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# AFFIRMATIVE ACTION

STUDY PHASE

Prepared by: The Affirmative Action Program Study Group  
Personnel Branch  
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**The Affirmative Action Program Study Phase**

**A Summary**

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## Mandate

The mandate of the Affirmative Action Study Group was to conduct an analysis of the work force, and to review employment systems in order to discover if what is usually viewed as a neutral employment environment in fact may be discriminatory and therefore disfavour target group members: women, Native people and handicapped persons.

The Affirmative Action Program requires further definition as it is often confused with either the American concept of Affirmative Action or the former Equal Opportunity Program. Affirmative Action in Canada differs from the American model in that the fundamental basis of the program insists on respect for the merit principle and establishes numerical targets or goals for the under-represented target groups based on their availability in the general labour market and the Public Service. It does not mean interventionist actions that would encourage the hiring of unqualified persons; in fact, it insists that there are qualified persons available among target group members. The important issue for the program is to ensure that these target group members have equal access to jobs and to promotions. The Equal Opportunity Program also promoted a philosophy of equal access. However it was felt by Cabinet that the emphasis had to shift to a more active progress oriented mode based on a specific understanding of the organization's composition. The target group members' representation and distribution rates had to be established by each Department in order to clearly define areas where changes can be made through a workforce analysis. The personnel systems and other related issues required review in order to establish if systemic discrimination exists and to define appropriate corrective action where necessary. These tasks were undertaken by the Study Group.

## Methodology

Prior to briefly describing the findings, the methodology merits some attention. Ideally, historical human resources data would have allowed for an analysis of trends, however, this type of data was not readily available. Observations were largely made on a one-year time frame, April 1, 1983 to March 31, 1984. Whenever and wherever more data was available, e.g. fiscal year 1982 or for the six-month period April 1984 to September 1984, this information was also included. Since the data available in computerized form were not always as accurate as required by the Study Group they were validated often by a manual check with other systems. Indeed, the recommendation was made that the Personnel Management Information System be modified to serve Affirmative Action Program requirements. When examining samples that were small in number caution was exercised when drawing inferences from observations.

## Observations

### Workforce Profile

As of March 31, 1984, the Department employed 2183 persons appointed on a full-time indeterminate basis, across 30 occupational groups. Of these 1433 or 66% are officers and 750, or 34% support staff. Sixty-one percent of the employee population is male, 39% female. Handicapped persons comprise 1.5% of the population while Indigenous people make up 0.7% of the Department. Women represent only 17% of the officer population and 81% of support staff employees. Seventy-one percent of female employees in the Department are in administrative support positions. In terms of the distribution of women across levels in the officer categories, again they are most heavily concentrated at

the junior level. Almost 60% of female officers are employed at the junior level; 35% at the intermediate level and 50% at the senior level. This compares to a male distribution of 50% at the junior level, 39% at the intermediate level and 11% at the senior level.

Viewed from another perspective, it can be seen that women represent 20% of junior-level officer positions, 16% of intermediate-level positions and less than nine percent of senior-level officer positions.

Thirty-seven percent of Native people and handicapped persons are employed in officer positions in the NCR.

On the basis of severe representation and/or distribution problems, 12 occupational groups were chosen as focus groups for detailed study. Highlights of the findings are as follows.

Women are under-represented at the intermediate and senior levels in the AS, CO and PM groups. The Technical Inspection (TI), Products Inspection (PI), General Labour (GL) and General Services (GS) occupational groups are extremely male-dominated.

The Scientific Regulation (SG-SRE) sub group has a 41% female representation, but concentrated at the junior level.

Women represent only three percent of 131 persons employed in the Scientific Regulation Patent Examiners (SG-PEM) sub-group.

In the Management Category, the 12.8% representation of women among 39 persons employed in the EX group is somewhat better than their representation in the Public Service. In the SM group, however, the two women represent 4.9% of 41 positions, a figure which falls short of current Public Service-wide utilization of women in this group and the 12% figure targetted by Treasury Board for female representation in the Management Category by 1988.

