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Canada



# Accessibility Action Plan **2022-2025**

This publication describes the Accessibility Action Plan of DFO for 2022-2025.

Aussi disponible en français sous le titre : Plan d'action sur l'accessibilité 2022-2025 -  
Créer notre avenir accessible

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## In this document

- [Messages from our Leadership.....3](#)
- [Context.....8](#)
- [What Does It Mean for the Department?.....12](#)
- [Shaping our Accessible Future with Determination and Strength.....14](#)
- [Path to 2025 - Putting Words Into Action.....27](#)
- [Measuring Progress and Getting Results.....48](#)
- [A Call to Action.....50](#)
- [Annex A - Measuring Results.....51](#)
- [Annex B – Statistics.....59](#)

## Messages from our Leadership

### Deputy Minister and Associate Deputy Minister’s Commitment to Accessibility

The *Accessible Canada Act* (the Act) aims to make Canada barrier-free by January 1, 2040. The legislation requires that all federally regulated organizations take a proactive and systemic approach to identify, remove, and prevent barriers to accessibility. Additionally, departments must prepare and publish their first accessibility action plan by December 31, 2022. As a demonstration of our commitment to fostering an accessible, diverse, and inclusive workplace and our pledge to remove barriers preventing persons with disabilities from working and thriving in our Department, we are proud to present the first-ever *Accessibility Action Plan 2022-2025 - Shaping our Accessible Future*.

In response to the Act, the Government of Canada launched *Nothing Without Us: Accessibility Strategy for the Public Service of Canada* in 2019 as a roadmap to prepare departments to lead by example and make measurable changes in accessibility in the years ahead. Building an accessible workplace is both a requirement and an opportunity. Guided by the *Nothing Without Us: Accessibility Strategy for the Public Service of Canada* (the Strategy) and in line with the legislation, Fisheries and Oceans Canada and the Canadian Coast Guard consulted and collaborated with key stakeholders in branches and regions, employees with disabilities, employee networks, employees who have a vested interest in building an accessible workplace, managers, and bargaining agents throughout each step of the development of the action plan to understand the issues and to ensure that proposed

actions were informed by lived experiences.

Going forward, we will continue consultation and collaboration with our partners in all aspects of accessibility, including action plans, assessments, design and delivery of programs and services, and procurement of new technology to name a few.

The Department is dedicated to the recruitment, development, retention, and success of persons with disabilities and adheres to the principle that diversity is an enriching quality of our organization.

The COVID-19 global pandemic required us to implement flexible work options, wherever possible and to think innovatively in terms of how and where work could effectively be done. The pandemic presented an opportunity to reflect on the many successes resulting in flexible work from home arrangements, including variable hours of work which take into consideration personal circumstances. These changes also meant an examination of the needs of persons with disabilities. We were led to acknowledge that many basic needs for accommodation and consideration, over the years, could have been easily supported and implemented, and would have significantly altered experiences within the organization. Fewer barriers and challenges would have contributed to a more positive work environment.

It is with humility that we learn from the mistakes of our past and that we strive to do better in the future. Accessibility must be an integral part of how we accomplish our day-to-day work as public servants. Inclusion ensures that all individuals are able to play an essential part in the overall success of the Department. In building an accessible, diverse, and inclusive workplace, we reflect the diversity of Canadians we serve.

Each and every one of us share a responsibility to embody the essence of the action plan. We all play an active role in creating a fully accessible organization free of discrimination and oppression towards persons needing accommodation by challenging our own biases and creating an environment in which persons with disabilities feel empowered and safe. We encourage you to show your support by following through on the actions identified in the plan as we move closer to being the public service to which we aspire; let's be Accessibility leaders.

We thank all who contributed to the development of the *Accessibility Action Plan 2022-2025 - Shaping our Accessible Future* for your commitment and collaboration in support of open and honest conversations about accessibility. Your courage and dedication are creating lasting changes within our organization.



**Annette Gibbons**  
Deputy Minister  
Fisheries and Oceans Canada



**Kevin Brosseau**  
Associate Deputy Minister  
Fisheries and Oceans Canada

## Foreword from the Champion

As Champion for Accessibility, it is my great pleasure to present the first departmental *Accessibility Action Plan 2022-2025 - Shaping our Accessible Future*, which celebrates our department's commitment to providing a better future for all employees. While we have taken steps to lay the foundation for progress, much work, to advance accessibility in the workplace, still needs to be done.

Canadians with disabilities play an integral part in our communities and workplaces. For far too long, persons with disabilities faced barriers preventing them from working and thriving in the Public Service. It is time for a culture shift. Prioritizing accessibility is not just the right thing to do, it is essential to our vision of a barrier-free public service by 2040.

The extraordinary circumstances the COVID-19 pandemic has presented shows us that accessibility considerations are not merely a concern for persons with disabilities; it is for each and every one of us. We are required to think about accessibility from additional angles.

The *Accessible Canada Act* considerably changes how the Government of Canada addresses accessibility and enhances the full and equal participation of every Canadian. In line with *Nothing Without Us: Accessibility Strategy for the Public Service of Canada* and in response to the Act, the Department is moving beyond discussing accessibility to taking measurable action, in order to remove systemic barriers encountered by persons with disabilities.

This comprehensive plan empowers us all to work towards a diverse and accessible workforce, and an accessible workplace. To have significant impact, the actions we take must be felt across the entire department. The plan builds on our strengths, sharpens our focus, and outlines our path forward. It defines the actions we are taking to engage employees and management, strengthen our foundation, identify, and remove barriers, and inspire a culture change.

I wish to express my appreciation to everyone who contributed to the development of the *Accessibility Action Plan 2022-2025 - Shaping our Accessible Future* and all of you for your continued dedication as we implement the plan. I believe our commitment to accessibility and the ongoing work we do to promote inclusion, together with open communication, will help us achieve an accessible, respectful, and equitable workforce and workplace. I encourage you all to review this action plan and find your place in contributing towards its implementation and success.



**Mario Pelletier**  
Champion for Accessibility

## Word from the Accessibility Network Chair

For the first time in Federal Public Service history, accessibility and disability are being recognized with concrete action plans throughout the Government of Canada. This marks a new beginning for employees with disabilities and accessibility needs. It offers hope for equitable access, opportunity and recognition for the contributions that people with disabilities make every day in the workplace.

There is no doubt that multiple steps will need to be taken between now and 2040 in order to become barrier-free. Some issues may be an easy fix, while others may require ongoing engagement. This means that our roles as advocates are not yet finished. We will be the first to trial the actions identified and taken through the departmental *Accessibility Action Plan 2022-2025 - Shaping our Accessible Future*. Your participation in focus groups and feedback on the impact of the action plan will continue to be key in evolving future improvements.

As your Chair of the Accessibility Network, I would like to encourage each of you to get involved and be heard, as we have the opportunity to positively impact the future for ourselves and others.

**Moira R. Burhoe**

Chair, Accessibility Network





# Context

## The Accessible Canada Act

Beginning in July 2016, the Government of Canada consulted with more than 6,000 Canadians to find out what an accessible Canada meant to them. These consultations informed the development of *Bill C-81: An Act to Ensure a Barrier-Free Canada*, which was tabled in June 2018. The *Accessible Canada Act* received Royal Assent on June 21, 2019, and came into force on July 11, 2019.

When the *Accessible Canada Act* (the Act) received Royal assent, an additional piece of Canada's Human Rights Framework was put into place to support equality for people with disabilities in Canada by building a barrier-free Canada through systemic identification, removal, and prevention of barriers to accessibility whenever Canadians interact with the Government of Canada and for employees of the public service.

- More than **6 million** Canadians aged 15 and over **have a disability**
- **Less than 60%** of persons with a disability aged 25 to 64 years **have jobs**
- Canadians with milder disabilities **earn 12% less** and those with more severe disabilities **earn 51% less** and are more likely to live in poverty

Source: [Government of Canada website](#)

## Principles

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The Act is to be implemented in recognition of, and in accordance with, the following principles:

- Everyone must be treated with dignity
- Everyone must have the same opportunity to make for themselves the life they are able and wish to have
- Everyone must be able to participate fully and equally in society
- Everyone must have meaningful options and be free to make their own choices, with support if they desire
- Laws, policies, programs, services, and structures must take into account the ways that different kinds of barriers and discrimination intersect



- Persons with disabilities must be involved in the development and design of laws, policies, programs, services, and structures
- Accessibility standards and regulations must be made with the goal of achieving the highest level of accessibility

# Nothing Without Us: Accessibility Strategy for the Public Service of Canada

In the spirit of envisioning a truly accessible Canada, the Prime Minister appointed Yazmine Laroche as Deputy Minister of Public Service Accessibility and established the Office of Public Service Accessibility (OPSA) with a mandate to create Nothing Without Us Strategy for the public service of Canada.



Figure A - Text version

## Graphic explaining the implementation of the Accessibility Strategy Highlights 2021

- First:
  - The Accessible Strategy was launched in 2019 to:
    - help the public service lead by example in accessibility
    - prepare organizations for the *Accessibility Canada Act*
- Second:
  - The Accessible Strategy has 5 priority areas:
    - Employment
    - Built Environment
    - Technology
    - Services
    - Culture
- Third:
  - Potential
    - Employees with disabilities are underrepresented in the federal public workforce, representing only 5.2% of the workforce despite 9% availability
- Fourth:
  - Accessibility barriers exist in key areas:
    - Physical barriers in workplace and service locations
    - Technological barriers in documents, tools, platforms and systems
    - Attitudinal barriers in workplace cultures, mindsets and behaviours
  - Fifth:
    - Examples of new initiatives to recruit, retain and promote employees with disabilities:
      - New targeted inventories for careers in economic and social science (EC), digital and computer science (CS/IT) and financial analysis (FI)
      - 55 interns hired in 28 organizations through the Federal Internship Program for Canadians with Disabilities
      - New development programs to increase diversity and inclusion: Mentorship+ and Mosaic Leadership Development Program

Source: [Government of Canada Website](#)

# What Does It Mean for the Department?

## We are required to:

- prepare and publish accessibility plans
- set up a feedback process
- prepare and publish progress reports

## Accessibility Action Plans

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- Prepare in consultation with persons with disabilities (internal and external), and publish on our website a plan for identifying, removing and preventing barriers across priority areas:
  - Employment
  - Communications
  - Design and Delivery of Programs and Services
  - Information and Communication Technology
  - Procurement of Goods, Services and Installations
  - Transportation
  - Built Environment
- Update our action plans every three years
- Follow the latest version of the [Web Content Accessibility Guidelines \(WCAG\), level AA](#)
- Make accessibility plans available in alternate formats on request

## Feedback Processes

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- Establish and publish on our website a process for receiving and dealing with feedback regarding the implementation of the accessibility plan whether it be anonymous or not. We must:
  - acknowledge receipt if people leave their name
  - accept feedback from the platforms we use to communicate with the public
- Follow the latest version of the [Web Content Accessibility Guidelines \(WCAG\), level AA](#)

- Make feedback process available in alternate formats on request

## Progress Reports

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- Prepare in consultation with persons with disabilities (internal and external), and publish regular progress reports on the implementation of the accessibility plan and how feedback is being taken into consideration o the first and second anniversary of each accessibility plan
- Follow the latest version of the [Web Content Accessibility Guidelines \(WCAG\), level AA](#)
- Make accessibility plans available in alternate formats on request

# Shaping our Accessible Future with Determination and Strength

The *Accessibility Action Plan 2022-2025 – Shaping our Accessible Future* (the Plan) shares a way to identify, remove, and prevent barriers contributing to the goal of an accessible and barrier-free Canada by 2040. The present plan ensures our environment, operations, programs, services, and products are accessible to everyone, including persons with disabilities.

