

2010-2013 Diversity and Employment Equity Action Plan – Year Two Results

Recommendation	Activities 2011-2012
SELF-IDENTIFICATION	
Increase the demographic self-identification survey response rate to a minimum 80%.	<ul style="list-style-type: none"> In 2011-2012, the departmental survey response rate increased from 80% to 87%. This may be attributable to the changes to the demographic survey that were introduced in May 2011, and the enhancements to the Paperless Office log-in process that were launched in March 2012 (see below for details).
Engage union representatives and managers in encouraging self-identification.	<p>Department:</p> <ul style="list-style-type: none"> Key messages, Qs and As and speaking points to assist managers in promoting self-identification are available on the Diversity/Employment Equity (EE) intranet site, and are available to union representatives via the Human Resources Union-Management Consultation Committee. Online courses developed by the Service Canada College emphasize the importance of completing the demographic survey. Additionally, the Diversity and EE online course for managers entitled <i>The Richness of our Differences</i> includes strategies on how to encourage employees to complete the survey. <p>Branches:</p> <ul style="list-style-type: none"> Many branches undertook special activities to encourage their employees to complete the self-identification survey. For example, the Learning Branch shared EE statistics and survey response rates with their senior management on a quarterly basis, and the welcome package and letter of offer received by new employees to the branch include information on Paperless Office and the self-identification survey. The Citizen Service Branch (CSB) held a self-identification survey promotion blitz during National Public Service Week, and statistics showed that 67 employees who had not previously completed the survey did so that week. The promotion efforts of the Income Security and Social Development Branch (ISSDB) resulted in an increase in the self-identification response rate for that Branch – from 78% to 84% by the end of March 2012. Regular Senior Assistant Deputy Minister communication and presentations to various communities of practice in the Skills and Employment Branch (SEB) explained that self-identification was important to ensuring proper representation data is available to guide strategic planning.
<p>Strengthen the messaging regarding the advantages to all employees in completing the Demographic Survey in Paperless Office.</p> <p>Ensure that all new employees to the Department are encouraged to complete the demographic survey.</p> <p>Change the format of the self-identification form to include a Part A: mandatory sign-off and leave Part B: self-identification – voluntary, as required.</p> <p>When a new employee gains access to Paperless Office, the Demographic Survey will be the first option to appear after initial log-in.</p>	<ul style="list-style-type: none"> The Diversity and Official Languages Division (DOLD), Human Resources Services Branch (HRSB), updated the Self-identification Strategy for 2011-2012 in consultation with Public Affairs and Stakeholder Relations Branch (PASRB). In May 2011, the online demographic survey site was modified to include two sections: Section 1 – mandatory sign-off to indicate that the employee has read the section and is aware of the benefits of completing the survey; and, Section 2 – the self-identification questionnaire (completion remains voluntary). In March 2012, enhancements were introduced to the Paperless Office site whereby upon initial log-in, new employees and employees who have not yet completed Part I of the demographic survey are automatically redirected to the survey site when accessing Paperless Office.

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POSITIVE POLICIES AND PRACTICES	
<p>Develop a communication strategy and tools to support diversity, inclusiveness and EE priorities.</p>	<ul style="list-style-type: none"> • In October 2011, the DOLD prepared a one-pager entitled Key Guiding Principles for EE, which was posted in the Manager's Toolkit on the intranet. This one-pager highlights EE considerations in the HR planning process and in the context of organizational transformation. • The DOLD also finalized Diversity and EE information decks for managers and employees, and posted them as a resource on the Diversity/EE intranet site. • In May 2011, the Service Canada College, in consultation with the DOLD, launched the manager and employee versions of the Diversity and EE online course entitled <i>The Richness of our Differences</i>. These courses were promoted through an all-staff message from the ADM, HRSB and the Senior ADM, Service Management, a presentation at the Aboriginal Affairs Directorate all-staff meeting in June 2011, an Intersection article in August 2011, a plasma screen announcement in October 2011, and a message to YMAGIN and the Administrative Professionals Network communities in November 2011. These courses are included in the mandatory training curriculum beginning in 2012-2013. • The Diversity/EE intranet site was reviewed and remapped. A new graphic identifier for diversity was created, which was integrated into the homepage of the site. A diversity poster and brochures for our department were also developed, which incorporate the new graphic identifier. • Messages regarding EE were incorporated into the departmental Mentoring initiative. • The Office of Values and Ethics within the Integrity Services Branch (ISB) ensured that there is a section on diversity in the new HRSDC Code of Conduct. Furthermore, the Renewal Advisory Committee (RAC) report to the Clerk of Privy Council had a statement referring to the Code and diversity, which reads: "All hiring managers are informed of HRSDC's commitment to diversity and EE. In support of this and to reinforce these commitments, the new draft of the HRSDC Code of Conduct dedicates a section to the topic of diversity."
