

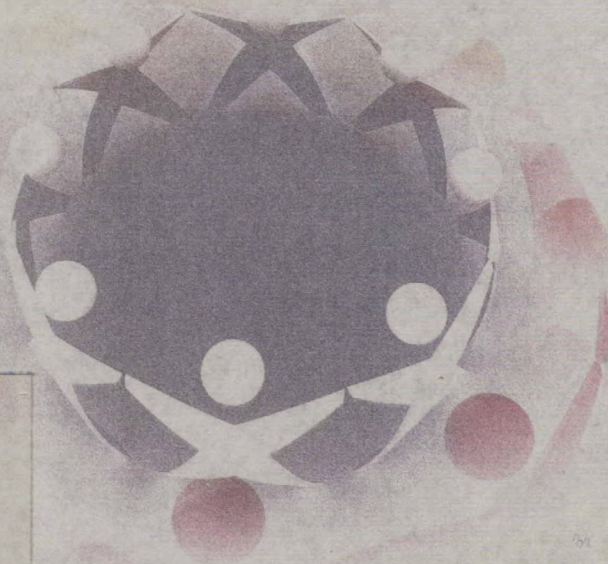


Industry  
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INDUSTRY CANADA  
ADVISORY COMMITTEE OF VISIBLE MINORITIES  
(ACVM) WORKSHOP

FEBRUARY 27TH, 2006, OTTAWA, ONTARIO



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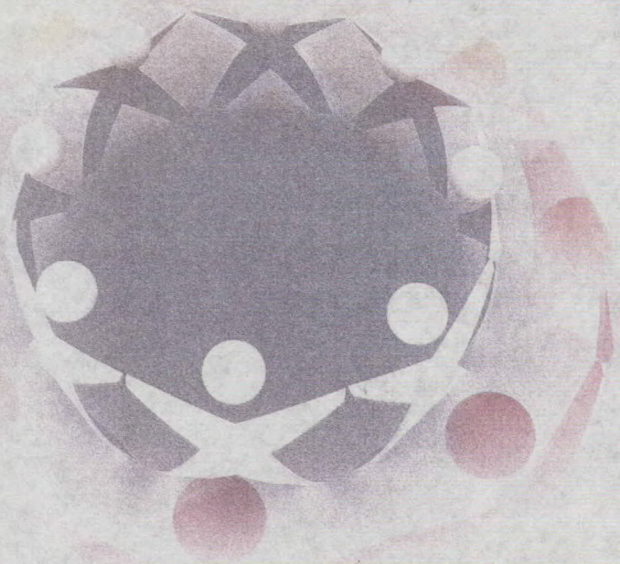


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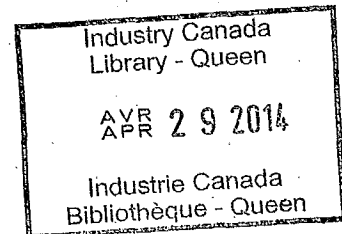
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## Workshop Attendees

1. Arora, Anil	Statistic Canada (Guest speaker)
2. Berrada, Najah	CIO
3. Bhasker, Shiv	IS
4. Carroll, Tom	CRC
5. Connolly, Paula	Discovery Solutions (Facilitator)
6. Dakdouki, Chaouki	SITT
7. Domenech, Norma	SITT
8. Gibbs, LeAnh	CIPO
9. Hanna, Salim	SITT
10. He, Lianhua	CIO
11. Hum, Jamie	ACVM Chair
12. Jahagirdar, Geetha	CIO
13. Johnson, Todd	IS
14. Johnson-Mentlak, Charmaine	HRB
15. Kabir, Fahmina	SITT
16. Khan, Saadia	CIPO
17. Khnaisser, Carole	CIPO
18. Lalonde, Annelle	HRB (Guest speaker)
19. Lee, Kyung	CIPO
20. LeGresley, Gemma	CIPO
21. Lewis, Delia	POL
22. Maxwell, Vita	CIPO
23. Ndi, Michel Olivier	SITT
24. Pelletier, Sylvia	ABC (Ontario)
25. Perez, Marta	CRC
26. Pham, Quan Lisa	SITT
27. Provencher, Gaétan	CIPO
28. Rawat, Veena	ACVM Champion
29. Samano, Leticia	IS
30. Seetaram, Elsie	CIO
31. Shankamarayan, Vidya	OPS
32. Syed, Camran	CIPO
33. Tiv, Hong Tin	CIPO
34. Varma, Suchita	CIPO

