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# BEYOND HIERARCHY

A REPORT ON WOMEN IN THE FORMER  
DEPARTMENT OF COMMUNICATIONS (DOC)

August 1993



Government  
of Canada

Gouvernement  
du Canada

This special study was conducted by Lyndsay Green and Associates of Toronto with H el ene Bibeault for the National Advisory Committee on Women's Issues (NACWI) of the former Department of Communications.

The views expressed herein are the views of the author and do not necessarily represent the views or policies of the former Department of Communications.

The study was prepared under the direction of Erica Claus and Anne Marie Giannetti as co-chairs of the Consulting Steering Committee with Antonietta Calitri.

**NOTE:**

Under the restructuring of the federal government announced by Prime Minister Kim Campbell on June 25, 1993, the programs administered by the Department of Communications become part of the Canadian Heritage portfolio.

Cette  tude sp ciale a  t  effectu e par Lyndsay Green et Associ s de Toronto avec H el ene Bibeault pour le Comit  consultatif de l'ancien minist re des Communications sur les questions concernant les femmes (CCMQF).

Les recommandations concernant les politiques et les programmes ou les points de vue exprim s ici, sont ceux de l'auteur et ne r fl tent pas n cessairement ceux de l'ancien minist re des Communications ou les politiques du Minist re.

Ce rapport a  t  pr par  sous la direction d'Erica Claus et Anne Marie Giannetti, co-pr sidentes du Comit  directeur des travaux des consultants avec Antonietta Calitri.

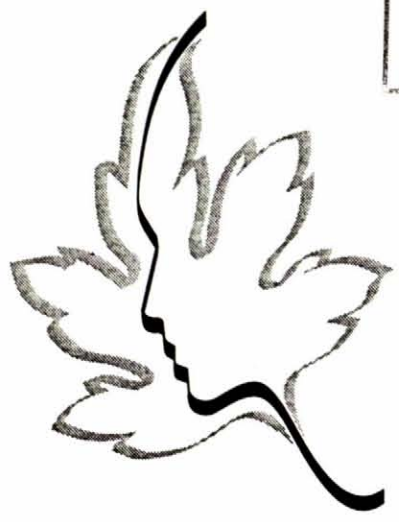
**REMARQUE:**

Dans le cadre de la restructuration du gouvernement f d ral annonc e par la premi re ministre, l'honorable Kim Campbell, le 25 juin 1993, les programmes administr s par le minist re des Communications font maintenant partie du portefeuille du Patrimoine canadien.

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by Lyndsay Green  
with Hélène Bibeault

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## Acknowledgements

Consultant's reports are never researched and written by only one or two people. This has never been more true than with *Beyond Hierarchy*, which had the direct participation of the over two hundred people listed in Appendix Seven. We would like to thank them for their ideas, their good humour and, most of all, for their optimism that participation in this project would result in positive organizational change. Special thanks are owed to the Consultant's Steering Committee, and particularly to Erica Claus, who advised, encouraged and clarified much of the thinking and the words that went into this report. *Beyond Hierarchy* is dedicated to the members of NACWI who, along with managing their professional and home life, have taken on the additional task of making the workplace, a happy and productive place to be.

## About the Title

We chose *Beyond Hierarchy* as the title for this report because it is both a finding and a recommendation. NACWI has been able to mobilize people in support of women's issues and activities by crossing traditional barriers created by structure and bureaucracy. The success of its ability to get beyond hierarchy to create an effective and dynamic organizational model should be recreated in future federal government organizations. Structures that reduce the levels of hierarchy and make greater use of cross-sector team-building and multi-division projects will be more effective and responsive. Such organizations will not only allow women's skills to flourish - optimum use of women's talents will be critical to success.

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**EXECUTIVE SUMMARY**

This report presents the findings of a women's project at the Department of Communications (DOC). The overall goal of the DOC's Women's Action Plan was to raise awareness of women's issues and create an environment that is supportive of women. The Plan's twenty-nine initiatives were intended to improve communications and people management, address issues of stereotyping and blockage, and remove barriers to women in non-traditional occupations. The National Advisory Committee on Women's Issues (NACWI), chaired by two Assistant Deputy Ministers, was established to support the implementation of the Plan, with participation from women and men from all regions and sectors.

In April 1993, Lyndsay Green of Lyndsay Green and Associates was hired, with associate H el ene Bibeault, to assist NACWI to develop a strategy to ensure the full implementation of the Women's Action Plan. As the project neared its completion, the Prime Minister announced a restructuring of government which disbanded the Department of Communications and divided its components among three new or fundamentally re-designed departments: Canadian Heritage, Industry and Science Canada and Government Services. As a result, this report has been designed to provide detailed information about the Women's Action Plan to support its implementation by any organization. The findings are pertinent to all sectors, regardless of the initiatives for women which may already be in place, and are particularly relevant for the three departments which now house former employees and sections of the Department of Communications.

A critical component of the project was department-wide consultations which were carried out through a combination of personal interviews and discussion groups organized and facilitated by NACWI members, the two consultants, and other departmental employees. Personal interviews were conducted with 41 people, and 181 people participated in 22 discussion groups, with participation from all sectors, divisions and regions.



The report's findings are reported in two sections: major findings which affect the overall strategy of the Women's Action Plan, and specific findings and recommendations related to each of the twenty-nine Women's Action Plan initiatives.

The consultation revealed that the Women's Action Plan has not been integrated into the day-to-day operations of the Department and there is no structure for ensuring management accountability in its implementation. Findings resulting from this weakness include poor awareness of the Plan and of NACWI, inconsistent implementation, and uncertainty about official support for the Plan which has been hindering its implementation. On the other hand, NACWI, a committee which brings together expertise and perspectives from all sectors, levels, and regions, and includes both women and men, is the Plan's greatest strength. The Plan addresses women's priority concerns, its initiatives encompass the concerns of women at all levels and career stages, it allows for regional and sector variation, and there is considerable scope for individual initiative.

Managers felt that the Action Plan initiatives should be part and parcel of good people management and expressed concern that managers are not being evaluated on their people management skills. There was widespread agreement that DOC's workaholic corporate culture is a major barrier to women. Changing attitudes was perceived as the toughest job in ensuring women's equality, and specific initiatives such as training in managing a diverse workforce and gender awareness were seen as necessary. Senior managers emphasized that they must "Walk the Talk", and create an environment where women and men are treated equally. Technology is both a curse and a godsend for women in the workplace and training is required to ensure that people are in control of the technology. The belief is widely shared that future organizations will be flatter, with more team work, multi-tasking and multi-functional responsibilities, and that women will not only work better in these new organizations, but their skills will be vital to the organization's success.

All of the initiatives in the Women's Action Plan (with the exception of the course for women in non-traditional jobs) are for men, as well as women. Although the Plan supports men, they were not fully involved in its implementation. The consultation results emphasized that a more inclusive approach to this issue would find broader support.

The section of the report summarizing the findings specific to the twenty-nine initiatives of the Women's Action Plan follows the same numbering system as that used in the Action Plan and concludes with recommendations for additions or modifications to each initiative.

The report analyses the Action Plan using a checklist on "Best Practices in the Employment of Women", developed by the Treasury Board's Consultation Group on Employment Equity for Women, as a benchmark by which to measure the comprehensiveness of the Plan. When the Women's Action Plan is combined with DOC's Employment Equity Program, Departmental initiatives currently address most of the practices in the Checklist, with the issue being one of degree of implementation. However, there are several major weaknesses. The areas in which the Women's Action Plan needs strengthening are recruitment and promotion, the provision of diversity/sensitivity policies and programs for managers/supervisors, recruiters and co-workers and good management practices and progressive employee-management relations.

The report concludes that the consultation process was extremely effective in mobilizing support for the Women's Action Plan and further strengthened the web of connections that NACWI was weaving throughout the Department in support of the plan's initiatives. The objective of supporting individual initiative has proven to be particularly opportune given the division of the department and its absorption into three different structures. The principle of "acting locally" means that virtually all of the commitments made by managers and employees during the consultation process may still be carried out in their own section, regardless of the changed superstructure.

Nevertheless, the full success of a project such as the Women's Action Plan can only be realised if the initiatives are institutionalized, supported by department-wide infrastructures, and, if senior management commitment for the initiatives is clearly communicated throughout the Department. Particularly with the modifications proposed in this report, initiatives like the Women's Action Plan could go a long way to changing corporate cultures to eliminate barriers that prevent both women and men from doing their best.

As we carried out this project, we were struck by the sense of an organization struggling with change. Virtually everyone we interviewed felt that the Department was not yet a barrier-free environment and, indeed, had a long way to go. Most people felt, however, that there was movement, however slight, in the right direction. Initiatives such as the Women's Action Plan and the proposed mandatory management training were perceived as very positive steps to that end. We hope that the newly structured departments will build on the efforts of the former Department of Communications and create organizational cultures in which women will flourish.

The following eight recommendations reflect the findings of this consultation process. The recommendations are appropriate and necessary for any organization that is creating a barrier-free workplace for women.

## **RECOMMENDATIONS**

1. Establish a new National Advisory Committee on Women's Issues (NACWI) and strengthen it by broadening the net through:
  - the establishment of a sub-committee under each NACWI representative, and,
  - the rotation of representation in NACWI throughout the Department to prevent the initiatives from being too closely identified with any one individual or sector.

2. Integrate the Women's Action Plan initiatives into day-to-day operations by:
  - including items on the Plan in staff meeting agendas at all levels,
  - integrating the Plan into annual operational and strategic plans,
  - integrating the Plan into special division initiatives,
  - setting up branch committees,
  - conducting periodic reviews of the status of the Women's Action Plan (e.g., 6, 9 and 12-month operational planning reviews), and,
  - bi-annually reporting to the Deputy Minister and the Senior Management Committee on departmental progress in integrating the Women's Action Plan initiatives into day-to-day operations.
  
3. Strengthen the role of women at work by treating the Women's Action Plan as an evolving tool which meets the needs of the organization and takes into account the current environment by:
  - reviewing the Plan and considering the modifications to it as outlined on pages 14-28 of this report,
  - expanding the Plan by filling the gaps which emerged during this study and adding to the Plan initiatives which will eliminate barriers to women's recruitment and advancement, establishing recruitment vehicles, exploring mentoring programs, providing gender awareness training, and establishing employee/management feedback systems, and,
  - integrating into the existing Plan initiatives for women who are doubly challenged (women with disabilities, aboriginal women, women belonging to visible minority groups, and women in non-traditional occupations).

4. Communications skills and the attainment of employment equity goals, especially those supporting and promoting women at all levels of the organization, should be visibly recognized and highly valued through such actions as:
  - performance appraisals
  - rewards
  - awards
  - profiles of successful women and their achievements
  - annual women's conferences
  - information sessions and kiosks
  - social events (luncheons, dinners, etc.)
  - special events
5. Implement a comprehensive communications strategy for the Women's Action Plan. (A number of suggestions appear on pages 35 to 39 of this report)
6. Make a link between the Women's Action Plan and the Department's mandate to ensure an appropriate profile for a culture which supports and promotes women.
7. Get beyond hierarchy.<sup>1</sup> Structure the newly organized departments to reduce the levels of hierarchy and make greater use of cross-sector team-building and multi-division projects in order to create more effective and responsive organizations. Women's skills will be critical to these new structures.
8. The first task of the newly structured NACWI within the Department of Canadian Heritage should be to formally address the recommendations in this report and to present an approach to addressing them to Strategy Committee for ratification.

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<sup>1</sup> "Beyond Hierarchy" is a chapter title in Liberation Management: Necessary Disorganization for the Nanosecond Nineties by Tom Peters, 1992.

**RÉSUMÉ**

Ce rapport présente les résultats d'un projet ayant pour l'objet les femmes au ministère des Communications (MDC). L'objectif général visé par le Plan d'action des femmes du MDC est de conscientiser les gens quant aux questions touchant les femmes et de créer un milieu de travail qui les soutienne. Les vingt-neuf initiatives du Plan ont été conçues dans le but d'améliorer les communications et la gestion des ressources humaines, d'aborder des questions de stéréotype et de barrières, et d'abolir les obstacles auxquels sont confrontés les femmes qui ont un travail non traditionnel. Le Comité consultatif du MDC sur les questions concernant les femmes, coprésidé par deux sous-ministres adjoints, a été créé afin d'appuyer la mise en oeuvre du Plan, avec la participation des femmes et des hommes de toutes les régions et de tous les secteurs.

En avril 1993, Lyndsay Green, de Lyndsay Green and Associates, a été embauchée avec son associée, Hélène Bibeault, pour aider le Comité consultatif du MDC sur les questions concernant les femmes à élaborer une stratégie visant à assurer la totale mise en oeuvre du Plan d'action des femmes. Peu avant que le projet soit achevé, le premier ministre a annoncé une restructuration du gouvernement. Le ministère des Communications a été aboli et ses composantes ont été distribuées entre trois nouveaux ministères ou renouvelés en profondeur : Patrimoine canadien, Industrie et Sciences Canada et Services gouvernementaux. Vu ces circonstances, le présent rapport a été élaboré dans le but de fournir des renseignements détaillés sur le Plan d'action des femmes afin d'appuyer sa mise en oeuvre par n'importe quelle organisation. Les résultats sont pertinents dans le cas de tous les secteurs, indépendamment des initiatives à l'intention des femmes qui pourraient être déjà en place, et sont particulièrement valides pour les trois ministères qui abritent maintenant les anciennes sections et les anciens employés du ministère des Communications.

Les consultations pan-ministérielles constituent la principale composante du projet. Les entrevues personnelles et les groupes de discussions ont été organisées et menées par les membres du Comité consultatif du MDC sur les questions concernant les femmes, les deux consultantes et des fonctionnaires du ministère. Quarante-et-une personnes ont été

interviewées individuellement et 181 autres ont participé à 22 groupes de discussion; les participants provenaient de tous les secteurs, de toutes les divisions et de toutes les régions.

Les résultats du présent rapport sont présentés en deux sections : les résultats principaux, qui touchent la stratégie globale du Plan d'action des femmes, et les résultats particuliers ainsi que les recommandations se rattachant aux vingt-neuf initiatives du Plan d'action des femmes.

Les consultations ont permis d'observer que le Plan d'action des femmes n'a pas été intégré dans les opérations quotidiennes du Ministère et qu'il n'existe aucune structure pour assurer que la gestion soit responsable de sa mise en oeuvre. Ces faiblesses sont attribuables à une mauvaise connaissance du Plan et du Comité, à une mise en oeuvre inégale et à une certaine incertitude quant à l'appui officiel au Plan, ce qui a entravé sa mise en oeuvre. D'autre part, le fait que le Comité rassemble les connaissances et les observations de tous les secteurs, de tous les niveaux et de toutes les régions qu'il comprenne des hommes et des femmes, constitue le point le plus fort du Plan. Le Plan aborde les dossiers d'intérêt prioritaires pour les femmes, ses initiatives englobent les inquiétudes des femmes de tous les niveaux et de tous les genres de carrières, il prend en compte la diversité dans les régions et dans les secteurs, et laisse une place considérable à l'initiative personnelle.

Les gestionnaires croient que les initiatives du Plan d'action devraient faire partie intégrante d'une bonne gestion des ressources humaines et s'inquiètent du fait que les gestionnaires ne sont pas évalués en fonction de leurs capacités de gérer leurs employés. Beaucoup s'entendent pour dire que la psychose qui, trop fréquemment au MDC, entoure le concept de travail constitue une importante barrière pour les femmes. Le changement des attitudes est perçu comme étant la chose la plus difficile à faire pour assurer un traitement équitable pour les femmes, et on considère nécessaire d'entreprendre des initiatives particulières comme offrir de la formation sur la gestion d'effectifs mixtes et conscientiser les gens par rapport à l'autre sexe. Les membres de la haute gestion ont mis l'accent sur le fait qu'il faut prêcher par l'exemple et créer un milieu où les hommes et les femmes sont traités de façon équitable.

La technologie est à la fois une malédiction et une bénédiction pour les femmes au travail et il faut que le personnel soit formé si l'on veut qu'il sache bien maîtriser la technologie. Beaucoup croient que les organisations futures seront moins hiérarchisées, qu'on y verra davantage de travail d'équipe, que les tâches y seront plus diversifiées et que les responsabilités y seront plus fragmentées. Non seulement les femmes travailleront mieux dans ces milieux, mais leurs capacités seront vitales pour le succès de telles organisations.

Toutes les initiatives du Plan d'action des femmes (à l'exception du cours pour les femmes occupant des métiers non traditionnels) s'adressent aux hommes aussi bien qu'aux femmes. Bien que le Plan s'adresse également aux hommes, ceux-ci n'ont pas participé entièrement à sa mise en oeuvre. Les résultats des consultations ont mis l'accent sur le fait qu'une approche davantage inclusive par rapport à cette question obtiendrait un appui encore plus fort.

La section du rapport où l'on résume les résultats relatifs à chacune des 29 initiatives du Plan d'action des femmes a le même système de numérotation que le Plan d'action et se termine avec des recommandations d'ajouts ou de modifications pour chacune des initiatives.

Le rapport analyse le plan d'action à l'aide d'une liste de vérification concernant les meilleures pratiques à adopter à l'égard des femmes dans l'emploi, liste élaborée par le groupe consultatif du Conseil du Trésor sur l'équité en matière d'emploi pour les femmes et servant de point de référence pour évaluer le caractère complet du Plan. Le Plan d'action des femmes combiné au programme d'équité en matière d'emploi du MDC couvrent la plupart des pratiques figurant sur la liste, seul le degré de mise en oeuvre diffère. Il existe toutefois plusieurs lacunes. Les domaines dans lesquels le Plan d'action des femmes a besoin d'être plus fort sont le recrutement et l'avancement, la création de politiques et de programmes à l'intention des gestionnaires, des superviseurs, des recruteurs et des collègues de travail visant à promouvoir la diversité et la sensibilité, des pratiques de gestion saine et des relations évoluées entre les employés et la gestion.



Le rapport arrive à la conclusion que le processus de consultation a été extrêmement efficace pour mobiliser l'appui des gens pour le Plan d'action des femmes et pour renforcer les liens tissés par le Comité consultatif dans tout le Ministère afin d'appuyer les initiatives du Plan. L'objectif visant l'appui des initiatives personnelles s'est avéré particulièrement pertinent vu la division du Ministère et son absorption par trois structures différentes. Le principe voulant que l'on agisse dans son milieu immédiat signifie que virtuellement tous les engagements qu'ont pris les gestionnaires et les employés au cours du processus de consultation pourront être tenus dans les nouvelles sections, peu importe le changement dans la superstructure.

Néanmoins, le succès total d'un projet comme le Plan d'action des femmes ne peut être assuré que si les initiatives sont mises en oeuvre officiellement et appuyées par des infrastructures pan-ministérielles, et si l'engagement de la haute direction quant aux initiatives se fait clairement connaître dans tout le Ministère. Surtout si l'on procède aux modifications proposées dans le présent rapport, les initiatives comme le Plan d'action des femmes pourraient accomplir beaucoup pour changer la culture ministérielle et éliminer les obstacles qui empêchent les femmes et les hommes de donner le meilleur d'eux-mêmes.

Lorsque nous avons effectué ce projet, nous nous sommes trouvés en présence d'une organisation confrontée au changement et luttant pour s'y adapter. Virtuellement toutes les personnes que nous avons interrogées avaient l'impression que le Ministère n'était pas un milieu sans obstacle et qu'au contraire, il restait encore beaucoup à faire. Néanmoins, la plupart des gens croyaient que l'on se dirigeait, lentement mais sûrement, dans la bonne direction. Des initiatives telles que le Plan d'action des femmes et la formation obligatoire proposée pour les gestionnaires ont été perçues comme des étapes positives. Nous espérons que les nouveaux ministères restructurés continueront le travail commencé au ministère des Communications afin de favoriser l'émergence d'une culture organisationnelle qui permettra aux femmes de s'épanouir.

Les huit recommandations suivantes reflètent les résultats du processus de consultation. Les recommandations sont pertinentes et nécessaires pour toute organisation cherchant à créer un milieu sans obstacle pour les femmes.

## RECOMMANDATIONS

1. Créer un nouveau Comité consultatif du MDC sur les questions concernant les femmes (CCMQF) et le renforcer en en élargissant les moyens d'action, c'est-à-dire en
  - créant un sous-comité placé sous la direction de chacun des membres du CCMQF;
  - faisant en sorte que des employés de toutes les composantes du Ministère fassent partie à tour de rôle du CCMQF, afin d'éviter que les initiatives de ce comité ne soient trop étroitement liées à un employé ou un secteur donné.
  
2. Intégrer les initiatives du plan d'action des femmes dans les opérations journalières, c'est-à-dire :
  - inclure des éléments de ce plan dans les ordres du jour de réunions du personnel à tous les paliers;
  - intégrer ce plan dans les plans opérationnels et stratégiques annuels;
  - intégrer ce plan dans des initiatives divisionnaires spéciales;
  - créer des comités au niveau des directions;
  - vérifier périodiquement où en est la réalisation du plan d'action des femmes (procéder par exemple à des revues de planification opérationnelle après 6, 9 et 12 mois);
  - deux fois par an, faire un rapport au sous-ministre et au Comité de la haute direction sur les progrès réalisés par le Ministère vers l'intégration des initiatives du plan d'action des femmes dans les opérations journalières.

3. Renforcer le rôle des femmes au travail en traitant le plan d'action des femmes comme un instrument en évolution, qui répond aux besoins de l'organisme et tient compte de l'environnement actuel, c'est-à-dire :
- examiner ce plan et envisager de lui apporter les modifications indiquées aux pages 14 à 28 du présent rapport;
  - élargir ce plan en comblant les lacunes décelées au cours de la présente étude et en ajoutant des initiatives visant à éliminer les obstacles au recrutement et à l'avancement des femmes, créer des véhicules de recrutement, étudier des programmes d'encadrement, offrir une formation sur le non-sexisme et créer des systèmes favorisant la communication entre employés et gestionnaires;
  - intégrer dans le plan existant des initiatives pour les femmes qui ont un double défi à relever (femmes handicapées, femmes autochtones, femmes qui appartiennent à des minorités visibles, femmes exerçant des métiers non traditionnels).
4. La compétence en matière de communication et la réalisation des objectifs relatifs à l'équité en matière d'emploi, en particulier de ceux qui consistent à appuyer et à faire progresser les femmes à tous les paliers de l'organisme, devraient être reconnues et valorisées par des moyens tels que :
- des évaluations de rendement;
  - des récompenses;
  - des prix;
  - des profils de femmes qui ont réussi et leurs réalisations;
  - des conférences annuelles de femmes;
  - des séances d'information et des stands;
  - des manifestations mondaines (déjeuners, dîners, etc.);
  - des activités spéciales.

5. Mettre en application une stratégie complète de communication pour le plan d'action des femmes. (Les pages 35 à 39 du présent rapport renferment plusieurs suggestions.)
6. Créer un lien entre le plan d'action des femmes et le mandat du Ministère afin de faciliter la mise en place d'une culture qui appuie et fait progresser les femmes.
7. À bas la hiérarchie<sup>2</sup>! Structurer les ministères nouvellement organisés de manière à réduire le nombre d'échelons de la hiérarchie, et recourir davantage aux équipes intersectorielles et aux projets multidivisionnaires afin de créer des organismes plus efficaces et qui réagissent mieux. Les compétences des femmes seront importantes pour ces nouvelles structures.
8. La première tâche du CCMQF nouvellement structuré au sein du ministère du Patrimoine canadien devrait être d'examiner officiellement les recommandations que le présent rapport renferme, puis de soumettre à l'approbation du Comité de stratégie un mode d'action en vue de donner suite à ces recommandations.

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<sup>2</sup> «Beyond Hierarchy» est le titre d'un chapitre de Liberation Management: Necessary Disorganization for the Nanosecond Nineties de Tom Peters, 1992.