<p>Seek the assistance of unions and the National Federal Councils in educating all employees on the meaning of diversity, EE and inclusiveness.</p>	<ul style="list-style-type: none"> • The National Federal Councils no longer exist. Each Council was replaced by a Champions and Chairs Committee (CCC) for each EE group (i.e. Aboriginal peoples, persons with disabilities and visible minorities). In order to manage the workload that is generated by each CCC more efficiently (attending meetings, consultation activities, etc.), each Diversity Champion was designated to one CCC (as Champion representative for HRSDC). Similarly, the chairpersons of the Aboriginal Employees' Circle and the Council of Visible Minorities participate as HRSDC's chair representatives on the CCCs.
<p>Establish mechanisms for employees to discuss and address diversity and EE issues.</p>	<p>Department:</p> <ul style="list-style-type: none"> • HRSDC's Diversity Champions act as ambassadors for the Department's Diversity and EE Program and the 2010-2013 Action Plan. They promoted Mediacorp Inc.'s recognition of HRSDC as one of Canada's Best Diversity Employers for 2012, and maintained leadership for initiatives in support of a representative workforce at HRSDC. They participated at the National Public Service Week BBQ event in June 2011 and the Aboriginal Employees' Circle 1st anniversary celebration in December 2011. The Champions also participated at the Diversity/EE information kiosk at the Learn@Work learning fair in October 2011, where tools and resources available to managers and employees, including the online courses on Diversity, were promoted.

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	<p>Branches:</p> <ul style="list-style-type: none"> • Several branches established committees or forums to discuss and address diversity and EE issues, and held activities and events to help foster an inclusive and positive workplace for all employees. • The CSB Diversity and EE Advisory Committee encourages and supports diversity and EE within the Branch. Under the leadership of CSB’s Diversity and EE Director General Champion, the Committee met formally on six occasions and held two learning events to ensure that CSB is an inclusive and positive workplace for all employees, and to increase staff understanding of diversity/EE issues. The first event was a video presentation which simulated conversation on diversity among staff. The second event featured a First Nations storyteller and motivational speaker who presented an historical overview of the First Nations people, as well as past and current issues. • The Director of Call Centre Operations Management in the Processing and Payment Services Branch (PPSB) was named Branch Champion for Official Languages (OL) and Diversity. In 2011-2012, the PPSB developed a Communication and Action Plan and organized “Black History Month” activities, which included an exhibit on the Underground Railway linked to the War of 1812 and a doctoral candidate from the University of Ottawa specialized in North American Black History. A second event with the theme “Caribana” was also celebrated. In 2011-2012, volunteers from the Branch sat on an ad-hoc committee to organize “Asian Heritage Month” which was celebrated in May 2012. All these activities were organized by the PPSB in order to create a more welcoming work environment, to aid in employee retention and to reflect the spirit of the <i>Canadian Multicultural Act</i>. • Program Operations Branch (POB) uses the Middle Managers and YMAGIN forums as mechanisms for employees to discuss and address diversity and EE