The situation does not improve at the SM minus 1 level, where women represent only 4.2% of the Department's population of employees identified as the feeder group to the Management Category.

Recommendations pertaining to representational/distribution problems in the Department include, among others, numerical targets for women.

Native people and handicapped persons are generally poorly represented in CCAC. Although specific availability data were not at hand during the analysis phase the general under-representation problem must be addressed. It was noted through a questionnaire that management and in some instances personnel advisors were not knowledgeable of recruitment techniques that would increase these target groups' representation. Also the ultimate responsibility for ensuring increased representation of these two groups was unclear. It is recommended that specific recruitment goals be set. Since a majority of these employees are in administrative support, every effort should be made to ensure that those target group members are redeployed; if their positions are affected by the discontinuance of UFFI their already low representation rate will be lower by the end of the next fiscal year.

### Small Occupational Groups

Turnover within five of the occupational groups employing fewer than 10 persons and that have one or no female representation was reviewed, including: the Agriculture (AG); Chemistry (CH); Engineering and Land Surveying (EN); Engineering and Scientific Support (EG); and Purchasing and Supply (PG) groups. Data revealed that turnover in these groups is very limited, thus prohibiting rapid change in their composition. It is recommended that the widest area of competition be used in the recruitment process to ensure the greatest number of qualified candidates from the target groups.

### Separations

The data examined demonstrated a very low separation rate for 1983-84 with only 126 employees having left the Department. The ratio of retirements to resignations is 1 to 3.5. The rate of turnover for the total male population and total female population is at a rate of 1.5 to 1, which is similar to their representation in the Department (1.6 to 1).

The low rate of separations among our indeterminate workforce will severely limit our opportunities to alter the representation of our target group members. The recommendations take this separation rate into consideration emphasizing the need for management to take a pro-active approach to attracting qualified target group members for the relatively few vacancies that can be expected to occur.

### Resourcing

During 1983-84, 260 positions were vacant and were resourced by five methods: terms hired as indeterminate; internal promotions from within CCAC; internal transfers from within CCAC; employees hired from the external labour market; and employees hired from other Public Service Departments. Female employees were resourced to fill vacancies at a proportion slightly greater than their current representation; in the officer category they were hired at a frequency slightly greater than those in the support category. The women officers coming from outside the Department usually have other government departmental experience and come into CCAC on a transfer, whereas men are promoted from within CCAC or by hirings from the external labour market.

The available data did not allow for trend analysis therefore it is very difficult to make projections. It is recommended that more effective Human Resources Planning takes place so that appropriate resourcing alternatives can be pursued by management.

### Restraint

The Department's options for implementing pro-active measures are significantly affected by projected decreases in person-year allocations. Person-year estimates for the Department reveal a reduction of 191 from 2659 in 1983-84 to 2468 in 1985-86. In addition, the government-wide restraint program imposes other difficulties upon the Affirmative Action Program in that downsizing both within and outside the Department create a sizeable inventory of persons to be redeployed on a priority basis.

## Training and Development

Three types of training were reviewed: professional and technical training related to current duties; retraining for alternate employment; and developmental training.

Due to the reporting difficulties arising out of the various types of training, the possible sources of training and the decentralization of the Department, monitoring the training situation in the Department, particularly with respect to the goals of Affirmative Action, is problematic. It is recommended that all training data be eventually captured through TDIS (Training and Development Information System). It is further recommended that departmental training procedures be updated with roles and responsibilities well defined. In terms of the actual effect of the implementation of training policy, a series of recommendations are presented as to the application of training policy as it affects target group members.

These recommendations refer to a more effective and/or equitable use of secondments, SAPP and acting appointments. In addition they include a tailoring of training opportunities to specific AA Program concerns identified within the Department, including the provision of training for junior officers where there exist representational problems at the intermediate level, and for female SM minus 1 and SM minus 2 employees in order to address their under-representation in the Management Category.