Canadians with disabilities play an integral part in our communities and workplaces bringing lived experiences to the development of the action plan, as they are most affected by it. The Department upholds the principle of *Nothing Without Us: Accessibility Strategy for the Public Service of Canada* (the Strategy) including persons with disabilities in every step of the preparation of our first ever accessibility action plan. Engagement with persons with disabilities is fundamental to the development of a comprehensive plan. This work is the first of its kind for the public service and there are many lessons to be learned and adopted into our collective vision of an accessible workforce and organization.

The *Accessibility Action Plan 2022-2025* has been developed by the Employment Equity, Diversity and Inclusion (EEDI) Team assisted by a representative of the Accessibility Network, in close collaboration with key stakeholders in branches and regions, employees with disabilities, employee networks, employees who have a vested interest in building an accessible workplace, managers, and bargaining agents. It is based on extensive engagement sessions, vigorous communication, as well as, research and analysis.

The Plan is a multi-year and results-based plan covering the priority areas as required in the *Accessible Canada Act*, desired goals and strategies to achieve them. It identifies offices of primary interest (OPI), partners, timelines, detailed actions and will be updated annually.

**For Assistance** - If you have questions or to send feedback about the *Accessibility Action Plan 2022-2025*, please contact Mathieu Giroux, Senior Official for Diversity and Inclusion at [DFO.HREE-EERH.MPO@dfo-mpo.gc.ca](mailto:DFO.HREE-EERH.MPO@dfo-mpo.gc.ca)

## Our Bold Vision

In line with the vision and principles of *Nothing Without Us* in the Government of Canada and in meeting the requirements of the *Accessible Canada Act*, Fisheries and Oceans Canada and the Canadian Coast Guard (the Department) promotes the same philosophies and values for our departmental accessibility plan.

Within the next three years, the Department aims to be a leader in accessibility within the public service. We will have eliminated barriers within our immediate control and influenced the removal of barriers beyond our control, resulting in employees and clients with disabilities having every opportunity to participate fully and equally in an inclusive, barrier-free workforce and organization where they are valued and respected.

We are **committed to promoting best practices in accessibility and our legislative responsibilities to clients, employees, persons with disabilities, and Canadians who deal with our organization**. The Department embraces the opportunity to make meaningful changes to how our organization works.

We are **dedicated to the recruitment, development, and success of persons with disabilities**. Inclusion promises that all individuals are able to play an essential part in the overall success of the Department.

We are **devoted to being diverse and representative of Canadians we serve**. Building a diverse and inclusive workforce and organization benefits employees and management alike and enables us to better deliver on our strategic priorities.

## A Snapshot of Accessibility

Accessibility is a journey and in the spirit of envisioning a truly accessible workplace, we must examine the state of accessibility within our organization. The Department protects Canada's three oceans and our waterways, while providing important economic opportunities to Canadians and coastal communities. We work in over 400 locations from coast to coast to coast, in the design and delivery of programs and services to Canadians across the country, the procurement of goods and services from a diversity of Canadian businesses, and employment of 13,526<sup>(1)</sup> employees. The Department is highly decentralized and much of our workforce operates in non-traditional facilities such as science laboratories, ships and vessels, small communities and harbours. This reality might bring challenges in applying accessibility standards due to the nature or the work and age of the infrastructure and physical facilities.



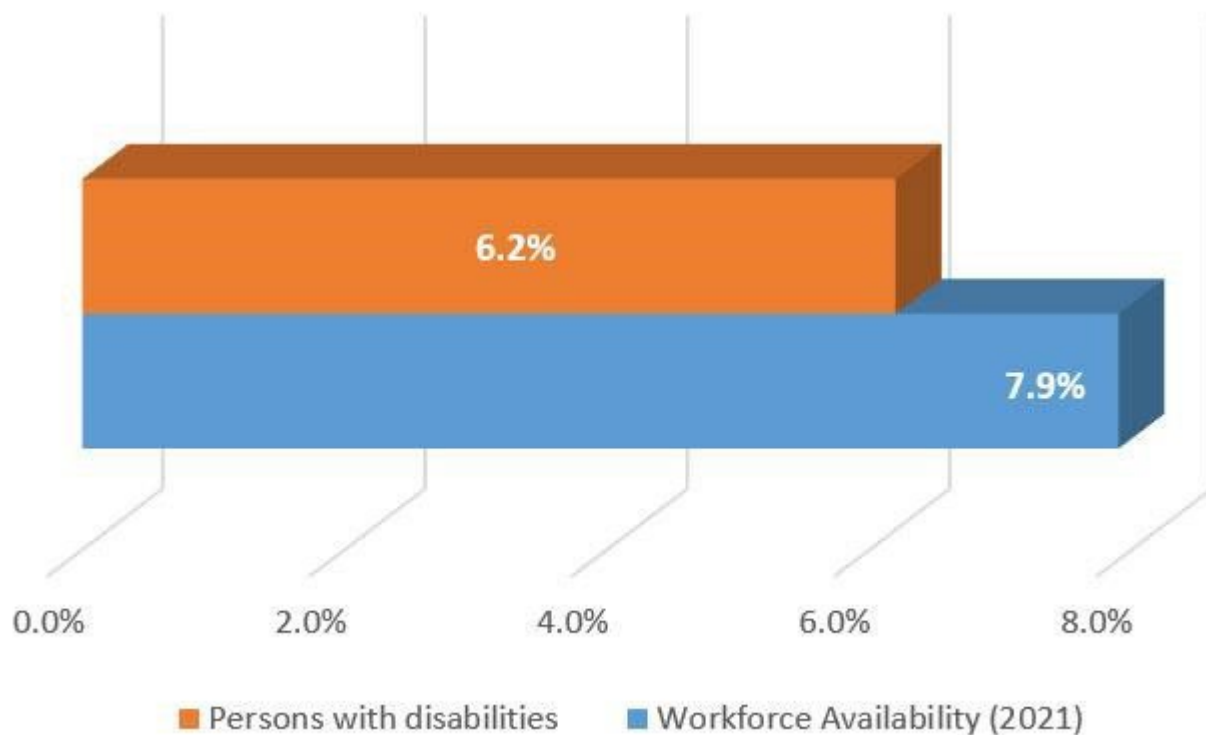
## DFO

- 9 sectors
- 7 regions
- 17 research institutes, laboratories, experimental centres and offices located in 7 regions across the country

## CCG

- 4 regions
- A fleet of vessels, helicopters, and ice fleet

In 2021, **6.2%** of employees at DFO/CCG self-identified as persons with disabilities out of a workforce availability of **7.9%**, difference - **1.7%**



Source: PeopleSoft

- **Figure 1** - Persons with disabilities at DFO/CCG as of March 31, 2022
- Persons with disabilities
  - 6.2%
- Workforce availability (2021)

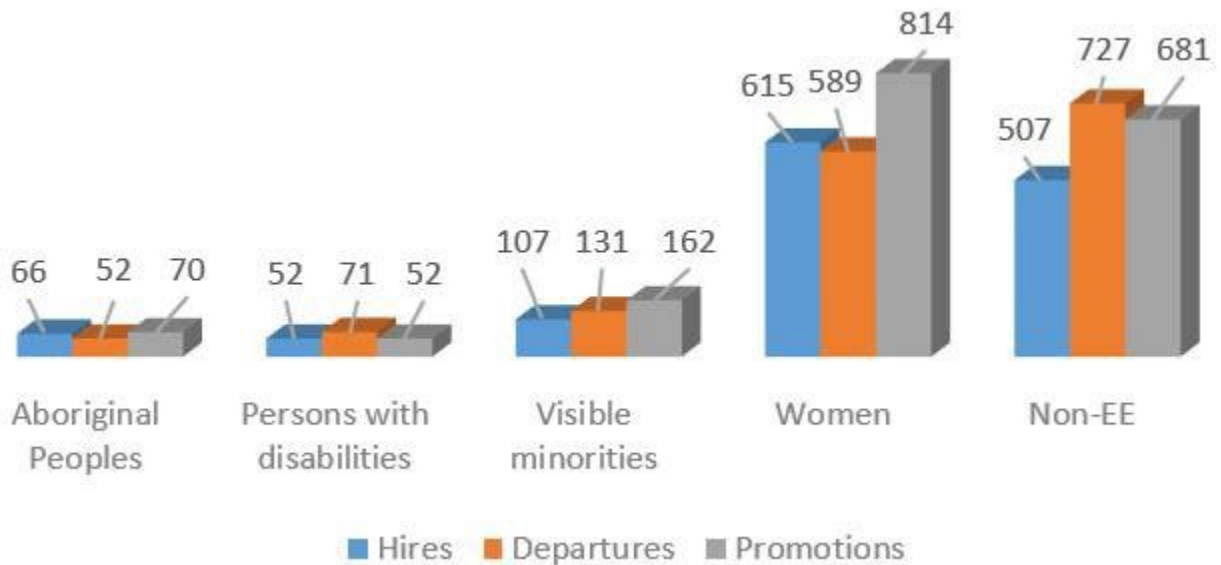
- 7.9%
- Difference of -1.7%

## Disability

Means any impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment - or a functional limitation - whether permanent, temporary or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.