## From Issues to Action Executive Summary

Industry Canada Advisory Committee of Visible Minorities (ACVM) held a one-day workshop on February 27, 2006. The theme for the day was "From Issues to Action". The objective for the group of 35 participants was to identify an action plan for the ACVM to advocate effectively with senior management on priority issues and secure departmental and sector decisions to undertake remedial action on visible minority related issues.

After opening comments from Veena Rawat, ACVM Champion, participants benefited throughout the day from presentations on Tomorrow's Skills for Leaders, ACVM Activities and Accomplishments, and HR Modernization and Planning.

Participants worked in small groups in the morning to identify and prioritize issues facing visible minorities and in a plenary group in the afternoon to develop an action plan. Communication was one of the key issues brought forward. Participants felt that there is a lack of visibility of services for visible minorities. They suggested an increase in ACVM activities, information sessions, new employee orientation and more networking events. In particular, participants felt that it is important to provide information on mentoring and the career development programs, the HR Action Plan and Employment Equity. They also provided ideas to encourage visible minorities to self-identify, including providing tools and training to visible minorities on how to network and self-promotion

Another aspect of the communication issue that was identified is the linking of program within the department. Participants felt that in order to address visible minority issues, the HR Action Plan, Employment Equity, Career Development Programs, and performance reviews all need to be linked. For example, ensure that targets in the HR Action Plan are reflected and planned for in the Career Development Plan. The plans need to have measurable and attainable targets that are tracked and reported

Culture change was another key issue of concern. Participants felt that a culture change needs to be promoted at all levels of the department. This would include transparency of decisions, such as training approvals, and management accountability. They emphasized that more detailed statistical analysis is required to support visible minority issues and to track gains and losses. They felt that education of visible minorities, the general population, and management is needed to support a culture change. One goal of a change in culture would be to make mobility an accepted practice in the organization.

Language training and training, in general, continue to be a priority for visible minorities. Participants suggested committing money and additional resources to assist visible minorities attain level C language requirements. They suggested making language training a corporate rather than a sector initiative, other than for special requirements.

As the session closed, participants continued discussions amongst themselves on things that they could do to improve visible minority issues. Many expressed an interest in volunteering to assist with future ACVM activities. After the workshop, ACVM will review the action plan to determine which suggestions can be implemented and which ones to present to the Management Committee.

## Opening Remarks

Veena Rawat, ACVM Champion, welcomed the participants and reviewed the objective of the workshop:

In working towards today's goal all attendees should keep in mind the Government of Canada's current priorities relating to creating a diverse workforce:

- The desire for a Public Service that reflects the Canadian mosaic means that all systemic and individual barriers to entry of qualified Canadians must be eliminated. This includes the removal of all formal and informal practices conferring employment and mobility privileges to any group of Canadians.
- Clearly, this is an ambitious goal, but it can be achieved through policies, education and action. As visible minorities within the Public Service, we can facilitate moving towards this goal in many ways: by applying these policies in our official capacities, by participating in targeted programs, by educating our co-workers in an informal sense in the course of carrying out our daily tasks, and through helping the ACVM to advocate effectively to senior management.
- The ACVM was created to aid IC in implementing its Employment Equity and Diversity agenda which integrates equity into Senior Management accountability agreements and establishes goals for increasing employment for all under represented designated groups. The ACVM's support, input and constructive participation is crucial in the ultimate success of this agenda. As such, the ACVM's role is to:
  - facilitate the department's employment equity plan, policies and programs;
  - provide a forum for employee and management input on employment equity; and
  - provide internal policy recommendations to senior management.