## Appraisals

The completion rate of performance appraisals for 1983-84 was 90.5% for the Department. The rating distribution is 76.12% fully satisfactory, less than one percent unacceptable, 4.5% acceptable and 19% superior or outstanding. The objective of the study was to determine if the employee appraisal system is equitable to all employees, regardless of gender. The observations demonstrated that females seem to perform their duties better than their male counterparts. Attaining a superior level rating for a female seems to be viewed as equivalent to a male employee attaining a fully satisfactory rating particularly with regard to the recommendation for training and development. The notion that to be considered equal, female employees have to perform more effectively than their male counterparts is confirmed by our findings and raises the issue of an attitudinal problem.

## Classification

The major finding arising out of a review of the Department's classification system concerned inconsistencies in the application of departmental policy pertaining to the periodic review and revision of job descriptions. A review of classification records revealed that over 500 positions in the AS, PM, PI, TI and CR groups are out of date. A cyclical review program which will address this problem has been initiated by the Classification Division.

A finding was made that there is sexist language employed in the job descriptions for positions in the General Labour and General Services Occupational Groups, neither of which currently employ women in the Department. It was found that position descriptions in the GS group refer to "Storeman" and "Warehouseman", terminology which very conceivably could dissuade female applicants and which could reasonably be re-worded.

### Part-time work

Over 90% of the Department's 56 part-time employees are women, a figure only somewhat higher than the national average. While the majority are employed in the Administrative Support Category, a significant number (13) occupy officer-level positions.

The issue of part-time work is a controversial one, and one which may be expected to attain greater importance. In spite of this, there is no departmental policy on part-time work. It is recommended that a policy be developed which would be sensitive particularly to the needs of women and handicapped persons.

### Counselling Services

An assessment of the availability of counselling services suggests that career counselling has not been identified as a priority by the Department. Career counselling is generally fragmented and ad hoc. In response, it is recommended that CCAC institute a Career Development Service within the context of effective human resources planning.

In terms of more general employee assistance, the Employee Assistance Program Co-ordinator is currently working on a proposal to introduce formal counselling services to the regional offices on a contract basis.

### Harassment

A review of the harassment cases submitted over a period of six months revealed 12 cases submitted and seven accepted. Half of the cases were made by women and three of these involved sexual harassment. It was confirmed as well that a small number of employees sought advice instead at Staff Relations or through the Employment Assistance Program. In view of the delicate nature of this issue and the normal reluctance people feel to bring forward complaints of harassment, a series of recommendations are made with the general view to increasing awareness of the recourses available to employees and to ensuring professional behaviour at the workplace. These recommendations principally include the development of a departmental policy on harassment.

### Grievances

Grievance activity in the Department appears to be low overall and is much lower for women than for men. Grievances are very few in Classification, tending largely to be in the area of Staff Relations. It can be inferred that departmental employees simply feel no cause to grieve in great numbers, or feel too intimidated to grieve, or that problems are resolved before the grievance stage.



#### 4. Summary of Recommendations

The following is a summary of recommendations based on the workforce analysis and the personnel systems review; some of the recommendations are global in nature and others more specific. Once endorsed by management, many of these recommendations will form the basis of the action plan. If more detail is required please refer to the complete report under the title and reference number indicated.

##### 1. Workforce Analysis

##### 1.2 Human Resources Situation

##### Personnel Management Information System

It is recommended that PMIS be modified to enable reasonably fast and reliable access to employee population and personnel systems information pertinent to the needs of the Affirmative Action Program.

##### 1.3 Focus Groups

##### EX/SM

In light of the very low retirement projections over the next three years to March 31, 1988, it is recommended that immediate measures be taken to ensure greater participation of women at the senior management level.

It is recommended that an overall strategy be developed to address the under-representation of women in the Management Category, particularly the SM group. This strategy should further encompass the issue of female under-representation among the Department's feeder population to the SM group.

Specifically, it is recommended that the number of women in the SM group be increased in order to approach Treasury Board's target of 12% for female representation in the Management Category by 1988.

##### SM minus 1

It is recommended that senior management training scheduled for this year be undertaken.

##### SM minus 2

It is recommended that one position be set aside per year within each Bureau for career development assignments which would allow female officers to obtain the necessary experience and training preparatory to competing for positions at the SM minus 1 and SM levels.

