Employment and Social Development Canada

Diversity and Employment Equity Action Plan

2010-2013

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ANNEX – DIVERSITY AND EMPLOYMENT EQUITY ACTION PLAN ACTIVITIES TEMPLATE

INTRODUCTION

Human Resources and Skills Development Canada (ESDC) is committed to creating an inclusive workplace that reflects Canada's diversity. While the department has made significant progress over the years in closing the gaps in representation for all employment equity (EE) designated groups (women, Aboriginal peoples, persons with disabilities and visible minorities), we must continue to minimize the gaps and ensure that there are no systemic barriers to employment of designated group members. Acknowledging the unique characteristics and abilities that a diverse workforce may bring, will instil an organizational culture of inclusion that values diversity as critical to the delivery of our business goals and will help us to eliminate all gaps and barriers to employment. Canada's cultural diversity provides the public service with a large pool of highly qualified individuals and diverse perspectives, talents and skills from which an employer can draw upon. Providing an opportunity for the integration of members from all EE designated groups will make use of the rich potential of a culturally diverse society.

The _Employment Equity Act (EEA)_ requires that employers achieve equality in the workplace so that no person shall be denied employment opportunities or benefit for reasons unrelated to ability. It requires federal government departments and agencies to implement initiatives that contribute to the elimination of gaps occurring in the representation of the four designated EE groups (see Annex). The EE data used in the departmental workforce analysis to determine the gaps is based on the 2006 Census data. For persons with disabilities, the workforce availability is derived from the 2006 post-Census Participation and Activity Limitation Survey (PALS) also conducted by Statistics Canada, after the census.

Workforce availability is defined as the distribution of people in EE designated groups as a percentage of the Canadian workforce. For the Federal Public Service (FPS) workforce availability is based on those occupations in the Canadian workforce that correspond to the occupations in the FPS across Canada, including geographic location. All federal departments and agencies assign National Occupational Classification (NOC) codes to individual jobs in their organizations, which are used to calculate workforce availability specific to each department. Departmental workforce availability is calculated based on the number of jobs coded by NOCs, the number of positions for each NOC and the geographic distribution of the departmental workforce.
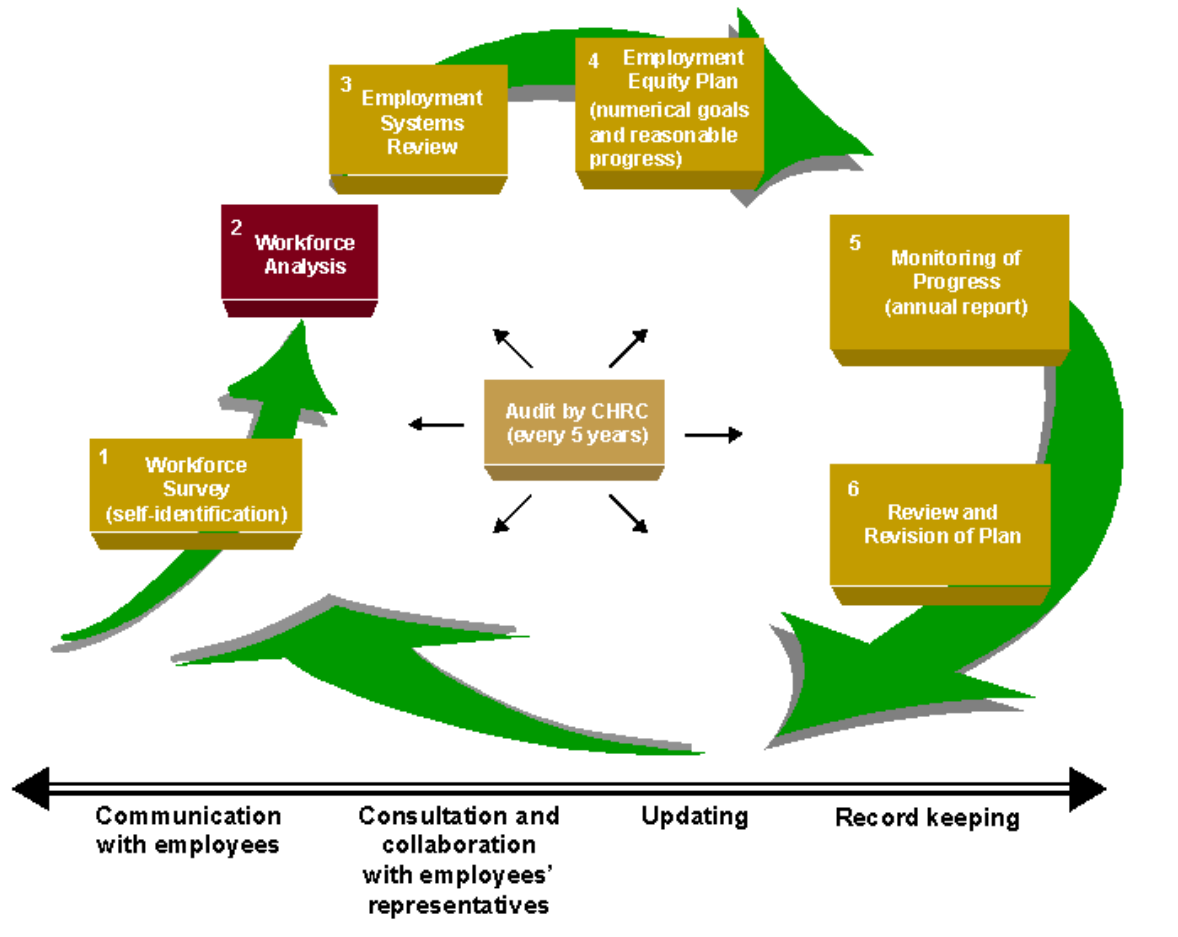
In the fall of 2009, the Canadian Human Rights Commission (CHRC) completed an Audit of EE programs in ESDC. Their final report was sent to the Deputy Minister in February 2010. The CHRC EE Compliance Audit Report provides an assessment of ESDC's compliance with nine statutory requirements. Here is a brief description of the CHRC's assessment with regard to each of these requirements:

1) Collection of workforce information: ESDC's self-identification survey response rate in May 2009 was approximately 73%. If the Department could increase this rate, some gaps in designated group representation would probably decrease or be eliminated.

2) Workforce analysis: This Department must revise the workforce analysis as new census data becomes available to ensure that numerical goals contained in the EE Plan are based on up-to-date availability estimates for designated group members.

3) Review of employment systems, policies and practices: The Audit Report confirmed that the Employment Systems Review (ESR) conducted in June-September 2009 (for ESDC) had identified the main causes for the under-representation of designated group members in the workforce.

4) EE plan: ESDC has had no Diversity/EE Plan since 2004 because of restructuring of and within the Department since December 2003. Employment Equity has been fully integrated in the Business and HR Planning process since that time. However, the Department has committed to the development of a national three-year plan based on the results of the recent workforce analysis and the ESR, and has agreed to set short-term numerical goals for the hiring and promotion of designated group members in every occupational category (and group) where there is under-representation.

5) Implementation and monitoring of EE plan: The Audit Report outlined a comparison of the short-term hiring goals that had been established when ESDC was last audited in 2001, and the representation situation as of May 2009. While several gaps have been eliminated, many still exist.

6) Periodic review and revision of EE plan: ESDC has committed to taking necessary actions to ensure an annual review and revision of the EE Plan.

7) Information about EE: The Audit Report noted the measures that ESDC has taken to fulfill this legislative obligation – EE topics and information are communicated to employees on a regular basis by way of departmental electronic newsletters, Diversity Champion all-staff messages, the Diversity/EE intranet site, etc.