## Beyond Hierarchy

### A Report on Women in DOC

#### INTRODUCTION

This report presents the findings of a women's project at the Department of Communications (DOC). The overall goal of the DOC's Women's Action Plan<sup>1</sup> was to raise awareness of women's issues and create an environment that is supportive of women. The Plan's twenty-nine initiatives were intended to improve communications and people management, address issues of stereotyping and blockage, and remove barriers to women in non-traditional occupations. The Strategy Committee of the Department approved the Plan in September 1992 and the National Advisory Committee on Women's Issues (NACWI) was established to support the implementation of the Plan, with participation from women and men from all regions and sectors.<sup>2</sup>

In April 1993, Lyndsay Green of Lyndsay Green and Associates was hired, with associate H el ene Bibeault, to assist NACWI in developing a strategy to ensure the full implementation of the Women's Action Plan. The Terms of Reference for this project outlined an approach for the consultants which included analysis of the Action Plan, department-wide consultations, synthesis and analysis of consultations, and development of an implementation strategy for the Women's Action Plan.

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<sup>1</sup> Attached as Appendix 1.

<sup>2</sup> The mandate of the National Advisory Committee on Women's Issues (NACWI) is attached as Appendix 2. A list of NACWI members is attached as Appendix 3.

As the project neared its completion, the Prime Minister announced a restructuring of government which disbanded the Department of Communications and divided its components among three new or fundamentally re-designed departments: Canadian Heritage, Industry and Science Canada and Government Services.<sup>3</sup> As a result, this report has been designed to provide detailed information about the Women's Action Plan to encourage and facilitate its adoption by any organization. The findings are pertinent to all sectors, regardless of the initiatives for women which may already be in place, and are particularly relevant for the three departments which now house former employees and sections of the Department of Communications.

The full report of the project will be made available to those participating in designing the new departments, to the members of NACWI and to the over 200 employees who participated in the consultation phase. A management summary of the report in both official languages will be made available to former Department of Communications employees through the library, electronic library and electronic mail. Copies will be made available, as requested, through the Corporate Review Branch.

The following sections of the report outline the project objectives, provide the background to the project, describe the methodology, discuss the findings and analysis and conclude with the recommendations. Appendices to the report provide background information on the Action Plan, NACWI and this project.

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<sup>3</sup> Press Release from the Office of the Prime Minister, June 25, 1993.

## **OBJECTIVES**

The goal of the project was to examine the status of the implementation of the Women's Action Plan and to stimulate creative approaches to maintaining a barrier-free workplace for women, coupled with practical methods for implementation. To achieve this goal, a department-wide consultation approach was adopted. The consultation phase had several objectives: to gather information on the status of the Action Plan initiatives from employees at all levels throughout the Department, to provide information to employees who had questions about the Action Plan, to generate support for the Action Plan, and to encourage women and men to commit themselves to individual and collective action to improve the workplace for women, and thereby for all employees. The consultations were carried out through a combination of personal interviews and discussion groups organized and facilitated by NACWI members, the two consultants, and other departmental employees (see Methodology section).

This report is designed to be a management tool to assist other organizations, and in particular, departments housing components of the former Department of Communications, to implement approaches similar to the Women's Action Plan, where such approaches are not yet in place.

Detailed information about the Action Plan and NACWI are provided throughout the report and in the appendices in order to provide a complete resource package.

## BACKGROUND

Two national conferences on women's issues were held at the Department of Communications: *Women at DOC: Today and Tomorrow* in January 1991, and *Sharing the Load: Finding a Balance* in October 1992. In September 1992 the Women's Action Plan was approved by the DOC Strategy Committee, and the National Advisory Committee on Women's Issues (NACWI) was formed. NACWI was co-chaired by Barbara Bloor, Assistant Deputy Minister of Corporate Management, and Paul Racine, Assistant Deputy Minister of Communications Policy, signalling the high priority and senior management commitment accorded to this initiative by the Department of Communications. Having NACWI co-chaired by a woman and a man reinforced the notion that responsibility for supporting a barrier-free workplace for women is shared by both sexes.

Among other projects, NACWI was responsible for the Department's International Women's Week activities in March 1993 which broke new ground for the Department and launched innovative projects (e.g., production of a video on women in non-traditional occupations, an Amnesty International kiosk, information lunches, regional office projects, and a sold-out Kick-Off Breakfast at Headquarters).

Strategy Committee recognized that work on NACWI was undertaken on a volunteer basis, and that major breakthroughs on the initiatives proposed would be difficult without someone dedicated to the project who had the time to formally take the lead. To this end, Lyndsay Green of Lyndsay Green and Associates, and associate H el ene Bibeault, were hired on a short-term basis to develop a strategy and implementation plan for NACWI. The project was carried out from April 26 to July 23, 1993 and the findings and recommendations are presented in this report.



## METHODOLOGY

The project was carried out in the following stages: analysis of the Women's Action Plan, department-wide consultations, synthesis of findings and preliminary recommendations, presentation to NACWI, feedback and preparation of the final report (a detailed discussion of the methodology is attached as Appendix 4 and the Consultant's Objectives and Terms of Reference are provided as Appendix 5).

Department-wide consultations took place from June 7 to 30, 1993, through a combination of personal interviews and discussion groups held in Ottawa, Vancouver, Winnipeg, Toronto, Burlington, Montréal and Moncton. Personal interviews were conducted with a sample of senior managers (including both women and men at the director-general level and above) selected by NACWI to reflect a cross-section of sectors and regions. Interviews were also carried out with women who had participated in activities supported by the Action Plan, including job-sharing, telework, junior officer training programs, flexible hours and intradepartmental assignments. NACWI members and other employees organized and chaired discussion groups, which, in most cases, were facilitated by the consultants. Background documents were provided in advance to all discussion group participants and interviewees.<sup>4</sup>

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<sup>4</sup> Participants in the consultation were provided with a chart summarizing the status of the implementation of the Action Plan and a checklist on "Best Practices in the Employment of Women" prepared for the Consultation Group on Employment Equity for Women. The Consultation Group on Employment Equity for Women advises the Secretary of the Treasury Board on matters related to the recruitment, retention, career development and progression of women in the Public Service of Canada. Their report "Case Studies on Best Practices in the Employment of Women", published in May 1993, describes in detail eight case studies that were commissioned by the Consultation Group to illustrate "best practices" currently in place in a range of organizations across Canada. Both the Executive Summary of this report and the checklist on "Best Practices in the Employment of Women" were provided as background documentation to participants in this project. The checklist is attached as Appendix 6.

The consultation process was very effective in obtaining an extremely high degree of input in a very short time-frame. Over a 15 day period, personal interviews were conducted with 41 people, and 181 people participated in 22 discussion groups.<sup>5</sup> The list of interviewees and discussion group participants is attached as Appendix 7. There was participation from all sectors, divisions and regions, including participation from district office employees in several regions. This approach dramatically heightened awareness of the Women's Action Plan through various communications techniques, including an all-employee bulletin from the Deputy Minister that emphasized the importance of the project and urged employees to participate, (CommunicACTION, June 4, 1993, attached as Appendix 8).

The consultation process was highly successful in achieving its objectives. Feedback was obtained from management and employees on the status of the implementation of the Action Plan and recommendations were made for strengthening it. The process often allowed for direct feedback from employees to management. For example, in some cases the participants requested that the consultation group output be sent to management. In the Prairies/NWT region the process also allowed for feedback from management to employees with the circulation of the output from the management discussion group to all employees.

This approach was particularly successful in generating support for the Action Plan and encouraging both women and men to commit themselves to individual and collective action. Personal commitments to advance elements of the Women's Action Plan were made both by participants in the discussion groups and during the interview process and these commitments can be pursued irrespective of any future organizational structure.

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<sup>5</sup> Approximately a dozen additional interviews were cancelled after the Prime Minister's announcement on June 25, 1993 of the restructuring of the federal government, which captured the full attention of senior managers. Fortunately, the majority of the interviews were completed prior to the announcement.

One weakness of the process was that the composition of the discussion groups was weighted to the converted, to the extent that participation was voluntary. However, given the objectives of the project, this weakness is also a strength because participants who are already conscious of the issues are usually knowledgeable about what needs to be done and how measures might be implemented.

## FINDINGS

The following section presents study findings and is divided into two parts. Section One outlines the major findings which affect the overall strategy of the Women's Action Plan and Section Two elaborates on specific findings and recommendations related to each of the twenty-nine Women's Action Plan initiatives.

### Section One: Major Findings

#### 1. Lack of Integration is the Major Weakness

The Women's Action Plan has not been integrated into, and is quite disconnected from, the day-to-day operations of the Department and there is no structure for ensuring management accountability in implementing the Plan. Several of the following findings result from this weakness.

- **Poor awareness of the Plan**

There was limited knowledge of the plan prior to the consultation process and few attempts had been made on the part of senior management to integrate the plan into their operational plans or special initiatives.

- **Poor awareness of NACWI**

NACWI is not well known and some employees, both women and men, confused the committee with the advocacy group, the National Action Committee on the Status of Women (NAC).

- **Inconsistent implementation**

The initiatives in the Action Plan are being implemented to varying degrees across the Department and their implementation is not always related to the Action Plan, but simply to good management practices.

- **Uncertainty about official support**

There is uncertainty about the degree of official Departmental sanction for the specific initiatives in the Women's Action Plan (e.g., are these just suggestions or departmental policies?) which hinders its implementation.

## 2. **NACWI is the Major Strength**

The Women's Action Plan is grounded in the National Advisory Committee on Women's Issues (NACWI) which brings together expertise and perspectives from all sectors, levels, and regions, and includes both women and men. In addition, women from all the designated Employment Equity groups participated in NACWI and added the perspectives of those who are doubly challenged. The following strengths of the Plan can be attributed to NACWI's involvement.

- **Addresses priority concerns**

The initiatives in the Action Plan, once people became aware of the details, received strong support from the employees consulted. Most of the elements in the plan were those spontaneously suggested by employees as supporting women in the workplace (i.e., examples of "Best Cases").

- **Encompasses all levels and career stages**

One of the strengths of the Action Plan is that its initiatives are broad enough to encompass the concerns of women at all levels and career stages. Several people praised the plan because it provides support for women who just "want a good job" and may not be looking for career advancement.

- **Allows for regional and sector variation**

The Action Plan is flexible enough to allow for regional and sector variation in implementation, thereby ensuring that all parts of the Department can respond concretely and yet appropriately to their particular circumstances.

- **Considerable scope for individual initiative**

The Action Plan has considerable scope for individual initiative and the level of empowerment that some individuals felt in the process, whether as members of NACWI or as participants in the group discussion, was evident.

**3. No Evaluation of Managers on People Management Skills**

Senior managers and employees both emphasized that the elements in the Action Plan should be part and parcel of good people management. One of the strongest themes to emerge from the interviews is that managers do not feel that they are being evaluated on their employee management skills. Many were of the opinion that, in fact, people who poorly manage staff often get promoted over good managers. They concluded that if the Department were to hold its managers directly accountable for implementing good management practices like the Women's Action Plan, and were to evaluate and promote them on these criteria, support for women in the workplace would be a matter of course.

**4. Workaholic Corporate Culture**

The current DOC corporate culture, particularly at the senior management level, was viewed as being a major barrier to women because of its workaholic culture. This concern was raised repeatedly at Headquarters and by senior level staff in some regions. This atmosphere penalizes anyone, woman or man, who has responsibilities outside her or his working life, and given that women are most often doing double duty at work and at home, women reap the highest penalty. People urged the Department to bring its responsibilities in line with its resources, and "Do less with less!".

**5. Changing Attitudes is the Toughest Job**

Both managers and employees emphasized that, even if the Action Plan is fully implemented, the toughest job still left to tackle is that of attitudinal change, by both women and men. Both managers and employees supported specific initiatives, such as training in managing a diverse workforce and gender awareness. However, there was a strong recognition that changing attitudes can be a lifelong challenge.

**6. "Walk the Talk"**

Senior managers strongly emphasized that managers must live by their credo, otherwise the exercise is quickly viewed as paying "lip service" to women's issues. The consistent message is that senior management must "Walk the Talk", a slogan that came up repeatedly in the interviews. The message was strongly conveyed that, individual attitudes aside, senior management has a responsibility to set the standards for the workplace and create an environment where women and men are treated equally.

**7. Technology - Both a Curse and a Godsend**

Technology is both a curse and a godsend for women in the workplace. Telework has been of significant benefit to several female and male employees and many women are using technology to allow them to juggle work and family responsibilities. The off-site work-centre in Burlington has been a major success in this regard. E-mail is viewed by many as a great equalizer that forces a flattening of the hierarchy by making information more accessible and allowing people to set up their own networks (such as NACWI) that cross sectors and levels. Technologies, including videoconferencing, are expected to equalize training opportunities among governmental employees and improve access for women who may not be able to travel to the site of training programs.

On the other hand, some people felt that E-mail was drowning them with information, invading their home and becoming an unfeeling taskmaster. The need was expressed for support systems to assist people to control these technologies and ensure that the technology is their slave, not their master. Recommendations offered included training on software to improve efficiency, procedures to structure E-mail systems to set up information filters and advice on time management and priority setting.

**8. Future Organizations Could be More "Women-friendly"**

There was some optimism expressed in both the interviews and by some of the discussion groups, that the Department of the Communications of the future will be more amenable to women (this view was expressed before the June 25, 1993 restructuring and does not take into account the departments to which parts of DOC will be moved). People feel that some of the problems that women face are inherent in DOC's hierarchical structure, and that down-sizing should result in a flatter organization, with more team work, multi-tasking and multi-functional responsibilities. This structure was viewed as better for women from two perspectives. First, women have had more experience in this way of working and because of their socialization already possess more appropriate skills. Second, many women are at lower levels of the hierarchy and hope that a flatter structure will bring more respect and value for their contribution. In sum, not only will women work better in these new organizations, but their skills will be vital to the organization's success.

**9. Plan Supports Men, Yet They Are Not Fully Involved**

All of the initiatives in the Women's Action Plan (with the exception of the course for women in non-traditional jobs) are for women and men. Many participants observed that the initiatives, once implemented, are serving men, as well as women, and yet the responsibility for making them happen has fallen disproportionately on women's shoulders. The Treasury Board study of "Best Cases" reports that once special initiatives are introduced to support women they are taken up equally, if not more, by



men. Women and men stressed repeatedly in the discussion groups and the personal interviews that a more inclusive approach to this issue, that does not exclude men, would find broader support. Men participated in most of the discussion groups and often expressed high levels of satisfaction with the process.

## **Section Two: Specific Action Plan Initiatives - Findings and Recommendations**

The following section summarizes the consultation findings relating to the twenty-nine initiatives of the Women's Action Plan. The findings are organized following the same numbering system as that used in the Action Plan. Each item concludes with recommendations for additions or modifications to the initiative. In cases where there is an overlap in subject matter, two or more initiatives are treated as one unit.

References to "Best Cases" in this section refer to the examples people provided in the personal interviews and discussion groups when they were asked to cite specific policies, programs or projects that contributed to a barrier-free workplace for women.

There are two overall recommendations regarding the Plan. Firstly, the Plan could benefit from a more logical and consistent framework such as that provided by the Checklist on "Best Practices in the Employment of Women" developed by the Consultation Group on Employment Equity for Women, reporting to Treasury Board. Secondly, many people stressed that in the Women's Action Plan the term "support staff" should be replaced with "administrative staff".

## 1. INTERNAL COMMUNICATIONS

### 1.1 Awareness of Programs and Services

There is an insufficient level of awareness of the Women's Action Plan.

***Recommendation** Communications methods should be custom-designed to promote the Plan, including such techniques as seminars incorporating videotapes and a discussion package, a checklist, use of a TAC Board, a newsletter with correspondents from all regions and sectors, and brown bag lunches, with speakers and audio-visual materials.*

### 1.2 A "Buddy" System

A "buddy" system, an orientation program whereby a new employee is paired with a more experienced member of the Department until the employee has adjusted to the new environment was viewed as highly valuable. One department-wide standardized procedure for a "buddy" system was felt to be unworkable because of the variety of working environments. However, each division could set up its own appropriate procedures. Several participants have volunteered to be "buddies" if such a system were established. Women in Non-Traditional Occupations (WINTO) will examine whether their members could act as "buddies" to new female employees in non-traditional jobs. (See 4.2)

***Recommendation** Additional efforts should be made by managers to set up suitable "buddy" systems for their division. Responsibilities of a "buddy" should be defined and time limits should be set.*

### 1.3 Improving Interpersonal Communications Skills

There was nearly universal support from both managers and employees for the mandatory training announced by the Deputy Minister on May 26, 1993, "for all supervisors, managers and executives to take leadership and people management skills

training over the next two years".<sup>6</sup> The plan was to have approximately 700 people attend a 3-4 day People Management Skills Course. The Canadian Centre for Management Development (CCMD) was to have trained approximately 100 departmental executives in mandatory 5 day courses. The current government-wide reorganization has put these plans on hold.

The new middle managers course and the up-dated supervisors course, which are both mandatory, have a module on **communications, managing diversity and employment equity**. Incorporating these elements into the courses is an excellent way to expose supervisors and managers to the issues, however only a fraction of the Department's managers and supervisors take these courses.<sup>7</sup> When **managing diversity and employment equity** courses are offered separately, they are poorly attended.<sup>8</sup>

During the consultation process there was nearly universal support for the provision of **gender awareness seminars** to all employees. In addition, many managers and employees felt that all women employees should take **assertiveness training**. These courses received high ratings from those who participated but attendance has not been very high.<sup>9</sup>

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<sup>6</sup> CommunicINFO, "To Make a Difference" to all Employees from Marc Rochon, Deputy Minister, May 26, 1993.

<sup>7</sup> In 1992-1993, 17 people (13 males, 4 females) took the managers course and 34 (19 females, 15 males) took the supervisors course.

<sup>8</sup> A separate managing diversity course was offered beginning January 1992. Twenty people took the course in 1992-1993 (11 females, 9 males). Seventeen people took the separate employment equity course (12 females, 5 males).

<sup>9</sup> Courses on "Communications Skills and Assertive Behaviour" have been offered for the last two years. In 1992-1993, 31 people took the course (19 females and 12 males).

***Recommendations** Mandatory management training, as originally proposed by the Department, should be implemented. It is recommended that gender awareness, managing a diverse workforce and employment equity be components of mandatory management training. In addition, some form of gender awareness, possibly presented in broader forums using skits and videos, should be provided to all employees. Regarding assertiveness training, it is recommended that NACWI and former course participants should participate in recruiting new participants, in addition to managers encouraging attendance.*

#### **1.4 Staff Meetings**

Many managers are holding regular meetings with all staff, including administrative staff, but the practice is by no means universal. The recommendation that administrative staff attend directors and director generals' meetings on a rotational basis does not seem to be commonly practised. Administrative staff in several divisions and regions hold their own meetings. One of the "Best Cases" cited in the Ontario region is the Technical and Administrative Specialists group (TAS), which holds monthly teleconferences and an annual three-day conference. Teleconferences allowing people to participate in meetings and juggle unexpected family needs were cited as "Best Case" examples.

***Recommendations** Meetings are an extremely important communications tool and a way of both counting people in and keeping them informed. Meetings should be held during office hours whenever possible, avoiding early morning or evening meetings. The Ontario region TAS model should be considered by other regions and sectors. Teleconferencing should be considered when addressing problems of balancing work and family responsibilities. The Women's Action Plan should be included on meeting agendas at all levels.*

### 1.5 Sponsorship Program for the Next Generation

The program, launched by the Communications Policy sector, which sponsored the attendance of junior-level women at annual meetings of Canadian Women in Radio and Television (CWRT) is viewed as a valuable tool in facilitating networking and improving knowledge of the industry.

*Recommendations Sectors with relevant mandates should continue to be asked to sponsor administrative staff or junior officers to participate in this program. Other sectors should make similar links with suitable organizations, e.g., Women in Satellite Everywhere (WISE) and the Canadian Association of Women Professional Engineers. It is recommended that participants sent to conferences, such as those held by CWRT, receive briefings and support by sector experts in order to maximize the benefits.*

## 2. PEOPLE MANAGEMENT

### 2.1 Flexible Hours and 2.2 Flexibility in Working Arrangements

There is wide variation across the Department with respect to the use of flexible hours, compressed work weeks or Earned Day Off (EDO). Senior level employees in many sectors receive support to work from home on an "as required" basis, through the provision of portable computers and temporary teleconferencing arrangements. The Department is working on a telework policy and there are several telework projects on trial, including one in the DOC Heritage Division. The Ontario region has an off-site work-centre in Burlington, the first one in the Federal government, with two others at the planning stage.

Flexible working arrangements, such as those mentioned above, are perceived to be of the utmost importance in removing barriers for women in the workplace and appeared with great frequency in both the recommendations and the "Best Case" examples.

There was strong support for the implementation of a Departmental telework policy and program. Job-sharing was seen to be valuable by some employees and managers. The fact that full pension benefits are not available to part-time workers is seen as hampering the use of this option.

***Recommendations** Seminars are required to explain, to both employees and employers, the variety of flexible working arrangements available, and the means to assess suitability and provide support to both parties. Departmental telework policies and programs should be established, with particular attention paid to the impact of these programs and policies on women. It is recommended that benefits programs be modified to eliminate barriers to flexible working arrangements.*

### 2.3 Overtime and 2.5 "Work Habits" Study

The Corporate Review Branch was considering whether to undertake a "work habits" study to examine the question of overtime, number of people doing overtime, numbers paid and amount of compensatory time taken, and other related issues. Response from both employees and managers showed only limited support for such a study. The majority felt that the only way to change the workaholic environment was to make managers bring workloads in line with resources. Support for this approach was led by the Deputy Minister who emphasized that the Department would have to pare down its responsibilities to fit the response capacity of the organization. The few people who were in favour of a "work habits" study hoped that the results would demonstrate what they perceived as inequitable distribution of resources.

***Recommendation** Training for managers in setting priorities, estimating work loads and measuring resource requirements should be a component of mandatory management training.*

#### 2.4 International Comparative Study on Telework

A draft report on the comparative use of telework arrangements in different countries has been prepared by the International Comparative Policy Unit.

***Recommendation** The report's availability should be publicized and a summary made available using the communications methods that are set up to promote the Women's Action Plan. The seminar on flexible work arrangements proposed in 2.1 above should incorporate the report's findings.*

#### 2.6 Succession Planning, 2.7 Employee Appraisal and 2.8 Career Development

The Performance Review and Employee Appraisal (PREA) Committee is studying the performance review and employee appraisal policy, philosophy and process. Feedback from both managers and employees emphasized the importance of the appraisal process in identifying an employee's career aspirations. A number of managers emphasized that they currently use appraisal forms to define their division's training needs.

***Recommendation** Any modification to the appraisal process should recognize that an opportunity needs to be provided for employees to discuss their training needs and career prospects with their managers.*

#### 2.9 Access to Child and Elder Care

There is a high level of awareness of the Employee Assistance Program (EAP), a service that is provided by the private firm Corporate Health Services, which offers free confidential referral services relating to child and elder care. A brochure was sent to all employees advertising the services, and some regions have offered seminars to employees. There seems to be a high level of satisfaction with the service, and an emphasis that the program needs to provide counselling, as well as written

information. Efforts to establish daycare facilities for Departmental employees in Ottawa were unsuccessful. The Atlantic region has a committee currently investigating daycare options in Moncton. Treasury Board policies on daycare are generally perceived as hampering the success of DOC daycare initiatives.

***Recommendations** The Employee Assistance Program should be continued. Treasury Board should be asked to review their daycare policies in light of the problems being encountered in Moncton and Ottawa's lack of success.*

#### **2.10 Scholarships**

The R. A. Fessenden Award to Canada Scholars in Engineering will provide ten \$1,000 special annual awards to selected engineering students beginning in the 1993-1994 academic year, with preference given to candidates from employment equity groups. The Department has made a three-year commitment to the award. Summer and co-op employment may also be offered by the Department to winners of this award.