It is recommended that some of the women at the SM minus 2 level who have been rated superior be selected for a developmental assignment.

AS/CO/PM

To address the problem of under-representation of women in each of the groups AS, CO, PM, numerical goals should be established for the next three years with specific Bureaux/Activities being identified as accountable for specific initiatives.

Training opportunities should be developed for women at the junior level to allow them to develop the appropriate skills to have access to intermediate and senior level positions.

Secondment possibilities which allow an employee to benefit from other experience while remaining within the group should be identified within the Bureaux/Activities or across Bureaux.

Employees should be advised of the limited career progression within some job families; a career counselling service should be set up to assist them in finding appropriate developmental opportunities or training.

Job rotation, which will not impact negatively on operations, should be considered as a possible alternative. This would require developing an implementation strategy with firm commitment to participate being shared by all Bureaux/Activities.

PI

It is recommended that management make a serious commitment toward the hiring of women in the PI group.

It is recommended that female employees in the Administrative Support Category who are interested and meet some of the basic requirements be given an opportunity to spend some time working with an inspector in order to gain a first hand knowledge about the types of jobs performed by the PI group.

A counselling service or self-help discussion group for the PI minority female population should be established.

It is recommended that reassignment opportunities such as acting appointments, lateral transfers, supervisory training and secondment/temporary assignments be made available to persons employed in the PI group.

TI

In addition to our present involvement in post secondary institutes, CCAC management should work through the career counselling services within high schools to inform female students about career opportunities within the TI group.

Management should take responsibility for obtaining new, or redesigning existing equipment, so as to facilitate employees in coping with the physical demands of these positions.

A female discussion/contact group should be formed to help women working in technical areas to overcome job stress, as in the area of communication skills used in enforcement actions in an industry that is male-dominated.

Numerical goals should be established to assist improving the participation of women at the junior level by increasing the female population base at this level, and over time it is likely that one can expect to see increased representation at the two higher levels.

Career development initiatives must be undertaken with the current TI junior female population to prepare them for possible upward mobility within the TI community.

ES

The representation of women in the ES group at the junior level should be increased.

SG-PEM

CCAC's management, when resourcing to fill the vacancies anticipated by the projected retirements over the next three years should establish a numerical goal to hire qualified females at the junior level as new entrants; a move which over time will assist in improving the female representation at the intermediate levels.

SG-SRE

The current level of female representation should be maintained.

CR

An inventory of high potential female CR's should be created so that management will be able to consider these employees for acting appointments or future promotion into the higher level CR positions and junior officer positions.

Groups with fewer than ten employees and that have one or no female representation

Management should actively attempt to recruit females whenever a vacancy occurs.

2. Personnel Systems Review

2.1 Staffing

When holding an open competition, the staffing officer, through the PSC and Employment and Immigration Canada (EIC), should ensure that members of the target groups are referred for consideration.

The Staffing and Planning Division and the Regional Personnel Advisors should identify their future recruitment needs and inform the PSC.

When the PSC inventory does not satisfy the Department's needs, efforts should be made to increase the target groups' representation on the referral lists.

It should be in the best interest of all concerned to aim toward a more balanced representation of males and females on selection boards.

The area of competition should be reconsidered in order not to discriminate against target groups.

It is recommended that when target group members qualify as candidate 2 or 3, consideration should be given to the creation of an eligible list when possible.

Experience is an important factor in qualifying for competitions; other related experience may be a way to allow more women to compete. This idea should be considered by both managers and personnel advisors prior to establishing the statement of qualifications.

A reporting mechanism for each staffing file should be designed to capture all data required for Affirmative Action analysis.

## 2.2 Training and Developmental Opportunities

All training information should be captured through TDIS.

Special training opportunities for junior employees should be created where there is a representation problem at the intermediate and senior levels.

All special developmental assignments should be prioritized in order to enhance career development for employees who have been identified as superior.

Counselling on what types of courses best improve employees' opportunities for promotion should be made available.

Women at the SM minus 1 and SM minus 2 levels with potential should be identified and trained in order to address the inequity at the SM/EX levels.