issues. These forums, the POB Feedback Questionnaire process, the Pride and Recognition Policy and Branch meetings, along with the diligence of managers throughout POB and HR groups, ensure Branch commitments to diversity and EE are met and that the workplace is fair and, productive and promotes a culture of excellence. • The Corporate Secretariat identified a Diversity and EE Champion to promote the objectives of the 2010-2013 Diversity and EE Action Plan. Priorities include a standardized exit interview instrument to assist managers in identifying possible barriers to employment or career progression of EE designated groups, and to actively promote the acquisition and maintenance of a second OL for designated group employees in the EX feeder groups. <p>Regions:</p> <ul style="list-style-type: none"> • All regions have established Diversity and EE Committees, and the majority of regions have identified a Diversity and EE “Champion” or “Lead”. • The Western-Territories (W-T) Diversity/EE Committee developed a three-year evergreen Diversity/EE Committee Action Plan which was approved by the Region’s Senior Management in May 2011. In November 2011, the Committee introduced a monthly Diversity and EE Focus e-bulletin to highlight and promote diversity and EE in the Region. The W-T Executive Committee also approved an annual Diversity Awareness Day which, beginning February 1, 2012, will be hosted on the first Wednesday of February each year. A Creative Expression contest was hosted at the 2012 event, with two winners and five runners-up, all of whom received framed certificates for their participation. • The Ontario Region Diversity Working Group, comprised of staff, management and union representation, supports the implementation of the three-year Ontario Diversity Strategy (developed in 2009). In November 2011, a Diversity Event Kit to assist managers in promoting diversity at meetings and staff events was introduced at the Ontario Autumn Leadership Meeting. Ontario region uses the monthly Regional Operations Committee and Union-Management Consultation Committee forums as a means to

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	<p>accomplishing positive outcomes to the Ontario Diversity Strategy.</p> <ul style="list-style-type: none"> • The Quebec Region’s Diversity and EE Committee reports to the Cross-Sectoral Committee on Service Quality, which includes executive directors, directors of business expertise and directors responsible for operations in the four business lines. This facilitates harmonized operations activities and messaging to achieve the common goal of establishing a diverse and inclusive organizational culture. The Committee hosted two meetings in 2011-2012 to identify action plan content and to assign responsibilities for implementation and follow-up activities. The Quebec Region’s Business Integration Team and Regional Resourcing developed a pilot project that will run in 2012-2013. Under the pilot project, all new assessment committees set up for selection processes will be given an awareness session on inclusive assessments. An awareness/consultation activity was conducted with all PM-06 managers and EXs at the Regional Management Committee meeting in June 2011. This activity focused on the continuum for integrating groups targeted by the <i>EE Act</i>. • The mandate and membership of the Atlantic Regional EE and Diversity Committee (AREEDC) were approved and two meetings were hosted. As well, provincially based advisory groups made up of EE members are being established under the mandate of the AREEDC to support regional activities.