***Recommendation** This program is a very important component of the Women's Action Plan, being one of the few initiatives to address recruitment by increasing the number of women in sectors of the labour force where they are currently under-represented. Other sectors that draw upon a labour pool where women are under-represented should establish similar programs.*



### 2.11 Awareness of Benefits

Several "Best Cases" emphasized DOC's support for relocation to provide assistance with family matters, i.e., to assist in finding a position in a new location when the spouse is transferred. One employee referred to this support as a "recognition that working women have working husbands". Maternity leave and leave for family-related responsibilities were praised. The one area where the benefits program seems to be a barrier to women is in the case of job-sharing and part-time work.

*Recommendation It is recommended that the benefits program be modified to eliminate barriers to flexible working arrangements.*

### 2.12 Ombudsman

ProPsych Inc., an independent consultant, was hired to provide a 24-hour ombudsman service. The service began on August 7, 1991 and during that time 103 people accessed the service, of which 68% were female. Twenty-three percent of the complaints were related to sexual harassment. The largest category of complaints, nearly a third, related to arbitrary or unfair decisions. Nearly 80% of the callers were from the National Capital Region. The ombudsman reports that virtually all of the callers heard about this service by word-of-mouth. There has been limited information circulated about the ombudsman, although a brochure is currently in preparation.

There was nearly universal support in the consultation for the role of the ombudsman, with people emphasizing the confidential nature of an external source. Only one manager who had dealings with the ombudsman stated his preference for internal feedback structures. However, awareness of the ombudsman was by no means universal and there was confusion about his role and the role of the Harassment Coordinators.

***Recommendations** It is recommended that the ombudsman conduct seminars on his role and on management-employee relations. Reports prepared by the ombudsman for the department should show breakdowns by gender and by category of complaint, which was not being done at time of writing.*

### **3. STEREOTYPING AND BLOCKAGE**

#### **3.1 The Junior Officer Development Program**

The Special Committee on Human Resource Development of the Communications Policy sector ran the Junior Officer Development Program where a member of a support team is paired with a junior officer for six months or more to learn new duties and develop new skills. The first trainee has completed training and a second trainee will begin the Program in September 1993.

The detailed training curriculum developed for this Program was distributed to other interested regions as part of the consultation process. These kinds of programs received high ratings in the discussion groups, appearing frequently in both the "Best Cases" and in the recommendations. The importance of having a detailed training plan with benchmarks and objectives was emphasized.

***Recommendations** It is recommended that programs such as the Junior Officer Development Program be adopted throughout the Department. However, attention needs to be paid to ensuring that trainees have an opportunity to apply what they have learned.*

### 3.2 The Three-day Training Entitlement

The Department established a three-day training entitlement as a minimum for all employees in 1992-1993. The average training days per person for the Department was 5.78, with a range among divisions and regions from a low of 3.39 days to a high of 10.53 days. There were 5,917 participants in training courses in 1992-1993 with 47% of the participants being female. This is proportional to their representation in DOC where 45.7% of employees are female.

Training and development was rated as being very important by both employees and managers and appeared frequently in the recommendations and the "Best Cases".

***Recommendations** The three-day minimum entitlement was viewed as beneficial in establishing an employee's right to a given amount of training, but should be treated as a minimum, not a maximum. There was some concern expressed about including conferences in the three-day total. However, recognizing that in some disciplines conferences are essential learning tools, it is recommended that conferences be considered as training, where appropriate. It is recommended that technology be used to improve access to Headquarters training in the regions and to share training resources.*

### 3.3 Career Development

For three years, the DOC Human Resources Branch has been offering courses on résumé writing and preparing for an interview. A one-day course on career planning was piloted successfully in June 1993 and is now ready to be offered. It is important to note that Human Resources at Headquarters has only 10% of the \$2.1 million that the Department spends on training and that other divisions and sectors should, and do, offer training for career development. Training and development was seen as very important and appeared frequently in the recommendations and the "Best Cases".

Specific career counselling was often requested during the consultation and it is clear that employees need assistance with career planning.

The Department has just completed an "Inventory of Career Management Tools" which should be extremely beneficial to employees. Tools listed include: career management services, mobility programs, policies regarding training programs, including educational leave and developmental programs.

***Recommendations** It is recommended that learning and career centres be established which include career planning resources and counselling. The "Inventory of Career Management Tools" should also be made available to employees.*

### **3.4 Developmental Assignment Program**

The Department intended to establish a developmental assignment program to facilitate intradepartmental assignments for interested employees. The program was put on hold pending further research. Programs to facilitate intradepartmental assignments and developmental assignments received the combined largest number of recommendations and citations of "Best Cases". Employees universally recommended that a departmental program be implemented. Most managers also endorsed the idea, although there was recognition that management might have to endure some inconvenience given that they might either be left short-staffed or with an assignee that needed training. Regions, in general, felt that a special fund to subsidize travel should be set up to allow employees from the regions to be considered on the same footing as those in Ottawa. The consensus from employees about how to implement such a program was to establish a TAC Board to post the availability of interested employees and open positions. If employees wished to remain anonymous they could use a "box number". It was recommended that Human Resources coordinate this. In addition, some regions are establishing inter-departmental assignment programs.

**Recommendations** *An intradepartmental assignment program should be established based on the above suggestions. The inter-departmental assignment programs should also be expanded across the government and promoted extensively.*

### **3.5 Training Information Management System**

A new automated Training Information Management System in the Human Resources Branch generated the data on participation in 1992-1993 training programs referred to in 3.2 above. Reports will be submitted periodically by Human Resources to each ADM and Regional Executive Director and will provide timely and accurate training information to managers.

**Recommendation** *The training data should be presented to show breakdowns by gender in all categories.*

## **4. BARRIERS TO WOMEN IN NON-TRADITIONAL OCCUPATIONS**

### **4.1 Exit Interview**

An exit interview program was introduced in July 1992 and the Corporate Review Branch collected and analyzed the data from the program. The exit interview was voluntary and only 10% of departing employees submitted a completed questionnaire. The sample was therefore too small to draw definitive conclusions. In February 1992, the Deputy Minister made it a policy to carry out exit interviews with all departing executives.

There was strong support for the exit interview process and people wondered whether its confidentiality could be strengthened to ensure greater use. There were also some suggestions that the process be made mandatory. Other tools that allowed for employee feedback which received strong support were the Organizational Climate Surveys conducted in 1988 and 1992, and the Upward Feedback Project, initiated in April 1992.

***Recommendations** The exit interview process should be re-examined with the goal of increasing the response rate. The Organizational Climate Surveys and Upward Feedback Project should be continued.*

#### **4.2 Women in Non-traditional Occupations**

In April 1992, fifteen women in non-traditional occupations attended a four-day course designed to develop their assertiveness and communications skills to cope with problems in the workplace. Given the success of the pilot course, the Research and Spectrum sector offers similar courses to their employees and established WIN (Women's Information Network), a working group on women in non-traditional occupations. WINTO (Women in Non-Traditional Occupations), comprised of graduates of the four-day course, has been established at the Communications Research Centre. Participants of the above courses and organizations reported the high value they placed on these activities.

***Recommendation** The nature of the needs of women in non-traditional occupations are such that it is recommended that a sub-group of NACWI be charged with developing an Action Plan that focuses on their needs.*

#### **4.3 DOC/CWRT Dinners in Ottawa**

The Department has hosted three annual dinners in Ottawa, the last two jointly with the Canadian Women in Radio and Television (CWRT). Some sectors sponsored several tables for administrative staff and junior officers. Approximately 50 junior officers and administrative personnel have been sponsored to attend each of the last two dinners.

***Recommendation** The events provided excellent networking opportunities and it is recommended that they continue and be expanded to other locations.*

## 5. MAXIMIZING WOMEN AS A RESOURCE AT DOC

### 5.1 Part-time Consultant

A part-time consultant was hired to launch and animate the Action Plan which resulted in this report.

### 5.2 NACWI Presents Bi-annual Reports

The National Advisory Committee on Women's Issues (NACWI) was composed of women and men representing all levels, regions and sectors. It met once a month on various issues and presented bi-annual reports to the Department's senior management committee on the implementation of the Action Plan.

*Recommendation NACWI was a highly successful mobilizing and sensitizing tool and should be considered an essential component of a Women's Action Plan.*

### 5.3 Annual Conferences on Women's Issues

The Department held two national conferences on women's issues, *Women at DOC: Today and Tomorrow* in January 1991 and *Sharing the Load: Finding a Balance* in October 1992. The intention was to hold the next conference in March 1994, with the theme focusing on the family. In addition, the Pacific/Yukon region held a women's conference on September 30, 1992 and is planning its next conference. Other regions did not express an interest in their own conference, but employees did appreciate the opportunity to attend the other conferences.

*Recommendation The conferences were highly regarded by participants and should become institutionalized annual events. The participation of both women and men should be encouraged.*

#### 5.4 Employment Equity Plans

All sectors and regions developed their first employment equity plans for 1992-1993 and were to report on their progress in the summer of 1993.

*Recommendations It is recommended that employment equity targets be established and set by managers on a division basis. It is also recommended that reporting on employment equity be linked to reporting on the Plan to establish the connection between removing barriers in the workplace and recruiting and retaining female employees. In some cases, it may be more effective to incorporate the Plan as a component of the Employment Equity Plan.*



## ANALYSIS

The need for a Women's Action Plan is highlighted by an examination of the Department of Communications data regarding female representation. As of June 30, 1993 women represented 46.7% of Departmental employees and only 24.5% of management<sup>10</sup>, 13.2% of the scientific and professional category and 17.4% of the technical category. Women represented only 10.5% of the occupations that are non-traditional for women. In contrast, women represented 85.1% of the administrative and support categories and 52.8 % of the administrative and foreign service categories. One figure holding particular importance for the future is the percentage of students employed by DOC that are female. Of the 93 students employed in the Department as of September 1992, only 24% are females. Given that students are often strong candidates for permanent positions, this imbalance needs particular attention.

A comparison of DOC's record on equitable representation with the overall public service shows that DOC has been more successful in staffing women in management categories (24.5% women in management at DOC vs. 17.2% in the federal government as a whole) and less successful in placing women in scientific and professional jobs (13.2% women in scientific and professional categories at DOC vs. 28.2% in the federal government as a whole). The percentages of women in technical categories and in non-traditional jobs are much the same for both DOC and the federal government as a whole. However, the Department should not become complacent when comparing itself to the public service given the numerous reports that document the considerable work that still needs to be done to achieve equitable representation in the federal government.<sup>11</sup>

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<sup>10</sup> This figure includes acting appointments.

<sup>11</sup> See Beneath the Veneer, Report of the Task Force on Barriers to Women in the Public Service, 1990 and Gender Balance: More than the Numbers, Report of the Consultation Group on Employment Equity for Women, May 1992.

The Consultation Group on Employment Equity for Women<sup>12</sup> released a report in May 1993 entitled "Case Studies on Best Practices in the Employment of Women". This report presents eight case studies that illustrate "best practices" currently in place in a range of organizations across Canada. A checklist on "Best Practices in the Employment of Women" was developed by the Consultation Group and is attached as Appendix 6. The "Best Practices" checklist was distributed as part of the consultation process to stimulate thinking. In addition, this analysis of the Women's Action Plan uses the checklist as a benchmark by which to measure the comprehensiveness of the Plan.

When the Women's Action Plan is combined with the Department's Employment Equity Program the Departmental initiatives address most of the practices in the Checklist. In most cases, the issue is one of degree of implementation. There are, however, several major weaknesses.

### **Recruitment and Promotion**

One key area in which the Women's Action Plan needs strengthening is the area of recruitment and promotion. The need is particularly critical given the importance employees placed on women managers and colleagues when providing "Best Case" examples and recommendations. Many people gave examples of the positive changes that occurred in the workplace as a direct result of a woman manager or female colleagues. Several of the recommendations related to eliminating barriers to women's recruitment and advancement, i.e., ensuring that barriers are not present in job descriptions, removing qualifications that are not essential to the job, having women on all selection boards. These initiatives need to be added to the Plan.

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<sup>12</sup> The Consultation Group advises the Secretary of the Treasury Board on matters related to the recruitment, retention, career development and progression of women in the Public Service of Canada.

### **Systemic Barriers**

The only provision in the plan that addresses the systemic barriers that impede recruitment of women is the R. A. Fessenden Award to Canadian Scholars in Engineering (see Specific Initiatives 2.10 above). Other sectors that draw upon a labour pool where women are under-represented should establish similar programs. In addition, the Department should take a long term view of recruitment and develop programs to reach out to the community and encourage young women to make the career choices that will allow them to be future employees. Some suggestions include setting up a speaker's bureau where women employees make presentations to a fora of girls and young women, establishing a day where employees can bring their "daughters" to work (i.e., their own or borrowed), and participate in the Federal Women's Film Program, a joint federal government/National Film Board project that produces films for, by, and about women, including films that could support a speakers bureau.

### **Mentoring**

One initiative that could help women advance their careers is a mentoring program. There was a high degree of support for mentoring during the consultations, with many people in both the interviews and discussion groups talking about how valuable their mentor had been for them, or how they had mentored someone else effectively. In all cases, however, the mentor arrangements were spontaneous. Official attempts to establish mentoring relationships (e.g., in the Management Trainee Program) were viewed as less successful. Mentoring was viewed as being the job of a good manager but, at the same time, both employees and managers stressed that there was a danger that the relationship, if extended to only certain employees, could be interpreted as favouritism. The two mentoring proposals that met with the greatest support should be further investigated; establishing a mentoring system external to the department (retired civil servants or people in other public or private sector organizations) and promoting opportunities for women to meet one another and form spontaneous bonds, e.g., CWRT and Public Service Women's Network.

### **Diversity/Sensitivity Policies and Programs**

Another key area where the Action Plan is weak is the provision of diversity/sensitivity policies and programs for managers/supervisors, recruiters and co-workers. Although attention is paid in the Women's Action Plan to voluntary management training, this whole area needs to be strengthened and expanded (see Specific Initiatives 1.3 above). There was nearly universal support from both managers and employees for the mandatory training announced by the Deputy Minister on May 26, 1993, "for all supervisors, managers and executives to take leadership and people management skills training over the next two years".<sup>13</sup> This training was to have included a component on "Promoting A Harassment Free Workplace".

Gender awareness seminars received virtually universal support during the consultations. Respondents recommended that gender awareness, managing a diverse workforce and employment equity be components of mandatory management training. In addition, the majority of respondents felt that all employees should receive some sensitization to gender differences through awareness seminars, possibly presented in broader forums using skits and videos.

There is also a need for gender awareness programs for recruiters and members of selection boards given their importance in ensuring the recruitment and promotion of women. Several examples were provided in the management interviews of cases where women and men viewed a candidate's responses differently along gender lines, thereby influencing the evaluation of the candidate.

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<sup>13</sup> CommunicINFO, "To Make a Difference" sent to all employees by Marc Rochon, Deputy Minister, May 26, 1993.

**Good Management Practices**

Many of the recommendations and the "Best Cases" from the consultation groups fall into good management practices and progressive employee-management relations. The Action Plan needs to be strengthened in this area. There was strong support for employee feedback mechanisms such as Exit Interviews, the Organizational Climate Surveys conducted in 1988 and 1992 and the Upward Feedback Project initiated in April 1992. In addition, the mandatory management training referred to above should be implemented.

The addition of the above elements, coupled with the implementation of the other recommendations outlined in this report should provide a comprehensive and effective Women's Action Plan.

## CONCLUSION

The consultation process was extremely effective in mobilizing support for the Women's Action Plan and in further strengthening the web of connections that NACWI was weaving throughout the Department in support of the plan's initiatives. The objective of supporting individual initiatives has proven to be particularly opportune given the division of the department and its absorption into three different structures. The principle of "acting locally" means that virtually all of the commitments made by managers and employees during the consultation process may still be carried out in their own section, regardless of the changed superstructure.

Nevertheless, the full success of a project such as the Women's Action Plan can only be realised if the initiatives are institutionalized and supported by department-wide infrastructures. Particularly with the modifications proposed in this report, initiatives like the Women's Action Plan could go a long way to changing corporate cultures to eliminate barriers that prevent both women and men from doing their best.

As we carried out this project, we were struck by the sense of an organization struggling with change. Virtually everyone we interviewed felt that the Department was not yet a barrier-free environment and, indeed, had a long way to go. Most people felt, however, that there was movement, however slight, in the right direction. Initiatives such as the Women's Action Plan and the proposed mandatory management training were perceived as very positive steps to that end. We hope that the newly structured departments will build on the efforts of the former Department of Communications and create organizational cultures in which women will flourish.

The following eight recommendations reflect the findings of this consultation process. The recommendations are appropriate and necessary for any organization that is creating a barrier-free workplace for women.

## RECOMMENDATIONS

**1. Establish a new National Advisory Committee on Women's Issues (NACWI) and strengthen it by broadening the net through:**

- the establishment of a sub-committee under each NACWI representative, and,
- the rotation of representation in NACWI throughout the Department to prevent the initiatives from being too closely identified with any one individual or sector.

NACWI was an excellent strategy to mobilize department-wide support for the Women's Action Plan and such a committee should be an integral part of future government initiatives. Each NACWI representative should have their own sub-committee to broaden the net and provide for greater input and sharing of responsibilities.<sup>14</sup> All committees should be comprised of women and men and representation at all levels should rotate to expand the level of commitment throughout the Department.

**2. Integrate the Women's Action Plan initiatives into day-to-day operations by:**

- including items on the Plan in staff meeting agendas at all levels,
- integrating the Plan into annual operational and strategic plans,
- integrating the Plan into special division initiatives,
- setting up branch committees,
- conducting periodic reviews of the status of the Women's Action Plan (e.g., 6, 9 and 12-month operational planning reviews), and,

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<sup>14</sup> The Atlantic region has such a committee and the consultation groups established for this project may provide a springboard for similar committees in other regions, sectors and divisions.

- **bi-annually reporting to the Deputy Minister and the Senior Management Committee on departmental progress in integrating the Women's Action Plan initiatives into day-to-day operations.**

The Women's Action Plan should be integrated into the day-to-day operations of management, and factored into the overall objectives and activities when each division/region is drawing up its operational plans for the year. One method of achieving this may be to link the Women's Action Plan more formally to the Employment Equity Plan, which is already part of a reporting and accountability process. In some situations, it may be most effective to include the Women's Action Plan in an expanded Employment Equity Plan. When procedures for periodic reviews are being established, it is recommended that the process used in this project by the Prairies/NWT region be considered as one component.<sup>15</sup>

**3. Strengthen the role of women at work by treating the Women's Action Plan as an evolving tool which meets the needs of the organization and takes into account the current environment by:**

- **reviewing the Plan and considering the modifications to it as outlined on pages 14-28 of this report,**
- **expanding the Plan by filling the gaps which emerged during this study and adding to the Plan initiatives which will eliminate barriers to women's recruitment and advancement, establishing recruitment vehicles, exploring**

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<sup>15</sup> A very effective process was carried out by Prairies/NWT region during this consultation and several participants recommended that it be used as a model by other sectors, divisions and regions to institutionalize the Women's Action Plan. The Action Plan was included as an agenda item on a management meeting that included three levels of management. Everyone received the Action Plan and background material in advance of the meeting. In a roundtable session each manager was asked to identify initiatives they had undertaken to support women in the workplace and identify initiatives they committed to undertake in the future. Feedback was solicited on specific Action Plan initiatives. The regional executive director concluded the session with an affirmation that the managers would be evaluated on their demonstration of these management skills and future managers would be hired using the same criteria.



- mentoring programs, providing gender awareness training, and establishing employee/management feedback systems, and,
- integrating into the existing Plan, initiatives for women who are doubly challenged (women with disabilities, aboriginal women, women belonging to visible minority groups, and women in non-traditional occupations).
4. Communications skills and the attainment of employment equity goals, especially those supporting and promoting women at all levels of the organization, should be visibly recognized and highly valued through such actions as:
- performance appraisals
  - rewards
  - awards
  - profiles of successful women and their achievements
  - annual women's conferences
  - information sessions and kiosks
  - social events (luncheons, dinners, etc.)
  - special events
5. Implement a comprehensive communications strategy for the Women's Action Plan.

NACWI and sub-committees should develop methods to communicate the on-going implementation of the Action Plan including the following:

- a videotape should be produced to illustrate innovative examples of workplace initiatives that support women in the workplace.<sup>16</sup> NACWI sub-committees

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<sup>16</sup> For example, job-sharing in the Pacific/Yukon region, the Ontario region TAS group, the off-site work-centre in Burlington, the running boards installed on the vehicles in the NWT, the CRC group called WINTO (Women in Non-Traditional Occupations).

should run mandatory seminars for employees using the videotape, accompanied by a discussion package.

- a handy checklist should be developed, as requested by several managers, to remind both managers and employees of the key elements of the Plan.
- a special Women's Action Plan TAC Board should be set up.
- a newsletter comprising input from regional and divisional correspondents should be published, in a size suitable for reading while commuting.
- brown bag lunch sessions should be held with speakers and special events, making use of videos and films.

**6. Make a link between the Women's Action Plan and the Department's mandate to ensure an appropriate profile for a culture which supports and promotes women.**

Many of the Action Plan initiatives had direct relevance to DOC's mandate, and could have benefited from its strengths and skills. The Department had demonstrated leadership in telework through such initiatives as the off-site work-centre in Burlington and the telework pilot project in the Heritage Division. The Telework Intradepartmental Working Group (TIWG) was studying telework arrangements in Canada and abroad and was taking the lead in organizing a symposium on telework for the fall of 1993. The Government Telecommunications Agency (GTA) is playing a lead role in the Public Service Learning and Communication Network which will increase training opportunities to employees through the use of training technologies such as distance education. In the new departments, initiatives such as these should more concretely make the link with the Women's Action Plan and incorporate its perspective in their activities and research.

- 7: Get beyond hierarchy.<sup>17</sup> Structure the newly organized departments to reduce the levels of hierarchy and make greater use of cross-sector team-building and multi-division projects in order to create more effective and responsive organizations. Women's skills will be critical to these new structures.**

Women's working methods and the resulting strengths are epitomized by NACWI. Research has found that successful women managers emphasize relationships and see themselves at the center of a web, not at the top of a pyramid. They practice "inclusion" more than "exclusion" and "are far more willing than men to distribute and share information".<sup>18</sup> These approaches will be integral to the successful organization of the future.

- 8. The first task of the newly structured NACWI within the Department of Canadian Heritage should be to formally address the recommendations in this report and to present an approach to addressing them to Strategy Committee for ratification.**

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<sup>17</sup> "Beyond Hierarchy" is a chapter title in Liberation Management: Necessary Disorganization for the Nanosecond Nineties by Tom Peters, 1992.

<sup>18</sup> Ibid., p. 368.

**APPENDIX ONE**  
**WOMEN'S ACTION PLAN**

Strategy Members

September 23, 1992

Élisabeth Châtillon  
Chair, Action Committee

WOMEN AT DOC: TODAY AND TOMORROW - A PROPOSAL FOR ACTION

INTRODUCTION

This proposal for action is presented to Strategy Committee by the Action Committee and is based on the outcome of the first DOC women's conference held in 1991 called "Women at DOC: Today and Tomorrow". It begins by providing some background to the Conference and then explores five issues in depth, providing for each a series of suggestions for action. While some of the suggestions have been implemented, the proposal seeks senior management approval for total execution of this Action Plan which was developed over the past few months in consultation with all sectors and regional offices.

A second conference, "Sharing the Load: Finding a Balance", has been approved and will be held in October 1992. The current year's conference committee is jointly chaired by a woman, Donna Ward (GTA) and a man, Leonard Eichel (DGIR), which reinforces the notion of partnership and shared responsibility. It is hoped that Strategy Committee will approve the suggestions of this action plan to permit announcement of progress at the October 1992 Conference.