8) Consultation and collaboration: The Audit Report noted the activities that ESDC has undertaken to ensure meaningful consultations with bargaining agents, but noted lack of consultation during the recent ESR exercise.

9) EE records: ESDC has a system and procedure to maintain EE records on matters specified in the Regulations, and has fulfilled this obligation in accordance with statutory requirements.

These statutory requirements are outlined in the following flow chart:

Requirements under the *Legislation*

3 Employment Systems Review

4 Employment Equity Plan (numerical goals and reasonable progress)

2 Workforce Analysis

5 Monitoring of Progress (annual report)

Audit by CHRC (every 5 years)

1 Workforce Survey (self-identification)

6 Review and Revision of Plan

Communication with employees   Consultation and collaboration with employees' representatives   Updating   Record keeping
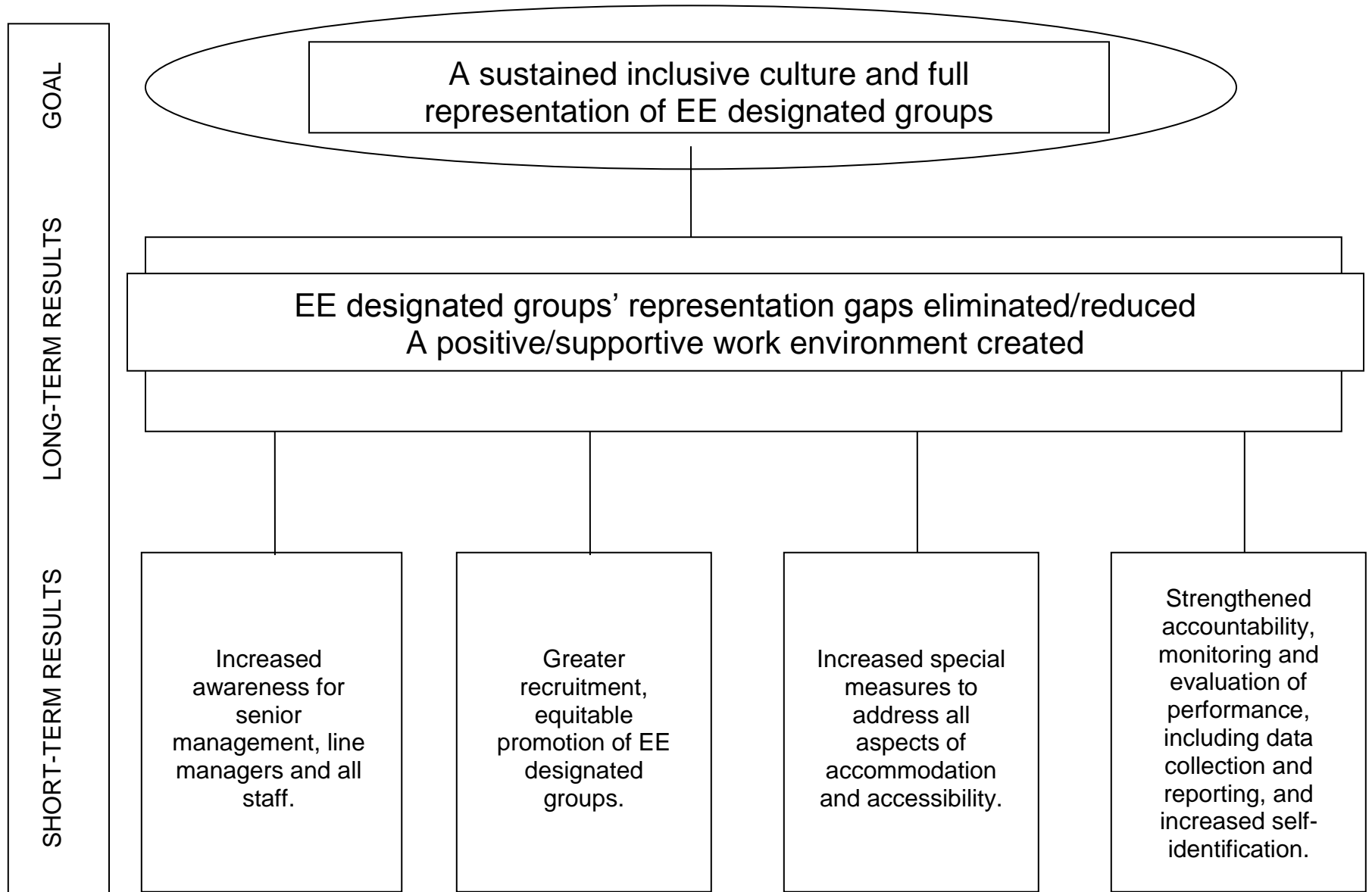
OBJECTIVES:

The objective of the Diversity and Employment Equity Action Plan (DEEAP) 2010-2013 is to focus on changing the corporate culture in order to continue to create and maintain an inclusive workplace, to outline activities required to bridge the gaps in representation identified through the work force analysis and to implement measures to eliminate any barriers to employment identified through the ESR. This Action Plan will also address other aspects of *EEA* requirements, such as workforce self-identification, monitoring and accountability, consultation and communication.

The DEEAP will be monitored and evaluated annually based on the performance indicators outlined in the Plan, in order to determine if progress is being made and if any new activities will be required to meet our obligations and objectives. The performance indicators in the Plan also take into account the key elements of the People Component of the Management Accountability Framework (PCMAF), which are critical to the evaluation of ESDC's accountability framework, as well as being instrumental in supporting the department's renewal initiatives. In addition, the CHRC will also be monitoring the Departments progress on an annual basis.

This action plan contains not only short-term numerical recruitment goals for occupational categories that have under-representation but will also set targets for each of those occupational groups where designated group employees are also under-represented. As of April 2, 2009 the Department had an employee population for the purposes of EE workforce analysis of 24,411. Most of the Department's employees (77%) are employed in the Administrative and Foreign Service Category in the PM (13,120), AS (2357) and CS (2159) occupational groups. Employees are also concentrated in the Administrative Support Category in the CR group (3469), as well as in the EC group (1353) in the Scientific and Professional Category. These five occupational groups make up 92% of the total departmental population for the purposes of EE workforce analysis.

The population for the purposes of EE workforce analysis refers to all indeterminate employees, term employees of more than 3 months, seasonal and part-time employees. It does not refer to employees who are on leave-without-pay, term employees less than 3 months, students, casuals, and exempt staff in Minister's offices or Governor-in-Council appointees.

DEPARTMENTAL APPROACH TO DIVERSITY AND EMPLOYMENT EQUITY

GOAL

A sustained inclusive culture and full representation of EE designated groups

LONG-TERM RESULTS

EE designated groups' representation gaps eliminated/reduced
A positive/supportive work environment created

SHORT-TERM RESULTS

Increased awareness for senior management, line managers and all staff.

Greater recruitment, equitable promotion of EE designated groups.

Increased special measures to address all aspects of accommodation and accessibility.

Strengthened accountability, monitoring and evaluation of performance, including data collection and reporting, and increased self-identification.

ROLES AND RESPONSIBILITIES:

ESDC recognizes the importance of diversity and is committed to achieving equality by creating an inclusive, healthy, bias-free and barrier-free workplace. The implementation of the DEEAP rests with the Deputy Minister along with the support of the Senior Management Committee; however, it is a shared responsibility across the organization to ensure its implementation is a success. Management plays an instrumental role in providing the required visibility of the importance of diversity and is essential in securing employee commitment.

The **Deputy Minister** shall demonstrate leadership and commitment by ensuring that every level of management is held accountable for implementing a bias-free and barrier-free work environment and ensure the realization of the DEEAP is a success.