Secondments should be used more effectively within and across Bureaux/Activities.

SAPP should be used as an instrument to reach Affirmative Action Program goals.

The Departmental Training Committee should identify how to meet AAP program objectives and prioritize training and developmental opportunities.

The departmental training procedures should be updated with roles and responsibilities well defined.

Previous audit report (1982-83) recommendations should be reviewed and implemented.

CCAC management should re-examine their allocation of acting pay/appointments to ensure that the number of awards to female officers is proportional to their representation.

Appointments of a lengthy duration should be directed to the target group populations in our focus groups so as to assist in their career development particularly where their representation at the junior level is good, but their distribution at the senior and intermediate levels is disproportional.

A system should be established whereby all data concerning acting pay/appointments are readily available for analysis and not just for those situations involving acting pay.

### 2.3 Appraisals

A monitoring process should be set up in order to compare, on an annual basis, the training and developmental assignments recommended in the appraisal report with the type of training and development received by a sample of CCAC's population. The monitoring process should allow for a comparison between genders.

A system of review within each Bureau/Activity should be set up to ensure that all employees are being assessed equally on all criteria.

Managers and supervisors should be provided with training in performance review and employee appraisal. Since a new appraisal form is about to be introduced for the next review cycle the training sessions should include time to discuss the findings of this study with an emphasis on equity towards all employees.

It is understood that summary reports will be permitted only in very specific cases, with the agreement of the manager and employee.

To ensure consistency within each Bureau/Activity and in all geographical locations, Personnel Branch should ensure that it reminds managers on an annual basis of its concern for fairness towards all employees including target group members.

The rate of return and the ratings received by gender, by each group per Bureau/ Activity should be part of the annual appraisal process.

### 2.4 Classification

It is recommended that the Classification Division advise managers to keep Affirmative Action issues in mind when conducting the cyclical review of the Technical Category and Operational Category groups.

The same, regular review recommended for job descriptions should be made of classification standards by Treasury Board, to ensure that evaluation plans and benchmarks are consistent with the goals of the Affirmative Action program. As noted in the Auditor General's report, many standards are out of date, being up to 20 years old.

It is recommended that management identify those CR-04 and 05 positions which are borderline, or where job duties have changed, and review them with Classification Division to ensure that the position is correctly classified.

### 3. Other Related Issues

#### 3.1 Equal Opportunity Policy and Procedures

The Affirmative Action Program Co-ordinator should prepare the appropriate policy and procedures documents to enhance the administration of the program; the policy document should reflect the commitment of Senior Management.

#### 3.2 Official Languages

All personnel advisors should develop a comprehensive knowledge of the Affirmative Action Program goals and of the francophone participation goals and the anglophone participation goal in Quebec in order to assist management in achieving the numerical targets as set in their respective action plans.

An effort to facilitate management's commitment to both of these programs will have to be initiated by Staffing and Planning Division and the Regional Personnel Advisors. As recruitment is one of the most effective means of realizing the goals of both of these programs, staffing officers will have to be aware of ways of advising and assisting managers with recruitment techniques in order to help them meet their obligations.

#### 3.3 Harassment

The level of awareness should be raised by issuing a departmental policy; it should be included in the personnel and management manuals.

Persons of both sexes in middle management should be named in each Region; tasking solely women with this issue confirms a stereotype than men are unable to deal with harassment issues fairly. It also allows men to avoid confronting the reality of this problem.

The persons in the Regions should interact with the already named departmental representative at Headquarters in order to ensure equity and uniformity in the application of the process.

Steps should be taken to provide counselling services within the Department with the appropriate role definition and person-year allocation to support this service.

#### 3.5 Grievances

No recommendation.

### 3.6 Part-Time Work

The departmental policy on part-time work should be written and distributed to all employees.

A copy of the policy should be inserted in the appropriate personnel and management manuals.

The role women play in the care and nurturing of children should be considered to allow for some flexibility in the application of the policy so that it applies to all positions, not just administrative support.

The possibility of developing a strategy for identifying certain positions as available for job sharing, or part-time work should be discussed with management in order to allow increased opportunity for persons whose handicap would preclude full-time work.