In the course of today's workshop participants will be looking at recent developments in all of these areas and discussing priority issues for the ACVM. This will include a presentation by ACVM Chair, Jamie Hum, in which he will review the ACVM Deck made at the Management Committee concerning the ACVM's activities and accomplishments.

Her challenge to each participants was to help advance IC's employment equity/diversity agenda with respect to visible minorities, by helping to identify and focus on practical and pragmatic actions that can be implemented, and will take the committee forward.

In closing, she encouraged workshop participants to take the opportunity today to:

- network with their colleagues
- be open and frank.
- speak in the official language of their choice.

She noted that the ACVM will be disseminating today's results through newsletters and articles.

## Tomorrow's Skills for Leaders

The guest speaker for the workshop, Mr. Anil Arora, Director General, Census Program Branch, Statistics Canada, gave a presentation titled, "Tomorrow's Skills for Leaders".

Highlights of his presentation are outlined below.

The environment at Statistics Canada is unique and proud. StatsCan have a very strong employment equity group and the unwavering enthusiasm and support of senior management. The average tenure for employees at Statistics Canada (STC) is 17 years.

Most employees are hired through a well defined recruitment and development program. They generally hire candidates with a master's level degree. During the employee's first 2-3 years at StatsCan, employees must complete a mandatory training and development program which is a combination of courses up to 10 weeks. They also must rotate through several assignments. Recruits are provided with a coordinator, mentor, and may also have a coach. They focus on a number of initiatives to enhance both technical and soft skills. Employees are given an orientation that emphasizes the importance of language training. Most employees start language training during their first few years at Statistics Canada. The Language Training Program at StatsCan has been in existence for over 15 years.

Approximately 20-25% of university recruits are visible minorities. They may not have to face visible minority issues during their academic years so many are surprised that there is under representation of visible minorities in the Public Service. This illustrated the importance of self-identification.

The representation of visible minorities decreases as one moves up the ranks. StatsCan is currently working on improving their promotion in the Executive, SI and technical categories.

Once completed the recruitment and development program, graduates are assigned to a specific area. They are encouraged to stay 2-3 years in that particular area to gain the expertise and to reach a working knowledge. For ESs, this is at the ES 3-4 while for CSs, it is CS-2.

After attaining a working level, an employee may apply to generic competitions. Statistics Canada has detailed Career Streams, available on its website, which describe how to advance to the next levels. The Career Streams describe the skills needed and knowledge requirements at each level.

It is not the hiring manager who hires a person for his/her area. Rather, it is a generic competition held by a board, with a champion, that select the candidates based on the needs of the entire organization. Hiring is based on a strong business plan model which tracks the labour force (retirement, attrition, etc.) and looks at employment equity and overall demographics. StatsCan has a very strong culture in terms of planning.

Some of the advantages of generic competitions is horizontal competencies as well as issues and concerns (biases) can be identified and corrected throughout the process. Questions are asked throughout the process to ensure fairness is maintained. Visible minorities are represented on selection board. StatsCan look at the feeder groups and compare the number of visible minority applicants to the number who have been successful. The process is continually being monitored and deficiencies corrected.

It is about "institutionalizing change" - how do various elements of employment equity get ingrained in institutionalized processes (i.e., training).

At the Assistant Director level at StatsCan, one becomes part of a pool that reports directly to the Chief Statistician. There is strong ownership to development for this pool. Members are expected to rotate move every 2-3 years to broaden their experience and breadth. One never gets pigeon holed. The result is that the candidate for their next competition has a variety of experience to offer. In fact, an employee who has been in one area for 4 or more years has the right to request a move to another area without their manager's approval. This is normally not an issue, due to the corporate culture of broadening and development of employees.