The concept of an annual conference on women's issues, with rigorous follow-up, is a bold step in the government environment. This Action Plan and the coming conference present the Department with an opportunity to demonstrate continued leadership in this area as well as commitment to its operating principles.

**BACKGROUND**

The Assistant Deputy Minister for Corporate Management (ADMCM), Barbara Bloor, initiated the organization of a conference on women's issues which was held on January 31, 1991. One hundred and thirty people from Headquarters and Regional Offices attended the all-day "Women at DOC - Today and Tomorrow" Conference in Ottawa.

The Conference opened with an address by Barbara Bloor who set the tone of responsibility for conference participants by telling them: "I want to hear first what's concerning you. And then, once we have all of that in front of us it will be easier to determine a course of action. So, what happens beyond will depend very much on what happens today" ("Women at DOC: Today and Tomorrow", Communications Canada, Spring 1991, p.1).

Cathy Downes of the Task Force on Barriers to Women in the Public Service, gave a presentation on the Task Force report "Beneath the Veneer". This was followed by an interactive theatrical performance by Théâtre Parminou, a Québec theatre company which presents its message against discrimination to international audiences.

Former Deputy Minister Alain Gourd gave the luncheon speech and also encouraged participants to set the stage for the Department's action by saying: "I am anxious to see the results of your work and efforts today... It is important that a group, like this one, does provide critical analysis of the situation of the Department and recommendations pertaining to areas where we can do better" ("Women at DOC: Today and Tomorrow, Communications Canada, Spring 1991, p.3). The DM then answered questions from the floor.

During the afternoon the Conference participants split up into working groups where issues of concern were exchanged and discussed in depth.

This Conference highlighted a number of issues which were grouped into five areas by the Action Committee:

1. Internal Communications
2. People Management
3. Stereotyping and Blockage
4. Barriers to Women in Non-traditional Occupations
5. Women as a Resource in DOC

These areas are explored below and suggestions for improvements are made. Some of the suggestions will have implications for all DOC employees. This Action Plan is the result of extensive consultations held over the spring and summer months with men and women representing all levels in the sectors and the regions. Their input, time and efforts is very much appreciated. I would like to particularly thank Anne Marie Giannetti (DPR), Patricia Jaton (DPR), Louise Lappa (DPR) and Stephanie Perrin (DGIR) for their dedication and many long hours of participation throughout this process. Thanks also to Erica Claus from the Corporate Review Group for having edited this text.

## WOMEN AT DOC: TODAY AND TOMORROW

### CONFERENCE ISSUES

#### **1. Internal Communications**

Many of the concerns expressed at the Conference echoed those expressed during the "Challenge for Change" exercise and are consistent with findings from two successive all-employee surveys. Effective communication is a vital element for a better workplace. This ranges from awareness of personnel policies and benefits, to improved dialogue between supervisor and staff. Internal communications at DOC was felt to be lacking in quality and quantity, so mechanisms to improve the instruments and opportunities for better internal communication should be developed.

#### Suggestions<sup>1</sup>

- 1.1\* All employees should be made more aware of the programs and services offered throughout the Department. In order to improve the dissemination of information, a DOC Services Guide was commissioned by DGAT and as of July 1992 is available in the departmental telephone directory. Plans are underway to make it available electronically on the LAN.
  
- 1.2 A better orientation program for new employees could include a "buddy" system, whereby a new employee would be paired with a more experienced member of the Department until the new employee has adjusted to the new environment. A new orientation program is being developed by DPR now and will include a trial of the "buddy" system. The trial is planned for December 1992. This in no way reduces each supervisor's responsibility in acting as a mentor for his or her employees by collaborating to establish a career plan.

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<sup>1</sup> Any suggestions marked with an asterisk have already been, or are currently being, implemented.



- 1.3\* DOC needs to make available more possibilities for improving interpersonal communications skills. All management training courses should include training which sensitises them to women's issues and subtle forms of gender-based discrimination. The new middle managers course and the updated supervisors course, which are both mandatory, have a module on communications and employment equity. All employees should be made aware of inappropriate verbal and non-verbal communication. Existing courses for women in assertiveness skills can also improve communication channels. Managers need to be reminded that this training is already available through the in-house DOC course calendar and that in-house courses are advertised through the TAC Board.
- 1.4\* All managers should hold regular staff meetings, including support staff who represent an important link in the communication chain. Support staff should also be encouraged to attend Directors and DGs meetings on a rotational basis. In this way, all employees are aware of the "big picture" and are more motivated and better positioned for career advancement. Support staff should be encouraged to hold their own meetings to discuss common problems and solutions. This both encourages multi-levelled internal communication patterns and eliminates potential feelings of isolation.
- 1.5\* As part of a strategy to provide greater professional opportunities for women in support positions, the Department has introduced the "Sponsorship Program for the Next Generation", a program launched by ADMCP which sponsored three junior women to attend the Inaugural Dinner for Canadian Women in Radio and Television (CWRT) held in Toronto in October 1991. The success of this initiative for career enhancement and development has been very positive. Each DG should be asked to sponsor two support staff or junior officers per fiscal year to participate in this program.

## 2. People Management

DOC employees are extremely concerned with the intense pace of work at DOC, which often includes working hours in excess of the 37.5 hour week. The associated high levels of stress, the late hours, overtime, and implications for health, personal and family life are all issues which concern DOC employees. The most recent all-employee survey also showed that overtime was a concern of DOC employees in general, not only women, although it showed that women at the support level were the most likely to be upset about overtime. It has become evident that DOC should consider more flexible working arrangements for its employees on a more wide-spread basis.

### Suggestions

- 2.1 Flexible hours should be encouraged and every request which is denied could be brought to the ADM's and RED's attention for review. This action would send a signal to managers about the value accorded the notion of increased flexibility.
- 2.2\* To encourage flexibility in working arrangements (not flex hours per se) E-mail and other services could be made available to employees using a modem and portable computers borrowed from the Department. This in no way should be construed as a requirement for employees to engage in additional work at home, but rather, as a flexible work opportunity, e.g., to work at home for a week on an in depth and complex document, accommodate a family situation, i.e., sick child. The Treasury Board has recently distributed an interim policy on teleworking and this will be the subject of a workshop at the October conference.
- 2.3 In accordance with current policy, overtime should be approved in advance in the event of extraordinary work requirements and compensated appropriately. Compensating employees by giving them "time off" does little if the workload is such that time cannot be taken. Extended hours should only be permitted where essentially required.

- 2.4\* The International Comparative Policy Group (DGIR) is conducting a comparative study examining workplace arrangements in different countries with particular reference to opportunities and arrangements to facilitate women's involvement in the workforce. This research will review different strategies used by governments and industry in other nations. The final report should be made available electronically using the TAC board and its findings will be discussed at the conference.
- 2.5 The Corporate Review Branch (formerly DPE/DIAB) could be asked to undertake an exhaustive "work habits" study examining in depth the question of overtime, number of people doing overtime, numbers paid and amount of compensatory time taken, etc. To date the all-employee surveys have touched on overtime issues but in insufficient depth to provide data useful for a reconsideration of the overtime policy. Such a study would be extremely useful in the current DOC climate and would send a message to all employees about the Department's "caring about individuals".
- 2.6 Succession planning is essential for maximum use of human resources, especially for designated groups such as women. Women, particularly at the middle and senior levels are increasingly in demand throughout government. All employees should be encouraged to clearly indicate their career aspirations on their performance review and employee appraisal report.
- 2.7\* The appraisal process could put greater emphasis and attention on ensuring that career goals are being met and job satisfaction, motivation and production remain high. The appraisal form for 1991-92 has been amended to encourage better people management. While some sectors and regions conduct performance review and employee appraisal committees this should be done across the Department. A Committee has been recently established in the Department to study the performance review and employee appraisal policy, philosophy and process and will report its findings and recommendations to the Strategy in the late fall.

- 2.8 DGs should be encouraged to hold a bi-annual meeting with Directors to assess the career aspirations of each employee in the branch as identified in their appraisal forms.
- 2.9\* Access to reliable care (child and elder care) is vital to employees with children and elderly parents requiring care. Productivity can be adversely affected if employees continually struggle with these arrangements. DPR continues to represent the Department on the Daycare Steering Committee composed of seven other departments and chaired by Transport Canada for a joint facility in the downtown core. A private firm, Corporate Health Services provides free confidential referral services relating to child and elder care. In June 1992 a brochure was sent to all employees advertising these services. To date only one employee has asked for this type of advice.
- 2.10\* In consultation with other departments, DPR has established an interdepartmental committee on family support services to study a range of support needs, including elder care, funding for child care services in exceptional circumstances.
- 2.11 Employees should be made aware of and encouraged to take greater advantage of the many benefits offered in the public service, i.e., paternity leave and leave for family related responsibilities.
- 2.12\* Criticism about the inadequacy of the personal harassment complaints and investigations mechanism was very high at the Conference. Women should be encouraged to make sexist and other forms of discriminatory behaviour known to enable management to take corrective action. In response, ProPsych Inc., an independent consultant, has been hired to provide a 24-hour ombudsman service. Employees can seek help and advice and can expect results on a variety of conflicts in the workplace. To date, sixty three calls have been received since December 1991 and employees have indicated they are well-satisfied with this service.

### 3. Stereotyping and Blockage

Concern was expressed about the administrative difficulties faced by support staff when attempting to advance in their careers, and about the limitation imposed by the attitudes of managers regarding the career potential of women at all levels. Creation of entry level and bridging positions should be encouraged to help alleviate some of these problems.

#### Suggestions

- 3.1 Based on the experience of the Human Resource Development Committee of ADMCP, a member of a support team could be paired with a junior officer (for example, in policy or administration) on a full-time basis for six months to assist with their duties. The cost would be covered by the respective branch. Benefits would include managerial experience for the junior officer and exposure to more senior responsibilities for the support staff.
- 3.2 The three-day training allotment should be viewed as a minimum entitlement for all employees in 1992-93. Training opportunities should be improved to update technological and managerial skills. Emphasis of this training should be on career development and consequently involves strategic and long range career planning and discussions between managers and employees.
- 3.3 Employees should be exposed to more opportunities for career development by participating in higher level meetings, attending conferences as well as taking advantage of the programs offered by DPR. Human Resources currently offers courses in career development (e.g., resume writing, assertiveness training, strategic career planning). A course is also offered by DPR on how to deal with performance appraisals.

- 3.4 The department will establish a developmental assignment program for all employees. A small working group chaired by DPR will present its action plan to Strategy in October. The program will be piloted in the late fall.
- 3.5 A new automated training information system (TIS) in DPR will provide timely and accurate training information to managers. This system offers report producing capabilities on such items as costs, volume, kind, location, coincidence of training requested and received, as well as what groups and levels receive training. Reports will be submitted periodically to each ADM and RED by DPR.

#### **4. Barriers to Women in Non-traditional Occupations**

DOC employs women in non-traditional occupations by virtue of its responsibilities in communications and new technologies. The conference participants identified a number of barriers, including isolation, inability to express dissatisfaction with their work environment, the need for more opportunities to network, lack of opportunity to upgrade skills in the latest technologies and stereotyping.

#### **Suggestions**

- 4.1\* All employees leaving the Department could be interviewed to assess their experience with the Department so that DOC can benefit from suggestions for improvement. An Exit Interview Program was introduced in July 1992 for all employees and the Corporate Review Group will collect data from the questionnaire, analyze the information and evaluate its effectiveness.
- 4.2\* Results from a questionnaire sent to women in non-traditional occupations in December 1991 confirmed the needs identified above. In April 1992 fifteen women in non-traditional occupations attended a four-day course designed to provide them with skills to cope with problems in the workplace. ADMRS will offer similar courses to employees in their sector.

- 4.3\* DOC hosted two dinners - one in June 1991 at the Aylmer Club and the other in June 1992 which was co-sponsored with the Canadian Women in Radio and Television (CWRT) at the National Arts Centre (NAC) for women and men which provided an excellent opportunity for networking. Some sectors sponsored several tables for support staff and junior officers.

## 5. Maximising Women as a Resource at DOC

Women at the Conference felt strongly that none of the issues raised were new. Each was a pervasive problem which, although particularly significant for women, also touched men. It is in this context of "people issues" which are not gender based that PS 2000, Challenge for Change and the DOC Operating Principles become increasingly relevant to this discussion.

### Suggestions

- 5.1 It is recommended that a part-time consultant be hired to launch and animate the Action Plan proposed here to ensure its implementation throughout the Department. Following an initial period the work will be evaluated.
- 5.2 An Advisory Committee chaired by the aforementioned senior executive composed of women and men representing all levels, regions and sectors is to present bi-annual reports to SMC on the implementation of the Action Plan and its successes and failures throughout the Department.
- 5.3 A conference focusing on women's issues should become an institutionalized annual event at DOC. This year's Conference, already approved, will be coordinated by two co-chairs who reflect the ideals of this Women at DOC initiative. The majority of the Conference participants last year were women, and this year participation of both men and women is being encouraged.

5.4\* In looking at all designated group members, all sectors and regions have developed their first employment equity plans for 1992-93. There are many initiatives directly related to women. Progress will be reported to the Strategy in the spring of 1993.

#### **RECOMMENDATION FOR IMPLEMENTATION**

This bold and progressive initiative would put DOC in a leadership position demonstrating its strength in developing and acting upon innovative ideas. While the Action Plan is specific about suggestions their impact is intended to be widespread and consistent throughout the Department. In order to ensure the viability of the success of the implementation of all approved suggestions, it is recommended that the Action Plan be approved as presented, and that the Deputy Minister require each ADM and RED to openly discuss the implementation of the Action Plan with staff and to report to SMC on progress twice yearly.



Membres du Comité de stratégie

le 23 septembre 1992

Elisabeth Châtillon  
Présidente, Comité d'action

## LES FEMMES AU MDC AUJOURD'HUI ET DEMAIN - PLAN D'ACTION PROPOSÉ

### INTRODUCTION

Le Comité d'action est heureux de pouvoir présenter au Comité de stratégie ce Plan d'action dans la foulée de la première conférence sur les femmes organisée en 1991 et intitulée «Les femmes au MDC aujourd'hui et demain». Le Plan débute par la description du contexte de la conférence, puis il explore en profondeur cinq questions pour chacune desquelles on propose un train de mesures distinctes. Si certaines des suggestions ont déjà commencé à être mises en oeuvre, le Comité d'action souhaite vivement obtenir l'appui de la haute direction en vue de la réalisation de ce plan élaboré au cours des derniers mois, en consultation avec tous les secteurs et bureaux régionaux.

Une deuxième conférence pour les femmes intitulée «Pour alléger la charge : le partage égal des responsabilités», vient d'être approuvée et elle se tiendra en octobre 1992. Le comité de conférence de cette année est présidé conjointement par une femme, Donna Ward (ATG), et un homme, Leonard Eichel (DGIR), afin de renforcer la notion de partenariat et de partage des responsabilités. On espère que le Comité de stratégie approuvera les suggestions contenues dans le présent plan d'action pour qu'on puisse annoncer des progrès à la Conférence d'octobre 1992.

Le concept d'une conférence annuelle sur la situation de la femme, avec un suivi rigoureux, constitue une initiative hardie au sein de l'administration fédérale. Le présent Plan d'action et la prochaine conférence fournissent au Ministère l'occasion de s'affirmer comme un chef de file dans ce secteur ainsi que de s'engager à respecter ses principes directeurs.

## CONTEXTE

Barbara Bloor, sous-ministre adjointe à la Gestion intégrée, a eu l'heureuse initiative d'organiser une conférence sur la situation des femmes, tenue le 31 janvier 1991. Cent trente personnes de l'Administration centrale et des bureaux régionaux ont assisté à cette conférence d'une journée intitulée «Les femmes au MDC aujourd'hui et demain», tenue à Ottawa.

La Conférence a débuté par une allocution de madame Bloor qui a donné le ton, en invitant les participants à prendre leurs responsabilités, par ces mots : «Je veux d'abord savoir ce qui vous préoccupe. Une fois que nous saurons ce qu'il en est, nous pourrons mieux établir un plan d'action. L'avenir dépend donc de ce qui se passera aujourd'hui». («Femmes au MDC aujourd'hui et demain», Communications Canada, printemps 1991, p. 1).

Cathy Downes du Groupe de travail sur les obstacles rencontrés par les femmes dans la fonction publique a donné un exposé sur le rapport de ce Groupe intitulé «Au-delà des apparences». Cet exposé fut suivi d'une pièce de théâtre interactive présentée par le Théâtre Parminou, une compagnie de théâtre québécoise qui aborde le thème de discrimination devant le public au pays et à l'étranger.

M. Alain Gourd, alors sous-ministre, a prononcé une allocution pendant le déjeuner et a aussi encouragé les participants à jeter les bases de l'action du Ministère en disant «J'ai hâte de voir les résultats de vos travaux et j'ai l'intention de discuter de vos recommandations avec mon équipe de gestion. Il est très important qu'un groupe comme celui-ci fasse une analyse critique du Ministère et soumette des recommandations qui nous permettent d'améliorer notre performance.» (Les femmes au MDC aujourd'hui et demain, printemps 1991, p. 3) Le sous-ministre a ensuite répondu aux questions des participants.

L'après-midi, les participants à la Conférence se sont partagés en groupes de travail pour échanger et discuter en profondeur sur des thèmes choisis.

Cette Conférence a mis en lumière un certain nombre de sujets qui furent regroupés en cinq secteurs par le Comité d'action, présidé par Elisabeth Châtillon.

1. Communications internes
2. Gestion des ressources humaines
3. Stéréotypes et entraves professionnelles
4. Obstacles rencontrés par les femmes dans les emplois non traditionnels
5. Les femmes comme ressource au MDC

Chacun de ces secteurs est examiné ci-dessous et on suggère des améliorations. Certaines des suggestions auront des incidences pour tous les employés du MDC.

Le Plan d'action est le fruit de vastes consultations tenues au printemps et au cours de l'été auprès de femmes et d'hommes à tous les paliers dans les secteurs et les régions. Nous tenons à exprimer à toutes ces personnes notre vive reconnaissance.

J'aimerais remercier particulièrement Anne Marie Giannetti (DPR), Patricia Jaton (DPR), Louise Lappa (DPR) et Stephanie Perrin pour leur dévouement et les longues heures consacrées à cette tâche, tout comme Erica Claus, du Groupe des examens ministériels, qui a révisé le texte.

## LES FEMMES AU MDC AUJOURD'HUI ET DEMAIN

### THÈMES DE LA CONFÉRENCE

#### 1. Communications internes

Bon nombre des points soulevés à la conférence rappelaient les questions abordées pendant l'exercice «Les changements qui s'imposent» et ils coïncident également avec les résultats de deux enquêtes successives auprès des employés. Pour améliorer vraiment la qualité de vie au travail, il est essentiel d'assurer des communications efficaces. Ce souci doit se refléter aussi bien dans l'information sur les politiques du personnel et les avantages sociaux que dans l'amélioration du dialogue entre le superviseur et ses employés. On a constaté des lacunes sur le plan des communications internes au MDC et la nécessité de mettre au point des mécanismes visant à améliorer les instruments et à accroître les possibilités de meilleures communications internes.

#### Suggestions<sup>2</sup>

- 1.1\* Il faudrait mieux faire connaître à tous les employés l'ensemble des programmes et des services offerts par le Ministère. Afin d'améliorer la diffusion de l'information, on a commandé un Guide des services du MDC. Ce guide est intégré au Répertoire téléphonique du Ministère depuis juillet 1992. On projette présentement de rendre ce répertoire accessible par voie électronique sur le réseau local.
- 1.2\* Pour améliorer le programme d'orientation des nouveaux employés, on pourrait notamment instaurer un système de travail en duo, consistant à faire travailler un nouvel employé avec un autre plus expérimenté jusqu'à ce que le nouvel employé se soit adapté à son nouveau milieu. La DPR est en train d'élaborer un nouveau programme d'orientation comprenant un essai de ce système, prévu pour décembre 1993.

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<sup>2</sup> Toutes les suggestions marquées d'un astérisque ont déjà été mises en oeuvre, ou sont en voie de l'être.

Cela ne diminue nullement la responsabilité de chaque superviseur, appelé à jouer le rôle de guide auprès de ses employés en les aidant à établir un plan de carrière.

- 1.3\* Le MDC doit multiplier les occasions d'amélioration du savoir-faire dans les relations interpersonnelles. Tous les cours de formation des gestionnaires devraient comporter un volet de sensibilisation aux questions intéressant les femmes et aux formes subtiles de discrimination fondées sur le sexe. Le nouveau cours destiné aux cadres intermédiaires et le cours renouvelé à l'intention des superviseurs, tous deux obligatoires, comprennent un module sur les communications et l'équité en matière d'emploi. Tous les employés devraient être sensibilisés aux communications verbales et non verbales inadéquates. Les cours actuels d'affirmation de soi destinés aux femmes peuvent aussi aider à améliorer les voies de communication. On doit rappeler aux gestionnaires que cette formation est déjà incluse dans le calendrier de cours interne du MDC et que les cours sont annoncés au tableau d'affichage du CCT.
- 1.4\* Tous les gestionnaires doivent tenir des réunions régulières du personnel, y compris des employés de soutien, qui représentent un lien important dans la chaîne des communications. On devrait aussi inviter à tour de rôle des employés de soutien aux réunions des directeurs et des directeurs généraux. Ainsi, tous les employés pourraient avoir une «vue générale» et être plus motivés et mieux placés pour obtenir de l'avancement. On devrait aussi inciter les employés de soutien à tenir leurs propres réunions pour parler de problèmes communs et de solutions. On favoriserait ainsi des modèles de communications internes à des niveaux multiples, tout en éliminant les sentiments éventuels d'isolement.
- 1.5\* Dans le cadre d'une stratégie visant à offrir des possibilités de carrière plus intéressantes aux employées de soutien, le Ministère a introduit le «Programme de parrainage de la prochaine génération», lancé par le SMAPC qui a parrainé la participation de trois femmes occupant des postes subalternes au dîner inaugural de

l'Association canadienne des femmes en radiotélévision (ACFR), tenu à Toronto en octobre 1991. Cette initiative axée sur la progression dans la carrière et le perfectionnement professionnel a obtenu un vif succès. Chaque directeur général devrait être invité à parrainer, à chaque exercice financier, la participation de deux employés ou agents subalternes à ce programme.

## **2. Gestion des ressources humaines**

Les employés du MDC sont très inquiets du rythme de travail intense qu'ils doivent soutenir. En effet, leurs heures de travail excèdent souvent la semaine régulière de 37,5 heures. Le niveau de stress élevé qui s'ensuit, les heures tardives, le temps supplémentaire et les répercussions sur la santé, la vie personnelle et familiale, voilà autant de motifs de préoccupation pour les employés. La plus récente enquête auprès de l'ensemble des employés a montré que les heures supplémentaires constituaient un motif de préoccupation non seulement pour les femmes au MDC, mais pour l'ensemble des employés même si elle a montré que les employées de soutien étaient les plus susceptibles d'être perturbées par le surtemps. Il est devenu évident que le MDC doit envisager un assouplissement plus généralisé des conditions de travail de ses employés.

### **Suggestions**

- 2.1 Il faut favoriser l'horaire flexible, et chaque demande en ce sens devrait être portée à l'attention du sous-ministre adjoint et des directeurs régionaux exécutifs pour examen. On indiquerait ainsi clairement aux gestionnaires l'importance accordée à cette question.
- 2.2\* Pour favoriser un assouplissement des conditions de travail (pas l'horaire flexible comme tel), on pourrait mettre le courrier électronique et d'autres services analogues à la disposition des employés utilisant un modem et des ordinateurs portatifs prêtés par le Ministère. Cette mesure ne devrait nullement être interprétée comme une obligation

pour les employés de faire du travail supplémentaire à domicile, mais plutôt comme un assouplissement des conditions de travail, par exemple sous forme de travail à la maison pendant une semaine sur un document complexe et approfondi ou pour tenir compte d'une situation familiale, par exemple un enfant malade. Le Conseil du Trésor a distribué récemment une politique intérimaire sur le télétravail qui fera l'objet d'un groupe de travail à la conférence d'octobre.