The **Diversity Champion and Co-Champion** will promote diversity and inclusiveness in ESDC through regular communication with employees, participation in special events to celebrate diversity, chairing advisory committees, and working closely with their colleagues to promote inclusiveness in ESDC.

The **Assistant Deputy Ministers / Executive Heads, Service Management / Directors General** will ensure that their respective branches/regions/directorates are committed to the DEEAP by providing visible leadership and support to a diverse workforce and improve the organization's EE objectives, and by adapting their HR plans to reflect the content of the DDEEAP.

Human Resources Services Branch (HRSB) - It is the responsibility of the Diversity and Official Languages team in HRSB to track results, provide information sessions, share information and best practices and it is the responsibility of HR Planners and Advisors to offer planning and staffing guidance and advice to managers.

Manager's commitment is required to take actions in order to meet and decrease the numerical gaps and ensure that the workplace is bias-free and barrier-free.

Employees must take the initiative to embrace the DEEAP and its efforts to improve the Department's workforce by becoming a truly inclusive, representative and respectful workplace. Although, proposed changes are attributed to specific groups/areas, it is the responsibility of each and every employee to ensure the success of implementing and achieving the set goals.

Bargaining agents will be invited to provide their views on the type of assistance that they could provide to facilitate the implementation of diversity and EE in the workplace and to communicate to their members on relevant matters. They will also participate in the preparation, implementation and the revision of the Diversity and EE Action Plan.

DIVERSITY AND EMPLOYMENT EQUITY ACTION PLAN OUTLINE

The Action Plan template consists of a number of issues and recommendations resulting from the workforce analysis, the ESR and the Audit Report, along with some additional measures which must be implemented in order to ensure that the Department maintains an inclusive, equitable, healthy and enabling workplace. These issues are grouped under the following four headings; Self-identification, Positive Policies and Practices, Accommodation and Recruitment and Retention. The plan also assigns clear timelines, responsibility and reporting obligations for each activity, along with performance indicators to ensure that the recommendations are being implemented and met. The Plan will be reviewed annually and updated and amended as required.

A. SELF-IDENTIFICATION

Self-identification has been identified as an issue because all departmental EE data is based on self-identification. In order to ensure accuracy of the EE data, the CHRC recommends that as a minimum 80% of employees have completed the self-identification questionnaire which is found in Paperless Office under Demographic Survey. In an effort to increase participation in the survey, a request has been submitted to make changes in the format of the survey to add an introduction with a mandatory signature, while keeping responses to the self-identification questions voluntary, as required by the legislation. Until this change has been made, a strategy and communication plan has been put in place outlining a number of initiatives to increase the self-identification rate, particularly in many of the branches in the National Capital Region (NCR) where the rate is significantly lower than the recommended 80%.

B. POSITIVE POLICIES AND PRACTICES

The findings of the ESR confirm that there is no overt racism or discrimination from managers, supervisors, or co-workers against visible minority employees, Aboriginal employees, or persons with disabilities. However, ESR findings point out that from time to time the culture in the Department is somewhat insensitive with regard to these designated groups. This section deals with sustaining a diverse and inclusive culture, leadership and accountability and the issue of harassment identified in the Public Service Employee Survey (PSES) results.

Components required to ensure a culture of inclusiveness include; Leadership Action, Accountability, Communication, Learning, Development and Innovation. These components are taken into consideration through various initiatives outlined in the DEEAP (Annex). Some examples include surveys to measure improvement in the corporate culture, provision of mandatory training to managers, HR Advisors and employees to increase awareness. This includes measures and activities directed at designated group members related to statutory obligations under the *EEA*, such as reasonable job accommodation, monitoring and accountability, consultation, communication strategies, etc.

C. ACCOMMODATION

Systemic barriers to employment through the use of centrally managed cost pools which do not cover any additional funding for out-of-the-ordinary accommodation requests as well as restrictive Information Technology policies which do not take EE accountabilities, roles and responsibilities into consideration.

D. IDENTIFICATION OF GAPS - SUMMARY OF UNDER-REPRESENTED GROUPS AS OF OCTOBER 2, 2009*

Occupational Category	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities
Executive	No gaps	EX -3	No gaps	EX -7
Scientific and Professional	MD -3 EC -17	EC -13	EC -10	MD -4 EN -3
Administrative and Foreign Services	No gaps	PE -2	No gaps	PM -27 AS -21 FI -2 CS -143 PG -4 OM -3
Technical	GT -3	No gaps	No gaps	GT -2
Administrative Support	CR -71	No gaps	No gaps	CR -16
Operational	GS -2	No gaps	No gaps	No gaps

* Based on 2006 Census

Note:
1. **Shaded** areas denote under-representation at the category level requiring targeted effort to close gaps.
2. **Non-shaded** areas indicate there are no gaps at the category level but gaps exist at the occupational group level.

E. SHORT-TERM RECRUITMENT AND LONG-TERM RETENTION GOALS

This section contains goals, initiatives and strategies to close the gaps and move towards full representation for each designated group.

1.1 Short-term recruitment and retention goals (one to three years)

Recruitment goals for Aboriginal peoples and visible minorities for the Executive Category will be set at 1.5 times the current availability. Targeted recruitment is recommended to achieve these goals. For women and persons with disabilities in the Executive category, where there is currently no overall gap, recruitment will be focused in regions and branches where there is currently under-representation for these designated groups. Retention will also be the focus for all designated group members in the Executive Category.

As recommended by the CHRC, recruitment goals for visible minorities will be established to achieve a 20% increase in representation over the three year period in the Administrative and Foreign Service Category in the occupational groups where under-representation exists. In the Scientific and Professional Category the goal will be to achieve at a minimum, the workforce availability rate within the MD and EN groups.

For student recruitment, goals are the aggregate of overall availability for each designated group in ESDC.

In addition, this plan includes goals for each area of under-representation set out in the Workforce Analysis Report as well as those areas pursued in the ESR Report. The short-term recruitment goals take into account the following factors:

- External representation of each designated group (availability of qualified persons)
- Degree of under-representation of each designated group
- Impact of each of the recruitment goals on non-designated group members (specifically goals set for women)
- Anticipated changes in the workforce size
- Anticipated turnover

With regard to the latter two points, it is difficult to make precise estimates. However, since major goals are set as percentages these requirements are automatically taken into account. It is anticipated that most recruitment opportunities will result from attrition. Recruitment goals are applicable to all recruitment from outside ESDC, whether it is from elsewhere in the public service or from outside the public service.

It should be noted that a recruitment goal or target means that within the specified period, X% of all recruitment from outside ESDC must target members of the specific designated group.

1.2 Numeric goals by designated group

1.2.1   *Visible Minority*:

Visible minorities are the only designated group which are under-represented overall in ESDC.

- *Executive Category:* ESDC employs 26 visible minority executives, and needs to employ 13 additional visible minority executives to meet the recommended representation rate target of 12%. ESDC will attempt to bridge this gap within a three-year period by recruiting 4-5 visible minority executives per year.

- *Scientific and Professional Category:* Visible minorities are significantly under-represented in two groups in the category; the MD group with a gap of -4 and the EN group with a gap of -3, requiring a focus on recruitment and retention over the next 3 year period in order to close these gaps.

- *Administration and Foreign Service Category:* In this occupational category ESDC employs 11% visible minority employees, 1% lower than their workforce availability of 12%, resulting in a gap of -182 visible minority employees. A recruitment goal of 20% (1 in 5) per year will be set in order to bridge these gaps over the next three years. Significant under-representation is found in four occupational groups requiring recruitment and retention initiatives on the short-term. These groups include the Computer Systems (CS) Group with a gap of -143; the Administrative Services (AS) Group with a gap of -21 and the PG and OM groups with gaps of -4 and -3 respectively. There are also less significant gaps noted in the Program Administration (PM) Group with a gap of -27 and the FI group with a gap of -2 which should be addressed over the next five years.