Processes are reviewed on a regular basis ( 1 year, 2 year, and 5 year plans). They set benchmarks to improve the programs.

They work from within the established system. All established committees report to the Chief Statistician. The Visible Minority Consultative Group is only three reporting levels away from discussing an issue directly with the Chief Statistician.

Anil emphasized 3 key points:

1. Establish structure to support visible minority issues.
2. Arm yourselves with facts. Challenge preconceived perceptions.
3. Continually monitor and adjust processes. Need Champions at all levels of the organization to get your message across.

In conclusion, here are several thoughts about leaders for you to consider:

1. **Vision.** Leaders have a clear vision of where they have to be. Ask yourself questions. Who shares your vision? How much collaboration is there in your vision?
2. **Creating a Culture.** What is the culture you need to create in order to realize your vision?
3. **Bridging Mechanism.** When there are areas of concern, how well and how quickly are they communicated to persons with the responsibility and power to take action. You need to develop a relationship where there is trust. The issue must be based on facts.
4. **Leaders.** It is great to talk but better to act.

Answers and Questions section led to several other key points.

#### **Self-Identification**

Emphasized the importance and advantages of self identification. StatsCan can then track their success in various initiatives. They have communications campaigns to stop myths. The messages need to focus on "what is in it for me?" They have a very active employment equity office which communicates with entire department regularly, including those who have self-identified.

#### **EX Recruitment**

It is rare that StatsCan recruit externally for EX positions. Representation is starting to increase. If StatsCan recruit externally, they are giving the message to employees that they do not have the



skills internally. One of the issues being looked at is the time it will take for an internal visible minority to get to the EX rank while looking at some level of external recruitment?

**Impact of expenditure review at Statistics Canada**

When you take significant resources out of an organization, it has an impact. StatsCan asked ourselves what was important to them. They decided not to eliminate training and development initiatives and actively communicated this decision to managers. They realized that they could not do the same amount of work with fewer people. Therefore, they streamlined and shed some programs to fit the smaller workforce.

## ACVM Activities and Accomplishments

Jamie Hum, Chair for the ACVM, gave an overview of the ACVM's activities and accomplishments to date.

He stated that the ACVM represents the interests of visible minorities as an employee group in the department. It acts as one of the connecting links between employee needs and the direction of departmental policy. Through the Champion, Veena Rawat, the ACVM makes recommendations to the Management Committee and provides feedback to the HRB.

The Employment Equity Action Plan 2002-2005, was developed to achieve a diverse and representative workforce which values and respects all employees and clients. The initial plan was based on the 1996 census and has since been updated to reflect the 2001 census. The following changes were noted:

- Shortfall in CO, CS, AS, PM reduced from 53 in 2001 to 12 in 2004
- Shortfall restated to 87 as of March 2004 (as a result of higher labour force availability)
- Major advance in EX recruitment from 7 to 16
- Strengthening manager skills in coaching has potential for most significant impact on EE in terms of employee engagement, performance and advancement

A career progression study analyzed promotion rates for four FYs (2000/01 to 2003/04). It concluded that promotion rates are equal to or exceed those for the control group; there is no statistically significant difference.

The study recognized that the First Official Language (FOL) distribution of visible minorities is likely to generate a higher proportional interest in French language training among visible minorities compared to other employees. The FOL is English for 85% of visible minorities while it is only 58% for the Control Group.

In July 2005, the ACVM recommended the following actions to the Management Committee:

- Improve access to language training for career development
- Provide coaching for managers to improve employee-supervisor communications
- Report back on sector action plans
- HR reforms and EE - increase participation of VMs on selection boards

## Priority Issues

Jamie concluded by asking the participants:

### **What are the priority issues and recommendations for senior management?**

The facilitator, Paula Connolly, then invited participants to consider this question. After small group discussions, each group was asked to present the two most important issues for the visible minority community in Industry Canada, resulting in the following list of issues:

- Transparency of statistics
- Mobility
- Culture change
- Lack of visibility of services
- Lack of representation at middle management level
- Communication
- Monitoring and reporting of action plans, activities and programs
- Lack of specific career development training
- Language training
- Lack of self-promotion by individuals
- Link between new HR Act and EE plans

## HR Modernization and Planning

Annelle Lalonde, Manager Staffing Policy and Monitoring, gave a presentation on HR Modernization and Planning. The objective was to provide an overview of the changes that have occurred as a result of the new *Public Service Employment Act (PSEA)*, which came into force on December 31, 2005.

