

***RECOMMENDATIONS OF THE
DEPUTY MINISTER'S
ADVISORY COMMITTEE ON
WOMEN'S EMPLOYMENT EQUITY***

CONSUMER AND CORPORATE AFFAIRS CANADA

JUNE, 1993.

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TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY.....	1
II.	INTRODUCTION.....	3
III.	TERMS OF REFERENCE OF THE COMMITTEE.....	4
IV.	RECOMMENDATIONS	
	Assumptions.....	5
	Context.....	6
	Framework.....	7
A.	Corporate Recommendations:	
	Program Initiative.....	9
	Detailed list of corporate recommendations.....	11
B.	Bureau - Specific Recommendations:	
	Bureau of Competition Policy.....	16
	Bureau of Consumer Affairs.....	18
	Bureau of Corporate Affairs and Legislative Policy.....	20
	Strategic and Corporate Services.....	22
C.	Regional Recommendations:	
	Atlantic Region.....	23
	Quebec Region.....	24
	Ontario Region.....	26
	Prairie Region.....	27
	Pacific Region.....	28
V.	IMPLEMENTATION PLANS	
	Implementation Plan - DOP.....	29
	Corporate Recommendations Implementation Plan.	31
VI.	APPENDICES	
	Best Employment Equity Practices.....	34
	Employment Equity Performance Indicators.....	35
	Upward Feedback Questions on Employment Equity.....	38
	Committee Members.....	39

EXECUTIVE SUMMARY

This report outlines the recommendations of the Deputy Minister's Advisory Committee on Women's Employment Equity. The recommendations are the result of a year's study of the situation of women in the Department of Consumer and Corporate Affairs. A significant portion of the information gathered came from brainstorming sessions with employees of every Bureau and each Regional office. This information, in conjunction with analyses of measures undertaken by other federal and provincial departments, as well as the private sector, led to the consensus of views contained herein.

The recommendations are based on the assumption that we in CCA are prepared to meet the current challenges of resource reduction and redefining our core business based on the notion that an open and flexible environment will lead to positive change and provide a fair and equitable opportunity to be part of the future. Most important is the basic premise that competence is the key to doing more with less and that we cannot assure ourselves the best possible people through practices which promote exclusion. The investment required to eliminate bias is two-fold: we must face our inertia and fear of change and we must grasp the opportunity to succeed through our own creativity.

Included in this report are a series of recommendations which address CCA as a whole, as well as some that refer individually, to each Bureau and Regional office. The diverse nature and intensity of the issues raised at the brainstorming sessions rendered this necessary. Corporate recommendations relate to issues raised across the Department and discussed by all Committee members. Each Bureau and Regional office drew up their own suggestions, with the realization that these were best to come from within each organization.

*The recommendations are organized into three categories: **Equity Champions**: initiatives which by their nature must be undertaken or led by management, and which represent areas where leadership, by example, is imperative to reaching the goals of employment equity; **Service to the Department**: initiatives which must be undertaken to provide support and information and as a service to the entire department, for the purpose of achieving equity; and **Education and Training**: initiatives that require a personal commitment by employees and will provide equitable access to skills acquisition and development and/or support equitable access to opportunities as they present themselves. **Within each of these categories, recommendations are prioritized.***

*There is one Program Initiative recommended by the Committee, known as the **Departmental Opportunities Program** or D.O.P. This expanded version of DAP seeks to take a focussed and innovative approach to the changes awaiting us, such as the strategic business planning methods and the necessary resource*

reduction decisions, while integrating the principles of employment equity. It suggests that the Deputy Minister and Activity Heads introduce a series of departmental initiatives under the auspices of this program to restructure how work is done, to obtain the level of flexibility needed by management in the effective allocation of single operating budgets and to provide a signal to employees that management has understood the uncertainty the future holds for them. The program would address employee needs within the context of operational requirements and assist them in developing career paths and training plans which will relate directly to jointly-determined Departmental needs or set them on a course to seek employment elsewhere.

*Among the Departmental **Equity Champion** recommendations are: the establishment of Employment Equity performance indicators; the inclusion of a series of questions on equity in the Upward Feedback questionnaires; the adherence to a series of "Best Employment Equity Practices"; a voluntary Senior Women's Network to provide advice to CCA women seeking advancement; the revival of the Employment Equity Steering Group to develop further the Departmental equity plans; and a "Peoples' Choice Award" for employees who have greatly contributed to the advancement of equity goals each year.*

*The recommendations dealing with **Service to the Department**, include: negotiating an MOU with Treasury Board and the Public Service Commission in order to diminish or eliminate the need to adhere, for a predetermined period, to policies which may inhibit the furtherance of equity goals; the employment of a personnel policy advisor in the Human Resources Services Directorate; the improvement of the department-wide personnel data-base; the implementation of a policy of exit interviews; the nomination of Employment Equity Employee Advisors to counsel Departmental staff; the annual communication of all relevant policies, including the visible support of flexible work arrangements; the surveying of Departmental staff regarding their interest in on-site day care; and improvements in the hiring and promotion processes.*

*The **Education and Training** recommendations include mandatory gender sensitivity training for all Bureaux; a series of Issues Fora on Employment Equity dealing with non-traditional jobs, flexible work arrangements, career development and career advancement workshops, etc.; obtaining, if possible, the assistance of the Women's Career Counselling Bureau, for the development of women; and providing all staff with sexual harassment training. Other training issues are expected to be resolved through the D.O.P. initiative.*

Bureau and region specific recommendations are also categorized in the same format and prioritized. Implementation plans are provided for the Departmental Opportunities Program and for the Corporate Recommendations. Attached in appendices are draft Best Employment Equity Practices, a series of draft Performance Indicators, and potential Upward Feedback questions on employment equity.

INTRODUCTION

The recommendations and implementation plan that follow are the result of research and analysis by members of the Deputy Minister's Advisory Committee on Women's Employment Equity (the Committee). "Brainstorming" sessions with employees of every Bureau and Regional office were critical elements of the information gathering process, and led to a thorough consideration of the problems raised and the solutions suggested both by interested employees and Committee members.