- *Administrative Support Category*: Visible minority employees are under-represented in the CR group, which accounts for 97% of this Category. There is currently a gap of -15 in the CR group which will require recruitment efforts over the next 5 years.

1.2.2   *Women:*

Overall, women are well represented at ESDC. However, there are some areas, which require focussed attention.

- *Executive Category:* As representation is the same as workforce availability for women in this category, and they are leaving at a faster rate than normal, focus should be recruitment and retention over the next three years to maintain the status quo.

- *Scientific and Professional Category:* There is a -3 in the MD group which needs to be addressed on the short-term. There is also a less significant gap of -17 in the Economics (EC) Group which should be addressed over the next 5 years through recruitment and retentions initiatives. A recruitment goal of 20% (1 in 5) per year should be established in order to close the gaps in these two groups.

- *Technical and Operational Categories:* Although representation of women in the Technical Category is higher overall than workforce availability, there is a gap of -3 in the GT group that will require a focus on recruitment and retention over the next three years in order to

close this gap. There is a more significant gap of -2 in the GS group in the Operational category which will need to be addressed over the next three years through recruitment and retention initiatives.

- *Administrative Support Category:* Women are represented slightly lower than expected in the CR group. This gap is relatively small and will be dealt with directly by the branches and regions over the long term, where there is under-representation.

1.2.3 Aboriginal Peoples:

Aboriginal peoples are well represented overall in ESDC. However, there are some areas, which require focused attention.

- *Executive Group:* Aboriginal EX employees represent 3.6% of EX population instead of their workforce availability rate of 4.4%. In order to achieve the target of 1.5% over current availability or 5.9%, it will be necessary to recruit 3-4 Aboriginal executives per year over the next three years.

- *Scientific and Professional Category:* Aboriginal employees represent 2.9% which falls short of their workforce availability of 3.3%. Under-representation is concentrated in the Economists (EC) Group with a gap of -8, requiring that 3-4 EC positions will need to be filled by Aboriginal employees each year for the next three years to close this gap. There is also significant under-representation of Aboriginal employees in the PE group with a gap of -2, which also needs to be addressed over the short-term.

1.2.4 Persons with Disabilities:

- Persons with disabilities have been found to be well represented in all occupational categories throughout ESDC.

1.3 Long term representation goals

- ESDC is committed to reaching full representation and equitable distribution and retention of all designated groups within a five-year period. Every effort will be made to accomplish this sooner.

- Factors such as changing demographics will be considered in these long-term goals, and all efforts will be made to create an inclusive work environment, maintain management accountability and commitment, and conduct monitoring on an annual basis at a minimum to ensure that the activities undertaken in the DEEAP are on track and our workplace is conducive to employment equity.

SUMMARY OF WORKFORCE ANALYSIS – SHORT (1 to 3 years) AND LONG TERM GOALS (1 to 5 years)

Occupational Category	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities
Executive	**Long-term:** Representation and retention in EX group	**Short-term:** Representation, recruitment and retention in EX group	**Long-term:** Retention and recruitment in EX group	**Short-term:** Representation, recruitment and retention in EX group
Scientific and Professional	**Short-term:** Representation, recruitment in MD group **Long-term:** Representation, and recruitment in EC group	**Long-term:** Representation and recruitment in EC group		**Short-term:** Representation and recruitment in MD and EN groups
Administration and Foreign Service		**Short-term:** Representation and recruitment in PE group		**Short-term:** Representation and recruitment in the CS, OM and PG groups. **Long-term:** Retention and recruitment in AS, FI, and PM groups.
Technical and Operational	**Short-term:** Representation and recruitment in GT and GS groups			**Short-term:** Representation and recruitment in GT group
Administrative Support	**Long-term:** Representation and recruitment in CR group			**Long-term:** Representation and recruitment in CR group

F. PROGRESS REVIEW AND EVALUATION

The attached action plan contains initiatives to be carried out over the next three years.

⇒ *The Workforce Analysis data will be reviewed periodically and recruitment goals will be adjusted as necessary based on noted trends.*
⇒ *The DEEAP will be dynamic and monitored annually to address changing circumstances.*
⇒ *Considering the results of monitoring and any emerging trends, additional voluntary measures may be added in the future to ensure ESDC's commitment to the elimination of all identified barriers to employment as well as full representation and retention of all designated groups is realized.*

A report on the findings will be presented and discussed at the Human Resources Union Management Consultative Committee (HRUMCC) and the Corporate Management Committee (CMC) on completion of the annual evaluation and included in a report to be communicated to employees and placed on the Diversity and EE Website.

G. CONSULTATION AND COLLABORATION

- The *EEA* requires employers to consult with employees and union representatives on the development, implementation and revision of the DEEAP, and on the assistance they could give with respect to the communication and the implementation of EE within the organization. This is accomplished by having EE and diversity as a standing item on all HRUMCC meeting agendas. In addition, the Department recommends the establishment of Regional Diversity Advisory Committees.

H. COMMUNICATION STRATEGY

A detailed communications strategy for the Diversity and EE Action Plan will be created to train, educate and sensitize managers and employees on the action items in the plan and their roles and responsibilities as to its implementation.

LIST OF ABBREVIATIONS IN THE ACTION PLAN

CBM	Competency Based Management
CHRS	Corporate Human Resources Services
CSPS	Canada School of the Public Service
DEEP	Diversity and Employment Equity Programs
DOLD	Diversity and Official Languages Division
EE	Employment Equity
EGS	Executive Group Services Division
HR	Human Resources
HRSB	Human Resources Services Branch
CHRPS	Corporate Human Resources Planning and Strategies
IITB	Innovation and Information Technology Branch
PMA	Performance Management Agreement (for Executives)
PSC	Public Service Commission
PSES	Public Service Employee Survey
PSST	Public Service Staffing Tribunal
TBS	Treasury Board Secretariat

Annex

Table of Activities
2010-2013 Diversity and EE Action Plan

SELF-IDENTIFICATION

People Component Management Accountability Framework

Outcome:
  Productive –   A committed workforce with the size, mix of skills and diversity of backgrounds to completely perform its duties.
  Principled –   The workforce is reflective of Canada's population, is respectful of Canada's Official Languages and performs its duties guided by the values and ethics of the Public Service.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Low Demographic (self-identification) Survey Response Rate.	Increase the response rate to a minimum 80%.	Review the Self-identification Strategy/ Communication Plan to ensure that the appropriate messages are being given to encourage self-identification.	Increase in number of employees who have completed the form.	Diversity and Official Languages (DOLD) Public Affairs and Stakeholder Relations Branch (PASRB)	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
	The Executive group which has a low response rate overall at 69.1% should demonstrate leadership by completing the survey.	Ensure that all letters of offer for the EX group contain a paragraph on self-identification.	The letters of offer have been amended to include a paragraph on self-identification.	Executive Services	2010-2011 – completed
			Increase in survey response rate for EX group.	Executive Heads	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
	Engage union representatives and managers in encouraging self-identification.	Union representatives promote the completion of the demographic survey.	Increase in overall response rate to survey.	Union Representatives Management	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Managers follow up with new employees to explain the benefits of diversity and importance of completion of the survey.	Key messages, Q's and A's and speaking points to assist managers and union representatives are available on the Diversity and Employment Equity (EE) intranet site.	DOLD	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Managers encourage all employees to complete the survey at all staff meetings and through Performance and Learning Agreement discussions.			2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