The highlights of her presentation are outlined below.

There is a new definition of merit. Merit is applied when a person to be appointed meets essential qualifications, and any current or future asset qualifications, operational requirements or organizational needs.

She reviewed the appointment process for both advertised and non-advertised positions. A person who has been eliminated from consideration has the right to an informal discussion with the manager. This element now becomes an integral part of an internal process. This process do not effect the right to file a complaint with the Public Service Staffing Tribunal

The new PSEA provides for:

- Areas of selection that that are open only to one or more of the EE groups
- Expansion of areas of selection to include members of one or more designated groups

The Public Service Commission and Industry Canada Area of Selection policies require that EE-related areas of selection be supported by the organization's Human Resources Plan and/or EE Plan.

Both HR and EE Planning are an important part of this process. HR Planning is a key tool to identify the needs of the organization, to explain selection decisions to employees and to ensure transparency in the selection process. EE planning identifies requirements and opportunities for ensuring a representative workforce.

As a result of the *Public Service Employment Act*, PS employees can expect fairness, accessibility and transparency in selection decisions. There will also be increased communication about staffing plans and decisions.

## Action Plan

The facilitator, Paula Connolly, asked participants to reconsider the issues that had been identified in small groups that morning. In a plenary group, she asked them to provide ideas or actions that could be included in an action plan to be presented to the Management Committee.

ISSUE	RECOMMENDATIONS
<p><b>COMMUNICATION</b></p> <p><b>Lack of visibility of services</b></p>	<ul style="list-style-type: none"> <li>• Further promote ACVM activities</li> <li>• Seek volunteers to help with initiatives</li> <li>• Provide an award or other incentive for EE achievements</li> <li>• Encourage ACVM members to promote the organization and its activities</li> <li>• Increase, enhance, and centralize on-line information</li> <li>• Survey visible minorities in the department to prioritize issues</li> <li>• Hold information sessions some of which should be mandatory</li> <li>• Provide formal orientation for all new entrants</li> <li>• Issue reports at the department level including data that shows results</li> <li>• Make visible minority issues a part of accountability contract for upper management (exists but may not be implemented in some areas)</li> <li>• Recognize visible minority Best Practices (existing)</li> <li>• Learn from best practices of other departments</li> <li>• Hold more networking events</li> <li>• Hold quarterly information sessions</li> <li>• Develop a working group comprised of visible minorities for a study case</li> <li>• Require reporting at the departmental level on how the department is meeting visible minority goals</li> </ul>
<p><b>COMMUNICATION</b></p> <p><b>HR Action Plan</b></p>	<ul style="list-style-type: none"> <li>• Communicate the HR Action plan to everyone in the department</li> <li>• Support cultural change</li> <li>• Work with ACVM to identify positions that are career development opportunities, such as acting positions and secondments</li> <li>• Link the HR Action Plan to both EE targets and the Career Development (CD) Program               <ul style="list-style-type: none"> <li>- Ensure that targets stated in the HR Action Plan are being planned for in the CD Plan.</li> </ul> </li> <li>• Review the Performance Review process</li> </ul>