Source: *Accessible Canada Act*

In 2021-2022, the rate of **persons with disabilities leaving (5%)** the department is higher than the **hires (4%)**

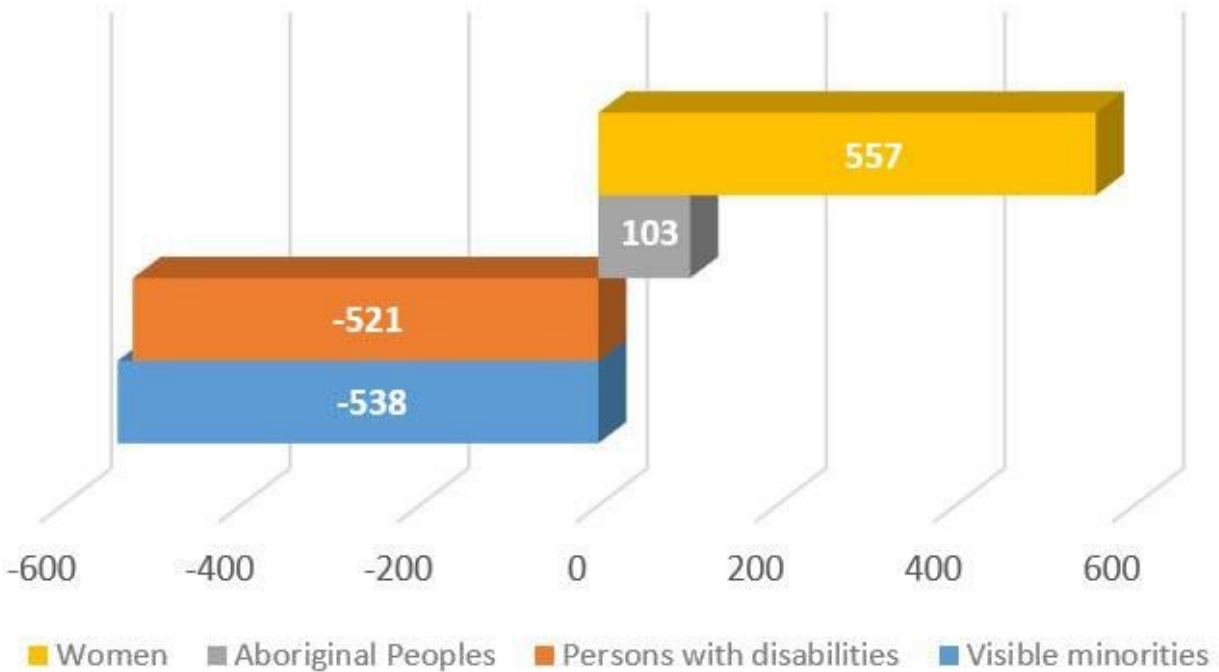


Source: PeopleSoft

- **Figure 2** - Hires, departures and promotions of employment equity groups within DFO/CCG 2021-2022
- Aboriginal Peoples ○ Hires: 66 ○ Departures: 52 ○ Promotions: 70
- Persons with disabilities ○ Hires: 52 ○ Departures: 71 ○ Promotions: 52
- Visible minorities ○ Hires: 107 ○ Departures: 131 ○ Promotions: 162
- Women

- Hires: 615 ○
- Departures: 589 ○
- Promotions: 814
- Non-Employment Equity ○ Hires: 507 ○ Departures: 727 ○ Promotions: 681

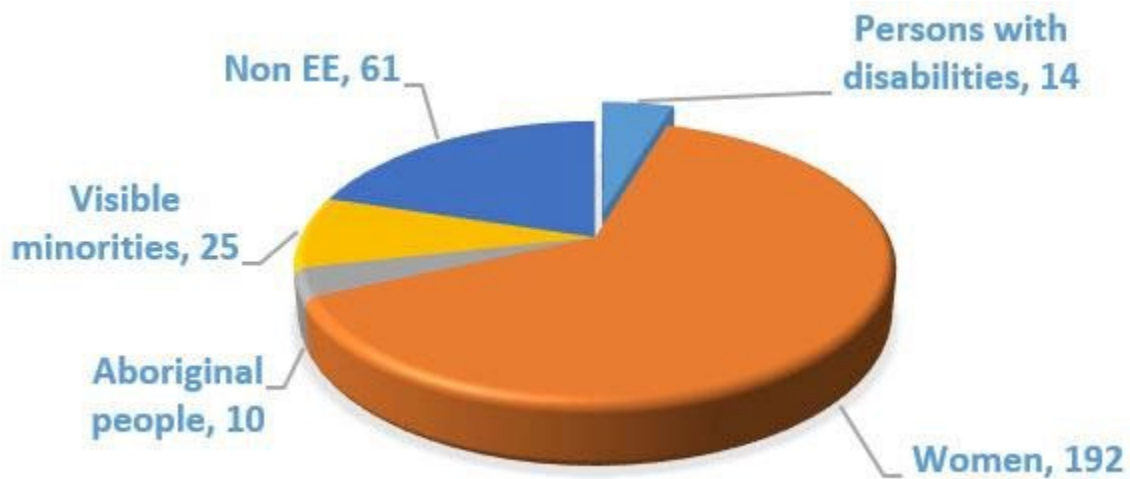
As of March 31, 2022, the gap for persons with disabilities was **-521**



Source: PeopleSoft

- **Figure 3** - Departmental employment equity representation as of March 2022
- Women: +557
- Aboriginal Peoples: +103
- Persons with disabilities: -521
- Visible minorities: -538

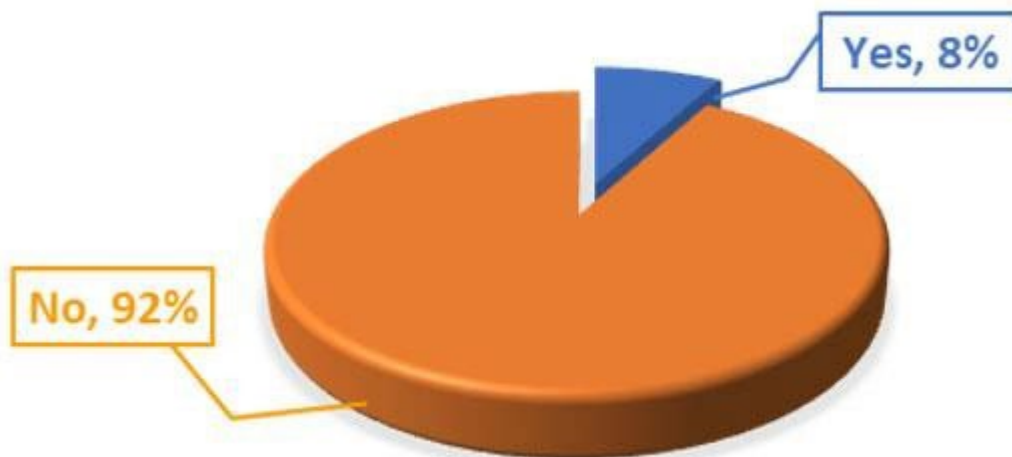
In 2020-2021, out of **302** talent management plans, **only 14** were for employees with disabilities.



Source: PeopleSoft and PSPM app

- **Figure 4** - Talent management plans within DFO/CCG 2020-2021
- Women: 192
- Non Employment Equity: 61
- Visible minorities: 25
- Persons with disabilities: 14
- Aboriginal Peoples: 10

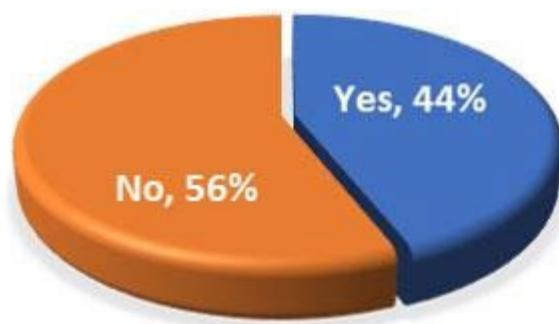
In 2018-2020, only **8%** of employees requested accommodation measures.



Source: 2020 Public Service Employee Survey Results for Fisheries and Oceans Canada, Question 88

- **Figure 5** - Employees at DFO/CCG requested accommodation measures 2018-2020
- Yes: 8%
- No: 92%

**44%** of those requests were related to disability. Furthermore, **21%** of the accommodation measures were not implemented.



Source: 2020 Public Service Employee Survey Results for Fisheries and Oceans Canada, Question 89

- **Figure 6** - Request for workplace accommodation measures related to disability 2018 - 2020
- Yes: 44%
- No: 56%

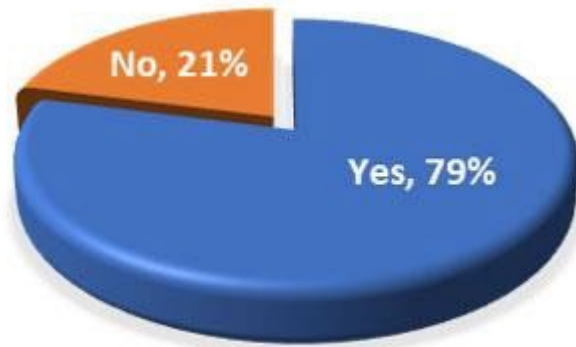
## Barrier

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Means anything including anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

Source: *Accessible Canada Act*

In 2020, **30% of persons with disabilities** at DFO/CCG indicated they were victims of harassment and discrimination on the job compared to **12% of persons without a disability**. Compared to 2019 and 2018 data there has been no notable improvement in this area.

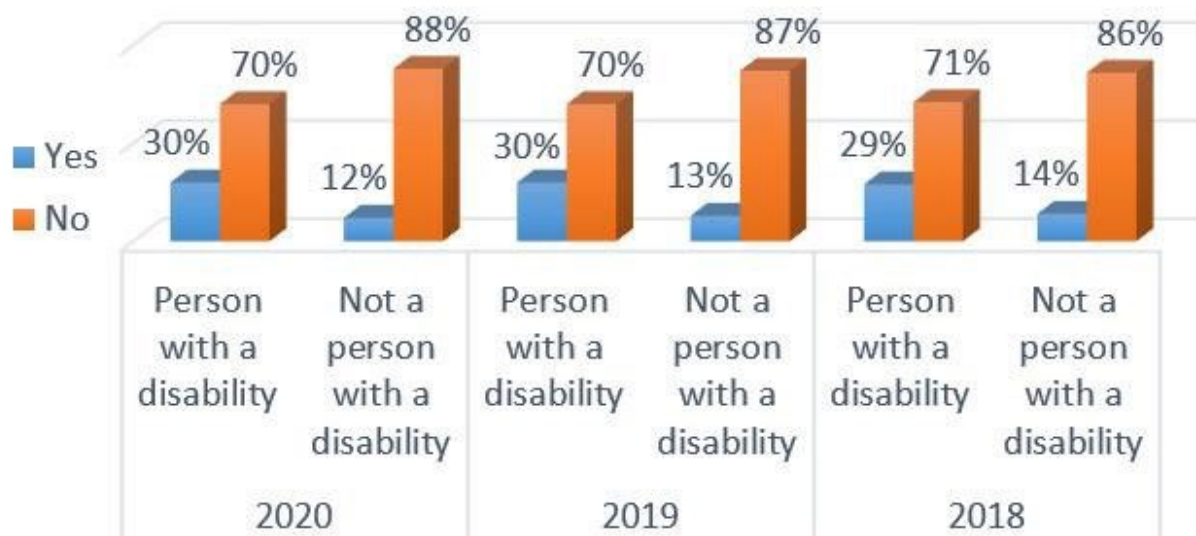


Source: 2020 Public Service Employee Survey Results for Fisheries and Oceans Canada, Question 90

- **Figure 7** - Workplace accommodation measures implemented 2018 to 2020
- Yes: 79%
- No: 21%

According to the [2020 Public Service Employee Survey Results for Fisheries and Oceans Canada](#), all EE groups were more likely to face discrimination and ranked unfair treatment from individuals with authority over them as the leading or secondary form of harassment.

Nearly **two thirds** of EE group respondents said it was because it would not make a difference, when asked why they did not file a grievance.