Recognize managers and employees who actively contribute to a fair and inclusive workplace.	<p>Department:</p> <ul style="list-style-type: none"> • For the second consecutive year, HRSDC was selected by Mediacorp Inc. as one of the Canada’s Best Diversity Employers for 2012. • A category focusing on EE and OL was added to the 2012 DMs’ Awards of Excellence and 11 nominations were received. • The DOLD encouraged nominations for the EE and diversity category of the Public Service Awards of Excellence (PSAE) and HRSDC’s DMs’ Award of Excellence. The HRSB Departmental Pride and Recognition program and policy also encourages the recognition, both formal and informal, of all efforts and achievements for all categories, including EE and Diversity. • The Aboriginal Employees’ Circle (AEC) is an employee-lead network that was officially launched in December 2010 and is recognized for playing a leadership role in successfully managing diversity and in enhancing the positive image of the Department. In June 2012, members of the Interim Executive Council of the AEC received the 2012 Deputy Ministers’ Awards of Excellence – in recognition of their demonstrated leadership, guidance and commitment to the AEC’s official launch in December 2010. Similarly, this dedicated group received the 2012 Public Service Awards of Excellence for their demonstrated leadership in advancing EE and diversity within HRSDC in such a way as to bring about change in culture in the Public Service of Canada. <p>Branches:</p> <ul style="list-style-type: none"> • Public Affairs and Stakeholder Relations Branch (PSARB) proactively disseminated information about nominating employees for awards (i.e. DM, Public Service and Branch Ovation) that recognize EE and diversity. The PASRB Ovation Awards of Excellence includes the Spirit Award, with one criterion being the active promotion of respect for diversity of people and ideas. • The Labour Program increased communication with employees to encourage colleague nominations for all categories of the PSAE and the DMs’ Awards of Excellence, including EE-related categories. Consequently, a number of Labour Program employees and teams were nominated, and several were recipients of a 2012 DMs’ Award. As well, one employee received the 2012 Spirit Award in recognition of their active promotion of respect for diversity of people and ideas in the workplace. The Labour Program continued to foster a culture of recognition with the assistance of Branch Pride and Recognition Coordinators, and remains actively engaged in the Department’s revitalization of a Pride and Recognition Program that underscores employee excellence and proactively

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	<p>anchors a culture of excellence and pride in its workforce and workplace.</p> <ul style="list-style-type: none"> • As a result of the CSB’s active encouragement for nominations for the 2012 round of DMs’ Awards and the PSEA, three teams and one individual from the Branch were nominated for both awards. The innovation and excellence demonstrated by 44 CSB employees speaks to the Branch’s culture that encourages employee contributions to common goals with the support of a fair and inclusive workplace. The CSB also established a Branch Awards program as a means for managers and employees to recognize colleagues and teams for the positive impact they have made in the Branch. In 2011-2012, 73 awards were presented to five teams and four individuals. The criterion for CSB’s Spirit Award specifically recognizes active promotion of respect for diversity of people and ideas. • A PPSB employee was nominated in the EE and OL category of the DMs’ Awards of Excellence for their leadership and support of diversity and bilingualism in the workplace, and Black History Steering Committee members were also recognized. • The Chief Financial Officer Branch (CFOB) continued to promote the DMs’ Awards of Excellence and the PSEA and encourage managers and employees to nominate colleagues who contribute to a fair and inclusive workplace. The Branch developed a framework to launch an ADM’s Award of Excellence, and 51 Certificates of Appreciation congratulating the nominees for their award nominations were distributed. Since launching the “Alfie’s Instant Award”, the CFOB has awarded 12 certificates to recognize employee contributions to the Branch and Department. • Internal Affairs and Stakeholder Relations Branch (IASB) employees are regularly recognized during staff meetings for their efforts in managing a culturally diverse group, and the Learning Branch recognizes individual and team efforts for promoting respect for diversity of people and ideas through its Branch recognition program. <p>Regions:</p> <ul style="list-style-type: none"> • There were 27 nominations (including the W-T EE and Diversity Lead) in the People Management category for the 2011 W-T Regional Awards; seven included references to the positive role that they had played in accommodating the needs of their staff and promoting diversity. All nominees received formal recognition from senior management. The Region also maintains an ongoing instant award program that is open to all employees, where team leaders or managers can present token gifts to individuals to recognize performance, workplace involvement, engagement, etc. • As part of the Ontario Region’s Diversity Strategy, 34 employees who acted as Diversity Awareness Session facilitators were informally recognized by the Executive Sponsor for Diversity. In May 2012, eleven members of the Ontario Region Diversity Strategy Team received a silver level award at the Ontario Region Awards of Excellence Ceremony and as of June 2012, 10 employees were recognized for their contributions to a fair and inclusive workplace through the informal award system. • A regional proposal was developed in 2011-2012 for a Quebec Region EE Award of Excellence to recognize those who have taken significant action to encourage a diverse and inclusive organizational culture. This initiative was discussed at the meeting of the regional EE committee in November 2011, and will be considered in the regional strategy for 2012-2013. • Informal recognition was provided to the New Brunswick EE and Diversity Committee for their contributions prior to the Atlantic Region Committee being established.