- 2.3 Conformément à la politique actuelle, le surtemps doit être approuvé à l'avance si on prévoit une charge de travail sortant de l'ordinaire, et faire l'objet d'une rémunération appropriée. Le fait d'accorder aux employés des congés compensatoires constitue une solution boiteuse lorsque la charge de travail est telle que les employés ne peuvent prendre ces congés. Les heures prolongées ne doivent être autorisées qu'en cas de nécessité.
- 2.4\* Le Groupe des politiques comparées internationales (DGIR) mène présentement une étude comparative des conditions de travail (c'est-à-dire le télétravail) dans divers pays, en insistant particulièrement sur les possibilités et les arrangements offerts pour faciliter l'intégration des femmes à l'effectif. On examinera diverses stratégies utilisées par le secteur public et le secteur privé dans d'autres pays. Le rapport final devrait être présenté sur le tableau d'affichage électronique du CCT et ses conclusions seront examinées à la conférence.
- 2.5 On pourrait demander à la Direction des examens ministériels (l'ex-DPE/DIAB) d'entreprendre une étude exhaustive et approfondie des habitudes de travail portant sur la question du surtemps, le nombre de personnes qui en font, combien sont payées et non payées, etc. Jusqu'ici, les enquêtes auprès de l'ensemble des employés ont abordé la question des heures supplémentaires, mais pas de façon suffisamment approfondie pour fournir des données utiles en vue d'une refonte de la politique de surtemps.

Une telle étude serait très précieuse dans le contexte actuel au MDC et montrerait de façon non équivoque que le Ministère s'intéresse à ses employés.

- 2.6 La planification de la relève est essentielle à une utilisation maximale des ressources humaines. Les femmes, notamment aux échelons intermédiaires et supérieurs, quittent le gouvernement en grand nombre tel que l'indique le rapport «Au-delà des apparences». Ces dernières sont donc de plus en plus en demande à travers l'administration fédérale. On devrait inviter tous les employés à indiquer clairement leurs aspirations professionnelles sur leur rapport d'évaluation et d'examen du rendement.
- 2.7\* Le processus d'évaluation devrait mettre davantage l'accent et attirer plus l'attention sur la réalisation des objectifs de carrière et le maintien d'un haut niveau de satisfaction professionnelle, de motivation et de production. On a modifié la formule d'évaluation pour 1991-1992 afin de favoriser une meilleure gestion des ressources humaines. Si certains secteurs et certaines régions ont déjà mis sur pied des comités d'évaluation et d'examen du rendement, il reste à étendre cette pratique à tout le Ministère. On a récemment créé au Ministère un comité chargé d'étudier la politique, la philosophie et le processus d'évaluation et d'examen du rendement; ce comité déposera ses conclusions et recommandations devant le Comité de stratégie à la fin de l'automne.
- 2.8 On devrait inviter les directeurs généraux à tenir une réunion semestrielle avec les directeurs pour évaluer les aspirations professionnelles de chaque employé dans l'ensemble de la direction à partir des indications fournies sur les formules d'évaluation.



- 2.9\* L'accès à des services de garde fiables (pour les enfants et les personnes âgées) est vital pour les employés qui ont besoin de tels services pour leurs enfants ou leurs parents âgés. La productivité peut s'en ressentir si les employés doivent constamment se battre pour régler ce genre de problème. La DPR continue à représenter le Ministère au sein du Comité directeur des garderies comprenant sept autres ministères et présidé par Transports Canada pour une installation conjointe au coeur du centre-ville. Une entreprise privée, Corporate Health Services, offre à tous les employés des services confidentiels gratuits, ayant trait à la garde d'enfants et de personnes âgées. En juin 1992, on a fait parvenir une brochure à tous les employés pour annoncer ce service. Jusqu'ici, une seule personne a fait appel à ce service d'information.
- 2.10 En consultation avec d'autres ministères, la DPR a créé un comité interministériel sur les services de soutien familial afin d'étudier toute une gamme de services requis, y compris la garde de personnes âgées, le financement de garderies dans des circonstances exceptionnelles.
- 2.11 On devrait informer les employés au sujet des nombreux avantages offerts dans la fonction publique, par exemple le congé de paternité et le congé pour obligations familiales, et les inciter à en tirer un meilleur parti.
- 2.12\* À la conférence, on a fortement critiqué le mécanisme touchant les plaintes de harcèlement personnel et les enquêtes à ce sujet. On devrait encourager les femmes à signaler à la direction tout comportement sexiste et autre forme de discrimination pour lui permettre de prendre des mesures correctives. Pour donner suite à ce voeu, on a engagé ProPsych Inc, un consultant indépendant, pour fournir un service d'ombudsman 24 heures sur 24. Les employés peuvent demander de l'aide et des conseils et s'attendre au règlement de divers conflits en milieu de travail. On a reçu soixante-trois appels depuis décembre 1991 et les employés se sont déclarés forts satisfaits de ce service.

### 3: Stéréotypes et entraves professionnelles

Les participants se sont montrés préoccupés par les difficultés administratives rencontrées par le personnel de soutien désireux de progresser dans la carrière, et par les limites imposées par l'attitude des gestionnaires concernant le potentiel professionnel des femmes à tous les niveaux. Il faudrait favoriser la création de postes au niveau d'entrée et de postes de transition destinés à atténuer certains de ces problèmes.

#### Suggestions

- 3.1 À partir de l'expérience du Comité de perfectionnement des ressources humaines du SMAGI, un membre d'une équipe de soutien pourrait travailler en duo avec un agent subalterne (par exemple aux politiques ou à l'administration) à plein temps pendant six mois. Les frais seraient supportés par chacune des directions. Les deux employés en retireraient des avantages, sous forme d'un accroissement des responsabilités et de l'expérience.
- 3.2\* Les trois jours affectés à la formation devraient être considérés comme un strict minimum pour tous les employés en 1992-1993. On devrait améliorer les possibilités de formation afin de mettre à jour les compétences en technologie et en gestion. Cette formation devrait être axée sur le perfectionnement professionnel, ce qui suppose une planification des carrières stratégiques et à long terme et des discussions entre gestionnaires et employés.
- 3.3 Les employés devraient bénéficier de meilleures possibilités de perfectionnement professionnel en participant à des réunions à un palier supérieur, en assistant à des conférences ainsi qu'en profitant des programmes offerts par la DPR. La direction des ressources humaines offrent présentement des cours de perfectionnement professionnel (par exemple, rédaction de curriculum vitae, cours d'affirmation de soi, planification stratégique de carrière). La DPR offre aussi un cours sur la façon d'aborder les évaluations du rendement.

- 3.4 Le Ministère établira un programme d'affectations de carrière pour tous les employés. Un petit groupe de travail présidé par la DPR présentera son plan d'action au Comité de stratégie en septembre. Des expériences pilotes seront menées à la fin de l'automne.
- 3.5\* Un nouveau système automatisé d'information sur la formation (SIF) à la DPR fournira au gestionnaire des renseignements à point et fidèles. Ce système permettra de produire des rapports sur des éléments comme les coûts, le volume, le type, l'emplacement, la correspondance entre la formation demandée et reçue, ainsi que les groupes et les niveaux joints. La DPR soumettra régulièrement des rapports à chaque sous-ministre adjoint et directeur exécutif régional.

#### 4. Obstacles rencontrés par les femmes dans les emplois non traditionnels

Le MDC emploie des femmes dans des métiers non traditionnels en vertu de sa responsabilité à l'égard des communications et des nouvelles technologies. Les participants à la conférence ont déterminé un certain nombre d'obstacles, dont l'isolement, l'impossibilité d'exprimer leur insatisfaction à l'égard de leur milieu de travail, les lacunes quant à la constitution de réseaux, le manque de possibilités de familiarisation avec les technologies les plus récentes et les stéréotypes.

#### Suggestions

- 4.1\* On pourrait interviewer tous les employés quittant le Ministère pour évaluer leur expérience au MDC afin de permettre à celui-ci de mettre à profit les suggestions d'amélioration. Un programme d'entrevues de fin d'emploi a été introduit en juillet 1992 pour tous les employés et le Groupe des examens ministériels rassemblera les données tirées du questionnaire, analysera l'information et en évaluera l'efficacité.

- 4.2\* Les résultats d'un questionnaire envoyé à ces femmes en décembre 1991 ont confirmé les besoins établis ci-dessus. En avril 1992, quinze femmes occupant des postes non traditionnels ont suivi un cours de quatre jours conçu pour développer leur capacité de réagir aux problèmes en milieu de travail. Le SMARS offrira des cours semblables aux employés dans leur secteur.
- 4.3\* Le MDC a organisé deux dîners : un en juin 1991 au Aylmer Club et l'autre en juin 1992 qui fut coparrainé par l'Association canadienne des femmes en radiotélévision (ACFR) au Centre national des arts (CNA) pour les hommes et les femmes qui ont fourni amplement de possibilités de constitution de réseaux. Quelques secteurs ont parrainé plusieurs tables pour le personnel de soutien et les agents subalternes..

## 5. Utilisation optimale des femmes comme ressource au MDC

Les femmes à la Conférence avaient fortement l'impression de déjà vu par rapport à chacune des questions soulevées. Chacune de celles-ci constituait un problème envahissant qui, s'il touchait particulièrement les femmes, concernait aussi les hommes. C'est en considérant les questions qui intéressent aussi bien les hommes que les femmes, sans distinction fondée sur le sexe, que FP 2000, "les Défis qui s'imposent", et les Principes directeurs du MDC sont apparus de plus en plus pertinents par rapport à cette discussion.

### Suggestions

- 5.1 Il est recommandé que les services d'un consultant à temps partiel soit retenus afin d'assurer la mise en oeuvre du plan proposé dans l'ensemble du Ministère. Les résultats seront évalués après une période initiale d'essai.

- 5.2 Un Comité consultatif présidé par le cadre supérieur susmentionné et formé d'hommes et de femmes de tous les niveaux, de toutes les régions et de tous les secteurs doit présenter des rapports semestriels au Comité de la haute direction sur la mise en oeuvre du Plan d'action, ses réussites et ses échecs dans tout le Ministère.
- 5.3 Une conférence axée sur les préoccupations des femmes devrait devenir un événement annuel institutionnalisé au MDC. La Conférence de cette année, déjà approuvée, sera coordonnée par deux présidents, conformément aux idéaux de cette initiative des Femmes au MDC. La majorité des participants de la Conférence de l'an dernier étaient des femmes; cette année on souhaite la participation des hommes également.
- 5.4\* En examinant tous les membres des groupes désignés, les secteurs et les régions ont tous élaboré leurs premiers plans d'équité en matière d'emploi pour 1992-1993. Bien des initiatives s'adressent directement aux femmes. On rendra compte des progrès réalisés au Comité de stratégie au printemps 1993.

#### **RECOMMANDATION DE MISE EN OEUVRE**

Cette initiative audacieuse et progressiste ferait du MDC un chef de file en démontrant sa capacité de lancer et d'appliquer des idées innovatrices et de les mettre en pratique. Si le Plan d'action formule des suggestions précises, on cherche à obtenir un effet général et uniforme à travers le Ministère. Pour s'assurer que toutes les suggestions approuvées soient mises en oeuvre avec succès, il est recommandé que le Plan d'action soit adopté sous la forme présentée et que le sous-ministre invite chaque sous-ministre adjoint et directeur exécutif régional à discuter ouvertement de la mise en oeuvre de ce plan d'action avec le personnel et fasse rapport au Comité de la haute direction sur les progrès réalisés deux fois par année.

**APPENDIX TWO**

**NATIONAL ADVISORY COMMITTEE ON WOMEN'S ISSUES  
MANDATE**

## NATIONAL ADVISORY COMMITTEE ON WOMEN'S ISSUES

### TERMS OF REFERENCE

The National Advisory Committee on Women's Issues, established in December 1992, will report quarterly to senior management on women's issues and act as a communications channel with women across the Department. The Committee is made up of at least one representative from GTA, CRC, CCI, each Sector and Region, and the Minister's Office.

The objectives of the Committee are:

1. To establish priorities and implement a plan in response to the recommendations from the Action Committee's report presented to the Strategy in September.
2. To act as the clearing house for the Department's annual conference focusing on women's issues by approving the theme, agenda, speakers and other related requirements.
3. To advise senior management on any issues related to women and recommend appropriate action.
4. To sensitize and heighten awareness amongst DOC management and staff regarding the challenges faced by women and the new strategies for advocating and promoting women's issues.

The activities of the Committee are:

1. To hire a short term consultant to implement recommendations from the Action Committee's Report presented to Strategy in September 1992.

2. To monitor DOC's achievement of the government's objective of ensuring that the representation of women and men approximates the available proportions of interested and qualified persons of both sexes.
3. To propose and initiate special projects that will create a more effective working environment for all employees.
4. To serve as a channel for communication on issues of concern and interest to women.



## COMITÉ CONSULTATIF NATIONAL DU MDC SUR LES QUESTIONS FÉMININES

### MANDAT

Mis sur pied en décembre 1992, ce comité présentera tous les trimestres ses observations aux cadres supérieurs sur les questions féminines et servira de voie de communication avec les femmes de tout le Ministère. Il compte au moins une personne de l'ATF, du CRC, de l'ICC, de chaque secteur, de chaque région et du cabinet du Ministre.

#### Objectifs du Comité :

1. Embaucher un expert-conseil à temps plein pour mettre en oeuvre les recommandations contenues dans le plan présenté au Comité de stratégie en septembre 1992 par le Comité d'action.
2. Servir de centre de coordination pour la conférence annuelle du Ministère sur les questions féminines en approuvant le thème, l'ordre du jour, le choix des conférenciers et d'autres points connexes.
3. Conseiller la haute direction sur toute question se rapportant aux femmes et recommander des mesures appropriées.
4. Sensibiliser davantage les employés du MDC aux injustices et aux difficultés auxquelles les femmes sont confrontées ainsi qu'aux nouvelles stratégies utilisées pour faire valoir et promouvoir les questions féminines.

Activités du Comité :

1. Surveiller à quel point le Ministère atteint l'objectif du gouvernement voulant que la proportion des femmes et des hommes dans son effectif soit voisine de celle qui existe parmi les personnes intéressées et qualifiées qui sont disponibles.
2. Proposer et entreprendre des projets spéciaux qui contribueront à la création d'un milieu de travail plus efficace pour tous les employés.
3. Servir de voie de communication pour les questions qui intéressent ou préoccupent les femmes.

**APPENDIX THREE**

**NATIONAL ADVISORY COMMITTEE ON WOMEN'S ISSUES  
MEMBERS**

MEMBERS OF THE DOC NATIONAL ADVISORY COMMITTEE ON WOMEN'S  
ISSUES/LISTE DES MEMBRES DU COMITÉ NATIONAL DU MDC SUR LES  
QUESTIONS CONCERNANT LES FEMMES

Barbara Bloor	990-4631	ADMCM
Paul Racine	993-4393	ADMCP
Nissar Ahmed	990-4799	DGEP
Ted Bairstow	990-8725	DSCI
Ingrid Barclay	990-4661	GTA
Gisèle Beauvais	990-4677	DMG
Sean Berrigan	990-8983	DGSP
Gaston Blais	991-5727	DGAP
Brigitte Boucher	990-6776	MINO
Carrie Brooks-Joiner	(416) 639-3238	DGO/TOR
Antonietta Calitri	991-2061	DGCR
Suzanne Carpentier	990-9848	DMG
Christiane Chasle	990-2334	GTA
Elisabeth Châtillon	990-4225	DGIR
Donna Chernecki	990-4664	DGCR
Erica Claus	993-5327	DGCR
Lorraine Croskery	990-4549	DPR
Nicole Cyr	990-4549	DPR
Marilyne Delaquis	(204) 984-4878	DGC/WPG
Viviane Farmer	990-4119	DMG
Nicola Fletcher	(604) 666-5428	DGP/VAN
Dorothy Franklin	990-7558	DFM
Suzanne Gervais	990-4531	DPR
Francine Gallo	990-4553	DPR
Anne Marie Giannetti	990-4518	DPO
Elizabeth Gilhooly	990-1713	DLS
Sharon Jeannotte	990-4176	DGSP
Louise Lappa	990-4546	DPR
Raymond Lepage	990-4293	DGSP
Judy Logan	998-3721	CCI
Lorraine Larivière	(514) 283-8480	RQA/MTL
Marilyn Matte	998-2533	CRC
Maria Morin	990-2253	DPD
Adam Ostry	990-4874	DGCI
Sylvie Peltier	(604) 666-7387	DGP/VAN
Stephanie Perrin	990-4237	DGIR
Hélène Plante	998-4075	DMT
Anne Séguin	990-4183	DSCI

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Marthe Saulnier	(506) 851-6522	DGA/MCT
Linda Street	990-4647	DFM
Alison Taylor	998-3874	DGTP
Jo-Ann Williamson	990-4555	DPR

**APPENDIX FOUR**  
**METHODOLOGY**

## METHODOLOGY

The methodology used to conduct the women's project relied on a national department-wide consultation strategy. It involved a number of research stages, the first of which was an analysis of the Women's Action Plan. This was followed by the development of a synthesis of findings and preliminary recommendations, presentation to NACWI, feedback from members and preparation of the final report (for further details please refer to the Consultant's Objectives and Terms of Reference provided in Appendix 5).

Department-wide consultations took place from June 7 to 30, 1993, through a combination of personal interviews and discussion groups held in Ottawa, Vancouver, Winnipeg, Toronto, Burlington, Montréal and Moncton. The interviews were carried out by Lyndsay Green and Hélène Bibeault, and conducted in English or French, according to the language preference of the interviewee. Interviews were conducted in confidence and interviewees were assured that the findings would be summarized and their privacy respected. Interviewees could request that interviews be conducted at other than office premises or from home telephones, but these options were not requested.

Personal interviews were conducted with a sample of senior managers (including director-general level and above) selected by NACWI to reflect a cross-section of sectors and regions, and including both women and men. Interviews were also carried out with women who had participated in activities supported by the Women's Action Plan, including job-sharing, telework, junior officer training programs, flexible hours and intradepartmental assignments.

NACWI members organized and chaired discussion groups, which were facilitated mostly by the consultants. In addition, departmental employees also chaired some discussion groups. In Headquarters, employees were invited to participate in discussion groups and the invitation list was drawn up by NACWI to represent a cross-section of divisions and levels (below the director-general level) and to include both women and men. Outside of Headquarters the

approach varied, with some NACWI members issuing open invitations to employees to attend, and others requesting that each division send a representative. In some regions, district office representatives also participated in the meetings in-person or by teleconference.

In preparation for the department-wide consultation, preliminary research was carried out within the Department to assess the status of the implementation of the Women's Action Plan. In addition, consultation was carried out with other departments and organizations to explore whether other successful initiatives should be incorporated into the Plan. The results of the research were incorporated in the following background documents that were provided in advance to all discussion group participants and interviewees.

1. A letter of invitation to participate in the consultation process that explained the project's objectives.
2. An outline of the interview/discussion group format.
3. A chart summarizing the status of the implementation of the Action Plan and points for discussion.
4. A checklist on "Best Practices in the Employment of Women" and the Executive Summary of "Case Studies on Best Practices in the Employment of Women" prepared for the Consultation Group on Employment Equity for Women.<sup>1</sup>

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<sup>1</sup> The Consultation Group on Employment Equity for Women advises the Secretary of the Treasury Board on matters related to the recruitment, retention, career development and progression of women in the Public Service of Canada. The report describes in detail eight case studies that were commissioned by the Consultation Group to illustrate "best practices" currently in place in a range of organizations across Canada.



## Consultation Approach

The consultation process was designed to obtain feedback on the following issues:

1. What are the "best case" examples of initiatives to support women and provide a barrier-free workplace?
2. Are the initiatives in the Women's Action Plan being implemented? Why or why not?
3. Are there other initiatives that would contribute to an improved workplace for women?
4. Would it be useful to implement such initiatives as mandatory training on managing a diverse workforce, gender awareness seminars and mentoring? And, if so, how?
5. What is the commitment of senior managers and employees to women's equality and how is it being demonstrated? In the case of senior managers, what resources are allocated to initiatives to promote women's equality?
6. How could this commitment be more effectively demonstrated?<sup>2</sup>
7. How is each division responding to the needs of women who are doubly challenged by virtue of being members of designated groups, (e.g., women with disabilities, aboriginal women, women belonging to visible minority groups and women in non-traditional occupations)?
8. What would be the most effective means of communicating with Departmental employees on an on-going basis about the Women's Project?

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<sup>2</sup> This question was particularly important given a finding from the 1992 DOC Organizational Climate Survey that only 50% of the female respondents felt that the Department had been responsive to the needs of women, as compared to 74% of the male respondents.

All participants were provided discussion or interview formats incorporating the above questions in advance of the sessions. The discussion groups were guided through the issues by the facilitator who used three flip charts titled "Best Cases", "Recommendations" and "Commitments", to record the group discussion. No minutes were kept of the discussion and the only output from the sessions were the contents of the three flipcharts. The names of participants were recorded in order to send them a copy of the group output and a final copy of the report, but were not linked with the group output. There was no requirement to arrive at a group consensus. The contents of the flip charts were typed up by the facilitators and sent to the chair of the session for circulation to the session participants. The synthesis of the conclusions from these discussion groups appears in the report's findings and recommendations.

In several regions and sectors the decision was made to send the output of the discussion groups to management. In others, the decision was made to circulate the output to all employees in the region or sector. The Prairies/NWT region was holding an all-region management meeting at the time of the consultation and the managers participated in the process as a discussion group. The output from this management meeting was sent to all employees.

### **Assessment of Approach**

1. The consultation process was very effective in obtaining an extremely high degree of input in a very short time frame. Over a 15 day period (June 10 to 30), personal interviews were conducted with 41 people, and 181 people participated in 22 discussion groups.<sup>3</sup> There was participation from all sectors, divisions and regions, including participation from district office employees in several regions.

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<sup>3</sup> Approximately a dozen additional interviews were cancelled after the Prime Minister's announcement on June 25 of the restructuring of the federal government, which captured the full attention of senior managers. Fortunately the majority of the interviews were completed prior to the announcement. The list of interviewees and discussion group participants is attached as Appendix 7.

2. The approach dramatically heightened awareness of the Women's Action Plan through various communications techniques, including an all-employee bulletin from the Deputy Minister that emphasized the importance of the project and urged employees to participate (CommunicACTION, June 4, 1993, attached as Appendix 8). All participants received the detailed background documentation outlined above, and many more employees received some background information as part of the invitation process.

3. The consultation process was highly successful in achieving its objectives:

To gather information

- Feedback was obtained from management and employees on the status of the implementation of the Action Plan and recommendations were made by consultation participants for strengthening the plan.

To provide information

- The process often allowed for direct feedback from employees to management. For example, in some cases the participants requested that the consultation group output be sent to management. In the Prairies/NWT region the process also allowed for feedback from management to employees with the circulation of the output from the management discussion group to all employees.
- Information was provided to management and employees on the Action Plan in general, and on specific initiatives, e.g., information sharing about the Junior Officer Development Program, the ombudsman, status of the developmental assignment program, etc.

- Advice was provided to individuals with specific problems which they raised in both the interviews and discussion groups, e.g., advice regarding use of the ombudsman, problem-solving between supervisor and employee, identification of a problem in a particular office, information about external resources.
- Information was provided on programs offered elsewhere, e.g., Public Service Women's Network, ISTC, CIBC gender awareness seminars, Treasury Board Best Cases.