Each Bureau of this Department has a different corporate culture. Consequently, the equity issues which have emerged, while not entirely different, are of varying intensity. For this reason, the Committee did not attempt to address issues in a global fashion. Rather, it was decided that where a problem was raised by all Bureaux, the solution would be corporate, and where an issue was peculiar to a single Bureau, the solution would be proposed for that unit only.

A good portion of the areas identified as requiring improvement relate to development of our employees. For many, this will not be a surprise. The numbers indicate that women "have arrived". What, may be asked, are we doing with them? Mandatory affirmative action was successful. Development of employees is dependent upon enlightenment and goodwill. In instances where these are lacking, measures are needed to change behaviour, in the hopes that they will have a positive impact on the corporate culture.

The Committee members divided into the following three groups: Recruitment, Retention and Career Development (horizontal) and Promotion and Career Development (vertical). All of the matters included in the terms of reference were addressed, and those deemed in need of remedial action are included in the recommendations. Once the work of each of the sub-groups was completed, the Committee spent three days with two consultants going over the results, their implications and implementation issues. The corporate recommendations were considered by all Committee members. Then members from each Bureau and Regional office were asked to review the findings and propose recommendations specific to their units.

The Committee is indebted to many Departmental employees and managers, as well as others across the Public Service who offered constructive advice and insightful suggestions. We are also grateful to Howard Wetston and the Bureau of Competition Policy for providing the funding for travel and consultant fees. We wish to thank the Deputy Minister for giving us the opportunity to make this contribution to the Department.

**TERMS OF REFERENCE
OF THE
WOMEN'S EQUITY COMMITTEE**

To advise the Deputy Minister on matters related to the recruitment, promotion and retention, career development and progression of women at CCAC and specifically to:

- *Identify issues, concerns, and ideas, and provide recommendations regarding the above as well as issues relating to their representation in the Management Category and non-traditional jobs*
- *Identify issues in Beneath the Veneer, including: compression, concentration, successful integration of work and family responsibilities, term and part-time work, care and nurturing leave, advancement to the management category, day-care, bridging the gap between support and officer levels, developmental training, classification, pay equity, pensions, corporate culture and attitudinal barriers, and to provide recommendations to address these issues*
- *Provide briefing on material for discussion at meetings of the Deputy Ministers' Council on Employment Equity*
- *Provide input to the Departmental Action Plan for Employment Equity*
- *Provide support for the organization of International Women's Day and Women's History Month.*

RECOMMENDATIONS

*The recommendations which follow are based on
the assumptions, context and framework for equity
described in the next three pages*

ASSUMPTIONS

THE BUSINESS OF GOVERNMENT IS CHANGING

*service on behalf of the public will be provided in
a distinctly different way*

OUR RESOURCES ARE DIMINISHING

we must retain the very best people and programs

CCAC SUPPORTS A HEALTHY WORKPLACE

*an open and flexible organization allows for
continuous improvement*

CCAC SEEKS POSITIVE CHANGE

*we must grasp the opportunity to identify
and eliminate past mistakes*

CCAC IS COMMITTED TO DOING IT RIGHT!

*we must give everyone a fair and equitable
opportunity to be part of the future*

CONTEXT

BUSINESS STRATEGY

*we cannot decide who and what are necessary unless
we know what business we are in*

RESOURCE MANAGEMENT

*cutting back is painful - our response is avoidance-
we continue to reward this behaviour*

COMPETENCE

*is the key to a future of more with less
and cannot be achieved through exclusion*

EQUITABILITY VERSUS EQUITY

*to achieve equity, we must first believe in equitability:
fair and equal opportunity to all is tangible-
it exposes and eliminates past biases*

VALUES

*government is expected to show leadership and be responsive
women and minorities will not "go away"
family is not a "women's" issue anymore
equity is not a "file", rather a state of mind*

COMMITMENT

*means looking beyond the next twelve months
means facing and fighting our inertia and fear
means being responsible
do we have the will?*

EQUITY DOES NOT HAPPEN BY ITSELF

EMPLOYMENT EQUITY FRAMEWORK

EQUITY IS BASED ON:

competence
eliminating bias
achieving balance

EQUITY PROGRAMS MUST:

be visible
develop goals
assist managers in
taking responsibility
monitor progress

EQUITY PLAN OBJECTIVES ARE TO:

identify and eliminate current
discrimination
redress past discrimination
achieve balanced representation
reduce systemic inequities

SPECIAL MEASURES WILL:

accelerate full participation
be temporary
require careful handling
and communication
potentially cause backlash
succeed if nurtured by the
organization

CORPORATE RECOMMENDATIONS

CORPORATE RECOMMENDATIONS

The recommendations which follow were developed through consensus in the brainstorming sessions held with women throughout the Department and further refined with the help of the consultants hired to assist the Advisory Committee. As such, they are representative of the views of women in all Bureaux and in all regions.

The recommendations have been grouped together, first of all, by the scope of their coverage. The first group contains Corporate Recommendations, that is, those recommendations that apply department-wide and include the Program Initiative, "Departmental Opportunities Program (D.O.P.)". The D.O.P., which is a key recommendation, is explained in some detail in the next two pages. A concise list of the remaining corporate recommendations follows. The other two groups of recommendations apply to specific Bureaux or specific regions and are clearly labelled as such.

Each group of recommendations covers up to three areas: Equity Champions, Service to the Department, and Education and Training.

Equity Champions: Those initiatives which by their nature must be undertaken or led by management. They represent those areas where leadership by example is imperative in reaching the goals of employment equity.

Service to the Department: Those initiatives that must be undertaken to provide support and information and as a service to the entire department, for the purpose of achieving equity

Education and Training: Those initiatives that will provide equitable access to skills acquisition and development and/or support equitable access to opportunities as they present themselves.

Within each of these areas, recommendations have been prioritized.

PROGRAM INITIATIVE

The Departmental Opportunities Program (D.O.P.)