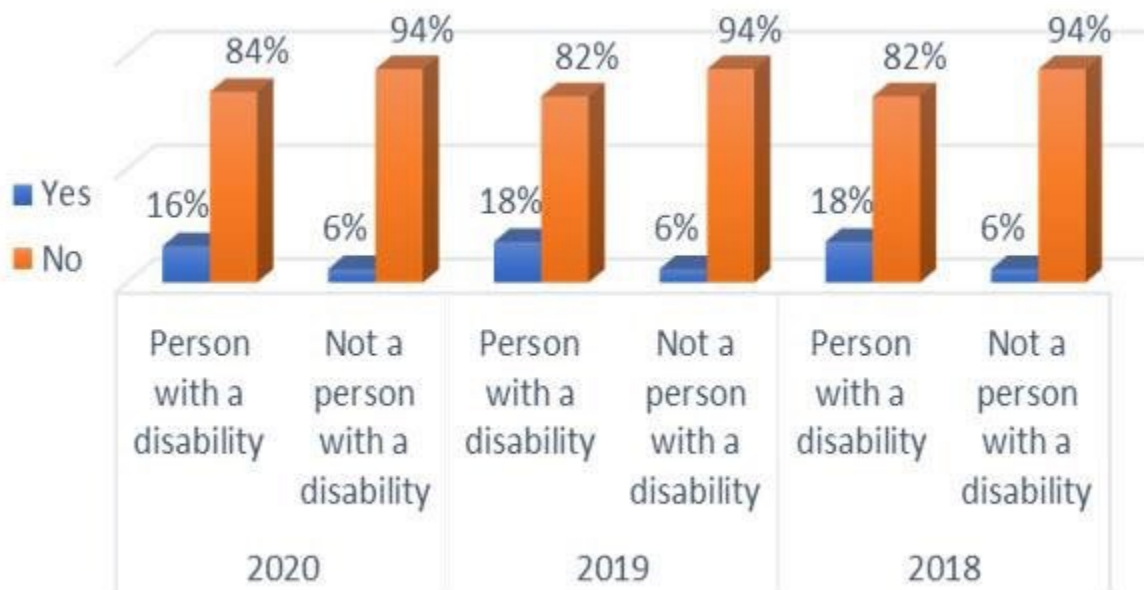


Source: 2020 Public Service Employee Survey Results for Fisheries and Oceans Canada, Question 55

- **Figure 8** - Yes, I have been victim of harassment on the job in the past 12 months
- Year 2020:
  - Person with a disability:
    - Yes: 30%
    - No: 70%
  - Not a person with a disability:
    - Yes: 12%
    - No: 88%
- Year 2019:
  - Person with a disability:
    - Yes: 30%
    - No: 70%
  - Not a person with a disability:
    - Yes: 13%
    - No: 87%
- Year 2018:
  - Person with a disability:
    - Yes: 29%
    - No: 71%
  - Not a person with a disability:
    - Yes: 14%
    - No: 86%

During the consultation process and presented in figures 1, 2, 6 and 7, trends and issues ranging from behavioral to more systemic in nature surfaced. We learned that there is an urgent **need for a culture change within the department**. We have also learned that employees with disabilities are more likely to be disadvantaged when it comes to accessing promotions thus creating a barrier to their career advancement.





Source: 2020 Public Service Employee Survey Results for Fisheries and Oceans Canada, Question 62

- **Figure 9** - Yes, I have been victim of discrimination on the job in the past 12 months
- Year 2020:
  - Person with a disability:
    - Yes: 16%
    - No: 84%
  - Not a person with a disability:
    - Yes: 6% □ No: 94%
- Year 2019:
  - Person with a disability:
    - Yes: 18%
    - No: 82%
  - Not a person with a disability:
    - Yes: 6% □ No: 94%
- Year 2018:
  - Person with a disability:
    - Yes: 18%
    - No: 82%
  - Not a person with a disability:
    - Yes: 6%
    - No: 94%

[See Annex B for more statistics](#)

## Our Journey

### **Employee Networks**

June 23, 2021  
18 participants

### **English Focus Group**

May 28 and June 3, 2021  
37 participants

### **French Focus Group**

May 31 and June 7, 2021  
7 participants

### **Stakeholders**

July 21, 2021  
47 participants

## Consultations

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The consultation process consisted of 14 MS Teams meetings that welcomed approximately 120 people across the organization. Sessions were held across the department in partnership with the Accessibility Network from May to December 2021 to gather input from key stakeholders in branches and regions, employees with disabilities, employee networks, employees who have a vested interest in building an accessible workplace, managers, and bargaining agents to ensure that our plan reflects the views of the communities directly impacted in our workplace in order to make our department more accessible and inclusive.

This process involved a wide range of persons with disabilities. Participants with disabilities described those as: permanent, episodic, visible and invisible disabilities including but not limited to: vision impairment, hearing impairment, physical, mental, neurodiverse and emotional disabilities.

## Collaboration

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The collaboration process included the collection of feedback and input from the focus groups and consultation participants. In addition to engagement sessions, the Corporate Employment Equity, Diversity and Inclusion Team received feedback in the form of completed accessibility questionnaires, action plan templates, and emails from key stakeholders in branches and regions, employees with disabilities, employee networks, employees who have a vested interest in building an accessible workplace, managers, and bargaining agents.

## Production

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The production process involved collaborative work performed by the EEDI Team and a representative of the Accessibility Network from September 2021 to February 2022, amalgamating and analyzing all feedback and input received.

## Validation

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The validation process required communication from November 2021 to February 2022, between the EEDI Team and stakeholders, as well as, focus group participants to review and validate the content for each pillar of the plan in order to ensure a comprehensive development of the action plan.

## Reporting

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The reporting process consisted of continuous communication between the Director of HR Planning and Programs Planification and the Champion for Accessibility. Additionally, the EEDI Team made presentations to the Deputy Minister, Accessibility Network, National Network for Diversity and Inclusion (NNDI), Departmental Management Committee (DMC), Human Resources, Safety and Security Committee (HRSSC), CCG Management Board, Public Service Management Advisory Committee (PSMAC), and the Maritimes Region.

## We hear you

- There is a need for a culture change within the Department and the public service. Persons with disabilities (PwD) want to be listened to, considered, and respected. They want empathy, compassion, and understanding from managers.
- There is a need to change common misconceptions regarding PwD. PwD shared that they have been called lazy, stupid, weak, and incompetent and wanting to do less work or using their disabilities as an excuse.
- There is a need to correct the assumption that it is difficult to accommodate PwD in the workplace. PwD shared that accommodations are often simple and easy to achieve and should not depend only on the approval of their manager.
- There is a need to change the hiring process within the Department. PwD expressed enormous stress and low self-esteem when they enter a hiring process. They voiced that the process is also a barrier to their career advancement.
- There is a need to modify how accommodations are provided within the Department and the public service. PwD want to obtain the accommodation they need and know what works best to be successful at their job, instead of being told by management what tools to use.
- There is a need to mandate Senior Managers (ADM/RDG) for the responsibility of assuming costs of accommodation within their Sector or Region to increase the speed of procurement, reduce delays in approval, improve the way to track costs, and standardize the approval process so that it's not a burden on the manager.
- There is a need to re-think the department diversity and inclusion programs to include invisible disabilities to ensure all employees, regardless of their disability feel supported, and included.
- There is a need to include an accessibility lens to all initiatives, projects, programs, and services and update them to the *Accessible Canada Act* wording as well as a need to review services offered to Canadians as well as their accommodation needs to ensure clients feel understood, respected, and valued.
- There a need to increase awareness on accessibility, invisible disabilities, duty to accommodate, GC Workplace Accessibility Passport, other guides and tools.
- There is a need for mandatory training on accessibility related issues amongst employees and managers.
- There is a need to create an accessibility single window service to streamline the sharing of information, guides, and tools.
- There is a need to create a staffing accessibility hub.

## Path to 2025 - Putting Words Into Action

In order to deliver on our legislative obligations under the *Accessible Canada Act* we must first examine our culture. What has shaped our opinions and attitudes towards persons with disabilities? Why do roadblocks and barriers exist for persons with disabilities? How, in 2022, in a country that prides itself on multiculturalism and strength in diversity, do persons with disabilities find themselves on the outskirts looking in; hoping for equal opportunity? Are we ready to acknowledge the shift in culture we must all make? Leaders at all levels set the example and must be willing to govern from a place of respect and dignity. In rooting all of our actions in a culture shift, we will create a truly accessible workplace. The *Accessibility Action Plan – Shaping our Accessible Future* is not merely a project, it is a transformation.

Culture change takes time and requires leadership and sound governance throughout the organization.

A sound governance and an inclusive culture are the foundations of the Plan.

### Governance

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Effective governance encourages better leadership and decision making, efficient use of resources, reinforces accountability, recognizes issues and incites required changes as needed.

#### Strategies

- Establishment of a departmental Accessibility Secretariat.
- Creation of a departmental advisory committee on accessibility consisting of key players, such as, Workforce Development and Inclusion, sectoral and regional Accessibility Champions and chairs of accessibility committees in the sectors and regions to develop the Department's Accessibility Strategic Framework.
- Coordination of the implementation of the Accessibility Action Plan, monitoring and reporting on the Plan's activities.
- Development of communications plans and products and engagement from senior management to promote dialogue on accessibility and inclusion within their teams and across the Department.
- Secretarial support and guidance to the Champion for Accessibility, regional and sectoral accessibility champions and coordinators, and the Accessibility Network.

- Explore the need for, propose and develop an Accessibility Coordinators' Network with representatives from each sector and region.
- Development of a virtual Accessibility Hub to share tools and resources for the Department's employees and managers.
- Development of a guide for *Inclusive Design and Delivery - Applying the Accessibility Lens* including use of language, accessibility of documents, and barriers within departmental policies, guidelines, services, programs; and dissemination of the guide to sectors and regions.
- Evaluation and update of all departmental policies, guidelines, services, and programs by sectors and regions.
- Support and guidance services to managers and employees with disabilities.

## Culture

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Culture change is a transformation that occurs over time, challenges misled assumptions, and improves the organization's health. The Plan is the first step in achieving culture change by establishing goals and strategies, and measuring their progress.

### Strategies

- Appointment of regional or sectoral Champions for Accessibility at a senior level, for each sector and region.
- Development of communications strategy and plan in support of the Champion for Accessibility.
- Establishment of a list of mandatory training and recommended learning activities on accessibility, communication of the list to sectors and regions, and monitoring completion of mandatory training by employees and management.
- Launch of an accessibility awareness campaign including the celebrations of National Accessibility Week, International Day for Persons with Disabilities, and National Disability Employment Awareness Month.
- Launch a self-identification campaign with the objective of educating on self-identification and improving the rate of employees with disabilities who self-identify.
- Design and implementation of employee and client experience surveys as a way to engage them and improve our organization's health.
- Development and delivery of communication and outreach initiatives to raise accessibility awareness to managers and employees.

- Development and delivery of learning, mentoring and/or discussion circles for managers to raise accessibility awareness.

## Communications

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### Where we want to be:

Employees and clients with disabilities at DFO/CCG have barrier-free access to all communication products (e.g. news releases, funding applications, signage, webpages, emails, presentations, and social media).

Stigma associated with Accessibility is non-existent within the Department.

All departmental staff, are aware of Accessibility considerations in Communication.

### How we will get there:

The Department will conduct an Accessibility Assessment of all departmental communication products to identify how the Department can be more accessible and inclusive; establish a process to determine the feasibility of accessible adaptations; the cost of said adaptations, and a mechanism for prioritizing actions.