To generate support for the Action Plan and to encourage women and men to commit themselves to individual and collective action

- Personal commitments to advance elements of the Women's Action Plan were made both by participants in the discussion groups and during the interview process, e.g., to research the possibility of setting up a branch of the Public Service Women's Network, to add the Action Plan to the agenda of other groups, to explore establishing a buddy system, etc. These commitments can be pursued irrespective of any future organizational structure.
- During the interview process many managers made commitments to undertake the integration of the Women's Action Plan into special sector or division undertakings, e.g., Total Quality Management, cultural diversity studies, etc. These commitments can be pursued irrespective of any future organizational structure.
- Individuals decided to take action on their own workplace situation as a result of having been given a clearer understanding of the Women's Action Plan initiatives, e.g., requesting flexible hours, seeking support for further education, volunteering as "buddies". These initiatives can be pursued irrespective of any future organizational structure.

4. One weakness of the process was that the composition of the discussion groups was weighted to the converted, to the extent that participation was voluntary. However, given the objectives of the project, this weakness was also a strength because participants who are already conscious of the issues are usually knowledgeable about what needs to be done and how measures might be implemented.

**APPENDIX FIVE**

**CONSULTANT'S OBJECTIVES AND TERMS OF REFERENCE**

TERMS OF REFERENCE  
WOMEN'S ACTION PLAN PROJECT - PHASE I:

NATIONAL ADVISORY COMMITTEE ON WOMEN'S ISSUES

BACKGROUND

Two annual conferences on women's issues were held at the Department of Communications ("Women at DOC: Today and Tomorrow" in 1991 and "Sharing the Load: Finding a Balance" in 1992), culminating in 1992 with the presentation to Strategy Committee of an Action Plan and the creation of the National Advisory Committee on Women's Issues (NACWI). The Committee's objectives are to:

- establish priorities and implement a plan in response to the recommendations presented in the Action Plan
- act as a clearing house for the Department's annual women's conference
- advise senior management on any issues related to women and recommend appropriate action
- sensitize and heighten awareness amongst DOC management and staff regarding the challenges faced by women and the new strategies for advocating and promoting women's issues

Strategy Committee approved the hiring of a consultant to implement the recommendations of the Action Plan. A Selection Committee was struck and began consultations in January 1993. The objectives of the consultant as defined by NACWI are to:

- launch and animate the recommendations approved for implementation by the DOC Strategy Committee which were outlined in the September 1992 Action Committee's Report
- report every six weeks to NACWI on matters pertinent to women in DOC

- discuss sector and regional plans with Assistant Deputy Minister's and Regional Executive Directors in order to identify issues and develop recommendations to improve and correct current problem areas
- advocate and promote women's issues at ALL levels of management
- establish a monitoring and follow-up system to keep track of developments launched as a result of this initiative

The consultant would report to NACWI through the Selection Committee.

### PURPOSE

The purpose of this project is to meet the objectives of NACWI and those identified for the consultant. An analysis of the Action Plan, assessment of the status of initiatives already implemented, a proposal for further development and its implementation, are essential steps in the attainment of these goals.

### PROJECT REQUIREMENTS

#### PHASE I

##### 1. ANALYSIS OF THE ACTION PLAN

An analysis of the Action Plan, with an assessment of the status of initiatives already implemented is the first step in developing a strategy for the implementation of the Action Plan. This work includes preliminary consultations and research on employee data available through existing studies, reports and files, and research on other data relevant to this project (including public and private sector data). [10 days]

##### 2. DEVELOPMENT OF A WORKPLAN

Based on the analysis of the Action Plan, develop a workplan to implement the recommendations of the Action Plan. This should include the development of priorities within the Action Plan, refinement of them and any appropriate value-added suggestions, and a proposal for actual implementation of initiatives identified therein. This proposal is to be presented to NACWI for discussion and approval. [5 days]



**3. DEPARTMENT-WIDE CONSULTATIONS**

Carry out Department-wide consultations in the National Capital Region, and in the five Regional Offices through personal interviews, focus groups, etc. The focus of the consultations will be the presentation of Action Plan priorities approved by NACWI (marketing) and an attempt at providing a "health-check" (status) on the condition of women throughout the Department with respect to the priority areas agreed upon, and noting other issues which emerge from the consultations. [18 days for Regional Offices and 15 days for the National Capital Region]

**4. SYNTHESIS AND ANALYSIS OF CONSULTATIONS**

Write a consultations report synthesizing major issues; reconcile these with Action Plan priorities; make necessary refinements to the Action Plan initiatives; develop a program to implement relevant changes and programs; establish a monitoring and follow-up system to keep track of developments launched as a result of this initiative. Value-added analysis and assessment of potential initiatives is essential in this stage. [12 days]

**5. PRESENTATION TO NACWI**

Prepare a presentation of the findings of the consultations to NACWI once they have been completed. Present the wrap-up and follow-up strategy to NACWI including an implementation plan, associated costs and timing of implementation. This session should present a pragmatic approach to an implementation plan which can be realized in terms of cost, efficiency, and marketability. [4 days]

**PHASE II****6. IMPLEMENTATION PLAN AND STRATEGY**

This Phase II would be carried out under a separate contract, and would be the actual implementation of the plan presented in stage 5 above. The costing and days required for Phase II would be developed in the course of stage 5 in Phase I. It is expected that some items in the Action Plan which are already implemented would continue or be refined as part of Phase I. Some initiatives suggested in stage 5 above with no additional costs associated could be implemented in Phase I. The Phase II implementation would relate specifically to new initiatives with costs associated.

**TEAM APPROACH**

A team approach is suggested for the carrying out of this work because of its national scope and the many initiatives proposed. A project leader, working together with another consultant determined by NACWI is the recommended approach for sharing the task, travel, regional consultations, analysis, and program strategy development. The team must possess extensive experience in consulting on women's issues, preferably some familiarity with the Department of Communications, and ideally, experience in policy development and legal affairs. A fully bilingual team is essential.

**SCHEDULING AND COSTS**

April 6	Meet consultant, review terms of reference, agree on workplan and deadlines.
April 20	Meet with consultant to review analysis of Action Plan (stage 1).
April 27	Consultant completes workplan (stage 2).
May 21	Completion of department-wide consultations (stage 3).
May 25	Meet with consultant to review preliminary results of consultations (stage 4).
June 4	Review Consultations Synthesis and Analysis Report and make necessary revisions (stage 4).

June 8 Present to NACWI the Consultations Report and an implementation plan and strategy and suggest what can be implemented immediately at little or no cost internally, and what would have to be implemented as a Phase II with costs associated (stage 5).

The total cost of this contract is a fixed price of \$45,000., with travel to and from Ottawa absorbed by the contractor. Any other travel deemed necessary for regional consultations will be approved prior to the travel and paid separately.

#### DELIVERABLES AND PAYMENT SCHEDULE

1. Analysis of Action Plan [\$7,000].
2. Complete and deliver agreed upon workplan [\$3,500].
3. Completion of department-wide consultations [\$23,100].
4. Consultations Synthesis and Analysis Report [\$8,600].
5. Presentation of Consultations Report and Implementation Plan to NACWI [\$2,800].

#### ADDITIONAL REQUIREMENTS

1. Only high quality writing and report presentation will be considered for review; reports should be professionally written and edited if deemed necessary by the project authority and costs for this are to be covered within the existing budget allotted for this project.
2. Immediate availability to begin work is required.
3. Extensive experience in women's issues is critical for undertaking of this project.

**APPENDIX SIX**

**CHECKLIST ON "BEST PRACTICES IN THE EMPLOYMENT OF WOMEN"**

**CASE STUDIES  
ON  
BEST PRACTICES IN THE EMPLOYMENT  
OF WOMEN**

**A Report by the Consultation Group  
on Employment Equity for Women**

**May 1993**

*"Workplace equality for women makes good business sense because it results in improved productivity, better retention, and improved recruitment."*

## EXECUTIVE SUMMARY

The eight organizations participating in the case studies all share a demonstrated leadership in creating a fair and equitable workplace for women (and other designated groups). In other respects, however, they are heterogeneous organizations in terms of size, economic sector, workforce composition, degree of unionization, ownership and regulatory framework. The result is that each organization has taken a distinct approach to promoting workplace equality, especially with respect to its priorities and areas of emphasis.

Despite this diversity, there are a number of common elements that define how these organizations promote workplace equality for women. This executive summary highlights these common themes and approaches with a view to drawing lessons for other organizations that wish to increase their commitment to workplace equality for women.

### Motivating Factors

Although five of the case study organizations are covered by the Employment Equity Act and a sixth is covered by the Federal Contractors Program, legislative compliance is no longer the driving force behind their commitment to employment equity. Increasingly, these organizations are embracing workplace equality for women because it makes good business and organizational sense.

The key motivating factors can be summarized as follows:

- Workplace equality for women makes good business sense because it results in improved productivity, better retention, and improved recruitment.
- It helps satisfy the new aspirations of women in their workforces and results in more motivated employees.
- It facilitates wider organizational transformation.
- It responds to changing labour force demographics which indicate that women are providing an ever increasing share of Canada's skilled and educated labour force.

### Preconditions for Success

The case studies suggest there are three preconditions that are needed to anchor any set of programs or initiatives to create a fair and equitable workplace for women. These are:

- strong corporate commitment to achieving workplace equality;
- a comprehensive approach; and
- a program which is based on sound analysis, consultation and planning.

*"The starting point for success is a clear and unambiguous commitment by the organization to achieving workplace equality."*

*"It is significant that those organizations that have had the longest experience with building a fair and equitable workplace ... have placed their emphasis on integrating supportive measures that accommodate the needs of women into their general employment and organizational policies."*

### **1. Strong Corporate Commitment**

The starting point for success is a clear and unambiguous commitment by the organization to achieving workplace equality. The case organizations have demonstrated their commitment through a combination of the following measures:

- some organizations have anchored their commitment to workplace equality in the organization's statement of mission or purpose;
- in all cases the commitment has been articulated and spearheaded by top management;
- all organizations have formalized their commitment by developing and adopting a specific employment equity policy for the organization; and
- they have all made available dedicated staff resources who can facilitate the planning, communication, monitoring, and training and development processes that are necessary to develop and implement the programs.

### **2. A Comprehensive Approach**

It is clear from the case studies that the successful implementation of workplace equality for women requires a comprehensive approach. Special measures targeted at women, although often important, will not be enough.

It is significant that those organizations that have had the longest experience with building a fair and equitable workplace have chosen to minimize their use of special measures. Instead, they have placed their emphasis on integrating supportive measures that accommodate the needs of women into their general employment and organizational policies.

### **3. Sound Analysis, Consultation and Planning**

The success of the case organizations in making significant progress towards workplace equality for women also reflects the care and effort they put into basing their program initiatives on a process of sound analysis and consultation.

All of the organizations have undertaken a workforce analysis, a self-identification survey and a thorough review of their employment systems. Other types of information systems that are found to be important for employment equity purposes include:

- exit interviews;
- information for succession planning; and
- special surveys to identify key issues, attitudes and perceptions in the workforce.

A number of organizations have set in place special task forces or advisory committees to ensure employee input into the research and planning process. In some cases there has been a deliberate effort made to ensure gender balance and membership of middle management in the task force in order to facilitate implementation of subsequent recommendations and action plans.

- The Bank of Montreal has just completed a major task force exercise - the Task Force on the Advancement of Women. The Task Force examined why women were under-represented at senior levels in the Bank and what should be done to remedy the situation. One key recommendation was to establish an ongoing Advisory Council, along with eight Divisional Advisory Councils, to oversee the implementation of the Bank's Action Plans with respect to achieving workplace equality.
- Manulife Financial set up its Task Force in 1976 to undertake a thorough review of the company's policies and practices affecting the status of women and to make recommendations on how the company could create an equal opportunities organization.
- Warner-Lambert set up a Committee of 14 women employees in 1975 to assess the status of women at the company and to make recommendations on how Warner-Lambert's employment and promotion policies could be improved. The Committee reported in 1976. By 1978, all recommendations had been implemented.
- A joint Company-Union Committee on Employment Equity has been established at Newfoundland Telephone.
- CMHC set up an ongoing "Advisory Group - Women" in 1975 which promotes the interests of women and reviews all new human resources policies for their impact on women.
- Transport Canada's ongoing Women's Advisory Committee has been in place since 1977.

The case organizations have put considerable efforts into the development of their employment equity plans in which they have defined the specific goals, activities and responsibilities to achieve appropriate representation for women (and other designated groups).

Effective plans incorporate the following elements:

- realistic goals which are set whenever possible in conjunction with the managers who will ultimately be accountable for their implementation;
- a comprehensive range of activities designed to remedy shortfalls in the representation of women;
- timetables for action;
- clear assignment of responsibilities;



*"The successful implementation of workplace equality for women requires a comprehensive approach."*

- clear accountability for results, at both line manager and senior executive level; and
- a process of reporting to and review by senior management.

Transport Canada, CMHC and CN have all placed particular emphasis on setting up systems to ensure greater management commitment to and accountability for employment equity results.

### **Strategies for Achieving Workplace Equality**

It is clear from the case studies that the successful implementation of workplace equality for women requires a comprehensive approach: an approach that includes both the use of special measures targeted at women, as well as measures that incorporate the needs of women into the overall employment and organizational policies, programs and practices.

The particular strategies adopted by individual organizations reflect the specific needs identified through analysis and planning within the organization. Nevertheless there are a number of both general and specific initiatives which have been adopted by most, and sometimes all, of the case organizations.

### **Organizational Measures that Promote Workforce Equality**

Organizational measures are those that are generally available to the workforce, regardless of gender. Some organizations rely almost exclusively on measures that have general application to their workforces.

The most significant general initiatives can be grouped as follows:

#### **1. Recruitment and Promotion**

All the organizations have reviewed their employment practices and have taken concrete steps to remove systemic barriers.

#### **2. Benefits Policies**

Although their benefits policies apply to all their employees, most organizations have amended or improved their benefits policies to ensure that they reflect the needs of women. The most common initiatives have included:

- family and parental leave arrangements;
- pro-rated benefits for part-time work;
- enhanced maternity benefits;
- relocation assistance that acknowledges the reality of dual career-families; and
- information services on eldercare and child care arrangements.

Organizations such as Manulife Financial (through its Lifestyle 2000 initiative) and the Bank of Montreal have put significant emphasis on providing their employees with a comprehensive array of benefits.

### **3. Career Planning**

Career planning programs are viewed as very important initiatives by some of the case organizations, such as Warner-Lambert, Manulife Financial and CMHC. They provide the opportunity for employees to identify their career aspirations and explore specific training and development opportunities with their supervisors and managers.

Specific initiatives include:

- guidance in defining skills and aptitudes, career aspirations and career planning; and
- use of the performance appraisal system to identify aspirations and appropriate follow-up actions.

### **4. Training and Development**

The approach to training and development varies widely among the case organizations. Some take an ad hoc approach; others have developed a comprehensive framework. CMHC's Milestones Program is an example of a comprehensive training program designed to provide training and career development over the nine major stages of an employee's career.

In practice, all organizations have ensured that all their employees have access to the following training and development initiatives:

- training to improve employee effectiveness on the job;
- training for the new job (supervisory development, management development, training in new technology);
- on-the-job experience for career development;
- bridging programs and developmental assignments; and
- educational upgrading programs.

### **5. Flexible Working Arrangements**

Alternatives to regular full-time employment provide useful ways of assisting employees who are trying to balance work with family or academic demands. The most commonly available flexible working arrangements include:

- flexible hours;
- a modified work week;
- permanent part-time work; and
- job sharing.

*"Although certain initiatives may have been introduced to respond to the needs of women, as the scope of the programs expanded the organizations have found more men becoming involved."*

*"Most organizations have found it valuable to adopt special measures targeted specifically at women in order to accelerate their fair representation in the workforce."*

A number of organizations are looking at flexible workplace initiatives, such as tele-commuting (Westcoast Energy) or home-based work (Bank of Montreal). However, these initiatives are mainly at the pilot stage.

The case study organizations have only recently started to keep detailed and systematic records on the take-up of flexible working arrangements between men and women. However, certain conclusions are already apparent:

- Although certain initiatives may have been introduced to respond to the needs of women, as the scope of the programs expanded the organizations have found more men becoming involved.
- Both men and women take advantage of flexible hours and modified work weeks.
- Women heavily dominate part-time work and job-sharing programs.
- Men have been actively involved in a number of the pilot programs related to flexible workplace arrangements.

#### **6. Organizational Culture**

Three types of initiatives dominate the actions organizations have taken to create a supportive organizational culture for all employees. These are:

- strong anti-harassment policies and effective procedures to deal expeditiously with complaints and provide appropriate support to complainants;
- measures to sensitize managers and recruiters to workforce diversity; and
- two-way communications to foster input and dialogue on existing and planned company policies.

Some organizations, such as Warner-Lambert, have placed strong priority on diversity management.

#### **Special Measures Targeted at Women**

Most organizations have found it valuable to adopt special measures targeted specifically at women in order to accelerate their fair representation in the workforce:

##### **1. Targeted Recruitment**

Targeted recruitment and positive recruitment preferences for women are particularly important in organizations, such as CN, Transport Canada and Westcoast Energy, where the challenge is to increase the representation of women into technical and non-traditional jobs.

*"Organizations that have widespread geographical operations have recognized that proactive initiatives may be needed to create fair and equitable workplaces for women throughout the organization."*

## **2. Pre-Recruitment Programs**

For some organizations, like CN and Newfoundland Telephone, a key challenge has been to increase the proportion of women in the recruitment pool for certain occupations. The result is that they have made significant commitments to encouraging women (through outreach programs and scholarship programs for women) to consider and undertake studies in science, mathematics and technology in order to open the way for their increased participation in non-traditional occupations.

## **3. Bridging Programs**

Bridging programs are used frequently by the case organizations to enable female employees with demonstrated potential (but who may lack the necessary qualifications and experience) to move, via an interim position, to a higher level job. CN, Warner-Lambert and Transport Canada have made significant use of bridging programs.

## **4. Retraining and Developmental Assignments**

Most of the organizations provided retraining and developmental assignments to prepare women employees for alternative positions in the company. Developmental assignments take many forms and include:

- job rotation;
- task force and special project assignments;
- acting positions; and
- job exchange.

## **Addressing Regional Issues in the Organization**

Organizations that have widespread geographical operations have recognized that proactive initiatives may be needed to create fair and equitable workplaces for women throughout the organization. Organizations with multiple worksites are faced with a number of challenges:

- to ensure that employees throughout the organization have fair access to information on job openings and opportunities for advancement;
- to ensure that employees throughout the organization are able to get access to and take advantage of special programs;
- to develop a common corporate culture across a diverse range of worksites, some of which may be the result of takeovers or acquisitions; and
- to respond to different program priorities in different parts of the organization.

Some of the initiatives taken by specific organizations include:

*"All the case study organizations have faced the challenge of building commitment and sustaining momentum towards workplace equality."*

- Most have adopted policies to ensure that special programs are available across the organization. For example, CN reports that its special programs are usually available to all employees across Canada and not just in head office or large regional centres.
- CN also makes sure that regional employment equity research and surveys are distributed to other regions and that key findings are shared throughout the organization.
- Transport Canada established regional Women's Advisory Committees in 1990 to ensure stronger regional input into the departmental Women's Advisory Committee.
- Since the department is composed of hundreds of different workplaces spread across the country, Transport Canada has made communications a key aspect of its employment equity program.
- Although it does not have overall corporate goals for the employment of women, Manulife Financial has introduced specific goals for women in its Canadian Operations based in Waterloo, in order to accelerate the movement of women into senior management at that location and ensure greater parity with its other operations.
- The Bank of Montreal is setting up a Bankwide exchange of information about all management vacancies at all levels, to ensure that the right information about job openings reaches everyone. The Bank has also introduced a Personal Grading Process which makes it possible to recognize individual development with promotional opportunities within a job category. As a result employees do not have to relocate as frequently in order to advance their careers.
- The Bank of Montreal has formed eight Divisional Advisory Councils to oversee the implementation of its workplace equality Action Plans at the local and regional levels and to recommend additional initiatives to the Bank.

However, a number of organizations have noted that the application of the policy (especially in the case of flexible working arrangements) can be tempered by the worksite, the size of the workforce or the nature of the work. The larger and more diverse the workforce in any one location, the more flexibility there is to provide a full range of options.

### **Building Organizational Commitment and Sustaining Progress**

All the case study organizations have faced the challenge of building commitment and sustaining momentum towards workplace equality.

*"A good ongoing internal communications strategy has been found to facilitate the process of change and encourages employee involvement in the process."*

*"The organizations participating in the case studies have identified a number of bottom line benefits from their activities to create an equitable workplace for women."*

A comprehensive, ongoing communications strategy is an integral part of the employment equity program adopted by all of the case organizations. The purpose of the communications initiatives of the best practices organizations is not only to provide information, but to encourage involvement and commitment. Communications strategies usually involve a number of discrete elements that are designed to complement one another. For example:

- initial communications activities to communicate the organization's commitment to workplace equality;
- effective communications to build awareness and understanding in order to facilitate the effectiveness of self-identification surveys and the acceptance of employment equity in the organization;
- ongoing communications to keep employees and managers mindful of the importance of achieving a fair and equitable workplace. This is done through company newsletters, special employment equity newsletters, videos, and periodic information sessions;
- generating two-way dialogue with employees;
- communicating progress to employees; and
- reaching external constituencies and stakeholders.

A good ongoing internal communications strategy has been found to facilitate the process of change and encourages employee involvement in the process.

External communications serves to enhance the image of the organization among existing and potential stakeholders (customers, shareholders, potential employees) which serves to broaden the pool of qualified candidates from which to recruit.

Warner-Lambert, Bank of Montreal, CN, Manulife Financial and CMHC are examples of organizations whose employment equity programs have been supported by comprehensive and effective internal and external communications strategies.

### **Benefits**

The organizations participating in the case studies have identified a number of bottom line benefits from their activities to create an equitable workplace for women. The most frequently cited include:

- improved retention of women with resulting savings in training and orientation costs for new employees;
- increased productivity of employees through better utilization of their actual skills and abilities;
- improved ability to "select from the best" in recruitment; and

*"... the measures to build a fair and equitable workplace for women appear to have had a positive impact on the employment representation of women in other designated groups."*

- improved employee satisfaction and motivation of women which can result in improved service to customers.

Some organizations also feel that their employment equity commitment has resulted in a marketing edge among certain consumer groups, including women.

It is also clear that the measures to build a fair and equitable workplace for women appear to have had a positive impact on the employment representation of women in other designated groups.

As noted earlier, initiatives to assist women in balancing work and family (such as flexible working arrangements) have also been of significant value to male employees.

### **Emerging Pressures**

The case organizations have identified a number of issues that will shape their future approach to the employment of women. The most important ones are:

- ongoing demographic changes, which will result in women accounting for a larger percentage of workforce growth;
- increased competition for women as employees, with the result that women will be more selective in choosing organizations they work for;
- the need to draw on the creativity and energy of all of its workforce if the organization is to remain competitive;
- the rising expectations of women in the workforce and increasing pressure to address the glass ceiling for women;
- the increasing need to take active steps to assist employees to balance work and family;
- increasing recognition of the organizational pay-off, in terms of recruitment and sales, from an improved image in the marketplace; and
- the need to adapt to tighter regulatory pressures, such as Ontario's proposed employment equity legislation or revised federal legislation.

All of the organizations are comfortable that their core programs are sound and therefore planned changes tend to be fine-tuning and incremental. Nevertheless, a number of organizations have identified some common areas for improvement. These include strengthening internal and external communications; giving managers more say in setting goals, holding them accountable and rewarding performance; and undertaking joint initiatives with the unions.

## BEST PRACTICES CHECKLIST

The following checklist sets out an inventory of processes, policies and practices which have been developed to improve the employment situation of women. The organizations surveyed in the preceding case studies have each used a particular combination of these initiatives in the context of their own strategic and operational goals.