Ensure that accountability for EE and managing a diverse workforce is clearly enunciated with measurable criteria and goals in all Executive PMAs.	<ul style="list-style-type: none"> • Beginning in 2011-2012, all HRSDC EX Performance Management Agreements (PMA) include a corporate commitment to support the development of a diverse and representative workforce that is respectful of Canada’s OL duality.

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<p>Ensure that anti-harassment and discrimination information is included in the revised Orientation Program for HRSDC.</p> <p>Develop information decks on prevention and resolution of harassment in consultation with unions.</p>	<ul style="list-style-type: none"> Corporate Labour Relations developed a presentation on the Prevention and Resolution of Harassment in the Workplace. This presentation was delivered during a session at the Office of Disability Issues Retreat (approx. 150 participants, including unions), and during a team meeting with the Strategic Integration, Planning and Renewal group (approx. 20 participants). HRSDC has a mandatory orientation program designed for indeterminate and term employees and students (to be taken within their first 6 months of employment with the department). The Departmental Orientation consists of a series of four virtual WEBEX sessions, which can be found in the Online Learning Campus run by Service Canada College. In Session 3: <i>Working at HRSDC – What it Means to be an Employee</i>, there are two slides on EE and Diversity, which clearly states that employees are “encouraged to recognize, respect and value each other’s differences” and that “Diversity management involves valuing differences and actively encouraging the inclusion and participation of all employees in the organization”.
<p>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.</p>	<ul style="list-style-type: none"> Because of privacy considerations, the CMS is not used to track and monitor harassment complaints. However, Corporate Labour Relations confirmed that they do track and monitor complaints via an Excel spreadsheet, and that the information is protected and the data is maintained in accordance with appropriate legislation.
ACCOMMODATION	
<p>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</p>	<ul style="list-style-type: none"> Following a recent Federal Court order, the Government of Canada is committed to Web accessibility for the visually impaired. The Information, Innovation and Technology Branch (IITB)/HRSDC has actively taken steps to meet the Web Accessibility standards developed by the Treasury Board. A random sampling of departmental Web assets (assets refers to a domain name – usually a Web application or an entire Website) at the end of 2011 indicated that external-facing Websites/Web assets were deemed to be 100% compliant for accessibility. A more recent random sampling in May 2012 showed that there are still some of the 80 separate public-facing Web applications/sites that have not yet achieved 100% compliance. Of these 80 assets, 44 are 100% compliant and 36 are between 90 and 99% compliant. The issues identified in this latest random sampling will be addressed. In addition, the IITB Web Standards Centre of Excellence (WS CoE) has communicated to departmental Branch and Program Web authorities stressing that the responsibility for maintaining compliance rests with the asset application developers and content authors. The WS CoE has also implemented several new initiatives to sustain accessibility/compliance of departmental Web offerings, including working with vendors to ensure that outstanding OL Act and accessibility issues will be addressed in a software release in the near future. IITB, in collaboration with the PASRB and the CSB, has submitted a project proposal to implement an ongoing content life-cycle and code review process with elements that will allow for compliance monitoring.
<p>Establish a DTA Policy and Guidelines providing a transparent process to request workplace accommodations.</p>	<ul style="list-style-type: none"> HRSDC’s Duty to Accommodate (DTA) Guidelines, entitled “A Shared Responsibility” was updated in 2011-2012. These guidelines outline the roles and responsibilities of managers, employees, union representatives and other third parties. The guidelines also describe a five-step process to follow when responding to accommodation requests. A policy will not be created.
<p>Train managers to implement the policy and guidelines in the workplace and HR advisors to</p>	<ul style="list-style-type: none"> In January 2011, a train-the-trainer course was given to HR staff in all regions.