The Department will launch an interactive Accessibility campaign to educate and inspire a culture change within the Department. It will put in place best practices for communication products including but not limited to agendas, meetings, use of plain language, Accessibility criteria, etc.

The Department's communication procedures, guidelines, programs, and services will be updated to adhere to the wording in the *Accessible Canada Act* and written with accessibility in mind. Information sessions on *Accessibility in Communication* will be available across the department.

### Goal: C.1 Employees are aware of Accessibility considerations in Communication

- Strategy:
  - Develop and offer *Accessibility in Communication* information sessions to raise awareness
- Office of Primary Interest:
  - Public Affairs



- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Regions and Sectors to receive *Accessibility in Communication* information sessions and publication of information online
- Timeline:
  - End of fiscal year 2024-2025

Goal: C.2 Clients and employees have barrier-free access to all communication products

- Strategy:
  - Conduct an Accessibility Assessment of communication products, in consultation with persons with disabilities (PwD) (employees, clients, users and other people who regularly conduct business with the Department), to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible Communications adaptations, the cost implications and a mechanism for prioritizing actions
  - Create and promote Communication guidelines for employees and management to develop communication products which meet Accessibility criteria (e.g. news releases, funding applications, signage, webpages, presentations, emails)
- Office of Primary Interest:
  - Public Affairs
- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of the Accessibility Assessment and determine the feasibility of accessible adaptations
  - Completion and communication of the guidelines for employees and management
- Timeline:
  - End of fiscal year 2024-2025

## Goal: C.3 Reduce stigma associated with Accessibility

- Strategy:
  - Launch an interactive Accessibility campaign to educate and inspire a culture change within the Department
  - Continued promotion of the GC Workplace Accessibility Passport
- Office of Primary Interest:
  - Public Affairs
  - Workplace Wellbeing
- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of the Accessibility campaign
  - Continued publication of Passport information on the intranet
- Timeline:
  - End of fiscal year 2024-2025

## Employment

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### Where we want to be:

The Department will promote the development of human resources' (HR) practices that are accessible and inclusive, so that all employees, including persons with disabilities, are supported and able to contribute to the organization; and that there is an increase in the recruitment, retention and promotion of persons with disabilities.

Improved awareness of workplace issues facing persons with disabilities, such as unconscious bias and accommodations during assessment processes.

All departmental staff are aware of Accessibility considerations in Employment.

### How we will get there:

DFO/CCG will increase hiring and promoting persons with disabilities and offer those employees talent management plans potentially increasing the retention rates of persons with disabilities within the Department. We will ensure all qualifications and conditions of employment do not cause barriers otherwise avoidable for PwD.

The Department will conduct an Accessibility Assessment of employment practices, while taking into consideration unique workplaces e.g. laboratories, lighthouses, vessels, field work, etc. to identify how the Department can be more accessible and

inclusive and establish a virtual Staffing Accessibility Hub to support HR practitioners, hiring managers and employees.

Employment policies, procedures, guidelines, programs, and services will be reviewed and updated to align with requirements of the *Accessible Canada Act* and written with accessibility in mind. Information sessions and training on *Accessibility in Employment* will be available across the Department.

#### Goal: E.1 Employees are aware of Accessibility considerations in Employment

- Strategy:
  - Establish a list of mandatory and recommended training on *Accessibility in Employment* for managers and HR advisors
  - Develop and offer *Accessibility in Employment* information sessions to raise awareness
  - Promote the Canada School of Public Service (CSPS) training related to Accessibility
- Office of Primary Interest:
  - Corporate Learning (Mandatory training)
  - Corporate Staffing
  - Workplace Wellbeing
- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of list of mandatory training; and all staff, managers and HR advisors to complete mandatory training
  - Regions and Sectors to receive *Accessibility in Employment* information sessions and publication of information online
  - Publication of the list of CSPS training related to Accessibility on intranet
- Timeline:
  - End of fiscal year 2024-2025

#### Goal: E.2 Improve hiring, promotion, and retention of persons with disabilities

- Strategy:
  - Contribute to the goal of hiring 5 000 employees with disabilities across the Public Service by 2025
  - Targeted recruitment campaigns for PwD
  - Targeted staffing processes for PwD
  - Increase in Talent Management Plans for PwD
  - Increase PwD participating in Sponsorship program

- Ensure all qualifications and conditions of employment do not cause barriers otherwise avoidable for PwD
- Office of Primary Interest: ○ Managers ○ Corporate Staffing ○ Corporate EEDI
- Support:
  - Regional HR Operations
- Performance Indicator:
  - Completion and communication of the guidelines to regional staffing teams
- Timeline:
  - End of fiscal year 2024-2025

Goal: E.3 Employees have barrier-free access to employment and are supported and able to contribute to the Department

- Strategy:
  - Conduct an Accessibility Assessment of Employment practices within DFO/CCG, in consultation with persons with disabilities (PwD) (employees, clients, users and other people who regularly conduct business with the Department), to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible Employment adaptations, the cost implications and a mechanism for prioritizing actions
  - Review and update onboarding packages with Accessibility information ○ Increase awareness on inclusive design and assessment best practices and raise awareness on bias and stereotypes relating to PwD
  - Promotion of talent management plans for PwD during the Performance Management Cycle ○ Create a virtual Staffing Accessibility Hub
- Office of Primary Interest:
  - Corporate Staffing ○ Managers
  - Workforce Development and Inclusion
- Support:
  - Regional HR Operations ○ Employees
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of the Accessibility Assessment and determine feasibility of accessible adaptations
  - Updated onboarding packages available to managers and regional HR
    - Talent Management Plans are taking place during PMA discussions
    - Creation of the virtual Staffing Accessibility Hub

- Timeline:
  - End of fiscal year 2024-2025

## Design and Delivery of Programs and Services

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### Where we want to be:

The Department is equipped to design and deliver programs and services that are accessible to all, including persons with disabilities. Clients are satisfied with the accessibility of our programs and services.

All departmental staff, contractors, and suppliers are aware of Accessibility considerations in the Design and Delivery of Programs and Services.

### How we will get there:

In consultation with persons with disabilities, the Department will develop and communicate to sectors and regions a *guide to applying the Accessibility lens* to the review of departmental policies, guidelines, programs and services and establish an Accessibility Checklist.

Sectors and regions will conduct an Accessibility assessment of all policies, guidelines, programs and services to identify how the sectors and regions can be more accessible and inclusive in the design and delivery of programs and services.

All policies, procedures, guidelines, programs and services will be reviewed and updated to align with requirements of the *Accessible Canada Act* and written with accessibility in mind. *Accessibility in Design and Delivery of Programs and Services* information sessions will be available across the Department.

### Goal: D.1 Employees are aware of Accessibility considerations in Design and Delivery of Programs and Services

- Strategy:
  - Establish a list of mandatory training on Accessibility in the Design and Delivery of Programs and Services for those who design and deliver programs and services
  - Develop or offer information sessions on *Accessibility in Design and Delivery of Programs and Services*

- Office of Primary Interest:
  - Corporate Learning (Mandatory Training)
  - Sectors and Regions
- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of the list of mandatory training; and all staff who design and deliver programs and services to complete training
  - Regions and Sectors to receive *Accessibility in Design and Delivery of Programs and Services* information sessions
  - Publication of the list of training on intranet
- Timeline:
  - End of fiscal year 2024-2025

Goal: D.2 Clients and employees have access to programs and services that are barrier-free

- Strategy:
  - Develop a guide to applying the Accessibility lens to the review of departmental policies, guidelines, programs, and services and establish an accessibility checklist
  - Communicate to Sectors and Regions the guide on applying the accessibility lens including the accessibility checklist for the review of departmental policies, guidelines, programs, and services
  - Sectors and Regions conduct an Accessibility Assessment of all policies, guidelines, programs and services, in consultation with persons with disabilities as needed, to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible programs and services adaptations, the cost implications and a mechanism for prioritizing actions then review and update them with an accessibility lens
  - Include an accessibility checklist to ensure that a record of consideration for accessibility was provided and justification for inclusion or noninclusion is on file for all policies, guidelines, services and programs
- Office of Primary Interest:
  - Accessibility Secretariat
  - Sectors and Regions
- Performance Indicator:
  - Completion of the guide on applying the Accessibility lens including the accessibility checklist

- Presentation of the guide on applying the Accessibility lens to Sectors and Regions
  - Completion of the Accessibility Assessment
- Completion of the comprehensive list, review, and update of Sectors and Regions guidelines, policies, programs, and services with an Accessibility lens
- Completion of verification of files to ensure that the accessibility checklist is on file
- Timeline:
  - End of fiscal year 2024-2025

## Information and Communication Technologies

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### Where we want to be:

Employees with disabilities at DFO/CCG have barrier-free access to tools and technologies to help them succeed in their work; and Information and Communications Technologies (ICT) are usable by all staff and clients.

All departmental staff are aware of Accessibility considerations in Information and Communications Technologies.

### How will we get there?

The Department will conduct an Accessibility Assessment of ICT to identify how the Department can be more accessible and inclusive, and establish a process to determine the feasibility of accessible adaptations (the cost of said adaptations, and a mechanism for prioritizing actions).

Mandate Senior Managers (DFO/ADM/DFO/RDG) for the responsibility of covering the costs of accommodation with the exception of those costs which may be covered by Accessibility, Accommodation and Adaptive Computer Technology (AAACT). As well as develop internal capacity to provide advice and guidance to managers, facilitate the acquisition of tools, and improve cost tracking.

Furthermore, in collaboration with persons with disabilities, we will establish a working group to define more accessibility standards.

Information and Communication Technologies policies, procedures, guidelines, programs, and services will be updated to adhere to the *Accessible Canada Act* and



written with accessibility in mind. Accessibility in ICT information sessions will be available across the Department.