The Committee recommends the establishment of **one** program initiative, through reconstituting the present Departmental Assignment Program. This will be a full-service program to provide employees with the opportunity to redirect their career paths, retrain, and secure new assignments. It will provide a **fair, focused and innovative means to prepare for the future.**

Given the changing government environment, in particular, changes in core business and resource reductions, CCAC must take concrete steps to direct the evolution of employee services. The gap between employee skills and development and future Departmental needs must be addressed. This program will, therefore, fall within the bounds of operational requirements, in that employees will obtain **training and development** which relate directly to departmental needs or set her or him on a course to seek employment elsewhere.

The assessment of future Departmental needs would begin during the business planning process and be an on-going joint responsibility of management and employees as the Department continues to evolve. Meeting employment equity goals should form an integral part of the business planning and resource reduction exercise.

The Program itself would **respond, first and foremost, to employee needs** and be a means for employees to:

- determine their direction for the future
- shape their career plans
- identify their training, re-training and/or assignment needs
- obtain the training (within reason), and
- work in a supportive environment, conducive to these plans.

The Program would be available to every employee of CCAC. While on-going individual requests are processed, however, the Department would also embark on a **series of initiatives which aim at special needs.** Improving equitable opportunities for the 4 target groups would be one, and responding to the resource issues raised by the 5-year Business Plans should be another.

First Departmental Initiative: Executive Committee and Senior Staff, in many instances, have already recognized a need and indicated their interest in providing **opportunities for support staff to develop their careers**. These employees total one-third of our personnel. The Committee suggests that they be the focus of the first departmental initiative, for the following reasons:

- to **restructure how work is done in the Department**
- to take the **problem of technology and turn it into the solution**
- to provide **fair and equitable access to training** for employees who wish to remain in the Public Service
- to obtain the **level of flexibility that management needs** in effective allocation of the new single operating budgets
- to provide a concrete signal that **management has understood the technology explosion, and the resulting uncertainty** which employees face everyday.

A **pilot project** is required for demonstration purposes to management and staff. We suggest that one Branch from each Bureau and one regional office participate, for a total of approximately 30 employees. It is expected that 5-6 people will be ready to assume new duties after the first 18-month assessment and training cycle. This rather short-term goal will mean favouring, for the pilot, employees who have already taken steps to retrain themselves. (schedule and implementation plan attached)

Management of the Program: Functionally, this program should be the responsibility of the Director, Corporate (Human Resources) Services. Responsibility for the development of personnel, however, should rest with each Bureau Head and, thus, the program will require their commitment and support. It is anticipated that Management Services Heads and the Directors of each Bureau Human Resource Team will co-manage and oversee the program. The Bureau teams and each participating Branch's management personnel will actively coordinate all phases of the projects. To send a clear signal about the Program, participants should have an opportunity to meet with the Deputy Minister at the initial briefing session.

Financial Resources: These will support 2 areas: (1) **testing** to determine employee aptitude, potential and preferences, and (2) **training** in the form of on or off-site courses, computer-based modules, or on-the-job programs. While each case will vary, on average we forecast that the Department should be prepared to disburse \$2500. per employee. This is half the sum likely to be expended, in any case, as severance pay for a support staff member who leaves the Public Service.

CORPORATE RECOMMENDATIONS

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1	<p>Establish EE performance indicators for managers to assist in understanding what the objectives are and how to achieve them</p>	<ul style="list-style-type: none"> Managers become accountable for EE goals Assure consistent quality and quantity of opportunities Standards will supplement, and then replace, the targets in the EE action plans 	<ul style="list-style-type: none"> 3 p/m/ HRSD This is an essential tool which will assure that goals are met Suggested performance indicators attached
2.	<p>Develop a section on the Upward Feedback questionnaire to address supervisors' receptiveness to EE considerations</p>	<ul style="list-style-type: none"> Measure improvements in manager's attitudes and behaviours with respect to EE Sensitize employees and managers as to the expectations regarding EE Provide a means for employees to let their managers know they are appreciated for these efforts 	<ul style="list-style-type: none"> None/ HRSD Suggested questions attached
3.	<p>Develop a list of "Best Employment Equity Practices"</p> <p>-- To be signed by all senior executives</p>	<ul style="list-style-type: none"> Inform staff of their managers' commitment to EE goals Develop an EE "culture" in the Department, that extends past balancing out the numbers 	<ul style="list-style-type: none"> Minimal/ All Bureaux Draft list attached
4.	<p>Establish a voluntary network of senior women willing to act as resource people or mentors for women in the Department</p>	<ul style="list-style-type: none"> Provide advice and support for women aspiring to management positions Improve the communications network for women in the Department 	<ul style="list-style-type: none"> None/ Voluntary EX women

CORPORATE RECOMMENDATIONS

Recommendation

Goal

Cost/Responsibility Comments

<p>5. EE Quarterly Planning, Reporting and Review Mechanisms</p> <p>Management Committee to be the focal point for inter-bureaux EE planning</p> <p>EE issues then discussed at an Executive Committee meeting every quarter</p> <p>Regular Senior Staff workshops on EE</p>	<ul style="list-style-type: none"> • Discuss EE issues and establish Dept'l priorities • Develop an EE plan for the Department which has goals and an action plan and is based on more than numerical targets • Review Bureaux initiatives and monitor success • Report on activities in support of EE, and consider innovative ideas and suggestions • Report on DOP activities 	<ul style="list-style-type: none"> • None/ All Bureaux • To meet quarterly
<p>6. Establish an Annual Departmental "Peoples' Choice" Award for the Manager and Staff member whose efforts most further the goals of EE</p>	<ul style="list-style-type: none"> • Recognize efforts to further the goals of EE • Awards distributed by DM to 2 people from each Bureau/Region during Merit Ceremonies 	<ul style="list-style-type: none"> • Minimal • Dir. Mgmt Services- each Bureau

