

## **TOPIC    EMPLOYMENT EQUITY PLANNING**

**POLICY**    Departments should develop Employment Equity Strategies that set goals, objectives and timelines. Both qualitative and quantitative objectives are included. Employment Equity is built into the department Human Resource planning process.

### **QUESTIONS AND ANSWERS**

1.    What is an Employment Equity Strategy?
2.    When does Employment Equity planning take place?
3.    Who is involved in developing an Employment Equity Strategy?
4.    What information is included in an Employment Equity Strategy?
5.    What are qualitative goals and objectives?
6.    What are quantitative goals and objectives?
7.    Can the government-wide goals be adjusted to meet departmental needs?

### **AUTHORITY**

Civil Service Act 13(1)  
The Manitoba Human Rights Code 11  
The Canadian Charter of Rights and Freedoms, Section 15  
Affirmative Action Policy Cabinet Order, Government of Manitoba, 1983  
Civil Service Commission Board. Minute CSC 14-96/97-9  
Cabinet Minute #16, of February 11, 2004

**Effective date**    February 11, 2004

## QUESTIONS AND ANSWERS

### **1. *What is an Employment Equity Strategy?***

An Employment Equity Strategy is the department's commitment to implement the Employment Equity Policy. It is a measurable action plan for achieving the department's employment equity goals. A measurable action plan provides focus and direction for achieving results with respect to the representation, distribution and retention of designated groups.

The action plans co-ordinate the departments in creating a more representative workforce, and in creating workplace conditions that welcome diversity.

### **2. *When does Employment Equity planning take place?***

Employment Equity planning can take place at several times:

- when strategic planning is done
- when human resource planning is done
- during operational planning in conjunction with estimates
- when the department's current Employment Equity Strategy is renewed.

Oversight of employment equity is the responsibility of the Deputy Minister and the Departmental Executive Management Committee.

### **3. *Who is involved in developing an Employment Equity Strategy?***

Development of the Employment Equity Strategy is overseen by the Deputy Minister and is assigned responsibility of a member of the Executive Management Committee. Effort is made for wide collaboration and communication throughout the department as the action steps are designed.

Executive Management Committee:

- authorizes the strategy, including timing of its goal commitments and how progress will be monitored.
- clarifies its expectations of managers, the Employment Equity Coordinator and Human Resources in implementing the strategy.
- requires reporting on a frequency that would allow for a fair assessment of the strategy's effectiveness and for adjustments within the strategy's time period

The role of the Civil Service Commission is to provide departments with suggestions and feedback in the development of their strategies, and to assess their strategies against

government-wide objectives and using the criteria for effective Employment Equity programs. The Commission also is required to report to government on the cumulative results of all departmental employment equity activity in an Annual Diversity and Equity Report to Cabinet. The Civil Service Commission also conducts a review of Diversity and Employment Equity initiatives on a five-year cycle.

#### **4. What information is included in an Employment Equity Strategy?**

An Employment Equity Strategy includes required and optional material:

- Required material:
  - a workforce analysis
  - quantitative and qualitative goals and objectives aligned with government-wide goals and the department's strategic direction
  - an action plan with timelines for implementing each activity
  - the deputy minister's authorization.
  
- Optional material:
  - criteria for evaluating results
  - turnover projections,
  - resources allocations
  - a report of the previous year's results.

See also *Valuing Diversity: An Equity Approach*.

#### **5. What are qualitative goals and objectives?**

Qualitative goals and objectives describe desired results that may not be quantifiable but which foster a work environment that values and manages diversity and equity. The department's qualitative goals should be consistent with the Civil Service Commission's criteria for effective Employment Equity programs.

#### **6. What are quantitative goals and objectives?**

Quantitative goals are established voluntarily by departments to express their desired results in numbers or percentages. They are express benchmarks for the representation, distribution and retention of designated groups in a department's workforce. A department may also establish targets for designated group appointments. Departments' quantitative goals are self-managed, but should consider government-wide benchmarks for representation.

#### **7. Can the government-wide goals be adjusted to meet departmental**

***needs?***

Yes. A department, division or branch can exceed the government-wide goals for representation for designated groups. Factors often used to adjust goals are client profile, regional demographics and regional labour force.

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## COMMENT BOXES

### Criteria for Effective Employment Equity Programs

There are ten criteria for assessing the effectiveness of departmental and government-wide Employment Equity programs:

#### Process Criteria:

1. Accountability is clearly identified and integrated throughout the organization.
2. The department establishes Employment Equity Strategies, which set goals, objectives and timelines. Both qualitative and quantitative objectives are included. Employment Equity is built into the department Human Resource Planning Process.
3. Monitoring mechanisms are implemented to track and report on progress toward goals and objectives.
4. Communication and education strategies are implemented to develop an organizational culture that values equity and diversity.
5. A review of employment practices identifies and removes systemic barriers in department policies and practices.
6. Employees at all levels participate in the department's Employment Equity Program.
7. Resources are allocated to implement an effective Employment Equity Program.

#### Results Criteria:

8. Representation of designated groups in the department's workforce reflects the public served.
9. Designated groups are distributed at all levels of the department.
10. Retention and turnover rates of designated employees are consistent with organization norms.

Workforce Analysis      Defined in Removing Employment Barriers Policy 1.5.2.

Government-wide benchmarks for representation

The government-wide benchmarks for designated group representation refer to demographic information that is made available to Departments to use as a reference in measuring progress. This data is based on an analysis of Manitoba population data.

Women	50%
Aboriginal people	14%
Persons with disabilities	7%
Visible minorities	8%