ISSUE	RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>- Ensure targets are measurable and achievable</li> <li>- Link to the DPR and report and planning priorities</li> <li>- Follow up on the CD Plan. Include both soft skills as well as technical skills</li> <li>• Hold an ACMV meeting to look at all of the equity plans and involve those who develop and implement equity plans</li> <li>• Develop a list of acting positions for visible minorities where data shows a gap in representation</li> </ul>
<p><b>COMMUNICATION</b> <b>HR Modernization Act</b></p>	<ul style="list-style-type: none"> <li>• Determine how will this will be linked to EE plans and who will be responsible for implementation.</li> </ul>
<p><b>COMMUNICATION</b> <b>Networking</b></p>	<ul style="list-style-type: none"> <li>• Increase the number of interactive events (not all web-based information)</li> <li>• Host visible minority and other departmental events</li> <li>• Host opportunities for networking with other visible minorities, as well as the general population, who have similar issues and are at a similar level in their career</li> <li>• Hold more forums involving decision-makers</li> <li>• ACMV networking events <ul style="list-style-type: none"> <li>- Hold social events after work hours, for example, dinner events with speakers</li> <li>- Organize Public Service wide events</li> </ul> </li> <li>• For mentoring programs: <ul style="list-style-type: none"> <li>- Provide Human Resources training</li> <li>- Provide information on mentoring program</li> <li>- Involve more middle managers instead of only EXs</li> <li>- Offer a choice of mentors at either a middle management or EX level</li> <li>- Provide opportunity to request a visible minority mentor</li> <li>- Provide a form for self-identification to assist with this option</li> </ul> </li> <li>• Publish and celebrate visible minority success stories</li> </ul>
<p><b>COMMUNICATION/ TRAINING</b></p>	<ul style="list-style-type: none"> <li>• Provide tools and training/information sessions to visible minorities on how to promote themselves and their work skills</li> <li>• Institutionalize Diversity Day – have on the same day every year</li> </ul>

ISSUE	RECOMMENDATIONS
<b>Lack of self-promotion by individuals.</b>	<ul style="list-style-type: none"> <li>• Provide training on interpersonal communication for visible minorities which takes into account cultural differences</li> <li>• Include information about self-promotion in the Orientation Program</li> <li>• Provide opportunities, such as meetings, to talk about skills</li> <li>• Assist visible minorities with the development of a personal learning plan for career development</li> <li>• Organize an ACVM event to specifically discuss self-promotion</li> <li>• Hold an interdepartmental "Visible Minority Awareness Week" that follows the HR and EE plans. Include a PS Job Fair for visible minorities (similar to job fairs held for university recruits) as an opportunity to promote themselves</li> </ul>
<b>CULTURE CHANGE</b>  <b>Transparency</b>	<ul style="list-style-type: none"> <li>• Conduct exit interviews</li> <li>• Provide more detailed statistical analysis (at the branch as well as the corporate level) to determine where we are gaining or losing ground</li> <li>• Training: <ul style="list-style-type: none"> <li>- Require manager accountability, in writing, regarding training decisions. For example, require managers to provide a business case of why training was either granted or declined</li> <li>- Develop written guidelines (checklist) with specific criteria for evaluating training requests</li> <li>- Provide access to employees on how training approvals are given (who gets to go on training and why)</li> <li>- Disclose training funded (decentralize power)</li> </ul> </li> </ul>
<b>CULTURE CHANGE</b>  <b>Build awareness</b>	<ul style="list-style-type: none"> <li>• Develop a higher profile for the ACVM</li> <li>• Increase promotion of the ACVM by visible minority members.</li> <li>• Influence those in a position of power to institutionalize change (i.e., career development)</li> </ul>
<b>CULTURE CHANGE</b>  <b>Mobility</b>	<ul style="list-style-type: none"> <li>• Provide more channels of communication</li> <li>• Encourage visible minorities to be proactive in getting information</li> <li>• Provide information sessions</li> <li>• Develop an ACVM quarterly newsletter</li> <li>• Circulate to managers a directive from upper management to encourage participation in ACVM activities</li> <li>• Acknowledge managers with a thank-you letter, for supporting their employees in attending an ACVM event</li> </ul>