Service to the Department

<p>7. Negotiate a memorandum of understanding among CCA/TBS/PSC to facilitate the adoption of equity enhancing measures</p>	<ul style="list-style-type: none"> • Diminish or eliminate PSC/TBS policies the need to apply PSC/TBS policies which act as barriers to the development of women • Lighten the bureaucratic processes 	<ul style="list-style-type: none"> • No direct cost/ DG Human Resources and Ex Comm
<p>8. Employ a personnel policy analyst in the HRSD</p>	<ul style="list-style-type: none"> • Provide advice and policy development to the Department on emerging issues, needs and planning initiatives 	<ul style="list-style-type: none"> • Re-deployment of 1 FTE/ HRSD

CORPORATE RECOMMENDATIONS

Recommendation	Goal	Cost/Responsibility Comments
<p>9. Improve the department-wide personnel data base</p> <p>Circulate, on a regular basis, to all Directors, information about employees who have identified an interest in assignments in their Branches</p>	<ul style="list-style-type: none"> • Capture all relevant employee information regarding skills, training, assignments, interests, in particular in non traditional positions, etc. • Use info to identify necessary remedial action re designated EE groups • Enlarge the pool of known candidates for developmental opportunities and promotions • Lighten the bureaucratic processes in moving around the Department 	<ul style="list-style-type: none"> • Informatics group/ HRSD • Circulate when data base is complete, and on an regular basis • CCA/TBS/PSC MOU required • Privacy must be assured
<p>10. Implement a policy of exit interviews for all employees leaving the Department</p>	<ul style="list-style-type: none"> • Identify and resolve problems • Alert managers and employees to issues 	<ul style="list-style-type: none"> • No direct cost • HRSD Team Director-from an alternate Bureau • Put on Departmental exit checklist form
<p>11. Create EE employee advisors for the Department, who will also have responsibility for harassment issues</p>	<ul style="list-style-type: none"> • Provide employees and managers with 3 choices of people to whom they may go to discuss EE issues • Open up channels of communication to deal with systemic breakdowns so that improvements may be made 	<ul style="list-style-type: none"> • No direct cost/ shared by all Bureaux

CORPORATE RECOMMENDATIONS

Recommendation	Goal	Cost/Responsibility Comments
<p>12. Communicate, in a positive fashion, the Department's support of flexible work arrangements. Circulate TB policies to all staff</p> <p>Communicate the availability of a child and elder care network monitored by the EAP</p> <p>Circulate the Harassment Policy on an annual basis</p> <p>List the relevant contact people in the CCAC internal phone book</p> <p>Include copies of policies in orientation pkg.</p>	<ul style="list-style-type: none"> • Change the notion among employees that the Department does not generally support flexible work at home policies, work-sharing and flexible hours. • Demonstrate that we understand that family responsibilities are a "people" rather than just a "woman's" issue; • Facilitate back-up in urgent situations • Inform employees of policies, processes, responsible contact persons 	<ul style="list-style-type: none"> • None/HRSD Teams • Bureaux Teams should provide information sessions, and support for employees who identify their interests. Teams should work together to find means to accomplish inter-bureau arrangements
<p>13. Survey Departmental employees regarding interest in Day-care facilities</p>	<ul style="list-style-type: none"> • Determine if enough interest/need exists in on-site day care & P.D. day facilities 	<ul style="list-style-type: none"> • None (private sector managed) • Cafeteria/park area would be ideal site
<p>14. Hiring/ Promotion Practices:</p> <p>Make every effort possible to interview accurate proportions of men and women</p> <p>Adopt a team approach to interviews--have both genders represented on every board</p> <p>Fully inform candidates of the availability of flexible working arrangements</p>	<ul style="list-style-type: none"> • Increase efficiency and decrease bias by consolidating the interview process 	<ul style="list-style-type: none"> • None/all Bureaux/ • Should be monitored by HRSD <p>As students are increasingly being hired as eventual full-time employees, we should take a more responsible attitude in the initial selection process</p>

CORPORATE RECOMMENDATIONS

Recommendation

Goal

Cost/Responsibility Comments

Education and Training

15.	Mandatory gender sensitivity courses in all Bureaux	<ul style="list-style-type: none"> Sensitize employees to changes in culture that diversity brings to the workplace Ease tensions brought on by affirmative action and EE programs Eliminate bias 	<ul style="list-style-type: none"> Variable/ within training budgets Activity Heads BCP has had success in this regard and the sky has not fallen
16.	Schedule a running EE series, as part of Issues Forum -- on subjects such as Non-traditional occupations, flexible work arrangements, career development, advancement workshops-- etc.	<ul style="list-style-type: none"> Inform employees and managers on issues and methods of developing employees and creating a culture which welcomes diversity Provide practical advice and tips for career development Bring together people interested in job-sharing -etc. 	<ul style="list-style-type: none"> No direct funds EE Committees with HRSD Should provide eventual mechanisms to service flexible arrangement needs
17.	Explore the possibility, with the Women's Career Counseling and Referral Bureau, of making their job inventory of positions available to the DAP coordinator, to assist women seeking a career change or promotion	<ul style="list-style-type: none"> Obtain WCCRB help in developing women who show potential for promotion 	<ul style="list-style-type: none"> None/HRSD Inventory access is now unidirectional-- only Departments can request referrals, not candidates
18.	Provide all staff with an up-to-date course on dealing with sexual harassment	<ul style="list-style-type: none"> Since courses to date are inadequate, this will assist in proper handling of complaints: they will diminish over-reactions and inadequate reactions through practical and helpful course content 	<ul style="list-style-type: none"> To be determined/ each Bureau's Training Plan