**Goal: I.1 Employees are aware of Accessibility considerations in Information and Communication Technologies (ICT) opportunities**

- Strategy:
  - Develop and offer *Accessibility in ICT* information sessions to raise awareness
  - Establish Accessibility, Accommodations and Adaptive Computer Technology Program (AAACT) training as mandatory for all information technology (IT) staff
- Office of Primary Interest: ○ Chief Digital Officer (CDO)
- Performance Indicator:
  - Regions and Sectors to receive *Accessibility in ICT* information sessions and publication of information online
  - All IT staff to receive AAACT mandatory training
- Timeline:
  - End of fiscal year 2024-2025

**Goal: I.2 Clients and employees have access to Information and Communication Technologies that are barrier-free**

- Strategy:
  - Conduct an Accessibility Assessment of ICT, in consultation with persons with disabilities (employees, clients, users and other people who regularly conduct business with the Department), (internal and external), to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible ICT adaptations, the cost implications and a mechanism for prioritizing actions
  - Include mandatory accessibility checklist to ensure that a record of consideration for Accessibility was provided and justification for noncompliance is on-file for procurement of new technology
  - Build internal capacity to review accessibility of application and content within information management and technology services (IMTS)
  - Ensure all documents are fully accessible and usable by persons with disabilities and follow Employment and Social

- Office of Primary Interest:
  - Chief Digital Officer (CDO)
- Support:
  - Public Affairs
- Performance Indicator:
  - Completion of the Accessibility Assessment of ICT and determine feasibility of accessible adaptations
  - Completion of verification of ICT files to ensure that the mandatory accessibility checklist is on file
  - Production of an internal review of application and content within information and management and technology services
  - Incorporation of the Accessible Canada Directorate at Employment and Social Development Canada's guides and tools on accessibility in ICT and education for clients who manage their own Information and Communication Technologies products
  - Incorporation of new accessibility standards into future ICT processes and procedures, and publication of information online
- Timeline:
  - End of fiscal year 2024-2025

**Goal: I.3 Employees with disabilities have barrier-free access to tools and technologies**

- Strategy:
  - Mandate Senior Managers (ADM/RDG) for the responsibility of assuming costs of accommodation within their Sector or Region
  - Develop internal capacity to provide advice and guidance to managers and facilitate the acquisition of tools
  - Development Canada (ESDC) new template on accessibility
  
- Office of Primary Interest:
  - ADM/RDG
  - Workplace Wellbeing
- Support:
  - Accessibility Secretariat
- Performance Indicator:
  - Sectoral and regional data on accommodation
- Timeline:
  - End of fiscal year 2024-2025

## Procurement of Goods and Services

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### Where we want to be:

The Department's Procurement of Goods and Services include accessibility requirements, and encourage goods and services from disability-owned companies. Solicitation documents are fully accessible and usable by persons with disabilities and include contractual language outlining Government of Canada contracting responsibilities with respect to Accessibility in Procurement.

All departmental staff, contractors, and suppliers are aware of Accessibility considerations in Procurement of Goods and Services.

### How we will get there:

The Department will incorporate approved standardized language into procurement templates and solicitation documents will be accessible while respecting elements outlined by Shared Services Canada Accessibility, Accommodation and Adaptive Computer Technology Program (AAACT). Contracting officers, procurement officers, business owners, and contractors will receive training from Accessible Procurement Resource Centre at Public Services and Procurement Canada.

Procurement of Goods and Services policies, procedures, guidelines, programs, and services will be updated to adhere to the *Accessible Canada Act* and written with accessibility in mind. Accessibility in Procurement of Goods and Services information sessions will be available across the Department.

### Goal: P.1 Employees and contractors are aware of Accessibility considerations in Procurement

- Strategy:
  - Develop and offer *Accessibility in Procurement* information sessions to raise awareness
  - Include mandatory Accessibility Checklist to ensure that a record of consideration for Accessibility was provided and justification for noninclusion is on file for all Procurement
  - Survey other government departments (OGD) to determine how they are tracking and identifying opportunities and contracts awarded to suppliers identified as meeting Accessibility requirements
- Office of Primary Interest:

- Procurement Services (PS)
- Support
  - Business Owners
  - OGD
- Performance Indicator:
  - Regions and Sectors, contracting officers to receive *Accessibility in Procurement* information sessions and publication of information on intranet
  - Completion of verification of procurement files to ensure that the mandatory Accessibility Checklist is on file and education for clients who manage their own procurement of the need to include evidence of Accessibility considerations
  - Incorporation of OGD best practices into future procurement processes and procedures
- Timeline:
  - End of fiscal year 2024-2025

**Goal: P.2 Reporting limitations are eliminated**

- Strategy:
  - Develop internal capacity to improve tracking of accommodation
  - Explore improvement to the SAP financial system to be able to report on accommodation and accessibility expenditures
- Office of Primary Interest:
  - SAP Financial and Administrative Systems
- Support
  - Procurement Services (PS)
- Performance Indicator:
  - Ability to report on specific elements relating to Accessibility in Procurement metrics and reporting capability to identify spend with suppliers meeting Accessibility considerations
- Timeline:
  - End of fiscal year 2024-2025

**Goal: P.3 Solicitation documents are fully accessible and usable by persons with disabilities and contractual language outlining Government of Canada contracting responsibilities with respect to Accessibility in Procurement is added**

- Strategy:
  - Follow the *Directive on Management of Procurement* guidelines with respect to the incorporation of accessibility in Procurement opportunities and incorporate standard language relating to accessibility language in Procurement into procurement documents
  - Ensure departmental solicitation documents are accessible and respect elements outlined by

Shared Services Canada (SSC) Accessibility, Accommodation and Adaptive Computer Technology Program (AAACT)

- Office of Primary Interest:
  - Procurement Services (PS)
- Performance Indicator:
  - Respect of the *Directive on Management of Procurement* guidelines relating to the incorporation of accessibility in Procurement opportunities and integration of standard language relating to accessibility in Procurement into relevant documents
  - Respect of the document publication standards and structure outlined in the AAACT and publish procurement documents using accessible formatting tools
- Timeline:
  - End of fiscal year 2024-2025

## Built Environment

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### Where we want to be:

The department's Built Environment is enhanced and clients and staff have barrier-free access and use of the federally owned and leased built environment and workplaces.

All Departmental staff are aware of Accessibility considerations in the Built Environment.

### How we will get there:

The Department will conduct an Accessibility Assessment of the Built Environment including public-facing spaces to identify how the Department can be more accessible and inclusive.

Prepare or revise emergency evacuation plans in consultation with PwD according to their specific needs. Establish guidelines to help managers develop tailored access procedures on vessels for disabled employees to perform their work and Commanding Officers' decision making process to accommodate supernumeraries, passengers, and official guests on a case-by-case basis. As well, we will promote Accessibility features and services offered in workspaces and public-facing spaces.

Built Environment policies, procedures, guidelines, programs, and services will be updated to adhere to the *Accessible Canada Act* and be written with accessibility in mind. Accessibility in Built Environment information sessions will be available across the Department.

### Goal: B.1 Employees are aware of Accessibility considerations in the Built Environment opportunities

- Strategy:
  - Develop and offer Accessibility in the Built Environment information sessions to raise awareness
- Office of Primary Interest:
  - DFO-Real Property and Environmental Management (RPEM)
- Support ◦ DFO-Real Property Safety & Security (RPSS) Regions
- Performance Indicator:
  - Regions and Sectors to receive Accessibility in Built Environment information sessions and publication of information on intranet

- Timeline:
  - End of fiscal year 2024-2025

Goal: B.2 Clients and employees have barrier-free access to and use of the federally owned and leased built environment and workplaces

- Strategy:
  - Conduct an Accessibility Assessment of the Built Environment including public-facing spaces and workspaces, in consultation with persons with disabilities (employees, clients, users and other people who regularly conduct business with the Department) and PSPC, to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible Built Environment adaptations, the cost implications and a mechanism for prioritizing actions
  - Analyze and determine if science-research or CCG vessels can be adapted for persons with disabilities, identify existing Fleet accessibility features, evaluate each vessel by establishing a rating guide including an Accessibility Checklist about accessibility of vessels and elaborate requirements for retrofits and new vessels in consultation with persons with disabilities (employees, clients, users and other people who regularly conduct business with the Department)
  - Promote Accessibility features and services offered in workspaces and public-facing spaces
  - Prepare or revise emergency evacuation plans in consultation with persons with disabilities according to their specific needs
  - Create accommodation guidelines including an Accessibility Checklist to accommodate PwD be they employees, supernumeraries, passengers, and official guests on a case-by-case basis and gather data about how often accommodations for persons with disabilities are required
- Office of Primary Interest:
  - DFO-RPEM - Following PSPC's ongoing evaluation of the physical accessibility of federal buildings
  - CCG
  - Accessibility Secretariat
  - Occupational Health and Safety
- Support
  - DFO-RPSS
  - Accessibility Secretariat
- Performance Indicator:
  - Completion of the Accessibility Assessment including the Accessibility Checklist and determine feasibility of accessible adaptations of the Built Environment in public-facing spaces and workspaces
  - Promotion of Accessibility features and services in workspaces and public-facing spaces

- Completion of the preparation and review of emergency evacuation plans
  - Completion of the analysis, determination and rating guide including the accessibility checklist of how science-research or CCG vessels can be adapted for persons with disabilities, as well as, the elaboration of accessibility requirements for retrofits and new vessels
- Completion and communication of accommodation guidelines including the accessibility checklist for managers to develop tailored access procedures on vessels for disabled employees to perform this work, as well as, the collection of data
- Completion and communication of accommodation guidelines including the Accessibility Checklist to support the Commanding Officer's decision making process, as well as, ease in the collection of data
- Timeline:
  - End of fiscal year 2024-2025

While Public Services and Procurement Canada (PSPC) is responsible for managing and providing departments with property and accommodation services, we are responsible for ensuring accessibility within our own environment.



# Transportation

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## Where we want to be:

The Department's employees have barrier-free access to transportation in order to accomplish their work. Furthermore, employees and clients have barrier-free access to parking available at federally owned and leased workspaces and public-facing spaces. All departmental staff are aware of Accessibility considerations in Transportation.

## How we will get there:

The Department will conduct an Accessibility Assessment of parking available at departmental and public-facing spaces and workspaces to identify opportunities to be more accessible and inclusive.

Develop transportation guidelines to allow management to plan for alternative transportation to worksites so employees with disabilities can perform their work. Develop parking guidelines to allow employees with disabilities better access to parking.

Transportation policies, procedures, guidelines, programs, and services will be updated, adhere to the *Accessible Canada Act* and be written with accessibility in mind. Accessibility in Transportation information sessions will be available across the Department.

## Goal: T.1 Employees are aware of Accessibility considerations in Transportation

- Strategy:
  - Develop and offer *Accessibility in Transportation* information sessions to raise awareness
- Office of Primary Interest:
  - Workplace Wellbeing
- Support ◦ DFO-RPEM
- Performance Indicator:
  - Regions and Sectors to receive *Accessibility in Transportation* information sessions and publication of information on the intranet
- Timeline:
  - End of fiscal year 2024-2025

Goal: T.2 Clients and employees have barrier-free access to parking available at federally owned and leased workspaces and public-facing spaces

- Strategy:
  - Develop parking guidelines to complement PSPC's standards to allow employees with disabilities better access to parking and gather data about how often accommodation for persons with disabilities are required
  - Conduct an Accessibility Assessment of parking available at departmental public-facing spaces and workspaces, in consultation with persons with disabilities (employees, clients, users and other people who regularly conduct business with the Department), to identify how the Department can be more accessible, inclusive, and comply with new accessibility standards; and establish a process including an Accessibility Checklist to determine the feasibility of accessible parking adaptations, the cost implications and a mechanism for prioritizing actions
- Office of Primary Interest: ○ DFO-RPEM
- Support ○ DFO-RPSS
- Performance Indicator:
  - Completion and communication of the parking guidelines including the accessibility checklist and document procedures for management, as well as, the collection of accommodation data
  - Completion of the Accessibility Assessment and determine feasibility of accessible parking adaptations of parking available at public-facing spaces and workspaces
- Timeline:
  - End of fiscal year 2024-2025

Goal: T.3 Employees have barrier-free access to transportation in order to accomplish their work

- Strategy:
  - Create transportation guidelines including an Accessibility Checklist to allow management to plan for alternative transportation between worksites for employees with disabilities. Gather data on how often PwD require transportation accommodation
- Office of Primary Interest:
  - Workplace Wellbeing
- Support ○ Corporate EEDI
- Performance Indicator:

- Completion and communication of accommodation guidelines including the Accessibility Checklist for managers to plan for alternatives, as well as, the collection of accommodation data
- Timeline:
  - End of fiscal year 2024-2025

## Measuring Progress and Getting Results

Metrics and quantitative data to evaluate our performance is only part of the solution to becoming an Accessible department. We must also evaluate behavior, feedback on efforts and accomplishments and identify and address issues hindering our progress.