	SELF-IDENTIFICATION				
People Component Management Accountability Framework					

Outcome:
 Productive –   A committed workforce with the size, mix of skills and diversity of backgrounds to completely perform its duties.
 Principled –   The workforce is reflective of Canada's population, is respectful of Canada's Official Languages and performs its duties guided by the values and ethics of the Public Service.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
	Strengthen the messaging regarding the advantages to all employees in completing the Demographic Survey in Paperless Office.	Make required changes to the information on the Diversity and EE Intranet site and the Demographic Survey in Paperless Office application.	Increase in overall response rate to survey.	DOLD Chief Information Officer Branch (CIOB) (IITB)	2010-2011 – completed 2011-2012 – completed
	Ensure that all new employees to the Department are encouraged to complete the demographic survey.	Update message in letters of offer to all new employees to the Department.	Increase in overall response rate to survey.	Operations -Strategic Advice and Ops Services Regional HR Directors DOLD	2010-2011 – completed
		Follow up with employees once they have access to Paperless Office.		DOLD	2010-2011 – completed 2011-2012 – completed
		Revise the messaging in the Orientation Sessions and the Orientation Kit given to all new employees.		DOLD Service Canada College	2010-2011 – completed
	Change the format of the self-identification form to include a Part A - mandatory sign-off Part B – self-identification – voluntary, as required.	A business case has been developed and submitted in 2009 to HR Transformation requesting the changes to the demographic "self-identification" survey in Paperless Office.	All requested changes regarding the Demographic Survey have been made by CIOB.	DOLD HR Business Systems Integration CIOB (IITB)	2011-2012 – completed
	When a new employee gains access to Paperless Office, the Demographic Survey will be the first option to appear after initial log-on.	This request will be resubmitted in 2010 along with the additional change in process.	Increase in overall response rate to survey.		2011-2012 – completed

POSITIVE POLICIES AND PRACTICES

People Component Management Accountability Framework

Outcome: <u>Adaptable</u> – A workplace that is versatile, innovative and engages in continuous learning.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Develop and sustain a diverse and inclusive culture.	Develop a communication strategy and tools to support diversity, inclusiveness and EE priorities.	Communications Plan and a new Diversity and EE intranet site.	Communication Plan implemented and the new Diversity and EE intranet site launched.	DOLD PASRB Diversity Champions and Co-Champion	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
	Seek the assistance of unions ~~and the National Federal Councils~~ in educating all employees on the meaning of diversity, EE and inclusiveness. The National Federal Councils no longer exist. Each of the 3 National Federal Councils was replaced by Champions and Chairs Committees.	Information sessions for managers and employees in consultation with unions.	Number of sessions delivered annually and # of participants.	DOLD Regional EE Consultants Union representatives	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Ensure diversity, EE and inclusiveness info is included in the orientation program.	Info included. #of participants and orientation sessions given.	Service Canada College ~~Workplace Effectiveness and Communities~~ DOLD	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Seek the assistance of the ~~National Federal Councils~~ employee interest groups and unions in promoting EE through organized special events.	Number of special events organized and promoted and # of attendees.	DOLD in partnership with ~~Federal Councils and~~ Unions, PASRB and other relevant programs/ branches	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Identify and recommend EE and diversity courses for managers and employees.	Number of employees and managers who have completed recommended courses.	DOLD Service Canada College	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

	POSITIVE POLICIES AND PRACTICES				
	People Component Management Accountability Framework **Outcome:** Adaptable – A workplace that is versatile, innovative and engages in continuous learning.				
Issue	**Recommendation**	**Activity**	**Performance Indicator**	**Responsibility**	**Year-Three Activities/Status**
		Develop an on-line diversity course and make it mandatory for managers, particularly those who work in branches/regions where there are significant gaps.	Number of managers who have participated in the on-line course. All diversity training to be monitored on an annual basis.	DOLD Service Canada College	2011-2012 – completed 2012-2013 – completed
	Establish mechanisms for employees to discuss and address diversity and EE issues.	Create Regional Diversity Advisory Committees as a forum for employees including designated groups, managers and union representatives to assist in ensuring the development of an inclusive and positive work environment.	Diversity Advisory Committee is established and mandate approved. Number of meetings held annually.	Executive Heads, Service Management Regional HR Directors Unions	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Include a component on Diversity and Inclusiveness in the Annual Manager's forum.	Forum held annually. Time expended on Diversity and Inclusiveness at the Forum. # of participants.	DOLD Managers' Network Diversity Champion and Co-Champion	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
	Recognize managers and employees who actively contribute to a fair and inclusive workplace.	Include EE as a category to the DM's Awards of Excellence. **Modification of the activity as follows:** Encourage nominations for the EE and diversity category of the Public Service Awards of Excellence, as well as highlighting the potential for EE-related nomination under the People Management category of the HRSDC DM's Awards of Excellence.	# of employees recognized for contributing to a fair and inclusive workplace. #of nomination of candidates for this category.	DOLD Workplace Effectiveness and Communities Pride and Recognition Executive Heads	2011-2012 – completed 2012-2013 – completed

	POSITIVE POLICIES AND PRACTICES				

People Component Management Accountability Framework

Outcome: Adaptable – A workplace that is versatile, innovative and engages in continuous learning.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Establish an informal reward system to allow managers and employees to nominate colleagues for recognition of their efforts.		Executive Heads	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
Insufficient accountability for diversity and EE in the Performance Management Agreements (PMA) for Executives.	Ensure that accountability for EE and managing a diverse workforce is clearly enunciated with measurable criteria and goals in all Executive PMA.	Performance criteria will be developed against which achievement of diversity and EE goals and objectives can be assessed.	All EX PMAs have an EE component with clear achievable performance indicators.	Executive Services – Performance Assessment and Evaluation Senior management	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
HRSDC's Public Service Employee Survey (PSES) results indicate that 69% of employees who completed the Survey believe that they have been harassed by individuals with authority over them (54% by co-workers) and 80% believe that they have been discriminated against.	Ensure that all employees and managers are aware of the current Treasury Board and departmental policies relating to harassment and discrimination.	Develop a Communications Strategy regarding harassment and discrimination.	Communications Strategy is approved and employees advised.	Corporate Labour Relations Co-ordinator, Harassment in the Workplace ~~ICMS National Program~~	2010-2011 – completed
		Ensure that the policies, guidelines and tools are accessible and available on the Labour Relations intranet site.	All necessary information can be found on the intranet site.		2010-2011 – completed

POSITIVE POLICIES AND PRACTICES

People Component Management Accountability Framework

Outcome: Adaptable – A workplace that is versatile, innovative and engages in continuous learning.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Expand the Values and Ethics paragraph in the letters of offer to include harassment and discrimination.	Letters of offer have been revised.	Corporate Staffing	As the Code of Values and Ethics does not deal with harassment in this context it is not appropriate to amend the letters of offer.
Need for awareness and training sessions on the prevention and resolution of harassment complaints and discriminatory practices.	Ensure that anti-harassment and discrimination information is included in the revised Orientation Program for HRSDC.	Provide orientation sessions which include the information.	Number of orientation sessions and participants.	Corporate Labour Relations Co-ordinator, Harassment in the Workplace Service Canada College ICMS National Program	2011-2012 – completed 2012-2013 – completed
	Develop information decks on prevention and resolution of harassment in consultation with unions.	Offer awareness sessions to managers and employees (Creating a Respectful Workplace).	# of sessions given and # of participants.		2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