BUREAU-SPECIFIC RECOMMENDATIONS

BUREAU OF COMPETITION POLICY

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1.	Recognize the importance of the contributions and commitment of Administrative and Support Staff to the smooth running of the day to day operations of the Bureau	<ul style="list-style-type: none"> Validate the significant contribution made by these staff members and improve morale Encourage teamwork Breakdown stereotypes 	<ul style="list-style-type: none"> None All Bureau Members
2.	Managers should provide explanations, in writing, when secondments/DAPs/ training requests are denied	<ul style="list-style-type: none"> Facilitate lateral movement Provide the means to eliminate subjective and arbitrary denial of secondments, or training 	<ul style="list-style-type: none"> None DG, Compliance and Operations and all managers Both the employee and the DDIR should receive this info
3.	Managers should attend the course on "Supporting Career Development of Staff"	<ul style="list-style-type: none"> Ensure that further scheduled courses are not canceled due to lack of interest 	<ul style="list-style-type: none"> No direct cost/ within training budget/ all managers
4.	Establish a process to assess the distribution of cases and case load assignments	<ul style="list-style-type: none"> Ensure everyone has a chance at the "glory cases" Avoid allocating complaints/cases along gender lines 	<ul style="list-style-type: none"> None Enforcement and Policy Committee & Gender Equity Committee

Service to the Department

5.	Give merit awards to the librarians on the 14th floor	<ul style="list-style-type: none"> Show our recognition that they are professionals and make an important contribution 	<ul style="list-style-type: none"> Minimal/BXC BCP is by far the heaviest user of the departmental library
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BUREAU OF COMPETITION POLICY

Recommendation

Goal

Cost/Responsibility Comments

Education and Training

- | | | | |
|----|--|---|---|
| 6. | Training and developmental courses should be opened to ALL staff members; not earmarked for particular categories of staff | <ul style="list-style-type: none">• Equal and fair opportunity for training and developmental training to ALL staff members | <ul style="list-style-type: none">• No direct cost• Bureau Training Committee |
| 7. | Allow time off, whenever possible, to employees for developmental courses during work hours | <ul style="list-style-type: none">• Recognize the value of developing employees | <ul style="list-style-type: none">• Reassignment of a portion of the workload/ all bureau employees |

Other

- | | | | |
|----|--|--|---|
| 8. | Explore with TB and Unions the possibility of extending childcare compensation to married persons who must work late or travel | <ul style="list-style-type: none">• Eliminate discrimination against married people; currently only single parents may obtain compensation for urgent childcare expenses | <ul style="list-style-type: none">• Contract negotiation• This will acknowledge that Bureau employees' spouses are often under the same time constraints as they are |
|----|--|--|---|

BUREAU OF CONSUMER AFFAIRS

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

- | | | | |
|----|---|--|---|
| 1. | Require managers to examine all special PSC inventories as part of the staffing process (Options Program) | <ul style="list-style-type: none">• Increase the representation and recruitment of women in non-traditional areas• Encourage the PSC to continue these inventory programs | <ul style="list-style-type: none">• None• All managers |
| 2. | Actively consider women in succession planning exercises | <ul style="list-style-type: none">• Employ more women in management positions | <ul style="list-style-type: none">• None• Dir. Mgmt Services/
all managers |

Service to the Department

- | | | | |
|----|---|---|--|
| 3. | Establish a network/support system for employees in non-traditional occupations perhaps through the PSC | <ul style="list-style-type: none">• Improve communications between women in non-traditional occupations across the country• Provide learning opportunities and coping strategies• With the help of PSC, provide areas for employee development and job enrichment | <ul style="list-style-type: none">• Minimal travel related/ One sub-activity mgr. and CB HRSD Team member• This network could be modeled after the present PSC's "Partners at Work" |
|----|---|---|--|

BUREAU OF CONSUMER AFFAIRS

Recommendation

Goal

Cost/Responsibility Comments

Education and Training

4.

Provide information sessions to students at the secondary level of education, and colleges, cegeps and universities

- Increase the level of female representation in the technical category

- 1p/m per year
- Sub-activity mgre. and
- regional management committees

The Bureau's current representation of females in the technical category is 27 out of 380

5.

Provide opportunities for part-time work or job sharing in non-traditional and officer positions

- Increase the representation of women in senior officer and non-traditional categories

- No direct cost
- All managers
- At present the senior officer category is 97 (30%) compared to 231 (70%) for men; in the junior category, the figures are 69 (62%) for women and 42 (38%) for men

BUREAU OF CORPORATE AFFAIRS AND LEGISLATIVE POLICY

<i>Recommendation</i>	<i>Goal</i>	<i>Cost/Responsibility Comments</i>
<i>Equity Champions</i>		
1. Require managers to use the CCAC, PSC, DAP data banks to find candidates for positions or assignments	<ul style="list-style-type: none">• Provide more access to jobs• Increase opportunities for employees to gain experience• Provide for a more fair distribution of advancement opportunities and increase bridging opportunities• Improve employee morale• Create movement in stagnant market	<ul style="list-style-type: none">• None/all managers with the help of Bureau HR Team
2. GE Conversion: Make every effort possible to ensure classifications reflect actual duties rather than out dated job descriptions	<ul style="list-style-type: none">• Provide a fair and equitable process for change	<ul style="list-style-type: none">• No direct cost/Managers with Bureau Team
<i>Service to the Department</i>		
3. Create a reader-friendly guide to non-traditional jobs and their requirements, and make available to employees and feeder groups	<ul style="list-style-type: none">• Provide information to employees, allowing them to make more astute career plans• Provide information on lesser known positions• Disseminate information to women on jobs where they are under-represented	<ul style="list-style-type: none">• Minimal/ sub-activities with Communications Branch• Insert in orientation guide material

BUREAU OF CORPORATE AFFAIRS AND LEGISLATIVE POLICY

Recommendation	Goal	Cost/Responsibility Comments
Equity Champions		
1. Require managers to use the CCAC, PSC, DAP data banks to find candidates for positions or assignments	<ul style="list-style-type: none">• Provide more access to jobs• Increase opportunities for employees to gain experience• Provide for a more fair distribution of advancement opportunities and increase bridging opportunities• Improve employee morale• Create movement in stagnant market	<ul style="list-style-type: none">• None/all managers with the help of Bureau HR Team
2. GE Conversion: Make every effort possible to ensure classifications reflect actual duties rather than out dated job descriptions	<ul style="list-style-type: none">• Provide a fair and equitable process for change	<ul style="list-style-type: none">• No direct cost/Managers with Bureau Team
Service to the Department		
3. Create a reader-friendly guide to non-traditional jobs and their requirements, and make available to employees and feeder groups	<ul style="list-style-type: none">• Provide information to employees, allowing them to make more astute career plans• Provide information on lesser known positions• Disseminate information to women on jobs where they are under-represented	<ul style="list-style-type: none">• Minimal/ sub-activities with Communications Branch• Insert in orientation guide material

