Work with the Facilities Management Directorate to increase the number of parking spaces and clarify the criteria for using emergency parking.</p> <p style="text-align: right;">IMMEDIATE</p> <p>b) Communicate provisions for emergency parking to all employees.</p> <p style="text-align: right;">IMMEDIATE</p> <p>Continue consulting with HRB regarding the impact of technology on the role and responsibilities of all staff with particular attention to support staff.</p> <p style="text-align: right;">IMMEDIATE</p> <p>Continue consultation with Information Management Strategy working group to determine scope and approach for integrating the advancement of women into the Department's overall information technology strategy.</p> <p style="text-align: right;">IMMEDIATE</p> | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS | | | | | | | | |
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| <p>Pilot Projects</p> <p>The Department should develop by January 31, 1991, within Headquarters and the regions, pilot projects which would define new roles for employees within the context of a broader Information Management Strategy, a strategy which optimizes the opportunities for the advancement of women.</p> | <p>Pilot projects should:</p> <ul style="list-style-type: none">■ define objectives and goals, as well as the framework and elements of future pilot projects.■ establish career paths, outlining required qualifications and training in consultation with Information Management Services and HRB.■ trace operational path for staff as a working framework to examine classifications.■ identify and test work to be analyzed, eliminated, streamlined or automated.■ implement a consistent set of technology tools for every employee.■ cooperate with HRB and unions. <p style="text-align: right;">SHORT TERM</p> | | | | | | | | | |
| <p>Leadership</p> <p>The Department should examine and advocate opportunities for technology management within the context of PS 2000.</p> | <p>To advocate to PS 2000 and Treasury Board.</p> <p style="text-align: right;">ON-GOING</p> | | | | | | | | | |
| <p>ATTITUDINAL WORKING GROUP</p> <p>Departmental Endorsement</p> <p>This working group recommends departmental endorsement to continue the activities of the working group for 12 months and produce an interim report by January 1991. Also, the Department should allocate resources to identify tools to increase awareness and manage change.</p> | <p>Develop a business plan to increase awareness and manage change by:</p> <p>i) releasing the client report developed by the working group to a broader group in ISTC for confirmation.</p> <p style="text-align: right;">IMMEDIATE</p> <p>ii) producing an interim report for January 1991.</p> <p style="text-align: right;">SHORT TERM</p> <p>iii) examining the tools identified by the working group for applicability to ISTC.</p> <p style="text-align: right;">LONG TERM</p> | <table><tr><td>Consultant</td><td>\$ 50 000</td></tr><tr><td>Tools</td><td>\$ 50 000</td></tr><tr><td colspan="2"><hr/></td></tr><tr><td>Total</td><td>\$100 000</td></tr></table> | Consultant | \$ 50 000 | Tools | \$ 50 000 | <hr/> | | Total | \$100 000 |
| Consultant | \$ 50 000 | | | | | | | | | |
| Tools | \$ 50 000 | | | | | | | | | |
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| Total | \$100 000 | | | | | | | | | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months | | | | | | | | |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
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| <p>PUBLIC SERVICE 2000</p> <p>Endorse the Public Service 2000 report <i>Task Force Recommendations and Employment Equity</i>, released August 30, 1990 in the following areas:</p> <p>Staff Training and Development</p> <ul style="list-style-type: none"> ■ Recommendation 54 regarding monitoring of training and development to ensure equitable access. ■ Recommendation 55 regarding new development experiences for public servants who demonstrate high performance. <p>Workforce Adaptiveness</p> <ul style="list-style-type: none"> ■ Recommendation 23 regarding a fully professional career-counselling service. ■ Recommendation 24 regarding an inventory of executives willing to counsel women. ■ Recommendation 29 which suggests that employees returning from leave without pay should be able to elect longer superannuation payback periods, while being responsible for the time-value of money; or to elect to forego both payment and benefit. | <p>iv) hiring a consultant to develop an awareness program and test appropriate tools. LONG TERM</p> <p>v) Developing the pilots to evaluate the awareness program. LONG TERM</p> | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
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| <p>Compensation and Benefits</p> <ul style="list-style-type: none"> ■ Recommendation 3 for the expeditious production of a final Treasury Board Workplace Day Care Centre Policy with a review and update every three years if necessary. ■ Recommendation 4 to include elder care information and counselling for employees. ■ Recommendation 5 that five-day allowance for family related responsibilities may be taken consecutively if required. ■ Recommendation 6 to permit integration of existing family related leave and paid sick leave to allow flexibility for family support. ■ Recommendation 7 which suggests that leave without pay for care and nurturing of pre-school-aged children be expanded to include care for a chronically ill child or parent. ■ Recommendation 8 to permit greater flexibility in allowing personal leave beyond the established one-time use of leave under three months and one-time use of leave under one year per employee. ■ Recommendation 9 to allow for the reimbursement of legitimate child care expenses while on travel status, varying with the number of children cared for. ■ Recommendations 13b, 13c and 14 regarding part-time employment, which recommends including part-time employees working less than 30 hours per week for training, development and pension benefits. ■ Recommendation 15 which allows for more flexibility in making superannuation payments after taking leave. <p>The Department should endorse the Public Service 2000 <i>Report of the Task Force on Workforce Adaptiveness</i> in the following area:</p> <ul style="list-style-type: none"> ■ Recommendation 16 regarding the publishing of a report on an annual basis showing the number of jobs opening by category and level for each of the next five years. | | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

| ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN | | |
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| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
| <p>ADVOCACY</p> <p>The Department should make known to Treasury Board its advocacy of the following points:</p> <ul style="list-style-type: none"> ■ The allowance of immediate reimbursement of tuition fees when the applicant has a proven record of academic achievement and a demonstrated financial need. ■ The provision of compensation for child care expenses incurred by employees requested to work overtime. | IMMEDIATE | |
| <p>LEADERSHIP COURSES</p> <p>The Department should develop an annual in-house human resources management course for managers and executives which examines the values and changing dynamics of today's workforce, and the need to remove attitudinal barriers associated with this change.</p> <p>The course could cover areas such as the following:</p> <ul style="list-style-type: none"> ■ Sensitivity to family responsibilities of employees. ■ Need for more flexible work arrangements. ■ Sensitivity to issues such as using alternatives to travel where possible (e.g. conference calls etc.), working within core hours, considering the demands of cooperative day care when arranging the schedules of working parents (through tools such as flexible working arrangements and managerial discretion in authorizing extended family related leave). | LONG TERM | |
| <p>OTHER SYSTEMIC ISSUES</p> <p>Continue to implement the following:</p> <ul style="list-style-type: none"> ■ Staffing and development requirements. ■ Career-counselling service. ■ Data base/monitoring system for profiling ISTC employees. | | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |

ISTC TASK FORCE ON THE ADVANCEMENT OF WOMEN

| RECOMMENDATIONS | WORKPLAN/PRIORITIES | RESOURCE IMPLICATIONS |
|---|-----------------------|-----------------------|
| <p>ANNUAL REPORT TO DMC ON ADVANCEMENT OF WOMEN</p> <p>An annual report, to be presented to the DMC, outlining progress in meeting recommendations and results should be produced.</p> <p>NEXT STEPS</p> <p>In working toward continued progress in facilitating the advancement of women within the Department, ISTC should implement the following:</p> <ul style="list-style-type: none"> ■ Devolve good management recommendations to operational authority (flexible work arrangements, formal education, day care needs analysis/information referral system) and continue work on technology and attitudinal issues. ■ Continue some working groups and the Steering Committee for at least six months. ■ Create small representative advisory group, to be coordinated by a manager, to monitor on-going activities. ■ Develop an action plan to assist ISTC to achieve equitable participation of women at all levels through the implementation of a wide range of measures which will result in well-established, realistic and aggressive targets. ■ Hold consultations on strategy at the EX/SM Conference. <p>DMC ENDORSEMENT</p> <p>The DMC endorsed the above recommendations of the Task Force on the Advancement of Women on October 3, 1990, and consultations will take place with management at the November 13-14 EX/SM Conference.</p> | | |
| IMMEDIATE = 2 months | SHORT TERM = 6 months | LONG TERM = 12 months |