- Planning, Monitoring and Evaluation • Planning: ○ goals ○ actions ○ targets ○ behaviors
- Monitoring: ○ annual progress report
- Evaluation:
  - what worked/did not work ○ improvements needed

Having a performance measurement process is vital to the improvement of our organization. Results of performance measurement are intended to inform strategic decision making and govern the best way to set procedures to make sure we attain our goals. Effective governance requires ensuring strategies are implemented and met.

#### Tools used to measure progress

- Accessibility Action Plan Annual Progress Report
- Public Service Employee Survey (PSES)
- Direct employee surveys
- Employment equity representation
- Employment equity trends
- Employment equity gaps

## A Call to Action

Action starts now! As we focus on improving Canada for persons with disabilities, we must take meaningful action to identify and remove barriers. Let's all be Accessibility leaders and play an active role in creating a fully accessible organization free of discrimination and oppression towards persons needing accommodation by challenging our own biases and creating an environment in which employees with disabilities feel empowered and safe.

Commitment starts now! Let's be engaged at all levels of the Department and let's encourage and promote open dialogue on Accessibility. We have a lot of work to do to deliver on the Accessibility Action Plan but with a commitment from all to do their part, we can invoke real change.

Transformation starts now! Let's create a new and improved future for all.

Transformation begins when we acknowledge that change is necessary; we heard you – culture change is needed within the Department. By becoming an Accessible department, we give persons with disabilities the respect they deserve and restore dignity, allowing them to fully participate in the mandate of this department and to deliver services to Canadians.

# Annex A

## Measuring Results

### Communication - Other than information and communication technologies

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Goal: C.1 Employees are aware of Accessibility considerations in Communication opportunities

- Performance Indicator:
  - Increase knowledge of Accessibility among employees and management
- Baseline: ○ N/A • Target: ○ N/A
- Data Source:
  - Employee engagement surveys

Goal: C.2 Clients and employees have barrier-free access to all communication products

- Performance Indicator:
  - Department websites (intranet and internet) and communication products are accessible to all
  - Increase in employee and client satisfaction survey
- Baseline: ○ N/A • Target: ○ N/A
- Data Source:
  - Employee and client experience surveys ○ Employee and client engagement surveys

Goal: C.3 Reduce stigma associated with Accessibility

- Performance Indicator:
- Reduce stigma ○ Participation in the GC Workplace
- Accessibility Passport

- Baseline: ○ N/A • Target: ○ N/A
- Data Source: ○ Employee engagement surveys ○ Annual data

## Employment - Improving recruitment, retention, and promotion of persons with disabilities

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### Goal: E.1 Employees are aware of Accessibility considerations in Employment opportunities

- Performance Indicator:
  - Completion of mandatory training for managers and HR advisors
  - Increase knowledge of Accessibility among employees and management
  - Publication of CSPA training related to Accessibility
- Baseline: ○ N/A • Target: ○ N/A
- Data Source:
  - Employee engagement surveys
  - Audit of mandatory training
  - Accessibility Hub

### Goal: E.2 Improve hiring, promotion, and retention of persons with disabilities

- Performance Indicator:
  - Targeted recruitment campaigns for PwD
  - Targeted staffing processes for PwD
  - Increase in Talent Management Plans (TMP) for PwD
  - Increase PwD participating in Sponsorship program
- Baseline:
  - 2021-22 - the rate of PwD leaving (5%) is higher than the hires (4%)
  - 2020-21 - out of 302 TMP, 14 were for PwD
- Target: ○ To be determined based on annual representation data
- Data Source:
  - Annual Departmental Employment Equity Report
  - Annual Accessibility Action Plan Progress Report



Goal: E.3 Employees have barrier-free access to employment and are supported and able to contribute to the Department

Performance Indicator:

- Decrease percentage of DFO/CCG employees with a disability who state that accessibility or accommodation issues cause stress at work to a large or very large extent
- Baseline: ○ 2021 - 14% • Target: ○ 2025 - 10%
- Data Source:
  - PSES

## Equipping public servants to design and deliver accessible programs and services

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Goal: D.1 Employees are aware of Accessibility considerations in Design and Delivery of Programs and Services opportunities

- Performance Indicator:
  - Completion of mandatory training for managers and employees ○ Increase knowledge of Accessibility among employees and management
- Baseline: ○ N/A • Target: ○ N/A
- Data Source:
  - Audit of mandatory training ○ Employee engagement surveys

Goal: D.2 Clients and employees have access to programs and services that are barrier-free

- Performance Indicator:
  - Satisfaction of employees and clients regarding Accessibility of programs and services
- Baseline:
  - N/A
- Target: ○ N/A
- Data Source:
  - Employee and client experience surveys

## Information and Communication Technologies - Making information and communications technology usable by all

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**Goal: I.1 Employees are aware of Accessibility considerations in Information and Communication Technologies (ICT) opportunities**

- Performance Indicator:
  - Completion of mandatory training for managers and employees
  - Increase knowledge of Accessibility among employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Audit of mandatory training
  - Employee engagement surveys

**Goal: I.2 Clients and employees have access to Information and Communication Technologies that are barrier-free**

- Performance Indicator:
  - Employees and clients with a disability have barrier-free access to information and communications technologies products, services and digital content
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Client satisfaction surveys
  - Employee satisfaction surveys

**Goal: I.3 Employees are aware of Accessibility considerations in Information and Communication Technologies (ICT) opportunities**

- Performance Indicator:
  - Completion of mandatory training for managers and employees
  - Increase knowledge of Accessibility among employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Audit of mandatory training
  - Employee engagement surveys

## Procurement of Goods and Services - Ensure that procurement of goods and services include accessibility requirements, and encourage goods and services from disability-owned companies

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### Goal: P.1 Employees and contractors are aware of Accessibility considerations in Procurement

- Performance Indicator:
  - Increase awareness of Accessibility among employees, management, and contractors
  - Awareness of Accessibility Checklist requirement amongst employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Employee and management engagement surveys
  - Procurement contracts will include language about accessibility considerations

### Goal: P.2 Reporting limitations are eliminated

- Performance Indicator:
  - Reports relating to Accessibility in Procurement metrics
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - SAP financial reports

### Goal: P.3 Solicitation documents are fully accessible and usable by persons with disabilities and contractual language outlining Government of Canada contracting responsibilities with respect to Accessibility in Procurement is added

- Performance Indicator:
  - Percentage of procurement documents that meet accessibility standards and elements outlined in the AA ACT
  - Increase document accessibility by all suppliers
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Audit of procurement documents ◦ Client and supplier experience surveys

## Built Environment - Enhancing the accessibility of the built environment

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Goal: B.1 Employees are aware of Accessibility considerations in the Built Environment opportunities

- Performance Indicator:
  - Increase knowledge of Accessibility among employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Employee engagement survey

Goal: B.2 Clients and employees have barrier-free access to and use of the federally owned and leased built environment and workplaces

- Performance Indicator:
  1. Percentage of employees with a disability (PwD) and percentage of employees without a disability (PwoD) who rate the physical work environment as a source of stress to a large or very large extent
  2. Percentage of clients satisfaction with DFO/CCG's Built Environment
  3. Percentage of DFO/CCG buildings assessed against new accessibility obligations
  4. Percentage of DFO/CCG buildings that meet or exceed new accessibility obligations
  5. Percentage of vessels/ships that meet or exceed new accessibility obligations
- Baseline:
  1. 17% PwD  
9% PwoD
  2. NA
  3. NA

- 4. NA
- 5. NA
- Target:
  - 1. 1. 9% PwD NA PwoD
  - 2. NA
  - 3. NA
  - 4. NA
  - 5. NA
- Data Source:
  - 1. 2020 PSES
  - 2. Employee and client experience survey
  - 3. DFO-Real Property, Safety and Security Report
  - 4. DFO-Real Property, Safety and Security Report
  - 5. DFO-Real Property, Safety and Security Report

## Transportation - Ensure vehicles can be accessible for passengers and drivers

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**Goal: T.1 Employees are aware of Accessibility considerations in Transportation opportunities**

- Performance Indicator:
  - Increase knowledge of Accessibility among employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Employee engagement surveys

**Goal: T.2 Clients and employees have barrier-free access to parking available at federally owned and leased workspaces and public-facing spaces**

- Performance Indicator:
  - Accessible parking available for employees and clients
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - DFO-Real Property ◦ Employee and client experience survey

**Goal: T.3 Employees are aware of Accessibility considerations in Information and Communication Technologies (ICT) opportunities**

- Performance Indicator:
  - Completion of mandatory training for managers and employees
  - Increase knowledge of Accessibility among employees and management
- Baseline: ◦ N/A • Target: ◦ N/A
- Data Source:
  - Audit of mandatory training
  - Employee engagement surveys

Culture - Employees and management understand what accessibility means and why it matters, and have the resources to make the Department a more accessible and inclusive employer and service provider

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**Goal: Build an accessibility-confident DFO/CCG**

- Performance Indicator:
  1. Percentage completion rate of mandatory training for managers
  2. Percentage completion rate of mandatory training for employees
  3. Participation in the GC Accessibility Passport
- Baseline:
  1. N/A
  2. N/A 3. N/A
- Target:
  1. 90%
  2. 90%
  3. N/A
- Data Source:
  1. Audit of mandatory training  
CSPS
  2. Audit of mandatory training  
CSPS
  3. Annual data

# Annex B

**Table 1, 2, 3 and 4** - Demonstrates the national employment equity representation and associated gaps from 2016 to 2022, with clear indication that Persons with Disabilities shows the biggest increasing gap.