### STRATEGIC MANAGEMENT PROCESSES

Measures which integrate employment equity into the overall planning and management system of the organization:

#### Management Information Systems

- up-to-date workforce analysis in place
- systems in place to capture employment equity information (surveys, exit interviews)
- regular review of employment systems for systemic barriers
- formal succession planning
- special surveys to identify key issues, attitudes and perceptions in workforce

#### Planning

- employment equity incorporated into annual operational plans
- human resource plans linked to overall business plans

#### Staff Resources

- functional responsibilities of employment equity staff group
- resource commitment to employment equity (people and money)

#### Specific Goals and Timetables for Employment of Women

- overall organizational goals
- employment goals
- other goals
- timetables for action

#### Reporting

- regular management reports on employment equity results
- employment equity reports linked to other operating reports
- regular review at senior levels of employment equity results

#### Accountability Systems

- senior management accountability for employment equity
- accountability formally incorporated into annual performance contracts
- results on employment equity key element of overall performance evaluation
- recognition or sanctions for performance



## **SUPPORTIVE GENERAL EMPLOYMENT POLICIES AND PRACTICES**

General employment policies and practices that facilitate the development of a fair and equitable workplace for women:

### **Recruitment and Promotion**

- removal of systemic barriers

### **Benefits Policies**

- family and parental leave arrangements
- pro-rated benefits for part-time work
- enhanced maternity benefits
- relocation assistance that acknowledges dual-career families
- information services on eldercare and child care arrangements

### **Career Planning**

- guidance for employees in defining skills, aptitudes, career goals
- career planning guidance for employees
- performance appraisal system to identify career goals and necessary actions

### **Training and Development**

- training to improve employee effectiveness on the job
- training for the new job (supervisory and management training, training in new technology)
- on-the-job experience for career development
- participation in task forces and special projects
- educational upgrading programs

### **Flexible Working Arrangements**

- flexible hours
- flex days
- compressed work weeks
- permanent part-time work
- job sharing
- telecommuting
- home-based work

## **ORGANIZATIONAL CULTURE**

Initiatives that are aimed at creating and maintaining an organizational climate that facilitates and promotes the implementation of employment equity initiatives:

### **Anti-Harassment Policies**

- establishing and communicating an anti-harassment policy
- clear procedures for addressing complaints
- support mechanisms for complainants

## **Diversity/Sensitivity Policies and Programs**

- programs for managers/supervisors
- programs for recruiters
- programs for co-workers

## **Communications**

- programs focused on staff
- programs focused on shareholders
- programs focused on customers/clients

## **Progressive Labour-Management Relations**

- employment equity provisions in collective agreement
- informal understandings with unions on employment equity
- joint processes to facilitate employment equity
- other progressive labour-management relations

## **SPECIFIC RECRUITMENT INITIATIVES TARGETED AT WOMEN**

Recruitment methods targeted specifically at increasing the number of women candidates and activities and programs used to increase the supply of employment-ready women:

### **Counselling and Career Information**

- outreach to schools
- published information geared to women
- assistance in interview techniques
- role model programs

### **Targeted Recruitment**

- recruiting for non-traditional occupations
- "positive preferences"

### **Prizes, Bursaries, Scholarships, Education Supports**

- in high schools
- in colleges
- in universities

### **Summer Employment, Co-op Students and Internships**

- as training/work experience mechanism
- as longer-term recruitment strategy

## **SPECIFIC CAREER DEVELOPMENT INITIATIVES FOR WOMEN**

Training and career advancement programs which have been successfully used to increase the representation of women in higher level occupations and non-traditional jobs:

### **Workplace Training Programs**

- long-term occupational formation programs (eg. apprenticeship)
- short-term formal training programs
- management development programs
- job shadowing

### **Developmental Assignments**

- short term assignments
- developmental interchanges
- secondments
- job exchange
- job rotation

### **Bridging Programs**

- management/supervisory
- non-traditional trades

### **Counselling and Mentoring**

- formal
- informal

### **Support for Educational Advancement**

- educational leave granted
- scholastic fees paid
- income support available

**ÉTUDES DE CAS PORTANT SUR LES  
MEILLEURES PRATIQUES  
RELATIVES À L'EMPLOI  
DES FEMMES**

**Rapport du Groupe consultatif  
sur l'équité en matière d'emploi  
pour les femmes**

**Mai 1993**

*«Elle (l'équité)  
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## RÉSUMÉ

Les huit organisations qui ont participé aux études de cas ont, dans leur domaine respectif, fait preuve de leadership dans l'établissement d'un milieu de travail juste et équitable pour les femmes et les autres groupes désignés. Cependant, elles sont toutes différentes sur le plan de la taille, du secteur économique, de la composition de l'effectif, du degré de syndicalisation, de la propriété et du cadre réglementaire. Par conséquent, chacune a adopté une approche distincte pour promouvoir l'égalité en milieu de travail : leurs priorités sont donc diverses.

En dépit de la diversité des entreprises, certains points communs ressortent de l'étude et permettent de cerner la manière dont elles mettent de l'avant l'égalité des femmes en milieu de travail. Le présent résumé met en lumière les diverses approches et les points communs susceptibles d'inspirer d'autres organisations à adhérer à l'idée de l'équité des femmes en milieu de travail.

### Facteurs de motivation

Bien que cinq des organisations étudiées soient assujetties à la *Loi sur l'équité en matière d'emploi* et qu'une sixième soit visée par le Programme de contrats fédéraux, l'observation des lois n'est plus la principale raison de leur engagement envers le principe de l'équité en matière d'emploi. De plus en plus, ces organisations appuient l'égalité des femmes en milieu de travail parce que cela présente des avantages sur le plan économique et organisationnel.

On peut résumer comme suit les facteurs essentiels de motivation favorisant l'égalité en milieu de travail :

- Elle est économiquement rentable parce qu'elle permet d'accroître la productivité, de mieux retenir les employés et d'améliorer le recrutement.
- Elle contribue à répondre aux nouvelles aspirations professionnelles des femmes et à accroître leur motivation.
- Elle facilite les changements organisationnels à plus grande échelle.
- Elle reflète les données démographiques changeantes de la population active, lesquelles indiquent que les femmes constituent une part croissante de la population active scolarisée et qualifiée du Canada.

### Conditions préalables au succès

Les études de cas laissent entendre que trois conditions sont nécessaires pour valider un ensemble d'initiatives ou de programmes visant à créer un milieu de travail équitable pour les femmes :

*«L'engagement clair et non équivoque de l'organisation envers l'égalité en milieu de travail constitue la condition de base de tout programme d'équité.»*

*«Il est d'ailleurs intéressant de constater que les organisations qui ont acquis le plus d'expérience dans le domaine ... ont plutôt mis l'accent sur une démarche systématique qui réponde aux besoins des femmes et s'intègre à leurs politiques corporatives globales.»*

- un engagement ferme de l'entreprise envers l'égalité en milieu de travail;
- une approche globale;
- Un programme qui repose sur une analyse rigoureuse de l'organisation, des consultations et une planification judicieuses.

### **1. Un engagement ferme de l'entreprise**

L'engagement clair et non équivoque de l'organisation envers l'égalité en milieu de travail constitue la condition de base de tout programme d'équité. Les organisations étudiées ont démontré leur engagement par une variété d'approches et de mesures :

- certaines organisations ont affirmé clairement leur engagement dans leur énoncé de mission ou leur mandat;
- dans toutes les organisations, l'engagement émanait de la haute direction;
- les politiques de chacune concrétisent leur engagement respectif en matière d'équité en emploi;
- elles ont toutes affecté des ressources humaines appropriées pour faciliter la planification, la communication, le contrôle de la formation et le perfectionnement professionnel nécessaires à l'élaboration et à la mise en oeuvre des programmes.

### **2. Une approche globale**

Les études de cas démontrent clairement la nécessité d'une approche globale. Malgré leur importance, les mesures ad hoc ne semblent pas suffisantes pour créer ou maintenir un climat favorable à l'équité.

Il est d'ailleurs intéressant de constater que les organisations qui ont acquis le plus d'expérience dans le domaine sont celles qui ont choisi de recourir le moins aux mesures spéciales. Elles ont plutôt mis l'accent sur une démarche systématique qui réponde aux besoins des femmes et s'intègre à leurs politiques corporatives globales.

### **3. Une analyse, une consultation et une planification judicieuses**

Les progrès significatifs que les organisations ont enregistrés en matière d'égalité des femmes en milieu de travail reflètent aussi le soin et les efforts qu'elles ont déployés à étayer leurs décisions par des analyses et des consultations rigoureuses.

Toutes les organisations ont procédé à une analyse de leurs effectifs, à une enquête sur les groupes désignés et à une étude complète de leur système d'emploi. Les autres types de système d'information jugés importants aux fins de l'équité en matière d'emploi comprennent :

- les entrevues de fin d'emploi;

- la planification de la relève; et
- les enquêtes spéciales pour cerner les questions, les attitudes et les perceptions des employés.

Certaines organisations ont créé des groupes de travail ou des comités consultatifs pour obtenir l'avis des employés. D'autres ont d'entrée de jeu impliqué les cadres intermédiaires dans leur processus consultatif afin de faciliter l'éventuelle implantation des programmes.

- À la Banque de Montréal, le groupe de travail sur l'avancement des femmes vient de terminer d'importants travaux. Il s'est penché sur la sous-représentation des femmes aux échelons supérieurs et a examiné les mesures susceptibles de remédier à la situation. Dans une de ses principales recommandations, le comité proposait la création d'un conseil consultatif permanent ainsi que de huit conseils consultatifs de division afin de superviser la mise en oeuvre des plans d'action de la Banque en matière d'égalité en milieu de travail.
- En 1976, Manulife Financial créait un groupe de travail chargé d'examiner en détail les politiques et les pratiques de l'entreprise à l'égard de la situation des femmes et chargé de formuler des recommandations pour améliorer la situation.
- En 1975, Warner-Lambert créait un comité composé de quatorze femmes. Son mandat était d'évaluer leur situation au sein de l'entreprise et de formuler des recommandations sur l'amélioration de ses politiques d'emploi et de promotion. Le comité a déposé son rapport en 1976. Deux ans plus tard, toutes les recommandations avaient été mises en oeuvre.
- Un comité patronal-syndical sur l'équité en matière d'emploi a été créé à Newfoundland Telephone.
- En 1975, la Société canadienne d'hypothèques et de logement a mis sur pied un groupe consultatif permanent composé de femmes dont le mandat est de défendre les intérêts de celles-ci et d'examiner l'impact de toute nouvelle politique de ressources humaines sur leur situation d'emploi.
- Le comité consultatif permanent des femmes de Transports Canada a été constitué en 1977.

Les organisations étudiées ont consenti beaucoup d'efforts dans l'élaboration de leurs plans d'équité en matière d'emploi. Elles y ont défini des objectifs, des activités et des responsabilités spécifiques pour atteindre une représentation adéquate des femmes (et des autres groupes désignés).

Les plans en vigueur comprennent les éléments suivants :

- des objectifs réalistes définis, dans la mesure du possible, avec les gestionnaires qui seront, en dernier ressort, responsables de leur mise en oeuvre;

*«Les études de cas montrent clairement qu'une approche globale s'impose pour réaliser l'égalité des femmes en milieu de travail.»*

- une gamme complète d'activités conçues pour remédier à la sous-représentation des femmes;
- la mise en place d'échéanciers;
- des responsabilités bien définies;
- une imputabilité à l'égard des résultats à tous les échelons de la hiérarchie;
- des rapports soumis à l'examen de la haute direction.

Transports Canada, la SCHL et le CN ont accordé une importance particulière à la création de systèmes permettant d'accroître l'engagement et la responsabilité de la direction envers l'équité en matière d'emploi.

### **Stratégies pour parvenir à l'égalité en milieu de travail**

Les études de cas montrent clairement qu'une approche globale s'impose pour réaliser l'égalité des femmes en milieu de travail. Cette approche comprendra des mesures spéciales, des pratiques, des programmes et des politiques d'emploi de l'entreprise qui visent expressément les femmes et qui tiennent compte de leurs besoins.

Souvent les stratégies retenues tiennent compte des besoins spécifiques révélés par la planification et par l'analyse. Un certain nombre d'initiatives, générales et spécifiques, ont cependant été adoptées par la plupart des organisations étudiées, parfois par toutes.

### **Mesures organisationnelles pour favoriser l'égalité en milieu de travail**

Les décisions organisationnelles visent en général l'ensemble des salariés, sans distinction de sexe. C'est la formule retenue et privilégiée par certaines organisations.

Les initiatives générales les plus significatives peuvent être regroupées comme suit :

#### **1. Recrutement et avancement**

Toutes les organisations ont revu leurs pratiques d'emploi et adopté les mesures concrètes pour éliminer les obstacles systémiques.

#### **2. Avantages sociaux**

Bien que leurs politiques d'avantages sociaux s'appliquent à tous les employés, la plupart des organisations les ont modifiées ou améliorées de manière à mieux répondre aux besoins des femmes. Les initiatives les plus fréquentes comprenaient :

- des congés parentaux ou familiaux;
- des avantages sociaux proportionnels pour les employés à temps partiel;



- de meilleures allocations de maternité;
- des indemnités de réinstallation qui tiennent compte de la carrière du conjoint;
- des services d'information sur les régimes de garde d'enfants et de soins aux personnes âgées.

Des entreprises comme Manulife Financial (grâce à son initiative Qualité de vie 2000) et la Banque de Montréal ont tenu tout particulièrement à offrir à leurs employés une gamme complète d'avantages sociaux.

### **3. Planification de carrière**

Les programmes de planification de carrière sont perçus comme des initiatives importantes par certaines des organisations étudiées : Warner-Lambert, Manulife Financial et la SCHL, entre autres. Celles-ci permettent à leurs employés de définir leurs ambitions de carrière et d'examiner les possibilités de formation et de perfectionnement avec leurs superviseurs et leurs gestionnaires.

Entre autres initiatives, mentionnons :

- des conseils pour définir les compétences et les aptitudes, les aspirations professionnelles et la planification de carrière;
- l'utilisation du système d'évaluation du rendement pour dégager les aspirations et prendre les mesures de suivi pertinentes.

### **4. Formation et perfectionnement professionnels**

Pour ce qui est de la formation et du perfectionnement professionnels, l'approche varie d'une organisation à l'autre. Certaines adoptent une approche ponctuelle, d'autres disposent d'un cadre bien structuré. Le programme «Étapes de carrière» de la SCHL est un exemple de démarche globale de formation et de perfectionnement professionnels. Il s'adresse aux employés de la SCHL tout au long des neuf principales étapes de leur carrière au sein de l'organisation.

Dans la pratique, toutes les organisations ont veillé à ce que l'ensemble de leurs employés aient accès aux activités de formation et de perfectionnement professionnels suivantes :

- formation favorisant l'efficacité au travail;
- formation des nouveaux titulaires de postes (perfectionnement en supervision, perfectionnement en gestion, initiation à une nouvelle technologie, etc.);
- expérience pratique pour le perfectionnement professionnel;
- programmes de transition et affectations de perfectionnement;
- programmes de cours complémentaires.

*«Même si certaines initiatives ont été introduites pour répondre aux besoins des femmes principalement, il semble bien que l'élargissement de leur application rencontre chez les hommes un intérêt croissant.»*

## **5. Régime souple de travail**

Des solutions alternatives permettent aux employés à temps plein de concilier leur travail et leurs obligations personnelles : famille ou études. Les régimes flexibles de travail les plus courants sont :

- l'horaire variable;
- l'emploi à temps partiel permanent;
- le partage d'emploi.

Un certain nombre d'organisations étudient le télétravail (à Westcoast Energy notamment), ou le travail à domicile (à la Banque de Montréal). Toutefois, il ne s'agit encore que de projets pilotes.

Les entreprises étudiées n'ont commencé que récemment à recueillir des données quantitatives sur les régimes flexibles de travail, si bien que nous ignorons de façon exacte qui, des hommes ou des femmes, s'en prévaut le plus. Toutefois, certaines conclusions semblent d'ores et déjà évidentes :

- Même si certaines initiatives ont été introduites pour répondre aux besoins des femmes principalement, il semble bien que l'élargissement de leur application rencontre chez les hommes un intérêt croissant.
- Les femmes aussi bien que les hommes se prévalent des horaires variables et des semaines modifiées.
- Les femmes dominent nettement dans le travail à temps partiel et le partage d'emploi.
- Les hommes se sont impliqués de façon croissante dans nombre de programmes pilotes et de formules d'aménagement des horaires flexibles.

## **6. Culture organisationnelle**

Les organisations ont adopté trois types de mesures pour promouvoir une culture organisationnelle profitable à l'ensemble des employés. Il s'agit :

- de politiques fermes contre le harcèlement et de procédures efficaces pour traiter rapidement les plaintes et fournir le soutien nécessaire aux plaignants;
- de mesures pour sensibiliser les gestionnaires et les agents de recrutement à la diversité de la population active;
- de mesures pour consulter les employés sur les politiques actuelles et futures de l'organisation.

Certaines organisations, comme Warner-Lambert, ont accordé une grande importance à la gestion de la diversité.

*«La plupart des organisations ont jugé bon d'adopter des mesures spéciales à l'endroit des femmes afin d'accélérer leur représentation équitable.»*

*«Les entreprises dont les activités sont réparties sur un vaste territoire ont reconnu que les initiatives proactives peuvent s'avérer nécessaires pour créer un milieu de travail juste et équitable.»*

## **Mesures spéciales visant les femmes**

La plupart des organisations ont jugé bon d'adopter des mesures spéciales à l'endroit des femmes afin d'accélérer leur représentation équitable.

### **1. Recrutement ciblé**

Le recrutement ciblé et le recrutement préférentiel des femmes sont particulièrement importants dans des organisations comme le CN, Transports Canada et Westcoast Energy, où le défi est d'accroître la représentation des femmes dans les emplois techniques et non traditionnels.

### **2. Programmes de prérecrutement**

Pour certaines organisations, le CN et Newfoundland Telephone entre autres, un des principaux défis a été de mieux préparer les femmes à exercer certaines professions. Ces entreprises se sont ainsi fermement engagées à encourager les femmes (grâce à des programmes de prise de contact et de bourses) à entreprendre des études en sciences, en mathématiques et en technologie afin d'accroître leur représentation dans les professions non traditionnelles.

### **3. Programmes de transition**

Les programmes de transition sont souvent utilisés pour permettre aux employées ayant des dispositions manifestes (mais pas nécessairement les qualifications et l'expérience requises) d'être promues à un poste intérimaire. Le CN, Warner-Lambert et Transports Canada recourent souvent à de tels programmes.

### **4. Affectations de recyclage et de perfectionnement**

La plupart des organisations offrent des affectations de recyclage et de perfectionnement pour préparer les employées à d'autres postes au sein de l'entreprise. Les affectations de perfectionnement prennent de nombreuses formes, dont :

- la rotation des postes de travail;
- des affectations à un groupe de travail ou à un projet spécial;
- des postes intérimaires;
- des échanges de poste.

## **Les questions régionales au sein de l'organisation**

Les entreprises dont les activités sont réparties sur un vaste territoire ont reconnu que les initiatives proactives peuvent s'avérer nécessaires pour créer un milieu de travail juste et équitable. Celles-ci doivent relever certains défis :

*«Toutes les organisations étudiées ont été confrontées au défi de renouveler leur engagement envers les femmes et d'encourager sans relâche l'égalité en milieu de travail.»*

- faire en sorte que, dans l'ensemble de l'organisation, les employés soient bien informés des postes disponibles et des chances d'avancement;
- favoriser l'accès des employés aux programmes spéciaux;
- développer une culture d'entreprise commune à tous les lieux de travail
- respecter certaines priorités des programmes dans différents secteurs de l'organisation.

Certaines entreprises ont notamment pris les décisions suivantes :

- La plupart ont adopté des mesures pour assurer l'accès aux programmes spéciaux à la grandeur de l'entreprise. Par exemple, les programmes spéciaux du CN sont habituellement offerts à tous les employés dans toutes les régions du Canada et pas seulement à ceux du siège social des centres régionaux importants.
- Le CN s'assure également que les enquêtes régionales sur l'équité soient effectuées dans d'autres régions et que leurs résultats soient transmis à toute l'organisation.
- Transports Canada a constitué des comités consultatifs sur les femmes en 1990 pour s'assurer d'une participation régionale plus forte au sein de son Comité consultatif ministériel.
- Puisque le ministère dispose de centaines de bureaux à travers le pays, il fait des communications un élément essentiel de son programme d'équité.
- Bien qu'elle ne dispose pas d'objectifs généraux en matière d'emploi des femmes, Manulife Financial a mis sur pied des stratégies visant à accélérer leur promotion au sein de l'entreprise.
- La Banque de Montréal met actuellement au point un système global d'échange de renseignements sur les postes disponibles en gestion. L'entreprise a aussi introduit un processus d'évaluation personnalisé qui permet de mettre en parallèle le perfectionnement individuel et les possibilités de promotion au sein d'une catégorie d'emploi.
- Elle a créé huit conseil consultatifs de division pour superviser la mise en oeuvre de ses plans d'action en équité, et pour recommander de nouvelles initiatives.

Quelques entreprises ont constaté cependant que l'application des formules d'horaires variables par exemple demeure tributaire de plusieurs facteurs dont le lieu de travail, la taille de l'effectif, la nature du travail, etc.

### **Renforcer l'engagement de l'organisation et maintenir les progrès**

Toutes les organisations étudiées ont été confrontées au défi de renouveler leur engagement envers les femmes et d'encourager sans relâche l'égalité en milieu de travail.

*«Il s'est avéré qu'une stratégie de communications internes judicieuse et soutenue facilitait le changement et encourageait les employés à s'y impliquer.»*

*«Les organisations étudiées ont identifié certains avantages qui découlent de leurs stratégies d'équité.»*

Une stratégie globale et soutenue de communication constitue la pierre angulaire du programme d'équité de toutes les organisations étudiées. Leur objectif de communication ne vise pas seulement à renseigner, mais également à favoriser la participation et l'engagement. Les stratégies de communication font habituellement appel à un ensemble d'éléments distincts destinés à se compléter. On trouve par exemple :

- des activités de communication de base pour faire connaître l'importance que l'organisation attache à l'égalité en milieu de travail;
- des communications efficaces qui favorisent la sensibilisation et la compréhension et permettent d'accroître l'efficacité des enquêtes portant sur l'équité en matière d'emploi et l'acceptation du principe de l'équité en matière d'emploi au sein de l'organisation;
- des communications régulières qui rappellent aux employés et aux gestionnaires l'importance d'un milieu de travail juste et équitable. Cet objectif est atteint grâce notamment aux bulletins de l'entreprise, à des bulletins spéciaux sur l'équité en matière d'emploi, à des vidéos et à des séances périodiques d'information;
- l'implantation d'un dialogue constant avec les employés;
- la communication des progrès accomplis;
- la communication avec les personnes et les intervenants à l'extérieur de l'entreprise.

Il s'est avéré qu'une stratégie de communications internes judicieuse et soutenue facilitait le changement et encourageait les employés à s'y impliquer.

Les communications externes permettent d'améliorer l'image sociale de l'organisation dans le public (clients, actionnaires, futurs employés) et d'élargir ainsi le bassin de candidats qualifiés.

Warner-Lambert, la Banque de Montréal, le CN, Manulife Financial et la SCHL comptent parmi les organisations qui ont mis en oeuvre des programmes d'équité en matière d'emploi qui reposent sur des stratégies globales et efficaces de communications interne et externe.

### **Avantages**

Les organisations étudiées ont identifié certains avantages qui découlent de leurs stratégies d'équité. Les avantages les plus fréquemment cités comprennent :

- un roulement plus faible du personnel féminin, et les économies qui en résultent sur le plan de la formation et de l'orientation des nouveaux employés;
- un rendement accru des employés grâce à une meilleure utilisation de leurs aptitudes et de leurs capacités réelles;
- une capacité accrue à recruter les meilleurs effectifs;

*«... les mesures destinées à créer un lieu de travail juste et équitable ont eu un impact positif sur la représentation des femmes et des autres groupes désignés au sein de l'entreprise.»*

- une satisfaction accrue des employés et une motivation plus grande des employées avec comme conséquence, un meilleur service à la clientèle.