A record of requests for part-time work should be kept centrally in order to keep track of trends, the number approved or refused.

### 3.7 Compressed Work Week

It is recommended that a Compressed Work Week policy be written and distributed to all employees, as well, it should be integrated into the Departmental Personnel Administration Manual. This would encourage a more uniform application.

### 3.8 Leave Without Pay

No recommendation.

## 4. Natives and Handicapped

### 4.1 CCAC Native and Handicapped Populations - 1983-84.

To increase the representation of both handicapped and Native people in the Department.

### 4.2 Native People.

Efforts should be made to hire Native persons on an indeterminate basis in those Regions where they are most available.

Specific programs such as the National Indigenous Development Program should be considered by management to increase Native representation in the officer and middle management levels.

Each Regional Personnel Officer should conduct a study of the Native population within the Region and advise the Affirmative Action Program Coordinator of the findings.

#### 4.3 Handicapped Persons

Managers should be encouraged to continue to use special recruitment programs to increase the representation of handicapped employees in the Department.

Regional offices should become aware of the availability of handicapped persons through their Regional Personnel Advisors.

Each Regional Personnel Advisor should conduct a study of its handicapped population within the Region and advise the Affirmative Action Program Coordinator of the findings.

#### 4.4 Separations

The Department should adopt a Special Measure to appoint without competition Native and handicapped persons who have demonstrated their ability to do the work at a fully satisfactory level, to indeterminate positions for which they are qualified as these become available.

The Department should ensure that the Public Service Commission is made aware of our specific departmental recruitment needs to ensure that the appropriate candidates are available from their inventories for interview.

#### 4.5 Recruitment

The recruitment activity has taken place largely in the Administrative Support Category: efforts should be made to increase the representation of target group members in other categories at all levels when positions are available.

The Affirmative Action Program Officers should discuss Native and Handicapped Programs through various training courses with managers and supervisors to encourage recruitment of handicapped and Native persons.

Staffing officers should have a comprehensive knowledge of all recruitment programs and encourage managers to use them effectively.

Each Bureau/Activity should undertake a systematic review of all its positions to determine the physical and mental attributes essential to the performance of the job tasks.

#### 4.6 Inventories

The Department should make its willingness to hire handicapped persons and Native people known to both the EIC and PSC in the NCR and Regions.

The Department should plan for future recruiting activities so that potential candidates will be present in the inventories when the staffing process is initiated.



#### 4.7 Systems Analysis

##### Training

Managers who have an employee with special needs should make these needs known to an Affirmative Action Program Officer so that appropriate arrangements can be made.

##### Performance Appraisal

Both target groups should be given additional responsibilities whenever possible through acting assignments, secondments etc.

#### 4.8 Technical Aids

Establish a centrally administered fund for the purchase of technical aids with the appropriate departmental policy.

#### 5. Additional Recommendations

There is a need for information sessions, discussion groups and sensitization sessions in order to overcome attitudinal barriers in the NCR and the Regions.

The Affirmative Action Program should continue to be a mandatory part of the Supervisory Orientation Program and Middle Management Orientation Program. A portion of the person-year allocation assigned to the Regional Personnel should be devoted to Affirmative Action issues.

#### 5. CONCLUSION

The objective of the study was aimed at discovering if discrimination of a systemic nature exists within Consumer and Corporate Affairs Canada. The findings are not conclusive. In some instances there did not appear to be any evidence of manifest misuse of the Personnel systems indicating overt discrimination; in other instances some specific concerns were raised and in some cases the systems themselves require improvement. The questions were not all answered; this was due partially to the lack of adequate information or sometimes it was because the nature of the problem itself did not allow further analysis. For example, although the study on performance appraisal established that women are rated against more subjective and objective criteria than men, can one conclude that the problem is systemic in nature or is it one of attitude?

If fewer of the target group members are recruited in the male-dominated groups, is it because the recruiting systems discriminates against them or is it because women, Native people and handicapped persons are unavailable? The study confirmed that qualified target group members are available at a higher rate than is reflected in CCAC's workforce composition.