**Table 1 - Departmental employment equity representation from 2016 to 2022 - Aboriginal Peoples**

Year	Representation	Workforce availability	Difference
2016	4.5%	3.5%	1.0%
2017	4.9%	3.2%	1.7%
2018	4.8%	3.0%	1.8%
2019	4.9%	4.2%	0.7%
2020	4.7%	4.2%	0.5%
2021	4.7%	4.1%	0.6%
2022	4.9%	4.2%	0.7%

**Table 2 - Departmental employment equity representation from 2016 to 2022 - Persons with disabilities**

Year	Representation	Workforce availability	Difference
2016	5.4%	4.2%	1.2%
2017	5.4%	4.3%	1.1%

**Table 2 - Departmental employment equity representation from 2016 to 2022 - Persons with disabilities**

<b>Year</b>	<b>Representation</b>	<b>Workforce availability</b>	<b>Difference</b>
2018	5.0%	4.3%	0.7%
2019	4.7%	7.9%	-3.2%
2020	4.4%	8.0%	-3.6%
2021	4.1%	7.7%	-3.6%
2022	4.3%	8.1%	-3.8%

**Table 3 - Departmental employment equity representation from 2016 to 2022 - Visible minorities**

<b>Year</b>	<b>Representation</b>	<b>Workforce availability</b>	<b>Difference</b>
2016	5.9%	6.3%	-0.4%
2017	6.3%	7.1%	-0.8%
2018	6.6%	6.5%	0.1%
2019	6.7%	10.7%	-4.0%
2020	7.1%	10.8%	-3.7%
2021	7.4%	11.2%	-3.8%



**Table 3 - Departmental employment equity representation from 2016 to 2022 - Visible minorities**

<b>Year</b>	<b>Representation</b>	<b>Workforce availability</b>	<b>Difference</b>
2022	7.6%	11.5%	-3.9%

**Table 4 - Departmental employment equity representation from 2016 to 2022 - Women**

<b>Year</b>	<b>Representation</b>	<b>Workforce availability</b>	<b>Difference</b>
2016	38.2%	32.0%	6.2%
2017	38.9%	34.0%	4.9%
2018	40.6%	35.4%	5.2%
2019	40.9%	38.8%	2.1%
2020	41.7%	38.6%	3.1%
2021	42.4%	39.1%	3.3%
2022	43.5%	39.5%	4.0%

**Note:**

The workforce availability (WFA), a subset of the Labour Market Availability (LMA), is calculated from data collected by the Census and the Canadian Survey on Disability. To arrive at WFA, four filters specific to requirements for occupations in the public service are applied to the LMA: citizenship\*, classification, education and geography. Possible variations in EE gaps over time are proportional to changes in the Canadian workforce availability and the representativeness of designated groups within the department.

\* The Public Service Employment Act (PSEA) previously gave preference to hiring Canadian citizens in external advertised appointment processes which was extended to permanent residents in June 2021. Future WFA filters will include this change.

**Table 5, 6, 7 and 8** - Demonstrates the national employment equity representation and associated gaps by occupational group as of March 31, 2022, with clear indication that the Department is under-represented primarily in three of the four EE groups; Aboriginal peoples, persons with disabilities, and visible minorities.

**Table 5 - DFO/CCG National employment equity representation and gaps by occupational group as of March 31, 2022 - Aboriginal peoples**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
AV - Commerce and Purchasing	399	21	11
EB - Education and Library Science	23	< 5	0
EC - Economics and Social Science	496	15	10
EL - Electronics	273	14	4
EX - Executive	276	14	3
FI - Financial Group	232	8	4
HM - Human Resources Management	155	9	5

IT - Information Technology	368	13	5
NR - Architecture, Engineering and Land Survey	257	7	5

**- DFO/CCG**  
**Table 5 National employment equity representation and gaps by**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
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**- DFO/CCG**

AV - Commerce and Purchasing	399	25	-12
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**occupational group as of March 31, 2022 - Aboriginal peoples**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
PA - Program and Administrative Services	3349	220	87
RE - Research	271	< 5	-1
RO - Radio Operations	328	24	-7
SH - Health Services	12	< 5	0
SO - Ships' Officers	1306	22	-23
SP - Applied Science and Patent Examination	1650	48	20
SV - Operational Services	2097	82	-37

**- DFO/CCG**

TC - Technical Services	2343	181	17
<b>TOTAL</b>	<b>13835</b>	<b>682</b>	<b>103</b>

**Table 6 - DFO/CCG National employment equity representation and gaps by occupational group as of March 31, 2022 - Persons with disabilities**

**Table 6 National employment equity representation and gaps by occupational group as of March 31, 2022 - Persons with disabilities**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
EB - Education and Library Science	23	< 5	-1
EC - Economics and Social Science	496	23	-15
EL - Electronics	273	12	-4
EX - Executive	276	11	1
FI - Financial Group	232	6	-17

**- DFO/CCG**

HM - Human Resources Management	155	14	-1
IT - Information Technology	368	24	-12
NR - Architecture, Engineering and Land Survey	257	5	-14
PA - Program and Administrative Services	3349	238	-83
RE - Research	271	< 5	-17
RO - Radio Operations	328	15	-6
SH - Health Services	12	< 5	0

**Table 6 National employment equity representation and gaps by occupational group as of March 31, 2022 - Persons with disabilities**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
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**- DFO/CCG**

SO - Ships' Officers	1306	17	-70
SP - Applied Science and Patent Examination	1650	61	-64
SV - Operational Services	2097	58	-134
TC - Technical Services	2343	81	-72
<b>TOTAL</b>	<b>13835</b>	<b>595</b>	<b>-521</b>

**Table 7 - DFO/CCG National employment equity representation and gaps by occupational group as of March 31, 2022 - Visible minorities**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
AV - Commerce and Purchasing	399	34	-6
EB - Education and Library Science	23	< 5	0
EC - Economics and Social Science	496	83	-58



**- DFO/CCG**

EL - Electronics	273	18	-2
EX - Executive	276	18	4

**- DFO/CCG National employment equity representation and gaps by  
Table 7 occupational group as of March 31, 2022 - Visible minorities**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
FI - Financial Group	232	47	-4
HM - Human Resources Management	155	13	0
IT - Information Technology	368	73	-6
NR - Architecture, Engineering and Land Survey	257	30	-44
PA - Program and Administrative Services	3349	365	-43
RE - Research	271	32	-19
RO - Radio Operations	328	5	-21

**- DFO/CCG National employment equity representation and gaps by**

SH - Health Services	12	< 5	-2
SO - Ships' Officers	1306	47	18
SP - Applied Science and Patent Examination	1650	154	-198
SV - Operational Services	2097	38	-59
TC - Technical Services	2343	90	-98

**Table 7 occupational group as of March 31, 2022 - Visible minorities**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
<b>TOTAL</b>	<b>13835</b>	<b>1048</b>	<b>-538</b>

**Table 8 - DFO/CCG National employment equity representation and gaps by occupational group as of March 31, 2022 - Woman**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
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**- DFO/CCG National employment equity representation and gaps by**

AV - Commerce and Purchasing	399	251	62
EB - Education and Library Science	23	18	11
EC - Economics and Social Science	496	301	84
EL - Electronics	273	19	-23
EX - Executive	276	121	1
FI - Financial Group	232	131	14
HM - Human Resources Management	155	123	14
IT - Information Technology	368	78	-39
NR - Architecture, Engineering and Land Survey	257	54	-9

**Table 8 occupational group as of March 31, 2022 - Woman**

**- DFO/CCG National employment equity representation and gaps by**

<b>Occupational group</b>	<b>Total workforce</b>	<b>Representation</b>	<b>Gap</b>
PA - Program and Administrative Services	3349	2508	237
RE - Research	271	104	-38
RO - Radio Operations	328	110	34
SH - Health Services	12	10	2
SO - Ships' Officers	1306	186	85
SP - Applied Science and Patent Examination	1650	952	152
SV - Operational Services	2097	298	-19
TC - Technical Services	2343	751	-11

**- DFO/CCG National employment equity representation and gaps by**

<b>TOTAL</b>	<b>13835</b>	<b>6015</b>	<b>557</b>
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**Note:**

- 1- Excludes term < 3 months, students and casual workers.
- 2- Rep = Representation. For small numbers < 5, information is suppressed to protect privacy.
- 3- Gaps are calculated at the job classification levels using the 2021 estimated regional workforce availability based on the 2016 Census and the 2017 Canadian Survey on Disability, as provided to DFO/CCG by TBS. A negative number indicates an underrepresentation.

**Table 9, 10, 11 and 12** – Presents the recruitment goals over the next three years towards eliminating the gaps for occupational groups with under-representation in one

or more designated groups. These goals take into consideration expected growth and anticipated retention, based on historical data.

**Table 9 - National employment equity recruitment goals by classification group - Aboriginal peoples**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
GL-EIM	-1	3
GL-MAN	-10	12
GL-MOC	-2	2
LI	-3	3
RO	-7	16
SC-DED	-20	37
SC-ERD	-4	9
SC-STD	-10	11
SE-RES	-1	3
SO-MAO	-24	25

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
AS	-47	77

**Table 10 - National employment equity recruitment goals by classification group -  
Persons with disabilities**

BI	-47	54
CO	-12	15
CR	-17	35
EC	-15	22
ED-EST	-1	1
EG	-36	51
EL	-4	9
EN-ENG	-11	11
EN-SUR	-3	3
FI	-17	19
GL-COI	-1	1
GL-EIM	-6	8
GL-MAM	-3	4
<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
GL-MAN	-9	11



**Table 10 - National employment equity recruitment goals by classification group -  
Persons with disabilities**

GL-MOC	-1	1
GL-WOW	-1	2
GT	-35	41
IS	-1	4
IT	-12	18
LI	-7	7
PC	-17	17
PE	-1	4
PM	-19	26
RO	-6	6
SC-DED	-68	76
SC-ERD	-19	22
SC-SPT	-2	2
<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
SC-STD	-18	21
SE-RES	-18	19

**Table 10 - National employment equity recruitment goals by classification group -  
Persons with disabilities**

SO-INS	-3	3
SO-MAO	-67	73
TI	-1	1

**Table 11 - National employment equity recruitment goals by classification group -  
Visible minorities**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
AS	-20	133
BI	-147	162
CH	-1	1
CO	-9	16
CR	-1	14
EC	-58	100

**- National employment equity recruitment goals by classification group -**

**Table 11**

**Visible minorities**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
EG	-37	43
EL	-2	12
EN-ENG	-37	40
EN-SUR	-7	7
FI	-4	16
GL-MAM	-1	1
GL-MAN	-9	10
GT	-59	67
IS	-4	14
IT	-6	47
LI	-4	4
LS	-1	1
NU-CHN	-1	1

**- National employment equity recruitment goals by classification group -**

PC	-50	57
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**Table 11**

**Visible minorities**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
PM	-18	28
RO	-21	24
SC-DED	-26	31
SC-SPT	-7	7
SC-STD	-16	18
SE-REM	-4	4
SE-RES	-15	18
TI	-2	2
VM	-1	1

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
EL	-23	26
EN-ENG	-15	32

**- National employment equity recruitment goals by classification group -  
Table 12 - National employment equity recruitment goals by classification group -  
Woman**

**Table 12**

**Woman**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
GL-COI	-3	5
GL-EIM	-9	9
GL-MAM	-2	5
GL-MAN	-4	9
GL-PCF	-1	1
GS-STG	-1	2
GT	-63	124
IT	-39	83
SC-ERD	-6	10
SC-SPT	-4	5
SC-STD	-4	33
SE-REM	-2	3

**- National employment equity recruitment goals by classification group -**

SE-RES	-36	49
TI	-3	3

**Table 12**

**Woman**

<b>Classification group</b>	<b>Gaps</b>	<b>Hires to fill gaps</b>
VM	-1	1

**Note:**

- These goals are calculated on a 3-year span. Also to note that these goals only close the gaps.
- Number of Hires to fill gaps is higher because it takes into account hires and terminations within the group over the past 3 years.

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<sup>[1]</sup> “ *Population of the federal public service by department*, Treasury Board of Canada Secretariat”