POSITIVE POLICIES AND PRACTICES

People Component Management Accountability Framework

Outcome: <u>Adaptable</u> – A workplace that is versatile, innovative and engages in continuous learning.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Lack of monitoring of complaints related to harassment and human rights.	All complaints are entered into CMS for tracking and monitoring purposes to ensure that designated group members are not experiencing a higher level of harassment.	Labour Relations staff is advised of the requirement to enter and track all complaints in CMS in a timely and accurate manner. Because of privacy considerations, CMS is not used to track and monitor harassment complaints. Corporate Labour Relations tracks and monitors complaints via an Excel spreadsheet. The information is protected and the data is maintained in accordance with appropriate legislation.	CMS data accurately reflects the number of harassment complaints, in order to determine that designated group members are not experiencing a higher level of harassment.	Corporate Labour Relations Co-ordinator, Harassment in the Workplace ICMS National Program HR Planning and Accountability	2011-2012 – completed 2012-2013 – completed

ACCOMMODATION					
People Component Management Accountability Framework					
Outcome: <u>Enabling</u> – The workplace exhibits clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances in order to fulfil their mandate. <u>Healthy and Safe</u> – The workplace is a healthy and safe physical and psychological environment.					
Issue	**Recommendation**	**Activity**	**Performance Indicator**	**Responsibility**	**Year-Three Activities/Status**
The application of centrally managed cost pools (CMCP) imposes systemic barriers and discriminates against employees, particularly with respect to the needs of persons with disabilities.	Information Technology (IT) Adaptive Technology Tools should be accessible with minimal additional costs for software/hardware purchases and maintenance; physical accommodation, specialized communications needs, or specialized learning and development.	Reinstate the central fund to subsidize managers' additional costs when accommodating persons with disabilities. OR Make the CMCPs inclusive to ensure that the Deputy Minister's accountabilities under the relevant EE legislation are met. Ensure that any change in procedure is effectively communicated to managers throughout the department.	Central funding is re-instated. # of times funding is accessed and available. CFOB is revisiting all central funding initiatives. CMCPs are inclusive and employees' and managers' needs are being met.	Chief Financial Officer Branch (CFOB) CIOB (IITB) ~~Task Team on Accessibility~~ Centre of Excellence - Accessibility ~~Duty to Accommodate (DTA)~~	2010-2011– completed 2011-2012 – completed

ACCOMMODATION					

People Component Management Accountability Framework

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<u>Healthy and Safe</u> – The workplace is a healthy and safe physical and psychological environment.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
A number of Departmental policies procedures and guidelines were reviewed. The policy on Information Technology Security Management was identified as not having adequate inclusion of accountabilities and roles and responsibilities pertaining to diversity.	The policy on Information Technology Security Management should be reviewed, to ensure that fair and equitable practices and procedures are evident for all employees, and there are no systematic barriers to the employment of persons with disabilities.	HRSB Centre of Excellence - Accessibility will review the policy and provide feedback to CIOB to ensure that the policy is amended and this issue is addressed.	The Information Technology Security Management Policy has been revised to include accountabilities and roles and responsibilities.	CIOB (IITB) Centre of Excellence – Accessibility	
		HRSB Centre of Excellence - Accessibility should review all existing and new policies guidelines and procedures to ensure that they are barrier-free.	The Centre of Excellence – Accessibility has reviewed existing IT Policies, guidelines and procedures and is consulted on all new departmental IT policies, processes and guidelines.	Centre of Excellence - Accessibility CIOB (IITB)	2010-2011 – completed 2011-2012 – completed

		ACCOMMODATION			
		People Component Management Accountability Framework **Outcome:** <u>Enabling</u> – The workplace exhibits clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances in order to fulfil their mandate. <u>Healthy and Safe</u> – The workplace is a healthy and safe physical and psychological environment.			
Issue	**Recommendation**	**Activity**	**Performance Indicator**	**Responsibility**	**Year-Three Activities/Status**
		Departmental policies should be developed and reviewed through an EE lens to ensure that they are barrier-free, and this requirement will be included in HRSDC's Policy Development Guide.	The Guide has been updated to include these considerations.		2010-2011 – completed
Lack of policy with transparent procedures to request accommodation and to resolve differences of opinion.	Establish a Duty to Accommodate (DTA) Policy and Guidelines providing a transparent process to request workplace accommodations.	Develop ~~a~~ DTA ~~Policy and~~ Guidelines and ensure that all stakeholders are consulted throughout the process. Guidelines were reviewed and updated in 2012-2013.	Stakeholders are consulted. **DTA** and Human Resources Union-Management Consultation Committee (HRUMCC).	DTA Human Resources Union-Management Consultation Committee (HRUMCC)	2010-2011 – completed
		Place new ~~policy and~~ guidelines on the intranet site and advise all managers and employees.	Managers and employees are educated and informed.		2010-2011 – completed
		The implementation of the DTA ~~Policy and~~ Guidelines will be monitored to ensure that it is effectively applied.	Monitoring of DTA requests will be included in the annual EE Progress Report.		2011-2012 – completed 2012-2013 – completed

ACCOMMODATION

People Component Management Accountability Framework

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Lack of knowledge regarding accommodation procedures, roles and responsibilities.	Train managers to implement the policy and guidelines in the workplace and HR advisors to provide assistance advice on DTA questions.	Offer DTA information sessions and workshops to ensure that all managers and then employees are aware of their obligations, expectations and the DTA policy and guidelines covering all 11 grounds for discrimination under the *Canadian Human Rights Act.* Reintroduce the "Just Ask Me" course in partnership with union representatives, including "train the trainer" sessions.	# of sessions and workshops offered and number of participants.	DTA Service Canada College	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
Employees are not being accommodated in a timely and efficient manner, which prevents persons with disabilities from being recruited and/or affects retention rates.	Conduct a review of the procurement procedures determine and resolve the problems related to this issue.	Determine why it is taking up to a year to provide employees with the tools necessary to do their work, and find ways to shorten the timelines and make the process more efficient. Time taken to provide requested accommodation will be monitored by managers and issues identified and reported to the DTA and the Centre of Excellence - Accessibility.	Requests for accommodation are being managed in a more timely and efficient manner. Managers are able to provide accommodation to applicants and employees in a timely manner.	CFOB CIOB (IITB) Centre of Excellence - Accessibility ~~Task Team on Accessibility~~ DTA Managers	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

ACCOMMODATION					

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Develop an accommodation tracking system to ensure that new managers are aware of previously arranged accommodation.	Fewer DTA grievances.		

RECRUITMENT AND RETENTION

People Component Management Accountability Framework

Outcome:
Fair – The workplace exhibits fair employment and workplace practices and effective labour relations.
Productive – A committed workforce with the size, mix of skills and diversity of backgrounds to completely perform its duties.
Principled – The workforce is reflective of Canada's population, is respectful of Canada's Official Languages and performs its duties guided by the values and ethics of the Public Service.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Insufficient representation of designated group members in the Executive Category. Aboriginal Peoples and visible minorities are being appointed at rates well below their work force availability.	Develop a strategy to increase the representation and retention rates of designated group members in the EX Category and include in the Corporate HR Plan.	Initiate targeted recruitment activities for visible minorities and Aboriginal peoples such as collective staffing processes and use of Public Service Commission (PSC) inventories. Note: Office of the Chief Human Resources Officer (OCHRO) recommendation that targeted recruitment is to be used only in exceptional circumstances.	2-4 visible minorities and 2-3 Aboriginals peoples recruited annually over the next three years.	Executive Services - Strategic HR Planning and Staffing Strategy ADM, HRSB Portfolio Management Council (PMC)	2010-2011 – completed 2011-2012 – completed
		Actively promote the EX-01 Aboriginal and Visible Minority Qualified Pools, requesting a rational from managers when candidates in the pool are not considered.	Number of times candidates are appointed from the Pools.		2010-2011 – completed
Women in the EX Category are leaving at a higher rate than their male colleagues.	Ensure that designated group members have equitable opportunities based on their internal representation rates.	EE considerations will be incorporated into the annual Talent Management Process.	Increase in representation of designated group members at various levels of the EX Category.	Executive Services - EX Talent Management Strategy ADM, HRSB PMC	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