Certaines entreprises considèrent que leur engagement en matière d'équité d'emploi constitue un outil de marketing auprès de groupes de consommateurs dont les femmes.

Il semble également clair que les mesures destinées à créer un lieu de travail juste et équitable ont eu un impact positif sur la représentation des femmes et des autres groupes désignés au sein de l'entreprise.

Comme il a déjà été noté, les hommes ont reçu favorablement les initiatives visant, chez les femmes, l'équilibre entre travail et famille (horaires variables notamment).

### **Tensions à aplanir**

Les organisations étudiées ont identifié quelques variables susceptibles d'influencer leurs stratégies à l'égard de l'équité. Les points les plus importants sont :

- les changements démographiques constants auront certainement des incidences sur l'évolution de la main-d'oeuvre;
- les femmes seront de plus en plus sollicitées sur le marché de l'emploi, ce qui les rendra plus sélectives;
- l'organisation devra recourir à la créativité et à l'énergie de l'ensemble de ses employés afin de demeurer compétitive;
- il faudra tenir compte des attentes grandissantes des femmes au sein de la population active et de la nécessité de plus en plus ressentie de surmonter les obstacles liés aux «ghettos roses»;
- il sera de plus en plus nécessaire de passer à l'action pour aider les employés à concilier travail et famille;
- les organisations se rendent de plus en plus compte qu'elles peuvent tirer profit, tant sur le plan du recrutement que sur celui des ventes, d'une meilleure image corporative;
- les organisations doivent s'adapter à un cadre législatif plus strict, comme le projet de loi de l'Ontario sur l'équité en matière d'emploi ou la révision de la législation fédérale.

Toutes les organisations sont persuadées de la valeur de leurs programmes de base : les changements envisagés tendent donc à être minimes et progressifs. Toutefois, certaines ont identifié des champs susceptibles d'amélioration. Il s'agit des communications internes et externes, de la responsabilisation des gestionnaires et de leur plus grande participation à l'élaboration des objectifs, de la rétribution en fonction de la performance et de la mise en oeuvre d'initiatives conjointes avec les syndicats.

## LISTE DE VÉRIFICATION

La liste de vérification qui suit fait l'inventaire des processus, des politiques et des pratiques qui ont été adoptés pour améliorer la situation de la femme sur le plan de l'emploi. Les organisations qui ont participé aux études de cas qui précèdent en ont toutes appliquées une combinaison particulière dans le contexte de leurs propres stratégies et opérations.

### PROCESSUS DE GESTION STRATÉGIQUE

Mesures qui intègrent l'équité d'emploi au système général de planification et de gestion de l'organisation :

#### Systèmes d'information de la gestion

- analyse à jour de l'effectif
- systèmes de saisie de l'information sur l'équité d'emploi (enquêtes, entrevues de fin d'emploi)
- examen régulier des systèmes d'emploi pour déterminer les obstacles systémiques
- planification de la relève
- enquêtes spéciales pour cerner les principales questions, les attitudes et les perceptions des employés

#### Planification

- équité d'emploi intégrée aux plans opérationnels annuels
- plans de ressources humaines intégrés aux plans d'activités généraux

#### Ressources relatives au personnel

- responsabilités fonctionnelles du groupe de l'équité d'emploi
- engagement de ressources pour l'équité d'emploi (personnes et argent)

#### Buts et échéanciers spécifiques pour l'emploi des femmes

- objectifs organisationnels généraux
- objectifs d'emploi
- autres objectifs
- échéanciers des mesures à adopter

#### Rapports

- rapports réguliers de gestion sur les résultats relatifs à l'équité d'emploi
- rapports sur l'équité d'emploi intégrés à d'autres rapports d'exploitation
- examen régulier aux niveaux supérieurs des résultats en matière d'équité

## **Systemes d'imputabilité**

- responsabilité de la haute direction pour l'équité
- intégration formelle de l'imputabilité aux contrats sur le rendement annuel
- intégration des résultats en équité à l'évaluation générale du rendement
- évaluation du rendement

## **POLITIQUES ET PRATIQUES GÉNÉRALES SUR L'EMPLOI FAVORABLE**

Politiques et pratiques générales sur l'emploi qui facilitent la création d'un milieu de travail juste et équitable pour les femmes :

### **Recrutement et promotion**

- suppression des obstacles systémiques

### **Politiques d'avantages sociaux**

- ententes sur les congés familiaux et parentaux
- avantages sociaux proportionnels pour les employés à temps partiel
- meilleures allocations de maternité
- indemnités de réinstallation qui tiennent compte de la carrière du conjoint
- services d'information sur les régimes de garde d'enfants et de soins aux personnes âgées

### **Planification de carrière**

- conseils pour définir les compétences, les aptitudes, les aspirations professionnelles
- conseils aux employés pour la planification de carrière
- système d'évaluation du rendement pour dégager les aspirations professionnelles et assurer les suivis nécessaires

### **Formation et perfectionnement**

- formation pour accroître l'efficacité des employées au travail
- formation des nouveaux titulaires de poste (formation en supervision et en gestion, initiation à une nouvelle technologie)
- expérience pratique pour le perfectionnement professionnel
- participation à des groupes de travail et à des projets spéciaux
- programmes de poursuite des études



## **Régimes de travail souples**

- horaires flexibles
- journées flexibles
- semaines de travail comprimées
- travail à temps partiel permanent
- partage d'emploi
- télétravail
- travail à domicile

## **CULTURE ORGANISATIONNELLE**

Initiatives visant à créer et à maintenir un climat organisationnel qui facilite et encourage l'équité d'emploi :

### **Politiques anti-harcèlement**

- adoption et communication d'une politique anti-harcèlement
- procédures claires pour le règlement des plaintes
- mécanismes de soutien aux plaignants

### **Politiques et programmes sur la diversité/sensibilisation**

- programmes pour les gestionnaires/superviseurs
- programmes pour les recruteurs
- programmes pour les collègues

### **Communications**

- programmes axés sur le personnel
- programmes axés sur les actionnaires
- programmes axés sur les clients

### **Relations syndicales-patronales progressives**

- dispositions sur l'équité d'emploi dans les conventions collectives
- ententes informelles avec les syndicats relativement à l'équité d'emploi
- processus conjoints pour faciliter l'équité
- autres relations syndicales-patronales progressives

## **INITIATIVES DE RECRUTEMENT SPÉCIFIQUES POUR LES FEMMES**

Méthodes de recrutement visant spécialement à augmenter le nombre de candidates et création d'activités ou de programmes pour préparer un nombre croissant de femmes prêtes au travail :

### **Counselling et orientation professionnelle**

- extension aux écoles
- information publiée spécialement pour les femmes
- préparations aux interviews
- programmes de jeu de rôle

### **Recrutement ciblé**

- recrutement pour les emplois non traditionnels
- «recrutement préférentiel»

### **Prix, bourses d'études, aide aux études**

- dans les écoles secondaires
- dans les collèges
- dans les universités

### **Emplois d'été, étudiants des programmes coopératifs et stages**

- comme mécanisme de formation/expérience de travail
- comme stratégie de recrutement à long terme

## **INITIATIVES SPÉCIALES DE PERFECTIONNEMENT PROFESSIONNEL POUR LES FEMMES**

Programmes de formation et de perfectionnement professionnel qui ont été utilisés avec succès pour accroître la représentation des femmes aux niveaux supérieurs et dans les emplois non traditionnels :

### **Programmes de formation en milieu de travail**

- programmes de formation professionnelle à long terme (p. ex., apprentissage)
- programmes de formation formelle à court terme
- programmes de perfectionnement des gestionnaires
- observation au poste de travail

## **Affectations de perfectionnement**

- affectations à court terme
- échanges de perfectionnement
- détachements
- échange de postes
- rotation des postes

## **Programmes de préparation à l'emploi**

- gestion/supervision
- métiers non traditionnels

## **Counselling et encadrement**

- formel
- informel

## **Soutien à la poursuite des études**

- congé d'études
- frais de scolarité
- soutien du revenu

**APPENDIX SEVEN**

**LIST OF INTERVIEWEES AND DISCUSSION GROUP PARTICIPANTS**

**DEPARTMENT - WIDE CONSULTATIONS - PARTICIPANTS LISTS**

The following individuals took part in personal interviews and discussion groups held at Headquarters and across the regions. Others had been invited to participate, but were unable as a result of time constraints related to government which was undertaken during the interview period.

Nisar Ahmed	Karen Bryden
Odette Allen	Claire Callender
Denise Allie	Leslie Carlyle
Catherine Amyotte	Carmen Centofanti
Havelin Anand	Nicole Champeau
Keith Anderson	Elim Chan
Carmen Comeau-Anderson	Christiane Chasle
Brigit Andreasen	Donna Chernecki
Yvon Asselin	Cecilia Cheung
Eugène Aucoin	Angela Choi
Ted Bairstow	Janine Collins
Bill Balan	Dennis Connelly
Susan Baldwin	Mike Connolly
Ginette Chiasson-Baldwin	Julie Coté
Gary Baller	Martine Courage
Ingrid Barclay	Jocelyne Cross
Jean-Guy Beaupré	Dawna Csatari
Rhoda Bellamy	Carla Curran
Donna Bentley	Al Daly
Germaine Bernard	Suzanne Lajeunesse-David
Sean Berrigan	Dave Dawson
Esmé Bhasin	Belainah Degeufe
Johanne Blais	Marilyne Delaquis
Gaston Blais	Alain Desfossés
Barbara Bloor	Sal Dibiasio
Bev O'Connell-Boecker	Tara Douglas
Patrick Borbey	Bruce Drake
Pierre Boudreau	Leo-Paul Drisdelle
Lyne Bourget	Leonard Eichel
Claudette Brind'Amour	Lurna Eigard
Susan Brown	Maureen Evans

Viviane Farmer  
Michelle Filion  
Wilma Findly  
Deb Finn  
Nicola Fletcher  
Monique Fleury  
Edna Foley  
Agathe Frappier  
Serge Gaudet  
Anne Marie Giannetti  
Daniel Giasson  
Diane Gilbert  
Elizabeth Gilhooly  
Carole Glaser  
Lise Gray  
Nancy Green  
Sue Green  
Lucie Grenier  
Noella Grenier  
Charles Gruchy  
René Guerrette  
Michele Guillet  
René Guindon  
Jeannette Hallett  
Debra Daly-Hartin  
Colin Hay  
Louise Hébert  
Marcella Hebert  
Jack Holt  
Peter Homulos  
Ian Ironside  
Margot Jackson  
Lisa Jacobson  
Sharon Jeannotte  
Linda Johnston  
Carrie Brooks-Joiner  
Terry Keim  
Frank Kennedy  
Dan Kerr  
Patsy Khehar  
Hibtullah Khomusi

Dorothy King  
Peter Kohl  
Pauline Kolissianis  
Wally Kozar  
Gisèle Labranche  
Sandra Lafortune  
Suzanne Lambert  
Simon Landry  
Janice Lang  
Helene Lareau  
Colette LeBlanc  
Jacques Leblanc  
Mike Leblanc  
Lise Legault  
Lucille Léger  
Rachel Léger  
Chantal Goulet-Lemay  
Darlene Lentle  
Raymond Lepage  
Terry Lewychy  
Lori Lewyta  
John Lochner  
Bob Lukie  
Marie Lussier  
Susan Lutke  
Dave Lyon  
Heather MacDougald  
Lucille Mahon  
Cathy Maksymchuck  
Sharon Baillie-Malo  
Cecile Malo  
Marilyn Matte  
Pascal Matte  
Linda Mayer  
Denise Mazerolle  
Helen McKay  
Joan Smith-Metivier  
Dave Migadel  
Lyne Morin  
Raymond Morin  
Maria Morin

Laurie Morrish  
Barbara Motzney  
David Mulcaster  
Maria Musynska  
Melody Myers  
Maureen Nash  
Karl Nckrep  
Paul Nefeld  
Joan Nodge  
Lorna-Higdon Norrie  
Adam Ostry  
Kevin Paterson  
Bianca Pelchat  
Manon Pelletier  
Sylvie Pelletier  
Vic Pereira  
Claudie Perrault  
Mariel Perrin  
Stephanie Perrin  
Bill Peters  
Nicole Pigeon  
Francine-Chabot Plante  
Hélène Poirier  
Laura Portugaise  
Nina Prestera  
Louise Pujo  
Nguyen Quan  
Nicole Quesnel  
Nicole Quintal  
Carolyn Rankin  
Judy Rebalkin  
Roland Richard  
Louise Roderick  
Cathy Rogers  
Ed Rokosh  
Reine Roy  
Sylvie Roy  
Mary Sarsfield  
Marthe Saulnier  
Raymond Scharf  
Susan Scotti  
Lyn Elliot Sherwood  
John Sidlowich  
Roger Sines  
Rose Sirois  
Jan Skora  
Cheryl Slack  
Audrey Smith  
Elizabeth Snow  
Terry Sproule  
Lise St. Amour  
Linda Street  
Brenda Tarasiuk  
Alison Taylor  
Craig Taylor  
Penny Taylor  
Iona Teague  
Lynn Gordon-Therriault  
Claudine Tremblay  
France Trépanier  
Raynald Turgeon  
Lisa Ursa  
Celine Verret  
Lucie Vézina  
Claudette Viau  
Marilyn Wallace  
Chantal Ward  
Angela Woods  
Rolf Ziemann

**APPENDIX EIGHT**

**CommunicACTION**





# COMMUNIC ACTION

Deputy Minister / Sous-ministre

1000-1

June 4, 1993

All Employees

**What do you think? - Department-wide Consultations**

The National Advisory Committee on Women's Issues (NACWI) was established in December 1992. NACWI's mandate is to make headway on important issues which face all employees, such as communications, people management, stereotyping and blockage, and barriers to women in non-traditional occupations.

NACWI is co-chaired by Barbara Bloor, ADMCM, and Paul Racine, ADMCP, signalling both the importance they and Strategy Committee as a whole attribute to this project, but also to the notion that both men and women need to be involved in these initiatives.

NACWI was responsible for the recent highly successful International Women's Week activities which broke new ground and launched innovative projects (e.g., production of a video on women in non-traditional occupations, an Amnesty International kiosk, dynamic info lunches, various regional office projects, and a sold-out Kick-Off Breakfast at Headquarters). NACWI's main goal now is to launch the Women's Action Plan initiatives which were approved by Strategy Committee in September 1992.

le 4 juin 1993

Tous les employés

**Qu'en pensez-vous ? - Consultation générale des employés**

Créé en décembre 1992, le Comité consultatif du MDC sur les questions concernant les femmes (CCMQF) a pour mandat de faire avancer des dossiers importants pour tous les employés dans des domaines tels que les communications, la gestion des ressources humaines, les stéréotypes et les blocages, et les obstacles rencontrés par les femmes exerçant des métiers non traditionnels.

Le CCMQF est coprésidé par Barbara Bloor, SMAGI, et Paul Racine, SMAPC, ce qui indique l'importance de ce projet pour eux et pour l'ensemble du Comité de stratégie ainsi que la nécessité d'une participation mixte à ces initiatives.

Le CCMQF était chargé des récentes activités de la Semaine internationale de la femme. Couronnées de succès, ces activités ont ouvert de nouvelles voies et donné lieu à des projets innovateurs (par ex. production d'une bande vidéo sur les femmes exerçant des métiers non traditionnels, stand d'Amnistie Internationale, déjeuners-causeries dynamiques, divers projets des bureaux régionaux et petit déjeuner inaugural «à guichets fermés» à l'administration centrale). À l'heure actuelle, le CCMQF s'occupe principalement du lancement des initiatives du Plan d'action des femmes, qui a été approuvé par le Comité de stratégie en septembre 1992.



I personally, and Strategy Committee as a whole, support NACWI and the initiatives it has already carried out, and those which are currently high on its agenda. Strategy Committee recognized that work on NACWI was undertaken on a volunteer basis, and that major breakthroughs on the initiatives proposed would be difficult without someone dedicated to the project who had the time to formally take the lead. To this end, Strategy Committee approved the short-term hiring of a consultant to launch the Action Plan proposals and develop new ones.

A Consultant's Steering Committee, chaired by Erica Claus, was established in April 1993, when Lyndsay Green of Lyndsay Green and Associates was hired with H  l  ne Bibeault, to carry out the work identified in the consultant's Terms of Reference. Both have had extensive experience working with organizations to develop and implement programs to enhance the participation of women in the workplace and in society. I have asked that any proposals the consultants develop, as a result of the consultations, take into account the current fiscal climate while at the same time ensuring creative and innovative solutions.

The project is now at the critical stage of beginning department-wide consultations which will be taking place during the month of June. There will be a combination of in-person interviews, telephone interviews and discussion groups. In addition, employees can make their views known either to the Consultant's Steering Committee, by telephone to Lyndsay Green or H  l  ne Bibeault, or by e-mail to a special "NACWI" account which has just been set up. You will find attached a listing of contacts on this subject.

We feel this project is particularly critical at this time. We are in a period of change in the Department and this is a most opportune time for

Avec l'ensemble du Comit   de strat  gie, j'appuie le CCMQF ainsi que ses initiatives pass  es et ses projets prioritaires. Le Comit   de strat  gie a reconnu que la participation au CCMQF   tait b  n  vole et que les initiatives projet  es pourraient difficilement donner des r  sultats majeurs sans le concours d'une personne qui pourrait s'y consacrer pleinement en jouant un r  le directeur.    cette fin, le Comit   de strat  gie a approuv   l'embauche d'un consultant pour lancer les projets du Plan d'action et en   laborer de nouveaux.

Un Comit   directeur des travaux des consultants, pr  sid   par Erica Claus, a   t     tabli en avril 1993, date    laquelle Lyndsay Green, de Lyndsay Green and Associates, et H  l  ne Bibeault ont   t   engag  es pour ex  cuter les travaux d  finis dans le mandat du consultant. Ces deux personnes ont acquis, en collaborant avec des organismes, une vaste exp  rience de l'  laboration et de la mise en oeuvre de programmes destin  s    am  liorer la participation professionnelle et sociale des femmes. J'ai demand   que toutes les propositions   manant des consultants dans le cadre de la consultation tiennent compte du climat financier actuel tout en visant des solutions cr  atives et innovatrices.

Le projet en est maintenant au stade critique de la consultation des employ  s du Minist  re. Celle-ci d  butera en juin et comprendra des entrevues de vive voix, des entrevues au t  l  phone et des discussions de groupe. En outre, les employ  s pourront faire part de leurs opinions soit au Comit   directeur des travaux des consultants, en appelant Lyndsay Green ou H  l  ne Bibeault, soit au CCMQF en adressant leurs observations par courrier   lectronique    un compte sp  cial qui vient d'  tre ouvert. Vous trouverez ci-joint une liste de personnes-ressources    cet   gard.

Nous estimons que ce projet rev  t actuellement une importance particuli  rement cruciale. Le Minist  re conna  t aujourd'hui une p  riode de

you to make suggestions for improvements at all levels and in all areas. It has never been more important to eliminate barriers that prevent us from doing our very best. I therefore urge you to actively participate in the consultations.

Some of our most creative ideas are freed in times of change. Please challenge us with innovative ideas to improve the participation of women in the workplace. We will all be the beneficiaries.

changement et le moment est tout à fait propice pour proposer des améliorations à tous les niveaux et dans tous les domaines. Il n'a jamais été aussi important d'abattre les obstacles qui nous empêchent de donner notre plein rendement. Je vous incite donc fortement à participer activement à la consultation.

Les temps de changement favorisent la créativité. Avec vos idées innovatrices, vous pouvez contribuer à améliorer la participation des femmes au travail. Nous en bénéficierons toutes et tous.

A handwritten signature in black ink, consisting of a large, stylized loop that crosses itself, followed by a horizontal line extending to the right.

Marc Rochon

Attachment

Pièce jointe

**NATIONAL ADVISORY COMMITTEE ON WOMEN'S ISSUES/  
COMITÉ CONSULTATIF DU MDC SUR LES QUESTIONS CONCERNANT LES FEMMES**

**CONTACT LIST/  
PERSONNES-RESSOURCES**

**Co-chairs/Coprésidents**

Barbara Bloor	990-4631	ADMCM/SMAGI
Paul Racine	993-4393	ADMCP/SMAGI

**NACWI Members/Membres du CCMQF**

Barbara Bloor	990-4631	ADMCM/SMAGI
Paul Racine	993-4393	ADMCP/SMAGI
Nissar Ahmed	990-4799	DGEP
Ted Bairstow	990-8725	DSCI
Gisèle Beauvais	990-4677	DMG
Sean Berrigan	990-8983	DGSP
Gaston Blais	991-5727	DGAP
Brigitte Boucher	990-6776	MINO
Carrie Brooks-Joiner	(416)639-3238	DGO/TOR
Suzanne Carpentier	990-9848	DMG
Christiane Chasle	990-2334	GTA
Elisabeth Châtillon	990-4225	DGIR
Donna Chernecki	990-4664	DGCR
Erica Claus	993-5327	DGCR
Nicole Cyr	990-4549	DPR
Marilyne Delaquis	(204)984-4878	DGC/WPG
Viviane Farmer	990-4119	DMG
Nicola Fletcher	(604)666-5428	DGP/VAN
Dorothy Franklin	990-7558	DFM
Suzanne Gervais	990-4531	DPR
Francine Gallo	990-4553	DPR
Anne Marie Giannetti	990-4518	DPO
Elizabeth Gilhooly	990-1713	DLS
Louise Lappa	990-4546	DPR
Raymond Lepage	990-4293	DGSP
Judy Logan	998-3721	CCI
Lorraine Larivière	(514)283-8480	RQA/MTL
Marilyn Matte	998-2533	CRC
Maria Morin	990-2253	DPD
Adam Ostry	990-4874	DGCI
Sylvie Peltier	(604)666-7387	DGP/VAN
Stephanie Perrin	990-4237	DGIR
Hélène Plante	998-4075	DMT
Anne Séguin	990-4183	DSCI
Marthe Saulnier	(506)851-6522	DGA/MCT
Linda Street	990-4647	DFM
Alison Taylor	998-3874	DGTP
Jo-Ann Williamson	990-4555	DPR

**Consultant's Steering Committee/  
Comité directeur des travaux des consultants**

<b>Chair/Présidente</b>			
Erica Claus	993-5327		DGCR
<b>Secretary/Secrétaire</b>			
Antonietta Calitri	991-2061		DGCR
<b>Members/Membres</b>			
Ted Bairstow	990-8725		DSCI
Donna Chernecki	990-4664		DGCR
Francine Gallo	990-4553		DPR
Anne Marie Giannetti	990-4518		DPO
Marilyn Matte	998-2533		CRC
Maria Morin	990-2253		DPD
Stephanie Perrin	990-4237		DGIR

**Consultants/Consultants**

Lyndsay Green and Hélène Bibeault can be contacted through Lyndsay Green and Associates in Toronto at (416) 966-0794./On peut communiquer avec Lyndsay Green et Hélène Bibeault en appelant Lyndsay Green and Associates, à Toronto, au (416) 966-0794.

**NACWI E-mail Account/  
Courrier électronique - Compte du CCMQF**

To access the NACWI Coordinator, Anne Marie Giannetti, please do the following:

F2

Type " Coordinator" and "NACWI Coordinator" will appear on the screen.

Pour communiquer avec la coordonnatrice du NACWI, Anne Marie Giannetti, procédez de la façon suivante :

F2

Tapez " Coordinator" (coordonnatrice) et "NACWI Coordinator" (coordonnatrice du CCMQF) apparaîtra à l'écran.