STRATEGIC AND CORPORATE SERVICES

Recommendation	Goal	Cost/Responsibility Comments
Equity Champions		
1. Encourage matrix management	<ul style="list-style-type: none"> • Familiarize management with the full complement of available human resources • Increase the representation of women in specialized fields, in a team environment • Emphasize peoples' abilities rather than their positions 	<ul style="list-style-type: none"> • None/Managers
2. Establish a data bank of short and long term acting assignments available and invite interested CCAC employees to apply	<ul style="list-style-type: none"> • Provide more access to jobs • Increase opportunities for employees to gain experience • Provide for a fairer distribution of advancement opportunities • Improve employee morale 	<ul style="list-style-type: none"> • None/HRSD
3. Require managers to use CCAC databanks to search for candidates to fill open positions	<ul style="list-style-type: none"> • Ensure CCAC employees are considered for all opportunities 	<ul style="list-style-type: none"> • None/All managers
Education and Training		
4. Set up a formal rating system and feedback mechanism to evaluate training and development courses	<ul style="list-style-type: none"> • Communicate the value of specific courses • Enable employees to make informed T & D choices • Render T & D opportunities more meaningful 	<ul style="list-style-type: none"> • None • HRSD may make info available on request

REGIONAL RECOMMENDATIONS

ATLANTIC REGION

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1.	Managers should encourage part-time work and educational leave	<ul style="list-style-type: none"> Enable staff to upgrade education and skills so as to stay current or refresh skills and to take advantage of new opportunities 	<ul style="list-style-type: none"> Within training budget/Mgrs. Not all courses are available in the evening
2.	Work at home should be encouraged in the region and managed so that work is fairly distributed	<ul style="list-style-type: none"> Provide the benefits of work at home to regional employees (as is the case at HQ) 	<ul style="list-style-type: none"> No direct cost/Mgrs.
3.	Emphasize zero tolerance for sexual harassment and provide support to employees with in-house information and counseling	<ul style="list-style-type: none"> Reinforce policy at every level of the organization Eliminate offensive comments and conduct 	<ul style="list-style-type: none"> None/ EAP and all managers with staff

Education and Training

4.	Establish a mentoring program to train new employees	<ul style="list-style-type: none"> Mentors obtain supervisory experience and related recognition New employees receive effective one-on-one training and become more effective sooner 	<ul style="list-style-type: none"> No direct cost/ Volunteers should be solicited
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QUEBÉC REGION

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1.

Women managers in the Quebec region should reach 20% by 1995

- Redress the absence of women managers in BCA, Quebec region, by promoting or hiring women as district and regional managers
- Increase the sensitivity of the Succession Planning Committee to the need for women to be represented in the management ranks

- No direct resources
- Regional Director
- R.D. should report to the DM on measures taken in furtherance of this objective over the next year

Service to the Department

2.

Establish an interdepartmental data bank of employees seeking assignments

- Improve the number of regional interdepartmental assignments, since DAPs to HQ are difficult to effect
- Improve skills acquisition and diversity of tasks
- Improve employee morale

- 1/4 FTE: informatics +
- 1/4 FTE personnel
- Regional Director
- R. D. should report quarterly on progress and complete in one year's time
- Reg. Personnel Mgrs. to have functional resp.

QUEBEC REGION

Recommendation

Goal

Cost/Responsibility Comments

3.

Circulate information relating to all acting assignments and invite interested employees to identify themselves

- Increase the pool of candidates for acting assignments
- Increase the visibility of employees seeking developmental assignments
- Improve managers' familiarity with regional or district employees through the interview process

- No resources
- Regional Personnel Mgr. to send info by E-mail or desk drop
- This should be done automatically and be implemented immediately

ONTARIO REGION

Recommendation	Goal	Cost/Responsibility Comments
Equity Champions		
1. Managers should undertake coaching and counseling training	• Assist managers in working with staff on career planning and employee development	• Within training budget/OMC
2. Establish a Human Resources Committee in the Region	• Facilitate the equitable assignment of employees to developmental opportunities	• None/ OMC • Enable the consideration of long-term employee and mgmt goals in human resources decisions making
Service to the Department		
Make use of the Ontario Region Career Counseling Center to assist employees affected by workforce adjustment	• Encourage employees to explore and prepare for alternative career options and advancement	• Specific amount per employee to be determined/OMC and ORCCC
Education and Training		
4. Provide female employees with assertiveness training courses	• Enhance self-esteem and communications skills, an area of concern to women in the region	• Within training budget/ Training Committee
5. Undertake team-building exercises with management and staff	• Encourage the inclusion and participation of support staff in decision-making	• Within training budget/ all staff

PRAIRIE REGION

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1.	Reactivate the Regional Women's Committee, which was previously successful in promoting opportunities for women in the region	<ul style="list-style-type: none">Revive formerly successful programs to promote women into non-traditional positions	<ul style="list-style-type: none">No direct costManagement and union
2.	Management should take more steps to encourage job-sharing, flexible hours, and developmental assignments	<ul style="list-style-type: none">Encourage women to remain in the DepartmentSupport a culture of diversity	<ul style="list-style-type: none">No direct costManagers

Education and Training

3.	All Bureaux should have a five year strategic training plan with individual training plans for each employee	<ul style="list-style-type: none">Provide a coordinated and systematic approach to trainingEnsure that all training is not confined to areas directly related to current duties, rather than development	<ul style="list-style-type: none">Within training budgetsWill provide employees with the tools to be in a position to take advantage of promotional or developmental opportunities when they ariseRegional personnel manager
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PACIFIC REGION

Recommendation

Goal

Cost/Responsibility Comments

Equity Champions

1.	Provide new inspectors with an augmented orientation course	<ul style="list-style-type: none"> • Prepare women entering the workforce for all situations when dealing with the public, (including assertiveness training) 	<ul style="list-style-type: none"> • Within training budget/Regional personnel mgr. with sub-activity mgrs.
2.	Develop individual training plans for each employee	<ul style="list-style-type: none"> • Provide coordinated and systematic approach to training • Ensure that training includes the further development of employees 	<ul style="list-style-type: none"> • Within training budgets/ Regional personnel mgr.
3.	Require managers to use the databanks of CCAC employees to fill positions	<ul style="list-style-type: none"> • Create movement in a stagnant job market 	<ul style="list-style-type: none"> • None/ Regional personnel mgr.