RECRUITMENT AND RETENTION					
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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Retention initiatives such as succession planning, coaching and mentoring for women and persons with disabilities.	One initiative per year will be developed and undertaken. Corporate Mentoring Program is initiated.	Executive Services - EX Talent Management Strategy HR Planning and Accountability Executive Heads Workplace Effectiveness and Communities	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Monitor the share of acting appointments within the EX-feeder groups and share of entry into EX and EX-feeder groups on an annual basis.	# of designated group employees in the feeder groups who receive acting appointments / promotions is consistent with their departmental representation rates.	Executive Services - EX Talent Management Strategy ADM, HRSB Executives Heads HR Planning and Accountability	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Invest in language training for designated group employees in the feeder groups who are interested in EX level positions and/or have been identified through talent management / succession planning exercises.	# of designated group employees in the feeder groups who receive language training is consistent with their departmental representation rates.	Executive Heads Directors General Directors Service Canada College	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Visible Minorities are under-represented in almost all occupational categories.	Increase the representation rates for visible minorities in all occupational categories by using the staffing flexibilities available under the *Public Service Employment Act* (PSEA) and ensure that these activities are included in branch and regional HR plans.	Institute targeted recruitment strategies for visible minorities in all occupational groups where there are gaps, as identified in HR plans. Note: OCHRO recommendation that targeted recruitment is to be used only in exceptional circumstances.	Increase in visible minority recruitment rates.	Executive Heads will be responsible through their PMAs for closing gaps in representation	2010-2011 – completed 2011-2012 – completed
		Link Post Secondary Recruitment (PSR) Career Fair strategies to designated group recruitment.		Regional HR Directors	No career fair strategies were reported for 2010-2011, 2011-2012 or 2012-2013
		Expanding the area of selection where there are gaps, as identified in HR plans.	Increase in visible minority recruitment rates. # of times this flexibility is used.	Delegated managers with the assistance of HR Advisors. Regional HR Directors	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
	Activities to familiarize visible minority applicants with staffing procedures and selection processes in the Public Service and HRSDC.	Undertake outreach activities with community organizations in regions where there are significant gaps to enlarge the recruitment pool.	Number of times outreach activities are undertaken annually.	Regional HR Directors	No responses received for 2010-2011, 2011-2012 or 2012-2013

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
All designated groups are under-represented in the Scientific and Professional Category.	Increase the representation of women in the MD and EC groups.	Targeted recruitment or non-advertised process if required for MD positions. Note: OCHRO recommendation that targeted recruitment is to be used only in exceptional circumstances.	All significant gaps closed over the next three years.	Income Security and Social Development Branch (ISSDB) Labour Program Responsible branch managers with the assistance of HR Advisors	
	Increase the representation of aboriginal peoples and persons with disabilities in the EC group. Increase the representation of visible minorities in the EN and MD groups.	Targeted EC recruitment through Post Secondary Recruitment (PSR) using the minimum education standard required and through the PSC's PSR inventories.	Number of hires of designated group members in relation to their workforce availability.	Strategic Policy and Research Branch (SPRB) managers with the assistance of HR Advisors responsible for PSR	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
A review of the Departmental Staffing Accountability Report (DSAR) showed a lack of EE designated group representation the PM-01 and PM-02 levels.	Because most of these positions are front-line service to the public, special recruitment and retention are required.	Targeted recruitment efforts for the PM group should be undertaken, particularly with respect to visible minorities who are significantly under-represented. Note: OCHRO recommendation that targeted recruitment is to be used only in exceptional circumstances.	Increase in representation of designated group members.	Regional HR Directors	2010-2011 – completed
		Review merit criteria to ensure that they are bona fide occupational requirements and reflect relevant competencies.	# of complaints of bias in selection processes.	Responsible branch managers with the assistance of HR Advisors	2010-2011 – completed 2011-2012 – completed
		Ensure that all staffing actions adhere to the DTA, from establishing the statements of merit criteria to posting of jobs to final decisions on appointment.	# of complaints to Public Service Staffing Tribunal (PSST) regarding DTA are reduced. # of complaints to the PSC on external processes.	Corporate Staffing Responsible branch managers with the assistance of HR Advisors	2010-2011 – completed 2011-2012 – completed

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Student Recruitment	While the Employment Systems Review found no barriers to the recruitment of students, the EE Student Internship Program has been discontinued and managers are encouraged to continue to use Federal Student Work Experience Program (FSWEP) and CO-OP programs to recruit students.	Targeted recruitment of designated group members through PSR is encouraged, as well as the use of Student Bridging Programs to retain students who are qualified for specific positions in HRSDC.	# of times designated group students are requested through FSWP and CO-OP. # of designated group students bridged into term or indeterminate positions annually.	Responsible branch managers with the assistance of HR Advisors	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Provide pre-boards at Career Fairs for students who can be bridged.	# of designated group students bridged into term or indeterminate positions annually using organizational need criteria.		No responses received for 2010-2011, 2011-2012 or 2012-2013
		Conduct outreach activities in special interest groups such as student services and designated group associations on campuses.	Student recruitment of designated group members is representative of external availability rates at a minimum.		
Lack of communication regarding EE requirements/issues between DOLD and Staffing.	Enhanced communication for managers and HR Advisors regarding gaps in representation and recruitment.	Regular updates regarding EE representation to staffing community and hiring managers.	Number of reports produced annually. Managers and HR Advisors are aware of their responsibilities regarding EE.	DOLD Regional EE Consultants HR Planning and Accountability	2010-2011 – completed 2011-2012 –- completed 2012-2013 – completed

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Diversity and EE Information Bulletins for managers and employees.	Number of and frequency of Diversity and EE information in Staffing Bulletins issued.	DOLD Corporate Staffing	As required
Human Resources Advisors receive inadequate or very little training in Employment Equity.	Ensure that all HR Advisors and HR Planners are aware of departmental commitments and their responsibilities with respect to the implementation of EE.	Develop and provide Diversity and EE information sessions for all HR Advisors and HR Planners.	# of information sessions provided and # of participants.	DOLD Regional HR Directors	2011-2012 –- completed 2012-2013 – completed
		Ensure that EE training is a component of the PE Development Program (PEDP).	EE training is included in the PEDP. The development of the PEDP has been suspended.	Workplace Effectiveness and Communities	
Staffing flexibilities provided under the new PSEA are rarely utilized. Restricted areas of selection are under-utilized.	Use the staffing flexibilities where there are gaps in representation of designed group members. In accordance with a 2011 PSC recommendation, managers are cautioned to only use staffing flexibilities provided by the PSEA where under-representation has been identified and included in HR plans.	The use of EE as an organizational need on the advertising poster as well as the Statement of Merit Criteria will be mandatory when staffing all positions in occupational groups where there are significant gaps identified in the Diversity and EE Action Plan or branch/regional HR plans.	Annual file review and CMS reports to determine effectiveness of approach. Increase in the representation of EE designated groups where there are gaps.	Corporate Staffing Managers with the assistance of HR Advisors will be responsible for implementing these recommendations	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Information bulletins for managers will be prepared regarding the staffing flexibilities available under the PSEA.		Corporate Staffing DOLD	2010-2011 – completed 2011-2012 – completed
		HR Advisors will actively promote the use of the staffing flexibilities for those occupational groups where gaps have been identified in the People Management Dashboards.		Regional HR Directors HR Advisors	2010-2011 – completed 2011-2012 –completed 2012-2013 – completed
		Use targeted recruitment or expand the area of selection to include under-represented designated groups.	# of times this flexibility is used or not used where there are significant gaps reported.		
	Establish a staffing monitoring process to ensure that the staffing flexibilities are used when staffing positions in occupational groups where there are significant gaps.	Data input into CMS must be accurate and timely.	Reports will be produced from data in CMS to determine frequency of use of all staffing flexibilities.	HR Planning and Accountability -HR Performance Measurement and Monitoring Frameworks Operations -Strategic Advice and Ops Services	