ISSUE	RECOMMENDATIONS
	<ul style="list-style-type: none"> <li>• Identify more clearly where there is a lack of representation of visible minorities in management. Institutionalize change at upper management levels to encourage a culture shift that filters down through the organization</li> <li>• Shift in culture so that managers have to accept you will want to move after 3-4 years. Needs to be at corporate not sector level. Easier to accept assignment to avoid animosity between employee manager.</li> </ul>
<p><b>MANAGEMENT ACCOUNTABILITY</b></p> <p><b>Lack of Representation at Middle Management</b></p>	<ul style="list-style-type: none"> <li>• Ensure middle managers are aware of visible minority issues and the statistical data that reflects these issues</li> <li>• As part of a manager's performance appraisal, evaluate and reward positive steps taken to assist visible minorities</li> </ul>
<p><b>MONITORING &amp; EVALUATION</b></p>	<ul style="list-style-type: none"> <li>• Create a dedicated employment equity office</li> <li>• Communicate action plans, activities, programs, EE issues and information</li> <li>• Pre-inform management so they can address questions. Management awareness and knowledge is important.</li> <li>• Link to Human Resources Management</li> <li>• Provide more fact-based analysis to support plans (framework)</li> </ul>
<p><b>TRAINING</b></p> <p><b>Leverage training visible minorities have obtained outside of Canada</b></p>	<ul style="list-style-type: none"> <li>• Add more visible minorities to hiring and competition boards</li> <li>• Promote awareness of the Objective Eye tool being launched in April '06</li> <li>• Encourage acceptance and recognition of training received outside of Canada</li> <li>• Provide education to be able to assess the quality of credentials</li> </ul>
<p><b>TRAINING</b></p> <p><b>Lack of awareness of CD Program and CD issues</b></p>	<ul style="list-style-type: none"> <li>• Communicate more actively the information available on the HRB site</li> <li>• Include information on the CD Program in a formal Orientation Program</li> <li>• Develop specific EX level career development programs for visible minorities</li> <li>• Provide coaching and mentoring opportunities</li> <li>• Provide career development training at the corporate level</li> <li>• Provide Visible minorities with more opportunity to take an inter-departmental or inter-governmental</li> </ul>



ISSUE	RECOMMENDATIONS
	secondment <ul style="list-style-type: none"><li>• Provide information on retention planning in the Orientation Program</li></ul>
<b>TRAINING</b>  <b>Language training.</b>	<ul style="list-style-type: none"><li>• Commit time and money to the additional resources required to attain level C language designation for managerial positions</li><li>• In the budget, identify visible minorities who want to attain C level language skills</li><li>• Make language training a corporate rather than a sector initiative (other than for special requirements)</li><li>• Recognize that language training is required in both French and English</li></ul>

## Taking Initiative

As a conclusion, participants were each asked to provide one suggestion to the question, "What can you as an individual to make an improvement in the visible minority issue?"

Participants offered a range of ideas including:

- Communicate visible minority issues to manager and colleagues
- Bring awareness and support to the ACVM, become a member, and participate more in sub groups for ACVM
- Share information on possible solutions to visible minority issues such as career counselling, exit interviews, monitoring
- Self-identify as a visible minority
- Educate myself on visible minority issues
- Contribute to employment equity plan; ask my manager to see HR Plan
- Contribute to enhance reputation of visible minorities – we have something to offer
- Volunteer to assist the ACVM

## Closing Remarks

Veena Rawat, ACVM Champion, gave concluding remarks. She thanked the organizers, facilitator and note-taker. She assured participants that their suggestions will not be ignored, although not everything can be implemented.

She summarized the next steps, as follows:

1. Communicate the report to the right audience in the department so people want to read it.
2. Present workshop issues and recommendations to the Management Committee.
3. Determine what can be implemented.
4. Keep people informed of results.

In conclusion, she noted that there are two fixed parameters in life: gender and visible minority status. These cannot be changed so focus on what you can do. Ask yourself:

1. What are my strengths and how can I use them?
2. What can I do for my own career development?



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