Service to the Department

4.	Establish a regional inter-departmental data bank	<ul style="list-style-type: none"> • Improve the number of regional inter-departmental assignments • Improve skills acquisitions and diversity of tasks 	<ul style="list-style-type: none"> • 1/4 FTE informatics + 1/4 FTE personnel • To be supported by info from the Quebec region
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IMPLEMENTATION PLANS

Implementation Plan - DOP

1	2	3	4	5	6	7	8	9	10	11	12
Dept'l commun- ications plans and desk drop	Pilot branches identified	Project team in place	Willing employees self-identify	Negotiations with Mgrs. work re- allocated and time off			Training	Underway			
Call for aptitude test - volunteers	Meet DM	Needs analysis - organization and individual		Career planning							
Focus Groups		Work site and Family on-side		Training plan in place							
											Second project commences

Implementation Plan - DOP

13	14	15	16	17	18	19	20	21	22	23	24
					Training completed	Acting Assignments					
		Discussions re new assignments commence				Trial period					
		Discussions with classification officer				Staffing action -- if necessary					
					Project evaluation -- analysis and report						
											Third project commences

Corporate Recommendations Implementation Plan

Month	1	2	3	4	5	6	7	8	9	10	11	12
Equity Champion Recommendations												
Performance indicators	HRSD to Review suggested indicators and develop others	HRSD to develop a measurement strategy	Circulate to Mgmt Cttee	Review and approval at Quarterly Ex Comm	Communicate indicators to the Dep't	Base data collection begins						First official cycle begins - fiscal 94-95
Upward Feedback	Upward Feedback Committee to review suggested questions	Circulate to Mgm't. Cttee			Revised questionnaire completed		Questionnaire distributed		Results tabulated		Results discussed by Mgmt Cttee	Results to Ex Comm
Best Practices	Approved by ExComm		Production of certificates	Signature by ExComm	Hang Certificates in Boardroom	Signed by managers	Hang in offices					
Volunteer Network	Dm's Advisory Cttee meets with senior women	Framework established	Series of visible encounters (max. 4) scheduled	First scheduled event			Second scheduled event				Third scheduled event	
EE Steering Committee	Mgmt Cttee receives our recommendations	EE Coordinator collects comments and develops framework for EE Plan	Mgmt Cttee meets to discuss		ExComm reviews plan			Second quarterly meeting				
Annual Award	Coordinate with merit award process	Designate bureau rep's	Create ballots							"Rapport" article to communicate the idea and the process		First ballots cast

Corporate Recommendations Implementation Plan

Month	1	2	3	4	5	6	7	8	9	10	11	12
Service to the Department Recommendations												
MOU	DG discusses MOU with TBS, PSC		Discussion at Mgmt Cttee	Approval in principle by Ex Comm	MOU drafted	MOU signed all implemented						
EE Policy Analyst	Staffing process begins				EE Analyst in Place	Analyst assists re DOP initiatives						
Database	Establish working Group	Determine required data	Develop questionnaire		Questionnaire finalized	Send out questionnaire	Wait for returns		Input resulting data			Circulate info to Directors
Exit Interview	HRDS develops interview questions	Add to exit checklist	Implement						Discussion at Mgmt Cttee		Ex Comm reviews	
EE Employee Advisors	Develops mandate for advisors	Circulate to Mgmt Cttee to identify likely candidates	Mgmt Cttee meets to review mandate and designate advisors	Rapport article and desk drop with phone #'s etc.								
Internal Communication of Practices	Gather Information				Circulate at regular intervals during the year							
Day Care Center	Discuss possible locales with PWC	Research other dept's initiatives	Design and Circulate Questionnaire		Response	Assess results and review by Mgmt Cttee	ExComm. approved if results warrant					
Recruitment	HRSD develops plan for next coop cycle in Sept.	HRSD meets sub-activity to provide info on practices	Practices Implemented	Co-op cycle begins								

Corporate Recommendations Implementation Plan

Month	1	2	3	4	5	6	7	8	9	10	11	12
Education and Training Recommendations												
Gender Sensitivity course	Discussion by each BXC	BCP info sessions with other Bureaux Mgmt	Request for proposals	Internal discussions in each branch	Regional meetings		Focus Groups		Commence Courses			
Issues Forum on EE series	DM's EE Cttees and HRSD and Forum Coordinator meet to discuss framework		Select topics and dates	Assign Cttee their tasks	First Session			Second Session			Third session	
WCCRB and DAP	DAP meets women's Referral Bureau	Explore means to establish links	Implemented if possible						Report to Mgmt Cttee			Report to Mgmt Cttee
Sexual Harassment Courses	HRSD seeks out sources of courses available	HRSD meets with each Bureau	Bureau teams schedule courses throughout the year									

APPENDICES

***CCAC Best Practices
in Employment Equity***

1. *I will demonstrate my commitment to employment equity by making it an important criterion in my strategic, operational and expenditure planning.*
2. *I will work with all employees to develop career plans that foster their full potential.*
3. *I am committed to equitable distribution of work in my area to allow all staff members access to developmental opportunities.*
4. *I will work with my colleagues to increase inter-bureau and inter-region transfers to allow for equitable access to new opportunities.*
5. *I encourage flexible working arrangements.*
6. *I recognize that employees must balance work and personal responsibilities and I will implement these best practices to allow all employees to achieve this balance.*

EMPLOYMENT EQUITY: MEASURING PERFORMANCE

Performance measurement has most recently been used within the public sector in relation to the provision of services to the general public. However, indicators and standards can be applied to a wide range of internal activities of government, including human resource management, in particular, Employment Equity. The following definitions are the basis for the performance indicators proposed:

Performance Indicators: the points of reference from which measurements will be made. These purely descriptive benchmarks monitor progress in, and problems with program delivery. Performance indicators help to measure client satisfaction, such as the effectiveness and efficiency of programs. Ideally, they should be both numerical and qualitative and be linked to program objectives

Performance Standards: the performance objectives or expectations for the delivery of government services to the public or, in this case, the implementation of employment equity goals within the organization. Establishing standards adds a judgmental component to simple indicators by setting a desired level of performance.