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provide assistance advice on DTA questions.	<ul style="list-style-type: none"> DTA awareness sessions are delivered on request. In 2011-2012, the Corporate DTA team delivered approximately 12 sessions to managers. DTA online training has been developed; managers and employees will have access to this training beginning July 2012.
Conduct a review of the procurement procedures, determine and resolve the problems related to this issue.	<ul style="list-style-type: none"> Corporate DTA staff is in the process of getting statistics from Corporate Labour Relations regarding DTA grievances. Preliminary findings in 2011-2012 show that there has been a reduction in these grievances; specific numbers will be available in 2012-2013. There is continued dialogue and partnering with HRSDC Enabling Services to eliminate barriers and to implement DTA requests in a timely and efficient manner.
RECRUITMENT AND RETENTION*	
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.	<ul style="list-style-type: none"> In 2011-2012, there was a decrease in representation for Aboriginal peoples (from a no gap to a gap of -2) and women (from a gap of -2 to a gap of -7) in the EX category. Persons with disabilities continued to have no gaps in the EX category, and there was an increase in representation for visible minorities in the EX category (from a gap of -2 to no gap).
<p>Ensure that designated group members have equitable opportunities based on their internal representation rates. (Women in the EX Category are leaving at a higher rate than their male colleagues.)</p> <p>Increase the representation rates for visible minorities in all occupational categories by using the staffing flexibilities available under the <i>Public Service Employment Act</i> (PSEA) and ensure that these activities are included in branch and regional HR plans.</p> <p>Increase the representation of Aboriginal peoples and persons with disabilities in the EC group.</p>	<p>Department:</p> <ul style="list-style-type: none"> At HRSDC, a number of measures are in place to ensure EE considerations are taken into account throughout HR staffing processes. A Frequently Asked Questions document has been developed and posted on the iService site, to explain in greater detail how the information contained in the HRSDC People Management Dashboards relate to HR planning and in meeting EE representation goals. <p>Branches:</p> <ul style="list-style-type: none"> The SEB uses of the flexibilities permitted under Section 33 of the Public Service Employment Act (PSEA) in proposing the non-advertised appointment of a person who is a member of a designated group, all the while ensuring adherence to the core appointment values via a review and majority decision-making process by the SEB Non-Advertised Review Committee (SNARC) and / or Branch Vacancy Management Committee (VMC). As well, the SEB has been able to maintain and increase its workforce representation goals by attracting and recruiting designated group members by incorporating EE requirements into career opportunities and providing fair and equitable access to career development and employment opportunities. The Branch treats DTA requests in priority to other accommodations needs. When timing for the installation of special equipment and/or workstation adjustments depends on service provider availability, temporary measures are taken (whenever possible) until the full installation is completed. The PPSB strives to ensure diverse representation on all PPSB assessment boards. The ISB recruited a female employee to act as a Director in the Branch. There are three women in the EX-level positions in IASB. The CSB invested approximately \$33,000 for some 20 employees to participate in language training. Approximately 70% of the employees were women who may be interested in the executive cadre. Succession planning and talent management discussions are integrated into the annual Performance and Learning (PLA) process for Learning Branch employees. Additionally, the Branch hires interns from the Federal Internship for Newcomers Program [FINP]*

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	<p>(formerly known as the Immigrant Internship Program [IIP]). The PASRB also hired an intern through the Federal Internship for Newcomers Program (FINP).</p> <p>Regions:</p> <ul style="list-style-type: none"> The W-T region supports women in feeder groups through various types of training and opportunities. For example, the Region has sent 28 participants to the Service Leadership and Management Excellence Development Program, 21 of whom are women. <p>* FINP is an interdepartmental initiative designed to help foreign-trained professionals with highly qualified and specialized skills integrate into the Canadian workforce. Through this program, interns gain both valuable Canadian work experience related to their field and a better understanding of the Canadian labour market and benefit from networking opportunities. Hiring immigrants under the FINP program contributes to EE as the vast majority of candidates in the program are members of visible minorities, which also increases the diversity of the hiring organization.</p>
Enhanced communication for managers and HR Advisors regarding gaps in representation and recruitment.	<ul style="list-style-type: none"> An Intersection article that was published in February 2012 stated that the Department has successfully achieved its representation goals for all EE designated groups. HR Planning and Accountability incorporates representation reports into the quarterly People Management Dashboards for each branch, region, business line and the Department overall. Promotion, separation and recruitment reports are also produced for the Dashboards. The DOLD developed a Fact Sheet on EE that explains to managers how to interpret and use the tables in the People Management Dashboards for HR Planning purposes. The Fact Sheet is posted on the Diversity/EE intranet site and was promoted by the Diversity Champions to their senior management colleagues.