Is the distribution problem for women at the middle and the higher level officer positions due to the fact that the number of women entering the labour force and staying in the labour force has doubled over the last 30 years (Boulet and Lavallée, 1984) and they simply have not had the opportunity to move upwards or is it because the personnel systems discriminate against them, or is it that males tend to promote males?

Do women have difficulty entering the non-traditional fields because there are attitudinal barriers or because they lack the technical expertise? What role does society play in influencing the career choices of women?

The questions are not all answered, the issues raised are complex and sometimes beyond the scope of the study. Some answers were found however and some suggestions can be made in order to ensure that CCAC treats all its employees equally and with equity. To do this a spirit of change, an attitude of growth and recognition of social evolution will have to be enhanced by managers, supervisors and all employees of the Department. In order to institutionalize this change a comprehensive, progressive Affirmative Action Program should be launched.

## 6. CLOSING REMARKS

In order to establish a successful Affirmative Action Program certain objectives have to be met: these should be kept in mind at the very early stages of implementation to avoid the pitfalls based on the past experience of rather slow progress made on behalf of target group members.

### Commitment

Building an effective program rests on top management commitment, however, it also requires senior and first line commitment. The Department, the Bureaux/Activities and ultimately the Branches and Regions should have Affirmative Action Program goals, based on the results of the study. These goals, with responsibility clearly delineated so that persons can be held accountable, should be included in the action plan. Managers and supervisors should be rewarded for their efforts if their performance is good either through performance pay or as a condition of a fully satisfactory or superior performance appraisal. The commitment has to be measurable and visible.

### Effective Personnel Administration

The collection of employment data has to allow for a thorough analysis of recruitment and separation information so that forecasting as well as human resources planning and monitoring can take place. Personnel systems have to take Affirmative Action goals into consideration; these systems have to come to grips with the various questions raised in the study.

Are classification decisions reviewed periodically to ensure uniform application?

Do the recruitment efforts reflect a sexually balanced pool of applicants?

What steps can be taken and by whom to broaden the application pool to include women, Native people and handicapped persons?

Is there an adequate departmental inventory of high potential employees including Natives, handicapped persons and females?

What efforts are being made and by whom to recruit women in senior management positions?

Are training and developmental opportunities shared amongst all employees?

### Visibility

The Affirmative Action Program can not be tucked away in a remote area of Personnel Administration with too few resources to effect change. The advisory role of the Affirmative Action Program team has to be enhanced by management's willingness to consult and interact with them. The Affirmative Action Program Co-ordinator has to have some say, at minimum through a quarterly reporting mechanism, to senior management on the progress being made. The Regional Personnel Advisors have to be allocated additional time and if necessary resources to take on the responsibility of the special efforts that will be required to assist managers and supervisors meet the program goals.

### Training

Affirmative Action has to become part of regular management training. This training must be placed in the context of overall departmental policy, goals, expectations and procedures. It must deal with attitudes, stereotypes and values that impact on behavior so that effective change will result in the areas of recruitment, work assignment and the career development of employees.

### Action Plan

In order to allow management some input and to enhance a sense of ownership a preliminary discussion of the findings is an essential part of the study phase. Following a review of the discussion paper, management must endorse a plan of action with clear targets and goals; these should be based on the conclusions and recommendations that resulted from the analysis. Numerical and operational objectives must be set for women, for Native people and for handicapped persons. The operational objectives must include concrete activities, persons to be held accountable, completion dates and monitoring mechanisms.

The Affirmative Action Program Study Group will prepare a three year action plan (April 1985 to March 1988) on behalf of management once the proposed recommendations have been discussed.

The resulting action plan will be submitted to senior management for final approval. Progress being made against the action plan will be reported to Treasury Board and senior management through the Affirmative Action Program, Personnel Branch.

In conclusion, the challenge of the Affirmative Action Program, if viewed positively, should result in an improvement of all personnel systems and create a more equitable work environment for the workforce at CCAC with a representation of women, Native people and handicapped persons that reflects the composition of the Canadian public.