The Organization: performance standards and/or indicators are not meant to measure the performance of individuals but of the overall organization. In this light, it can be said that performance on EE matters can be enhanced if expectations are understood.

PERFORMANCE INDICATORS (BENCHMARKS)	PERFORMANCE STANDARDS (OBJECTIVES)
Recruitment and Selection	
Number of candidates interviewed per position Number of women/number of men interviewed per position	<ul style="list-style-type: none"> For every position, whether term or indeterminate, all efforts should be made to ensure a recruitment pool that accurately reflects the general population. In non-traditional positions, the geographic search area should be enlarged to ensure this is done
Number of hires Number of hires of women (and other EE groups)	<ul style="list-style-type: none"> Ratio of number of hires of women/number of hires should improve annually
Average tenure per hire of those women who stay for a minimum desired period	<ul style="list-style-type: none"> Comparable tenures for men and women in the same classifications
Retention and Development	
Extent to which policy alternative work arrangements is known Extent to which alternative work arrangements are requested and approved	<ul style="list-style-type: none"> Alternative work arrangement policies should be well communicated and encouraged No request for an alternative work arrangement should be denied without a thorough explanation of the operational requirements
Communication of policy on harassment and names of mediator of these issues	<ul style="list-style-type: none"> Successful mediation of all harassment complaints
Training hours per employee Training hours per female employee	<ul style="list-style-type: none"> These numbers should approach parity

<p>Number of management acting appointments (due to managers' absence)</p> <p>Number of management acting appointments to women</p>	<ul style="list-style-type: none"> Acting appoints should be awarded fairly and equitably with a view to encouraging the development of women managers
<p>Number of secondments/DAPs/SAPs requested</p> <p>Number of secondments/DAPs/SAPs approved</p>	<ul style="list-style-type: none"> No reasonable request for a secondment, DAP, SAP should be denied without a thorough explanation of operational requirements to the employee and the manager's supervisor
<p>Number of individual career plans developed</p>	<ul style="list-style-type: none"> Career plans that stress increased responsibility, variety in duties and other horizontal development should be made for all support staff
<p>Number of qualified successors per position</p> <p>Number of female successors per position</p>	<ul style="list-style-type: none"> Women should be considered in succession planning for every management position
<p>Promotion and Career Development</p>	
<p>Internal hire rate</p> <p>Internal hire rate of women</p>	
<p>Number of promotions</p> <p>Number of promotions of women</p>	<ul style="list-style-type: none"> An annual increase in the number of promotions of women to senior officer and management positions
<p>Number of candidates selected from a succession plan</p> <p>Number of women selected from a succession plan</p>	<ul style="list-style-type: none"> An annual increase of 20% in the first year

***Upward Feedback Questionnaire on
Employment Equity Performance***

Indicate whether you agree or disagree with the following statements as it applies to your manager.

<i>Upward Feedback Questions</i>	<i>Degree of Satisfaction</i>				
	low		high		
	1	2	3	4	5
1. My manager imposes similar standards for promotion of men and women					
2. My manager imposes similar standards for evaluation for men and women					
3. My manager distributes work equitably between men and women					
4. My manager provides equitable developmental opportunities for men and women					
5. My manager fosters a working environment that values and promotes diversity					
6. My manager fosters a working environment of inclusion -- of all employees, regardless of gender					

COMMITTEE MEMBERS

Judy Alexander	Copyright Board
Claudette Avery	Consumer Bureau
Cindy Baker	CALP
Chèle Bertrand	Competition Policy--Project Coordinator
Louise Cloutier	Quebec Region-Competition Policy
Nicki Dewar	Prairie Region-Competition Policy
Barbara Dingwall	Consumer Bureau
Sherri Durrell	SCSB
Angie Forte	Competition Policy--Sub Committee Chair
Helen Ferguson	Atlantic Region-Competition Policy
Jean Flowers	SCSB
Susan Green	CALP
D'leap Hall	CALP
Pamela Hellard	Competition Policy
Guyline Huot	CALP
Pauline Joly	Human Resources
Heather Langston	Pacific Region-Consumer Bureau
Deborah Lawrence	Competition Policy
Louise Leduc	Quebec Region-Consumer Bureau
Dawn LeMessurier	Atlantic Region-Consumer Bureau
Sylvia Lorinz	SCSB
Renia Mazur	CALP
Suzanne Mongeau	Quebec Region-Consumer Bureau

France Pégeot	Consumer Bureau
Lucie Pelletier	Quebec Region-Consumer Bureau
Doreen Platt	Consumer Bureau
Suzanne Poitras	Consumer Bureau
Janet Russell	Ontario Region-Human Resources
Mike Salyzyn	Atlantic Region-Consumer Bureau
Joy Scharf	FAAD
Donna Sharp	Ontario Region-Human Resources
Lydia Shevchuk	Prairie Region-Consumer Bureau
Solène Simard	Quebec Region-Consumer Bureau
Mieke Sterne	SCSB
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Andrea Rosen	Competition Policy--Chair
Alton Whelan	Atlantic Region-Consumer Bureau
Kaz Wszol	Consumer Bureau

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ITTEE ON WOMEN'S EMPLOYMENT