Ensure that all HR Advisors and HR Planners are aware of departmental commitments and their responsibilities with respect to the implementation of EE.	<ul style="list-style-type: none"> The Diversity and EE information decks for managers and employees, which were posted as a resource on the Diversity/EE intranet site in 2011-2012, clearly identify EE responsibilities and departmental commitments.
Use the staffing flexibilities where there are gaps in representation of designated group members.	<ul style="list-style-type: none"> In most branches and regions where gaps in the representation of designated groups are noted, standard clauses regarding EE as an organizational need are used whenever a selection process is run. In the Diversity and EE Information Deck for Managers, managers are cautioned to only use staffing flexibilities provided by the PSEA where under-representation has been identified and included in HR plans.
Put in place mechanisms for ensuring Aboriginal peoples and visible minority groups have access to language training early in their career.	<ul style="list-style-type: none"> Managers and employees are reminded that language training is incorporated into the PLA/PMA process. As such, it is important that language training be part of the PLA/PMA development and review discussions.
Representative selection boards should be mandatory. Ensure that selection boards are bias-free by having members of designated groups participate.	<ul style="list-style-type: none"> A study was conducted by the DOLD to explore the feasibility of creating a departmental inventory of designated group members interested in participating on assessment boards. Based on the results of the study, it was recommended that a departmental inventory not be created, but that the DOLD will continue to promote the tools that are already available to support bias-free selection processes.

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	<ul style="list-style-type: none"> The PPSB strives to ensure diverse representation on all branch selection boards by suggesting that diversity be considered when establishing the boards – to include women, visible minorities, persons with disabilities and Aboriginal peoples.
Training sessions will be developed for all HR screens in CMS.	<ul style="list-style-type: none"> Training sessions have been developed. The curriculum will be revised and/or updated. These are offered as required to interested parties.
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.	<ul style="list-style-type: none"> Managers and employees are reminded of the importance of addressing learning and developmental opportunities during PLA and PMA processes.
Recruitment, promotion and departure rates should be monitored.	<ul style="list-style-type: none"> As was noted earlier, the HR Planning and Accountability Division incorporates representation reports into the quarterly People Management Dashboards for each branch, region, business line and the Department overall. Promotion, separation and recruitment reports are also produced annually for the Dashboards.
Develop an action plan to address PCMAF results for EE which indicate that persons with disabilities and Aboriginal peoples were not receiving an equitable share of promotions.	<ul style="list-style-type: none"> The DOLD completed an analysis on promotion rates for persons with disabilities, which was shared with HR Planning. Recruitment, promotion and departure rates for all EE groups are included in the 4th quarter People Management Dashboards. The Department continues to implement the activities outlined in the 2010-2013 Action Plan to maintain an inclusive, equitable, healthy and fair workplace that reflects Canada's diversity, and also continues to monitor statistics related to all EE groups and in particular, for persons with disabilities and Aboriginal peoples.
Exit interviews can be an effective means to help identify possible barriers in employment systems.	<ul style="list-style-type: none"> Several branches and regional offices have developed their own exit questionnaires. In a number of areas, managers encourage employees to complete an exit questionnaire that captures: reason for leaving; satisfaction with the work environment; discrimination and harassment; and, other comments.