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Imperative staffing is perceived as an employment barrier particularly for visible minorities and Aboriginal peoples.	External only - Use non-imperative staffing when conducting targeted recruitment for visible minorities and Aboriginal peoples. (Requires Executive Head approval.)	External only - Consideration is given to staffing on a non-imperative basis when using targeted recruitment to fill the gaps for visible minorities or Aboriginal peoples.	External only - Number of times non-imperative staffing or various linguistic profiles are used for targeted recruitment initiatives.	Operations -Strategic Advice and Ops Services Regional HR Directors Managers	
	Internal – Put in place mechanisms for ensuring these groups have access to language training early in their career.	Ensure language training is integrated to learning plan.	Increase in language training opportunities for designated group members.	Service Canada College Workplace Effectiveness and Communities HR Planning and Accountability Managers	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		Offer training and other developmental opportunities to acquire second language skills (e.g. buddy system, etc.)			2010-2011 – completed 2011-2012 – completed 2012-2013 – completed
		A mechanism is in place to track the number of visible minorities and Aboriginal peoples are provided these opportunities.			

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
PSC Study on drop off rates in the selection process indicated that HRSDC has higher drop off rates for visible minorities than most other departments. Higher drop off rates occur at both the initial screening stage and between the written test and the interview stage of the assessment process.	HRSDC has been advised to monitor this situation, particularly with regard to education and experience factors which could be hindering the recruitment of visible minorities, and to ensure that written tests are barrier free. A monitoring process be developed and implemented.	Education and experience factors on Statements of Merit Criteria (SoMC) and job advertisement as well as written tests should be reviewed to ensure that there are no barriers to designated group members. Drop off rates for visible minorities are monitored on a semi-annual basis to determine which factor in the process might be contributing to the high drop-off rate.	Decrease in the drop off rate for visible minorities applying for positions in HRSDC.	Corporate Staffing Operations -Strategic Advice and Ops Services Regional HR Directors Managers	2010-2011 – completed 2011-2012 – completed 2012-2013 – completed

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
	Tracking the participation rates of designated group applicants through the stages of selection processes helps to identify where employment barriers may exist.	HRSDC will monitor the performance of visible minorities at each stage of selection processes where organizational need is used on the SoMC and self-declaration can be considered. Note: Application states self-declaration may be used for selection; would need to determine if legal issues re confidentiality and using self–declaration to track candidates.	A tracking system is implemented to monitor the performance of visible minorities on internal and external processes. Barriers are identified and eliminated.	HR Planning and Accountability Corporate Staffing Operations -Strategic Advice and Ops Services Regional HR Directors	

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Review of staffing files suggests that little or no use is being made of representative selection boards.	Representative selection boards should be mandatory. Ensure that selection boards are bias-free by having members of designated groups participate.	Create a departmental inventory of designated group members who are interested in participating on selection boards and provide the necessary training (if Objective Eye is no longer available to departments). **Modification of the activity as follows:** Explore the feasibility of creating a departmental inventory of designated group members who are interested in participating on selection boards and provide the necessary training (if Objective Eye is no longer available to departments). Feasibility study completed. A departmental inventory will not be created.	Inventories are created. #of times representative selection boards where not utilized and why #of training sessions not provided.	DOLD Operations -Strategic Advice and Ops Services Regional Diversity and EE Consultants Regional HR Directors	2011-2012 – completed
		Offer briefing sessions on diversity and EE for selection board members.	Number of briefing sessions requested and provided.		2010-2011 – completed 2011-2012 – completed

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
		Sensitize managers on the tools available to assist them in recruitment activities, e.g. representative selection boards ~~(Objective Eye)~~, bias-free selection tools.	~~#of times Objective Eye course was utilized by HRSDC staff if available~~ #of representative selection boards .	Managers with the assistance of HR Advisors	
Data input in CMS is not always completed in a timely and accurate manner.	Training sessions will be developed for all HR screens in CMS.	All HR staff members and other branch employees who input data on HR screens will be trained to ensure consistency and accuracy of data captured through CMS.	Number and frequency of training courses offered. Number of participants who receive training.	Operations -Strategic Advice and Ops Services CMS HR Integrity	2011-2012 – completed 2012-2013 – completed
PSES results indicated that up to 70% of employees who responded believed that lack of access to learning and development opportunities hindered their career progression.	In order to encourage retention, ensure that EE designed group members receive an equitable share of learning and developmental opportunities, based on their internal representation rates.	Training codes will be reviewed and the tracking system adapted to determine if there is equitable participation of all designated groups.	Designated group members are receiving equitable training based on representation rates.	Service Canada College HR Planning and Accountability – HR Analytics DOLD Managers	

RECRUITMENT AND RETENTION

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Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
Little or no monitoring is being conducted to ensure that designated group members are receiving an equitable share of acting opportunities and promotions, or that they are not leaving the department at a rate higher than the overall rate of departure.	Recruitment, promotion and departure rates should be monitored.	Ensure that the tracking system has the capacity to monitor acting, promotion and separation rates.	The tracking system is updated and these activities are monitored on an annual basis at a minimum.	HR Planning and Accountability – Performance Measurement and Monitoring Frameworks DOLD	2011-2012 – completed 2012-2013 – completed
NEW: 2010-2011 PCMAF results for Employment Equity indicated that person with disabilities were not receiving an equitable share of promotions.	An action plan is to be developed to address this issue and activities included in the 2010-2013 Diversity and EE Action Plan Annex.	1. Communicate the results of the PCMAF. 2. Ensure the monitoring of promotion rates is optimal and include promotion rates on a quarterly basis in the People Management Dashboards and monitor progress. 3. Conduct relativity studies with other departments to determine best practices. 4. Review possibilities for increasing participation of persons with disabilities in the mentoring/coaching program.	An increase in the promotion rate of persons with disabilities.		2011-2012 – completed 2012-2013 – completed

	RECRUITMENT AND RETENTION				

People Component Management Accountability Framework

Outcome:

Fair – The workplace exhibits fair employment and workplace practices and effective labour relations.

Productive – A committed workforce with the size, mix of skills and diversity of backgrounds to completely perform its duties.

Principled – The workforce is reflective of Canada's population, is respectful of Canada's Official Languages and performs its duties guided by the values and ethics of the Public Service.

Issue	Recommendation	Activity	Performance Indicator	Responsibility	Year-Three Activities/Status
NEW: 2011-2012 PCMAF results for Employment Equity indicated that persons with disabilities and Aboriginal peoples were not receiving an equitable share of promotions.	Implement a departmental strategy to respond to the PCMAF results (resulting from the 2011 PSES).	Continue to implement the activities outlined in the 2010-13 Diversity and Employment Equity Action Plan to maintain an inclusive, equitable, healthy and fair workplace that reflects Canada's diversity. Continue to monitor statistics related to all employment equity groups and in particular, for persons with disabilities and Aboriginal peoples.	Equitable representation has been achieved or surpassed.		2012-2013 – completed
HRSDC has no standardized process for exit interviews.	Exit interviews can be an effective means to help identify possible barriers in employment systems.	Until an effective departmental exit interview process has been approved, monitor the departmental results of the PSES to determine if there are barriers to equitable employment of EE designed group members.	Barriers to employment of EE designated group members have been identified and resolved.	Executive Heads, Service Management HR Planning and Accountability Managers	2010-2011, 2011-2012 and 2012-2013 – Several branches and regions indicated that they have developed an approach for exit interviews.